

**Reviewed Integrated  
Development Plan  
2015 -16**



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## ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
BRT	Bus Rapid Transit
CBD	Central Business District
CBP	Community-based Planning
CCTV	Closed Circuit Television Cameras
CDS	City Development Strategy
DFA	Development Facilitation Act
HIV	Human Immunodeficiency Virus
IDP	Integrated Development Plan
EMP	Environmental Management Plan
FDC	Free State Development Cooperation
FET	Further Education and Training
FSDGS	Free State Growth and Development Strategy
GDP	Growth Development Product
GRAAP	Generally Accepted Accounting Practices
HDI	Historically Disadvantaged Individual
ICT	Information Communication Technology
IDP	Integrated Development Plan
IT	Information Technology
IRPTN	Integrated Rapid Public Transport Network
KPA	Key Performance Area
KPIs	Key Performance Indicators
LGSETA	Local Government Sector Education and Training Authority
LLF	Local Labour Forum
LUMS	Land Use Management System
MDG	Millennium Development Goals

MFMA	Municipal Finance Management Act
MLM	Mangaung Local Municipality
MMM	Mangaung Metropolitan Municipality
MOSS	Metropolitan Open Space System
MPPMR	Municipal Planning and Performance Management Regulations
MTSF	Medium-Term Strategy Framework
MTREF	Medium-Term Revenue Expenditure Framework
PGDS	Free State Provincial Growth Development Strategy
PMS	Performance Management System
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SCM	Supply Chain Management
SMME	Small Micro and Medium Enterprises
SPLUMA	Spatial Planning and Land Use Management Act
STATS SA	Statistics South Africa
UFS	University of Free State
USDG	Urban Settlement Development Grant
PTIG	Public Transport Infrastructure Grant

## PART A: LEGAL AND POLICY FRAMEWORK

### CHAPTER 1: INTRODUCTION

#### 1.1 WHAT IS IDP

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, No 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.

The Executive Management Team and Middle Management are accountable for the implementation of the IDP, and this is reflected in the Performance Management System that links the IDP to the strategic framework, the macro-scorecard, and from there to the performance contracts for senior managers.

This Chapter introduces the IDP by locating it within the right legal and policy context. It also explains the approach followed in drafting the report.

#### 1.2 LEGISLATIVE CONTEXT

##### 1.2.1 The Constitution of the Republic of South Africa

The Constitution of the Republic of South Africa outlines South Africa's Approach to local government. In this regard, the Constitution (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:

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

The Constitution also demands of local government to improve intergovernmental coordination and cooperation to ensure integrated development across the neighbouring communities.

### 1.2.2 The White Paper on Local Government

The White Paper on Local Government gives municipalities responsibility to “work with citizens and groups within the community to find sustainable ways to address their social, economic and material needs and improve the quality of their lives”.

Critically, the White Paper on Local Government envisions a developmental local government and articulate instruments such as planning, local economic development and performance management system that should be harnessed to achieve developmental local government.

A suite of policies and legislative frameworks were subsequently enacted to realise the mentioned developmental vision for local government. These are:

- Local Government: Municipal Demarcation Act (Act 27 of 1998);
- Local Government: Municipal Structures Act (Act 117 of 1998);
- Local Government: Municipal Systems Act (Act 32 Of 2000)
- Local Government: Municipal Finance Management Act (Act 56 of 2003)

### 1.2.3 The Municipal Systems Act, No 32 of 2000

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.

The IDP has a legislative status. Section 35 (1) states that an IDP adopted by the council of a municipality—

- (a) is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality;
- (b) binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality’s integrated development plan and national or provincial legislation, in which case such legislation prevails; and
- (c) Binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law.

### 1.2.4 Municipal Systems Amendment Act, No 7 of 2011

The Municipal Systems Amendment Act, No 7 of 2011 heralded a new era in the history of local government in South Africa. In principle, it sought to professionalise local governance by ensuring that incumbents holding senior positions (i) have the appropriate qualifications and (ii) there is no

conflict of interest between political office and local government administration by barring political officer bearers from holding senior positions in local municipal offices.

Section 56A (1) states that “A municipal manager or manager directly accountable to a municipal manager may not hold political office in a political party, whether in a permanent, temporary or acting capacity.” A political office in relation to a political party or structure thereof, is defined as (a) “the position of chairperson, deputy chairperson, secretary, deputy secretary or treasurer of the party nationally or in any province, region or other area in which the party operates; or (b) any position in the party equivalent to a position referred to in paragraph (a), irrespective of the title designated to the position”.

Another key amendment relates to the re-hiring of dismissed staff. Section 57 A. (l) states that “Any staff member dismissed for misconduct may only be re-employed in any municipality after the expiry of a prescribed period.” The Act is much harsher on employees dismissed for financial misconduct. The Act stipulates that a staff member dismissed for financial misconduct, corruption or fraud, may not be re-employed in any municipality for a period of ten years (Section 57A (3)).

This Amendment Act contains proposals that are guaranteed to have profound impact on the governance of Mangaung Metro.

#### **1.2.5 Local Government: Municipal Systems Act (Act No.32 Of 2000) Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers**

The mentioned Municipal Systems Amendment Act (NO 7 of 2011) empowered the Minister for Cooperative Governance and Traditional Affairs, subject to applicable labour legislation, and after consultation with the Minister for Public Service and Administration , and where necessary, the Minister for Health and the Minister for Finance, to make regulations or issue guidelines relating to the duties, remuneration, benefits and other terms and conditions of employment of municipal managers and managers directly accountable to municipal managers

The new system of local public administration has undergone substantial transformation in pursuit of the legal requirements to develop a set of uniform norms and standards for municipal staff system and procedures.

In the main the objectives of the Regulations are as follows:

- (i) Create a career local public administration governed by the values and principles of public administration as enshrined in Chapter 10 of the Constitution characterised by a high standard of professionalism;
- (ii) Create an enabling environment for increased staff mobility within local government by standardising human resources management practices;
- (iii) Improve the capacity of municipalities to perform their functions and improve service delivery by ensuring that municipalities recruit and retain suitably qualified persons, especially persons with scarce skills;
- (iv) Ensure predictability and maximise administrative and operational efficiency across municipalities; and
- (v) Establish a coherent human resource governance regime that ensures adequate checks and balances.



The regulations places an injunction on all municipalities to review their staff establishment before 17 January 2015, after having considered the principles set out in the Regulations, and the relevant functions and powers listed in the Constitution, and Chapter 5 of the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998). Critically, the Regulations outline processes to be followed in reviewing staff establishment and the framework of the report thereon to be considered by Council.

The Regulations also outline processes to be followed in recruiting, selecting and appointing the municipal manager and section 56 managers.

Furthermore, the Regulations provide as follows:

- Before a municipal council makes a decision to appoint a senior manager, it must satisfy itself that the candidate meets the relevant competency requirements for the post; has been screened; and does not appear on the record of staff members dismissed for misconduct as set out in Schedule 2 to the Regulations;
- Municipal council should establish a database of dismissed staff and staff who resigned prior to finalisation of disciplinary proceedings.

The Regulations also make provisions for conditions of employment and benefits that senior managers are entitled to.

#### 1.2.6 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 intergovernmental support to be provided to municipalities in implementing the Act.

The Act, provide a guide on the preparation and content of municipal Spatial Development Framework and Land Use Management Scheme.

Furthermore, the Act, provides for the following

- Establishment and composition of Municipal Planning Tribunal, 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, development applications affecting national interests.

### 1.2.7 Water Services Act, Act 108 of 1997

The Act designates certain categories of municipalities as Water Services Authorities, for which Mangaung is also included. 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 assigned responsibility should be discharged with the following cognizance:

- The availability of resources.
- The need for an equitable allocation of resources to all consumers and potential consumers within the authority area of jurisdiction.
- The need to regulate access to water services in an equitable way and the duty of consumers to pay reasonable charges which must be in accordance with any prescribed norm or standard for tariffs on water services.
- The duty to conserve water resources, the natural topography, zoning and the situation of the land question.
- The right of the water service authority to limit or discontinue the provision of water service if there's a failure to comply with reasonable conditions set for the provision of such services.

## 1.3 POLICY FRAMEWORK FOR THE IDP

### 1.3.1 Medium Term Strategic Framework

The Medium Term Strategic Framework (MTSF, 2014–2019) is the primary government's strategic plan for the 2014-2019 electoral term. The MTSF sets out action that three spheres of Government will take and outline concomitant service delivery targets to bear on manifold development challenges facing the country.

Critically, the MTSF is the building block for the attainment of vision statements and outcomes to be yielded by government action as outlined in the National Development Vision 2030. .

Consistent with the National Development Plan and Government's Electoral Mandates, the MTSF outlines 14 priority outcomes that all spheres of government should seek to achieve. This section presents a tabular representation of these priority outcomes *albeit* placing emphasis on those that intersect and articulate with mandates assigned to municipalities:

**Table 1.1**

PRIORITY OUTCOME	KEY TARGETS SET
<b>1. Quality basic education</b>	<ul style="list-style-type: none"> <li>▪ All children between ages 7 to 15 should be in school and 65% of learners should be in class groups appropriate to their age by 2019</li> </ul>

	<ul style="list-style-type: none"> <li>▪ 75% of learners of learners tested through the Annual National Assessment (ANA) in Grades 3, 6 and 9 should achieve above 50% in both literacy and numeracy</li> <li>▪ Ensure that by 2019, 250 000 grade 12 learners qualify for university entrance</li> </ul>
<p><b>2. A long and healthy life for all South Africans</b></p>	<ul style="list-style-type: none"> <li>▪ Construction of 213 clinics and community health centres and 43 hospitals, and refurbishment of over 870 health facilities in 11 NHI pilot districts</li> <li>▪ Doubling of the annual training of doctors locally and abroad to 2 000 a year</li> <li>▪ Doubling of the number of people on <i>anti-retrovirals</i> from the present 2.4 million to a projected 5.1 million</li> <li>▪ Intensified TB screening and treatment programmes for vulnerable groups, including 150 000 inmates of correctional services facilities, 500 000 mineworkers and an estimated 600 000 people living in mining communities</li> <li>▪ Human Papilloma Virus Vaccine coverage of 90% amongst 9 and 10 year old girls, to significantly reduce their risk of acquiring cervical cancer in future.</li> </ul>
<p><b>3. All people in South Africa are and feel safe</b></p>	<ul style="list-style-type: none"> <li>▪ A reduction in the number of reported contact crimes</li> <li>▪ An increased proportion of citizens feel safe walking alone, during the day or at night, as measured in official surveys</li> <li>▪ An increase in the proportion of households that are satisfied with police services in their area, and with the way courts deal with the perpetrators of crime</li> <li>▪ Improvements in citizens' perceptions of levels of crime and progress in reducing crime, as measured in official surveys</li> <li>▪ An improvement in South Africa's ranking on the Transparency International Corruption Perception Index.</li> </ul>
<p><b>4. Decent employment through inclusive growth</b></p>	<ul style="list-style-type: none"> <li>▪ An increase in the GDP growth rate from 2.5% in 2012 to 5% in 2019</li> <li>▪ An increase in the rate of investment to 25% of GDP in 2019</li> <li>▪ The share in household income of the poorest 60% of households rising from 5.6% in 2011/12 to 10% in 2019</li> <li>▪ A decrease in the official unemployment rate from 25% in the first quarter of 2013 to 14% in 2020.</li> </ul>
<p><b>5. A skilled and capable workforce to support an inclusive growth path</b></p>	<ul style="list-style-type: none"> <li>▪ It is envisaged that university enrollment in foundation programmes will increase from 16 300 students in 2013 to 36 000 in 2019.</li> <li>▪ The number of artisans produced every year will increase from 18 110 in 2013 to 24 000 per annum by 2019, to meet the needs of a growing economy.</li> <li>▪ To support the knowledge economy the number of PhD graduates will increase from 1 870 per year in 2013 to 2400 per year by 2019.</li> </ul>

<p><b>6. An efficient, competitive and responsive economic infrastructure network</b></p>	<ul style="list-style-type: none"> <li>▪ Increasing the electricity generation reserve margin from 1% currently to 19% in 2019</li> <li>▪ A 5% increase in bulk water resources commissioned in comparison to 2014</li> <li>▪ An increase in broadband penetration from 33.7% in 2013 to 80% at 5Mbps; 50% at 50Mbps in 2019</li> <li>▪ Increasing the tonnage moved on rail from 207 million tons (Mt) in 2013 to 330 Mt by 2019</li> <li>▪ Improving the operational performance of sea ports and inland terminals from 28 to 35 average crane moves per hour by 2019.</li> </ul>
<p><b>7. Vibrant, equitable and sustainable rural communities with food security for all</b></p>	<ul style="list-style-type: none"> <li>▪ Increase the percentage of productive land owned by previously disadvantaged individuals from 11.5% in 2013 to 20%</li> <li>▪ Ensure that, by 2019, there is a 20% (or 16.2 m ha) increase in percentage ownership of productive land by previously disadvantaged individuals</li> <li>▪ Reduce the percentage of households who are vulnerable to hunger from 11.4% in 2013 to less than 9.5%</li> <li>▪ Reduce the percentage of the population living below the lower bound poverty line(R443 in 2011 prices) from 32.3% to below 22 %</li> <li>▪ Reduce rural unemployment from the current 49% to less than 40%.</li> </ul>
<p><b>8. Sustainable human settlements and improved quality of household life</b></p>	<ul style="list-style-type: none"> <li>▪ Adequate housing and improved quality living environments, with 1.495 million more households living in new or improved housing conditions by 2019</li> <li>▪ A functional and equitable residential property market with a target of 110 000 new housing units delivered in the affordable gap market by 2019</li> <li>▪ Enhanced institutional capabilities for effective coordination of spatial investment decisions, with a target of 49 municipalities assigned or accredited with the housing function</li> <li>▪ The title deeds for all 563 000 new subsidy units as well the backlog of 900 000 title deeds in the integrated residential housing programme will be transferred over the next five years</li> <li>▪ Informal settlement upgrading will be expanded to cover 750 000 households, ensuring basic services and infrastructure in some 2 200 informal settlements.</li> </ul>
<p><b>9. A responsive, accountable, effective and efficient local government system</b></p>	<ul style="list-style-type: none"> <li>▪ Increase in the percentage of households with access to a functional water service from 85% in 2013 to 90% by 2019.</li> <li>▪ Increase in the percentage of households with access to a functional sanitation service from 84% in 2013 to 90% by 2019, including elimination of bucket sanitation in the formal areas.</li> <li>▪ 1.4 million additional households to be connected to the grid</li> </ul>

	<p>between 2014 and 2019, and 105 000 additional non-grid connections.</p> <ul style="list-style-type: none"> <li>▪ Income support to the unemployed through expansion of the Community Work Programme to reach 1 million participants in 2019.</li> <li>▪ An increase in the level of public trust and confidence in local government from 51% in 2012 to 65% in 2019, as measured by the IPSOS survey.</li> <li>▪ An improvement in overall municipal audit outcomes, with at least 75% of municipalities receiving unqualified audits by 2019.</li> </ul>
<b>10. Environmental assets and natural resources that are well protected and continually enhanced</b>	<ul style="list-style-type: none"> <li>▪ Stabilisation and reduction of CO2 (a 34% reduction in emissions of CO2 from “business as usual” by 2020 (42% by 2025)</li> <li>▪ Implementation of climate change responses in five critical sectors</li> <li>▪ Increasing the percentage of the coastline with at least partial protection from 22.5% in 2013 to 27% in 2019</li> <li>▪ Increasing the compliance of mines with the National Water Act from 35% in 2013 to 60% in 2019.</li> </ul>
<b>11. Create a better South Africa and contribute to a better and safer Africa and world</b>	<ul style="list-style-type: none"> <li>▪ South Africa will continue to support regional and continental processes to respond to and resolve crises, promote peace and security, strengthen regional integration, significantly increase intra-African trade and champion sustainable development in Africa.</li> <li>▪ We will advance South Africa’s national priorities through bilateral engagements, ensure FDI inflows by maintaining the investment project pipeline of at least R50 billion, facilitate manufactured value-added exports from IPAP priority sectors to emerging and traditional markets to R5 billion,</li> <li>▪ Increase the number of foreign visitor arrivals to close to 44 million by 2016/17, and increase the tourism foreign direct spend (excluding capital expenditure) to R372.1 billion by 2017.</li> </ul>
<b>12. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship</b>	<ul style="list-style-type: none"> <li>▪ Institutionalising long-term planning,</li> <li>▪ Forging a disciplined, people-centred and professional public service,</li> <li>▪ Empowering citizens to play a greater role in development; and</li> <li>▪ Building an ethical public service.</li> </ul>
<b>13. A comprehensive, responsive and sustainable social protection system</b>	<ul style="list-style-type: none"> <li>▪ By 2024, an essential age- and developmentally stage-appropriate package of quality early childhood development (ECD) services is available and accessible to all young children and their caregivers</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Universal access (at least 95% of eligible people) to social assistance benefits by 2019, notably the child support grant, disability grant and old age pension.</li> </ul>
<p><b>14. A diverse, socially cohesive society with a common national identity</b></p>	<ul style="list-style-type: none"> <li>▪ The proportion of people of the opinion that race relations are improving rises from 40% in 2011 to 65% in 2019</li> <li>▪ The social cohesion index rises from 80.4% in 2011 to 90% in 2019</li> <li>▪ The active citizenship index rises from 79% in 2011 to 85% in 2019</li>   <li>▪ The number of people over 18 that belong to a charitable organization rises from 5% in 2011 to 10% in 2019.</li> </ul>

### 1.3.3 National Development Plan

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

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

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

More importantly for efficiency in local government the NDP proposes 8 targeted actions listed below:

1. Stabilise the political- administrative interface
2. Make public service and local government careers of choice
3. Develop technical and specialist professional skills
4. Strengthen delegation, accountability and oversight
5. Improve interdepartmental coordination
6. Take proactive approach in improving national, provincial and local government relations

7. Strengthen local government
8. Clarify the governance of SOE's

The National Development Plan 2030 has been adopted by the National Cabinet in August 2012 and this place an injunction on the state and its agencies (including municipalities) to implement the Plan.

The Plan makes the following policy pronouncements and proposes performance targets that intersect with developmental mandates assigned to local government. Importantly, municipalities are expected to respond to these developmental imperatives when reviewing their Integrated Development Plan and developing the corresponding three-year Medium Term Revenue and Expenditure Frameworks.

- Youthful population presents opportunities to boost economic growth, employment and reduce poverty;
- Strengthen youth service programmes – community based programmes to offer young people life skills training, entrepreneurship training;
- Increase employment from 13 million in 2010 to 24 million in 2030;
- Ensure that skilled, technical, professional and managerial posts better reflect the country's racial, gender and disability makeup;
- Establish effective, safe and affordable public transport;
- Produce sufficient energy to support industry at competitive prices;
- Ensure that all South African have access to clean running water in their homes;
- Make high-speed broadband internet universally accessible at competitive prices;
- Ensure household food and nutrition security;
- Realise a developmental, capable and ethical state that treats citizens with dignity;
- Ensure that all people live safely, with an independent and fair criminal justice system;
- Broaden social cohesion and unity while addressing the inequities of the past;
- Public infrastructure investment focussing on transport, energy and water;
- Ensure environmental sustainability
- Professionalise the public service, strengthen accountability, improve co-ordination and prosecute corruption;
- Reduce the cost of living for low-income and working class households – (**cost of food, commuter transport and housing should be reduced**);
- Invest in new infrastructure in areas affecting the poor (**food value chain, public transport**);
- Prioritise infrastructure investment in – upgrading informal settlements, public transport, establishing municipal fibre optic network
- Ensure spatial transformation by 2030 – **increased urban densities, reliable public transport,**
- Protect the natural environment in all respects, leaving subsequent generations with a least an endowment of at least an equal value;
- Reduce greenhouse gas emissions and improve energy efficiency;
- Review the allocation of powers and functions (Schedules 4& 5 of the Constitution) – housing, water, sanitation, electricity and public transport

- Fight corruption at three fronts – deterrence, prevention and education;

As indicated it is prudent for Mangaung Metro to take these issues into account when planning and reviewing development for the next five years.

#### 1.3.4 Free State Growth and Development Strategy (FSGDS)

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

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

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

Importantly, the FSGDS identifies drivers, strategies and measurable performance targets (five year, ten year, fifteen year and twenty year targets) to ensure that there is performance in relation to the identified six priority areas. Equally, Mangaung Metro should ---- align its Growth and Development Strategy and the five-year development plans with those of the provincial government of Free State.

#### 1.3.5 Millennium Development Goals

The Millennium Development Goals (MDG) and targets come from the Millennium Declaration, signed by 189 countries, including 147 Heads of State and Government, in September 2000 and from further agreement by member states at the 2005 World Summit (Resolution adopted by the General Assembly). At the Summit in 2000, the international community reached consensus on working to achieve eight critical economic and social development priorities by 2015. The eight development priorities were termed the Millennium Development Goals. The eight MDGs are, in their numerical order:

- To eradicate extreme poverty and hunger
- To achieve universal primary education
- To promote gender equality and empower women



- To reduce child mortality
- To improve maternal health
- To combat HIV/AIDS, malaria and other diseases
- To ensure environmental sustainability
- To develop a global partnership for development

As a member state of the United Nations, South Africa is a signatory to this agreement. Furthermore, South Africa has committed to these eight Millennium Development Goals and embraced them into a national set of ten priorities. Writing in the preamble of the third report on progress towards reaching MDGs by South Africa, President Jacob Zuma stated thus:

*“Let me emphasise that South Africa is committed to the MDG agenda and the Millennium Declaration of 2000. Our entire development agenda embraces the MDGs.”*

The South African government has sought to domesticate the MDGs so that they suit the local situation without compromising the chance of comparability. This has been achieved by developing specific indicators for each goal so that it could be easy to measure progress - see table 1.2.

**Table1.2: Millennium Development Goals and their indicators**

Goal	Indicators for this Goal
1	Gini, dollar-based poverty measures, employment, income per capita, social services and government-based social assistance programmes. In some instances the data are disaggregated by sex and race to provide the socio-economic specificities of South Africa
2	Sex disaggregated population base data for children aged 7–13 and persons 15–24 years of age
3	Gender and race disaggregated data on education, employment and political life
4	child and infant mortality data
5	Processes associated with giving birth and child rearing. Indicators are facility based as well as population based
6	HIV and AIDS prevalence disaggregated by age and sex
7	Sustaining the environment and the population’s access to housing water, energy and sanitation amongst others
8	Trade and international relations and transfers, which in the main include trade, aid and global obligations

As a result, the MDGs enjoy considerable attention in key government development priorities. The table below demonstrates how the MDGs have been domesticated into the current priority agenda of the government.

**Table 1.3: Linkage between South Africa’s national development planning and the MDGs**

	MTSF Strategic Elements	Relevant MDGS
1	Strategic Priority 1 <i>Quality basic education</i>	MDG 1, MDG 2, MDG 3, MDG 8
2	Strategic Priority 2: <i>A long and healthy life for all South</i>	MDG 1, MDG 3, MDG 8

	<i>Africans</i>	
3	Strategic Priority 3: <i>All people in South Africa are and feel safe</i>	
4	Strategic Priority 4: <i>Decent employment through inclusive growth</i>	MDG 1
5	Strategic Priority 5: <i>A skilled and capable workforce to support an inclusive growth path</i>	MDG 1, MDG 2
6	Strategic Priority 6: <i>An efficient, competitive and responsive economic infrastructure network</i>	MDG 1
7	Strategic Priority 7: <i>Vibrant, equitable and sustainable rural communities with food security for all</i>	MDG 1 MDG 3, MDG 4
8	Strategic Priority 8: <i>Sustainable human settlements and improved quality of household life</i>	MDG 7, MDG 1
9	Strategic Priority 9: <i>A responsive, accountable, effective and efficient local government system</i>	MDG 1, MDG 3, MDG 7
10	Strategic Priority 10: <i>Environmental assets and natural resources that are well protected and continually enhanced</i>	MDG 7
11	Strategic Priority 11: <i>Create a better South Africa and contribute to a better and safer Africa and world</i>	MDG 8
12	Strategic Priority 12: <i>An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship</i>	MDG 2
13	Strategic Priority 13: <i>A comprehensive, responsive and sustainable social protection system</i>	MDG 7
14	Strategic Priority 14: <i>A diverse, socially cohesive society with a common national identity</i>	MDG8

Noteworthy, among all the MDGs, gender equality and empowering women enjoys most support. Gender equality and women's empowerment are said to be critical to achieving the MDGs especially *Goal 1* on poverty reduction and to economic growth, *Goal 2* on universal primary education, *Goal 4* on reducing child mortality, *Goal 5* on improving maternal health, and *Goal 6* on combating HIV/AIDS, malaria and other diseases.

It has been observed however, that gender equality perspectives are poorly reflected across all the MDGs in their current formulation. In the first place, most have either inadequate or no gender-sensitive targets or indicators, making them difficult to achieve. Second, the targets and their indicators are limited. And lastly, the MDGs appear as stand-alone goals, blurring the multi-sectoral links between all goals, targets and indicators, including the cross-cutting gender link.

So as Mangaung Metro develops her 5-year development blueprint these national and international policy contexts need to be taken into serious consideration – their limitation notwithstanding.

### 1.3.6 Back to Basics Approach

The Back to Basic Strategy is essentially a programme geared towards guiding municipalities on what need to be done to discharge developmental mandates assigned to municipalities by the Constitution of the Republic of South Africa. A comprehensive account of the status quo of local government was done informed by extensive research and monthly survey on how municipalities are discharging their responsibilities, how they interface with stakeholders and communities and good governance institutional arrangement established by municipalities.

Critically, this extensive review undertaken by the Department of Co-operative Governance and Traditional Affairs on the state of local government in South Africa, categorised the South African municipalities into the following three cohorts, *viz*:

- **The top third** of municipalities have got the basics right and are performing their functions at least adequately. Within this group, there are a small group of top performers that are doing extremely well. In these municipalities there are innovative practices to ensure sustainability and resilience. This small core represents the desired (ideal) state for all our municipalities.
- **The middle third of municipalities** are fairly functional, and overall performance is average. While the basics are mostly in place and the municipalities can deliver on the main functions of local government, we also find some areas of poor performance or decline that are worrying signs.
- **The bottom third** of municipalities are frankly dysfunctional, and significant work is required to get them to function properly. Among others we find endemic corruption, councils which do not function, no structured community engagement, and poor financial management leading to continuous negative audit outcomes. There is a poor record of service delivery, and functions such as fixing potholes, collecting refuse, maintaining public places or fixing street lights are not performed. While most of the necessary resources to render the functions or maintain the systems are available, the basic mechanisms to perform these functions are often not in place. It is in these municipalities that we are failing our people dramatically, and where we need to be intervening urgently in order to correct the decay in the system.

Importantly, the strategy outlines five key performance areas that embed the Back to Basic Approach that should be pursued to progressively improve the performance of municipalities. These are:

#### **1. Basic Services – creating decent living conditions**

- Develop fundable consolidated infrastructure plans;
- Ensure infrastructure maintenance and repairs to reduce losses in respect to:
  - Water and sanitation;
  - Human Settlement;

- Electricity;
- Waste Management;
- Roads; and
- Public Transportation
- Ensure the provision of Free Basic Services and the maintenance of Indigent Register

## **2. Good governance**

- The existence and efficiency of Anti-Corruption measures;
- Ensure compliance with legislation and enforcement of by-laws;
- Ensure the functionality

## **3. Public Participation**

- Ensure the functionality of ward committees;
- Conduct community satisfaction surveys periodically

## **4. Financial Management**

- Improve audit opinion;
- Implementation of revenue enhancement strategy

## **5. Institutional Capacity**

- Ensuring that the top six posts (Municipal Manager, Finance, Infrastructure Corporate Services, Community development and Development Planning) are filled by competent and qualified persons.
- That the municipal organograms are realistic, underpinned by a service delivery model and affordable.
- That there are implementable human resources development and management programmes.
- There are sustained platforms to engage organised labour to minimise disputes and disruptions.
- Importance of establishing resilient systems such as billing.
- Maintaining adequate levels of experience and institutional memory.

Municipalities are expected to develop Back to Basic Implementation Plan that are informed by the reporting template issued by the Department of Cooperative Governance and Traditional Affairs.

### **1.5 THE STATUS OF MANGAUNG IDP**

The Council of Mangaung in 2012 adopted a comprehensive integrated development plan covering this term of local government (2012 -2016) and in that same year, commenced with the initial annual review of the IDP for 2013/2014 financial year and subsequent years. Critically the comprehensive IDP for the city is embedded and informed by the following eight key development priorities of the city:

- Poverty eradication, rural and economic development and job creation
- Financial sustainability e.g. revenue enhancement, clean audit
- Spatial development and the built environment
- Eradication of bucket system, VIP toilets in Botshabelo, Mangaung and Thaba Nchu, focus on the basics, building solar farming, power plant feasibility, safety & security
- Human Settlement
- Public Transport
- Environmental Management and Climate change
- Social and community services

The City has also adopted an overarching objective of **Good Governance** as its ninth development priority

### 1.5.1 Top risks facing the City

The City has developed a strategic risk register that emanated from the set key development priorities and has periodically monitored these on a quarterly basis. These strategic risks have since being reviewed and the following ten top risks have been agreed following discussions at Executive Management Team and bilateral engagement with National Treasury. These risks will be further assessed, rated and weightings assigned and mitigating action plans thereon developed. The mentioned risks are as follows:

1. Less than satisfactory expenditure on capital projects;
2. Valuation Appeal process not yet concluded;
3. Eskom supply challenges
4. Unreliable bulk water supply from the source;
5. Bulk and reticulation backlog in relation to water, sanitation, electricity, road and storm-water services;
6. Internal capacity to implement SCOA
7. Rising service arrears debt that “crowd out” investments in new service delivery assets and maintenance
8. High levels of non-revenue water and electricity line loss due to ageing infrastructure and illegal connections;
9. Ageing infrastructure that increase pressure on repairs and maintenance budget;
10. Maintenance backlogs in respect of service delivery infrastructure
11. Sluggish economic development that impede economic growth and development;
12. Sustainable Development; and
13. Lack of Spatial Integration
14. USDG Conditions – Funding of informal settlements

## 1.6 APPROACH TO IDP

### 1.6.1 Introduction

MMM takes engagement with key stakeholders in the development of IDP very seriously. As a result a number of meetings, consultations and hearing were organised with all interested parties. Key amongst these parties has been national and provincial departments, councillors, and members of the community.

### 1.6.2 Cooperation with other spheres of governance

The law is emphatic on the need for local government to cooperate with other spheres of governance. 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.

As such utmost care has been taken to ensure that new IDP is aligned with national and provincial governments' plans - as well as other neighbouring municipalities' plans. Furthermore, key development plans such as the National Development Plan and the Free State Growth and Development Strategy have been incorporated in the MMM IDP as a reflection of the alignment of priorities between the municipality and its provincial and national counterparts. A detailed of breakdown of provincial sectoral department investment in the City over the coming MTREF (2015/16 to 2016/17) is provided in Chapter 10

### 1.6.3 Participation by political leadership

The law is clear on the role of political leadership in the plan for the municipal development priorities and the IDP in particular. The political leadership, especially the Mayor is supposed to provide guidance or vision for the Municipality for his Council's term of office. The political leadership in Mangaung has been highly proactive in the development of this IDP. Councillors of the Mangaung Metropolitan provided leadership at all community engagements and further discussed the IDP and Budget processes in various internal municipal committees like the Section 80 Committee on IDP and Finance, MAYCO meetings and Makgotla, IDP and Budget Conference and Council. The adoption follows a process of robust interrogation by political leadership and members of the community both organised and in wards.

#### 1.6.4 Community participation

The law mandates the council of a municipality to encourage the involvement of the local community and to consult the local community about (i) the level, quality, range and impact of municipal services provided by the municipality, either directly or through another service provider and (ii) the available options for service delivery. The law places special emphasis on gender equity. It instructs municipalities to promote gender equity in the exercise of the municipality's executive and legislative authority.

The law further accords members of the local community the right to (i) contribute to the decision-making processes of the municipality and (ii) submit written or oral recommendations, representations and complaints - to the municipal council or to another political structure or a political office bearer or the administration of the municipality. Moreover, residents have the right to be informed of decisions of the municipal council affecting their rights, and property.

Mangaung Metro has made every effort to ensure maximum participation by members of the local community in the development of the IDP. Sixteen (16) engagements with communities were made. They involve interaction with communities at ward level and a budget conference

**Table 1.4: IDP Public engagement in MMM, 2015/16**

Ward	Venue	Date	Time
1,2,3,4,6,7,8,9,10,11,12,13,14,15,16,17,19,45,46 and 47	Paradise Hall, Bloemfontein	03 December 2014	10h00
18,19,20,21,22,23,24,25,26,44 and 48	Indaba Hall, Bloemfontein	03 December 2014	17h00
39,40,41,42,43 and 49	Thaba Nchu Civic Centre	04 December 2014	10h00
27,28,29,30,31,32,33,34,35,36,37 and 38	Botshabelo Nicro Hall	04 December 2014	15h00

Wards	Venue	Dates	Time
<b>FIRST ROUND PUBLIC HEARINGS</b>			
<b>Bloemfontein</b>			
6,7,9,10,11,12, 13,14 and 15	Kagisanong Hall	3 <sup>rd</sup> March 2015	10H00am
1,2,3,4 and 5	Paradise Hall		13H00pm
8, 16, 17, 18, 19,20,21,22,23,24,25, 26, 44, 45 46, 47 and 48	Clive Solomon Hall	5 <sup>th</sup> March 2015	17H00pm
<b>Botshabelo</b>			
27,28,29,30,34,36 and 37	H-Hall	10 <sup>th</sup> March 2015	10H00am
31,32,33,35 and (38 M section side)	New Hall N section		14H00pm
<b>Thaba-Nchu</b>			
38	Maria Moroka Hall	11 <sup>th</sup> March 2015	10H00 am

41	Sediti High School		14H00 pm
39, 40, (41Part of township) ,42 43 and 49	Barolong Hall	12 <sup>th</sup> March 2015	10H00am
<b>SECOND ROUND PUBLIC HEARINGS</b>			
<b>Thabanchu</b> Wards - 38,39,40,41,42,43 and 49	Barolong Hall	21 <sup>st</sup> of May 2015	10:00
<b>Bloemfontein</b> Wards 1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,16, 17,18,19,20,21,22,23,24,25,26,44,45,46, 47 and 48	Paradise Hall	21 <sup>st</sup> of May 2015	17:00
Botshabelo Wards: 27,28,29,30,31,32,33,34,35,36,37 and 38	Simson Sefuthi Hall	22 <sup>nd</sup> of May 2015	14:00
Budget conference	City Hall	28 May 2015	08;00

In this section therefore, an attempt is made to assess the status of development with regard to identified areas in relation to the city's IDP. The assessment is reflected below, which includes public hearings, MPAC public engagement meetings, IDP Budget Conference

**Table 1.5: IDP Priorities 2015/16**

<b>IDP PRIORITIES 2015/16</b>	
<b>WARD 1</b>	Storm water drainage and pipes line constructions in ward 1 near Hostel number 1
	Rehabilitation of flats in hostel no 1
	Need for Soccer field White city Hostel no 1
	Problem with the ward councillor who is not accountable to members of the community Clr Ndamane SS
	Problem of metre leaking and toilets leaking in Codesa 1
	Need for waste management near Hostel no 1
	Job creation for people living Hostel 1
	Street light
	Distribution of Tittle deeds Hostel no1 and Codesa 1&2
	Illegal connection in Codesa 1&2
	Installation of solar system
	Need to conduct a Pre-Paid Meter workshop in which all wards will be gathered together and taught on how to utilize the Pre-Paid Meters
	Fencing of cemeteries and the need to make the security officers available in the graveyards
	Need for a Library and Community Hall
<b>IDP PRIORITIES 2015/16</b>	
<b>WARD 2</b>	Eradication of Asbestos roofs in the ward
	Need for storm water drainage at the corner in Mompoti street
	Illegal dumping near Paradise hall need for Solid waste management
	Tarred road at Matlape Street Mkhuhlane
	Fixing of Seiso Road in Ward 2
	Job creation for people living in ward 2
	Need for rehabilitation of Makgasa hall in Bochabela
	Need for RDP houses in ward 2
	Speed humps needed
	<b>DAY TO DAY COMPLAINTS</b>
Mompoti street to be fixed as rain water dams	
Community members in ward 2 have a problem with waste removal vehicles which leave their street dirty after	



	<p>picking up the waste</p> <p>Problem of illegal dumping of died animals (Dogs and Cats) in Bochabela as this causes air pollution and bad smell for residents</p> <p>Completion of incomplete work in Block 1 and 2 with regard to the installation of Taps and Sanitation</p> <p>King Street, drainage slot obstructing vehicles to access their homes ( Smelly air pollution and dumping)</p>
WARD 3	<p style="text-align: center;"><b>IDP PRIORITIES 2015/16</b></p> <p>Paving of Thabane, Mophoso, Mapena, Motshabi, Khabane, Lebitsa, Motjombile, Seekoei, Viljoen and Tlhobelo street</p> <p>Problem of meter reading, people/ stuff who do not metre read</p> <p>Need for RDP houses around the ward</p> <p>Problem of stuff shortage and Upgrading of Mmabana clinic</p> <p>Problem with water dams which causes water to get into the houses at Kgabane street</p>
	<p style="text-align: center;"><b>IDP PRIORITIES 2015/16</b></p> <p>Formalised Areas need waterborne toilet Kgatelopele and Namibia</p> <p>Formalised Areas need Electricity in Kgatelopele and Namibia</p> <p>Paving of street and storm water at Namibia, Joe Slovo and Phahameng</p> <p>Dilapidated RDP houses</p> <p>In Joe slovo there are residents that have been staying in shacks for 16 years without water</p> <p>Speed humps needed in Dr Belcher road</p>
	<p style="text-align: center;"><b>IDP PRIORITIES 2015/16</b></p> <p>Paving of Pasane street and Namibia main road</p> <p>Need for park construction in ward 5 near Mangaung Police Station</p> <p>Storm water drainage</p> <p>Problem of collapsed RDP houses and completion of incomplete houses in Makrada and need to installed zincs in completed houses</p> <p>There are problems with the sewerage system in Dinaweng and Phase 7. Chemicals are needed to eradicate the bad</p> <p>There is no water in most of the households</p> <p>Need for flashing toilets</p> <p style="text-align: center;"><b>DAY TO DAY COMPLAINTS</b></p> <p>Need Solid waste removal in the ward</p> <p>Illegal dumping of dead animals (Dogs)</p> <p>Water leaking in ward 5 near MUCPP</p>
	<p style="text-align: center;"><b>IDP PRIORITIES 2015/16</b></p> <p>Renovation of White House</p> <p>Member of the Disability Forum in Freedom Square, outlined the following matters for the attention of the Executive Mayor, the EM to make housing, Health centre and inclusivity available for disable people in Freedom Square</p> <p>Indigent Registered</p> <p>Need for safeguarding of Freedom Square Cemeteries</p> <p>Rehabilitation of roads, residents complain that when it rains it becomes difficult for them to walk to their respective destinations and cars cannot even move because of bad conditions on the roads</p> <p>Need to re-plan Zuma Square properly, resident claim that the plan prevent school pupils from going to school because it has closed the road that leads to school and it has also closed the road for people who are going to work. They request the plan to be re visited again.</p> <p>Speed humps needed in the main road in Freedom Square</p> <p>Paving needed in the streets of ward 6 and gravelling of all the internal roads</p> <p>Storm-water installation in the open hole between Dewetsdorp road and Freedom Square</p> <p>Closing of quarry in MK Square and creation of residential sites.</p> <p>Installation of water meter readings in all existing car washes</p> <p>The community had lodged a request for the White house to be renovated in order to accommodate the elderly, which is still pending</p> <p>Naming of all streets in ward 6 Freedom Square</p>
	<p style="text-align: center;"><b>IDP PRIORITIES 2015/16</b></p> <p>Title Deeds</p> <p>RDP houses (including 2 rooms of Freedom Square)</p> <p>fast-tracking of Informal Settlement process</p> <p>Reviewing the regulations of the waste removal</p> <p>Paving of streets / tarred roads</p>

	Park needed near Rosa voting station in Freedom Square
	Community hall needed
	Local office for Councillor, Ward committee members and CDW's needed
	Speed humps needed in Freedom Square
	Reconstruction of dilapidated and collapsed toilets in Freedom Square
	Fixing of Road 778 in Meriting
	High mast light needed in Freedom Square
	The construction/ renovation of the sports centre in Freedom Square had come to a halt
	Those employed in the EPWP projects were still awaiting vaccination against diseases
	Formalization of Medet to be a business centre for Informal Traders
	<b>DAY TO DAY COMPLAINTS</b>
	Gravelling of streets/paving
	Screw of toilets in Freedom Square
	Fast tracking the process of unblocking the blocked sewer system
	Title Deeds
	Need for mini community Hall at Medet
	Freedom Square to be completed
	There are residents whose water meters are not registered, this complain has been lodged with MMM
	The roads are no pleasant to travel on after rainfall; the storm water near Medet needed to be serviced; the road leading to Meriting needs to be repaired
	Need for pedestrian crossing bridge between Turflaagte and Meriting
<b>IDP PRIORITIES 2015/16</b>	
Completion of incomplete and outstanding toilets	
Electrification of formal settlement (9492)	
Formalization of informal settlement Chris Hani and F Ext	
Need for high mast lights in ward 8	
Need for RDP houses	
Renaming of streets	
Gravelling of roads	
Installation of traffic robots between Freedom square and Peterswarts	
Establishment of community park	
Need for title deeds	
Job creation in the ward (EPWP)	
<b>DAY TO DAY COMPLAINTS</b>	
Need to monitor street lights in Bloemside 2	
Refuse removal needed	
Need for speed humps in major roads in the ward	
Problem of elderly people being abused with their pensions	
<b>IDP PRIORITIES 2015/16</b>	
High masts light in Barcelona, Hillside and Molly Open-space	
Paving of all streets	
Installation of storm-water drainage in Nthete, Ndlondo street (Unity School) and James Mandla crescent	
Maintenance of parks and high mast light	
Title Deeds needed in Khayaletu	
Need for Soccer field in ward 9	
Speed hump needed at Taelo Molosioa street	
Need for High school in ward 9	
Need for Police station	
A need for community hall in ward 9	
Community library needed in ward 9	
Clinic needed	
<b>IDP PRIORITIES 2015/16</b>	
A Need for school in ward 10	
Police station needed in the ward	
Library, community hall and Clinic needed	
RDP houses needed in Caleb Motshabi	
Need for storm water drainage in Caleb Motshabi	
Flashing toilets needed in the wards	

	Sewer system needed in Caleb Motshabi
	Need for electricity in Caleb Motshabi
	Renaming of streets
	<b>DAY TO DAY COMPLAINTS</b>
	Gravelling of streets
	Problem of Illegal dumping sites in ward 10
	Speed humps needed in Lebile street
	Site permits needed
ECD Centres needed	
<b>WARD 11</b>	<b>IDP PRIORITIES 2015/16</b>
	Need for RDP Houses in Freedom Square
	Need for clinic in ward 11
	Primary school needed in ward 11
	Need for community hall in ward 11
	Speed humps needed
	Naming of all streets in ward 11
	A need for community park in ward 11
	<b>DAY TO DAY COMPLAINTS</b>
	High crime rate
	Problem of misuse of water (awareness campaigns)
	High mast lights needed
Need for waste removal	
Gravelling of roads	
<b>WARD 12</b>	<b>IDP PRIORITIES 2015/16</b>
	A need for community park and playing grounds
	Expanding of Dewersdorp road
	Need for traffic robots in Freedom square Cross, Pilerswart, Turflagte and Phase 4 cross, Masakhane Dr Belcher and Lehlakeng Cross Phase 6
	Storm water in Pelonomi gate, residents says there is water dam in that area when it rains
	School needed in the ward
	Need for community library
	Mobile clinic needed
	Mobile police station
	Paving of main road at phase 3 (Chakela, Kgotsong and Taelo Mosiouwa streets)
	Naming of street in ward 12
	A need for Registration of churches in the wards
	Eradication of bucket system
	<b>DAY TO DAY COMPLAINTS</b>
	Child support grants
	Vacant sites to be utilized for economic development
	A need for Site permit and title deeds
	Speed humps needed at Masakhane road between Turflaagte 1 and 2
	A need for Streetlights in Kgotsong
	Gravelling/scraping of streets
Need for building of bridge between Kgotsong and Kgotsong Extension	
Problem of Waste removal in Kgotsong	
EPWP's and CWP's to be permanent workers	
Fixing of Storm water systems in all areas (especially in phase 3 next to soccer field)	
Water and sanitation- extension of commercial tabs in Kagisanong	
Closing of municipal Quarries in the ward	
<b>WARD 13</b>	<b>IDP PRIORITIES 2015/16</b>
	Installation of speed humps in Masike and Lesedi street near park
	Roads and storm water in Skoti at Monaheng, Ntema and Ramokotjo street and in Phelindaba
	Need for storm water and paving in Motlohi street
	Need for storm water and tarred road
	Formalisation of Rankie square
	Rehabilitation of dilapidated RDP houses in the ward
	Supporting of Small Businesses
	Need for water reading meters

	Need for paving at Singonzo and Makoame road
	Some registered indigents are not receiving free electricity
	In Ranki square near Motheo FM, there are 8 erwen that needed rezoning, this has been pending for 15 years (AR 2013/14) MPAC
	A big hole was dug at house number 1327 to install a water pipe, however, it was left open (AR 2013/14) MPAC
	Need for community centre
<b>WARD 14</b>	<b>IDP PRIORITIES 2015/16</b>
	Need for fencing of all community parks in the ward
	Fixing of Makgasane road
	Rehabilitation of dilapidated houses
	Need for Solar systems in houses
	Removal of Asbestors roofs
	Construction of roads
	Storm water drainage needed at Motsamai and Dimpene street
	Speed humps needed at Masike street
	Need for toilets at Moshotle and Logabane
	Storm water drainage needed near Maboloka school
	Storm water drainage needed at Moipolai street
	Some roads are in bad condition due to water leaking from burst pipes; vehicles and school children cannot access the roads near Monyatsi Primary during heavy rainfall due to a storm water that does not work and Gaboshwane street and the storm water need maintenance
	A pensioner residing at house number 1796 who pays for municipal services regularly receives a high water bill for water that is consumed by neighbors
	Need for tarred road at Logabane and Makhuane street
	<b>DAY TO DAY COMPLAINTS</b>
	Need for dumping site in Moipolai street
	Need to rehabilitate Moipolai street
	Need to rehabilitate all parks in ward 14
	Fencing of all parks
Need to rehabilitate Makgasane street	
Problem of illegal dumping sites in the ward	
<b>WARD 15</b>	<b>IDP PRIORITIES 2015/16</b>
	Need for electricity at the informal settlement next to Hodisa Technical School
	Need to build a community hall in the ward
	Paving all streets in the ward
	Title deeds needed in ward 15
	Need to fence all parks in the ward
	Installation of speed humps at Kgomo
	Need to build an office of the councillor of ward 15
	Formalization of the informal settlement near Sejake and Hodisa Technical school
	Fixing of Metampelo and Bloemanda roads
	Maintenance of facilities at the parks in the ward
	Installation of high mast light in Sejake
	Completion of incomplete and dilapidated RDP houses
	<b>DAY TO DAY COMPLAINTS</b>
	Need for clean water in ward 15
	Need to rehabilitate redundant buildings that attracts criminal activities namely; Spingo building and Albert Luthuli buildings
	Need for storm water erection in kgomo, Masia, Lebona, Mokhutle and Motsweneng street
	Need to fix cracked RDP houses
	Need for food parcels
	Assistance with provision of school uniform
Need for solar geysers	
A registered indigent residing at house no 6190 on Tswane street is receiving a high water bill and was notified that her account has been handed over for collection	
There are water leakages on at Moemedi school on Mogutle street; upon reporting this, residents were told that the street does not appear on the map	
There are no street names in Sejake; Mmolawa street produces too much mud during rainfall; most street in this ward have no storm water and are no inaccessible	

	Job creation for people from ward 15
WARD 16	<b>IDP PRIORITIES 2015/16</b>
	Need for Solar Geyser in ward 16
	Storm water drainage needed
	Paving of streets
	Installation of traffic robots Dr Belcher
	Street lights needed
	Need for police station in ward 16
	Need for old age centre in the ward
	Job creation
	Speed humps in Tom Swart
	Title deeds needed
	Need for community hall in the ward
	<b>DAY TO DAY COMPLAINTS</b>
	Prevention of drug abuse in the ward
WARD 17	<b>IDP PRIORITIES 2015/16</b>
	Building of a community hall
	Tarring and paving of three main roads in Grassland 2
	Installation of proper storm water drainage
	Building of a clinic
	Building of a library
	Upgrading of parks and sports facilities
	Building of Grassland public school
	Building of a police station
	Completion of incomplete RDP houses
	Rehabilitation of old Thaba Nchu road
	<b>DAY TO DAY COMPLAINTS</b>
	Gravelling of roads
	Can the municipality help by paying the ward committee members well
Implementation of waterborne and water reticulation to ervens	
WARD 18	<b>IDP PRIORITIES 2015/16</b>
	There is a need for speed humps near schools
WARD 21	<b>IDP PRIORITIES 2015/16</b>
	The condition of Phahameng road was reported by residents three years ago but no action has been taken to date
	The corner of Block street has been turned into a dumping site
WARD 22	<b>IDP PRIORITIES 2015/16</b>
	Need for the erection of traffic circles in Koos van der Walt Street, Universitas Ridge as well as where Jan Spies Drive, Maretha Maartens street and N.P. van Wyk Louw street meet
	Upgrading of the main entrance into Mangaung. The specific area includes the island and sidewalk of Nelson Mandela Avenue from the Jac van Rhyn Street to Furstenburg Street;
	Upgrading of infrastructure in terms of roads and bulk service in order to accommodate the new developments in the Western area of Mangaung. This should be included within the SDF
	Paving of the sidewalk of Brandwag Primary, Melville Drive
	Installation of speed camera's in Jan Speis Drive, Totius Avenue, Dirk Opperman street and Elias Motsoaledi street in Langenhoven Park
	Erection of a Transfer Station for solid waste for the purpose of recycling in the ward
	Upgrading or paving the sidewalks around the Brandwag flats
	<b>DAY TO DAY COMPLAINTS</b>
	Need to replace all broken and missing street-name-boards within the ward;
	Altering the corner of Melville Drive and Kelner road across from Mimosa Mall, Brandwag, in order to accommodate more parking for taxi's and other vehicles which will increase the flow of traffic and reduce the possibly of accidents. Zebra stripes should also be erected for the safety of pedestrians crossing the road
	Need to service and repair all faulty robots within Mangaung
WARD 23	<b>IDP PRIORITIES 2015/16</b>

	A request to convert side walk in Gunn street into parking spaces near Sunlawns Pre-Primary school
	Reconstruction of Walter Sizulu road at the corner of Walter Sizulu and Van Heerden street, Wilgehof
	New water and sewerage pipeline throughout Welgehof
	Resealing of Halse street, Olienhout street and Daniel Van Niekerk street
	<b>DAY TO DAY COMPLAINTS</b>
	Installation of warning signs for pedestrian crossing in Gunn as well in Hopwood streets at the Sunlawns pre-primary school
<b>WARD 25</b>	<b>IDP PRIORITIES 2015/16</b>
	Repairing of storm water canal in Benade Drive, Fichardtpark next to bridge, Goosen Street Fichardtpark and in Volkspele Drive Pellissier next to Bridge
	Fencing next to railway line from Du Plooy Ave up to Brandkop
	Upgrading of entrance Pellissier from from Casino side
	Paving for taxis at Rosepark Hospital
	Replace open sewer lid in ward
	Upgrading of sewer system in Aucamp street Fichardtpark
	Repair all broken and blocked storm water intakes in the ward
	<b>DAY TO DAY COMPLAINTS</b>
	Maintenance of roads potholes in Pellissier and Fichardtpark
<b>WARD 26</b>	<b>IDP PRIORITIES 2015/16</b>
	Potholes to be repaired as well as re-sealed in several tar streets
	Replace stop and yield signs
	Painting of road signs on road surface
	Medium Mast lights needed (4 bulbs) X 2: Corner off van Schalkwyk and de Bruin streets
	Installation of 1 permanent speed camera in De Bruin street
	Paul Kruger Laan Speed Camera next to Universitas Primary School
	Walter Sisulu Drive to be rebuild for heavy vehicles
	Gravel roads needed on main roads Quaggafontein
	Fixing of potholes and painting of road marks on tar surface
	Upgrading of gravel roads into tar roads in Kelly's view
	Replace sewer and water pipelines in gardenia and Universitas west
	Rebuilding Ferreira crossing at truck depot
	2 Km tarred road needed in Bloemdal ( Lelie ave and Sekretarispan road) and in Spesery ave in Quaggafontein
	Refurbishment of damaged storm water concrete pipes
	Traffic signs: stop, yield, speed, sharp turn, boards to be erected (some with steel poles)
	A need for electric
	New street name boards to be assembled
	<b>DAY TO DAY COMPLAINTS</b>
	Storm water to be cleaned and concrete-lids to be replaced (60 drains completely damaged, new steel frames are necessary)
	Westphall street- on open space/ park next to church and town houses (area very dark)
	A need to replace street name boards where necessary
Storm water trenches to be opened (Bushes & grass to be removed on the road reserved)	
Electric light fitting to be installed at every plot entrance	
Street light	
<b>WARD 27</b>	<b>IDP PRIORITIES 2015/16</b>
	Need for mobile clinic and police station in the ward
	Paving of streets
	Need to build a library and the community hall in the ward
	Renovation of parks in the ward
	Creation of sports grounds for kids
	Construction and installation of a crossing bridge between Botshabelo west and Mavanrooi location
	Need to install high mast light in Digwaring at Matlarantleng
	Need to install waterborne toilets and removal of the VIP
	The condition of roads in this ward is deteriorating and the municipality does not have enough scrapers for gravel roads
	<b>DAY TO DAY COMPLAINTS</b>
	Title deeds needed in zone 1
Mixed house numbers	

<b>WARD 28</b>	<b>IDP PRIORITIES 2015/16</b>
	Storm water controls to be installed properly
	Need to construct a crossing bridge between ward 28 and 29 to ensure smooth a access
	Need to provide basic services such as housing, electricity water and sanitation to disable people
	Installation of satellite clinic and need to open Dr Petro clinic for 24 hours
	Need to have a satellite police station in the ward
	Need for water, electricity and toilets near Steve in K section
	Need to do house water connections in Spenza square
	Need to build a community multipurpose centre to equip learners with computer skills
	Need to establish amenity department to develop businesses for households
	Gravelling of roads in the ward
	Refuse removal
	Paving of main roads in the ward
	Demolishing of combined houses (hostels)
	Clinic be opened in ward 28
	Installation of high mast lights
	Need to avail land for housing stands
	Need to eradicate VIP all toilets
	<b>DAY TO DAY COMPLAINTS</b>
	Project contractors appointed by the municipality must be qualifies
	Maintenance and gravelling of roads in ward 28
	Need to maintain storm water channels
	Refuse removal
Problem of gangsters in abandoned houses and child headed families	
Site planning community needed in Botshabelo	
VIP toilets are vacuumed once a month, which results in unhygienic living conditions for residents	
<b>WARD 29</b>	<b>IDP PRIORITIES 2015/16</b>
	Maintenance of all roads in the ward and rebuilding of storm water drainages
	Increase the number of high mast lights in the ward
	Building of recycling plans to deal with waste management as well as conducting waste management awareness campaigns
	Re-opening and re-utilization of industrial factories and support of local cooperatives
	Need to develop and build Liberation Legacy Profiling Monuments and Museum for liberation Heroes in Botshabelo for cultural tourism
	Provision of indigent language books as well as promotion and publication of local writers and artist works to power the economy
	Building of youth multi-purpose centre/ resource centre to help learners with computer skills and career guidance
	Revival of Community Based Planning system to deepen public participation and creative citizenry with civil society organisation
	Need to intensify civil education and accelerate crime prevention through interventions and awarenesses
	Need to establish MMM civil society organisation support unit
	need to install satellite police station in the ward
	Need for the municipality to fast track the process of houses (RDP)
	Unemployment (job creation)
	Need to focus on township economy through tender provision to people in the townships
	There are residents that are still awaiting tittle deeds
	<b>DAY TO DAY COMPLAINTS</b>
	Maintenance of roads (fixing of potholes)
	Maintenance of electricity within houses and street lights
	Installation of speed humps and road signs
	Need for maintenance of high mast lights
	The waste collection services are not rendered on a regular basis and there is a lot pollution and illegal dumping sites
	<b>WARD 30</b>
Need to construct tarred road in H3 main roads	
Pavement of roads in H3	
Need to install water Taps in H3 near Setjaba Se Maketse High School	
Fixing of potholes and maintenance of road is needed next to Shell Garage in H section and near Skotoko in H3	

	Eradication of VIP toilets in H extension
	Need to renovate H hall
	Need to install storm water drainage in H3 in the 17's and also near Matlo A Makgubedu
	Need to develop new sites for stands in H section
	Need for Social housing units
	Maintenance of storm water next to Karabelo park in H section
	Need for recreational facilities in H section e.g Netball courts, Tennis Courts and golf courts
	Need for roads and storm water construction in G section
	Need to maintain the tarred road in Section H2 near house number 3152 as the road is damaged
	Refurbishment and maintance of the Municipal buildings (White House)
	Need for an FET college in ward 30
	<b>DAY TO DAY COMPLAINTS</b>
	Need to fix the problem of unreasonable and abnormal billing system from the municipality
	Illegal dumping sites (law enforcement must act in all illegal dumpings)
	Maintenance of street lights in G section
	Problem of noise caused by Manchu inn Tarvern
Removal of Hip soil near Ba2cada field	
Maintanance of park next to Setjaba Se Maketse in H section	
<b>IDP PRIORITIES 2015/16</b>	
<b>WARD 31</b>	Need for new Solar Gyzers to be installed in the ward
	Completion of incomplete RDP houses in G section
	<b>IDP PRIORITIES 2015/16</b>
	Water borne system (toilets)
	Maintenance of street light
	Erecting of storm water
	Erecting speed humps main Road (jazzman mokgothu)
	Issuing of tittle deeds
	C2 need taps to be connected inside yards
	Communal taps
	The condition of roads in this ward is deteriorating and the municipality does not have enough scrapers for gravel
	<b>DAY TO DAY COMPLAINTS</b>
	VIP toilets are vacuumed once a month, which results in unhygienic living conditions for residents
	The waste collection services are not rendered on a regular basis and there is a lot pollution and illegal dumping sites
<b>IDP PRIORITIES 2015/16</b>	
<b>WARD 33</b>	The condition of roads in this ward is deteriorating and the municipality does not have enough scrapers for gravel roads
	The jazzman Mokhothu road has a high rate of motor accident due to speeding vehicle and the absence of speed humps
	<b>DAY TO DAY COMPLAINTS</b>
	The need to fix the problem of electric power cut
	Need for swimming pool to be built at the park in the ward
	Need for water and sanitation services together with roads and storm water services ward 33
	VIP toilets are vacuumed once a month, which results in unhygienic living conditions for residents
	<b>IDP PRIORITIES 2015/16</b>
	Water borne system
	Paving of all main road
	Satellite police station
	Erecting of storm water
	Erecting speed humps Seroki Road
	Installation of high mast light T2 and N3
	Building of a Multipurpose centre
	Rebuilding of a new municipal offices in T section
	Need for storm water drainage
	Bridge to be built between Semomotela P School and 35 in section N
	<b>DAY TO DAY COMPLAINTS</b>
	Fixing of new hall and opening it officially
	Maintenance of toilets



	Gravelling of roads
	Illegal dumping
	Fixing of water meters which leak and as a result waste lot of water
	Maintenance of high mast light
	<b>IDP PRIORITIES 2015/16</b>
	Water borne system
	Erecting of storm water (Bridges L section)
	Erecting speed humps Seroki Road
	Installation of high mast light
	Building of a Multipurpose centre
	Community Park
	Support of SMME i.e. Leratong Youth Organisation in ward 35
	The condition of roads in this ward is deteriorating and the municipality does not have enough scrapers for gravel roads
	<b>DAY TO DAY COMPLAINTS</b>
	Livestock control
	Sewerage and tap leakage
	Gravelling / sealing of portholes on roads
	Illegal dumping (awareness enforce of by-laws)
	Satellite police station
	Collection of waste
	Incomplete RDP houses
	<b>IDP PRIORITIES 2015/16</b>
	Water borne system
	Building of a clinic
	Tarring and Gravelling of roads
	Installation of high mast light
	Erecting of storm water
	Building of a Multipurpose centre
	Need for a disaster management centre
	Availing of land for agricultural and live stock
	Building of secondary schools, colleges and university
	<b>DAY TO DAY COMPLAINTS</b>
	Maintenance of electrical infrastructure to avoid power cuttings
	Gravelling / sealing of portholes on roads
	Illegal dumping
	Collection of waste
	Incomplete RDP houses
	Removal/Maintenance of full toilets
	Poor attendance by officials when problems are reported (Municipal, Police .etc)
	The waste collection services are not rendered on a regular basis and there is a lot pollution and illegal dumping sites
	Water leaking in this ward are reported to have been there for approximately 11 years
	<b>IDP PRIORITIES 2015/16</b>
	Water borne system
	Building of a clinic
	Tarring and Gravelling of roads
	Installation of high mast light
	Erecting of storm water
	Building of a Multipurpose centre
	There is a high rate of unemployment little towards the support of small business
	<b>DAY TO DAY COMPLAINTS</b>
	Broken VIP toilet
	Illegal dumping
	Collection of household waste
	Fixing of potholes in all the streets
	Unfinished connection of electricity
	VIP toilets are vacuumed once a month, which results in unhygienic living conditions for residents

<b>38 (Urban)</b>	<b>IDP PRIORITIES 2015/16</b>
	Need for water born toilets
	Storm water between M and D Section
	street lights in section D and M
	Need for a community hall
	Paving of all main roads
	Building of a Municipal /Ward office
	The condition of roads in this ward is deteriorating and the municipality does not have enough scrapers for gravel roads
	Job creation for people living in Ward 38
	<b>DAY TO DAY COMPLAINTS</b>
	Gravelling of roads
	Illegal dumping
	Collection of household waste
	Incomplete RDP houses
	Removal/Maintenance of full toilets
	A clarity was requested on the progress of rehabilitating the Thaba Nchu Airport and other historical facilities in Thaba Nchu
VIP toilets are vacuumed once a month, which results in unhygienic living conditions for residents	
Rural development- there is a serious problem of animals destroying residents gardens	
<b>38 (Rural)</b>	<b>IDP PRIORITIES 2015/16</b>
	Connecting road and bridges between our Areas and Dewetsdorp and Wepener (tyre road)
	Water connection
	Security and fencing for our grazing fields and ploughing fields
	Building of RDP and Toilets
	Service centres (Police station, Hospitals, Home Affairs and libraries)
	Community clinic
	Issuing of tittle deed
	The condition of roads in this ward is deteriorating and the municipality does not have enough scrapers for gravel roads
	<b>DAY TO DAY COMPLAINTS</b>
	Lack of communication between Councillor, Chief and Community
	Lack of projects
	Delay of service delivery
	Network coverage a problem
	An input was made that the municipality must give out the contact numbers of a relevant person working with youth development, so that when there are projects to take place youth can be recruited
	Job creation- an explanation was requested by a resident from ward 38 in the Trust area, on how will people from the trust areas benefit in terms getting jobs on all the developmental projects that are being promised to take place in their areas.
<b>WARD 39</b>	<b>IDP PRIORITIES 2015/16</b>
	Completion of phase 1 of the erected VIP toilets to install waterborne toilets in Ratau, Dilepiso and extension 25
	Water connection to households living in extension 27 (Moroka) and in Ratau i.e House number 1427 E
	Municipality's bills which affect unemployed people (need for indigent subsidy)
	Need to install street and high mast lights
	Need for paving instead of tar road in the ward and installation of street humps in the whole ward
	Formalisation of informal settlement in Ratau Extension 25, Dilapiso and Moroka extension 27
	Installation of geezers in RDP houses in the ward
	Need to build a clinic in ward 39 and refurbishment of the existing Dinaane Clinic
	Increase number of schools in ward 39
	Storm water to connect Gaba le Gabanyane stream to avoid erosion from the mountain to Ratau, Ramakgori and Dilapiso
	Incomplete RDP houses
	Residents still don't have title deeds
	There are no roads in the ward and the roads are in a bad condition which makes it difficult to access the graveyard; especially in Tiger Valley
	<b>DAY TO DAY COMPLAINTS</b>
	The VIP toilets are not vacuumed
The community had registered for sites since 1998 and there is no progress of feedback to date	

<b>WARD 40</b>	<b>IDP PRIORITIES 2015/16</b>
	Need to install high mast lights in ward 40
	Need to upgrade Ratlou bridge
	Need to install sewer drainages at Selosesha extension 3
	Removal of old stock single shacks and building of proper houses in Selosesha
	Infrastructure maintenance plan
	Reopening of old firms in Thaba Nchu
	Revival of the Ward Base Planning
	Installation of the street humps
	Paving of all streets including Selosesha
	Need to have a shopping mall and a community hall
	Need for youth development centre in Selosesha
	Toilets are blocked due to old pipes
	<b>DAY TO DAY COMPLAINTS</b>
	Problem of illegal dumping sites which are in front of people's houses and street corners
	High crime rate in cattle and stock grazing in the location
	A health hazard to people caused by cattle kraals
	Poor service delivery from SAPS and health department in case of emergency taking long to response
	Old reservoirs are being dangerous to the kids
	Potholes are not attended in due time
	Open sites in Selosesha to be occupied
	Conditions of Moipone and Seate streets is very bad can the engineering department help
	Need to install speed humps near Moipone Primary school
Removal of Tin shacks (one room) in Selosesha Thaba Nchu	
Maintenance and supervision of park in Selosesha, residents claims that children lives are in trouble because sometimes they stay there till the evening, therefore it was suggested that the park should have a closing time as part of controlling and preventing criminal activities.	
Maintenance of street lights at Mokgadinyane street	
Meter reading officials do not read the meters and provide false readings, which result in accurate billing	
Problem of taxi route in extension 3	
<b>WARD 41 (Urban)</b>	<b>IDP PRIORITIES 2015/16</b>
	Need to build a community hall
	Need to fence and clean the following cemeteries Potsane, Feloane, Merino, Tiger river
	Installation of waterborne toilets
	Low water pressure in the ward
	Need to make traditional councils to work hand in hand with the municipality
	Need to make information centre to be functional in ward 41
	Water taps to be installed in households' yards in 7 Delaan
	Speed humps to be installed in 7 de laan
	Need to install satellite clinic in the ward
	Paving of all main roads
	Installation of high mast lights
	Roads are in a deteriorating condition and the graveyards are not fenced; there is also a need for speed humps.
	<b>DAY TO DAY COMPLAINTS</b>
	Maintenance of high mast lights
	Theft of electrical cables
	Disaster management- can the municipality help, there is a situation where the house next door has fallen on the other one which is that of a neighbouring house.
the community relies on rain to have water because water supply is not consistence, which affects agricultural activities	
There are leaking water meters	
<b>41 (Rural)</b>	<b>IDP PRIORITIES 2015/16</b>
	Need water
	RDP houses
	Gravelling of roads
	High mast light
	Community hall
Need for Toilets	
<b>WARD 42</b>	<b>IDP PRIORITIES 2015/16</b>

	Installation of waterborne toilets and eradication of all VIP toilets in zone 1, 2 and 5
	Need to install tarred road from Nake's house in zone 5 to old zone 2
	Need to increase number of high mast lights in the ward
	Building of community hall in zone 2
	Building of a clinic between zone 5 and Themba section
	Building of primary school between zone 5 and Themba section
	Eradication of cast iron houses that was given to the community by MLM as an assistance after a disaster
	Resource/ multi-purpose centre between Emang P.S and Strydom H.S ground
	Need to build a sports arena in the ward
	Need build a park in ward 42
	Need for a business development centre and Government educare centre
	Need to install satellite police station in ward 42
	Completion of incomplete RDP houses in the ward i.e. house number 8162 Zone 2 Thaba Nchu
	<b>DAY TO DAY COMPLAINTS</b>
	Maintenance and paving of roads from Boichoko shop to Mokoloko shop leading to Takalane Tuck shop
	Paving of gravelled road from Nake's house in zone 5 to old zone 2
	Need to install speed humps for the tarred roads of zone 5
	Fencing of cemeteries in zone 1 and 2
	Need to establish residential sites
	Residents have lodged complaints with Eskom and Centlec regarding faulty meter boxes; no assistance has been received thus far
	Need to fix fallen VIP toilets
	Fixing of blocked storm water
	The toilets are not vacuumed and residents have to pay R100.00 to access this service; where flushing toilets have been build, the structures were left incomplete
	In Rooifontein, the condition of the roads is bad and as a result few taxis are unable to transport commuters living in that area
	<b>IDP PRIORITIES 2015/16</b>
	Need to build waterborne toilets
	Paving of all street
	Need to have a community hall in ward 43
	Need to increase number of high mast lights in the ward
	Need for water and electricity in parts of Ratlou
	Water, Electricity and waterborne toilets are main needs in Rooifontein and motlatla location (villages)
	Title deeds
	Job creation form the municipality
	Completion of unfinished RDP houses in Moroka Thaba Nchu i.e House number 4453 Moroka location
	<b>DAY TO DAY COMPLAINTS</b>
	Fencing of Rooifontein and Mokoena graveyards
	Poor service delivery from the Department of Health at Mokoena Clinic and Moroka hospital in particular
	Renovation of Mokoena park
	Upgrading of roads in Mokoena, Motlatla and Rooifontein
	A clarity was requested on the municipality to indicate people who qualify for paying for water services
	Residents wait for long periods of time before their VIP toilets are vacuumed
	There are deep holes in the streets that prevented children to cross over when it rains; ambulances also have challenges of gaining access to some streets and houses during emergencies; there is no storm water drainage
	The problem of the municipality cutting water service without notifying residents in good time
	Whats the process to follow in terms of Municipal maps and getting approval when an individual wants to build his/her own house i.e. house number 1950 in ward 43 extension the owner build his house on top of a storm water drainage
	<b>IDP PRIORITIES 2015/16</b>
<b>WARD 44</b>	Rehabilitation of Clarkson Avenue, Estoire

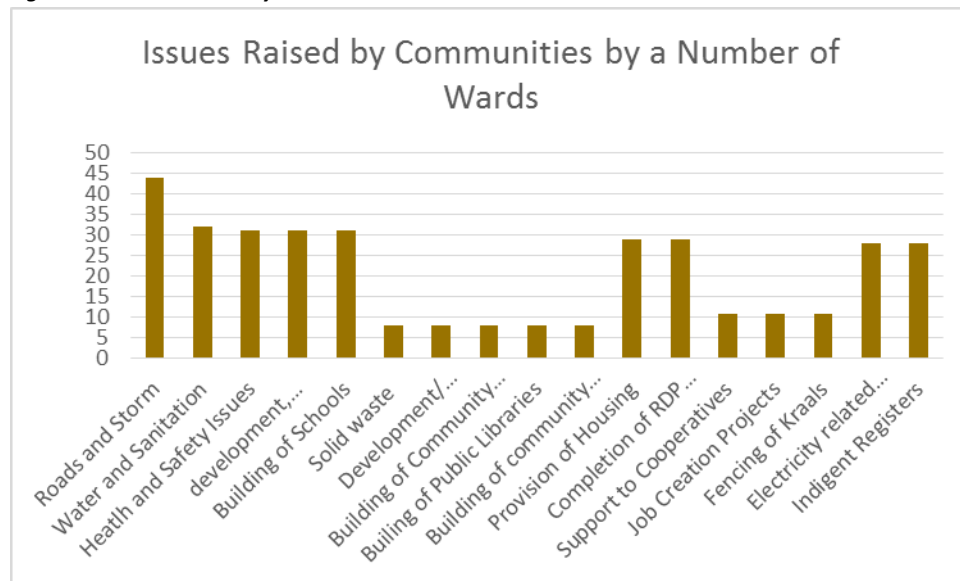
	Rehabilitation of Hooflaan, Estoire
	Rehabilitation of street between Rudolf Greyling Avenue and Hooflaan, Estoire
	Tarring of Sand du Plessis Avenue, Estoire
	Repair/resurfacing of Bloemsig Avenue and Salzman Road
	<b>DAY TO DAY COMPLAINTS</b>
	Maintenance of gravelled roads in Estoire
<b>WARD 45</b>	<b>IDP PRIORITIES 2015/16</b>
	Water stand pipes inside yards (Grassland 3 and Phase 9)
	Sanitation – Grassland 3 and Bloemside Phase 9
	Paving of main roads
	Job creation, through municipal projects and EPWP
	Recreational facilities
	Need for municipal Bonds to unlock the potential of the poor people in ward.
	Need to enhance skills development in Agriculture through municipal Bonds
	Clinic in Khayalitsha
	Need for installation of electricity in Bloemspruit
	Building of Houses
	Need to increase stipend of ward committee members
	Building of High School
	GOGTA to establish approved informal settlement as township
	Installation of High mass Lights
	develop policy on residents who open shops/ businesses within RDP houses
	Municipality to develop a By-law that will deal with foreign owned businesses
	Storm water
	Request for ward committee members to do their job
	<b>DAY TO DAY COMPLAINTS</b>
	Gravelling of Roads
	Waste Management
	Maintenance of sewer
Incomplete RDP houses	
<b>WARD 46</b>	<b>IDP PRIORITIES 2015/16</b>
	<b>PHASE 10</b>
	Electrification of the area
	Tarring and paving of Main Road and Street
	Storm water needed
	Issuing of site permits in Phase 10
	Formalization of Matlharantlleng informal settlement
	<b>PHASE 6</b>
	Water borne system
	Completion of incomplete RDP houses in Phase 6
	Tarring and paving of Main Road and Street
	Electrification of the area
	Building of Clinic
	Building of Police staion
	Vacuuming and eradicating of VIP toilets
	<b>PHASE 5</b>
	Tarring and paving of Main Road and Street
	Completion of incomplete RDP houses
	Storm water needed
	Sports facilities Library
	Canals that needs to be closed
	<b>PHASE 7</b>
	Water borne system
Tarring and paving of Main Road and Street	
Electrification of the area	
Building of Primary School	

	Sports facilities Library
<b>WARD 47</b>	<b>IDP PRIORITIES 2015/16</b>
	<b>Opkoms</b>
	Speed humps needed in Bakie Street (Pieter Evens)
	Renovation of 2 community parks
	Street name boards to be installed
	Need for housing
	<b>Ashbery</b>
	Fast-tracking process of building houses
	Removal of dumping site next to Twin City mall
	Street name boards to be installed
	<b>Bloemside</b>
	Installation of robots at the corner of Bloemside and Heidedal
	Fencing of storm water canals
	Electrification of high mast lights
	Sport ground needed
	Community clinic needed
	<b>Grassland</b>
	Gravelling and paving of roads
	Need for speed humps
	Street name boards to be installed
	Install high mast lights
	<b>DAY TO DAY COMPLAINTS</b>
	Waste removal needed in Opkoms
	the municipality did not repair the corner of Mars street after repair were made to a pipe that had burst (AR 2013/14) MPAC
	<b>IDP INPUTS OBTAINED FROM WARD COUNCILLOR</b>
	We have a lack of street name boards. Some missing and some not visible and some needs to be replaced.
	Storm water drain covers (concrete covers) needs to be replaced. Some missing and some damaged.
	Storm water drains blocked and when it rains, streets overflow with water.
	Speed humps in Pointsettia Street and Tome Swarts Street, Heidedal.
	Speed humps in Walvis Street in Heidedal, Bloemside.
	Cleaning and revamping of all playing parks in Heidedal, ward 47.
	Covering and closing of open water channel in BLOEMSIDE, Heidedal, where a second child lost his life in 2014.
	Community asked that it be closed or covered with concrete slabs.
	Need of road traffic signs and clear visible road markings.
	High mass lights in Grassland, Bloemside.
	Tennis court, athletic track field at Billy Murison Stadium.
	A total redone and rebuild Billy Murison Stadium, as Heidedal is in need of that.
	Paved road into Grassland from Bloemspruit Road which is currently a gravel road.
	Better night soccer matches High Mass Lights at Clive Solomon Soccer Stadium.
Repair all potholes in ward 47,	
Audit all street lights in ward 47 whether it's working or not.	
Secure fencing around Corobrick big hole(Children already drowned there this year)	
Cleaning of all illegal dumping sites in Ward 47(Paper Street, Gatvol Illegal Settlement in Mars Street,Witherow Street,Old Dewetsdorp Road(Bloemside 1)soccer field in Grassland, Mckenzie Street(next to Ronnie Rob Motors) and the new proposed development street to Monier Tiles at Corobrick.	
<b>WARD 49</b>	<b>IDP PRIORITIES 2015/16</b>
	Need to eradicate VIP toilets and install waterborne toilets
	Need to install tarred road in station view and storm water controls in zone 4 extension
	Installation of satellite clinic is highly needed
	Need to install high mast lights in zone three, Seloshesha zones and station view
	Need to build multi-purpose centre to help people of ward 49
	Formalisation of Ratau Extention 25
	Building and construction of a community hall
	Need for free basic electricity ( <b>Draft IDP 2015/16</b> )
	Installation of water taps in Zone 4 ward 49
	Need for title deeds
Creation of a family park in ward 49 zone 3, 4 and station view	

<b>DAY TO DAY COMPLAINTS</b>	
	Fencing of grave yards in zone 3 and 4
	An explanation was requested concerning the time it takes to approve townships
	Naming of streets in zone 3 and 4 as well as installation of already proposed names in station view
	Maintenance of high mast lights to fight power failure especially in winter
	A request for the LED for economic development to be reliable, for local contractors to be hired at local projects
	Bill and water accounts municipal offices to consult local communities with regard to the matter
	Impeding of ambulances and police vehicles in case of emergency
	Revival of the Ward Base Planning
	Maintenance of street lights in Seloshesha station view+
	Need for roads maintenance

### 1.6.5 A brief synopsis of what is emerging from the wards

**Figure 1.1 Issues Raised By Communities**



During the community interaction in various wards, critical issues were raised by the communities in relation to their wards. The graph above is a brief summary of common issues raised per ward. The critical issues raised in descending order of importance were:

- Upgrading of Roads and Storm-water (44 wards);
- Provision of water and sanitation services (32 wards);
- Health and Safety (Clinics, Emergency, Police and Traffic), development or rehabilitation of parks and cemeteries, building of Schools and waste removal services (31 wards);
- Building and rehabilitation of sporting and social amenities (including councillor’s office, satellite municipal offices) (31 wards);
- Provision of housing and completion of incomplete RDP houses. Other housing related issues raised were provision of social housing opportunities, removal of asbestos roofs, upgrading of informal settlement, and issuing of title deeds (29 wards);
- Provision of electricity related issues such as connections, installation, maintenance of high mast lights, street lights and illegal connections (28 wards);
- Councillor community interface challenges (28 wards)
- Indigent register as well as inaccuracies of meter reading (28 wards)
- Economic opportunities and support, communities raised issues in relation to co-operatives, SMMEs, EPWP, Job creation and support on agricultural land, fencing of kraals (11 wards)



## CHAPTER 2: SITUATIONAL ANALYSIS

### 2.1 THE STATE OF DEVELOPMENT IN MANGAUNG – SOCIAL ANALYSIS

#### 2.1.1 Introduction

Mangaung covers 6 863 km<sup>2</sup> and comprises three prominent urban centres, which are surrounded by an extensive rural area. It 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 with the Northern Cape in the west via Bloemfontein).

**Bloemfontein** is the sixth largest city in South Africa and the capital of the Free State Province. The City is the Judicial Capital of South Africa and 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 the early 1980s 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.

The Mangaung Local Municipality (MLM) was established in 2000 with the amalgamation of four former transitional councils, but was recently (April 2011) elevated from category "B" municipality to a category "A" metropolitan municipality. This new status presents both challenges and opportunities to the Mangaung Metropolitan Municipality (MMM) and it is against this background that the Municipality is excited to fulfil its Constitutional mandate by focusing on effective and efficient municipal service delivery, growing the economy and empowering its community.

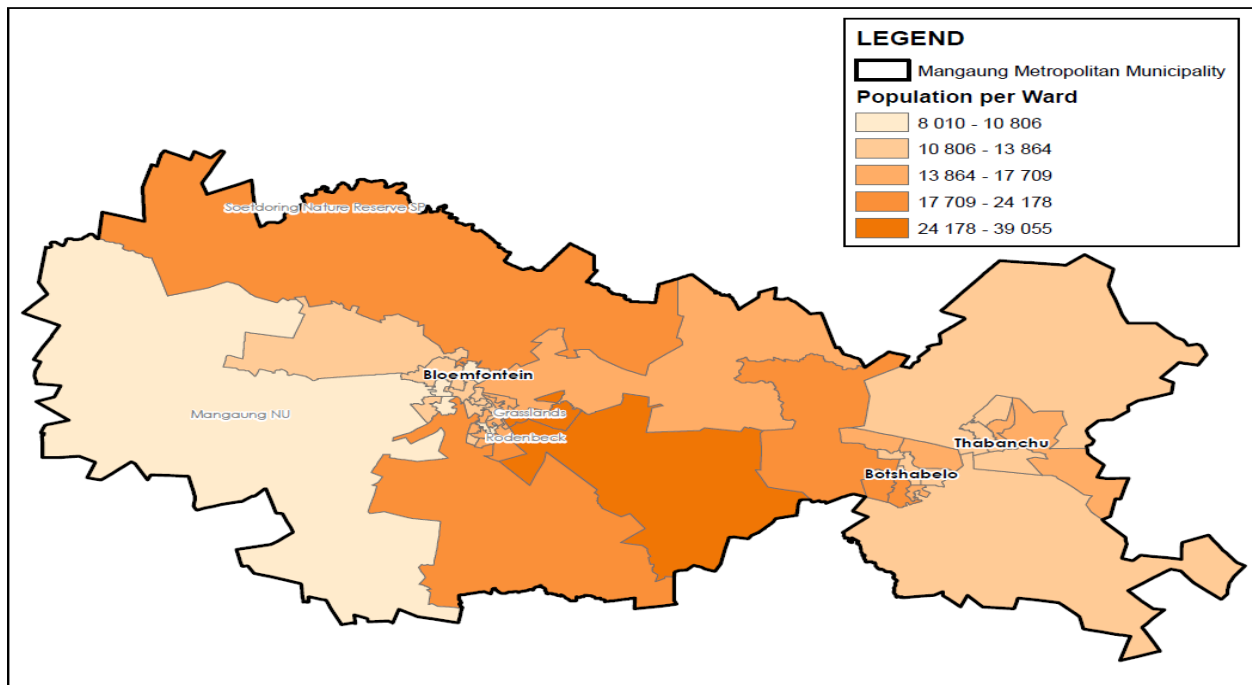
As far as the population distribution is concerned, more than half of the population is concentrated in the Bloemfontein area (52%), followed Botshabelo (28%). The rural area has the lowest concentration of people, as indicated below

### A brief synopsis of Mangaung Rural Areas

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

Glen Agricultural College to the north of Bloemfontein is an asset to the rural area, especially in offering support to the establishment and sustenance of emerging farmers. Several dams are located in the rural area of which the Krugersdrift Tierpoort , Mockes , Rustfontein and Groothoek dams are some of the more prominent water sources.

Figure 2.1 Mangaung population distribution, 2011



Source: census 2011

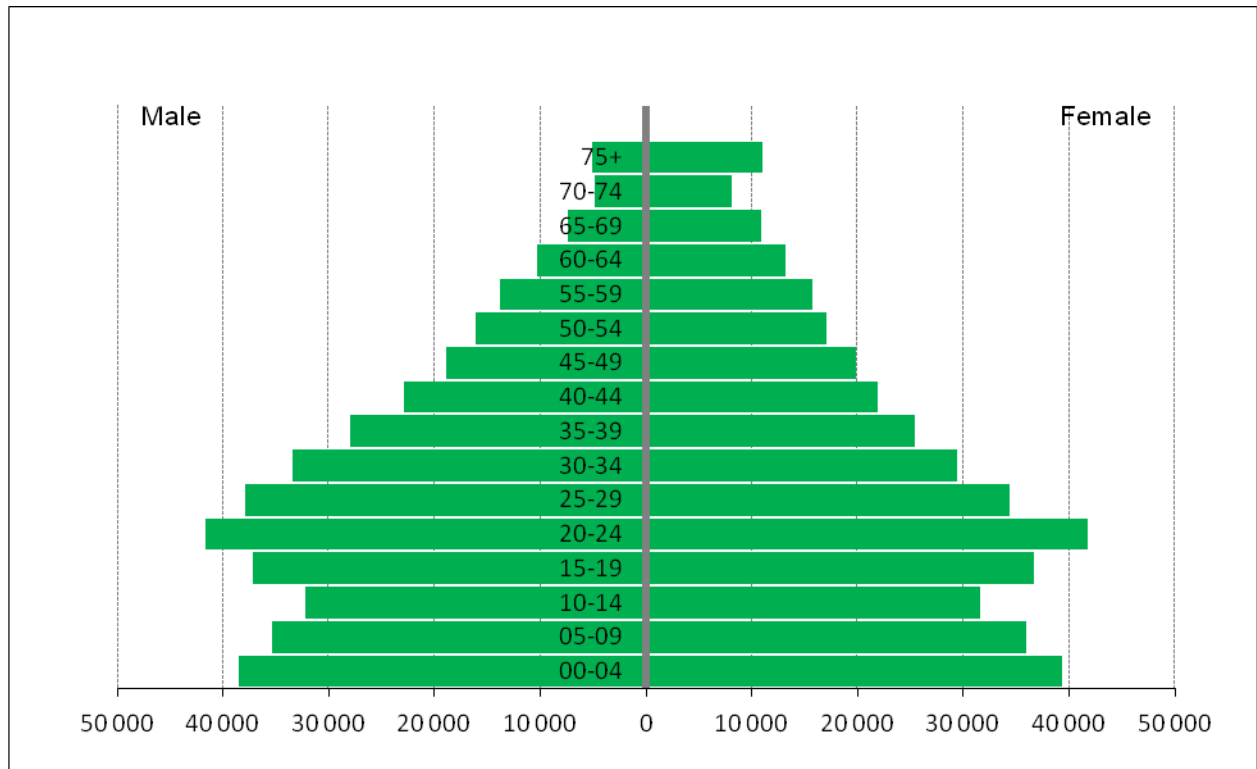
Since Bloemfontein forms the economic hub of the Municipality, as well as the Province, many people are attracted to the area, and continue to stream to the city for better living conditions and employment opportunities.

### 2.1.2 Demographic Analysis

According to Census 2011, Mangaung had a population of 747 431, of which 83,3% were black African, 11,0% were white, 5,0% were coloured, with other population groups making up the remaining 0,7%. During the period under review (the last 12 months), the population of the municipality was around **725 245** people on average, making it the second biggest regional population in the province behind Thabo Mofutsanyane (755 049 on average). This however shows

population that is in decline (- 22 382), which may in a long term affect allocations to the city as the equitable share is largely population based.

**Figure 2.2: Mangaung population pyramid, 2013**



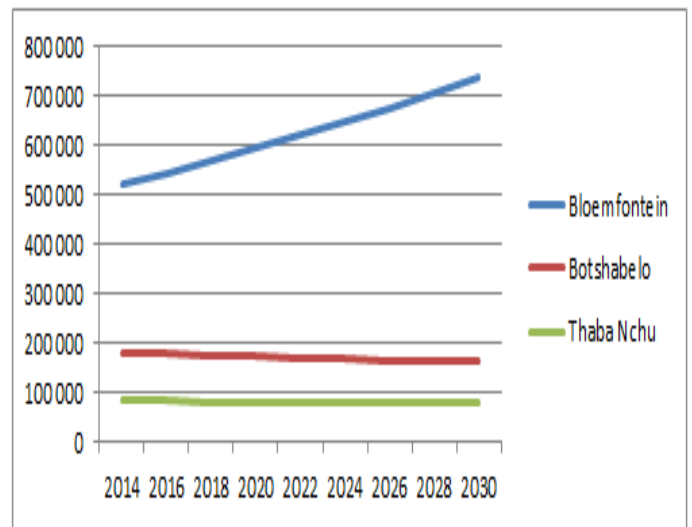
Source: IHS Global Insight, Regional eXplorer, 2014

A population structure is usually shown using a population pyramid, as depicted in figure 2.2 above. Population structure means the 'make up' or composition of a population. Looking at the Mangaung Metro's population pyramid, it is evident that there is a bulge in the area of the 20-24 age groups, with the numbers thereafter reducing fairly steadily as the ages increase, indicative a high dependency ratio. This pyramid shows more females at age ranges above 55 which indicates women are living to older ages than males. A population pyramid that is very triangular, as is the case with the Mangaung Metro, shows a population with a high number of young dependants and a low life expectancy, thus putting a lot of strain on the economically active population. The pyramid narrows toward the top because the death rate is higher among older people than among younger people. Mangaung's population pyramid depicts the characteristics of a developing nation which are: (i) low growth rates, (ii) high birth rate, and (iii) short life expectancy.

In terms of specifics in various localities the population figure for Mangaung is constituted by approximate 58% of the population being based in the Bloemfontein area, which also incorporates the Mangaung Township, 31% being based in Botshabelo and only 11% of the population residing in Thaba Nchu and its tribal villages. Essentially therefore Bloemfontein now houses almost two thirds of the entire Mangaung Population. And with the recorded migration patterns in the city, more and more people will be relocating to Bloemfontein area and other areas may experience declining populations.

## 2.4 EXPECTED POPULATION GROWTH IN MANGAUNG METROPOLITAN MUNICIPALITY IN 2030

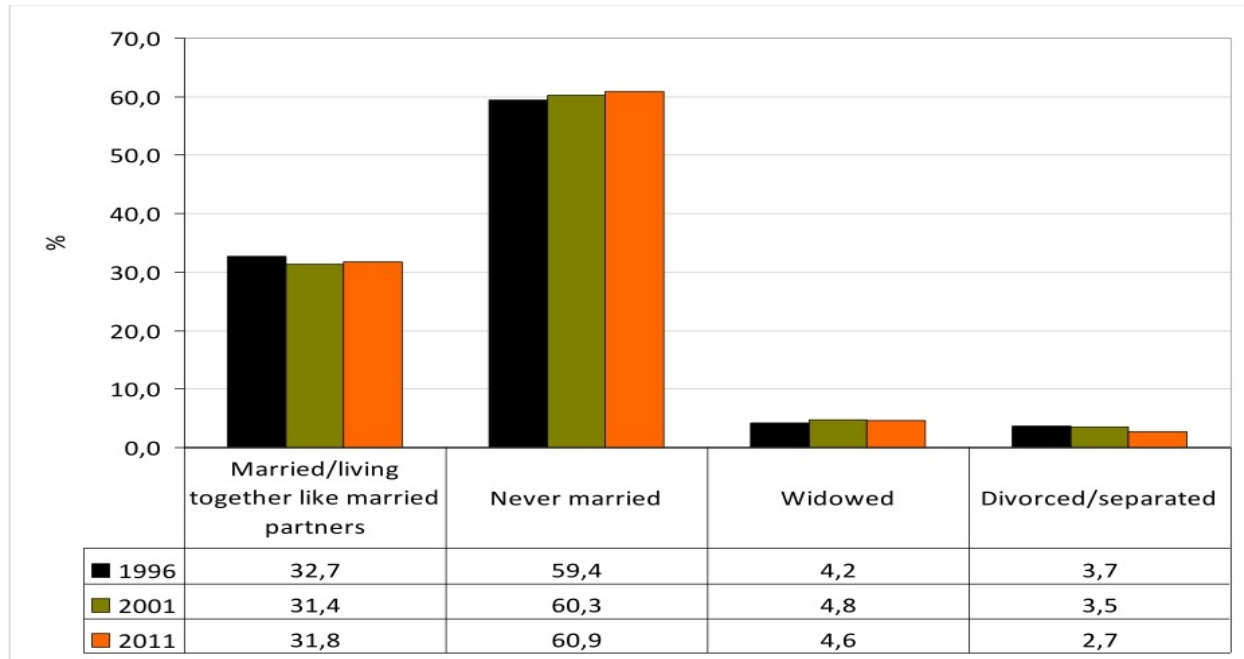
Year	Bloemfontein	Botshabelo	Thaba Nchu	Total Population
2014	522 895	180 435	82 834	786 163
2016	545 728	177 989	82 337	806 054
2018	569 558	175 577	81 844	826 979
2020	594 428	173 197	81 354	848 979
2022	620 385	170 850	80 866	872 101
2024	647 475	168 534	80 382	896 391
2026	675 748	166 250	79 900	921 898
2028	705 256	163 996	79 422	948 674
2030	736 052	161 774	78 946	976 771



### 2.1.3 Household Structure

In line with the population growth, there has been an increase in the number of households in Mangaung. In 2001 there were 185 013 households in Mangaung in 2011 they have increased to 231 921 (Census 2011). The average household size in 2001 was 3,4% and in 2011 the size has decreased to 3,2%. Although the majority of households are headed by men, female headed households are also increasing rapidly from 40,6% in 2001 to 40,8% in 2011 . This implies that although majority of males reside in their households, this increase in female headed households is worrying. The social ramifications of the migrant labour system in South Africa are well-documented. It is therefore, a positive development to realise that more men resides in their households. This contributes positively to the stability of families. As demonstrated by the graph below it would seem that the population of Mangaung is generally stable owing to the social economic development efforts that the city and government generally bestow in communities, coupled to this is the religious and community based efforts that deal with the moral fibre of the communities, and although there is a steady drop in people getting married divorce rates are equally dropping.

Figure 2.3 : Percentage distribution of Mangaung population by marital status 1996 - 2011



Source: census 2011

### 2.1.5 HIV/AIDS Prevalence Rate

Studies reveal a fluctuation of the pandemic in MMM between 2008 and 2011, whereas the prevalence was low at 27, 4% amongst pregnant women in 2008, it spiked in 2009 and reaching its highest level in 2010 at 31,1% and declining in 2011 again to 29.9, this can be attributed to some interventions by the municipality in terms of provision and health education

Below is Mangaung HIV prevalence for pregnant women as compared to other districts in the Free State:

DISTRICT	2007	2008	2009	2010	2011
MMM		27,4	27,8	31,1	29.9
Xhariep	26,9	23.9	25.7	17.0	26.1
Lejweleputswa	34.5	37.0	33.4	30.9	34.2
Thabo Mofutsanyane	33.1	30.6	31.3	30.7	31.9
Fezile Dabi	34.5	33.2	27.9	32.9	35.6

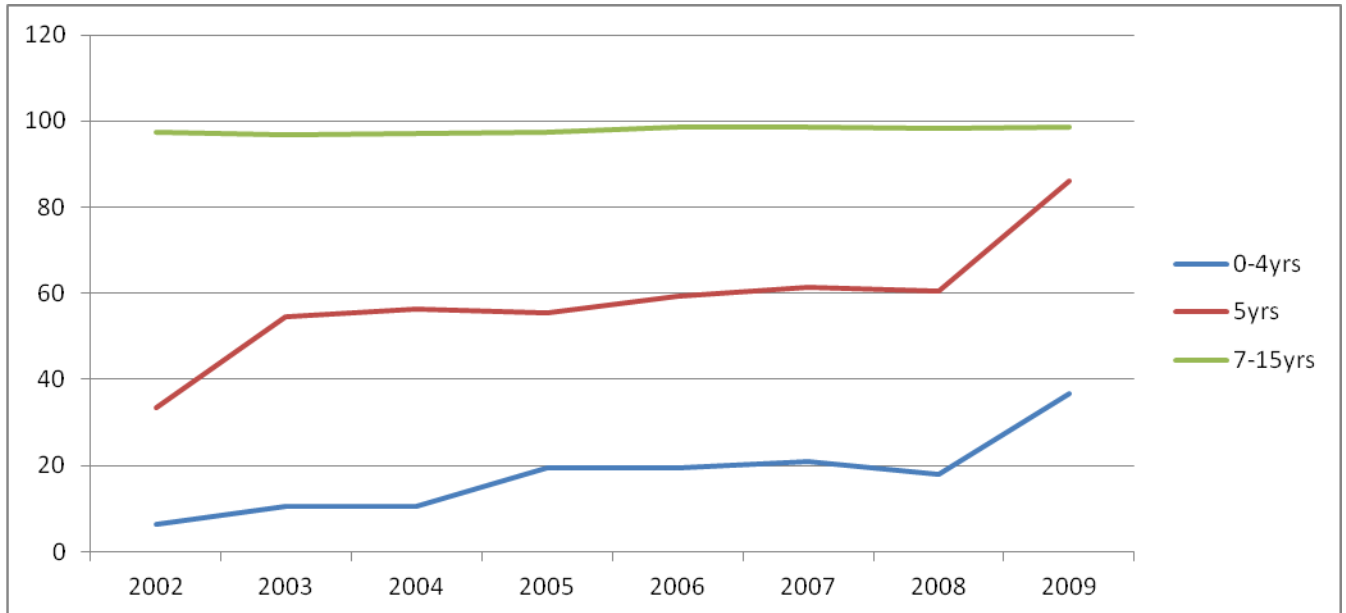
From the figure above more so in 2011 the MMM has the lowest prevalence of HIV in the province particularly on pregnant women.

### 2. 1.6 Human Capacity Development

Education is one of the key pillars of fighting the problem of ubiquitous poverty in the region. Mangaung has institutions that cater for all levels of education commencing from pre-school, primary and secondary education to FETs and tertiary institutions. As such, the City is well positioned to nurture the skills of its citizens as well as those of neighbouring municipalities.

What is also encouraging is the level of school enrolment in the Free State. **Error! Reference source not found.** Indicates that nearly all children aged 7-15 are enrolled in schools. Enrolment figures for early childhood development have been increasing at a high rate over the years.

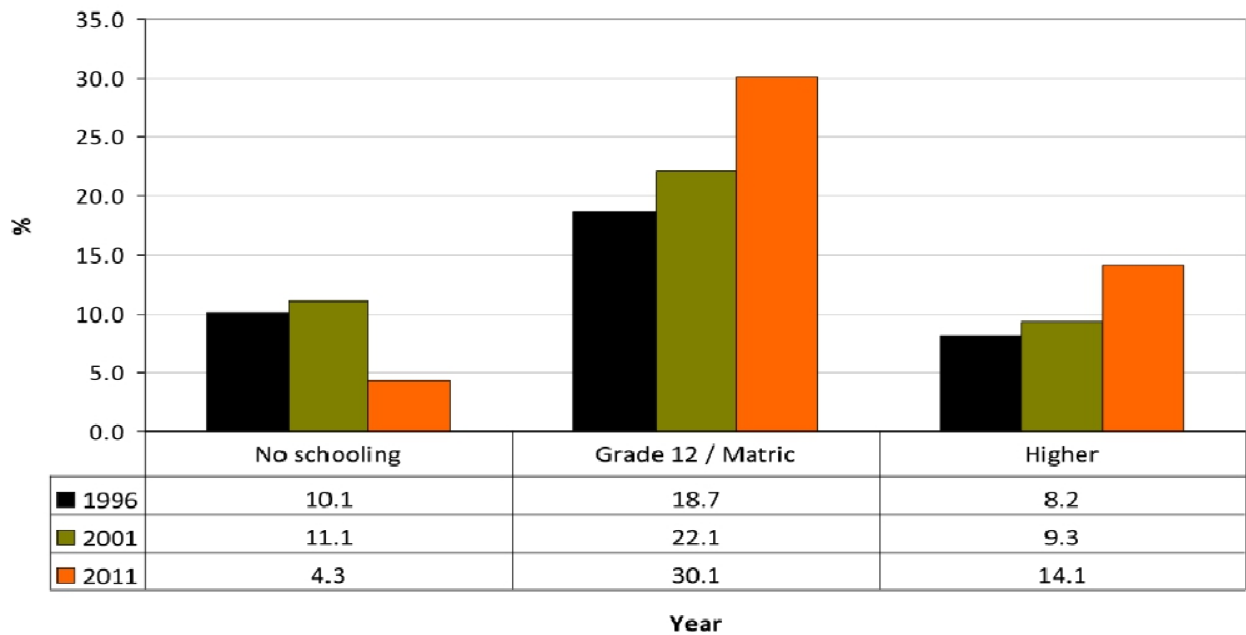
**Figure 2.4: Enrolment Rates for children aged 0-15 in Free State, 2002-2009**



Source: Department of Basic Education (2011)

Number of residents with no schooling has declined from 10,1% in 1996 to 4,6 % in 2011 whilst as demonstrated above and in the graph below, access to primary, secondary and tertiary education is on the rise. Whilst this is a good development it provides immediate challenge to the municipality and Government generally to expedite interventions aimed at absorbing and retaining the skill that is provided by this development.

**Figure 2.5 : Percentage distribution of population aged 20+ by highest level of education, Mangaung 1996 – 2011**



Source: Stats SA: 2011

As the MMM positive strides are made to reduce illiteracy and increase ability of its citizens to read and write, People with no schooling have decreased from 10, 1% in 1996 to 4, 3% in 2011, People with matric have increased from 18, 7% to 30.1% in 2011 and those with higher education from 8.2% in 2001 to 14, 1% in 2011.

Whilst these are positive developments they also mean that we should increase our economic development and job creation efforts to be able to meet the demands of the growing skills pool. The MMM also has a lot of academic institutions that makes it possible to produce a lot of skill for the Metro

### 2.1.7 Economic analysis

The economy of the City is strongly driven by community services, trade, finance and transport.

#### 2.1.7.1 Relative importance of MMM economy

Mangaung is the largest contributor to the GDP of the province and is regarded as one of the most diverse economies in nature. There is however a disturbing downturn in the Gross Value Added by the region when one looks at the broad economic sectors for both the municipality and the province. The relative contribution per sector for Mangaung is indicated in table 2.2

**Table 2.1: Relative importance of MMM economy in terms of SA and the FS, 2001, 2004, 2010 and 2012**

Sector	% of RSA					% of Free State				
	2001	2004	2007	2010	2012	2001	2004	2007	2010	2012

<i>Agriculture</i>	1.5	1.4	1.1	1.3	1.3	12.1	12.1	12.0	12.0	12.3
<i>Mining</i>	0.1	0.1	0.1	0.2	0.1	0.5	0.8	0.9	2.1	1.1
<i>Manufacturing</i>	0.7	0.5	0.3	0.3	0.3	12.8	12.2	7.8	6.9	7.7
<i>Electricity</i>	1.6	1.4	0.9	0.8	0.6	19.0	18.0	13.5	12.2	10.4
<i>Construction</i>	1.7	1.2	1.1	1.4	1.0	38.3	42.3	38.4	37.4	34.6
<i>Trade</i>	1.9	1.9	2.1	2.0	1.9	41.3	46.2	44.1	43.5	41.2
<i>Transport</i>	2.0	1.9	2.2	2.0	1.8	44.4	50.7	48.4	45.2	42.2
<i>Finance</i>	1.5	1.3	2.1	1.8	1.5	44.5	49.8	45.0	44.7	37.3
<i>Community Services</i>	2.7	2.6	3.0	2.8	2.7	41.4	43.0	43.2	43.4	43.6
<b>Total</b>	<b>1.5</b>	<b>1.5</b>	<b>1.7</b>	<b>1.6</b>	<b>1.5</b>	<b>25.5</b>	<b>32.6</b>	<b>31.5</b>	<b>30.7</b>	<b>29.8</b>

The following reflections need to be made in respect of the table above:

- The share of the total economic contribution for South Africa has fluctuated between 1.5% and 1.7% over the period 2001 and 2012. In the case of the Free State MMM increased its share of the Free State's economy from 25.5% in 2001 to 32.6% in 2004 but have fallen since to 29.8% in 2012. Concerning the population share that MMM nationally has of 1.4% (based on Census 2011), it should be mentioned that the 1.5% economic contribution is slightly larger than the population share. The economic contribution of 29.8% in the Free State in 2012 is also larger than its share of provincial population of approximately 27.2%.
- Agriculture decreased its share of the national agricultural economic output from 1.5% in 2001 to 1.1% in 2007 before increasing to 1.3% in 2010 and 2012. Provincially the percentage remained stable (at around 12%).
- Virtually no changes are visible nationally in respect of Mining. There has however been variable growth in the provincial share, increasing from 0.5% in 2001 to 2.1% in 2010, before dropping back to 1.0% in 2012.
- In terms of Manufacturing, there was a decrease in the national contribution (from 0.7% to 0.5% to 0.3%), and while the share of the Free State remained steady between 2001 and 2004 it fell sharply from 12.8% in 2001 to 6.9% in 2010 before recovering slightly to 7.5% in 2012.
- Concerning Electricity, while there were only minor decrease between 2001 and 2004 there have been strong decreases of both the national (from 1.4% to 0.9%) and provincial share (from 18% to 13.5%) towards 2007. This was followed by further minor decreases towards 2010 (0.8% nationally and 12.2% provincially) and 2012 (0.7% nationally and 11.4% provincially).
- The contribution of Construction towards national GVA declined steadily between 2001 and 2012 (from 1.7% to 1.0%), with only a minor variation in the 2010 (up slightly to 1.4%) data. The contribution to provincial GVA initially increased between 2001 and 2004 (from 38.3% to 42.3%), but has since declined steadily to well below the 2001 contribution (to 34.6%).
- Trade remained similar at the national level between 2001 and 2012. At the provincial level some of the initially strong growth between 2001 and 2004 were lost, falling to around the 2001 contribution.



- Nationally, Transport's contribution showed some fluctuations. Provincially the strong growth between 2001 and 2004 (from 44% - 50.7%) was reversed by a drop of 8.7 percentage points between 2004 and 2012. By 2012 Transport had lost the position as the sector in which MMM had the highest percentage share in the Free State.
- In Finance, the national contribution showed significant fluctuations ranging from 1.3% in 2004 to 2.1% in 2007. Provincially an increase of 5.3 percentage points was recorded between 2001 and 2004, however all of this has since been eroded and finance is now below the 2001 contribution.
- Community services has more or less retained its proportional share nationally between 2001 and 2012. However, at district level there has been slow but steady growth between 2001 and 2012.

Overall, the above picture portrays a situation in which MMM's contribution to the national economy has remained about the same as in 2001, but in terms of the Free State itself, the contribution increased considerably between 2001 and 2004 before showing steady decline towards 2012.

#### 2.1.7.2 An analysis of detailed economic sectors in the MMM

##### **AGRICULTURE**

Agriculture contributed 1.5% of the MMM economy in 2012. In respect of the sub-sectors, Agriculture and hunting are the main sub-sector contributing nearly 99.8% of the GVA contributions in Agriculture, around 0.2% comes from Forestry and logging. The dominance of Agriculture and hunting is expected to continue. It should be noted that the contribution of both Agriculture and Forestry and logging seemed to be in decline between 2001 and 2007. However, since then there appears to have been steady growth. Though Agriculture and hunting has been growing at 6.18% per annum between 2007 and 2010 and 4.10% between 2010 and 2012 the net effect between 2001 and 2012 was still an annual decline of 0.71%. The small scale of Forestry and logging means that the initial decline and subsequent growth, though proportionally larger, are of lesser importance.

## **MINING**

Historically, Mining has played a small role in the economy of MMM. Currently, Mining contributes only 0.4% of the GVA in MMM. The biggest proportional contribution in Mining still comes from Other mining and quarrying (76.0%), while Mining of metal ores have significantly increased its contribution (from 18% in 2010 to 24.0% in 2012) (Figure 5). The downward trend in respect of metal ores and other mining between 2001 and 2004 have It should also be noted that the sub-sector contribution of Collection, purification and distribution of water declined from 8% in 2001 to 4.6% in 2007 before almost tripling in five years to current levels reversed since 2004, with strong growth in both sub-sectors. Mining of metal ores has shown strong growth since the initial contraction between 2001 and 2004. Most recently, between 2010 and 2012, Mining of metal ores grew at 14.32% p.a. between 2010 and 2012, averaging 12.12% p.a. between 2001 and 2012. Other mining and quarrying activities contracted between 2001 and 2004 and again between 2010 and 2012 (most recently contracting 12.50% p.a.), though still averaging growth of 7.63% p.a. between 2001 and 2012 due to strong growth between 2004 and 2010.

## **MANUFACTURING**

Manufacturing is currently contributing about 2.4% of GVA in MMM a significant reduction from 3.5% of 2007 and a massive reduction from 6.5% in 2004.

In this regard the following issues are critical:

- The sub-sector with the largest GVA contribution is in Food, beverages and tobacco products, contributing 29.2% of the Manufacturing output in MMM. This is larger than the 27.6% of 2007, however, is still less than the 31% in 2001.
- Furniture and other items make up 16.5% of GVA, after initially increasing its proportional share between 2001 and 2007, followed by Fuel, chemicals and rubber products (14.4%). Fuel, chemicals and rubber remained largely the same since 2001.
- The following sub-sectors contribute between 5%-10%: Transport equipment, Textiles, Wood, Metal products and Electrical machinery.
- The two sub-sectors with the lowest proportional contribution are Electronics and Other non-metallic minerals (with 1.2% and 1.9% respectively of Manufacturing GVA).
- The continued and growing dominance of Food, beverages and tobacco products largely confirms a Manufacturing industry geared to local need. However, and more importantly, some of the changes in the sub-sectors should be considered.

## **ELECTRICITY, WATER AND GAS**

This sector is subdivided into two sub-sectors, namely Collection, purification and distribution of water, as well as Electricity, gas, steam and hot water supply. The former sub-sector contributes 14.7% of the total GVA in this sector. The remainder of the output is made up of Electricity, gas, steam and hot water supply, it's important to note the following:

- Electricity, gas steam and hot water supply have exhibited a steady decline that averages 5.83% p.a. between 2001 and 2012.
- In the case of Collection, purification and distribution of water the decline has been more considerable (-21.16% per annum) between 2004 and 2007, though this has been

ameliorated to a significant extent by growth of 18.24% p.a. between 2007 and 2010 and growth of 25.56% p.a. between 2010 and 2012.

## **TRADE**

The largest percentage is captured in Retail Trade and repairs of goods (57.8%) followed by Wholesale and commission trade (24.6%), Sale and repairs of motor vehicles and sale of fuels (13.2%) while Hotels and restaurants contribute 4.4%. These proportional contributions have stabilized after it changed considerably between 2001 and 2004, with Retail trade and repairs of goods contributing 30%, Wholesale and commission trade 46%, Sale and repairs of motor vehicles and sale of fuels 16%, and Hotels and restaurants contributing 8% in 2001.

Major tourist events, such as the Manguang African Cultural Festival (MACUFE), also contribute to the Trade sector. A 2009 study found that the total expenditure of attendees was calculated as R38 977 754.413 (R48 277 393.16 in 2012 prices). Of this R20 510 239.27 (R25 403 743.75 in 2012 prices) was spent by MMM residents and R18 467 515.12 (R22 873 649.38 in 2012 prices) was spent by visitors.

## **TRANSPORT**

Post and telecommunication contributes over half (54.2%) of the GVA in this sector ahead of Land and water transport (39.8%). Air transport and transport supporting services contribute 6.0%. While there was a brief increase in the relative contribution of Land and water transport in 2004, with a concurrent decrease in Post and telecommunication, Land and water transport has been steadily ceding to Post and telecommunication. This trend is driven by continued contraction (between 2007 and 2012) in the Land and water transport sector. Since 2007, Air transport and transport supporting activities have also steadily increased its relative contribution due to relatively stronger growth.

## **FINANCE**

The Finance sector in MMM is increasingly dominated by Finance and insurance (68.5%) Real estate activities (15.2%) surpassed Other business activities (16.3%) trails in proportional share, occasionally switching places, Finance and insurance as a sub-sector experience the largest growth per annum during the 2001 - 2004 period and, to a greater extent, the 2004 - 2007 period. The growth for other business activities was 4.1% per annum for the 2001 – 2004 period and 23.1% per annum for the 2004-2007 period. While the Real estate sub-sector had only grown at 1.1% per annum between 2001 and 2004, increasing to 14.2% between 2004 and 2007, it has shown significant growth since 2007 (26.5%). This brings Real estate activities to the highest average per annum growth rate between 2001 and 2010. Botshabelo seemed to be experiencing contraction in all three sub-sectors of Finance between 2004 and 2007 after initial contraction in Real estate activities were already evident since 2001. However, this trend has recently reversed with Botshabelo again showing growth in all three sub-sectors

## COMMUNITY SERVICES

The largest contribution within Community services originated from Public administration and defence activities (34% in 2004 and 38% in 2007/2010). Health and social work, in second with a 24% contribution, has surpassed Education (22%). Other service activities contribute 16% of the total GVA for Community services in MMM. Due to the relative consistency of government spending in these sectors Public administration and defence activities, Education, and Health and social work have shown consistent and occasional high growth. Education and Health and social work experienced its slowest growth between 2001 and 2004 (both at just over 1% growth p.a.) but have seen growth rates in excess of 4% p.a. since then. Other service activities, which is more exposed to the vagaries of the business cycle, have seen relative stagnation between 2001 and 2007 (averaging between 0.13% and 0.36% p.a. growth), sharp growth of 12.70% p.a. between 2007 and 2010, but have retracted (-4.27% p.a.) between 2010 and 2012.

### 2.1.7.3 Informal sector contribution in Mangaung Metropolitan Municipality

A study has revealed that provision of basics such as bread, paraffin, candles etc. at prices perceived to be reasonable at times, through negotiated or arranged terms of payments is a necessary economic intervention in South Africa, In 2002/03 the informal retail business was found to have contributed an estimated 28.4% of South Africa's GDP In 2002, South Africa's informal outlets contributed an estimated 10% of the potential retail trade (amounting to approximately R32 billion) of this, the share of spaza shops amounted to approximately 2.7% of the retail trade with a total sales volume of just more than R8 billion It is estimated that in 2006, the informal retail industry (spaza shops) contributed about 320 000 job opportunities. Below see 7 most prominent products found in Spaza shops in Mangaung

**Table 2.2 : Seven prominent products found in spaza shops**

Item	% of households purchasing this product	Average amount spent in rand	Market value of the product	% of total spaza shop market	% of Mangaung Market
Bread	69,6	87,26	65,634,823,61	15.0	76.1
Airtime	56,2	107,56	65,232,509.95	14.9	65.2
Alcohol	15,0	235.00	38,091,399.66	8.7	62.7
Paraffin	34,4	91,55	34,013,989.88	7.8	54.1
milk	37,1	56,71	22,722,252,95	5.2	58.8
cigarette	24,1	74,12	19,303,697.81	4.4	70.1
cool drinks	37,4	39,68	16,043,299.83	3.7	66.2

University of the Free State: 2012

Evidence from quantitative data suggests that basic business skills especially amongst South African entrepreneurs are often lacking. Despite its lack of recognition by most governments in developing countries (South Africa included), informal retail sector continues to thrive as a potential source of local economic development and thus, a source of employment. Mangaung situation further demonstrates that a thriving informal retail business sector, like elsewhere in other developing countries could be attributed to social networks and social capital amongst these informal traders.

The City needs to develop appropriate by-laws for regulating the informal sector and creating conducive environment for its growth.

#### 2.1.7.4 Employment

Net job creation has varied significantly between 2001 and 2012, with 14 531 net jobs added to the Mangaung economy. This represents a 9.7% increase over 11 years. The largest loss was between 2004 and 2007 (when 9 168 jobs or 5.9% of jobs were lost) and the largest gain was over the following period, 2007 to 2010 (when 15 868 jobs or 10.8% of jobs were added).

Community services created a net gain of 18 640 job opportunities between 2001 and 2012. This is especially large when considering that MMM only gained 14 531 net jobs over the same period, indicating that it was compensating for significant losses in other sectors. However, the sector also had the largest single absolute loss (5 794 jobs between 2004 and 2007) and gives an indication of the danger of depending too heavily on a single employer (the state). The sector that lost the largest proportional share of its jobs was Mining, which shed 37.9% of its jobs between 2001 and 2012, followed by Agriculture, which shed 21.8% of its jobs during the same period, and Electricity, which shed 20.3% of its jobs.

The largest proportional gain in employment was in Services, which increased its employment by 35.7% between 2001 and 2012 followed by Construction at 23.1%. The labour absorption rates of Construction – especially in respect of low-skilled people - should be noted.

Finance has been slow in terms of job creation and quick to shed jobs in times of contraction. During peak growth of 23.54% p.a. between 2004 and 2007 Finance shed 1.5% of its jobs, though this was followed by 18.5% job creation between 2004 and 2007. During contraction of 3.98% p.a. between 2010 and 2012 Finance shed 11.7% of its jobs. Despite this, Finance placed third in terms of proportional growth between 2001 and 2012, adding 575 jobs.

#### 2.1.7.4 Income levels

<b>Income category</b>	<b>1996</b>	<b>2001</b>	<b>2004</b>	<b>2007</b>	<b>2010</b>	<b>2012</b>
0-2400	1.8	1.7	1.3	0.5	0.1	0.0
2400-6000	5.2	6.9	5.5	3.0	1.1	0.0
6000-12000	18.4	15.1	12.3	8.9	5.7	4.4
12000- 18000	14.1	13.2	12.0	10.6	8.0	6.6
<b>CATEGORY 1</b>	<b>39.5</b>	<b>36.9</b>	<b>31.0</b>	<b>23.0</b>	<b>14.9</b>	<b>11.1</b>
18000 -30000	19.3	17.4	16.0	14.1	12.4	11.4
30000-42000	12.5	11.3	11.3	11.9	12.4	14.2
42000 -54000	6.4	6.7	7.5	8.7	9.7	10.6
<b>CATEGORY 2</b>	<b>38.1</b>	<b>35.4</b>	<b>34.8</b>	<b>34.7</b>	<b>34.5</b>	<b>36.2</b>
54000-72000	4.8	6.3	7.3	8.7	9.8	10.0
72000-96000	4.8	4.7	5.6	6.8	8.1	8.4
96000-132000	5.6	4.7	5.2	6.3	7.8	8.1
132000-192000	4.2	4.7	5.3	6.3	7.3	7.2
<b>CATEGORY 3</b>	<b>19.5</b>	<b>20.4</b>	<b>23.4</b>	<b>28.0</b>	<b>33.0</b>	<b>33.7</b>

<b>Income category</b>	<b>1996</b>	<b>2001</b>	<b>2004</b>	<b>2007</b>	<b>2010</b>	<b>2012</b>
192000 – 360000	2.2	4.9	6.6	8.3	9.6	10.0
360000+	0.7	2.4	4.1	6.0	8.0	9.0
<b>CATEGORY 4</b>	2.9	7.4	10.7	14.3	17.6	19.1
<b>Total</b>	100.0	100.0	100.0	100.0	100.0	100.0

## 2.1.8 Basic service delivery- infrastructure analysis

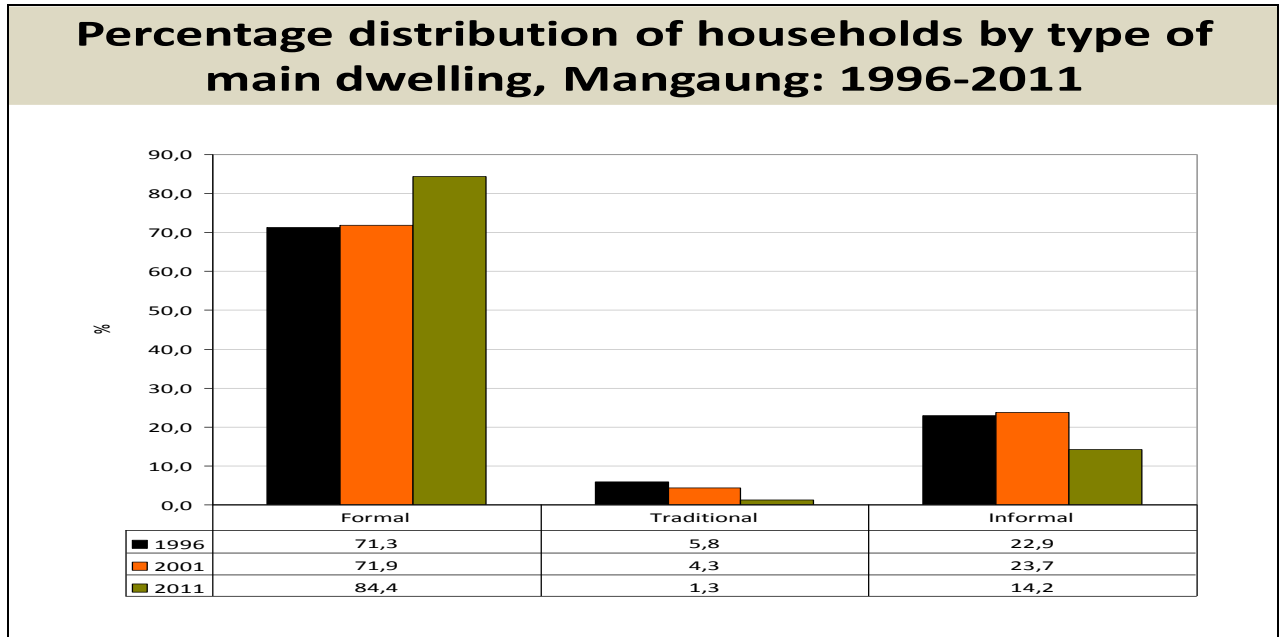
### 2.1.8.1 Housing

The City has a huge housing backlog compared with other municipalities in the Free State. 90, 6 % of the population lives in the urban area, 6, 9 in rural or traditional areas and 2, 5% of the population lives in farms

	<b>Formal dwelling</b>	<b>Informal dwelling</b>	<b>Traditional dwelling</b>	<b>Other</b>	<b>total</b>
<i>Formal residential</i>	172028	14132	1789	1206	189155
<i>Informal residential</i>	5732	13818	206	511	20267
<i>Traditional residential</i>	2885	225	887	61	4058
<i>Farms</i>	4851	353	48	92	5345
<i>Parks and recreation</i>	273	23	3	1	300
<i>Collective living quarters</i>	2912	56	10	16	2994
<i>Industrial</i>	421	192	1	13	627
<i>Small holdings</i>	2307	165	34	35	2542
<i>Vacant</i>	669	3378	56	26	4529
<i>Commercial</i>	2049	5	15	35	2104
<b>Grand total</b>	194127	32747	3054	1996	231921

Figure 2.6 below provides the percentage distribution of households by type of main dwelling in the City.

Figure 2.6: Percentage distribution of households by type of main dwelling, Mangaung: 1996-2011



Stats SA, 2011

In terms of the graph, the City has experienced an increase in the provision of formal housing; from 71.9% in 2001 to 84.4% in 2011. In the same years the City has experienced a decrease from 23.7% to 14.2% in the informal dwellings. Part of this decrease could be attributed to more formal houses being provided through some of the government housing programmes.

An internal investigation by the Municipality during 2010 revealed that the current housing backlog stands at approximately 53,820 houses in Mangaung, the bulk of which are residing in the Mangaung Township. This figure has increased to 58 820 during 2011.

The City is implementing the Brandwag Social Housing Project that is geared towards the refurbishment and construction of 1052 social housing units. To date 328 rental units in Phase One have been completed. 228 of these have already been occupied. 495 units are under construction at this stage as part of Phase Two. This project provides affordable shelter to communities in the area closer to work opportunities;

#### 2.1.8.2 Electricity

Centlec, a Municipal utility, is responsible for providing electricity in Mangaung. When a development within the urban area occurs it is necessary to do electrical design in such a manner that will make provision for electrical supply capacity for a number of years to come. The ongoing growth due to the new developments over the years results in electrical load growth as well. Centlec is faced with the following challenges concerning the lack of investment in respect of electrical infrastructure:

- Loss of firm capacity;
- Overloading of electrical infrastructure;

- Weakened voltage levels;
- Un-economic levels of system distribution losses;
- Reduced life expectancy of distribution equipment;
- Loss of energy sales due to poor performance of networks; and
- Loss of customer confidence due to unreliable electricity supply.

Centlec has budgeted R192 million in the MTREF to upgrade and build six Distribution Centres to increase the capacity of electricity to deal with the backlog and also future developments.

### 2.1.8.3 Solid waste

Most Municipal areas have access to waste services, whilst rural areas, farms, small holdings and some informal areas do not have access to the service due to, amongst other, accessibility and distance. Low availability of fleet and equipment and lack of skilled personnel exacerbates the situation. The capacities of existing Landfill sites are summarised in the table below and also indicated on **Plans2A and 2B**, attached hereto.

#### Capacity of landfill site in MMM

AREA	DESCRIPTION	CAPACITY	COMMENTS
Bloemfontein	Northern landfill	The Northern landfill site is nearing its useful life, and coupled with that a housing development has encroached into the 600m buffer zone of this site. <i>Remaining airspace – approx. 885362 m3</i>	The city would be compelled to close it even before it has reached its lifespan due to its close proximity to the residential area.
	Southern landfills	<i>Remaining airspace – approx. 5 504 332 m3</i>	The site has a potential for the development of a waste to energy project and also creation of green jobs through sorting and separation of waste
Botshabelo	Botshabelo Landfill	<i>Remaining airspace – Apex. 1 330518 m3</i>	There is a potential for the expansion of the lifespan of this site due to less waste that will be received when the ThabaNchu transfer station is in operation.
Thaba Nchu	ThabaNchu Landfill	This site is not saturated. Operations on this site ceased in 2002 because it was illegal to further operate it. DWAF refused to permit it due to	The ThabaNchu landfill site is undergoing a formal closure in terms of the legal requirements. This will return the area to its



		some concerns and as a result it has to be closed according the legal requirements	natural state. This will also improve negative impacts to the water quality in the area and preventing further environmental impacts.
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The currently utilised landfills are permitted but are not being operated in accordance with the permit requirements and are therefore non-compliant. Land filling operations are being improved to ensure operational Compliance.

#### 2.1.8.4 Current level of services, demands and backlogs

The current level of internal services infrastructure is indicated in detail per service type in **Annexure D**, whilst the backlogs are summarised below.

##### a) Water

The current water demand is calculated at 600 litre / unit / day. The water backlog in Mangaung can be quantified at **17 555 stands (10%)** with 10 505 located in Bloemfontein, 3 267 in Botshabelo and 3 783 in Thaba Nchu. The cost for providing households with metered water connections is estimated at **R140 Million**. The municipality has set itself a target of connecting 3 300 formal erven each year. Considering the fact that the number of formal erven increases with approximately 1 000 new stands per annum, it will take approximately 8 years until 2022 to eradicate the water connection backlog.

##### b) Sanitation

The current sanitation demand is calculated at 500 litre / unit / day. The sanitation backlog (households without any access to sanitation) in Mangaung can be quantified at **53 259 stands** with 10 940 located in Bloemfontein, 29 783 in Botshabelo and 12 536 in Thaba Nchu. The cost for upgrading is estimated at **R1.33 billion**. The municipality has set itself a target of connecting 11 300 formal erven each year, subject to the availability of sufficient funds to upgrade the bulk networks alongside the set target. Considering the fact that the number of formal erven increases with approximately 1 000 new stands per annum, it will take approximately 6 years until 2020 to eradicate the sanitation backlog.

##### c) Roads

The backlog within existing formal developments is **1,049km** of roads affecting 167,800 households, whilst the distance within informal settlements is **924km**. The total length of roads to be constructed within new future developments is **273km**. The Municipality aims to upgrade 150km of gravel roads per year over the next 5 years, although the entire upgrade will take longer than 10 years, subject to the availability of funds.

#### **d) Storm water**

Storm water management remains a big challenge for the Municipality, since continued urbanization interferes with the natural discharge of storm water. The volumes of discharge, as well as peak flows, increase, radically in comparison with undeveloped areas. The current storm water backlog can be summarised as follows

- Existing developments: 800km
- Informal settlements: 717km
- Future developments: 219km

The **objective of storm water management** is to limit development in sensitive areas and to provide guidelines for development in order to limit peak flows or to convey storm water in a controlled manner. Precautionary measures are Included in the **Storm water Management System (SMS)**, in terms of which the relevant directorate is responsible to identify and prioritize projects, as well as to find solutions for problems via hydrological modelling of storm water.

#### **e) Electricity**

All formalized areas within Mangaung have been provided with electricity and technically there are no shortages. The provision of electricity in Mangaung is at all-times high – more than 90%. However, CENTLEC is experiencing serious maintenance backlogs over the past seven years and it has been very difficult for the CENTLEC to clear these backlogs on maintenance and strengthening network projects that maintains a constant, reliable electricity supply to the communities of Mangaung. The lack of investing in the main back bone projects is also a contribution factor to the outages that are being experienced in recent years. It is important to note that Mangaung Municipality will also need a reliable electricity supply for all new developments that are mushrooming around the N8 corridor and the surrounding areas.

In addition to the above, not all informal areas have been provided with electricity. In order to facilitate the provision of electricity in informal areas, Government has set up strategies and guidelines to encourage service providers to electrify un-proclaimed / informal settlements by making a contribution towards the cost of connection and treating these connections as part of Government's electrification targets.

The following areas have been targeted as electrification projects for the 2015/16 financial year;

- Bloemside 7: 366 connections
- Grasslands Phase 4 (Khayelitsha): 500 connections;
- Meriting: 1880 connections

#### **f) Solid waste**

The following projects and initiatives are being implemented;

- Rehabilitation and official closure of Thaba Nchu landfill site;
- Upgrading of all the three permitted landfill sites ;
- Establishment of a waste transfer station in Thaba Nchu;

***The following additional projects will be funded by the Department of Tourism and Environmental Affairs (DTEA);***

- Establishment of 5 drop –off/recycling facilities in Mangaung.
- Establishment of a waste transfer station in Thaba Nchu (in Mangaung current budget but also additional funding from DEA).

**g) Roads and Storm water**

The Table below shows the fair (Current) value of the MMM roads and storm water assets. It shows that Mangaung Metro Municipality must annually invest a minimum of **R93.4 million** on roads and storm water to ensure that these services do not exceed its optimistic remaining useful lives. The table also indicates the optimistic remaining useful life, the annual replacement cost and the subsequent shortfall.

<b>Service</b>	<b>Fair Current Value</b>	<b>Remaining Useful Life (Optimistic)</b>	<b>Annual Replacement Cost</b>	<b>Provided on Annual Capital Budget</b>	<b>Annual Shortfall</b>
Roads and storm water	R3,019,800,000 R 702,000,000	25 70	R 120,792,000 R 10,028,571	R 32,850,000 R 4,500,000	R87,942,000 R 5,528,571
total	R 3721,800,000		R 130,820,672	R 37,350,000	R 93,470,571

## PART B: DEVELOPMENT STRATEGIES

### CHAPTER 3: DEVELOPMENT STRATEGIES

#### 3.1. VISION

On 30 September 2011, the Executive Mayor of Mangaung Metropolitan Municipality, Clr TM Manyoni, during his inauguration, envisioned that the municipality will be striving to be a progressive municipality that is ‘... **globally safe and attractive to live, work and invest in**”.

In line with the vision of our metro as a “globally safe and attractive municipality to work, invest and live in” the following elements are part of this vision:

- A democratic municipality, rooted in the Constitution, working with all sectors of the society to improve the quality of life of the people of Mangaung;
- A municipality whose community is united in diversity, recognising our common interests and greater equality of women;
- A municipality that provides high quality of service delivery and is constantly striving to ensure value for money;
- Create an ideal environment for our people to be able to work and have access to jobs and ensure that workers’ rights are protected and the workforce skilled;
- Build a municipality that ensures that business is afforded an environment to invest and profit while promoting the common interests of the community, including descent work;
- An efficient municipality that protects local citizens, provides quality services and infrastructure as well as providing leadership for local development;
- Ensure that individual and communities embrace mutual respect and human solidarity
- A municipality that works closely with other spheres of government, business and civil society to build a better metro, province and country.
- A municipality that is vigorously driving the pro-poor agenda and intervening strategically and programmatically in breaking the cycle of poverty;
- The municipality that is alive to and recognises its operational context of the municipality, the city region, the province and being part of the country

#### 3.2 IDP OBJECTIVES

The 2012-2016 as reviewed in 2015/16 IDP objectives are:

##### 3.2.1 Economic Development

The objective aims to grow and develop the economy through working programmatically with a wide range of stakeholders (*other spheres of government, academic institutions, medical associations,*

*business and civil society*) and exploiting the full strength inherent in our economy. The municipality will be placing specific emphasis on the following:

- Attracting both local and international investors
- Building partnerships for improving skills and capacity building
- Broadening partnership in economic development
- Promote competitiveness in the local market.
- Facilitate Industrial Development and Integrated Human Settlement Development towards the east of the City, especially along the vicinities of N8 Development zone.

Deliberate efforts will be expended to ensure that the development benefit the poor and ensure that we de-racialise the built environment to be accessible to the poor for eking out a living and deal with inherited and distorted spatial patterns.

We need to work in ensuring that ***the economy is growing in a complex and sustained way***, forge links with other cities on Human Development Strategy, skills, health and security. These interventions should be highlighted in the IDP and should articulate how as the City we are intervening on economic growth and what has been the effect.

A process of identifying and agreeing on what is a ***comparative and competitive edge*** of the municipality in relation to other municipalities and cities should be unfolded, primarily within the ambit of the City's growth and development strategy to inform future development trajectories of the City. We need to tease out locational advantage of Mangaung within the national and international space and harnessing opportunities such as Business Process Outsourcing and Outsourcing (BPO & O). We need to determine which sectors of the economy and corresponding projects will be anchoring economic development.

### 3.2.2 Built Environment

This objectives aims to deal with distortions of the municipality's spatial configuration as it relates to housing, transport, economic development and community infrastructure. This matter should be progressively dealt with as it is critical to the economy of the city and its long-term financial viability. The municipality will be striving towards the rejuvenation of the Central Business Districts (CBDs) of Bloemfontein, Botshabelo and Thaba Nchu to transform these into vibrant and integrated centres for our people, providing basic services, 24-hours centres of interaction, with active investment by both the private and public sectors. The municipality will explore using a bridge as an instrument to link city spaces where possible. Using some of the land *parcels particularly VISTA area for dealing with inherited spatial distortions. Develop and implement a clear initiative at Botshabelo and Thaba Nchu and determine what type of industries should be attracted;*

Furthermore, the municipality will strive to ensure that its future built environment must at least provide for:

- Development of suitably located and affordable housing (shelter) and decent human settlements;

- Transforming our CBD, including the CBDs of Botshabelo and Thaba Nchu as indicated (*moving towards efficiency, inclusion and sustainability*)
- Building equitable, cohesive, sustainable and caring communities with improved access to work and social amenities, including sports and recreational facilities (community development and optimal access/inclusion).
- De-racialising the built environment through the accelerated release of land and the development of the seven land parcels of Cecilia, Brandkop, Pellisier, Vista Park and Hillside View, to bring integration and create economic opportunities.

The reviewed spatial development framework, will not only provide normative guidelines on future land projections, but will also direct new developments eastward so as to integrate both Botshabelo and Thaba Nchu in the realisation of the N8 Corridor Development. ***N8 Corridor Development will be implemented*** with clear and time bound three / four projects. Need to tease out what impact will N8 Development yield on other parts of the City and CBDs.

The City has embarked on a comprehensive built programme to install bulk and reticulation infrastructure related to water and sanitation services. The City will be dealing with a challenges on ensuring reliability of water supply from the sources and hence will be implementing Gariep Water Pipeline project.

***Land development*** should be approached in a strategic and holistic manner; a single project approach was endorsed. An astute and visionary political leadership is imperative in relation to land development and inherent interest. Identify and develop ready to use land (that is serviced and planned). ***Conceptualise and implement a flagship projects with mixed land use and housing typologies.*** We need to establish a planning forum in the City that includes the participation of the province. We need to be the active players in planning the development trajectories of the City space. We need to immediately develop intelligence around why houses were not developed (incomplete), what is the magnitude of the problem, to enable us to engage with other sectors from the position of strength.

The municipality is conscious of a number of factors that inhibits speedy allocation of land for local economic development, for example, illegal occupations and land under the control of tribal authorities. However, we are in the process of finalising title deeds discrepancies with tribal authorities (Department of Land Affairs).

The municipality will be interacting periodically with the provincial and national departments who are involved in land development value chain to expedite and finalise township registers, and we will identify land and allocate sites where professionals (*such as nurses, police, teachers, etc*) can access land to build houses.

There is a need of dealing with ***inherited spatial distortion***; we need to use space for visualising and representing what Mangaung City is all about.

### 3.2.3. Public Transport

This objective is geared towards reviving the public transportation system in the city and the upgrading and development of attendant infrastructure.

The municipality will take advantage of infrastructure and economic legacy of the 2010 Soccer World Cup, wherein the government developed Integrated Rapid Public Transport Network (IRPTNs) to ensure safe, efficient and affordable public transport, towards reshaping of public transport in South Africa and ultimately introducing priority rail corridors and Bus Rapid Transit (BRT) systems in cities. In this regard, the plan to begin with the construction of the IRPTN was halted and Mangaung is now committed to reviving our efforts on IRPTN so that our people and elsewhere coming to our metropolis have accessible, reliable and safe public transport.

Progressively develop and ensure certainty of the **public transport system** and proactively engage the Department of Transport to determine that other grants are available and would be accessed by the City.

The City has since leveraged resources from the Public Transport Infrastructure Grant (PTIG) to develop an Integrated Public Transport Network (IPTN).

### 3.2.4. Rural Development

The municipality will strive towards facilitating rural development to militate against rampant poverty afflicting citizens inhabiting rural areas, provide basic services and implement local economic development projects. The municipality will adopt and implement an extensive integrated and sustainable rural development strategy, to capitalise on potential synergies among the various government programmes in order to promote and support more rapid and equitable rural development.

The Metro will also be looking at piloting an Agri park in Thaba Nchu during the financial year 2015/16. An Agri – park is a combination of a working farm and a municipal park that is located at the urban edge. The Concept of Agri park involves the broader agricultural value chain in a typical rural setting, whereby completely processed products are sold to the immediate market or the nearby markets. The park serves as transition or buffer zones between urban and agricultural uses and as a Metro we shall be using the Agri Park in Thaba Nchu to kick start the economy of the fairly rural node.

### 3.2.5. Provision of effective and reliable services

Harness opportunities for **“bulk infrastructure”** by proactively and systematically engaging sector departments and build a strong business case for leveraging additional resources. Capital outlay needed to deal with infrastructure backlog estimated at R2 billion seem prohibitively high, but if

these is dealt with within the MTREF period it seem doable. Infrastructure development is a primary instrument to support economic growth and development. We need to ensure that all developers contribute to bulk and we need to make retrospective claim against past development to developers. A comprehensive bulk Infrastructure Master Plan should be developed and this should provide guidance on futuristic development charges. We need to exploit the existing “bulk infrastructure” capacity in the North and facilitate land development thereon.

The primary task of a municipality beyond and above its developmental mandate is the provision of basic services to its intended clients being households, business and service providers, the MMM in context with the backlogs that it has in housing it must therefore develop intervention strategies to curb this further backlash, it is however known and appreciated that this kind of backlog can never be absolutely demolished because of in migration, fertility and other economic activities, the MMM as a mega of the province is prone to these developments.

Further it is encouraging that a very few households mostly informal are without electricity and all efforts are being carried out to ensure that all households have access to clean water by 2020.

### 3.2.6 Water Services development

*We need to ensure that there is **reliable water supply service** and explore means of meeting future water demands of the City as **BloemWater** does not provide adequately for future development priorities of the City.*

*A **comprehensive water demand management programme** should be implemented as expeditiously as possible to reduce the water line losses (*that include civic education programme, community plumber’s programme and replacement of ageing infrastructure*). We need to recognise that South Africa is a water-scarce country and issues such as rain water harvesting should be explored.*

Adopt a **balanced development to infrastructure develop** and ensure that extending infrastructure development to areas with no or minimal services will not have an unanticipated consequences of ageing the infrastructure in the well developed and serviced area of the City.

### 3.2.7 Integrated Waste Management

Waste Management planning should be contextualised within the framework of national government, provincial government, district municipality and local municipality legal regulatory and policy framework. Development in Mangaung can be described from a waste management perspective as follows:

- Bloemfontein incorporates integrated residential, commercial and industrial development. This area has well developed infrastructure with substantial road networks and good access to all points of waste generations



- Botshabelo was established in 1978 as apartheid engineered town for displaced people in the Free State, Development is substantially formal with a substantial internal road network providing access to most households.
- Thaba –Nchu has been a home of Tswana people in the Free State for more than 180 years. Thaba- Nchu consists of urban area with private land ownership and rural area of both private communal land people living in 37 scattered villages. Development is fairly formal with an internal road network providing access to most households
- 23% of MMM area is farm land with a further 2% covered in small holdings and as such presents a new challenge to the expanded municipality, the area has basic road infrastructure

### 3.2.8. Revenue Enhancement

This objective aims at restoring and stabilising the financial position of the City and achieving net-gains in revenue enhancement to ensure maintenance of existing assets, services, extension of services to underserved areas and investing in infrastructure for growth and exploring new avenues for revenue.

**Revenue enhancement plan should be implemented expeditiously** - commence with the process of reducing the salary bill, and lodge claim retrospectively with Citizens that have been receiving services from the City but were never billed to date. This should be preceded by a comprehensive diagnosis of the state of the municipal finance to inform our “Clean Audit 2014” initiative and the revenue enhancement plan.

### 3.2.9. Mainstreaming of Poverty Reduction

This objective at facilitating intervention programmes in partnership with critical stakeholders to have a positive knock on effect on poverty reduction in the city.

**Mainstreaming of poverty reduction** across programmes of the City to deal with rampant poverty and contribute towards food security as poverty is localised in our townships and Thaba Nchu and Botshabelo being the most affected. We need to determine what impact will be yielded by these programmes.

We need to intervene strategically and ensure that the creation of a sub-node in Botshabelo will have a bearing on poverty alleviation, but we need to ensure **that a pro-poor approach is a common thread** that runs through the way we do business as a municipality.

### 3.2.10 Youth and Gender development

As discussed in the analysis MMM population is fairly young and is mostly female, it is important that development objectives and strategies of the municipality culminated through its projects reflect the youthfulness of the city. There is still a large imbalance in our society with black women still at the

bottom of the beneficiation chain, black male are second to women at just above 25% unemployment rate.

Young people and children between the ages 0 -14 are the most in MMM thus properly the municipality to enhance its efforts on early childhood development, youth programmes and projects aimed at supporting women development

### 3.2.11 Spatial Planning

The challenge our country sits with including the Mangaung Metropolitan is the skewed spatial patterns that were designed under the apartheid regime, The MMM should in its attempt to develop its communities deal with this matter of skewed spatial patterns that exist, in line with this challenge sits the problem of pockets in most Mangaung townships which limits economic activity in most cases which are far from economic areas.

Poor people particularly black travel far to access services, economic and employment centres, this not only hampers deeply on the already strained resources of these people but also represent a single most difficult challenge of defeating poverty and unemployment.

The spatial development framework of the municipality must embrace the concept of integrated human settlements; its intention should embrace environmental management and assist communities to access economic activities

## 3.3 DEVELOPMENT CHALLENGES AND PRIORITIES

The city has facilitated a series of public engagement and meetings with critical stakeholders to solicit input on the IDP so that the reviewed IDP for 2015/2016 financial year would be developed. These engagements and meetings with stakeholders assumed public hearings, a one day self-assessment workshop with councillors, vertical and horizontal workshop with sector departments and a Mayoral lekgotla formats. A self-assessment dialogue sessions were convened on 28 October 2014 primarily to review progress attained during the course of the financial year (2015/2016), tease-out what has been achieved in the 1<sup>st</sup> quarter ending 30 September 2014, tease-out challenges and opportunities to be dealt with in the medium to long-term. Furthermore, the sessions were to concretise the vision, for Mangaung Metropolitan Municipality highlighting the development priorities and strategies that will frame the subsequent revision of IDP for 2015/2016 and MTREF for 2015/16 – 2017/2018 period.

Importantly, these sessions were attended by the majority of councillors of Mangaung Metropolitan Municipality and representatives of different political parties represented in Council as well as Heads of Departments.

An overview of the proceedings of the MAYCO Lekgotla held on the 1st of April 2015 and the subsequent meeting with provincial government departments indicate the following challenges confronting the municipality, development priorities and corresponding opportunities that should be borne in mind in the development of the reviewed IDP 2015/2016 and MTREF for 2015/16 –

2017/2018 period. A tabular representation of these challenges, development priorities and corresponding opportunities is hereto attached.

**Table: 3.1 An overview of challenges, development priorities and opportunities (Key Focus Area)**

	Challenges	Priorities	Opportunities	Threats
<b>Municipal Transformation and Institutional Development</b>	Shortage of personnel in critical division – infrastructure departments,	Strengthening of critical service delivery division	Assigned metropolitan status provide an opportunities for embarking on an extensive organizational review in the medium to long term  Enabling policy and legislative frameworks on staff establishments	Capacity to deliver on assigned developmental mandate
<b>Service Delivery</b>	Housing backlogs and incomplete housing projects;  • Illegal settlements and land invasions in areas/lands planned for different development other than residential;	<ul style="list-style-type: none"> <li>• Building of mixed housing (BNG, Gap Market and Bonded Houses);</li> <li>• Attainment of Level 2 accreditation for Housing Delivery;</li> </ul>	<ul style="list-style-type: none"> <li>• BNG, Gap Market and Bonded Houses);</li> <li>• Level 2 accreditation for Housing Delivery;</li> <li>• Accelerating development of seven (7) land parcels ;</li> </ul>	Social protest – communities demanding housing
	Massive service delivery and infrastructure backlogs in the townships and rural areas –roads and storm-water	<ul style="list-style-type: none"> <li>• Accelerate the programme of upgrading roads and storm-water in township;</li> <li>• Development and implementation of a comprehensive storm-water master-plan</li> </ul>	Replication of Township Revitalization Programme that borne result at Batho Location;  Availability of City Support Programme that will be providing resources for Township Revitalization	People houses being flooded during inclement weather  Rising claims lodged against the municipality <i>Limited resources at the disposal of the City</i>
	Ineffective service delivery – <b>refuse and waste collection</b>	<ul style="list-style-type: none"> <li>• Implementation of Integrated Waste Management Plan and purchasing of compaction trucks for waste removal services.</li> </ul>	<ul style="list-style-type: none"> <li>• Regular waste removal. services and building of transfer stations at strategically located sites</li> <li>• Promotion of green environment.</li> </ul>	Degradation of the environment; Community protests Illegal dumping may threaten the health and safety of citizens

	Challenges	Priorities	Opportunities	Threats
			<ul style="list-style-type: none"> <li>Regular and reliable water supply</li> </ul>	
<b>Service Delivery...</b>	Ageing service delivery infrastructure (including electricity and water line losses) and utilities ( <b>fleet</b> );	<p>Implementation of the recommendation of the bulk water reconciliation study for the greater Mangaung.</p> <p>Implementation of Water Conservation and Demand management Programmes.</p> <p>Development of electricity business strategy that also deal with green energy and future development outlook</p>	<p>Adequate budgeting for implementation to Water Demand Management;</p> <p>Partnering with government to embark on a project to ensure reliable water supply – explore a pipeline <b>sourcing water from Gariep Dam</b></p> <p>Water Conservation and harvesting of water</p> <p>Civic education on the use of water</p>	<p>Wastage and losing of monies as result of water loss;</p> <p>Unreliable water supply due to demand exceeding the supply.</p> <p>Water usage by citizens – gardening, car washes</p>
	Maintenance of service delivery infrastructure and utilities (including fleet)	<p>Implementation of Refurbishment and Rehabilitation programmes</p> <p>Multiyear capital program to ensure assets are indeed replaced at the end of their economic life</p> <p>Reviewing turn-around time of servicing service delivery utilities/vehicles</p>	Making adequate provision for rehabilitation of infrastructure	Correct use of infrastructure by communities
	Poor performance irt capital programmes;	Implementation of Capital Infrastructure Procurement Plan	Enhancing future planning and contract management	Loss of capital grants and community dissatisfaction about service delivery
Key Focus Area	Challenges	Priorities	Opportunities	Threats
<b>Local Economic Development</b>	<ul style="list-style-type: none"> <li>Provision of land to accommodate emerging township small farmers</li> </ul>	<ul style="list-style-type: none"> <li>Providing commonages in partnership with the Department of Agriculture to accommodate farming activity and</li> </ul>	<ul style="list-style-type: none"> <li>Providing commonages in partnership with the Department of Agriculture to accommodate farming activity and</li> </ul>	<ul style="list-style-type: none"> <li>Availability of land</li> </ul>

	Challenges	Priorities	Opportunities	Threats
		grazing of animals	grazing of animals	
<b>Financial Viability and Sustainability</b>	<ul style="list-style-type: none"> <li>Negative audit opinion should be dealt with through assembling a team to deal with issues raised by the Auditor –General in a systematic and programmatic manner</li> <li>Ineffective revenue collection hence the reliance on Intergovernmental Transfers(including conditional grants);</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring and Implementation of Audit Action Plan</li> <li>Implementation of Revenue Enhancement Strategy</li> <li>Revenue protection and prudent cash flow management</li> <li>Proper management and accounting of municipal infrastructural assets</li> </ul>	<ul style="list-style-type: none"> <li>Committed management and staff</li> <li>Stable and supportive political leadership</li> <li>Implementation of new valuation roll and data purification</li> </ul>	<ul style="list-style-type: none"> <li>Non-compliance to internal control procedures and legislation</li> <li>Non-payment for municipal services compounded by high unemployment rate</li> </ul>

### 3.4 IDP Alignment

#### 3.4.1 IDP Alignment – Government Targets 2014

Whilst all outcomes affect all spheres of government, the municipalities can only implement the government targets in line with their devolved mandate. The Metro has aligned its work with the targets with which it has direct control or devolved powers over. The same approach was also utilised in the alignment with the National Development Plan.

**Table 3.2: IDP Alignment – Government Targets 2014**

National Targets 2014	Metropolitan IDP Response
<b>Outcome 8: Sustainable Human Settlements and Improved Quality of Household Life</b>	
<b>Output 1:</b> Accelerated delivery of housing opportunities	<b>Human Settlement:</b> <ul style="list-style-type: none"> <li>Address housing backlog</li> <li>Provide housing opportunities</li> <li>Upgrade informal settlements</li> <li>Acquire land to promote sustainable human settlements (public and private)</li> </ul>
<b>Output 2:</b> Improve access to basic services	<ul style="list-style-type: none"> <li>Address roads conditions</li> <li>Eradicate water backlog</li> <li>Eradication of buck system and VIP toilets</li> <li>Accelerate waste removal</li> <li>City Rejuvenation</li> </ul>

National Targets 2014	Metropolitan IDP Response
	<ul style="list-style-type: none"> <li>• Address electricity backlog</li> </ul>
<b>Output 3:</b> Mobilization of well-located public land for low income and affordable housing	<b>Spatial Development and the Built Environment</b> <ul style="list-style-type: none"> <li>• Spatial integration</li> </ul> <b>Human Settlement:</b> <ul style="list-style-type: none"> <li>• Provide housing opportunities</li> <li>• Acquire land to promote sustainable human settlements (public and private)</li> </ul>
<b>Output 4:</b> Improved property market	<b>Human Settlement:</b> <ul style="list-style-type: none"> <li>• Provide housing opportunities</li> <li>• Acquire land to promote sustainable human settlements (public and private)</li> </ul>
<b>Outcome 9: A responsive, accountable, effective and efficient local government system</b>	
<b>Output 1:</b> Improving access to basic services	<ul style="list-style-type: none"> <li>• <b>Eradication of bucket system and VIP toilets, improve and maintain infrastructure</b></li> <li>• Address roads conditions</li> <li>• Eradicate water backlog</li> <li>• Eradication of buck system and VIP toilets</li> <li>• Accelerate waste removal</li> <li>• City Rejuvenation</li> <li>• Address electricity backlog</li> </ul>
<b>Output 2:</b> Implementation of the Community Work Programme	<b>Poverty eradication, rural and economic development and job creation:</b> <ul style="list-style-type: none"> <li>• Economic development</li> <li>• Jobs creation</li> <li>• Rural Development</li> <li>• Poverty Reduction</li> </ul>
<b>Output 3:</b> Single window of coordination	Internal controls, reporting systems and processes in place
<b>Output 4:</b> Administrative and financial capability	<b>Financial sustainability</b> <ul style="list-style-type: none"> <li>• Improve customer satisfaction</li> <li>• Prudent fiscal management</li> <li>• Revenue Enhancement</li> <li>• Develop an effective asset management programme</li> <li>• Reduction of overtime in compliance to legislation</li> </ul> <b>Good Governance</b> <ul style="list-style-type: none"> <li>• Provide strategic leadership and planning with well-defined targets aligned to the budget</li> <li>• Strengthen performance management system</li> <li>• Reliable performance, operational and financial information,</li> <li>• Fraud, corruption and maladministration prevention</li> </ul>
<b>Outcome 10: Environmental assets and natural resources that are well protected and continually enhanced</b>	
	<b>Environmental Management and Climate</b>

National Targets 2014	Metropolitan IDP Response
	<p><b>change</b></p> <ul style="list-style-type: none"> <li>• Environmental sustainability</li> <li>• Increase the environmental literacy level of stakeholders</li> <li>• Reduce the major sources of greenhouse gas emissions and catalysing the large-scale supply of clean energy</li> <li>• Energy saving</li> </ul>

### 3.4.2 IDP Alignment – NSDP

National Spatial Development Perspective (Principles)	Metropolitan IDP Response
<p><b>Constitutional obligation to provide basic services to all citizens</b></p>	<p><b>Eradication of bucket system and VIP toilets, improve and maintain infrastructure (Service Excellence):</b></p> <ul style="list-style-type: none"> <li>• Address roads conditions</li> <li>• Eradicate water backlog</li> <li>• Eradication of buck system and VIP toilets</li> <li>• Accelerate waste removal</li> <li>• City Rejuvenation</li> <li>• Address electricity backlog</li> </ul> <p><b>Human Settlement:</b></p> <ul style="list-style-type: none"> <li>• Address housing backlog</li> <li>• Provide housing opportunities</li> <li>• Upgrade informal settlements</li> <li>• Acquire land to promote sustainable human settlements (public and private)</li> </ul>
<p>Rapid economic growth that is sustained and inclusive</p> <p><b>FOCUS ON PEOPLE NOT PLACES</b></p> <ol style="list-style-type: none"> <li>1. Places with high levels of poverty <b>and development potential</b> should include fixed capital investment beyond basic services to exploit the potential of these places</li> <li>2. Places with <b>low development potential</b> government spending should focus on social transfers, human resource development and labour market intelligence which would enable people to become more mobile and migrate to places with sustainable employment</li> </ol>	<p><b>Poverty eradication, rural and economic development and job creation:</b></p> <ul style="list-style-type: none"> <li>• Economic development</li> <li>• Jobs creation</li> <li>• Rural Development</li> <li>• Poverty Reduction</li> </ul>

### 3.4.4 IDP Alignment - National Development Plan (Vision 2030)

IDP Alignment - National Development Plan (Vision 2030)	Metropolitan IDP Response
<p><b>Expand infrastructure</b></p>	<p><b>Public transport</b></p> <ul style="list-style-type: none"> <li>• To improve public transport system and services</li> <li>• Improve transport service delivery by grouping transport functions into a single, well-managed and focused institutional structure</li> </ul> <p><b>Eradication of bucket system and VIP toilets, improve and maintain infrastructure:</b></p> <ul style="list-style-type: none"> <li>• Address roads conditions</li> <li>• Eradicate water backlog</li> <li>• Eradication of buck system and VIP toilets</li> <li>• Accelerate waste removal</li> <li>• City Rejuvenation</li> <li>• Address electricity backlog</li> </ul>
<p><b>Create 11 million jobs by 2030:</b></p> <ul style="list-style-type: none"> <li>• Expand the public works programme</li> </ul>	<p><b>Poverty eradication, rural and economic development and job creation:</b></p> <ul style="list-style-type: none"> <li>• Economic development</li> <li>• Jobs creation</li> <li>• Rural Development</li> <li>• Poverty Reduction</li> </ul>
<p><b>Transition to a low-carbon economy:</b></p> <ul style="list-style-type: none"> <li>• Speed up and expand renewable energy, waste recycling, ensure buildings meet energy efficient standards</li> <li>• Set a target of 5 m solar water heaters by 2029</li> </ul>	<p><b>Environmental Management and Climate change</b></p> <ul style="list-style-type: none"> <li>• Environmental sustainability</li> <li>• Increase the environmental literacy level of stakeholders</li> <li>• Reduce the major sources of greenhouse gas emissions and catalysing the large-scale supply of clean energy</li> <li>• Energy saving</li> </ul>
<p><b>Transform urban and rural spaces:</b></p> <ul style="list-style-type: none"> <li>• Stop building houses on poorly located land and shift more resources to upgrading informal settlements, provided that they are in areas close to jobs</li> <li>• Fix the gap in the housing market by combining what banks have to offer with subsidies and employer housing schemes</li> </ul>	<p><b>Human Settlement:</b></p> <ul style="list-style-type: none"> <li>• Address housing backlog</li> <li>• Provide housing opportunities</li> <li>• Upgrade informal settlements</li> <li>• Acquire land to promote sustainable human settlements (public and private)</li> </ul> <p><b>Public transport</b></p> <ul style="list-style-type: none"> <li>• To improve public transport system and services</li> <li>• Improve transport service delivery by grouping transport functions into a single, well-managed and focused institutional structure</li> </ul>
<p><b>Provide quality healthcare:</b></p>	
<p><b>Build a capable state:</b></p> <ul style="list-style-type: none"> <li>• Fix the relationships between political parties and government officials</li> </ul>	<ul style="list-style-type: none"> <li>• Good Governance</li> </ul>



IDP Alignment - National Development Plan (Vision 2030)	Metropolitan IDP Response
<ul style="list-style-type: none"> <li>Improve relations between National, Provincial and Local Government</li> </ul>	
<b>Fight corruption:</b> <ul style="list-style-type: none"> <li>Make it illegal for civil servants to run or benefit directly from certain types of business activities</li> </ul>	<ul style="list-style-type: none"> <li>Good Governance</li> </ul>
<b>Transformation and unity:</b> <ul style="list-style-type: none"> <li>Employment equity and other redress measures should continue and be made more effective</li> </ul>	<ul style="list-style-type: none"> <li>Poverty eradication, rural and economic development and job creation</li> </ul>

### 3.4.5 Free State Growth and Development Strategy

FSGDS	Metropolitan IDP Response
<b>Inclusive economic growth and sustainable job creation</b>	<b>Poverty eradication, rural and economic development and job creation:</b> <ul style="list-style-type: none"> <li>Economic development</li> <li>Jobs creation</li> <li>Rural Development</li> <li>Poverty Reduction</li> </ul> <b>Spatial development and the built environment</b> <ul style="list-style-type: none"> <li>Spatial integration</li> </ul>
<b>Improved quality of life</b>	<b>Service Excellence:</b> <ul style="list-style-type: none"> <li>Address roads conditions</li> <li>Eradicate water backlog</li> <li>Eradication of buck system and VIP toilets</li> <li>Accelerate waste removal</li> <li>City Rejuvenation</li> <li>Address electricity backlog</li> </ul> <b>Human Settlement:</b> <ul style="list-style-type: none"> <li>Address housing backlog</li> <li>Provide housing opportunities</li> <li>Upgrade informal settlements</li> <li>Acquire land to promote sustainable human settlements (public and private)</li> </ul> <b>Public transport</b> <ul style="list-style-type: none"> <li>To improve public transport system and services</li> <li>Improve transport service delivery by grouping transport functions into a single, well-managed and focused institutional structure</li> </ul>
<b>Sustainable rural development</b>	<b>Poverty eradication, rural and economic development and job creation:</b> <ul style="list-style-type: none"> <li>Economic development</li> <li>Jobs creation</li> <li>Rural Development</li> <li>Poverty Reduction</li> </ul>

<b>FSGDS</b>	<b>Metropolitan IDP Response</b>
	<b>Environmental Management and Climate change</b> <ul style="list-style-type: none"> <li>• Environmental sustainability</li> <li>• Increase the environmental literacy level of stakeholders</li> <li>• Reduce the major sources of greenhouse gas emissions and catalysing the large-scale supply of clean energy</li> <li>• Energy saving</li> </ul>
<b>Build social cohesion</b>	<b>Social and community services</b>
<b>Good Governance</b>	<b>Financial sustainability</b> <ul style="list-style-type: none"> <li>• Improve customer satisfaction</li> <li>• Prudent fiscal management</li> <li>• Revenue Enhancement</li> <li>• Develop an effective asset management programme</li> <li>• Reduction of overtime in compliance to legislation</li> </ul>

#### **Aligning Mangaung Metro with the back to Basic approach**

<b>Back to Basic</b>	<b>Metropolitan IDP Response</b>
<b><i>Basic Services – creating decent living conditions</i></b> <ul style="list-style-type: none"> <li>▪ Develop fundable consolidated infrastructure plans;</li> <li>▪ Ensure infrastructure maintenance and repairs to reduce losses in respect to: <ul style="list-style-type: none"> <li>▪ Water and sanitation;</li> <li>▪ Human Settlement;</li> <li>▪ Electricity;</li> <li>▪ Waste Management;</li> <li>▪ Roads; and</li> <li>▪ Public Transportation</li> </ul> </li> <li>▪ Ensure the provision of Free Basic Services and the maintenance of Indigent Register</li> </ul>	<b>Service Excellence:</b> <ul style="list-style-type: none"> <li>• Address roads conditions</li> <li>• Eradicate water backlog</li> <li>• Eradication of bucket system and VIP toilets</li> <li>• Accelerate waste removal</li> <li>• City Rejuvenation</li> <li>• Address electricity backlog</li> </ul>
<b><i>Good governance</i></b> <ul style="list-style-type: none"> <li>▪ The existence and efficiency of Anti-Corruption measures;</li> <li>▪ Ensure compliance with legislation and enforcement of by-laws;</li> <li>▪ Ensure the functionality</li> </ul>	<b>Good Governance</b> <ul style="list-style-type: none"> <li>▪ Internal Audit Intervention</li> <li>▪ Strong Section 79 and 80 committees;</li> <li>▪ Anti –Fraud and Anti-Corruption;</li> <li>▪ Public Participation</li> </ul>
<b>6. <i>Public Participation</i></b>	<ul style="list-style-type: none"> <li>• Public Participation Platforms Created by the</li> </ul>

Back to Basic	Metropolitan IDP Response
<ul style="list-style-type: none"> <li>▪ Ensure the functionality of ward committees;</li> <li>▪ Conduct community satisfaction surveys periodically</li> </ul>	<p>Metro</p>
<p><b>Financial Management</b></p> <ul style="list-style-type: none"> <li>▪ Improve audit opinion;</li> <li>▪ Implementation of revenue enhancement strategy</li> </ul>	<p><b>Financial sustainability</b></p> <ul style="list-style-type: none"> <li>• Prudent fiscal management</li> <li>• Revenue Enhancement</li> <li>• Develop an effective asset management programme</li> </ul> <p>Reduction of overtime in compliance to legislation</p>
<p><b>Institutional Capacity</b></p> <ul style="list-style-type: none"> <li>▪ Ensuring that the top six posts (Municipal Manager, Finance, Infrastructure Corporate Services, Community development and Development Planning) are filled by competent and qualified persons.</li> <li>▪ That the municipal organograms are realistic, underpinned by a service delivery model and affordable.</li> <li>▪ That there are implementable human resources development and management programmes.</li> <li>▪ There are sustained platforms to engage organised labour to minimise disputes and disruptions.</li> <li>▪ Importance of establishing resilient systems such as billing.</li> <li>▪ Maintaining adequate levels of experience and institutional memory.</li> </ul>	<p><b>Good Governance</b></p> <ul style="list-style-type: none"> <li>• Provide strategic leadership and planning with well-defined targets aligned to the budget</li> <li>• Strengthen performance management system</li> <li>• Reliable performance, operational and financial information,</li> </ul> <p>Fraud, corruption and maladministration prevention</p>

### 3.5 KEY DEVELOPMENTAL CONSIDERATIONS

Key consideration to inform and influence the developmental agenda in the municipality in the medium to long term includes:

- Facilitate the development of N8 Corridor Development;
- Identify and harness the opportunity of creating a new "City" - that spatially assist in integrating the City;
- Activation of a second developmental node at Botshabelo;
- Achieve unqualified audit opinion with no matters 2015;

- Dealing with the fiscal gap by dealing with these critical issues viz billing completeness and accuracy, collections efficiency, debtors minimisation and management, tax and tariff increases for existing revenue sources and expenditure efficiencies. There is an urgent need of concluding the bulk contribution policy and ensure its expeditious implementation. Dealing immediately with the estimated 7000 properties that are not metered for varied services that the City is providing and these are in the Northern suburbs. A turn-around action plan informed by the 80:20 principles will be developed and implemented with time-bound milestone set for the immediate, medium to long-term;
- Deal with crises facing the city, lay the foundation for ushering the future;
- Ensure water service supply from source and sustainability , lobby the provincial and national government department to deal with service delivery challenges related to water;
- Mainstreaming of poverty reduction and thus incorporate in the IDP, CDS, directorates and individual performance scorecards;
- Development of Botshabelo and Thaba-Nchu to reduce transportation costs on the poor;
- Land development by accelerating Level 2 Housing Accreditation and to obtain full assignment for housing function by 2016; and
- Leveraging resources for a number of flagship project namely land development, Inner City Redevelopment, Township Rehabilitation (including greening, open spaces and cemeteries)

The City hosted a Mayoral Committee Lekgotla on the 2nd of April 2015 and there were consensus on the following:

- Confirmed Eight Development Priorities or Agenda of the City;
- Implementation of Integrated Public Transport Network (IPTN) that has a strong Non-Motorised component;
- Host 20 year celebration exhibition at Thaba Nchu
- Revitalization of Thaba Nchu Airport
- Installation of pre-paid water meters at section 21 schools as part of our Revenue Enhancement Programme
- Fast-track the implementation of eight land parcels (including Airport Development Node)
- Service Delivery programmes such as –***grass cutting, road markings, street and public lighting maintenance programmes to be intensified.***
- The Establishment of metro Police
- Management of overtime , the City seems not to be making a dent;
- Expend efforts and prioritising the environment (*greening and evolving a clean environment*);
- The City should develop and implement comprehensive policy measures to attract investment in our area. We need to attract investment in our industries and we should periodically look at our rates and their impact on our efforts of attracting investments.
- The City should look at Industrial Development Nodes and/or Strategic Development Zone (SDZ) and incentives that government (including the City is providing) to attract investment and facilitate industrial development; deeds
- The City should provide serviced site to middle class who are part of the City, three land parcels – *Vista Park, Brandkop 702 and Cecilia Park* provide an opportunity to do that;
- Strategic pronouncements should be made on the possibility of building a gas plant and we need to engage with SASOL

- The City need to work with institutions(the municipal architectural division, Central University of Technology (CUT) and University of the Free State(UOVS));
- Ramp up the eradication of Ventilated Improved Pit-latrines (VIP) and Bucket toilets at *Botshabelo and Thaba Nchu*
- Ensuring reliable water supply from the source, building the pipeline- to initiate the process and find a way of working with Bluewater in building the pipeline. We need a concrete proposal that factors in the budget cycle;
- Provision of reliable water supply to Thaba Nchu;
- Prioritize Economic and Youth Development.
- An intervention / monitoring team should be developed in the Office of the Executive Mayor that have the capacity to analysis figures, review performance of the city. Team member should be politically mature and administratively savvy;
- The City should be bold and “think outside the Box” and keep abreast current debates on the urban management and management of urban space. Key interventions of urban management should be developed and should highlight concretely projected measurable achievements and thus lays a foundation for those succeeding (elected leaders). Tease out development trajectories related to future cities and explore the possibility of harvesting energy without using “coal”;
- Planned economic development of the City should accommodate Ikhomotseng (Soutpan) area that will be amalgamated in the City post 2016 local government elections;
- Moving towards s SMASRT – broadband, Free WIFI, libraries, schools, using technology to improve operatives and communications (Smart metering);
- Implement the Waai Hoek Precinct Development;
- Implement initiative on Energy; and
- Rural Development.

## CHAPTER 4 PROGRAMME AND PROJECTS

The Work of the Metro in the financial year 2015/16 shall continue to be influenced by the 8 development priorities as outlined in the introductory parts of this IDP. Significantly also, amidst the changing global economic climate and the sluggish economic growth of the City, the Metro decided to adopt six catalytic projects which are deemed to be game changers for the economic growth of the city. These are:

- (a) Airport Development Node;
- (b) Botshabelo / Thaba Nchu Development Node
- (c) Waterborne sanitation & Water Demand Management
- (d) Enabling Bulk Infrastructure Support
- (e) Inner City Rejuvenation;
- (f) Industrial Development

These catalytic projects, cut across the entire work of the metro and will indeed help stimulate growth in the Metro and also support the 8 development priorities.

The Metro is also in the process of adopting its own Growth and Development Strategy which will underpin the broader growth of the city's sectors. Central to the Metro's GDS are sectors that are critical in the potential growth of the Metro including transport Networks, key economic growth sectors, tourism and environment. The detail of this will be outlined in the GDS once adopted.

### 4.1 PROGRAMMES AND PROJECTS

#### 4.1.1 Poverty eradication, rural and economic development and job creation

##### 4.1.1.1 Situation analysis

Poverty is a key development challenge in social, economic and political terms. Eradication of poverty remains an ongoing concern for the government. This was acknowledged in the Reconstruction and Development Programme as well as recently in the National Development Plan. The guiding objectives of the NDP is the elimination of poverty and the reduction in inequality and all the elements of the plan must demonstrate their effect on these two objectives (Stats SA, 2014).

The Municipality has embarked on a programme to utilise the services of SMME's to assist with the removal of domestic waste and to assist with the cleaning of the CBD.

The City has also identified land for a solar farm. The necessary land use approval has been obtained and an environmental assessment completed. City has issued an RFP to enlist a suitable developer and operator. This project will not only contribute to the reduction of the carbon footprint but will also create significant employment and cheaper energy for our people

#### 4.1.1.2 Development objectives

The objective is to grow the economy of Mangaung in order to address high levels of unemployment and ultimately eradicate poverty in our municipal area

#### 4.1.1.3 Strategies

The key strategies are:

KPA		Poverty reduction, job creation, rural and economic development				
Objective	Strategy	KPI	TARGET	2015/16 Target	2016/17 Target	Programme/Project
			5-Year Target			
Economic development	Support SMME development	Number of viable and sustainable SMMEs	2000 new SMMEs	500 new SMMEs	1450 new SMMEs	2000 new SMME's supported and developed
	Rejuvenation of the CBDs within the municipality	Number of CBDs rejuvenated	3 CBDs (i.e. BFN, Bots and TN) rejuvenated	100% implementation of CBD rejuvenation	100% implementation of CBD rejuvenation	CBD Rejuvenation
	To enhance local and international tourism	Redeveloped Naval Hill A vibrant and viable regional recreational facility	A vibrant and viable regional recreational facility	100% completion of Naval Hill Redevelopment Phase 2	100% completion of Naval Hill Redevelopment Phase 3	Redevelopment of Naval Hill
	Marketing the municipality as premier destination for investment and tourism	Effective marketing strategy and instrument	25% increase in investment and tourism	10% increase in tourism	25% increase in tourism	Implementation of marketing strategy
	Incentives for property and business development	Shorten turnaround times for development applications and minimise bureaucratic requirements	All applications processed within 30 days	All applications processed in 30 days	All applications are processed within 30 days	Incentives for property and business development
		Number of job opportunities created	16051	2931	3327	Capital infrastructure projects and EPWP learnership



KPA		Poverty reduction, job creation, rural and economic development				
Objective	Strategy	KPI	TARGET		Programme/Project	
			5-Year Target	2015/16 Target		2016/17 Target
						programme
		Number of women (and comparable pay) and disadvantaged groups employed	1 000	200	200	National Housing Programmes
			5939	1085	1231	Capital infrastructure projects and EPWP learnership programme
	Skills upgrading, training provided	Number of people trained	2 000	570	500	National Housing Programmes and SETAs
Rural Development	Small scale agricultural enterprises	No of small scale agricultural enterprises supported and empowered	100 active small scale farmers	40	50	Small scale agricultural enterprises
	Facilitating rural development through agri-park	100% implementation of Thaba Nchu Agri- Park	100% implementation of phase 2 of Thaba Nchu Agri-park	100% implementation of phase 1 of Thaba Nchu Agri-park	100% implementation of phase 2 of Thaba Nchu Agri-park	Rural development
Poverty Reduction	Household food security	Number of domestic household food gardens in Urban and rural areas	Food security for 5 000 households	500 households food gardens	500 households food gardens	Household food security
Establishment of Corporate Geographic Information Services	Effective corporate Geographic Information system	% increase in number of departments using corporate GIS	All departments provided with GIS services	Two (2) departments provided with GIS applications and relevant spatial	Three (3) departments provided with GIS applications and relevant spatial	Corporate GIS.

KPA			Poverty reduction, job creation, rural and economic development			
Objective	Strategy	KPI	TARGET		Programme/Project	
			5-Year Target	2015/16 Target		2016/17 Target
				information.	information.	

## 4.1.2 Financial sustainability

### 4.1.2.1 Situational analysis

The municipality managed to improve audit outcomes year on year from disclaimed audit opinion to unqualified in the 2013-14 financial year. City has succeeded in securing a loan facility of R 600 million and the grown capital budget from R 373 million in 2010/11 to R1, 5 Billion in 2014/15. The Finance and Budgetary office have progressively build institutional capacity and key activities such as Budget and compilation of Annual Financial Statements are done in house.

The municipality's credit rating is stable and indicates the ability to meet its financial obligations in accordance with the terms of those obligations. There is improvement in cash flow management and repayment of unspent conditional grants. All these are critical elements of financial stability of the Municipality and we can only improve on them. The key issue in this regard relates to mainly revenue collection by the Metro which poses major risks for the metro to achieve its objectives. To mitigate this, the Revenue Enhancement Strategy focus is on the following:

- Illegal connections
- Replacement of faulty meters
- Collection of arrears
- Metering of unmetered sites

Good Governance is not complete without effective oversight structures. To this end, the municipality has established the following oversight structures to enhance good governance;

- Municipal Public Accounts Committee
- Audit Committee
- Internal Audit Unit,
- Risk Management Unit;
- Risk Management Committee

The above structures are fully operational and report to Council on their operations regularly.

### 4.1.2.2 Development objective

The overarching objective of the municipality with regard to financial sustainability is to enhance the billing system in order to improve revenue collection. Adequate financial control cannot be overemphasized.

### 4.1.2.3 Strategies

The key strategies are:

KPA	Objective	Strategy	KPI	Financial sustainability			Programme/Project
				Target			
				5-Year Target	2015/16 Target	2016/17 Target	
Improve customer satisfaction	Improve billing system	Number of customers receiving accurate bills	All customers receive accurate bills	Reduce the interim meter readings to 20%	Reduce the interim meter readings to 10%	Billing programme Replacement of faulty meters Outsourced meter reading services  Pilot Automated Meter Reading systems and conduct feasibility study	
				100% of consumer accounts are issued to correct addresses	100% of consumer accounts are issued to correct addresses		
	Customer queries resolved within 7 days	98% of customers queries raised and resolved within 7 days	98% of queries resolved	95%	98%	Customer Care Charter Review  Training of Customer Care personnel  Effective utilization of technology	
Improve revenue collection	Collection rate to be improved from 93%	95% collection	93% collection rate	93% collection rate	Payment awareness campaigns  Full implementation of credit control and debt collection policy  Write off of irrecoverable debt  Revamp and brand the rates hall		

KPA			Financial sustainability			
Objective	Strategy	KPI	Target			Programme/Project
			5-Year Target	2015/16 Target	2016/17 Target	
						Provide for additional pay points in strategic locations
		Percentage increase in the number of handed over accounts successfully collected	More than 66 000 handed over accounts successfully collected	15 000	21 000	Full implementation of credit control and debt collection policy
		Percentage increase in the number of defaulting businesses litigated	More than 4 000 defaulting businesses litigated	500	1 500	Full implementation of credit control and debt collection policy
		Percentage increase in the number of defaulting domestic customers garnished	More than 24 000 defaulting customers garnished	4 000	8 000	Full implementation of credit control and debt collection policy
Prudent fiscal management	Quality and frequent financial reporting	% operation and capital expenditures against the budget (from 80% )	95%	95%	95%	Implementation of procurement planning  Development of procedure manuals for SCM
Prudent fiscal management	Implement clean audit initiatives	An improved audit outcome	Clean Audit Report	Financial Unqualified Audit Report	Clean Audit Report	Clean audit programme  Review Internal Control Procedures  GRAP compliant FS and timeous submission
	To ensure	All risk of awarding	100% compliance	100% compliance	100% compliance	Implementation of SCM

KPA			Financial sustainability			
Objective	Strategy	KPI	Target			Programme/Project
			5-Year Target	2015/16 Target	2016/17 Target	
	procurement processes which complies fully with the SCM policy	tenders to employees of state is eliminated			0%	Policy
		Reduce irregular expenditure from 100% of 2011 incurred irregular expenditure	0% Irregular Expenditure	0% Irregular Expenditure	0% Irregular Expenditure	Development of internal controls and procedure manuals  Submission of quarterly reports to Council
Prudent fiscal management	Cost Coverage (NKPI)	Month(s) Coverage	> 3 months	> 3 months	> 3 months	N/A
Prudent fiscal management	Pay creditors on time as per MFMA	Number of days it takes to pay creditors	Creditors paid within 30 days of invoice	Creditors paid within 30 days of invoice	Creditors paid within 30 days of invoice	Implementation and monitoring of compliance to legislation  Daily Cash Flows
Prudent fiscal management	Budget prepared and submitted in line with MFMA requirement	Number of budgets submitted to National Treasury	Credible and funded Draft, Revised and Final Budget submitted	Credible and funded Draft, Revised and Final Budget submitted	Credible and funded Draft, Revised and Final Budget submitted	Implementation of SCOA  Budget Process Plan monitored
	Develop and review out-	Number of reviewed policies approved by	Compliance with legislation	Number of reviewed policies approved by	Number of reviewed policies approved by	Development and review of policies.

KPA	Objective	Strategy	KPI	Financial sustainability			Programme/Project
				Target			
				5-Year Target	2015/16 Target	2016/17 Target	
		dated policies in the directorate	Council		Council	Council	
		Improved Credit Rating	Long term and short term credit rating	A1.za Credit Rating achieved	A3.za	A2.za	
Prudent fiscal management	Develop and review internal controls in finance directorate	Strengthen internal control  Build human resource capacity	Effective internal controls  Efficient work force	100% compliance with internal control	100% compliance with internal control	Review of the internal controls  Continuous training	
Revenue Enhancement	Collect all collectable revenue and Leverage alternative sources of funding	Amount of externally sourced funds  Increasing revenue base by accounting for unaccounted services	R 850 million	R 250 million	R 300 Million	Business tax investigations  Long term loans  Issuing of Municipal Bound Water loss reduction programs	
Revenue Enhancement	Identification of additional revenue streams	100% implementation of revenue enhancement strategies	Implementation of the long term revenue enhancement strategies	100% implementation of long term enhanced revenue strategy	100% implementation of long term enhanced revenue strategy	Revenue enhancement strategy	
Revenue Enhancement	Develop new valuation roll based on the site and any improvements made	Number of Valuation roll compiled and revisions made annually	Appeals finalized and accounts adjusted accordingly  Updated valuation roll	Number of appeals concluded by valuation appeal board	Number of appeals concluded by valuation appeal board	Development and updating of valuation roll	
		Number of Interim	Interim valuation rolls	Number of Interim	Number of Interim		

KPA	Objective	Strategy	KPI	Financial sustainability			Programme/Project
				Target			
				5-Year Target	2015/16 Target	2016/17 Target	
			valuation roll prepared and implemented bi-annually	implemented bi-annually	valuation rolls implemented bi-annually	valuation rolls implemented bi-annually	
			General Valuation Roll process initiated and valuer appointed	General Valuation Roll completed and implemented	Municipal Valuer appointed	Process of property evaluation commenced	
Develop an effective asset management programme	Develop a Fixed Asset Register which records all municipal Assets	Fixed Asset Register is compiled and updated monthly	All movable and immovable assets recorded as prescribed by the applicable accounting standards	100% compliance with applicable accounting standards	100% compliance with applicable accounting standards	Clean audit programme; Implementation of Audit Action plan  Fixed Asset Register program	
	Develop an Asset Management Policy and Procedure Manual to cover the acquisition, maintenance and disposal of assets	Asset Management procedure is compiled in line with legislation and council policy	Development, implementation and review of an asset management procedure manual	Reviewed Asset Management Policy and procedure manual	Reviewed Asset Management Policy and procedure manual	Review of policy and procedure manual	
	Periodic physical asset counts and impairment tests	Report on the annual asset count submitted to council	Complete asset count performed every semester	Complete count of all movable and immovable assets mid-year and at year-end.	Complete count of all movable and immovable assets mid-year and at year-end.	Conducting assets count	



KPA	Objective	Strategy	KPI	Financial sustainability			Programme/Project
				Target			
				5-Year Target	2015/16 Target	2016/17 Target	
	Review the Sale of Business Agreement (SOB) between the municipality and its entity (Centlec)	Signed and council endorsed Sale of Business Agreement	100% implementation of SOB	100% implementation of SOB	100% implementation of SOB	Effective monitoring and ensuring shareholder value	
Prudent fiscal management	To ensure procurement processes which complies fully with the SCM policy	All risks of awarding tenders to employees of state is eliminated	100% compliance	100% compliance	100% compliance	Transparent procurement procedures and systems	
		All contracting is done in accordance to SCM policy	100% compliance	100% Compliance	100% Compliance		
	Centlec salaries	Salaries budget as a % of operating expenditure	15%	13%	14%	Effective financial management and accountability	
	Over expenditure	Budget not overspent	Zero overspending of budget	Zero overspending of budget	Zero overspending of budget	Effective financial management and accountability	
	Cash flow	Budgeted cash flow versus actual cash flow reports	80%	Positive cash flow monthly throughout the year	Positive cash flow monthly throughout the year	Effective financial management and accountability	

### 4.1.3 Spatial development and the built environment

#### 4.1.3.1 Situation analysis

Inefficient apartheid spatial planning has proved difficult to address in the democratic era in South Africa. The post-apartheid state has met with various challenges in trying to address this legacy which is critical in the quest to increase access to economic opportunities, especially for the poor. In order to address poverty and inequality, there is a need to address spatial inefficiencies informed by a deep understanding of the factors at play in the city. Communities are not yet fully integrated into the city's economic zones and opportunities. Many communities, especially poor communities continue to reside far from places of work, shopping and entertainment. Many informal settlements continue to mushroom, once again very far from essential services. Moreover, township communities continue to be characterised by poor levels of services, especially infrastructure services such as roads, storm-water and sanitation. For the above reasons, the Metropolitan Municipality has placed a high priority on addressing the disintegration in development planning and ensuring habitable built environment. The City will contribute towards building safer communities by developing seven land parcels the consolidating on the acquired Level 2 housing accreditation and gear towards attainment of full assignment together with this work continues on upgrading of informal settlements and building social housing.

#### **The City has achieved the following:**

- Redevelopment of Naval Hill – Mandela Statue and landscaping. refurbished Planetarium
- 100% Redevelopment of Hoffman Square;
- Development of IPTN business plan

#### 4.1.3.2 Development objectives

The key objective is to address the acute problem of housing backlog whilst simultaneously ensuring spatial integration.

KPA		Spatial Development and the Built Environment				
Objective	Strategy	KPI	Target			Programme/Project
			5-Year Target	2015/16Target	2016/17 Target	
Spatial integration	Unlock N8 Nodal development	Km of roads and storm water installed	100% installation of reticulation services at ADN	50% installation of reticulation services at ADN	100% installation of reticulation services at ADN	N8 Development
		Km of water and sanitation pipelines installed				
		Implementation of the Botshabelo/Thaba Nchu economic node	Functional economic node	100% implementation of Phase 1 of Botshabelo/ Thaba Nchu economic node	100% implementation of Phase 2 of Botshabelo/ Thaba Nchu economic	N8 Development
	Land use management system (LUMS) to encourage and facilitate private investment	Fully responsive plans	Updated and Maintained LUMS	Updated and Maintained LUMS	N8 Development	
	Incentives for development along the N8 Corridor	% decrease in turnaround times for development applications along the N8 corridor	All applications to be processed within 30 days	All applications to be processed within 30 days	All applications to be processed within 30 days	Incentives for development along the N8 Corridor

KPA	Spatial Development and the Built Environment					
Objective	Strategy	KPI	Target			Programme/Project
			5-Year Target	2015/16Target	2016/17 Target	
	Enhance Economic Development in previously disadvantaged areas	Number of e incentive packages for business development in previously disadvantaged areas	Identify strategic Nodal development	5new nodes / Market incentive packages	10 new nodes / Market incentive packages	Incentives for business development in previously disadvantaged areas
	Integrated Transport Plan (ITP)	Review the 2007 draft (ITP)	Functional integrated transport system	100% Implementation of ITP	100% Reviewed ITP	To review and implement the ITP
	Integrated Public Transport Network (IPTN)	Compile and adopt the IPTN	Phase 1 of IPTN operational	100% Implementation of phase 1 IPTN	100 % Implementation of phase2 IPTN	To develop and implement the IPTN Project
	Transport Authority (TA) status	Application to become a transport authority	MMM as a fully functional transport authority	Obtain assignment of transport authority	50% implementation of transport authority assignment	To develop and implement a Transport Authority

#### **4.1.4 Eradication of bucket system, VIP toilets in Botshabelo, Mangaung and ThabaNchu, focus on the basics, building solar farming, power plant feasibility study, safety & security**

##### **4.1.4.1 Situational analysis**

One of the most significant success stories of the post-apartheid state is the provision of basic services to the populace. The city of Mangaung has also done its part in relation to this. Access to basic services such as water, sanitation, electricity and storm-water is very high. Access to water is at 90% as things stand now. However, huge backlogs are still being experienced, especially in informal settlements. This is fuelled largely by migration by people from rural areas of the Municipality, neighbouring municipalities and Lesotho.

The City has constructed two new bulk sanitation infrastructure projects -North Eastern- and SterkWater Waste Water Treatment Works that are nearing completion. Once completed 71 500 households will access sanitation services. The City has started implementing the VIP Eradication Programme in all the municipal areas and **8281** ervens have been provided with waterborne sanitation

The City has provided a total of **20 578** ervens in the previously disadvantaged areas with waterborne sanitation in support of the Council decision to provide waterborne sanitation to all residents

Two reservoirs – Naval Hill (35 million liters) and Long ridge (45 million liters) have been completed. The City is busy constructing the water pipelines to provide water services to the Airport Development Node, New Vista Park Development, Grassland and Rockland's. The upgrading of Masselspoort Water Works pumps is nearing completion

The City will continue implementing its strategic multi-year VIP and Bucket Eradication Programme.

##### **4.1.4.2 Development objective**

The objective of this goal is to improve sanitation service in Mangaung by ensuring that the bucket system and VIP toilets are eradicated. Furthermore, the Council aims to address the question of access to energy by exploring all energy alternatives including solar energy.

##### **4.1.4.3 Strategies**

The key strategies are:

KPA		Eradication of bucket system, VIP toilets in Mangaung, Botshabelo and Thaba Nchu, roads, ageing infrastructure, focus on the basics, building solar farm, power plant feasibility study, safety and security				
Objective	Strategy	KPI	Target			Programme/Project
			5-Year Target	2015/16 Target	2016/17 Target	
Address roads conditions	Tar gravel roads	Km of 7m wide gravel roads tarred	40 km	8 km	8 km	Upgrading of Roads in Mangaung
	Block paving of gravel roads	Km 7m wide gravel roads paved	15 km	3 km	3 km	
	Heavy rehabilitation of existing main tar roads	Km of 7m wide roads rehabilitated	20 km	4 km	4km	
	Resurfaced (resealed) roads	Km of 7m wide roads resurfaced	100 km	14 km	15km	Resealing and rehabilitation of roads in Mangaung
	Install storm-water drainage	Length (Km) of Storm-water drainage installed	55 km	7 km	7 km	Upgrading of Storm -water canal and culverts in Mangaung
	To ensure that all households on formal erven will have access to a properly drained all weather street.	% of population with accesses to a properly drained all weather streets.	94%	93%	94%	Upgrading of Roads and Storm-water programme in Mangaung
Eradicate water backlog	Formal domestic customers receiving water services	% of formal erven with access to functioning basic water supply	100%	99%	100%	Provision of Basic Water and Sanitation Programme
	Ensure that there is reliable water supply from source	Completed feasibility study on Gariep Dam to Bloemfontein pipeline	100% of project money leveraged	100% bankable feasibility study completed  100% approved	Intergovernmental agreement signed to implement the projects;  100% of project	Provision of Basic Water

KPA		Eradication of bucket system, VIP toilets in Mangaung, Botshabelo and Thaba Nchu, roads, ageing infrastructure, focus on the basics, building solar farm, power plant feasibility study, safety and security				
Objective	Strategy	KPI	Target			Programme/Project
			5-Year Target	2015/16 Target	2016/17 Target	
				designs for the pipeline	money leveraged	
	Backlog of consumer units provided with a basic level of potable water above RDP standards	Number of consumer units provided with a basic level of potable water above RDP standards	194 128 consumer units provided with a basic level of potable water above RDP standards	192 186 households with access to basic level of potable water above RDP standard	194 128 households with access to basic level of potable water above RDP standard	Provision of Basic Water and Sanitation Programme
	Consumer units provided with access to a free basic level of potable water, by means of an individual HH supply or in informal areas by means of a standpipe within 200m	Number of consumer units provided with access to a free basic level of potable water, by means of an individual HH supply or in informal areas by means of a standpipe within 200m	All indigent households to be provided with free basic water	All registered and qualifying indigent households to be provided with free basic water	All registered and qualifying indigent households have access to free basic water supply	
	compliance with drinking water quality standards	A)Regular Monitoring of drinking water b) Attainment of Blue drop	a) Regular monitoring and samples taken at strategic points of the City	Regular monitoring and samples taken at strategic points of the	Regular monitoring and samples taken at strategic points of the City	Refurbishment of Masselspoort Pumps and sedimentation tanks

KPA		Eradication of bucket system, VIP toilets in Mangaung, Botshabelo and Thaba Nchu, roads, ageing infrastructure, focus on the basics, building solar farm, power plant feasibility study, safety and security				
Objective	Strategy	KPI	Target			Programme/Project
			5-Year Target	2015/16 Target	2016/17 Target	
		certificate	b)Complete the refurbishment of Masselspoort WTW	City b) construction of the water supply line Botshabelo and Thaba Nchu Reservoirs	b) construction of the water supply line Botshabelo and Thaba Nchu Reservoirs	
	Decline in unplanned water interruptions (exceeding 24 hours)	% of unplanned water interruptions (exceeding 24 hours)	20%	25%	20%	A) Implementation of Water refurbishment program. b) Implementation of preventative maintenance programs in the water treatment works and pump stations
Eradication of bucket system and VIP toilets	Formal domestic customers receiving sewerage services	No. of formal domestic customers receiving sewerage services	123 520 households with waterborne sanitation	11 349 households serviced with waterborne sanitation.  Cumulative figure: 112 171 households	11 349 households serviced with waterborne sanitation.  Cumulative figure: 123 520 households	Eradication of Buckets and VIP toilets in Mangaung.  Provision Basic Water and Sanitation programme in Mangaung
	% of Formal domestic customers receiving sewerage services	% of households that have access on their stand to at least a functioning	90% of households with access to waterborne sanitation	80% of households with access to waterborne	90% of households with access to waterborne sanitation	Eradication of Buckets and VIP toilets in Mangaung.  Provision Basic Water and Sanitation



KPA		Eradication of bucket system, VIP toilets in Mangaung, Botshabelo and Thaba Nchu, roads, ageing infrastructure, focus on the basics, building solar farm, power plant feasibility study, safety and security				
Objective	Strategy	KPI	Target			Programme/Project
			5-Year Target	2015/16 Target	2016/17 Target	
		basic sanitation		sanitation		programme in Mangaung
	Backlog in the provision of basic sanitation services (above RDP standards)	Reduction in Backlog on the provision of basic sanitation services (above RDP standards)	45 912 households serviced with waterborne sanitation (backlogs eradicated)	11349 households serviced with waterborne sanitation.	11349 households serviced with waterborne sanitation.	Eradication of Buckets and VIP toilets in Mangaung.  Provision Basic Water and Sanitation programme in Mangaung
Accelerate waste removal	Provide households with weekly kerb-side waste removal services in formal areas	No. of households with weekly kerb-side waste removal services in formal areas	165 464	165 464	165 464	Provision of refuse removal service in Mangaung
	Informal settlement dwellings with access to refuse removal	% of informal settlements with access to refuse removal	80% of informal settlements have access to refuse removal	60% of informal settlements have access to refuse removal	80% of informal settlements have access to refuse removal	Provision of refuse removal service in Mangaung
	Reduction of weekly kerb side refuse removal backlog to consumer units within 14 days	% reduction of weekly backlog within 07 days after scheduled collection day	100% waste removal backlog eradicated in consumer units within 07 days after scheduled collection day	100% waste removal backlog eradicated in consumer units within 07 days after scheduled collection day	100% waste removal backlog eradicated in consumer units within 07 days after scheduled collection day	Provision of refuse removal service in Mangaung
	Provide Education and awareness on Waste Management issues	Number of education and awareness sessions undertaken	80	15	15	MMM Education and Awareness programme on waste issues

KPA		Eradication of bucket system, VIP toilets in Mangaung, Botshabelo and Thaba Nchu, roads, ageing infrastructure, focus on the basics, building solar farm, power plant feasibility study, safety and security				
Objective	Strategy	KPI	Target			Programme/Project
			5-Year Target	2015/16 Target	2016/17 Target	
	Organise clean-up campaigns	Number of clean-up campaigns conducted	20 clean-up campaigns	4 clean-up campaigns	4 clean-up campaigns	MMM Education and Awareness programme on waste issues
Ensure waste is managed in an integrated manner	1. Permitted Landfill sites comply with legislation	Audits are performed at landfill sites(internal and external)	2 internal and 1 external audit performed	2 internal and 1 external audit performed	2 internal and 1 external audit performed	Compliance to landfill sites permit conditions
		No of permitted landfill sites maintained and upgraded	3 permitted landfill sites upgraded and maintained	3 permitted landfill sites upgraded and maintained	3 permitted landfill sites upgraded and maintained	Upgrading and maintenance of the permitted landfill sites
	2. Promote reuse, recycling and recovery of waste	% of waste diverted from the landfill sites	25% of recyclable waste diverted from the landfill sites for re-use, recycling or recovery	1. Establishment of waste drop off areas	Establishment of waste drop off areas	Implementation of the National Waste Management Strategy

KPA		Eradication of bucket system, VIP toilets in Mangaung, Botshabelo and Thaba Nchu, roads, ageing infrastructure, focus on the basics, building solar farm, power plant feasibility study, safety and security				
Objective	Strategy	KPI	Target			Programme/Project
			5-Year Target	2015/16 Target	2016/17 Target	
				2. establishment of a regional landfill site process continuing	2. Establishment of a new landfill site process continuing	
Address electricity backlog	Formal households with access to basic electricity	Number of formal households with access to basic electricity	99%	99%	99%	99%
	Install high mast lights in informal settlements	High mast lights installed in informal settlements	102	21	21	Access to basic services
	Provide new households with electricity connections	Number of new households provided with electricity connections	10 000	1866	1867	Number of households upgraded in informal settlements with access to secure tenure and basic services
	Provide households with access to free basic electricity	Number of households provided with access to free basic electricity	10 000	1866	1867	Number of households upgraded in informal settlements with access to secure tenure and Free basic services,
	Reduction in	% reduction in	10%	2	2	10%

KPA		Eradication of bucket system, VIP toilets in Mangaung, Botshabelo and Thaba Nchu, roads, ageing infrastructure, focus on the basics, building solar farm, power plant feasibility study, safety and security				
Objective	Strategy	KPI	Target			Programme/Project
			5-Year Target	2015/16 Target	2016/17 Target	
	unaccounted for electricity losses	unaccounted for electricity losses				
	Unplanned electricity interruptions (exceeding 24 hours)		10%	2	2	10%
Provide access to electricity	Electrification and new connections	Number of installed prepaid meters in all proclaimed sites	100% of all new project connections	100% of all new project connections	100% of all new project connections	Provision of electricity services
	Shifting of RDP house connections	Number of RDP households whose electricity connection shifted	100 % of all new residential connections	100% of all new residential connections	100% of all new residential connections	Provision of electricity services
	Electricity Connectivity	Percentage of customers provided with electricity connections	99,9%	99,9% of new and upgrading customers provided with electricity	99,9% of new and upgrading customers provided with electricity	Provision of Electricity Services
To ensure access to electricity	Roll-out of Free Basic Electricity	Percentage of registered indigent households who have access to free basic electricity (FBE)	100% of registered indigent households have access to FBE	100% of registered indigent households have access to FBE	100% of registered indigent households have access to FBE	Provision of free basic electricity services to indigent households

## 4.1.5 Human settlement

### 4.1.5.1 Situational analysis

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

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

### 4.1.5.2 Development objective

### 4.2.5.3 Strategies

The key strategies are:

KPA	Human settlements					
Objective	Strategy	KPI	Target			Programme/Project
			5-Year Target	2015/16 Target	2016/17 Target	
Address housing backlog	Provide housing opportunities	Number of housing opportunities provided	20 000 housing opportunities provided	4000	4500	National Housing Programmes
	Incremental Upgrade informal settlements	Number of informal settlements upgraded <ul style="list-style-type: none"> <li>• Land development process(including security of tenure)</li> <li>• Infrastructure</li> <li>• Top Structure</li> <li>• Socio Economic Amenities</li> </ul>	28 informal settlements upgraded	3 informal settlements upgraded	5 informal settlements upgraded	Informal Upgrading Programme
	Households allocated affordable rental/social housing units	Number of households allocated affordable rental/social housing units	2 000 households	500 households	600 households	Rental/Social Housing Programme
	Avail land for sustainable hum settlements	Number of land parcels availed	8 land parcels	100% implementation of 2 land parcels	100% implementation of phase 2 of 2 land parcels	Land availability
	Acquire land to promote sustainable human settlements	Number of land parcels acquired for the development of human settlements	15 land parcels	5 land parcels	2 land parcels	Acquisition of Land

KPA		Human settlements				
Objective	Strategy	KPI	Target		Programme/Project	
			5-Year Target	2015/16 Target		2016/17 Target
	(public and private)					
	Facilitate the creation of the New City Node at Botshabelo	Hectares of land acquired for the creation of new City Node	13 land Parcels	3 land Parcels	2 land Parcels	Implementation of a new City Node at Botshabelo
Revenue Enhancement	Review of revenue agreements	% increase in rental income collected	90% Increase in rental income	5% increase in rental income	5% increase in rental income	Increase in rental income
	Recovery/ collection of Rental Income	% increase in rental income collected	95% collection of rental income	95% collection of rental income	95% collection of rental income	Payment awareness campaigns  Full implementation of credit control and debt collection policy

#### **4.1.6 Public transport**

##### **4.1.6.1 Situational analysis**

Largely as a result of the legacy of dis-integrated development planning, transport is not well coordinated in the Municipality. Worse, commuting distance to-and-from work is extremely long. The poorer communities are worse-hit by the situation. For example, poor communities between Thaba Nchu and Botshabelo travel 60km and 70km respectively to work. The situation does surely does not help their financial plight. The Municipality is not spared the associated costs. Mangaung spend roughly R80m a year on transport subsidy. There is an urgent need to address the sorry state of affairs. Thus an integrated public transport plan (IPTN) is being finalised to deal inter-alia with problems related to transport, the city remain worried about its inter modal facility which still is unoccupied.

##### **4.1.6.2 Development objective**

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

##### **4.1.6.3 Strategies**

The key strategies are:



KPA	Public transport					
Objective	Strategy	KPI	Target			Programme/Project
			5-Year Target	2015/16 Target	2016/17 Target	
To improve public transport system and services	Establish the nature of the existing transport requirements	Number of commuting workforce using public transport	Database of commuting workforce using public transport	Transport plan developed	50% implementation of transport plan	Compilation of database of commuting workforce using public transport
	Establishment of functional transportation fora	Number of stakeholder fora participating in transportation decision making	Transportation fora fully functional	Transportation fora effective and functional	Transportation fora effective and functional	Establishment and functional transportation fora
	Development and implementation of accessibility strategy and plan inclusive of the older and disabled	Developed urban and rural accessibility strategy and plan	Accessibility strategy and plan developed and implemented	Development of integrated accessibility policy by all actors	50% implementation of integrated accessibility policy by all actors	Urban and rural accessibility strategy and plan
	Public transport system and service integration	Developed Integrated Transport Plan (ITP) and ensuring integration between operators and other spheres of government	ITP developed and implemented	100% Reviewed of ITP	25% Implementation of ITP identified projects	ITP development
		100% operational Bloemfontein intermodal transport	Fully functional and sustainable intermodal transport facility	Fully functional and sustainable intermodal transport	Fully functional and sustainable intermodal transport	Intermodal transport facility

KPA	Public transport					
Objective	Strategy	KPI	Target			Programme/Project
			5-Year Target	2015/16 Target	2016/17 Target	
		facility		facility	facility	
		Number public transport shelters built on major public transport routes	Public transport shelters constructed	10 public transport shelters constructed	10 public transport shelters constructed	Construction and upgrading of public transport shelters
	Reduce the number of transport related deaths and serious injury road	The number of deaths related and serious road injury and accidents reduced	The number of deaths related and serious road injury and accidents are reduced	20% reduction of serious road injury and accidents	20% reduction in serious roads injury and accidents	Reduction of transport related deaths
Improve transport service delivery by grouping transport functions into a single, well-managed and focused institutional structure	Establishment of a transport authority	Develop and submit business plan or motivating memorandum for the establishment of transport authority	Functional transport authority	Obtain transport authority assignment	25% discharging of assignment related to transport authority.	Establishment of a transport authority

#### 4.1.7 Environmental Management and Climate change

##### 4.1.7.1 Situational analysis

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

##### 4.1.7.2 Development objective

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

##### 4.1.7.3 Strategies

The key strategies are:

KPA		Environmental Management (EM)* and climate change <i>*note abbreviation hereafter</i>					
Objective	Strategy	KPI	Target	2015/16 Target	2016/17 Target	Programme/Project	
			5-Year Target				
Environmental sustainability	Establish the necessary skills and institutional capacity	100% fully functioning of EM Sub directorate	Fully functional EM function	Filled structure (100%)	Filled structure (100%)	Establishment of EM Sub directorate	
			Allocation of Environmental Roles and responsibilities (ERR) to all MMM employees	100 % Allocation of ERR	100 % Allocation of ERR		
			Training of employees <i>vis-a-vis</i> EM	10 officials trained in EM	15 officials trained in EM		
			Compiled Environmental Management and Implementation Plan (IEMP)	A compliant EIMP	Updated EIMP	Updated EIMP	Environmental Management Plan
				A compliant IEP	Reviewed EIP	Reviewed EIP	Environmental Management Plan
					100% Implementation	100% Implementation	
				Number of Environmental Assessment applications processed	100% Compliance	100% compliance	100% compliance

KPA		Environmental Management (EM)* and climate change <i>*note abbreviation hereafter</i>				
Objective	Strategy	KPI	Target		Programme/Project	
			5-Year Target	2015/16 Target		2016/17 Target
Increase the environmental literacy level of stakeholders	Learners reached through environmental awareness	Number of campaigns at schools	5 00 campaigns conducted	100 campaigns conducted	200 campaigns conducted	Environmental education and awareness programme at schools
	Community members reached through awareness campaigns	Number of events per year	670 awareness campaigns conducted	140 awareness campaigns conducted?	140 awareness campaigns conducted?	Integrated Environmental education and awareness programme (IEEAP)
	Work with councillors to enhance environmental capacity at ward level	Number of cleaning programmes conducted	80 cleaning programmes conducted	16 cleaning programmes conducted	16 cleaning programmes conducted	IEEAP
Energy saving	Lowering electricity consumption	Retrofitting buildings with energy efficient bulbs	61 units/ buildings	60% retrofitting of buildings	100% retrofitting of buildings	Lowering electricity consumption
Enhance the facilities maintenance programme	Upgrading and rehabilitating Municipal Buildings	Number of municipality buildings to be upgrade in line with the maintenance programme	Upgrading of 15 facilities	3	4	Enhance the facilities maintenance programme

KPA		Environmental Management (EM)* and climate change <i>*note abbreviation hereafter</i>				
Objective	Strategy	KPI	Target	2015/16 Target	2016/17 Target	Programme/Project
			5-Year Target			
Maximize usage of sports facilities	Rehabilitating of existing sports facilities	Number of sports facilities to be rehabilitated	8 facilities to be rehabilitated	1	1	Maximize usage of sports facilities

## .1.8 Social and community services

### 4.1.8.1 Situational analysis

The elevation of Mangaung Local Municipality to a Metropolitan Municipality implies that the municipality needs to provide extended services that are the competency of such an authority. The Council needs to approve the establishment of the Metro Police and a Municipal court. Council has already approved the submission of a request to the MEC for Health in the Province for the assigning of ambulance services to the municipality. Given the strategic nature of Disaster Management Council has approved the establishment of a new sub – directorate in the Directorate Social Services. The New Disaster Management Centre was built and opened by the Executive Mayor, the centre will enhance the emergency call taking and dispatching, thus ensuring that emergency services reach affected communities in the shortest timeframe. A new Southern Region fire station in close proximity to where wards 11, 12 and 46 intersect is under construction and will become operational in the 2015 / 16 financial year.

The Parks and Cemeteries Sub – Directorate will strive to ensure that the backlog in terms of recreational facilities in the form of play parks will be reached. New parks will be developed in all three regions as an ongoing process and the greening of main streets will be sustained. One priority project is the relocation of the Zoo to Kwaggafontein. The first phase of the Thaba Nchu Regional Park is completed and we are entering into the second phase of the development.

Public Safety will sustain their core function to protect and ensure a safe environment for the community by increasing the roll out of CCTV cameras and Traffic law enforcement cameras.

The rendering of health services by the Municipal Health Service and HIV/Aids divisions will continue to enhance the health and wellbeing status of citizens by means of sustaining their food inspection programme, water monitoring and voluntary testing and counselling programme.

### 4.1.8.2 Development objective

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

#### 4.1.8.3 Strategies

The key strategies are:

KPA		Social and community services				
Objective	Strategy	KPI	Target			Programme/Project
			5-Year Target	2015/16 Target	2016/17 Target	
Improve service delivery by providing recreation facilities and public amenities to all residents of Mangaung	Provision of recreational facilities to all residents of Mangaung Create a clean and green environment	Number of regional parks developed	1 regional park 5 water canals/ streams cleaned	Development of a neighbourhood park in Mangaung	Development of a neighbourhood park in Botshabelo	Design and development of regional parks in Thaba Nchu and Botshabelo
				Second phase of Regional Park development in Thaba Nchu	Third phase of Regional Park development in Thaba Nchu	
				1 park developed in Botshabelo	1 park developed in Mangaung	Cleaning & greening
	Relocation of the Zoo to Kwaggafontein Game Farm	Zoo to be re-designed and re-built at Kwaggafontein Game Farm	Entire Zoo to be relocated to Kwaggafontein – master plan Implementation	Building of public facilities and animal enclosures	Building of public facilities and animal enclosures	Relocation and development of new Zoo in Kwaggafontein
		Number of indigent burials facilitated	All indigent burials successfully facilitated within 2 weeks	All indigent burials successfully facilitated within 2 weeks	All indigent burials successfully facilitated within 2 weeks	Support indigent households
Improve services to ameliorate the plight of vulnerable groups such as street children, people	Wellness programmes for the aged including bio kinetics, healthy life	Number of wellness programmes for the elderly	10 outreach Programmes targeting the aged	2 outreach Programmes targeting the aged	2 outreach Programmes targeting the aged	Wellness programme for the elderly



KPA		Social and community services				
Objective	Strategy	KPI	Target		Programme/Project	
			5-Year Target	2015/16 Target		2016/17 Target
with disability, the elderly	style etc.					
	Ensure elderly shelters are properly regulated and well governed	Number of elderly shelters visited	All elderly shelters visited	30 visits to elderly shelters	40 visits to elderly shelters	Visit and monitor quality of elderly shelters and escalate to appropriate authorities
	Work with individual people with disability to address their needs	Number of organisations supported	All organizations/centres responsible for people with disabilities reached	10 centres responsible for people with disabilities supported	20 centres responsible for people with disabilities supported	Visit and monitor quality of disabled persons and escalate to appropriate authorities
	Assist Orphans, Child headed households (CHH) and street children	Number of orphans, CHHs and street children supported through their centres.	Compilation of database	5 orphans, CHHs and street children centres supported	10 orphans, CHHs and street children centres supported	Vulnerable children support programme
		Number of children supported and re-joined their families	200 children supported and re-join 25 street children with families	40 children supported and re-join 5 children with families	40 children supported and re-join 5 children with families	
Promote Early Childhood development (ECD)	Update ECD database	Database updated	All ECDs captured in database	Ongoing updating of database and ensuring that unregistered ECDs are minimised	Ongoing updating of database and ensuring that unregistered ECDs are minimised	ECD programme
	Conduct	Number of ECD	500 inspections	100 inspections conducted	100 inspections	

KPA		Social and community services				
Objective	Strategy	KPI	Target		Programme/Project	
			5-Year Target	2015/16 Target		2016/17 Target
	inspections on ECD premises	premise inspections conducted	conducted		conducted	
Alleviate poverty through community projects.	Facilitate and support the development of poverty alleviation projects	Number of poverty alleviation projects facilitated and or supported	8 projects facilitated or supported	2 Projects supported and ensure sustainability	2 Projects supported and ensure sustainability	Poverty alleviation projects supported
Promote arts and cultural programmes	Promote cultural programmes	Number of arts and cultural programmes initiated and supported	25 programmes	5 programmes	5 programmes	Cultural development
Management of Grade III Heritage Sites	Identification, management and maintenance of Grade III sites in terms of Section 27 NHR Act no (25) of 1999.	Establishment of Local Authority Committee in terms of Section (8) of NHR Act no (25) of 1999. Agency Agreement entered into with SAHRA and PHRA. Record keeping of all Grade III heritage Sites and protected areas on the SAHRIS register.	Develop and update City's database, LA By-Law to regulate admissions to the protected sites, conditions of use.	Implement maintenance schedule for Grade III Heritage Sites.	Implement maintenance schedule for Grade III Heritage Sites.	Preserve heritage sites

KPA		Social and community services				
Objective	Strategy	KPI	Target			Programme/Project
			5-Year Target	2015/16 Target	2016/17 Target	
Regulation of Initiation Schools in the Metro	Ensure compliance with FS Initiation School Health Act no 1 of 2004 and Regulations.	Number of e initiation school applications approved in terms of the FS Initiation School Health Act 1 2004.	Keep record and ensure compliance	Keep record and ensure compliance	Keep record and ensure compliance	Initiation School enhancement
		Number of all applications processed and maintain MMC (Medical Male Circumcision) register.				
Promote and support sports and recreation in the Metro	Promote and support sports and recreation	Number of programmes and codes supported	20 programmes and codes supported	4 programmes and codes supported	4 programmes and codes supported	Sports development
Promote Environmental Health	Inspect food premises	Number of food premise inspections conducted	87500 food premise inspections	17500 food premise inspections	17500 food premise inspections	Food control
	Inspect dairy farms	Number of dairy farms inspected	All dairy farms inspected	80 dairy farms inspected	80 dairy farms inspected	Surveillance of premises
	Inspect mortuaries	Number of mortuaries inspected	All mortuaries inspected	35 mortuaries inspected	35 mortuaries inspected	
	Inspect medical waste generators	Number of medical waste generator premises inspected	550 medical generator premises inspected	110 medical generator premises inspected	110 medical generator premises inspected	
	Ensuring health related compliance of	Number of Building plans received to be scrutinized within 3	All Building plans received to be scrutinized	All Building plans received to be scrutinized	All Building plans received to be scrutinized	

KPA		Social and community services				
Objective	Strategy	KPI	Target		Programme/Project	
			5-Year Target	2015/16 Target		2016/17 Target
	buildings	working days				
	Conduct drinking and recreational water sampling according SANS to 241	Number of drinking water samples taken	8500 drinking water samples	1700 drinking water samples	1700 drinking water samples	Water sampling programme
		Number of recreational water sampling taken	300 recreational water samples	60 recreational water samples	60 recreational water samples	
	Surveillance of diseases	Attend to all communicable diseases reported	All communicable diseases reported attended too	All communicable diseases reported attended too	All communicable diseases reported attended too	Disease control
		Number of zoönotic diseases reported investigated	All cases reported investigated	All cases reported investigated	All cases reported investigated	
	Conduct food sampling	Number of food samples taken in accordance with the Foodstuffs, Cosmetics and Disinfectants Act	5000 food samples taken	1000 food samples taken	1000 food samples taken	Food monitoring programme

KPA		Social and community services				
Objective	Strategy	KPI	Target		Programme/Project	
			5-Year Target	2015/16 Target		2016/17 Target
		Number of samples taken at all major functions where applications have been received	Samples taken at all major functions where applications have been received	Samples taken at all major functions where applications have been received	Samples taken at all major functions where applications have been received	Food monitoring programme for events
	Ensure disposal of dead (burials of unidentified persons)	Number of burials done within 2 weeks	All Burials done within 2 weeks	All Burials done within 2 weeks	All Burials done within 2 weeks	Disposal of the Dead
	Manage Air Quality	Time taken to respond to noncompliance of Sulphur Dioxide emissions	All noncompliance attended too within 2 days	All noncompliance attended too within 2 days	All noncompliance attended too within 2 days	Air Quality Control
		Number of Air Emission Licence (AEL) applications handled	All AEL applications handled	All AEL applications handled	All AEL applications handled	
		Develop Air Quality Management Plan (AQMP)	Adopt and Implement AQMP	Adoption of Develop Air Quality By laws and AQMP	Implementation of Develop Air Quality By laws and AQMP	Compliance with NEMA Air Quality Act
	Conduct vector and pesticides controls	Attend to all complaints received regarding the presence of pests.	All complaints received attended too within 48hrs	All complaints received attended too within 48hrs	All complaints received attended too within 48hrs	Vector control programme
	Handling Environmental pollution	Number of environmental pollution related	Environmental pollution related complaints handled	Environmental pollution related complaints handled within 48hrs	Environmental pollution related complaints handled within 48hrs	Pollution control

KPA		Social and community services				
Objective	Strategy	KPI	Target			Programme/Project
			5-Year Target	2015/16 Target	2016/17 Target	
	complaints	complaints handled within 48hrs	within 48hrs			
	Conduct health and hygiene (H&H) awareness programmes	Number of H&H awareness programmes conducted	50 H&H programmes conducted	10 H&H programmes conducted	10 H&H programmes conducted	Healthy Environments for school learners
Promote HIV/AIDS prevention measures	Prevent new HIV/AIDS infections	Number of HIV/AIDS courses conducted	60 courses to be conducted	12 courses to be conducted	12 courses to be conducted	HIV/AIDS awareness
		Number of HIV/Aids seminars to be conducted	10 seminars	2 seminars	2 seminars	
		Number of condoms distributed	8 000 000 condoms	1 600 000	1 600 000	
		Number of people tested through Voluntary Counselling and Testing (VCCT)	1500 members of community tested	300 members tested	300 members tested	
		Number HIV Counselling and Testing outreach programmes conducted	125 sessions held	25 sessions held	25 sessions held	HIV/AIDS awareness

KPA		Social and community services				
Objective	Strategy	KPI	Target			Programme/Project
			5-Year Target	2015/16 Target	2016/17 Target	
		Number of Home Base Care (HBC) assisted	150 HBC assisted	<b>30 HBC assisted</b>	30 HBC assisted	
Promoting a comprehensive Library service	Promote literacy in communities	Number of new children's books acquired per annum	2500 new books acquired	500 new children's books acquired	500 new children's books acquired	Literacy programmes
		Number of new children's books acquired per annum		500 new children's books acquired	500 new children's books acquired	
		Number of new non-fiction books acquired per annum	7500 new non-fiction books acquired	1500 new non-fiction books acquired	1500 new non-fiction books acquired	
		Number of new adult fiction books acquired per annum	2500 new adult fiction books acquired	500 new adult books acquired	500 new adult books acquired	
		Number of library awareness campaigns conducted	50 library campaigns conducted per annum	50 library campaigns conducted per annum	50 library campaigns conducted per annum	
		Number of outreach (interactive) programmes conducted	150 outreach programmes conducted	150 outreach programmes conducted	150 outreach programmes conducted	
Prevent or reduce losses that occur due to natural or man-made	Attendance of Joint Operations Centre (JOC)	Percentage of JOC attendance at public events	90%	90%	90%	Attend Joint Operations Centre (JOC) at public events at:

KPA		Social and community services				
Objective	Strategy	KPI	Target			Programme/Project
			5-Year Target	2015/16 Target	2016/17 Target	
disaster through preparedness, mitigation, response and recovery	at public events at: All stadia in MMM; All venues (capacity more than 2000 persons)					<ul style="list-style-type: none"> <li>All stadia in MMM;</li> </ul> All venues (capacity more than 2000 persons)
	Effective and efficient dispatching of emergency resources to fire and rescue calls	Number of fire and rescue calls to which resources were dispatched within 3 minutes.	8 out of 10	8 out of 10	8 out of 10	Effective and efficient dispatching of emergency resources to fire and rescue calls
	Customer satisfaction with services rendered by the Control Centre.	Number [percentage] of callers polled indicating their satisfaction with the service rendered by the Control Centre.	9 out of 10	9 out of 10	9 out of 10	Conduct Customer satisfaction survey to determine satisfaction level with services rendered by the Control Centre
	Recruitment and training of Disaster Management Volunteers	Number of Volunteers recruited and trained	500 volunteers recruited and trained	100 volunteers recruited and trained	100 volunteers recruited and trained	Recruitment and training of Disaster Management Volunteers



KPA		Social and community services				
Objective	Strategy	KPI	Target		Programme/Project	
			5-Year Target	2015/16 Target		2016/17 Target
	Educating the public on Disaster risk management	Number of Disaster Risk Management Education and Awareness Campaigns conducted	30 campaigns conducted	6 campaigns conducted	6 campaigns conducted	Educating the public on Disaster risk management
To provide pre-hospital emergency medical services to people in MMM area of jurisdiction	Rendering of ambulance service in accordance with national norms	Fully operational ambulance service conforming to national norms rendered by MMM	Fully operational ambulance service rendered by MMM	Service implemented in functional  Conclusion of Service Level agreement with FSPG subject to assigning of function to MMM	Service implemented in functional  Service implemented in accordance with provisions of SLA	Rendering of ambulance service in accordance with national norms
To limit the number of fire deaths resulting from accidental fires in residential buildings	Delivery of Operational Fire and Rescue Services in the entire MMM area complying to SANS 10090	Number of fire and rescue emergency responded to in compliance with SANS 10090 i.r.o: <ul style="list-style-type: none"> <li>Weight of response</li> <li>Turn out time</li> </ul>	7.5 out of 10	7.5 out of 10	7.5 out of 10	Delivery of Operational Fire and Rescue Services in the entire MMM area complying to SANS 10090
	Delivery of a pro-active Fire Safety Service to MMM through regular inspections and scrutiny of building plans	Number of inspections at High Risk Premises	450	90	90	Inspect high risk premises

KPA		Social and community services				
Objective	Strategy	KPI	Target			Programme/Project
			5-Year Target	2015/16 Target	2016/17 Target	
	Delivery of a pro-active Fire Safety Service to MMM through regular inspections and scrutiny of building plans	Number of inspections at Moderate Risk Premises	1250	250	250	Inspect moderate risk premises
	Delivery of a pro-active Fire Safety Service to MMM through regular inspections and scrutiny of building plans	Number of inspections at Low Risk Premises	9000	1800	1800	Inspect low risk premises
	Delivery of a pro-active Fire Safety Service to MMM through regular inspections and scrutiny of building plans	Number of building plans submitted scrutinized for compliance with statutory fire safety measures within 5 working days	8 out of 10	8 out of 10	8 out of 10	Scrutinize building plans

KPA		Social and community services				
Objective	Strategy	KPI	Target			Programme/Project
			5-Year Target	2015/16 Target	2016/17 Target	
	Delivery of a pro-active Fire Safety Service to MMM through regular inspections and scrutiny of building plans	Number of Fire Safety Compliance Certificates inspections conducted within 2 working days after receipt of request.	7 out of 10	7 out of 10	7 out of 10	Conduct compliance certificate inspections
	Educating key target groups such as health care workers, learners at school and vulnerable members of the community in fire safety and disaster management	Number of fire safety public awareness contact sessions with MMM Commerce and Industry Institutions	30	6	6	Organise / conduct fire safety public awareness contact sessions
	Educating key target groups such as health care workers, learners at school and	Number of Health Care Facility staff members trained in fire safety and evacuation procedures	1250	250	250	Undertake training of Health Care Facility staff members

KPA		Social and community services				
Objective	Strategy	KPI	Target			Programme/Project
			5-Year Target	2015/16 Target	2016/17 Target	
	vulnerable members of the community in fire safety and disaster management					
	Educating key target groups such as health care workers, learners at school and vulnerable members of the community in fire safety and disaster management	Number of public outreach events aimed at creating public awareness i.r.o. Fire Safety and Disaster Management attended	30	6	6	Organise / conduct public outreach events
	Provide formal fire training persons from the industrial and commercial community that	Number of persons from the industrial and commercial community trained	1000	200	200	Organise / conduct training sessions

KPA		Social and community services				
Objective	Strategy	KPI	Target			Programme/Project
			5-Year Target	2015/16 Target	2016/17 Target	
	Skills enhancement and maintenance of Fire fighting staff	Number of training courses presented	17	3	3	Present training courses
Improve revenue collection	Payment of traffic fines	Fines successfully finalised and payment received	Increase number of traffic fines paid from the baseline of 3000 2011/2012 together with related revenue	35 000	40 000	<ul style="list-style-type: none"> <li>- Serving of Summonses</li> <li>- Execution of warrants.</li> <li>- Roadblocks and traffic stops</li> </ul> Payment portals and SMS's
Law enforcement measures	Establishment of metro police	Establishment of metro police	Metro police established	Appointment of chief of police, application of the establishment and prepare a business plan.	Implement strategy	Establishment of Metro Police for Mogaung
	Enhance visible policing	Number of street trading operations conducted	12 operations per annum	15 per annum	20 per annum	Increase visibility and patrols, crime hotspot areas.
		Number of crime prevention activities targeting hotspots	12 operations per annum	15 operations per annum	15 operations per annum	Increase visibility and patrols, crime hotspot areas.

KPA		Social and community services				
Objective	Strategy	KPI	Target		Programme/Project	
			5-Year Target	2015/16 Target		2016/17 Target
		Number of speed fines issued.	10 000 speed fines issued	120 000 per annum	130 000 per annum	Conduct daily speed law enforcement activities
Ensure road user safety	Enforce traffic by-laws	Reduction of un-roadworthy vehicles within MMM	500	3000 per annum	3500 per annum	Eliminate un-roadworthy vehicles
		Number of notices issued to motorists not wearing seatbelts	1500 notices issued to motorists not wearing seatbelts	3000 notices issued to motorists not wearing seatbelts	3500 notices issued to motorists not wearing seatbelts	Increase visibility, increase patrols and Traffic stops

#### **4.1.9 Good Governance**

##### **4.1.9.1 Situational analysis**

Good governance is critical to effective and efficient utilization of Municipal resources to meet the needs of the residents of the municipality. As a vote of confidence on our approach to governance, Audit outcomes improved year on year, from Qualification (2012/2013) to Unqualified (2013/2014). The Municipality's credit rating is also improving with the city succeeding in securing a loan facility of R 600 million during this financial year.

This Council has indeed placed a strong emphasis on good governance by ensuring strong leadership, accountability and prudent management of resources, especially financial resources. In this regard, the city periodically reports on performance – mid-year, annual performance and mid-term reports. The city has a Functioning Municipal Public Accounts Committee and Audit Committees and to give account on the city's work' the city has a Mayoral Izimbizo Programme to provide feedback to communities on what the City is doing

##### **4.1.9.2 Development objective**

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

##### **4.1.9.3 Strategies**

The key strategies are:

KPA		Good governance				
Objective	Strategy	KPI	Target			Programme/Project
			5-Year Target	2015/16 Target	2016/17 Target	
Provide strategic leadership and planning with well-defined targets aligned to the budget	Provide strategic leadership, involvement and planning	Reviewed 2013/14 Integrated Development Planning, SDBIP and business plans	IDP approved by council	Review IDP	Review IDP	Develop and approve IDP
		Service delivery and budget implementation plan (SDBIP) compiled annually	Approved annual SDBIP reports	2015/16 SDBIP developed and approved by the Executive Mayor 28 days after the approval of the IDP and budget	2016/17 SDBIP developed and approved by the Executive Mayor 28 days after the approval of the IDP and budget	Approved service delivery and budget implementation plan (SDBIP)
		Mid-year budget and performance assessment report developed	Yearly mid-year budget and performance assessment report	2015/16 mid-year budget and performance assessment report	2016/17 mid-year budget and performance assessment report	Mid-year budget and performance assessment report approved by council
Strengthening International relations	Liaison with foreign diplomats	Invitation of BRICS and African Diplomats to MMM	MOU with 4 BRICS major cities and 1 African city	2 MOU's with BRICS Cities	1 MOU with an African city	International Relations
Strengthening Intergovernmental Relations	Start collaborating on planning of projects	There will be cooperation agreements entered into.	0	2 MoU's with provincial departments	2 MoU's with national departments	Intergovernmental Relations
Strengthen performance	Improve performance	Performance management system is	Number of performance reports developed	5 performance reports developed	5 performance reports developed	Performance reports developed



KPA		Good governance				
Objective	Strategy	KPI	Target			Programme/Project
			5-Year Target	2015/16 Target	2016/17 Target	
management system	management and accountability	embedded within the institution through training and induction	Staff trained on performance management	Ongoing train as when and required	Ongoing train as when and required	and approved Training and induction programme
	Implementation of IPMS across the organisation	% implementation of IPMS across the organisation	100% implementation of institutional performance management system across the organisation	Ongoing, review and refinement of IPMS	Ongoing, review and refinement of IPMS	Talent Management and Reward
		Monitoring and Evaluation of City Services and Project implementation	M&E Toolkit fully operational	Ongoing refinement & implementation of toolkit	Ongoing refinement & implementation of toolkit	M&E structure fully developed & functional
Maintaining strong and effective oversight structures	Establishment of effective, functioning Audit, Oversight and Public Accounts Committees consisting of knowledgeable persons	Audit Committee fully operational and meeting at least 4 times annually	Fully operational Audit Committee Fully functional oversight and public account committee	At least four (4) meetings held	At least four (4) meetings held	Functional Audit Committee

KPA		Good governance					
Objective	Strategy	KPI	Target			Programme/Project	
			5-Year Target	2015/16 Target	2016/17 Target		
Functional Internal Audit Activity,	Fully capacitated Internal Audit Activity consisting of competent and knowledgeable staff	Functional Internal audit activity operating according to the IIA Standards and approved risk based three year rolling strategic audit plan	Fully capacitated and functional internal audit activity	Completion of all planned annual internal audit assignments.	Completion of all planned annual internal audit assignments	Development and implementation of risk internal audit plan	
Enhance IT governance and strategy and formulate governance plans and strategies, as well as accompanying policies and procedures, to concurrently enable the municipality to achieve its strategic vision, support audit requirements, manage risk, and exhibit	Develop and monitor an IT Governance Maturity Model	IT Governance Maturity Model developed as guideline to the development and implementation of formal IT Strategy	On-going monitoring of ITGMM	Monitoring of ITGMM	Monitoring of ITGMM	ITGMM	
	Development of an overall IT Strategy	Overall IT Strategy developed	On-going monitoring of IT Strategy	Monitoring of It Strategy	Review of IT Strategy	IT Strategy	
	Development of IT Master Systems Plan	ITMSP Developed and monitored	On-going monitoring of ITMSP	Monitoring of ITMSP	Review of ITMSP	ITMSP	
	Review of IT Policy Framework and Business Continuity Plan	IT Policy and BCP reviewed to be in line with IT Strategy and ITMSP	On-going monitoring of ITPF and BCP	Monitoring of ITPF and BCP	Review of ITPF and BCP	ITPF and BCP	
	Proper record keeping of all ICT and related	IT related equipment, systems and software procured and utilized	On-going monitoring of IT related equipment, systems and software	On-going monitoring of IT related equipment, systems and software	On-going monitoring of IT related equipment, systems	IT Records	

KPA		Good governance				
Objective	Strategy	KPI	Target		Programme/Project	
			5-Year Target	2015/16 Target		2016/17 Target
responsible financial management	equipment, systems and software	as outlined in ITMSP			and software	
	Redevelopment of MMM Intranet	MMM Intranet with relevant information to offer assistance to Council, management and end users	On-going monitoring of Intranet traffic as well as on-going maintenance and upgrading of site as and when required	On-going monitoring of Intranet traffic as well as on-going maintenance and upgrading of site as and when required	Review of MMM Intranet for possible major upgrade and/or redesign	MMM Intranet
	Analysis of all current information systems used by MMM	Report showing purposes of all current information systems as well as its age and technical information	On-going monitoring of all MMM information systems	On-going monitoring of all MMM information systems	On-going monitoring of all MMM information systems	Information System Database
	Upgrade current Internet/e-mail/system lines	Signed contract with service provider upon tender award	On-going monitoring of bandwidth	On-going monitoring of bandwidth for possible upgrades	On-going monitoring of bandwidth for possible upgrades	Internet Lines
	Replacement of obsolete servers	Stable operation of newly procured servers	On-going monitoring of server utilization	Procurement of servers and infrastructure for replication site 2	On-going monitoring of server utilization	Network Servers
	Finalising of Bram Fischer telephone system	New VoIP system operational	On-going monitoring of telephone system	On-going monitoring of telephone system	On-going monitoring of telephone system	VoIP System
	Maintain 2-hour turnaround time on support calls	Service desk reports indicating turnaround time	Maintain 2-hour turnaround time on support calls	Maintain 2-hour turnaround time on support calls	Maintain 2-hour turnaround time on support calls	Support Calls
	Develop system	Reports showing status	System to be reviewed	On-going monitoring of	On-going monitoring	Software License

KPA		Good governance				
Objective	Strategy	KPI	Target			Programme/Project
			5-Year Target	2015/16 Target	2016/17 Target	
	for software license management	of all software licenses	annually. Licenses to be procured and managed effectively	licenses and review of license management system	of licenses and review of license management system	Management
Compliance to good governance through Enterprise Wide Risk Management	Pro Active Risk Management framework and processes	Review and implementation of Risk management Policy, Strategy, implementation plan	Reduce and Manage Risks to acceptable appetite	5 reports on implementation of Risk Management and action plan	5 reports on implementation of Risk Management and action plan	
	Effective Anti-Fraud and Corruption prevention and response	Review , development and Implementation of Policy, Strategy, whistle Blowing and Prevention Plan	Zero tolerance to Fraud and Corruption	Investigate all reported allegations of fraud and corruption incidences	Investigate all reported allegations of fraud and corruption incidences	
Improve internal governance systems	Synergy and interdepartmental coordination	Provide efficient secretarial service	Council taking decisions based on qualitative provision of information by administration	1 <sup>st</sup> phase of E governance continuous	2 <sup>nd</sup> phase of e governance implementation continuous	E governance
Strengthen community involvement to participate in the affairs of the municipality and influence resource	Enhance public participation in the affairs of the municipality	49 ward development plans developed and approved by council	Develop and approve 49 ward-based plan	10 clustered ward based plans	49 ward based plans	Community-based planning and implementation of various ward projects

KPA			Good governance			
Objective	Strategy	KPI	Target			Programme/Project
			5-Year Target	2015/16 Target	2016/17 Target	
allocation						
	Foster good relationship with organised labour and conclude all outstanding labour disputes	Number of consultative meetings held with organised labour	36 meetings with organised labour	12 meetings with Organised Labour	12 meetings with Organised Labour	Good stakeholder relationships
Improved labour relations management	% labour disputed resolved internally	Reduction of labour disputes	Development of communication model to strengthen relations with organised labour Monthly meetings of LLF to discuss issues of mutual interest Training on labour legislation and HR Management	12 LLF Meetings	12 LLF Meetings	Improved labour relations management
				4 Agreements concluded	4 Agreements concluded	
				Ongoing train as when and required	Ongoing train as when and required	
	Retention of skills	Identification of critical positions and development of critical positions		Development and approval by Council of Succession Planning Policy	Implementation of Succession in a phased-in approach	Talent development management retention
		Development of career	To develop career plans	Implement career	Implement career	Talent development

KPA		Good governance				
Objective	Strategy	KPI	Target			Programme/Project
			5-Year Target	2015/16 Target	2016/17 Target	
		planning and pathing	and paths for all occupations	planning and pathing and update as and when required	planning and pathing and update as and when required	management retention
		Identification and development of scarce skills	To develop bench depth of scarce skills within the organisation	Development of identified scarce skills internally	Development of identified scarce skills internally	Talent development management retention
	Work Place Skills Plan	Conducting a skills needs analysis	Conducting an annual skills audit	Skills audit report	Skills audit report	
		Compilation of a work skills plan	Compiling a work place skills plan by July each year	Approved work skills plan	Approved work skills plan	
		Compiling an annual implementation report by January each year	WSP annual implementation report	Work skills plan implementation report	Work skills plan implementation report	
		Providing Accredited training courses in line with skills needs identified within WSP	Number of employees trained (Reported by means of a monthly report)	15	15	
		Providing learner ships approved by LGSETA	3 x learnership approved and funded by LGSETA	4	4	
Institutional transformation and re-design	Placement and re-design of organisation structure	Functional organogram in place	All employee placed on new structure	Placement completed (NA)	Organisational transformation and re-design	
Provision of efficient corporate secretariat to	Tracking of decisions	Decisions of Council are implemented	Electronic tracking system in place	100% tracking of council decisions	100% tracking of council decisions	Follow-up on the decisions of Council

KPA		Good governance				
Objective	Strategy	KPI	Target			Programme/Project
			5-Year Target	2015/16 Target	2016/17 Target	
council, Mayco, council committees and management						
Improve and Strengthen management of Records and Archives	Full compliance to national and provincial legislation including adherence to archives and records policy	Records and Archives Implementation plan in place and adhered to by all directorates	Implementation of e-filling across the municipality	Compliance to the Records Implementation plan	Compliance to the Records Implementation plan	Establish Records Forum
	Establish and link operational modules throughout the municipality	Uniformity in document management system	8 functional operational modules	4 functional operational modules	4 functional operational modules	Workshops and training conducted throughout the municipality on DMS
Youth development	Empowerment of youth	Establishment of Multi-Purpose Youth Centres	10 Youth centres including mobile youth centres	3 Youth centres including mobile youth centres	4 Youth centres including mobile youth centres	Youth development

## CHAPTER 5 SPATIAL DEVELOPMENT FRAMEWORK REVIEW

### 5.1 SPATIAL BACKGROUND AND PURPOSE OF SDF

The spatial fabric of South African society was engineered through Apartheid planning, which led to the unequal distribution of resources, low-density sprawl, the lack of opportunities in disadvantaged areas and too much emphasis on private transport. Mangaung's Spatial Development Framework (SDF) has been designed to address these inequalities and to create a more sustainable spatial environment.

#### 5.1.1 Role of the SDF

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

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

#### 5.1.2 Public Participation

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

Public participation process were officially conducted in February 2015 and May 2015 in line with the IDP public participation sessions. Further public comments were invited in accordance with the date of advertisements in accordance with the IDP process plan.

### 5.2 THE CURRENT DEVELOPMENT SITUATION AND TRENDS

#### 5.2.1 Spatial Characteristics

The Mangaung area comprises 3 urban centres and a surrounding rural area that accommodates both commercial and communal mixed farming. The central locality of the municipal area in relation to the rest of the country ensures that a number of major arterial and access routes transverse the



area, of which the N1, N6 and N8 routes are the three national roads that link the municipal area with the rest of the country. A number of provincial, secondary and tertiary roads have also been established to complement the national road network.

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

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

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

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

The following conclusions are drawn from the above table;

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

### 5.2.2 Bloemfontein

Bloemfontein is the economic hub of the municipal area and will remain the locus for future development. The city is centrally located in South Africa and is served by major roads such as the N1 which links Gauteng with the southern and western Cape, the N6 which links Bloemfontein to the Eastern Cape and the N8 which links Lesotho in the east with the northern Cape in the west via Bloemfontein. The city has developed around the central business district (CBD) in a sectoral form, with the majority of the poor and previous disadvantaged communities living in the south-eastern section. The north/south railway line creates a definite barrier between communities and has distanced the poor from the economic opportunities that are mainly concentrated to the west of the railway line. Except for the industrial areas which flank these settlements, the previous disadvantaged areas offer very few job opportunities to these individuals and people need to travel up to 15 kilometres to get to the centre of the town.

There has been a major relocation of services from the Bloemfontein CBD to suburbs, particularly to the west, which has led to under-utilised office space in the central business district. Manufacturing

is declining in the city, which is a matter of concern. The areas surrounding the CBD have also developed as transgression areas, with a mixed land use character.

### 5.2.3 Botshabelo

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

The FDC Industrial Park is the most important node for economic development and consist of 138 warehouses with a total floor area of 200 000m<sup>2</sup> with a rand value of R500 million. Factories manufacture textile, food processing, electrical enclosures, paraffin stoves and minor engineering services. To the east of Botshabelo are located the Supreme Chicken farms with a chicken abattoir located in the FDC Industrial Park. The current occupancy rate at the node stand at 89, 54 % and employ 6000 people.

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

Large open spaces (mostly flood plains) separate the different residential areas and ample sites have been planned for public amenities throughout the area. A sports stadium has also been developed next to the Klein Modder River, which runs through the town. Many residents keep cattle within the urban environment and the open spaces and communal land are grazed extensively. Signs of overgrazing are visible. Towards the south is located a Game Reserve and the Rustfontein Dam with some tourism potential that needs to be explored. In the same area is found a smaller dam with potential for small scale agricultural activities.

### 5.2.4 Thaba Nchu

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

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

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

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

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

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

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

### 5.2.5 Rural areas

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

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

Several dams are located in the rural area of which the Krugerdrift dam, Tierpoort dam, Mockes dam, Rustfontein dam and Moutlatsi Setlogolo dam are some of the more prominent water sources. Water for agricultural use is very limited in the MMM area, which is a major constraint for agricultural development in the area.

## 5.2.6 Demographics

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

**Population size of MMM, Census 2011**

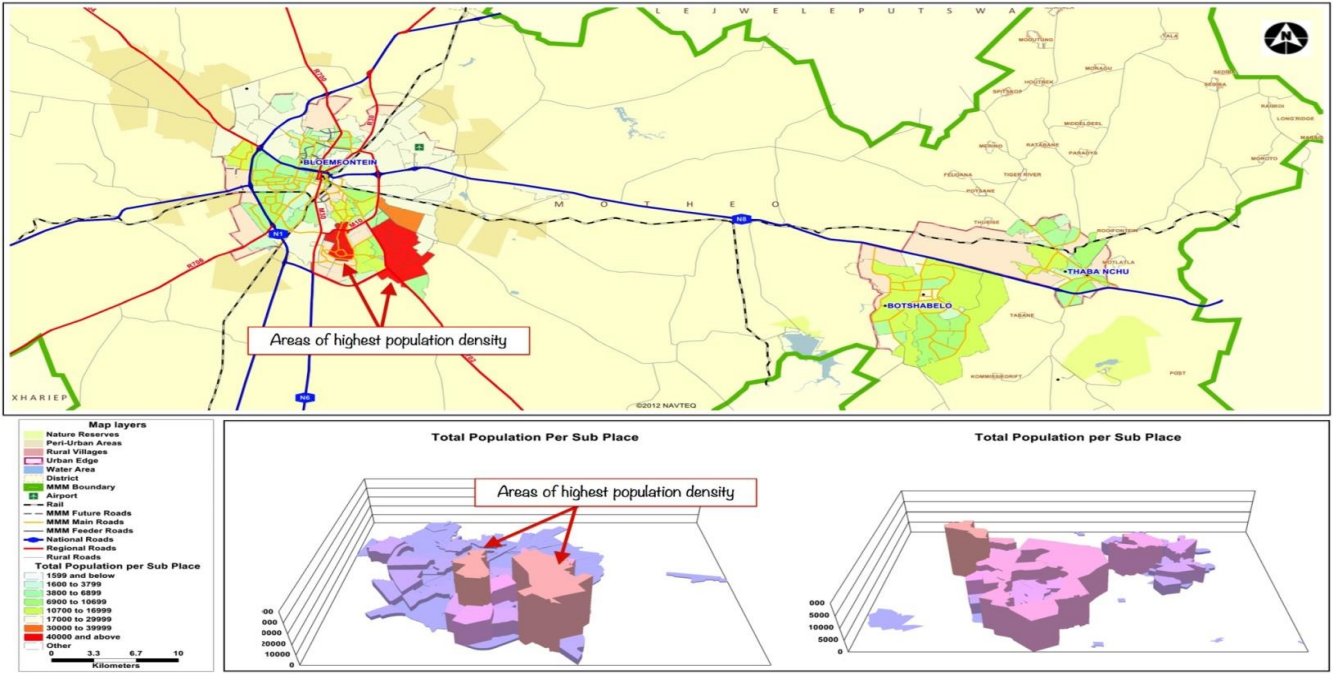
Area	No. People	%	2007 Split	% Shift	No People
Bloemfontein	256 534.00	34.32%	58%	6.71%	50 178
Mangaung Township	227 155.00	30.39%			
Botshabelo	181 712.00	24.31%	31%	-6.69%	-49 992
Thaba Nchu Township	70 118.00	9.38%	11%	-0.02%	-187
Tribal Villages	11 913.00	1.59%			
<b>Total</b>	<b>747 432.00</b>	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

The following can be concluded from the above table;

- About 50 000 people have relocated from Botshabelo to Bloemfontein between 2007 to 2011 (12 500 people per annum);
- Thaba Nchu appears to be more stable in terms of people emigrating to other areas;
- Bloemfontein now houses almost two thirds of the entire Mangaung Population

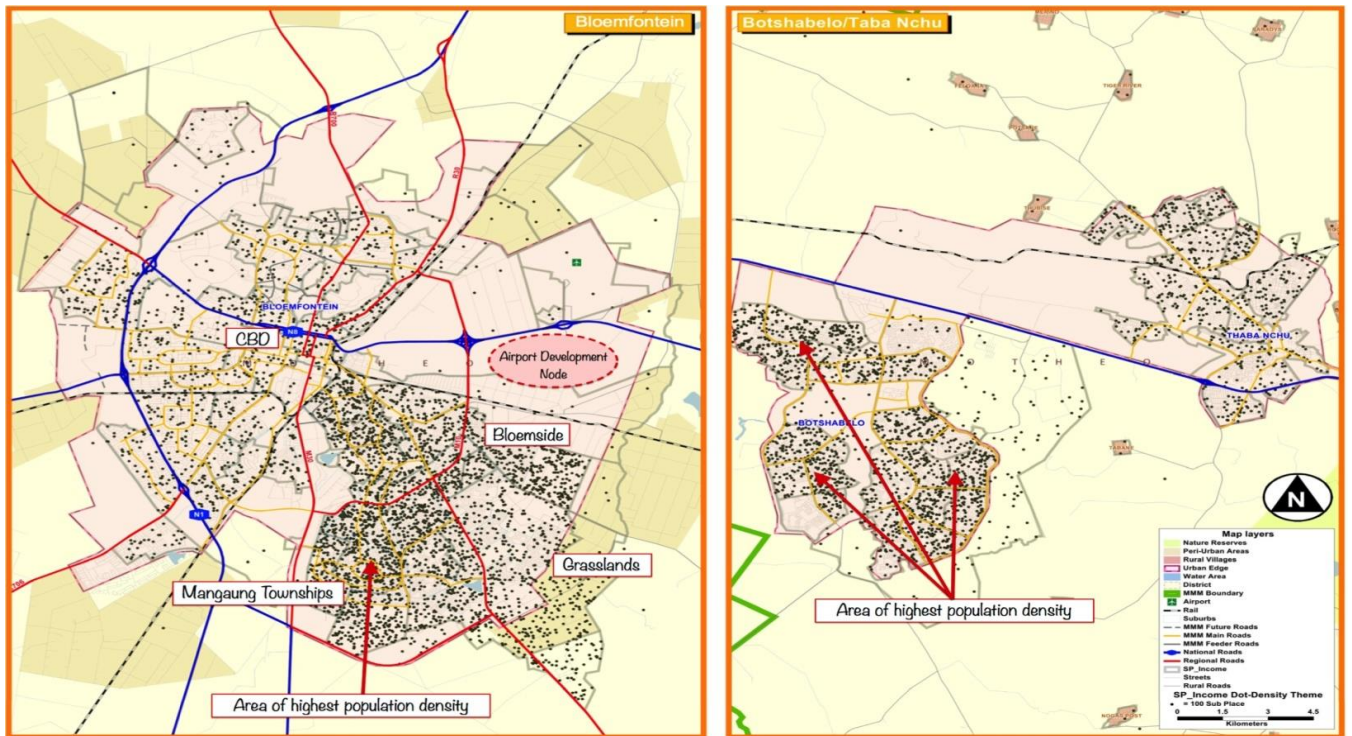
### 5.2.6.1 Population Density

Between 2007 and 2010 there have been significant reductions in population density in Botshabelo with density being reduced from 1581 per km<sup>2</sup> to 1273 persons per km<sup>2</sup>. While some of this density was regained, it remains at 1396 persons per km<sup>2</sup>. Density reductions was also experienced in Thaba Nchu where reduced from 70 persons per km<sup>2</sup> to 62 persons per km<sup>2</sup> in 2010, though some of this density was regained in towards 2012 up to 65 persons per km<sup>2</sup>. Bloemfontein has seen consistent increase in density from 67persons per km<sup>2</sup> in 1996 to 90 persons per km<sup>2</sup> in 2012.



Primarily low and medium income and high density population ( $m^2$ ) -marginalised community. Highest total population highest in municipal area located in the south eastern quadrant of Bloemfontein. In Botshabelo and Thaba Nchu Primarily low and medium income and high density population ( $m^2$ ) - marginalised community.

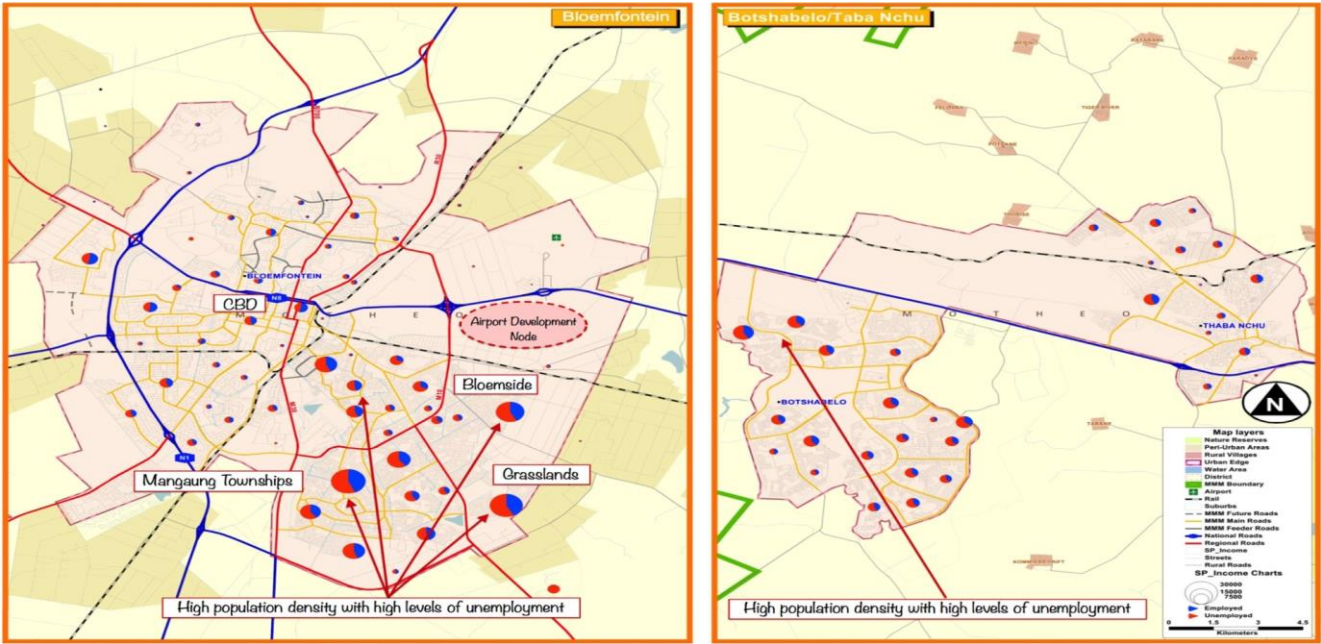
### 5.2.6.2 Spatial Population Density and Distribution 2011



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

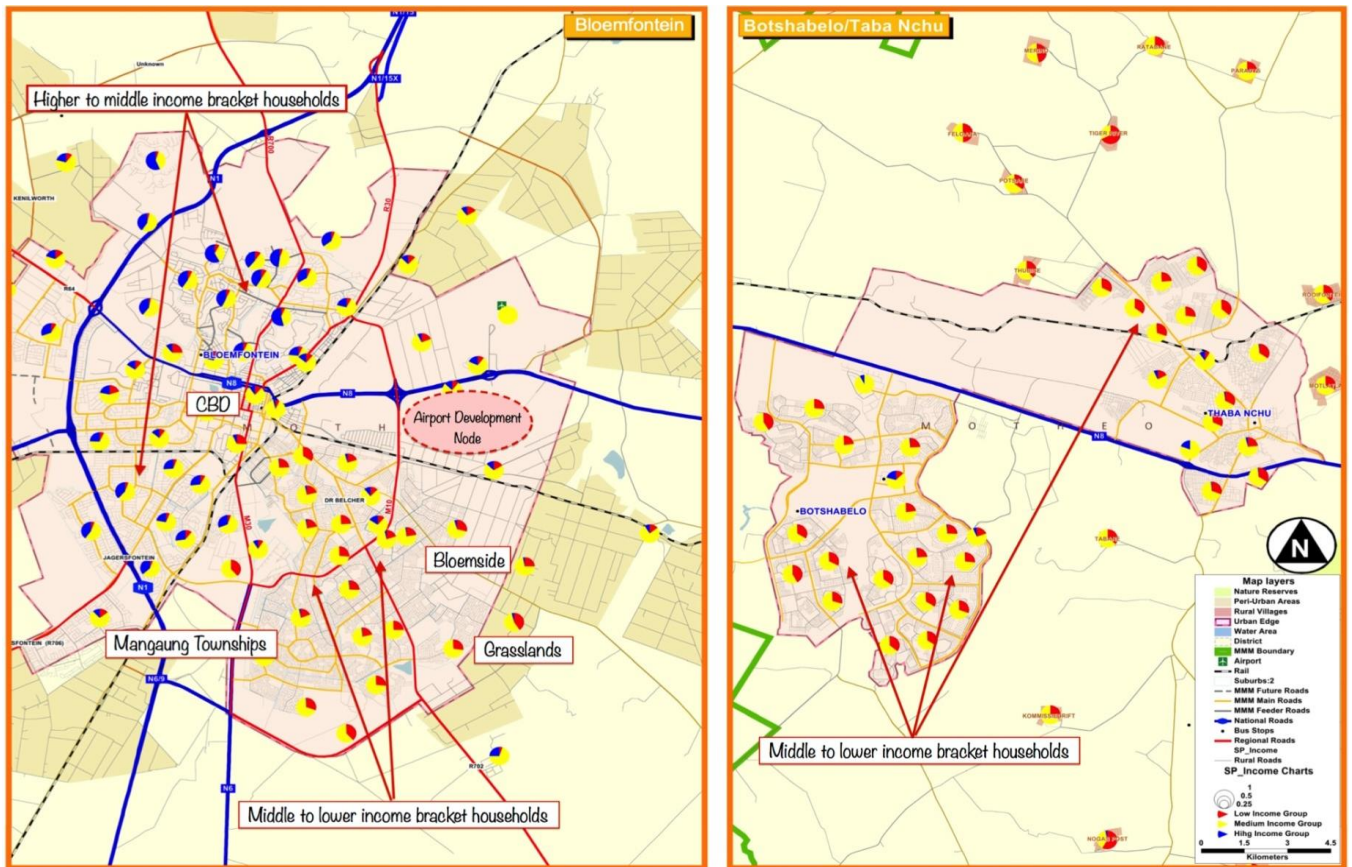
### 5.2.6.2 Spatial Employment Status and Distribution 2011

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



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

### 5.2.6.3 Spatial Income Classification and Distribution 2011



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

### 5.2.7 Development trends

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



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

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

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

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

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

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

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

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

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

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

### 5.2.8 Economic Profile

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

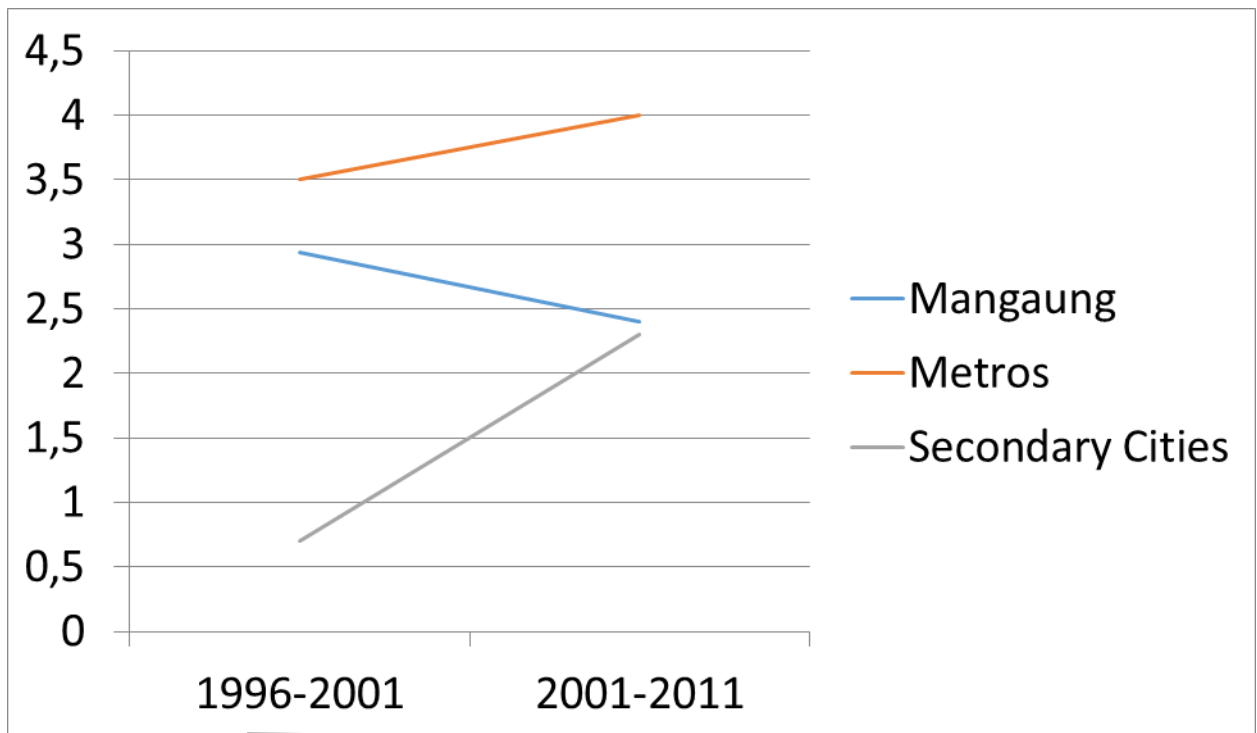
#### 5.2.8.1 GDP (in constant 2005 prices x 1000)

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

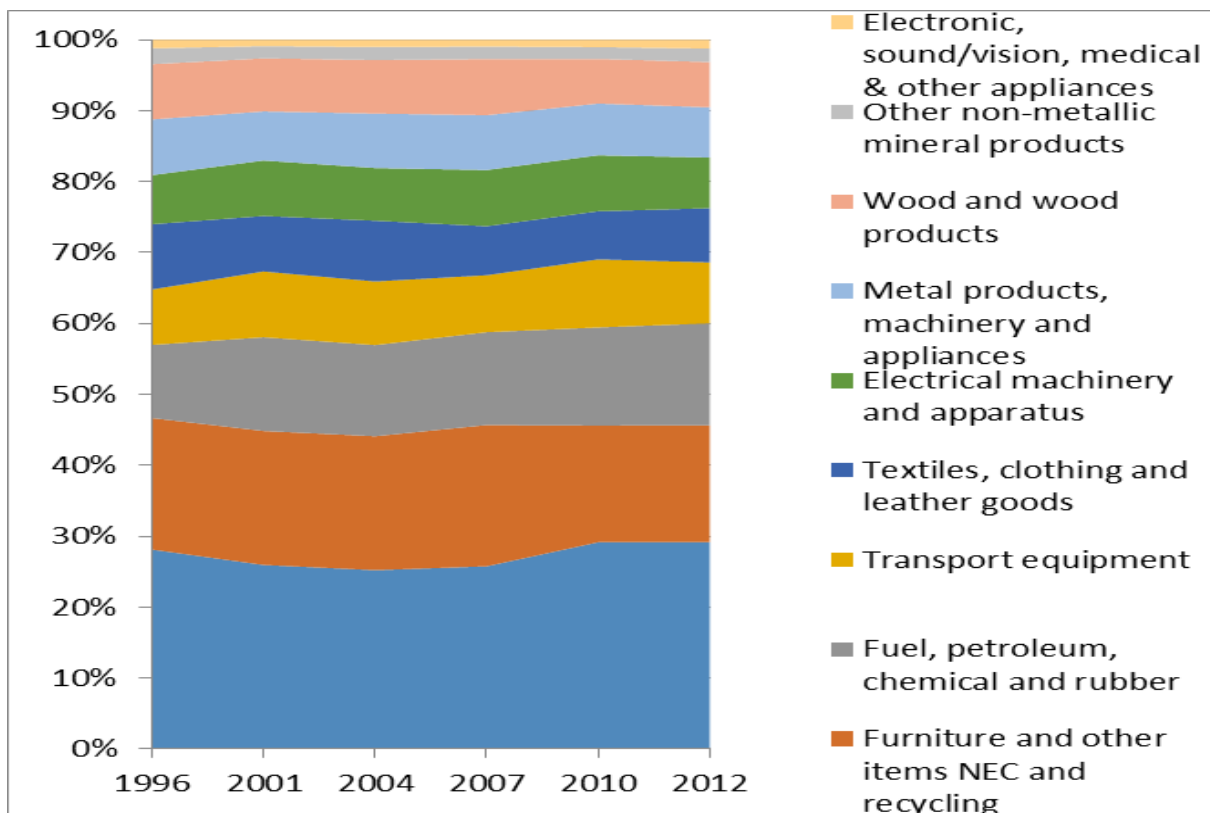
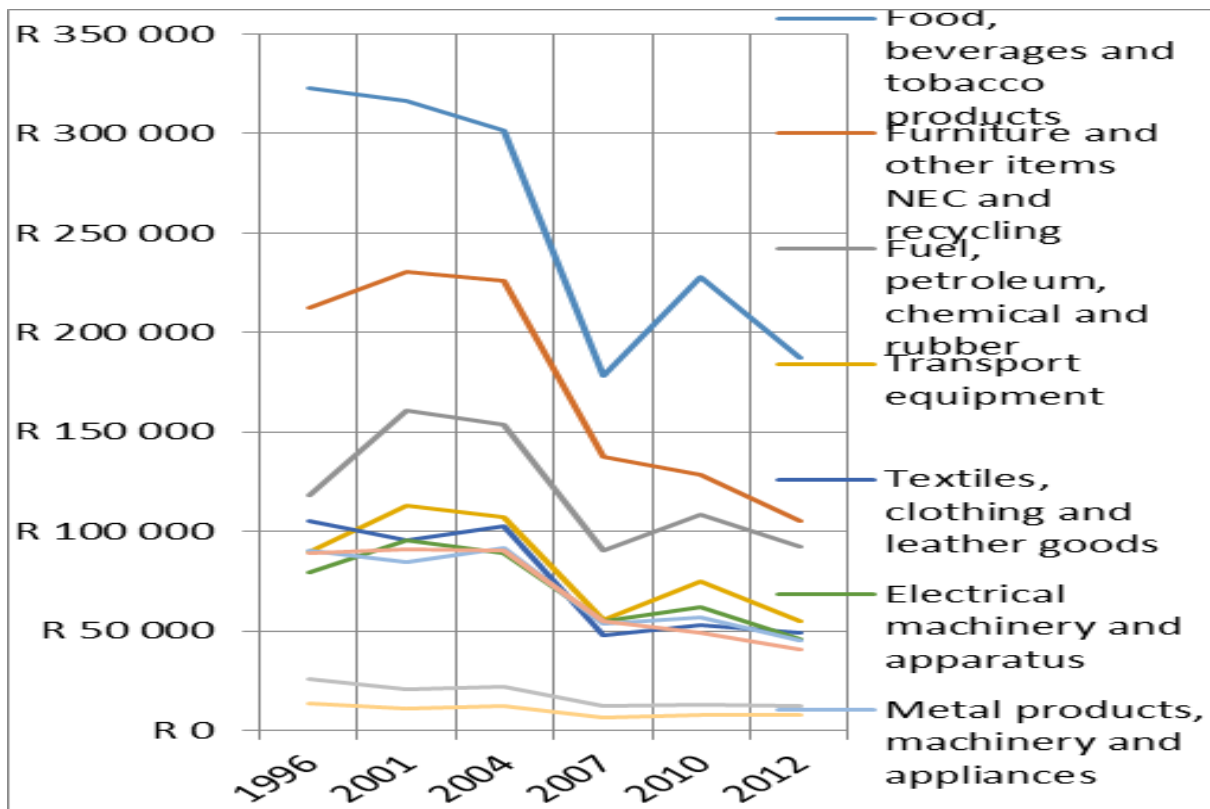
#### 5.2.8.2 Comparison of Mangaung with other areas – relative contribution of economic sectors

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

### 5.2.8.3 Economic Growth Rates

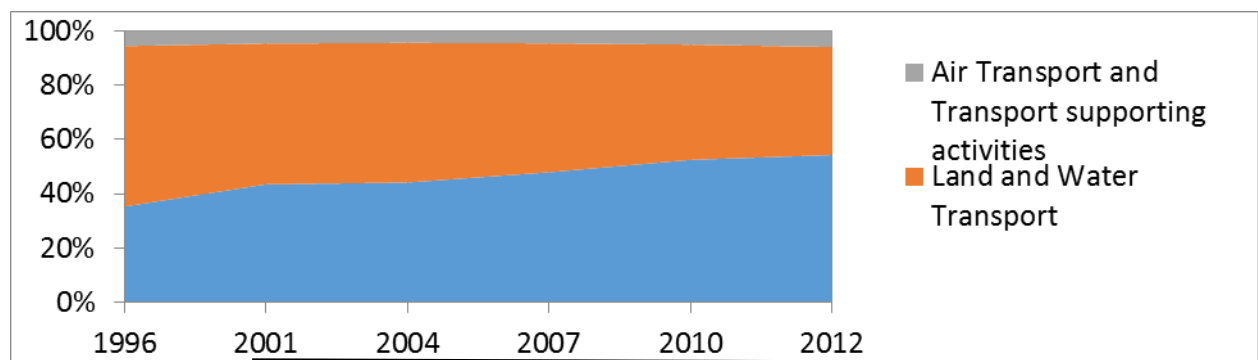
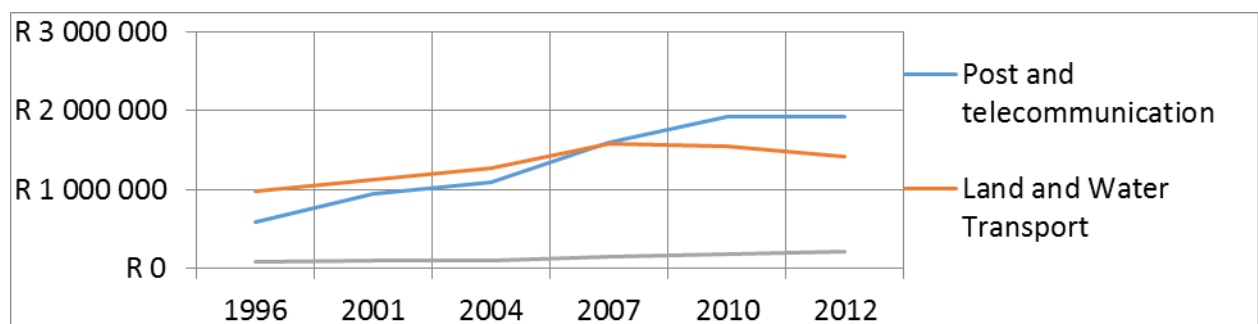


5.2.8.4 Detailed economic profile: Manufacturing (GVA constant 2005 prices, x R1000)



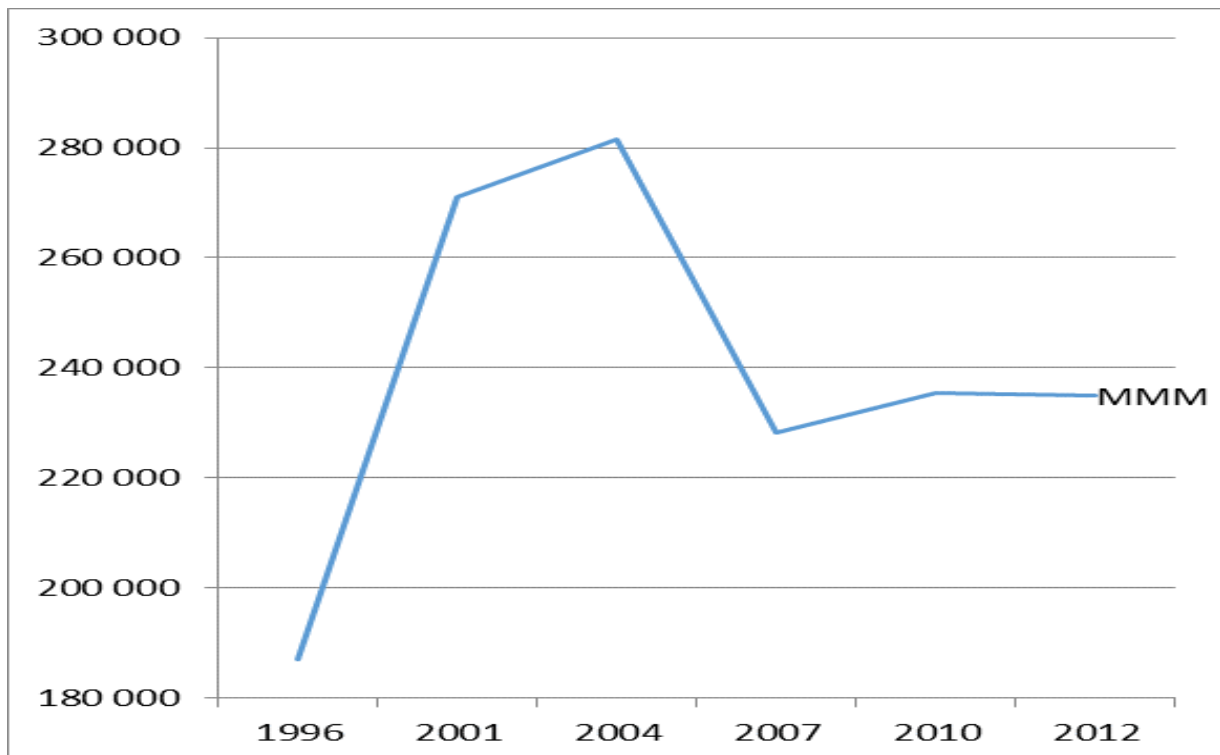
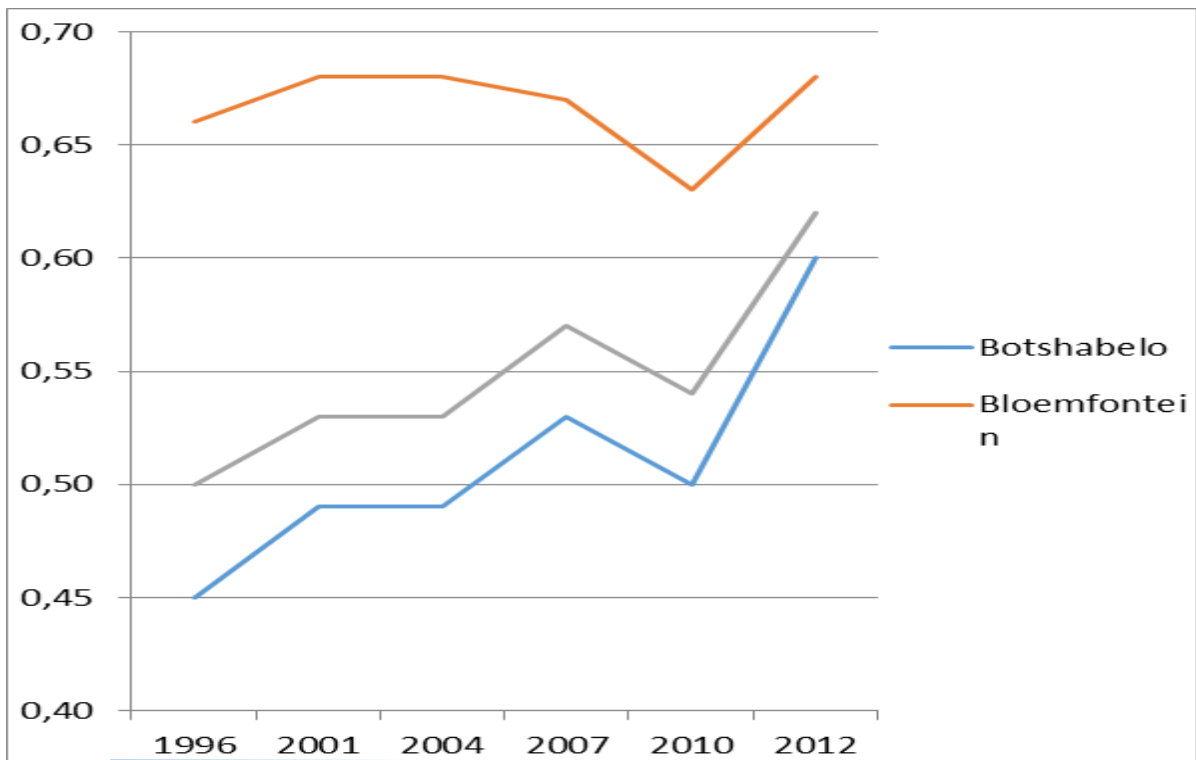
Manufacturing is currently contributing about 2.4 % of the GVA in the MMM a significant reduction from 3.7% of 2007 and a massive reduction from 6.5% in 2004. The continued and growing dominance of food, beverages and tobacco products largely confirms a manufacturing geared to local need. The manufacturing industry declined between 2001 and 2007 period, recovering some ground between 2007 and 2010m before contracting further between 2010 and 2012. Between 2004 and 2007 transport equipment showed the second greatest decline (- 19.69 % p.a) and the greatest decline between 2010 and 2012 (- 14.28% p.a). Between 2007 and 2010 the Transport equipment sector showed the greatest growth of all sectors (10.55% p.a). Concerning GVA in each of the three urban nodes in MMM, Botshabelo continues to increase its dominance in textile production, where 62.2% of gross value for the sub sector is added. For all the other sub – sectors , Bloemfontein is by far the main contributor to the GVA

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



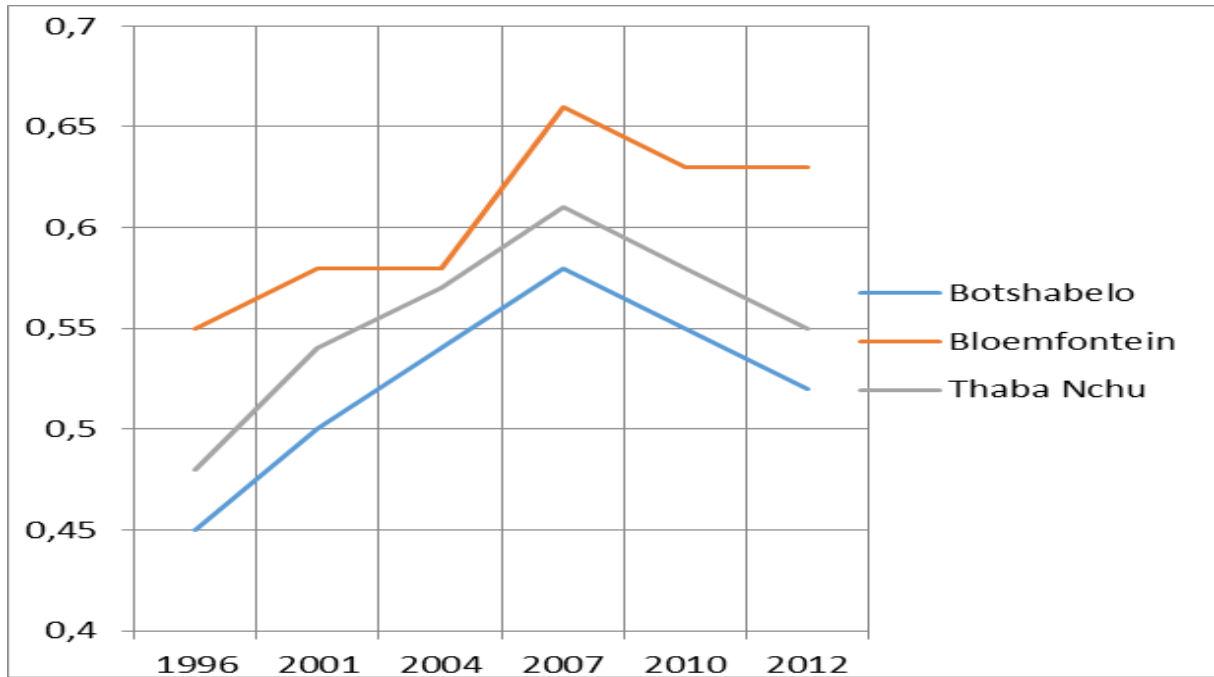
According to the table above growth occurred in the three sub sectors of the Transport sector between 2001 and 2007, while all sectors but Land and Water transport continued to grow since 2001.

### 5.2.8.6 HDI and People living in Poverty



### 5.2.8.7 GINI Coefficient

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



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

#### 5.2.8.8 The degree of economic diversity

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

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

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

#### 5.2.8 Provincial Urbanisation Trends

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

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

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

#### 5.2.9 Development Principles

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

- |   |
|---|
| (a) The principle of spatial justice  |
| (b) The principle of spatial sustainability, whereby spatial planning and land use management systems must ;                          |
| (i) promote land development that is within the fiscal , institutional and administrative means of the Municipality                   |
| (ii) ensure that special consideration is given to the protection of prime and unique agricultural land ;                             |
| (iii) uphold consistency of land use measures in accordance with environmental management instruments                                 |
| (iv) promote and stimulate the effective and equitable functioning of land markets  |
| (v) consider all current and future costs to all parties for the provision of infrastructure and social services in land developments |



(vi) promote land development in locations that are sustainable and limit urban sprawl ;and (vii) result in communities that are viable
(c) The principle of efficiency; (i) land development optimises the use of existing resources and infrastructure
(d) the principle of spatial resilience , whereby flexibility in spatial plans , policies and land use management systems are accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks; and
(e) The principle of good administration

### 5.3.2 The planning system

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

### 5.3.3 Spatial integration in development planning

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

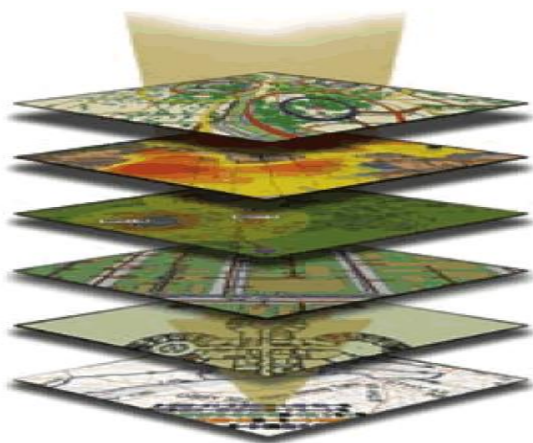


Figure a Levels of planning  
Vertical Planning

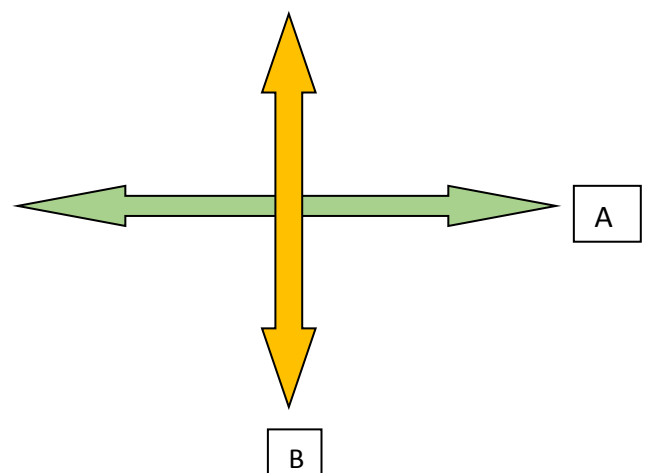
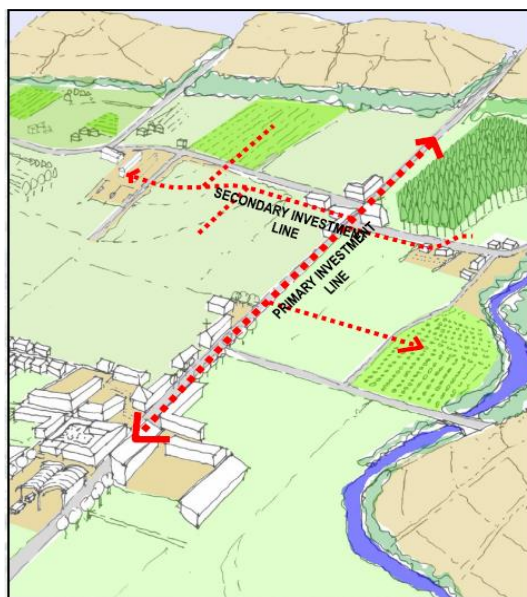


Figure b: Horizontal and Vertical Planning

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

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

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



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

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

Based on the position of particular settlements and the different levels of investment lines, certain points within the system would serve as higher order investment centres whilst others serve a more local function.

Whilst initially serving as investment centers

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

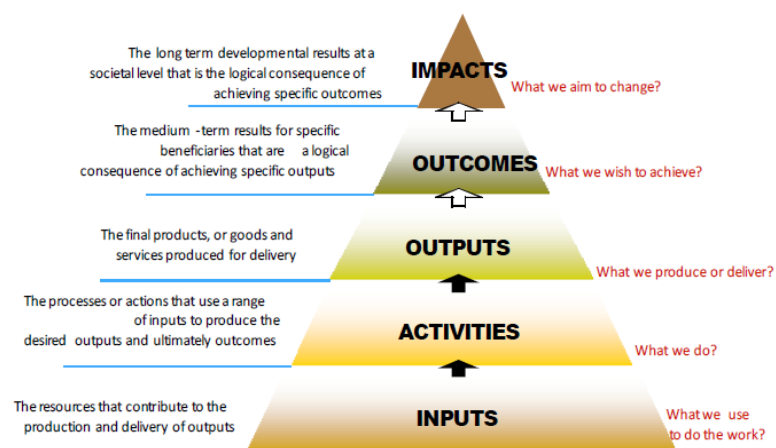
The approach to spatial integration is one of reinforcement, where all parts and elements of a settlement should reinforce and complement each other. This approach is to be applied to a number of forms of integration and in the following situations:

- Between urban and rural areas where the urban system provides markets, social, cultural and economic services for rural inhabitants.
- Urban Rural Linkages should be clearly defined to enhance the above-mentioned objective
- Between spatial structuring elements such as public transport and social facilities,
- Between land uses ranging from mixed land use to a reasonable proximity of different uses,

- Between existing and new development where the new development is benefiting from the proximity to historic investment in social, economic and infrastructure services, and
- The integration of different socio-economic groups where all people are treated as part of the same settlement, benefiting from their respective and complimentary resources and abilities.

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

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



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

#### 5.3.4 The spatial structuring of settlements

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

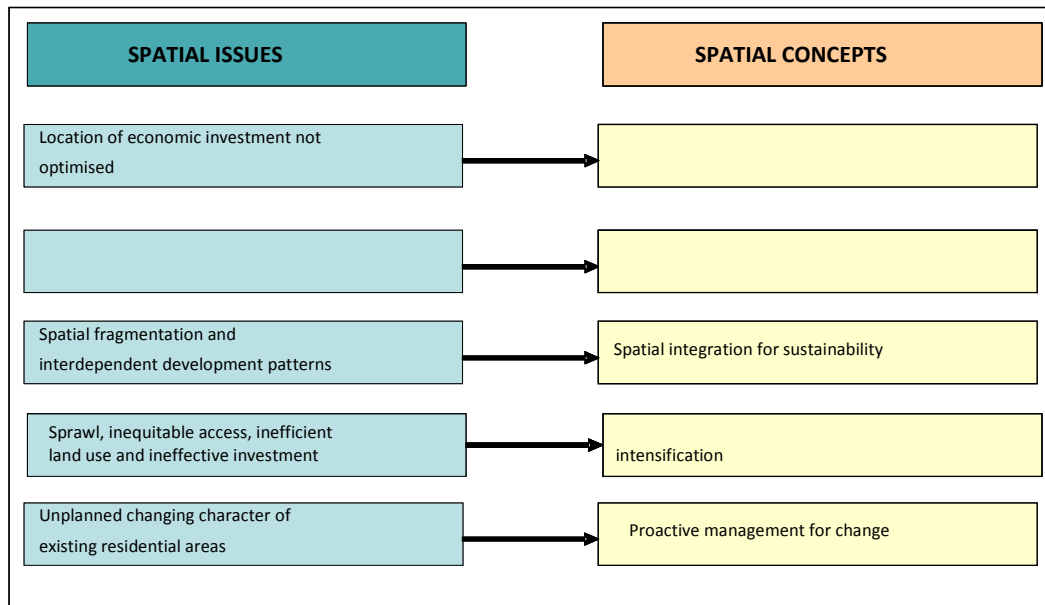
benefits accessible to the people of Mangaung. For this approach to be realized all settlements in Mangaung should strive to achieve the following qualities:

- To generate a wide range of economic opportunities;
- To be convenient to inhabitants to conduct their daily activities, easily and as inexpensively as possible,;
- To offer a choice of living conditions to all;
- To be equitable in the sense that all inhabitants have reasonable access to the opportunities and facilities which support living in settlements,;
- To promote the efficient use of resources,; and
- To give dignity to people through the quality of the public spatial environment.

#### 5.4 SPATIAL ISSUES FROM THE CURRENT REALITY AND CONCEPTS

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

**Figure 5.4.1: Summary of spatial issues and concepts**



#### 5.4.1 Location of economic investment not optimized

Bloemfontein is currently located on the N1 route between Gauteng and the Western Cape (which passes along the western edge of Bloemfontein) and the N8 route running in an east-west direction, while the vast majority of people reside and work in the centre or to the east of the city. While the Bloemfontein airport is also located to the east of the city, there is a planned outer ring road around the city but is not complete in the eastern area, to the north and south of the N8. There is also well located and underutilised land to the north and south of the N8 between the eastern edge of the CBD and the incomplete ring road to the east beyond the airport.

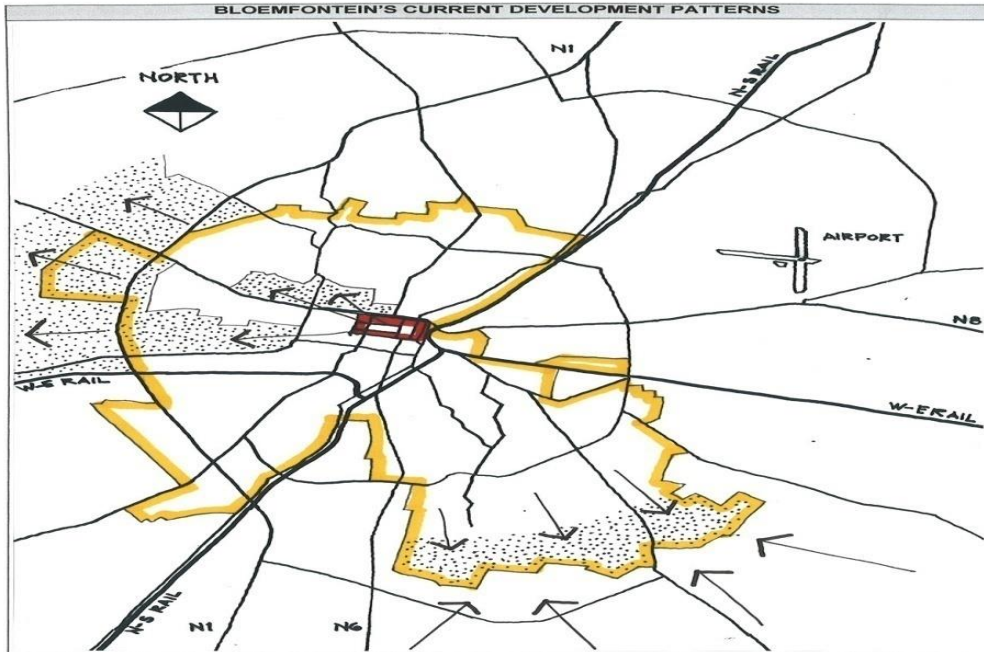
Bloemfontein as the economic hub of Mangaung needs to provide for locational opportunities for further long term economic growth that are more accessible to the growing populations residing in the south-east of Bloemfontein and Botshabelo and Thaba Nchu further to the east.

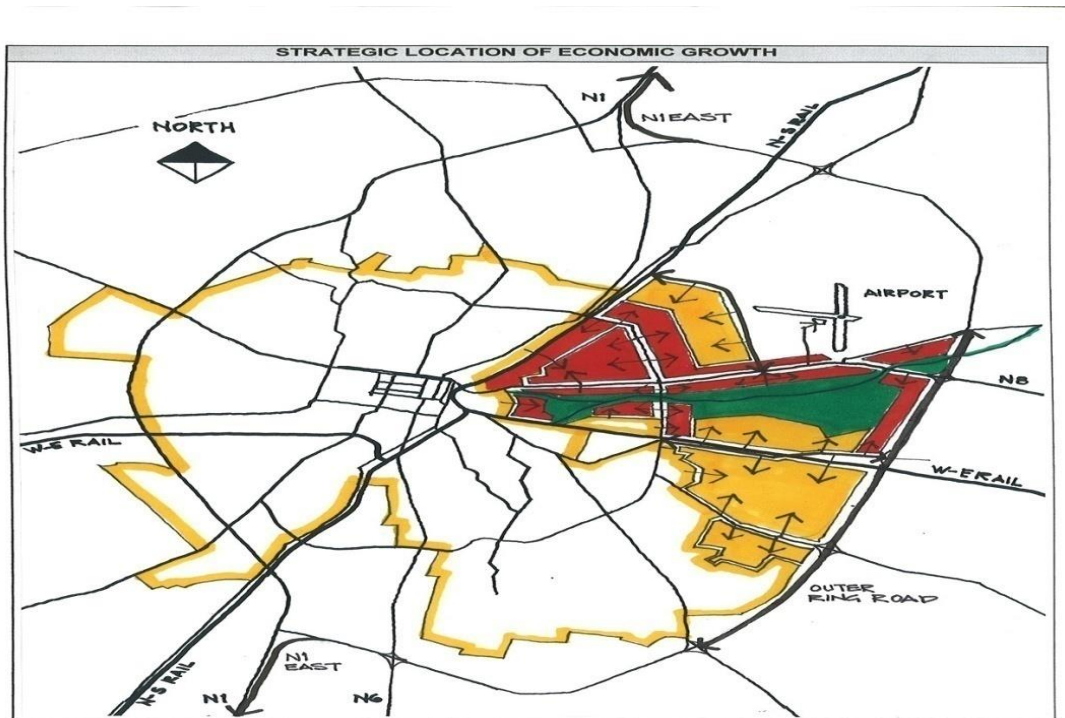
#### **Box 5.4.1 Strategic location of economic growth**

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

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

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





#### 5.4.2 Limited growth potential for new development in the western areas of Bloemfontein

The western areas of Bloemfontein have experienced rapid growth during recent years with major office and retail development in the Brandwag area, and more recently, extensive, mostly residential development in the Langenhovenpark area. Numerous new developments are still being planned in Langenhovenpark and its surrounds.

The shift to developing to the west and away from the traditional CBD has contributed significantly to the decline in the CBD and created changes to travel distances. Travel distances and times from the eastern areas of Mangaung have increased, as has travel time to and through the western area as it is clearly not designed with sufficient and appropriate infrastructure to be an intensive business district nor is it located at the center of the Bloemfontein radial street system, as only a few roads serve the area.

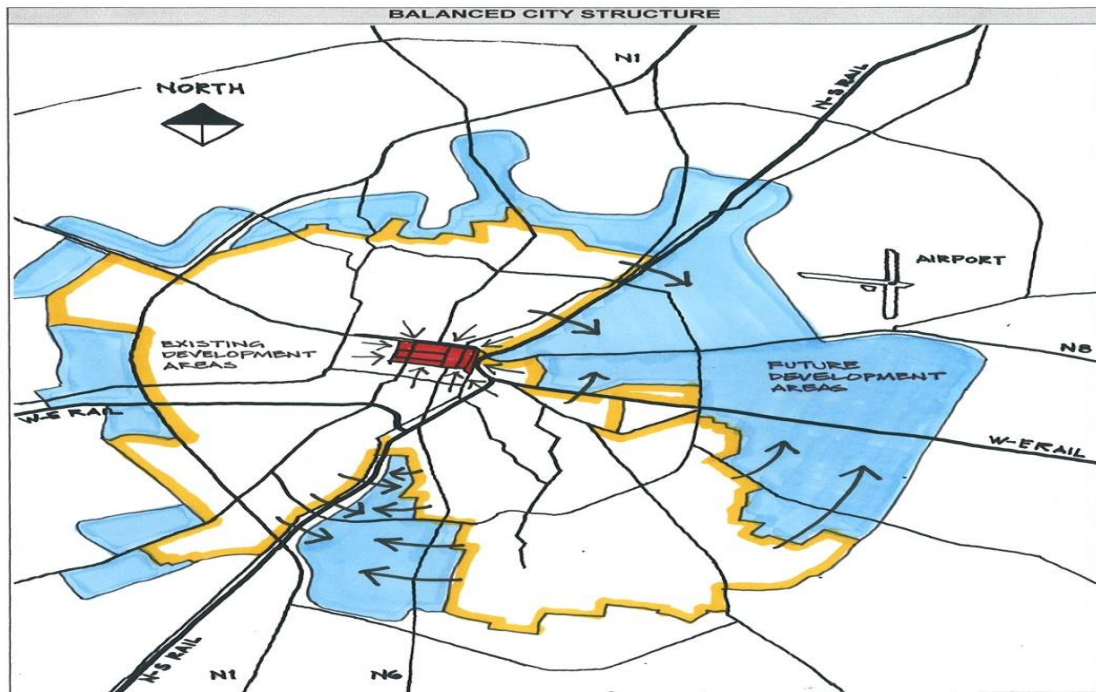
Allowing new development without ensuring acceptable levels of service will have a detrimental effect on the functioning of the city and will in the long run have considerable negative economic implications for the city as a whole. Therefore development in the Spitskop area has to be managed in the confines of the Spitskop Development Plan.



For development in the Cecelia area development of the road linkage to N8 Petrusburg road will have to be encouraged.

**Box 5.4.2      Balanced City Structure**

The spatial concept that is applicable to respond to this issue is to create a more balanced city form which uses existing social and infrastructure services in the inner city, northern and south-western area and exploits spatial opportunities and resources in other parts of the city to the north-east and east. These opportunities would provide a choice of residential and economic developments that intensifies use, densifies and infill development in underutilised areas.





### 5.4.3 Spatial fragmentation and interdependent development patterns

Mangaung has predominantly four spatially fragmented but necessarily interdependent development patterns that are currently under severe stress. The issue of spatial fragmentation of Mangaung and the tenuous but essential interdependence of these patterns on one another is being driven from different but interrelated parts of the municipality. They are:

- (i) the CBD, the core asset of the municipality is in decline;
- (ii) the rapid growth in opposite spatial directions of the south-eastern and north-western areas, which is pulling Bloemfontein apart;
- (iii) Botshabelo and Thaba Nchu being remote urban dependants of Bloemfontein; and
- (iv) Imbalanced linkages between the urban areas of Bloemfontein, Botshabelo and Thaba Nchu and remote rural dependants and neighbours in other municipalities.

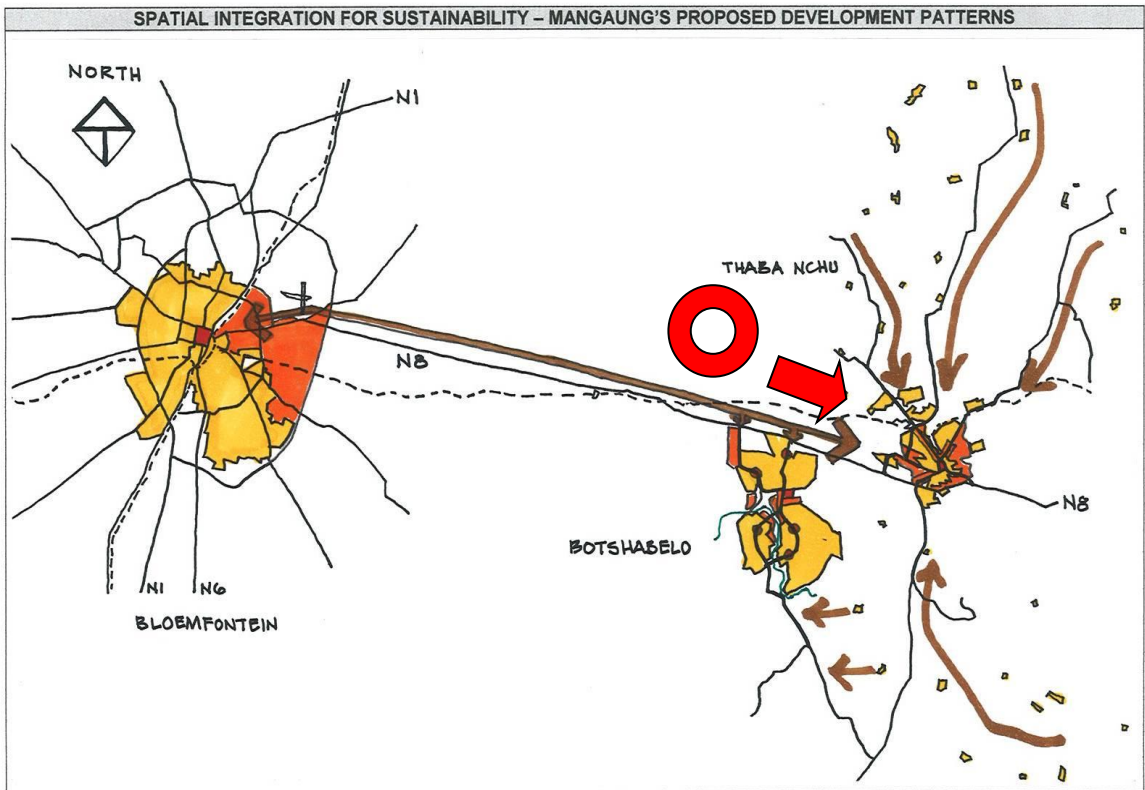
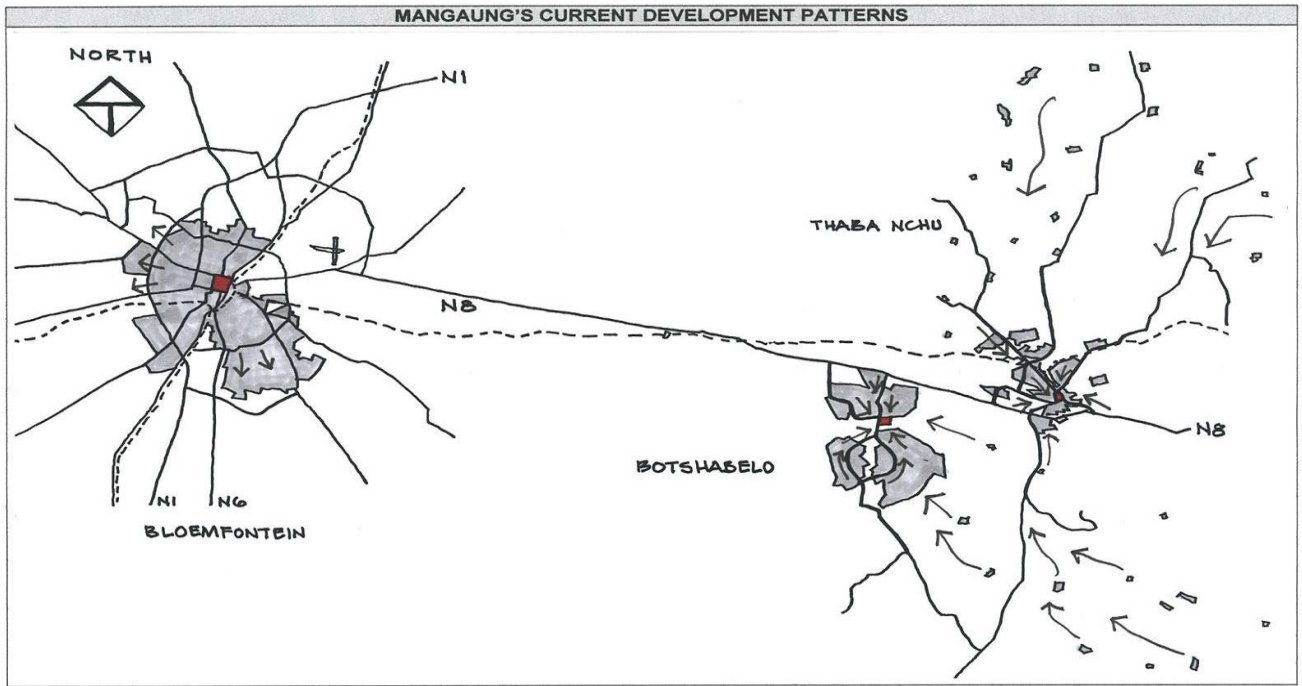
#### **Box 5.4.3 Spatial integration for the sustainability of Mangaung**

To tackle the spatial fragmentation and reduce the stresses on the necessary interdependence of the different development patterns it is important to address the spatial relationships between:

- the unemployed and job opportunities;
- the existing infrastructure and future housing;
- workers accommodation and employment; and
- institutional, commercial and recreational services and the vast majority of the population.

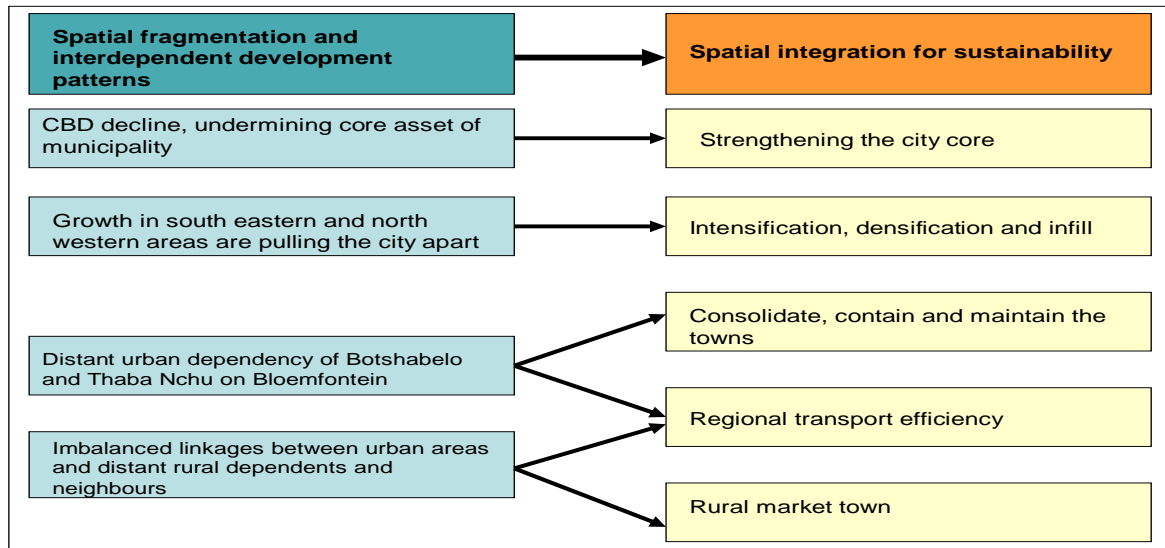
Improving the spatial integration and by reducing the separateness of these development patterns of the CBD, south-eastern, north-western areas, Botshabelo, Thaba Nchu and the rural areas will directly contribute to the long-term sustainability of Mangaung.

Achieving this integration will reduce the competing pressures between each development pattern while reinforcing the soundness of the basic city structure, its inherent strengths and its development pattern, while optimising a more focused use of limited public and private sector resources.



In the following sub-sections these issues and concepts are unpacked in more detail, as summarised in the following figure.

**Figure 5.4.3 Summary of integration issues and concepts**



#### 5.4.3.1 CBD decline, undermining the core asset of the municipality

The original city structure is centered around a strong business district with numerous radial arterials converging on the CBD area. This structure has historically accommodated a variety of different sectors to integrate the many opportunities and services that benefit a select group of communities of the previously demarcated municipality. These benefits are currently still not available as effectively anywhere else in the region, except partially for the inhabitants residing and working to the west of the CBD.

If the CBD is not prioritized for regeneration the implications, as is evident in the rapid development in the western and south-eastern areas, significant residential and business development outside of the CBD can be expected to occur at the expense of other areas and in particular the CBD. This will also result in an even less balanced city structure with further significant traffic congestion while travel distances and time from some areas will increase, especially to and from the south-eastern areas in Bloemfontein and Botshabelo and Thaba Nchu further east.

If the current development trends being experienced in the western area are not rectified, the impact will not only have an ongoing effect on the CBD but will have a major impact on the benefits and functioning of the city generally and the ability of the CBD to integrate the different communities of the municipality as a whole.

#### **Box 5.4.3.1 CBD regeneration – Strengthening the city core**

This spatial arrangement of a city core requires strengthening to support city integration and ensure relatively short travelling distances between all the residential areas of the municipality and the main business area. The strengthening of the CBD would also support the future viability of public and non-motorised transport as well as city centre parking. This basic city structure could be further improved if transport linkages are improved, the bias of development to the western areas is corrected, and the physical and town planning barriers created for the separation of racial groups between the south-eastern areas and the CBD are overcome. The primacy of the CBD should be strengthened through regeneration in order to shape the city to enhance integration to the advantage of all residents of the municipality and the region.

#### **5.4.3.2 Growth in the south-eastern and north-western areas are pulling the city apart**

The south-eastern area of Bloemfontein is the traditional township of Mangaung and is wedged between rail and road infrastructure and land zoned for industry and small-scale farming on the area's northern and western boundaries. The spatial growth pattern in the south-eastern areas (predominantly residential) in the recent past has been of sectoral (linear) bands of development progressively moving further away from the economic and social benefits of the city centre, which the disadvantaged communities residing in the south-east areas are dependant on. This is resulting in low-income growth pulling away from the city core further outwards in an easterly and a south-easterly direction and consequently undermining the integration potential of the CBD.

Similarly, the north-western area of Bloemfontein is also stretching the resources available for development further outwards but in the opposite direction to the south-east. This too is resulting in social and economic integration around the city core being undermined. The city consequently is being further socio-economically divided through the spatial pattern of development currently occurring. The upper-income and predominantly White population is growing in a north-westerly direction with new retail, commercial and residential facilities being developed in this area and continuing to move further westwards while low-income and predominantly Black population is growing in a south-easterly direction through the consolidation of informal settlements and further informal settlements occurring on an ongoing basis.

This pattern of development is leading to further sprawl of the city and creating a backlog in the provision of land, services, social and commercial facilities to these rapidly developing areas while the CBD, which has many of the services and facilities needed, is underutilized. This is inefficient and is destroying the economic and cultural heritage of Bloemfontein's CBD.

#### **Box 5.4.3.2 Intensification, densification and infill – making the development patterns more compatible for the good of the whole**

To decrease this pulling effect, development in these areas growing in opposite directions should be minimised and managed more proactively. Alternative locations should also be developed through infill development in

the existing developed areas. This would include areas such as Hamilton, Heidedal, Ooseinde, Bloemspruit, Grassland, Sonskyn, Estoire, Transwerk industrial land, and to the north of Bloemfontein, where spare social and infrastructure capacity exists, and undeveloped and underutilised areas can be developed, and new social and infrastructure capacity can more easily and efficiently be created with higher densities and intensification of use.

This spatial concept will reinforce the inherent benefits of the basic city structure and extend them to better located areas within the city fabric, while at the same time and with the similar resources also reduce the prominence and spatial extremes of development in these competing areas.

#### **5.4.3.3 Distant urban dependency of Botshabelo and Thaba Nchu on Bloemfontein**

Botshabelo and Thaba Nchu is structurally dependant on the economy of Bloemfontein with their own economies providing very limited opportunities. This occurs in the context of the large distance of over 50km between them and Bloemfontein, with a limited and subsidised public transport link to gain access to economic opportunities, social and institutional services and facilities.

The shift of higher income development to the western areas and decline of the CBD of Bloemfontein have exacerbated the already fragmented spatial patterns and dependence on Bloemfontein further, while some of the opportunities, services and facilities that were recently available in Botshabelo and Thaba Nchu have closed down.

The local economies of Botshabelo and Thaba Nchu are struggling to attract significant future investment to their business or agricultural areas to make them more supportive of their own economies.

#### **5.4.3.4 Imbalanced linkages between the urban areas and distant rural dependants and neighbours**

The rural settlements that exist to the north and south of Thaba Nchu and many of those in municipalities bordering Mangaung are also significantly dependant on Bloemfontein and to a lesser and decreasing extent on the urban areas and facilities of Thaba Nchu and Botshabelo. There are also fragile links that exist between some of the rural settlements that provide minimal social, infrastructure and economic support services to the inhabitants of these areas.

#### **Box 5.4.3.4 Regional transport efficiencies, safety and affordability coupled to a rural market town**

The conceptual approach is to spatially integrate Thaba Nchu and Botshabelo. The concept for future investment in **Thaba Nchu** is one that requires major investment and interventions.

This includes:

- Develop a CBD urban renewal plan to strengthen the node with linkages along Station road which will culminate in an activity corridor.

- Develop an urban renewal strategy for the areas Flenster, Mokwena adjacent to the CBD.
- reinforcing the business district through better management of the traffic flow, informal traders, land and under-utilised building stock owned by absent landlords and decongesting the bus and taxi rank;
- reinforce the existing rural service centre function supportive of rural development initiatives which maximises livestock farming and beneficiation of related products;
- creating rural eco-tourism incorporating the environmental and historic opportunities that exist; and
- establish 3 agri – villages in Sediba , Feloana and Woodbridge
- Providing high density housing with better access to the business district along the main road between the station and the business district.

#### 5.4.4 Sprawl, inequitable access, inefficient land use and ineffective investment

The current spatial development patterns of Mangaung and particularly of Bloemfontein are characterised by the following issues:

- low density in most of the old and new residential areas catering to the lower, middle and upper income groups contributing to the sprawl of the city;
- inequitable access to the opportunities and benefits of the urban areas due to the historic spatial structure and more recent locations of residential and economic development;
- inefficient land use in the overall spatial distribution of residential development areas, economic opportunity and social services and facilities; and
- low intensity of investment outside of the CBD of Bloemfontein complimented by low density development.

#### **Box 5.4.4 Integration of socio-economic groups through densification of use and intensification of activities**

Given the different socio-economic groups making up the population seeking to reside in the urban areas of Bloemfontein and the need for ease of access to employment opportunities across the city, it is desirable for the urban area of Bloemfontein to be more compact in its spatial form which will offer maximum opportunities of choice, greatest ease of use, and maximum and optimal effectiveness. The intention is not only for residential densification but also for people to be part of, and have ready access to, a wider urban system in which the broader range of day-to-day needs can be met. This will also contribute to redressing spatial and structural inequalities currently experienced in Mangaung.

The nodes and activity spines are the places where access to a wide range of urban opportunities should be greatest. Mixed use, intensified development and strong spatial clustering should occur along the radial routes and those ring/connector routes between the radial routes and at nodal points.

The existing pattern of development must become more continuous through infill development on well located but underutilised pieces of land to shape a coherent city form through appropriate density, and zoning practices and policies. However it must be recognised that it is highly unlikely that there will ever be continuous ribbon or corridor development from Bloemfontein to Botshabelo. Rather there should be more concentrated development at nodes well-connected by public transport, so that linking occurs through effective transport rather than continuous sprawling development

These concepts jointly will begin to address the issues of city sprawl, inequitable access, inefficient land use and ineffective investment.

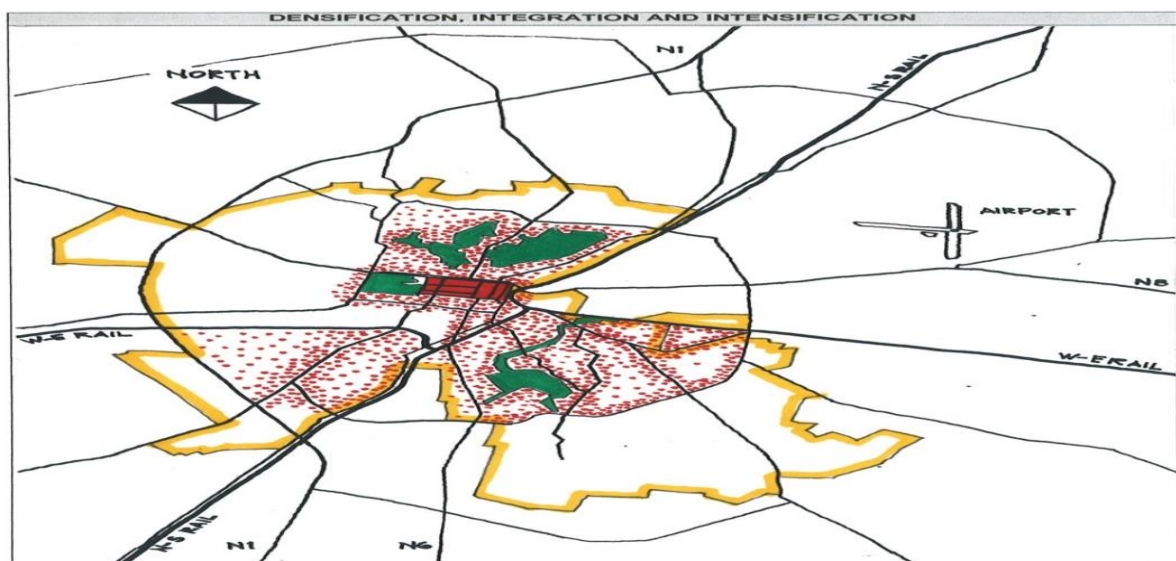
**Box 5.4.3.3 Regional transport efficiency, safety and affordability coupled to consolidation, containment and maintenance of existing town developments**

The spatial concept is to make the opportunities that are located in Bloemfontein more efficient, safe, affordable and accessible to the people residing in Botshabelo and Thaba Nchu who are structurally dependant on them.

The opportunities and limitations of integration across this spatial divide need to be complemented by public investment (ie rail and an Integrated Public Transport System) in these areas (and other existing viable minor development nodes).

The concept for future investment in Botshabelo is to develop a new urban node to the north of the N8 in Botshabelo and integrate the node with Thaba Nchu to the east. To stimulate investment in the area would be essential to establish a Spatial Economic Zone (hereafter SEZ) which would provide for incentive packages for potential investors. The new node would place a strong emphasis on industrial development to enhance job creation. Further aspects for the redevelopment of Botshabelo will focus on ;

- the consolidation of social services (including health and education, safety and security and a diverse recreation facilities),
- the reinforcement of the management of the commercial centre and invest in well located multi-purpose centres, and
- the growth and support of small, medium and micro enterprise development.
- To introduce urban renewal programmes in selected priority areas
- Allocating streetnames and names to suburbs are essential to the development of urban character and the effective functioning of emergency services.
- An effective public transport system to link the new node with existing suburbs in Botshabelo along Main Road



#### 5.4.5 Unplanned changing character of existing residential areas

The impact of unregulated and ad hoc change in land use on the character of a number of residential areas in Mangaung is increasing. Some of the areas that are typical of this change are the residential areas adjacent to the Bloemfontein CBD, the smallholdings in the northern and western areas of Bloemfontein, the areas surrounding the universities, zones within and on the edge of the south-eastern areas and the large open spaces within Botshabelo. Associated with this situation is the conflict arising between uses and the inability and degradation of services to support such change without adequate provision being made.

##### **Box 5.4.5.1 Proactive management to regulate and facilitate change**

The concept to respond to the situation is a more proactive management approach aiming to:

- regularise, encourage and maximise the benefits of the investments and the land use changes where suitable in relation to other uses and interests;
- provide the support services and infrastructure needed; and
- provide an effective and accessible procedure to minimise the conflicts in use and interests that arise.
- Develop a contribution policy for rezoning, second dwellings and subdivisions and create an infrastructure development fund.
- Revise penalties in regard to land use violations

In summary the structural challenges of restructuring the spatial legacy of apartheid finds expression in two different but prominent spatial development patterns in Mangaung. They are the relatively close proximity of the south-east area of Bloemfontein to the CBD, and the remote towns of Botshabelo and Thaba Nchu.

The south-eastern area, although close to the CBD, has its access to the CBD constrained by numerous impediments including railway lines, high order road infrastructure, sewage treatment plants, industrial development, broad underdeveloped buffer strips and significant topographic changes in level. There are some radial routes from the developed area of the south-east to the CBD and recent access routes have been provided through the industrial and undeveloped areas to the rest of Bloemfontein. Although this provides some access to the city, the south-east remains a spatially separate area not able to benefit efficiently and effectively from the city's opportunities.

The towns of Botshabelo and Thaba Nchu on the other hand are some 50+ kilometres to the east of Bloemfontein and are only connected by the N8, a national road, and a limited public transport system. The majority of land between Bloemfontein and these towns is zoned for agricultural use. The working age population is dependent on the employment opportunities in Bloemfontein, which has a far larger economic base and is the closest place for employment in the region. Bloemfontein also offers the largest variety of economic and social services and facilities closest to these towns.



Industrial job creation initiatives, in the towns and between the towns and Bloemfontein, have had limited success in providing employment historically and are in decline predominantly due to lack of ability to attract and sustain private industrial and residential investment in these areas.

The movement between the towns and Bloemfontein displays a weekly and daily migration pattern from the central bus and taxi facilities in each of the towns to the central rank on the east of the Bloemfontein CBD and where in many cases from there to the other parts of the city.

#### **Box 5.4.5.2 Restructuring the spatial legacy**

The challenge to address these spatial conditions requires sustainable and effective public investment which should also attract private sector investment. The concept for restructuring the spatial legacy aims to contain and limit the spatial effects of the past; limit the number of people that are affected and begin to redress the situation through:

- strategic location of economic growth towards the east of the Bloemfontein CBD, providing greater opportunities in Bloemfontein for future settlement and economic development at scale;
- creating a balanced city structure in Bloemfontein;
- spatial integration for the sustainability of Mangaung that strengthens the interdependent development patterns;
- CBD regeneration to strengthen the city core, the vital asset of MMM;
- intensification, densification and infill to make the development pattern more compatible for the good of the whole;
- integrate Botshabelo and Thaba Nchu as an independent self-sustainable economic node
- regional transport efficiencies, safety and affordability, and develop strategies focussed on the economic enhancement of Botshabelo and Thaba Nchu (coupled to consolidation, containment and maintenance of Botshabelo, considering the economic potential of a labour-based manufacturing hub.
- pro-active public management to regulate and facilitate the current change occurring, and the intended spatial restructuring process

## **5.5 APPLYING THE SPATIAL CONCEPTS TO THE IDP OBJECTIVES**

As indicated previously, the spatial concepts presented in the preceding sections respond to the spatial issues raised during the planning process and the intentions of the IDP objectives and associated programmes. Table 5.5.1 below demonstrates how some of the IDP objectives will be supported by the spatial concepts. Only the most directly strategic SDF concept/IDP relationships are indicated. However, indirect support relationships will materialise in most if not all of the others relationships, as well as for the objectives of Mangaung Safe and Secure, Education and AIDS Action and Community Resilience and Self-reliance, which do not form part of the table.

In overview, the SDF concept's main contributions to meeting the objectives of the IDP can be summarised as follows:

- The creation of improved spatial efficiencies and development patterns;

- Improving use of existing investments and resources of the CBD;
- Providing more efficient access to resources for support;
- Maximising existing resources & creating easier access to the supply of new resources;
- Creating greater efficiencies to access locations;
- Intensifying locations that are more accessible;
- Focusing economic investment to maximise the potential of the current situation;
- Improving the existing environmental opportunities through consolidation & maintenance to maximising their benefits; and
- Providing a spatial picture of the proposed approach to development and investment.

**Table 5.5.1 outlines each of these contributions by unpacking the relationship between each SDF concept and the 6 most related IDP objectives.**

**Table 5.5.1 Link between IDP Programmes and SDF concepts**

SDF concepts	IDP Objectives and Programmes					
	Promoting economic development	Regenerating the CBD	Sustainable Shelter	Services for all	Clean Environment	Promoting Rural Development
Strategic location of economic growth	By maximising locational advantages to support economic growth	By maximising well located land and key infrastructure investment	By locating higher density residential environments in close proximity to employment	By maximising existing infrastructure and creating more efficient supply of new services		By locating higher density residential and economic development in closer proximity to support rural development
Balanced city structure	By creating improved spatial efficiencies and so permitting sectors to develop in most appropriate way	By improving use of existing investments and resources of the CBD, and not wasting resources having to recreate what exists in CBD	By maximising existing resources & creating easier access to new resources	By maximising existing resources & creating more efficient supply of new resources	By consolidating the use of the environment for greater benefit	By creating greater efficiencies to access locations for markets
Strengthening the city core	By creating more intense use of existing & new resources and investments	By contributing to the regeneration of the CBD	By creating improved existing & new resources & opportunities for livelihoods support	By maximising existing resources & creating more efficient supply of new resources	By improving the protection, upgrading & maintenance of the valued environmental features	
Intensification densification and infill	By creating more intense use of existing & new resources and investments	By maximising more holistically the potential and resources of the city fabric	By creating improved existing & new resources & opportunities for livelihoods support	By maximising existing resources & creating more efficient supply of new resources	By maximising the efficiency, safety, and benefit of services, the environment and open space	By intensifying locations that are more accessible for the demand of goods and services
Regional transport efficiency	By improving regional access efficiencies	By making the CBD a more accessible resource to remote areas.	By making livelihoods support services more accessible and			By making urban markets and livelihoods services more accessible

IDP Objectives and Programmes						
SDF concepts	Promoting economic development	Regenerating the CBD	Sustainable Shelter	Services for all	Clean Environment	Promoting Rural Development
			effective for remote communities			through rail, air and road transport networks
Consolidate, contain & maintain the towns	By focusing economic investment to sustain and improve the current situation		By improving the existing investments and maximising their benefits	By improving the existing investments and maximising their benefits	By improving the existing environmental opportunities through consolidation & maintenance to maximising their benefits	By improving the existing investments & environment to maximising their benefits
Integrate Botshabelo and Thaba Nchu	By focusing economic investment to maximise the potential of the current situation		By consolidating the benefits of small town efficiencies	By focusing integration strategies to consolidate the planning pattern of the of the two towns	By improving the existing environmental opportunities through consolidation & maintenance to maximising their benefits	By reinforcing & consolidating the existing rural economic activities and supporting new activities
Proactive management for change	By improved access to efficient decision-making	By creating City Improvement Districts	By increasing access to day-to day services and recognising people's own investments and shelter strategies		By improved access to effective decision-making	

The tables below further demonstrate in more detail how the SDF concepts contribute to and integrate with 6 IDP objectives with major spatial relationships:

- Promoting economic development;
- Sustainable shelter;
- CBD regeneration;
- Services for all;
- Clean environment;
- Rural development.

**Table 5.5.2 Linkage between Economic Development Programme and SDF Concepts**

SDF concepts	Promoting economic development
Strategic location of economic growth	By maximising locational advantages to support economic growth in the area along the N8 identified for future investment by national and international investors as it is close to the airport, proposed provincial ring road, and is easily accessed from northern and south-eastern residential areas. The area should be clearly illustrated in the marketing materials. The area could also accommodate a venue for trade exhibitions and fairs, and a transport logistics hub

<b>SDF concepts</b>	<b>Promoting economic development</b>
Strengthening the city core	By creating more intense use of existing & new resources and investments. This would include a science park, SMME Service Centre, and hawking facilities. Also establishing support initiatives that; sustain MMM as a regional sports events venue and builds on the advantage of Bloemfontein being the judicial capital city of the country
Intensification densification and infill	By creating more intense use of existing & new resources and investments, including the growth of the SMME sector and jobs created
Regional transport efficiency	By improving regional access, transport and mobility efficiencies through a planning and implementation framework for the N8 development corridor and activity nodes along the route.
Consolidate, contain & maintain the towns	By focusing economic investment to sustain and improve the current situation in Botshabelo and Thaba Nchu. A feasibility study for an intensive industrial zone or UDZ in Botshabelo will inform the investment approach and provide for a SMME Service Centre and provision of hawking facilities in the central business areas of Botshabelo and Thaba Nchu
Rural market town	By spatially focusing economic investment to maximise the potential of the rural services currently provided by Thaba Nchu
Balanced city structure	By creating improved spatial efficiencies and so supporting key sectors to develop effectively and the N8 development of the corridor between the east of the CBD and the outer ring road

**Table 5.5.3 Linkage between Sustainable Shelter Programme and SDF concepts**

<b>SDF concepts</b>	<b>Sustainable Shelter</b>
Strategic location of mixed-use economic growth	By locating higher density residential environments in close proximity to employment through the development of a significant portion of the 11500 new houses and serviced land for housing development in the underdeveloped areas that are in close proximity to the N8 corridor development
Strengthening the city core	By creating improved existing & new resources and opportunities for livelihoods support through the development of a portion of the 2500 high density housing units with a variety of tenure options
Intensification densification and infill	By creating improved existing & new resources and opportunities for livelihoods support through the development of 2500 high density housing units with various tenure options
Regional transport efficiency	By making livelihoods support services more accessible and effective for remote communities
To integrate Botshabelo and Thaba Nchu	To establish a new urban node to the north of Botshabelo and integrate Thaba Nchu and Botshabelo
Consolidate, contain & maintain the towns	By improving the existing investments and maximising their benefits through the development of a portion of the 11500 new houses and serviced land for housing as infill development in Botshabelo

SDF concepts	Sustainable Shelter
Rural market town	By consolidating the benefits of small town efficiencies through the development of a portion of the 11500 new houses and serviced land for infill development in Thaba Nchu
Balanced city structure	By maximising existing resources & creating easier access to new resources through the development of a portion of the 11500 new houses and 2500 high density housing with a variety of tenure options in the underutilised land in the Hamilton area
Proactive management for change	By increasing access to day to day services and recognising people's own investments and shelter strategies in specific locations for infill development including the Hamilton area, the area in close proximity to the N8 corridor development and CBD on the east of Bloemfontein and other locations for densification in the developed parts of Bloemfontein

**Table 5.5.4 Linkage between CBD Regeneration Programme and SDF Concepts**

SDF concepts	Regenerating the CBD
Strengthening the city core	<p>By contributing to the regeneration of the CBD to create a coherent and integrated city centre through:</p> <ul style="list-style-type: none"> <li>• establishing a Business Improvement District (BID) within the Bloemfontein CBD;</li> <li>• developing and implementing a plan that integrates the Bloemfontein CBD with the historical precinct in the Westdene /Willows/Park West area and the recreational precinct in the Kings Park/Loch Logan area;</li> <li>• modelling of traffic flows resulting from potential pedestrianisation of roads;</li> <li>• demarcation of pedestrian-only zones;</li> <li>• the design and landscaping of Hoffman Square;</li> <li>• landscaping &amp; planting of grass, shrubs and trees;</li> <li>• providing street furniture and lighting;</li> <li>• landscaping &amp; redesign of street surface in car-free zones and erecting hawker facilities;</li> <li>• installing CCTV;</li> <li>• preparing an audit and renovating historic buildings in state of disrepair in the CBD and providing an incentive to owners to leverage investment on the buildings;</li> <li>• upgrading of public ablution facilities;</li> <li>• conducting a feasibility study to enlarge the Bloemfontein CBD eastwards over the railway line to connect more directly to the N8 corridor development and provide easier access to the south-eastern area;</li> <li>• developing and managing the CBD Master plan;</li> <li>• implementing security patrols, more frequent cleaning operations, maintenance of streets &amp; storm water drainage;</li> <li>• a street trader management system and the design and erection of suitable structures to accommodate street traders.</li> </ul>
Intensification densification and infill	<p>By maximising more holistically the potential and resources of the city fabric to increase the residential density within the CBD of Bloemfontein, Botshabelo and Thaba Nchu, to ensure that informal traders are thriving and providing an attractive and useful service for residents and visitors in these areas through:</p> <ul style="list-style-type: none"> <li>• designing the covering over the spruit to reclaim land above Bloemspruit;</li> <li>• implementing the KPA 1-3 upgrade Dr. Belcher/Fort Street/CBD in Mangaung Activity Corridor;</li> <li>• facilitating discussions and establishing Memoranda of Agreements with landlords for upgrading or converting offices to residential accommodation;</li> </ul>

SDF concepts	Regenerating the CBD
	<ul style="list-style-type: none"> <li>• conducting a study to identify high density residential Zones in the CBDs (CBD Master plan);</li> <li>• secure funding for at least 2000 units in high density housing in the Bloemfontein CBD; and</li> <li>• upgrading the Batho market.</li> </ul>
Regional transport efficiency	By making the CBD a more accessible resource to remote areas through providing a more extensive, effective, efficient, convenient, reliable and integrated public transport system to service the municipal area, including all the CBDs. Also to improve the accessibility of the CBDs for all modes of transport by reducing traffic congestion problems.(, implementing the inter-modal transport facility on the east end of the Bloemfontein CBD). Reinstating the traffic counting system at main intersections. Develop an Integrated Transport Plan clearly indicating current road infrastructure capacity.
Consolidate, contain & maintain the towns	By establishing a Business Improvement District (BID) within the CBD of Botshabelo, increasing the residential density within and immediately surrounding the area and ensuring that informal traders are thriving and providing an attractive and useful service for residents and visitors in the area. To do this a feasibility study should be conducted in Botshabelo to establish possible decentralization of business to nodal centres and developing a plan to address traffic congestion in Botshabelo CBD.
Rural market town	By establishing Business Improvement Districts (BIDs) within the CBD of Thaba Nchu and increasing the residential density within and immediately around the CBD and ensuring that informal traders are thriving and providing an attractive and useful service for residents and visitors in the area.
Balanced city structure	By improving use of existing investments and resources of the CBD, and not wasting resources having to recreate what exists in the Bloemfontein CBD in order to create a coherent and integrated city centre.
Proactive management for change	By creating Business Improvement District with stakeholders working together effectively to address issues related to the future development of the CBDs.

**Table 5.5.5 Linking Services for All programme and SDF Concepts**

<b>SDF Concepts</b>	
Strategic location of economic growth	By maximizing existing infrastructure and creating more efficient supply of new services to ensure a safe, efficient and reliable traffic and transport infrastructure and engineering services network
Balanced city structure	By maximizing existing resources and creating more efficient supply of new resources through a needs analysis for water, sanitation and roads in formal, informal and rural settlements, and through exploring alternative ways of delivering municipal services sustainably and efficiently.
Strengthening the city core	By maximizing existing resources and creating more efficient supply of new resources through maintaining a clean road and storm water network and by reducing the occurrence of vandalism and ensuring a safe, efficient and reliable traffic and transport infrastructure network
Intensification, densification and infill	By maximizing existing resources and creating more efficient supply of new resources through providing for maintenance of infrastructure in accordance with World Bank recommendations and upgrading of waterborne services networks to an appropriate standard and ensuring a safe, efficient and reliable traffic and transport infrastructure network
Regional transport efficiency	By improving existing infrastructure and maximizing its benefits through upgrading of arterial and other roads to appropriate standards and ensuring a safe, efficient and reliable traffic and transport infrastructure network.
Consolidate, contain and maintain the towns	By improving the existing investments and maximizing their benefits through upgrading of major and secondary storm water canals and conduits networks and maintenance of basic sanitation through a needs analysis for water, sanitation and roads in formal, informal and rural settlements, and through exploring alternative ways of delivering municipal services sustainably and efficiently.
Rural market town	By focusing on more efficient infill investment to consolidate the planning pattern of the town and providing basic sanitation as an interim measure to replace bucket systems in the short term.
Proactive management for change	By conducting a customer needs analysis for water, sanitation and roads, exploring alternative ways of sustainable and efficient municipal service delivery. The development and implementation of a maintenance plan along with the development of an <b>Infrastructure Master Plan</b> .

**Table 5.5.5 Linking Clean Environment Programme and SDF Concepts**

<b>SDF Concepts</b>	<b>Clean Environment</b>
Balanced city structure	By consolidating the use of the environment for greater benefit through the developing a greening plan for Bloemfontein
Strengthening the city core	By improving, protecting, upgrading and maintaining valued environmental features including providing adequate public sanitation facilities where people congregate.
Intensification, densification and infill	By reducing levels of water pollution through sewage contamination, investigating and implementing a MOSS linkage plan, releasing for development open spaces not being utilized optimally, implementing the Quaggafontein Open Space Master Plan and developing and

	implementing the Naval Hill Master Plan.
To integrate Botshabelo and Thaba Nchu	To develop a regional park between Thaba Nchu and Botshabelo and develop environmental friendly industrial development programmes
Consolidate, contain and maintain the towns	By improving the existing environmental opportunities through consolidation and maintenance to maximize their benefits including investigating the central open space in Botshabelo for more amenable use.
Rural market town	By improving the existing environmental opportunities through consolidation and maintenance to maximize their benefits including investigating the opportunities related to the conservation areas in and around Thaba Nchu.
Proactive management for change	By improved access to effective decision-making through developing an Integrated Environmental Management Policy and Integrated Environmental Management Plan (IEMP), developing an Integrated Waste Management Plan, finalizing an Urban Open Space Policy and Plan, and developing a Strategic Environmental Management Plan, and reviewing existing environmental by-laws

**Table 5.5.6 Linking the Rural Development Programme with SDF Concepts**

<b>SDF Concepts</b>	<b>Promoting Rural Development</b>
Strategic location of economic growth	Establish three Agri Villages in rural Thaba Nchu. Develop Tourism Nodes at Rustfontein Dam. Contain and maintain existing game reserves to support rural development. Identify and demarcate land suitable for peri-urban farming and developing well managed commonages .
Balanced city structure	Integrating Botshabelo and Thaba Nchu . Restrict further development of Thaba Nchu to the east and encourage development of Thaba Nchu to the west.
Intensification, densification and infill	By intensifying locations that are more accessible for the demand of goods and services.
Regional transport efficiency	By making urban markets and livelihood services more accessible, through improving the transport system and road infrastructure in rural areas and access to urban services by rural communities, identify transport needs in rural areas and developing an Integrated Transport Plan to address rural transport needs
Consolidate, contain and maintain the towns	By improving the existing investments in and environments of the towns to maximize their benefits and decreasing rural-urban migration, through engaging with the Free State Department of Public Works, Roads Transport to perform the Extended Public Works Programme in upgrading and maintaining the roads in rural area, ensuring that that all service plans (capital & maintenance) include the rural areas, and that MMM facilitates the provision of government services to rural areas and residents.
Rural market town	By reinforcing and consolidating existing rural economic activities and supporting new activities through increased agricultural activity and supporting emerging farmers to become more commercial in their operations. MMM should promote rural agricultural products, agricultural and agri-business projects and establish well managed commonages in Botshabelo and Thaba-Nchu including the purchase of additional land. Establish three Agri Villages in the Thaba Nchu area at Sediba, Feloana and Woodbridge 1 and 2



Proactive management for change	By facilitating the establishment of local agriculture development forums and creating a platform/forum for interaction between MMM and the House of Traditional Leaders. and demarcating suitable land for peri-urban farming
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## 5.6 SPATIAL STRUCTURING ELEMENTS

The Spatial Development Framework needs to be indicative and therefore there is a need to adopt a set of structuring elements that can give future structure to the urban and rural form of the municipal area. Four key spatial structuring elements were identified. The following is a brief explanation.

### 5.6.1 Urban Centres and Nodes

These are areas where development (facilities, services and economic opportunities) tends to concentrate. Different types of nodes can be distinguished:



- **Urban Centers** are larger concentrations of people and investment in a large but specific area such as a town or city. These centers have an impact at the regional scale and offer a spectrum of supporting infrastructure and services. There are three urban centers - Bloemfontein, Botshabelo and Thaba Nchu;
- **Development Nodes** are specific locations where there is local economic growth or where it will be promoted. Social and public amenities may also be located within or nearby the development node. The size, scale, nature and form of a node will differ from one another as a variety of activities will tend to cluster in and around the node.

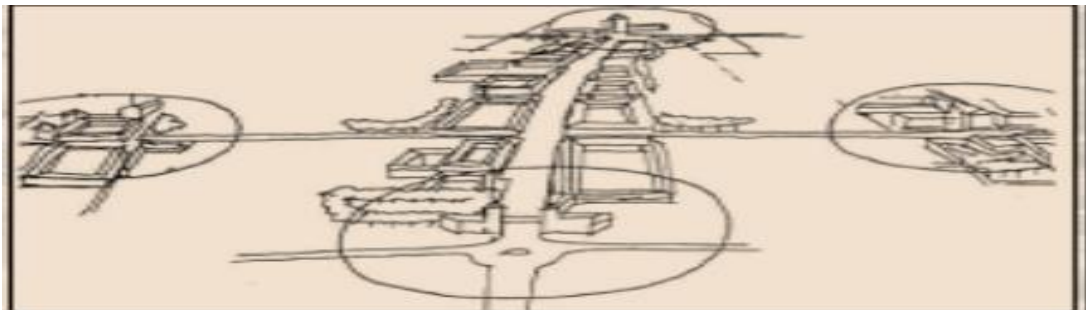


The larger the sphere of influence of a node, the more intense the development associated with the node and the greater the density and area which the node will occupy. Nodes within neighbourhoods also tend to concentrate public amenities, e.g. schools, recreation facilities, etc. and some commercial activity;

- **Rural Service Nodes** are places where services can be rendered from a central point more economically to surrounding farming communities-

#### 5.6.2 Corridors:

Corridors occur along a variety of transport routes. The different types of corridors that can be distinguished include:



- **Metropolitan Transportation Corridors** occur along major routes that connect urban centers with one another and along which public transport is regarded as a priority. Since the emphasis is to connect major urban centers, these corridors are characterized by high vehicle speeds (higher than 80 km/h), promoting mobility and limiting direct access to adjacent land uses as far as possible;
- **Movement Corridors** form the primary mobility network of roads within urban nodes. The term “movement” describes the importance of protecting the mobility of these roads, implying that direct access to adjacent land uses should be restricted. Speed limits of 60 km/h or 70 km/h are typically imposed along these corridors. As with metropolitan transportation corridors, public transport forms an integral part of a movement corridor;

- **Development Corridors** are characterized by ribbon-like development along routes that would otherwise be classified as movement corridors. Mobility is still regarded as a priority, but access to adjacent land uses can be considered if it complies with specific design criteria. Redevelopment of land to higher order land uses (larger traffic generators) can usually only be considered if smaller erven are consolidated into larger units. These routes still form part of the primary road network within urban development centres;
- **Activity Corridor/Street** gives preference to pedestrian and public transport movement and less emphasis is placed on mobility. Such corridors/streets are characterized by lower vehicle speeds and close spacing of accesses. Economic activity is usually limited to adjacent properties and is primarily focussed on pedestrians and surrounding residential areas.

### 5.6.3 Metropolitan Open Space System

*The Metropolitan Open Space System (MOSS)* is a rationalised network of open spaces aimed at complementing the built fabric by providing the urban environment with natural open space for recreation and general amenity, protecting biodiversity in urban areas and providing animal and plants species with habitats and protecting heritage or cultural sites where possible within the system.

### 5.6.4 Districts:

Districts have a significant common identity and character and usually have a homogeneous land use associated with it. Different kinds of districts have been identified:

- **Mixed land use district** is the integration of a suitable and compatible set of residential and non-residential land uses within the same area. It is aimed at facilitating a wide range of residential types within close proximity to employment educational, social and recreational opportunities;
- **Neighbourhood districts** are self-contained areas with regard to daily facilities. They include public and private investments, which ranges from residential, social, recreational and institutional facilities. However they do not contain high concentrations of workplaces, although isolated pockets of small commercial activities or home industries may be evident;
- **Industrial districts** are areas where warehousing, manufacturing, processing or assembly of articles, commodities, goods or foodstuffs takes place;
- **Agricultural district** is an area surrounding intense human settlement (urban nodes), usually associated with agricultural activities;
- **Institutional districts** accommodate land uses that are utilized by hospitals, education facilities, government departments and military complexes, etc;
- **Corporate districts** are a concentration of large office development within an area and are occupied by corporate companies; and
- **Historical Precinct District** is an area dedicated to the preservation and restoring of old buildings, cultural artifacts or places of historic significance.

### 5.6.5 Peri – Urban Area

The area defined as a peri-urban area is located at the periphery of the node Bloemfontein and is characterized by predominantly small holdings and various agricultural land uses. The area is located beyond the urban edge indicated as a hatched area (see SDF map).

The intention of the smallholding zoning is seen to accommodate extensive residential residing, other urban uses( as listed per permitted and consent uses), as well as agricultural utilization at the periphery of the town lands and not for the zoning of small portions of agricultural land in rural areas that are utilized for commercial farming. Land Use Management in the demarcated area will be evaluated in terms of the Bloemspruit and Bainsvlei Town Planning Schemes. This section should read in conjunction with section 5.2.7.1 (g) of this text.

## 5.7 INTEGRATING THE SDF AND THE LAND USE MANAGEMENT SYSTEMS

The objective for the SDF in the IDP is that the legacy of spatial distortions in Mangaung is diminishing and growth is occurring in a way that is sustainable and integrated spatially. The SDF strategies to achieve the objective are:

- To improve urban intensification, densification and infill to contain sprawl in Bloemfontein;
- To improve urban integration to redress spatial imbalances of the past;
- To strengthen links between urban, town and rural livelihoods;
- To consolidate, contain and maintain Botshabelo;
- To reinforce Thaba Nchu as a rural market town supportive of rural development;
- To establish accountable and proactive management of change in land use and to the development patterns.

The SDF is expressed at two different levels. The first is at the macro framework level, which deals with the relationship between the various geographical areas and the urban-rural linkages and the second is at the micro framework level which deals in more detail with focused development areas and related strategies identified in the IDP/SDF review process.

### 5.7.1 The Macro Framework

The macro framework sets forth the future relationship between the various geographical areas and the urban-rural linkages and is described below in terms of the spatial structuring elements:

#### 5.7.1.1 Nodes

##### **Urban Centres**

Bloemfontein is currently the largest urban centre, followed by Botshabelo and Thaba Nchu and most public and private investment will be in these areas. It is foreseen that Bloemfontein will

remain the focus for future development as it is predicted that Bloemfontein will house approximately 65% of the total population in 2016.

### **Development Nodes**

New commercial development nodes have been identified at major intersections, particularly in the previous disadvantaged areas to encourage economic investment in these areas. It is proposed that nodal development be encouraged at the intersection of Kruger Avenue and the N8 road. The horse race course and the Bloemspruit drainage area lean itself to a mixed land use area. **However proper measures should be put in place to guard against flooding hazards.** Other development nodes that are proposed in the Bloemfontein area, are at the intersections of the Dewetsdorp road and Inner Ring Road, Moshoeshoe Street/Inner Ring Road and at Highway Supermarket along the Dewetsdorp Road. Further development of the Corobrik site should be encouraged as a node which provide for various mixed land uses.

It is also proposed that the strategic location of the N1 should be utilised more fully and commercial and light industrial activities could therefore be supported along the N1, with the precondition that the visual impact of new developments along the N1 should contribute to enhance the image of the MMM area.

A series of new smaller nodes have been identified along the activity corridor in Moshoeshoe Street and it is foreseen that the existing development centres like Mimosa Mall, Waterfront, Show Grounds and Hyperama, will remain important draw cards for development in future.

In Botshabelo, five decentralised nodes have been identified at strategic localities throughout the urban area to improve accessibility of commercial and other services to the total community of the town.

Two development nodes are proposed for Thaba Nchu, namely at the western access from the N8 to the Thaba Nchu central business area/road to Thaba Nchu Sun, where the focus should be on tourism trade, and a further node on Station Road, at the railway station. However strong emphasis should be placed to contain and maintain the existing urban node with urban renewal projects. The development of a regional taxi rank will be essential to enhance development in Thaba Nchu and movement from the tribal villages and Bloemfontein.

All CBD's will remain high density and high intensity commercial nodes with office development concentrating in and around it.

Social service nodes should be established at strategic locations in the rural areas of Thaba Nchu, based on the number of people in the area and the availability of infrastructure to ensure maximum access.

### 5.7.1.2 Corridors

Two high potential corridor development projects are envisaged for the MMM area;

- (a) An Activity Corridor development project along the road section comprising Fort Street, Dr Belcher Road, Mkuhlane Street, Brits Street, Ramatsoele Street and Moshoeshoe Street, to integrate the Mangaung township with the Bloemfontein CBD and to stimulate economic development within the Mangaung township; and
- (b) Commercial/Industrial development along the N8 route between Bloemfontein and Botshabelo / Thaba Nchu, in particular along the road section between the Bloemfontein CBD and the proposed intersection between the N8 and the Eastern Outer Ring road. A comprehensive study with specific recommendations to guide future development along the N8 corridor has been completed and adopted by Council and now serves as the strategic development master plan for the corridor. This study and its recommendations should be read in conjunction with the SDF.

### 5.7.1.3 Districts

#### **Neighbourhoods**

The micro frameworks of the respective urban centres identify areas for future development for a mix of compatible land uses. The emphasis was on addressing the imbalances of the past while creating a much more sustainable environment in future. Land for new neighbourhood districts has been identified in localities ensuring the compaction of the city. It is therefore foreseen that higher density developments will feature in future in close proximity to the urban core, which will enable more affordable service delivery and improve the viability of a more sustainable public transport network.

In the Bloemfontein region, the following areas have been identified for larger scale residential development:

#### (a) West

- Brandkop Motor Race Track Area (Higher density, lower middle class residential units); and
- Parts of Cecilia / Kwaggafontein Area (Higher density, lower middle class residential units).

#### (b) North

- Rayton and rest of the small-holding area to the north of Heuwelsig, Dan Pienaar and Hillsboro up to the N1 route;
- Infill development on small-holdings in Reynecke Avenue between Tempe Military Base, the N1 route and Frans Kleynhans Road;
- Undeveloped land to the north of Pentagon Park/Helicon Heights on both sides of the Bultfontein Road up to the N1 route;

- Undeveloped land to the north of the Bayswater township, east of the Bultfontein Road up to the Bloemfontein/Johannesburg railway line in the east and the farm Tafelkop 2876 in the north. (Higher density, lower middle class residential units on Council owned land).

(c) North-East

- Small holding area to the north-east of Rudolf Greyling Avenue, between the Bloemfontein/Johannesburg railway line in the north and the N8 route in the south (excluding the first two rows of small holdings adjacent to Rudolf Greyling Avenue and the N8 route)

(d) East

- Grassland area and Bloemspruit smallholdings between the farms Sunnyside 2620 and Elite 2630 (north), the Meadows Road (south) and the future outer ring road (east).

(e) South

- Undeveloped land to the south of the Blomanda/JB Mafora/Turflaagte/Chris Hani townships up the Outer Ring Road in the south and between Blomanda and Church Street extension in the west;
- Infill development of the old Hamilton Rifle Range area.

(f) South-West

- Further development in the Lourierpark area;
- Development on the farm Brandkop 702;

To give effect to the concepts and strategies adopted to guide the future spatial structuring of MMM, applications for township establishment in areas not earmarked for this purpose, will only be considered once proven merits exist that the areas demarcated for urban expansion in the direct vicinity of such applications, have been filled up with development to such extent that the proposed development is warranted and adheres to the development concepts of the SDF.

**In the future development areas indicated as yellow on the SDF Map, that land indicated as a neighbourhood district should not be subdivided into smaller units or holdings but that the township establishment procedure be followed. A minimum of 30% of the residential units in all new township establishments be single residential. A township establishment should consist of a clear layout plan which indicates access to individual erven. The Township establishment should take into account sections 49 and section 50 of Act 16 of 2013 in (a) the provision of engineering services and (b) Land for Parks, open space and other uses.** The rezoning process cannot be used as an alternative for the township establishment process and in addition, should not be applied in the yellow area to encourage densification or change of land use to commercial or business.

Rezoning will only be applicable to individual erven within an approved township establishment where the supply of bulk infrastructure was satisfactorily addressed in line with the requirements of the Mangaung Metropolitan Municipality. No special use zonings involving multiple land uses will be allowed in a new township establishment.

It is important that pro-active measures be developed in the urban expansion zone (yellow zone) to secure land for servitudes and social amenities. It is absolutely critical that areas like Woodland Hills, Langenhoven Park and areas beyond the N1 (North Western Quadrant) should be provided with schools to encourage sustainable neighbourhood development.

It is important to note that the designation of any particular area(s) for future neighbourhood development in the SDF, does not necessarily imply that all or any bulk municipal and/or other required services are available, or will be made available, to accommodate any development in the particular area(s). Specific investigations will have to be conducted as part of the normal planning processes by developers to establish the needs for such services, whereupon the responsibility for the installation of such services will have to be negotiated between the developer and the MMM.

Owing to the limited growth currently taking place in the Botshabelo and Thaba Nchu areas, further residential development (should focus on integrating Bothabelo and Thaba Nchu and introduce urban renewal strategies in the Flenter, Mokwena areas close to the CBD) (in these areas should as far as possible adhere to the principles of infill development), with special emphasis on providing physical linkages and access links between physically separated areas.

The Military base in Thaba Nchu, like many other redundant public buildings, should be used for alternative uses. It is proposed that the military base could be used for a skills development centre, while some parts of it could be used for future neighbourhood development. Proper sport facilities should also be developed here to enable the communities to the west to access these facilities. It is proposed that some of the redundant buildings could be turned into multi-purpose centres that offer supporting services to the bigger region.

Sensitive areas, like the Seven Dams conservancy, an environmental management plan be developed based on the pressure for development vis a vis the protection of the environment in the area.

It is proposed that the existing light industrial area in Botshabelo be allowed to expand along the N8 route towards the west, while those in Thaba Nchu should be developed to their fullest potential. New access roads from the N8 to both industrial areas in Thaba Nchu should be developed to increase the viability of these areas. It is further proposed that Botshabelo and Thaba Nchu be integrated and a new urban node be established to the north of Botshabelo.

In the Bloemfontein area, new industrial development should be concentrated within the N8 Development Zone where industrial development will be supported on the Transworks land as well as on the land directly adjacent to and on both sides of the N8 route, between the Bloemfontein CBD and the proposed future intersection of the N8 and the Outer Ring Road. Similarly, industrial ribbon development will also be encouraged on both sides along Rudolf Greyling Avenue. Further light industrial be encouraged to the north of Tibbie Visser and in the Noise Zones/ Inner Ring Road between Andries Pretorius Street in the north and the Bloemfontein / Maseru railway line in the south.

Mixed land use, including industrial, should be allowed along the western side of the future Outer Ring road between the N8 route in the north and the Bloemfontein and Maseru railway line in the



south. Access to these developments should conform to access requirements pertaining to the relevant road classification of the Ring Road, once implemented.

### **Informal Settlements**

Informal settlements refer to areas that are not formally planned but nevertheless are occupied illegally by the dwellers. Thus, the security of tenure remains a mirage in such areas. Lack of basic services and/or infrastructure is often a grotesque challenge. Emergency services are also hard to come by. It is thus paramount to collectively focus all energies and efforts towards changing these unacceptable living conditions, so that dwellers in these areas also enjoy fruits of human rights like other citizens. In the collective, relevant stakeholders are the government, the private sector and the informal settlement dwellers as the affected and interested party. The resultant product of the Strategy will lead to community ownership of the Strategy and the product thereof.

Informal Settlements Upgrading Strategy aims at changing the situation of informality into formalised settlements that ideally serves the dwellers in the same way as other urban areas. Simply put, it refers to the changing of informality entrapments and the related paraphernalia.

One school of thought has it that, Informal Settlements Upgrading focuses on the lighter issues of informality entrapments and that it does not go deeper to address comprehensively the settlement and the features of the land and body - scape. On the other hand, the second school of thought focuses on the eradication of informal settlements, completely. Close scrutiny to both these schools of thought, exhibits elements of convergence. Mainly, they attempt to deal with informality and related disfunctionalities of these settlements. The only glaring difference is the intensity of the implementation and the scope of work to be covered. Therefore, the practical and comprehensive strategy must encompass both the elements of each school of thought.

#### **5.7.1.4 Current Status of Informal Settlements in the Metro**

At present, there are 28 informal settlements in the Metro inhabited by approximately 25156 households. In the majority, 19 of these informal settlements are located in the Bloemfontein urban centre while the remaining 10 informal settlements are located in Botshabelo and Thaba Nchu. In Thaba Nchu are 3 informal settlements. Flowing from that understanding, it is imperative to also mention that, even in Bloemfontein and Botshabelo areas, there are pockets of informal dwellings scattered in invaded open spaces.

Below, is the list of all Informal Settlements in the Metro, categorised per Ward, with the indication of the development intention and/ or projects, existing/running and planned.

Ward	Map ID	Settlement Name	Township Status	No. of erven	Planned Action
45	I	Bloemside 9 &10	Township approved subject to conditions	4200	In-situ upgrading
46	F	Bloemside Phase 4 (Sonnerwater)	Land Surveying to be completed	91	In-situ upgrading
4	N	Kgatelopele	Awaiting approval from Land Use Advisory Board	80	In-situ upgrading and relocation
10,18,12	K	Kgotsoong/ Caleb Motshabi	SG plans lodged already	7590	In-situ upgrading
6,13	E	MK Square	There is a problem with soil conditions (geo-technical report has shown this)	490	Relocation
7	H	Kaliya Square and Winkie Direko	No township application	190	Relocation
6	B	Saliva Square	No township application	118	Relocation
6	C	Thabo-Mbeki Square	No township application	41	In-situ upgrading
6	A	Jacob Zuma Square	No township application	69	In-situ upgrading
6	D	Magashule Square	No township application	48	In-situ upgrading
13	Q	Rankie Square	No application for township submitted	20	Relocation
1	P	Lusaka Square	No application for township submitted	23	Relocation
1	M	Tambo Square	No application for township submitted	24	Relocation
1	R	Codesa 2 and 3	No application for township submitted	15	Relocation
4	O	Joe Slovo	No application for township submitted	50	Relocation
		Settlement Name	Township Status	No of erven	Planned Action
46	J	Bloemside Phase 7	Land acquisition completed . Planning commenced	2500	In-situ upgrading and relocation
4	S	Namibia Erf 27921 &27778	Awaiting township approval	52	In-situ upgrading
46	L	Grassland Phase 4 (Khayelisha)	Land acquisition completed . Planning commenced	2000	In-situ upgrading
7	G	Mkhondo	Feasibility to be undertaken	80	
27	X	Botshabelo West	Township approved subject to conditions	3700	In-situ upgrading
30,29,31,30,34,33,32,29,28,35,38	Y	Various settlements Botshabelo	Opening of township register underway for 80% of these	1200	In-situ upgrading

		(H,G,T,L,C,F,K)	areas		
39	Z	Thaba-Nchu (7 extensions)	Township registers to be opened by DRD. They own this land	2480	Township extensions
42		Bultfontein 1 Ext 14 Thaba Nchu		820	
43		Motlatla Thaba Nchu		70	
40		Extension 27 (Thaba Nchu )		213	
<b>Total</b>				<b>26 164</b>	

### **Steps followed in the Upgrading of informal settlements**

Key steps followed in the development or upgrading of informal settlements, are as follows:

- 1 Audit, register and number shacks
- 2 Count and register households
- 3 Profile households
- 4 Profile settlements
- 5 Name streets
- 6 Purchase land, if still in private hands
- 7 Plan and survey developable areas
- 8 Install infrastructure and
- 9 Consolidate areas

### **Strategy**

Based on the above key steps, the Strategy can then be formulated in accordance to the realities on the ground, as per settlement. Therefore, the above key steps will be the backbone of our Metro's Strategy.

Worth – mentioning at this stage is the fact that the Metro, the provincial department of Human Settlements, the national department of Human Settlements, the Housing Development Agency and the National Upgrading Support Programme Team are working towards formulating the Strategy within the Informal Settlements Upgrading Programme mandate as crafted by the national department of Human Settlements.

### **Recommendations**

Foregoing propositions therefore recommends that:

The Strategy being formulated is in accordance to the Key Steps alluded to above relevant by – laws be enforced to prevent further mushrooming of informal settlements and data so captured and collated be acknowledged as official and e-managed within the principle of once – capture and, multi – use rather than the usual multi – capture, once –off - use

The MMM have to provide holding areas for squatters to prevent illegal occupation of land.

#### 5.7.1.5 Agricultural

The surrounding rural areas are predominately commercial mixed farming areas, with the exception of the tribal area surrounding Thaba Nchu, where communal farming practices are established. The Rural Development programme includes encouraging subsistence farmers in the area to move towards commercial production. Three commonages have been identified in the Bloemfontein area, namely at Bloemfontein Airport, Brandkop 702 and at Bloemdustrya. It is, however, essential that policy be developed for the effective management of these commonages, which should be viewed as temporary settlements for small-scale farmers. Based on a developmental strategy, these farmers should be channelled to permanent settlements in the rural area.

It is recognised that all land used for cultivation or grazing should be protected from urban development and that future expansion of the urban area be guided by in-depth analyses that takes into account soil potential, carrying capacity, type of agriculture, availability of water, etc. Smaller subdivision of agricultural land and change of land use will thus be considered on an individual basis in context of Act 70 of 1970.

#### 5.7.1.6 Tourism

The MMM area has significant natural and cultural features which are being proposed in the IDP to be utilised for focused tourism development. Specific locations include the intersection of the Thaba Nchu Sun and N8 road, the Maria Moroka Game Reserve, Giel de Wet, Maselspoort and Philip Sanders Resorts and eco-tourism possibilities on Thaba Nchu mountain (hiking trails, rock climbing, etc.), linking it with Botshabelo mountain, as well as Rustfontein Dam, Tierpoort Dam, Mockes Dam, Maselspoort, Krugerdrift Dam.

The above –mentioned resorts would be regarded as approved resorts. The development of chalets should be confined to approved resorts and will not apply in the Bainsvlei or Bloemspruit Planning Scheme areas.

Other cultural and historical features include Anglo-Boer War sites like Sannaspos, Queens Fort and the President Acre, the historical precincts in Bloemfontein a range of museums and monuments, the rich history of areas like Batho, the fact that the ANC was established in Bloemfontein, Naval Hill and the Zoo.

#### 5.7.1.7 Metropolitan Open Space Framework

A Metropolitan Open Space Framework has been identified and includes major physiographic features, like the river systems, dams and hillocks that depict the topography of this area. This natural open space system will be linked, where possible, with the public open spaces developed in the urban areas to ensure a system of continuity. The framework has been incorporated into the Urban Open Space Policy and Framework.

All classifications and definitions attached to open spaces should be read in conjunction with the open space framework. Flood line areas in particular need to be kept open and informal settlements within these areas need to be prohibited. The public participation processes indicated that the open spaces of the SDF should be reviewed.

#### 5.7.1.8 Urban Edge

Based on the strategic spatial development concepts, objectives and strategies of the SDF as detailed earlier in this document, an Urban Edge has been delineated for each of the respective urban nodes (i.e. Bloemfontein, Botshabelo and Thaba Nchu) within the MMM area. The location of the Urban Edge of each of the relevant areas is indicated on the respective Micro Framework Plans of the SDF. The area enclosed by the Urban Edge is regarded as the designated area within which urban development/township establishment will be allowed to take place within the 5-year planning horizon of the SDF. **Essentially the urban edge delimits the area within which sustainable urban development can take place whilst adhering to the principles for urban expansion as set out in the Mangaung Metropolitan Municipality's IDP.**

The delineation of the urban edge is furthermore predominantly subjected to the availability of bulk services in the relevant areas. It is therefore critical that an Infrastructure Master Plan be developed as soon as possible also for Botshabelo and Thaba Nchu Urban Nodes to guide strategic future development. In areas where the Municipality did not provide services for External Bulk Infrastructure the developer will be responsible for the bulk infrastructure upgrades to be transferred to ownership of the municipality. Bulk Contributions in such cases have to be defined in a Service Level Agreement with the City and contributions must be paid in advance as part of the conditions of establishment.

Applications for Amendment of the Urban Edge should be accompanied with the following;

- Complete Services reports including status of Bulk Infrastructure from sector departments
- Detailed report on extent of development
- Comprehensive report supported by sector departments for budgetary requirements for Bulk Upgrades
- Financial Capacity of the Developer to pay for Bulk Contributions of External Bulk Services.

#### 5.7.2 Micro Frameworks

Micro Framework Plans have been prepared for each of the 3 urban centres. Some areas within these centres have been identified as areas that are prone for redevelopment. These areas mostly concentrate around the CBD's and their surrounding areas. A number of areas have been identified and each will be discussed separately:

##### 5.7.2.1 Bloemfontein

For practical purposes and for the sake of more clearly describing the Micro Framework of Bloemfontein, this urban centre is divided into 6 distinctive areas, namely the Central Business

District (CBD), 4 quadrants, namely a north-eastern, south-eastern, south-western and north-western quadrant, and the area beyond the urban edge/peri-urban area.

#### **a) CBD**

Regeneration of the CBD is one of the key IDP Programmes. Some spatial opportunities include:

- Links be established between the CBD and the Westdene area, the Free State University and other parts of the city. It is furthermore suggested that Elizabeth Street be developed as an activity street. This implies that it will partially be closed for traffic and that pedestrian movement will get priority. It needs to be “greened” and made more pedestrian friendly. The street could therefore be developed with amenities like litter bins, fountains, benches, cafes, etc;
- The Bloemspruit canal through the CBD be developed into an asset for the city. It is proposed that it be developed into a water feature that stretches from the Loch Logan Waterfront in the west to the Central Park bus station and shopping complex in the east.
- medium and high density housing complexes be developed along the Spruit with provision for safe pedestrian movement along the relevant section of the canal, thus allowing pedestrians to walk from the sports stadiums to Central Park in a safe environment;
- that the old buildings in Fichardt and East Burger Streets be revamped;
- Hoffman Square be redeveloped as a gathering place. It should be seen as the area where people could meet and relax and the redevelopment should focus on the creation of an attractive environment for this kind of activity. There should be planting of trees, water features, benches, etc. and regulated hawking activities;
- Maitland Street be beautified by focusing on a “greening” activity;
- Hawking activities in the CBD be formalised and properly managed. Facilities for hawkers should be erected at carefully selected localities. This will help to create a more safe and secure environment;
- areas in the CBD with particular historical value, such as the Bloemfontein Railway Station Building, Maitland Street, Pres Brand Street, Church Street and St George Street, be developed as a historical precinct and buildings in this area should be conserved. Pedestrian walkways should be developed to link these various historic buildings;
- The Old Presidency be maintained as a historical site.
- Where practically possible, vacant office blocks be turned into residential units. These should preferably be well-developed residential units that cater for a wide spectrum of residents, also including some social housing complexes. The number of residents in a flat should be regulated and landlords and owners should be penalised if this is not adhered to. A mix of uses can be accommodated within one building – e.g. the ground level can be used for retail, second and third levels for offices and the rest for residential units. Some buildings could even be converted into public amenities to serve as schools, clinics, etc. within the CBD. Where possible, open spaces should be created for people living within the CBD. To this effect, it is proposed that derelict properties located within the area between Fraser Street (West), Harvey Road (East), St George Street (South) and Douglas Street (North), be identified during the process of compiling

the CBD Development Master Plan and that the relevant properties be reclaimed by MMM for strategic redevelopment purposes;

- a monument be erected at the south-eastern entrance to the CBD in Hanger Street in commemoration of South African women;
- The main taxi rank at Russel Square, which has serious capacity problems, be expanded. One should consider the area between Central Park, the Bloemfontein Railway Station and Bastion Square for future expansion and the establishment of an Inter-Modal Public Transport Facility; and
- Consideration be given to the railway station being totally revamped to form an integral part of the proposed inter-modal facility.
- The CBD be expanded to the Waterfront, along Zastron and Nelson Mandela Streets to Mimosa Mall.
- Advertising be managed as an income generator for the City.
- Effective traffic, security and waste removal systems be introduced in the CBD which will encourage the objective of creating a save investor friendly environment to live and work.

The details of the above and other proposals and the implementation strategies associated with individual projects are set out in the CBD Development Master Plan, which is one of the priority projects in the CBD Regeneration Programme.

#### **(b) North-Eastern Quadrant**

This area basically comprises the north-eastern sector of Bloemfontein, located between the Bloemfontein-Johannesburg railway line in the west and the Bloemfontein-Maseru railway line in the south. The quadrant, inter alia, Buitesig and Ooseinde Industrial Area, the small-holding areas of Estoire, Roodewal, Olive Hill, Vaalbank Zuid, Bloemspruit and Shannon, the Sunnyside area, Bloemfontein Airport and Bloemspruit Air Force Base. The area be governed by the relevant town planning schemes and local structure plan;

- Bloemfontein Town Planning Scheme
- Bloemspruit Town Planning Scheme
- Bloemspruit Density Plans

The LUMS will however replace Individual Town Planning Schemes once adopted by Council

The following proposals are made with respect to the north-eastern quadrant:

- Transwerk property be developed as a mixed light and service industrial area which can be linked with Hilton and Buitesig in future;
- That corporate commercial/ light industrial be encouraged along the N8 in the Estoire area. The mixed land use area along Rudolph Greyling to be extended to the northern side of Tibbie Visser

and the Noise Zones. Warehousing to be encouraged in the noise zone area of Estoire. The southern side of Tibbie Visser remain a neighbourhood development area. The Tibbie Visser Road to be upgraded to acceptable standard and proper linkage road be designed with Rudolph Greyling to allow proper access to the area.

- That corporate commercial/industrial development be encouraged along the N8 route between the future intersection of the N8 and the outer ring road and the Bloemfontein CBD;
- That a mixed land use development be planned and developed on the Farm Sunnyside ( Airport Node) which should include a passenger railway station on the Bloemfontein – Thaba Nchu Rail link to the south. This development should be done in conjunction with the N8 development plan.
- Industrial ribbon development be encouraged along Rudolf Greyling Avenue/Inner Ring Road between Andries Pretorius Street in the north and the Bloemfontein/Maseru railway line in the south;
- Mixed land use, including industrial, be allowed on the western side of the proposed future outer ring road, between the N8 route in the north and the Bloemfontein/Maseru railway line in the south;
- Pedestrian and cyclist movement, especially along the major movement corridors in the area such as Dewetsdorp Road, Dr Belcher Road, Inner Ring Road and widening of Meadows Road be encouraged (This matter should be addressed in more detail in MMM’s Integrated Transport Plan)
- Tourism development encouraged in the earmarked zones in the Maselspoort area. The following specific land uses will be considered in this area: Guest houses, restaurants/coffee shops/tea gardens; picnic facilities; horse riding facilities; tourism related facilities.
- In the Maselspoort area and any river front development flood line restrictions be applied and acceptable standard of bulk infrastructure must be provided to support the development and to prevent any form of pollution and natural hazards. A development management plan to be developed for river front developments and bylaws to manage development effectively in the area.

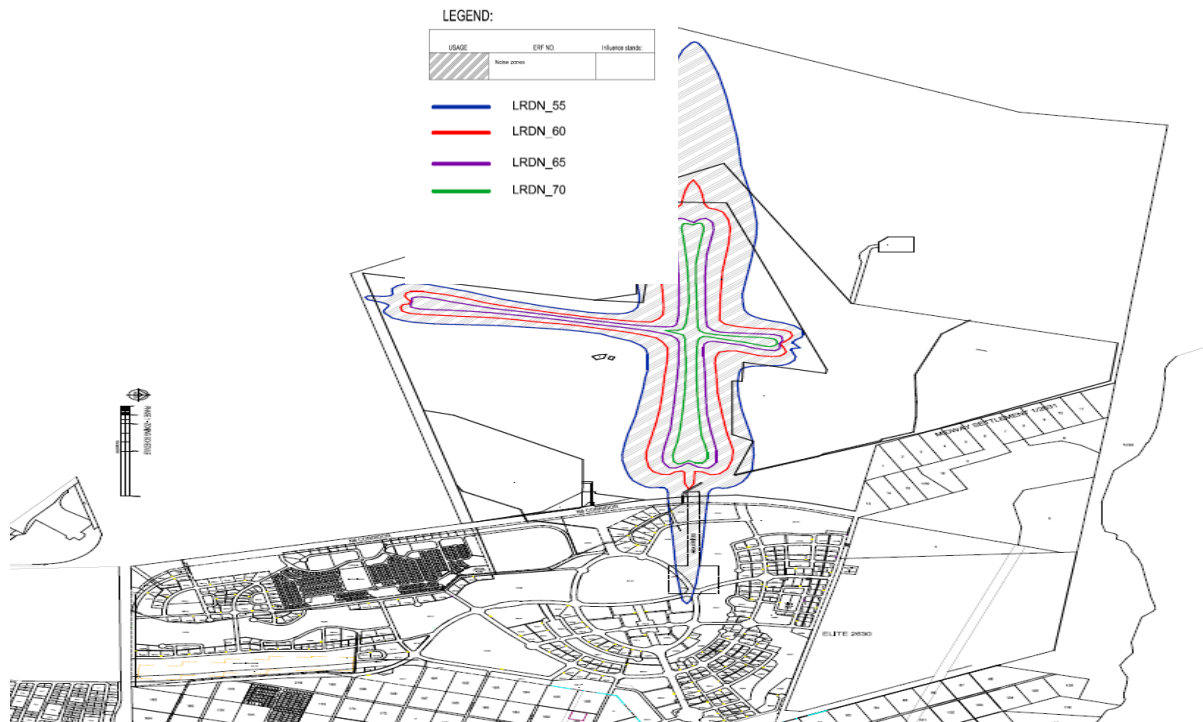
Bloemfontein Airport is located within this quadrant, which affects the use of land in the area. Noise contours, as depicted on the Micro Framework Plan for Bloemfontein, have been determined by the South African Bureau of Standards to inform and guide development in the area surrounding the airport. The following criteria have been laid down by the SABS in this regard:

- (a) No residential development with buildings without acoustic insulation within the area with a Noise Index (NI) higher than 65;
- (b) No residential development with buildings with acoustic insulation within the area with a NI higher than 75;
- (c) No schools, universities, technicons, colleges, hospitals and churches may be developed within the area with a NI higher than 60.

**All land use development in the Bloemfontein Airport area are to be conducted in context of the Bloemfontein Airport Development Framework.**



**The 2015 / 2016 SDF Review provide for the replacement of the Airport Noise Contours with new Noise Contours**



Bram Fischer International Noise Contours

**(c) South-Eastern Quadrant**

This quadrant is located between the Bloemfontein-Maseru railway line in the north and the Bloemfontein-Cape Town railway line in the west. The area basically includes the total Mangaung township area, Heidedal, the “old Corobrick” site, Hamilton industrial area, Ehrlich Park, the old Hamilton rifle range area, South Park Cemetery, the southern land fill site, small-holding areas of Ferreira, Bloemspruit, Shannon Valley, Grasslands and Rodenbeck as well as undeveloped land on the farms Turflaagte 881 and Liege Valley 1325.

The following proposals are made regarding the south-eastern quadrant:

- Mixed land use development with economic and recreation facilities and diverse residential development be encouraged on the Corobrick site. It is suggested that the development of the site be actively promoted;
- Heidedal be extended across Leeubekkie Street and road reserve on Inner Ring Road be decommissioned to allow for the expansion of the township known as Rykmanshoogte (Heidedal).
- A mixed land use area be created at the intersection of the inner ring road and the Meadows Road.

- Batho's historical value be capitalised upon and tourism attractions be developed. It is also one of the areas that are easily accessible and economic opportunities should be developed in this area to improve access to job opportunities closer to residential areas; Batho Urban Renewal Project is currently in progress. Various strategies should be developed to link Batho with Oranjesig and the CBD.
- Traffic congestion in Dr Belcher Road and Moshoeshoe Street be addressed. Implementation of the Mangaung Activity Corridor is currently in progress. The key objectives of this initiative are to stimulate economic development in the Mangaung township area, to make the area more pedestrian friendly, to promote non-motorised transport and to create an environment which is conducive for public transport;
- Development of the business node at intersection of Dr Belcher and Inner Ring Road be planned and marketed.
- To encourage the development of the identified smaller nodes along the Mangaung Activity Corridor through various incentives schemes. Dilapidated business be demolished and replaced with proper building structures constructed according to their various zoning rights.
- nodal development be encouraged at the intersections of the Dewetsdorp Road/Inner Ring Road, Moshoeshoe Street/Inner Ring Road, Groot Vlei Motors and at Highway Supermarket along the Dewetsdorp Road;
- Pedestrian and cyclist movement, especially along the major movement corridors in the area such as Dewetsdorp Road, Dr Belcher Road, Meadows Road and the Inner Ring Road, be improved. (This matter should be addressed in more detail in MMM's Integrated Transport Plan.); and
- Emphasis be placed on developing green areas in the Mangaung township area. This could be linked with the Metropolitan Open Space Framework for the area.
- That in cases of new township establishments the areas of Bloemspruit, Maxley, Grasland, Sonskyn, Rodenbeck, Leige Valley, Turf Laagte, J.B Mafora and Chris Hani be governed by Annexure F.
- Further commercial development be encouraged in the previously disadvantaged areas.
- Much emphasis should be placed on urban renewal projects in Phahameng, Batho , Botshabela and Ashbury (part of Heidedal)
- In the Bloemside and Grasslands area Provincial Government be encouraged to decommission and transfer roads to the Mangaung Metropolitan Municipality. Roads like Meadows Road require urgent upgrading.
- In the area of Vista Park 3 a regional hospital be developed.
- As part of the Vista Park 2 and 3 developments the road link connecting Church Street and Vereeniging Avenue be upgraded to allow the relevant developments.

#### **(d) South-Western Quadrant**

This area comprises the south-western sector of Bloemfontein and is located between the Bloemfontein-Cape Town railway line in the east and the Bloemfontein-Dealesville road in the north. The area, inter alia, includes the Bloemfontein neighbourhoods of Gen. De Wet, Uitsig, Fleurdal, Fauna, Lourier Park, Pellissier, Fichardt Park, Hospital Park, Wilgehof, Gardenia Park, Universitas and Langenhoven Park. The Park West, Willows and Oranjesig areas are typical transition areas

surrounding the Bloemfontein CBD. Oranjesig has been developed as a mixed- light industrial and service industry area while Willows has a mixture of medium to high residential development, offices and some retailing. The area also includes the small-holding areas of Hope Valley, Bloemdal, Quaggafontein and Spitskop.

The following proposals are made with regard to this quadrant:

- Kings Park be regarded as a “no-go area” for any development that is not conducive to or in support of the present character of this asset of the city. This is the heart of the City and should therefore remain the focus point for relaxation and events development within this area, which is the focus point for events tourism, be encouraged to expand into the CBD to the east;
- The Park West area be regarded as the focus of residential orientated developments in support of the events node (Kings Park area and sports facilities) and surrounding educational facilities. It is proposed that developments like guesthouses or student accommodation be allowed to develop in this area.
- Park West, which area is characterised by historical areas/places, be treated as a precinct which can be linked to the historical areas in the CBD;
- Planning be conducted to formalize parking area on the northern side of the “Old Presidency” site which should serve as parking to the magistrate court, with the provision that a management plan be developed to preserve to historical site.
- development along Haldon and Victoria Roads be limited and access controlled to retain their high mobility function;
- The Falck/Crause Street link between Batho and this area be strengthened. This area could also create a new area for job opportunities for the adjacent area;
- the first row of houses along Park Road be allowed to be developed for commercial uses including offices and restaurants in support of the events node;
- Oranjesig be developed as a mixed-use area focusing on service industries;
- the concentration of medical services at the intersection of Falck Street and Harvey Road be reinforced;
- Queens Fort and the President Acre with its historical value be developed into tourist attractions. It is also proposed that the Basotho monument be relocated/ redeveloped to a more suitable place.
- Existing commercial developments along Nelson Mandela Drive should remain, but no further commercial development be encouraged to the west of Parfitt Avenue/General Dan Pienaar Drive. The strengthening of the Mimosa Mall/Brandwag Shopping Centre node should only be allowed if it can be proven that the street network will be able to accommodate the resultant additional traffic impact of such intensification;
- A portion of the farm Brandkop 702 be earmarked for neighbourhood development, subject to the developer conducting the necessary investigations regarding the availability of all required municipal services, including a comprehensive traffic impact study, investigating the traffic capacity and upgrading needs of the Curie Ave/Kolbe Ave/Pres Boshoff Street/Markgraaff Street traffic arterial and that the developer carries all costs related to the upgrading requirements to the said road that may be necessitated by development on the relevant land.
- Research and Planning be conducted to relocate the “Show Grounds” and “Oranje Hospital”.

- No further subdivisions or sectional titles be permitted on the farms Morgenzon 339 and 4/Bredenkamp 2861
- Erf 16/26408 Willows be earmarked for mixed land use without industrial and incorporated within the Park west Structure Plan.

Land Use Management must be conducted within the prescribes of the Rosepark, Willows, Park West and Oranjesig Local Structure Plans.

#### **(e) North-Western Quadrant**

This area comprises the north-western sector of Bloemfontein and is located between the Bloemfontein-Dealesville road in the south and the Bloemfontein-Johannesburg railway line in the east. The area includes the Bloemfontein neighbourhoods of Brandwag, Westdene, Arboretum, Dan Pienaar, Waverley, Heuwelsig, Hillsboro, Pentagon Park, Kiepersol, Bays Valley, Helicon Heights, Bayswater, Noordhoek, Navalsig and Hilton. The area also includes the small holdings of the Stirling, Rayton and Lilyvale areas. The Woodland Hills Wildlife Estate Development is also located inside this quadrant.

The following proposals have been made

- The Westdene area has been the subject of intense development over the last few years. This is regarded as positive, but concerns have been raised in terms of future developments in the area.
- Second Avenue should be developed as an activity street where mixed uses are encouraged. It needs to link with the waterfront, and from here in an easterly direction towards the CBD, as well as in a westerly direction along the Zoo to UFS and south to tourism centre. This area should be made pedestrian friendly.
- Park Road should be developed into an activity street from Markgraaff Street to Parfitt.
- Westdene should remain a transitional area but not beyond Brill street in the north. This is an ideal area for small professional firms. It is therefore important to keep the coverage and density low. The area should be promoted for mixed uses, but as a conservation area, should receive special treatment to allow the area to retain its present character. Land management should be evaluated within the prescribes of the Westdene Structure Plan.
- open spaces within the Westdene area such as Victoria Square and directly adjacent natural open spaces in the Dan Pienaar neighbourhood, should be conserved to retain the character of the area. Arboretum will form the green link while the activity street and pedestrian walkways will also be used to provide some greenery to the area
- existing commercial developments along Nelson Mandela Drive should remain and further corridor development be explored. The strengthening of the Mimosa Mall/Brandwag Shopping Centre node should only be allowed if it can be proven that the street network will be able to accommodate the resultant additional traffic impact of such intensification;
- Westdene, which is characterised by historical areas and places, be treated as a precinct which can be linked to the historical areas in the CBD;
- the Brandwag area, which is changing character and which is being used for low to medium cost housing, be encouraged to develop further in this way;

- The municipal flats in Brandwag be upgraded. They are located along a major arterial road and do not create a good image of the city at present, entering from the West. However, there is still a need for this kind of housing facility in this area. Additional medium to high density residential units should be developed in future in this area;
- in accordance with the recommendations of recent road planning studies, land reservations be made to accommodate new required road links between Nelson Mandela Drive and Mc Hardy Avenue and between Mc Hardy Avenue and Kellner Street over the vacant land directly to the north of the municipal flats, and over the vacant land on the north-western side of the Furstenburg Road/Nelson Mandela Drive intersection and also over the land currently occupied by the OVV and St Michael's School on the northern side of Kellner Street opposite Mimosa Mall;
- Development of guesthouses be encouraged in the area between Brandwag Shopping Centre and Hugo Street.
- Frans Kleynhans Road be upgraded and linkage roads be created with between Frans Kleynhans and Jan Spies / Frans Kleynhans and Du Plessis Avenue in Langenhovenpark which should form part of any township development in the area.
- Pertaining to the Langenhovenpark Area no commercial development be encouraged beyond Du Plessis Ave on the Dealesville Road except for the demarcated mixed land use area.
- Land use management in the Hilton area will be evaluated within the prescribes of the Hilton Local Structure Plan.
- That the rezoning method cannot be applied as a replace a method to encourage densification. Therefore rezoning will be restricted to approved township establishments or parallel to alternative agricultural related uses.
- A Local Structure Plan be developed for Universitas and Brandwag area's
- That a development plan for Naval Hill be planned this will maximise the tourism value of this asset subject to the preservation of the natural fauna and flora of the area.
- A redevelopment plan should be developed for the Zoo land which makes provision for various mixed land uses and the Rose Garden should be retained in the Development
- No offices / business or commercial uses are allowed along Milner Road / Kenneth Kaunda Ave , Dan Pienaar Drive or any area that are not indicated as such in the SDF.
- Mixed Land Use Area be developed in line with map demarcation along Genl Dan Pienaar and Louw Wepener.
- Mixed Land Use Area along Genl Dan Pienaar should be confined to offices and guest houses and Erf 3450 Brandwag an Art Gallery.
- Louw Wepener land uses should be confined to offices and a guest house zoning within mixed land use zone .

### **Area Beyond the Urban Edge and the Peri-urban area**

This area basically refers to the peri-urban and agricultural areas located outside the urban edge. For any development, land use changes, subdivision of land and other related matters within these areas, the policies and strategies as contained in the relevant town planning schemes and/or local structure plans for the areas will apply until such policy is replaced by new policy to this effect.

**NOTE:** Applications for subdivision of all land within the areas of jurisdiction of the Bainsvlei Structure Plan and the Bloemspruit Density Map will allow for a maximum of 3 subdivisions (including the remaining portion) of the subject property.

The application of Act 70 of 70 should be applied to farm land which does not include small holdings and such applications should be circulated to the MMM. Subdivision of farm land should be discouraged by the MMM.

- The “special use zonings” should be discouraged and cannot include residential densification. A maximum of 2 single residential buildings with outbuildings will be allowed subject to the amendment and approval of the amendment of the SDF.

The Rural Node indicated as mixed land use, will be restricted to the first 100m on both sides of the road alongside the Abrahamskraal road.

### **5.7.2.2 Botshabelo**

The strategic objective pertaining to future development in Botshabelo is redevelop Botshabelo. From this point of view, the following proposals are made in regard development within this urban centre:

- A new node be established to the north of Botshabelo and linked with an effective public transportation system with the existing suburbs in Botshabelo. The Node should further be linked with a dual carriage way road to link with Thaba Nchu CBD and station road.
- the central business area of Botshabelo be cleaned and secured for pedestrians, national tenants be encouraged to develop here, the area be properly managed and be allowed to expand onto the undeveloped land directly to the north thereof;
- the development of decentralised activity nodes be encouraged through SMME development at blocks E, F, H, N and W in Botshabelo to enable communities to do their shopping closer to their residences;
- the apparent over supply of school sites and public open space be re-evaluated and utilised for residential development before outward expansion of the town is considered;
- that higher density residential development be encouraged on the undeveloped land directly to the south of the central business area and also along the western side of the main road between blocks J and T;
- the development of the open space between blocks F, J, BA, C, T, U and W, through residential infill development, be investigated to encourage integrated development of the town;
- road links be provided between blocks W and F and also between blocks R and N to improve accessibility to the respective areas;
- that mixed land use commercial development and higher density residential development be encouraged on the western side of the main road, directly opposite the central business area; and
- The provision of safe pedestrian crossings across furrows and water channels between communities and local areas in Botshabelo, be investigated.

- That Eskom be engaged to reroute the powerlines along the N8 which inhibits development along N8 Corridor.
- Further development be encouraged towards the North of Botshabelo

### 5.7.2.3 Thaba Nchu

The following proposals are made regarding the Thaba Nchu area:

- the public transport facilities in the Thaba Nchu central business area be properly managed and a new taxi rank for long distance taxis be developed in Joseph Street;
- development be stimulated along Main Road and Station Road, with mixed land-use (with commercial) and high density development to link with the new node in Botshabelo north
- mixed land use development with commercial be encouraged along all the main roads surrounding the central business area and also on both sides of Station Road in the vicinity of the railway station;
- the road between the N8 route and the Seloshesha industrial area be upgraded to maximise access towards this area and the Thaba Nchu railway station;
- infill residential development be encouraged on undeveloped land within the urban edge to address the current distorted planning structure of the town and to maximise intensification and infill planning before expansion of the town should be considered;
- the provision of safe pedestrian crossings across furrows and water channels between communities and local areas in Thaba Nchu, be investigated;
- Planning investigations be done to improve the distorted planning structure of Thaba Nchu extensions 19 and 20.
- Urban Renewal Projects be planned to improve esthetical image of Thaba Nchu in the areas of Morokka Extension 16 and 19, Thaba Nchu Ext 22, Mokwena Extension 20, Ratlou Extension 18, Flenter Extension 21, Ratau Extension 16.
- CBD Upgrading Projects be conducted and historical sites be preserved.
- Develop a Regional Cultural Village in Thaba Nchu
- Redevelop the Thaba Nchu Airport

## 5.8 SUMMARY OF THE SDF PROGRAMME

Based on what has been discussed so far, the overall objective for the SDF is:

**By 2016 the legacy of spatial distortions in Mangaung is diminishing and growth is occurring in a way that is sustainable and integrated spatially.**

The key targets for this are:

Indicator	Proposed 2012/ 2013 target
Amount of investment per m <sup>2</sup> of floor area for new industrial and commercial developments in areas demarcated in the SDF for this purpose	10 000 m <sup>2</sup>
Average travel times for people in employment	Same in Bloemfontein 5 % decrease between the urban centres
Percentage of public investment in public environment, amenities and facilities in historically black areas	Within 5% of previous financial years expenditure
Average improvement of HDIs access (availability, time and distance) to daily goods and services	60% of HDIs are satisfied with level of access to daily goods and services
Amount of investment per m <sup>2</sup> of floor area for new industrial and commercial developments in areas demarcated in the SDF for this purpose	10 000 m <sup>2</sup>

The strategies for achieving the targets are:

Identifier	Proposed strategies	Target for 20012/2016
SDF 1	Improve urban intensification, densification and infill to contain sprawl in Bloemfontein	5% increase in residential density within the urban edge
		No township establishment recommended for approval beyond urban edge. Densification in the peri-urban area should be discouraged and rezoning to business be restricted to existing mixed land use areas.
SDF 2	Improve urban integration to redress spatial imbalances of the past	Plan and Development of the affordable programme should be effected in the areas earmarked i.e. Vista Park 2 and 3, Hillside, Cecelia , Brandkop 702, Brandkop Race Track and Pellisier.
		All additional transportation linkages needed to give access across the historic buffer strips running north-south and east-west are identified and technically modelled
		Develop precinct plans along De Wetsdorp Road and Meadows Road to stimulate economic development
		1000 formal job opportunities created in close proximity to historically disadvantaged areas



Identifier	Proposed strategies	Target for 20012/2016
		All additional transportation linkages needed to give access across the historic buffer strips running north-south and east-west are identified and technically modelled
		Develop an Urban Renewal Programme for Mangaung Townships, Heidedal (Ashbury). Redevelop and plan parts of Thaba Nchu, Bothabelo where required.
SDF 3	Promotion of economic opportunities in strategic locations for sustainable development	An implementation programme for the completion of the outer ring road is complete including agreement reached with stakeholders to co-ordinate the N8 development with outer ring road
		10 000 m <sup>2</sup> gross leasable area developed for commercial and industrial use in areas identified for growth within the urban edge.
		1500 higher density residential units created in the 3 CBD's
		1000 formal job opportunities created in close proximity to historically disadvantaged areas
SDF 4	Strengthen links between urban, town and rural livelihoods	A plan and implementation programme for development to strengthen urban-rural links is agreed by all affected parties
		An urban-rural strategy and implementation programme is agreed by all affected parties
SDF 5	Consolidate, contain and maintain Botshabelo	Development frameworks and implementation programmes for the 5 decentralised development nodes in Botshabelo is finalised
		Management strategies for trading areas in the industrial zone and the central business area is complete and ready for implementation
		All necessary planning actions for implementation of north-south and east-west access routes between sections F & W and S & N respectively is complete and ready for implementation
		Formal township establishment for regularisation of informal settlements is complete
		An investigation and recommendations for infill development in central open space and higher density residential development around the central business area is finalised and ready for implementation
SDF 6	Reinforce Thaba Nchu as a rural market town supportive of rural development	A final comprehensive development and transport plan for the central business area is complete and ready for implementation
		A final economic development plan for livestock activities and beneficiation, mixed land use development related to the N8, and tourism related to historic and environmental sites are complete and ready for implementation
		A final upgrade plan for extensions 19 & 20 is complete and ready for implementation
SDF 7	Establish accountable and pro-active management of change in land use and to the development patterns	Final policies for social amenities, defining the urban edge, contributions to provision of infrastructure for private developments are approved for implementation
		Final Local Area Plans for 3 pilot areas are complete and the strategy and implementation programme is approved for roll-out to other relevant areas in MLM
		Final policy for defining the urban edge, the approach and application is approved
		A land audit of well-located public owned land and buildings in MLM is complete

Identifier	Proposed strategies	Target for 20012/2016
		10 monthly SDF Management Forum meetings held and actions for co-ordination and facilitation documented and monitored
		The capacity of the Land Use Violations Inspectorate unit is increased by 6 people
		The transfer of all selected land and /or buildings owned by previous and other authorities to MLM in Thaba Nchu is complete

The following table summarises the projects/activities/services per strategy

Identifier	Strategy and project/activity/service to achieve this
<b>SDF 1</b>	<b>To improve urban intensification, densification and infill to contain sprawl in Bloemfontein</b>
SDF 1.1	Identify main public transport routes that can serve as mixed land use activity spines with higher densities for a variety of income groups.
SDF 1.2	Develop settlement and social housing options and locate sites for development, to accommodate lower income groups including weekly and other migrants working in Bloemfontein
SDF 1.3	Plan more convenient public transport drop-off points in the CBD with sufficient space for accommodating pedestrians walking and hawkers trading.
SDF 1.4	Develop a Mixed Land Use development plan for the Old Zoo land and this plan should preserve the Rose Garden
SDF 1.5	Investigate alternative locations for middle and upper income development inside the urban edge.
SDF 1.6	Convert vacant and underutilised buildings in the CBD to appropriate accommodation for commercial and residential use in the Urban Development Zone
SDF 1.7	Plan and Develop various Nodes along the N8 , with a priority on Airport Node
SDF 1.8	Reinforce the Moshoeshoe activity strip to more efficiently accommodate safe pedestrian, social and commercial activity
SDF 1.9	Link the Loch Logan Waterfront precinct eastwards into the CBD and southwards into Westdene
<b>SDF 2</b>	<b>To improve urban integration to redress spatial imbalances of the past</b>
SDF 2.1	Upgrade the environmental quality of the public spaces in the south-eastern area
SDF 2.2	Compile an Integrated Transport Plan:
SDF 2.3	Upgrade traffic signage and erect street name signs in entire MMM area
SDF 2.4	Prepare development plans for Hillside 2830, Cecilia, Brandkop Raceway area, Hillside View (Bloemanda), Vista Park 3 and Extension of Ehrlich Park
<b>SDF 3</b>	<b>Promotion of economic opportunities in strategic locations for sustainable development</b>
SDF3.1	Reinforce the Moshoeshoe activity strip to more efficiently accommodate safe pedestrian, social and commercial activity
SDF3.2	Prepare a feasibility study for the area along the N8 between the east of the CBD and the incomplete outer ring road to intensify utilisation of the undeveloped and underdeveloped area for mixed use development
SDF 3.3	Engage with provincial government to complete the outer ring road with interchanges at the existing and proposed intersections. This is required between the Maselspoort and Dewetsdorp roads to improve access to the proposed mixed-use corridor, industrial, residential and environmental areas along the N8 and between the outer ring road and the CBD
SDF 3.4	Convert vacant and underutilised buildings in the CBD to appropriate accommodation for commercial and residential use in the Urban Development Zone as part of the CBD Development

<b>Identifier</b>	<b>Strategy and project/activity/service to achieve this</b>
	Master Plan
SDF 3.5	Investigate the feasibility to extend the Bloemfontein CBD eastwards across the north-south railway line and N8 entrance to the city to integrate the station, Buitesig and areas immediately surrounding it and Mangaung township beyond. Redevelop the station and make it more accessible.
SDF 3.6	Extend development at strategic locations along the N1, at the N8/N1 intersection, at the Jagersfontein/N1 intersection and at the N1/outer ring road (South) intersection to support commercial and light industrial growth through supporting rezoning applications
SDF 3.7	Encourage consolidation of the Moshoeshoe activity corridor at the proposed nodes to stimulate economic activity within Mangaung township through supporting rezoning applications
<b>SDF 4</b>	<b>Strengthen links between urban, town and rural livelihoods</b>
SDF 4.1	Improve spatial planning traffic flow and public transport facilities at the central taxi and bus rank
SDF 4.2	Prepare a feasibility study, plan and implementation programme for the area along the N8 between Bloemfontein, Botshabelo, Thaba Nchu and the rural settlements, to; improve transportation efficiencies, safety and affordability on the N8 and between Thaba Nchu and rural settlements, intensify the land use on land bordering the N8, reinforce nodal development points in close vicinity to the N8, including at entrance routes to Thaba Nchu & Botshabelo, and to create easier and safer pedestrian access across the N8 between Botshabelo and Thaba Nchu
SDF 4.3	Develop an urban-rural strategy to support rural development, links between the rural settlements and the urban centres and consolidating the provision of social services, facilities, livelihoods strategies and access to limited resources
	(See SDF 4.1 above)
<b>SDF 5</b>	<b>Redevelop Botshabelo</b>
SDF 5.1	Develop a new Node to the north of Botshabelo and integrate with Thaba Nchu
SDF 5.2	Develop an effective public transport system to link the new node with existing suburbs in Botshabelo
SDF 5.3	Plan, design stormwater channels for Botshabelo
SDF 5.4	Prepare a Master Plan for an 'improvement district' to re-organise the central business area and to manage the pollution and conflict of uses between formal & informal traders, pedestrians and vehicles
SDF 5.5	Develop a Tourism Node at Rustfontein Dam for recreation and tourism and build a tarred road as a link with the N8.
SDF 5.6	Upgrade roads in clay areas severely affected by wet conditions, open storm water channels and pit latrines
SDF 5.7	Provide lighting to public areas which are consistently used by pedestrians, especially at the bus and taxi stops and bridges
SDF 5.8	Investigate the establishment of a fresh produce market in the proposed node on the main road, south of the business district
SDF 5.9	Prepare a spatial & economic feasibility study for SMME development along the N8 in the Botshabelo area.
SDF 5.10	Develop Master Plan to encourage higher density residential development on the undeveloped land directly to the south of the central business area and along the western side of the main road between sections J & T
SDF 5.11	Formalise the current informal settlements and prioritize development of human settlements towards new node and along activity corridor towards Thaba Nchu
SDF 5.12	Develop Master Plan for development along Activity Corridor towards Thaba Nchu

<b>Identifier</b>	<b>Strategy and project/activity/service to achieve this</b>
SDF 5.13	Develop Regional Power Station between Thaba Nchu and Botshabelo
SDF 5.14	Provide names to suburbs and streetnames to effect the functioning of emergency services
<b>SDF 6</b>	<b>Redevelop Thaba Nchu and Botshabelo as an sustainable independent economic node</b>
SDF 6.1	Prepare a Master Plan: <ul style="list-style-type: none"> <li>• Develop an activity corridor along station road and link with new node in Botshabelo</li> <li>• For an 'improvement district' to regenerate the underutilised land and buildings under the authority of MMM, parastatals/development agencies and the private sector.</li> <li>• Develop Urban Renewal Strategies for priority areas in Thaba Nchu</li> </ul>
SDF 6.2	Prepare a traffic management plan to improve traffic flow and bus and taxi rank facilities in the central business area and consider the separation of minibus taxi facilities for local and long distance operations in the central business area as part of the Integrated Transport Plan
SDF 6.3	Define a strategy to consolidate and support livestock activities and the beneficiation of related products
SDF 6.4	Intensify use of land along the N8 around the entrance roads to Thaba Nchu for commercial and industrial mixed land use development
SDF 6.5	Plan dual carriage road to link new Botshabelo Node with Thaba Nchu. Prioritize settlements development in areas to integrate Botshabelo and Thaba Nchu.
SDF 6.6	Prepare a strategy to consolidate and support the eco-tourism opportunities of historic and environmental sites that are underutilised
SDF 6.7	Identify additional cemetery sites that are closer to Thaba Nchu
SDF 6.8	Provide public lighting to public areas which are consistently used by pedestrians
SDF 6.9	Conduct planning investigation to upgrade the informal planning in extensions 19 and 20
SDF 6.10	Prepare a Master Plan: <ul style="list-style-type: none"> <li>• to reinforce and maintain the central business area through land use management support for infill, densification and intensification of land use in the area and along Main, Excelsior and Station Roads</li> <li>• For an 'improvement district' to regenerate the underutilised land and buildings under the authority of MMM, parastatals/development agencies and the private sector.</li> <li>• Develop Urban Renewal strategies for Flenter, Mokwena areas</li> </ul>
<b>SDF 7</b>	<b>To establish accountable and pro-active management of change in land use and to development patterns</b>
SDF 7.1	Develop a social amenities policy for township establishment for sustainable neighbourhood settlement
SDF 7.2	Establish an SDF management forum to co-ordinate the implementation of the SDF projects amongst service units, and monitor progress
SDF 7.3	Develop an Infrastructure Development Master Plan and sustainable financing strategy for MMM to co-ordinate the provision of support services and infrastructure to accommodate change in land use where suitable
SDF 7.4	Transfer land to MMM that is held by the previous authorities in Thaba Nchu
SDF 7.5	Prepare a land audit of well-located public owned land to support project location and strategy of intensification, densification and infill in Bloemfontein
SDF 7.6	Prepare 3 Local Area Plans initially to pilot methodology and develop roll-out strategy for areas under stress and those that hold significant development potential for the future,
SDF 7.7	Regulate shebeens and taverns and identify more suitable locations which are less disturbing to residents and negotiate their relocation as part of Land Use Management System
SDF 7.8	Prepare a policy to define the urban edge for Bloemfontein, Botshabelo and Thaba Nchu
SDF 7.9	Develop a policy to define MMM's and developers' investment contributions towards the

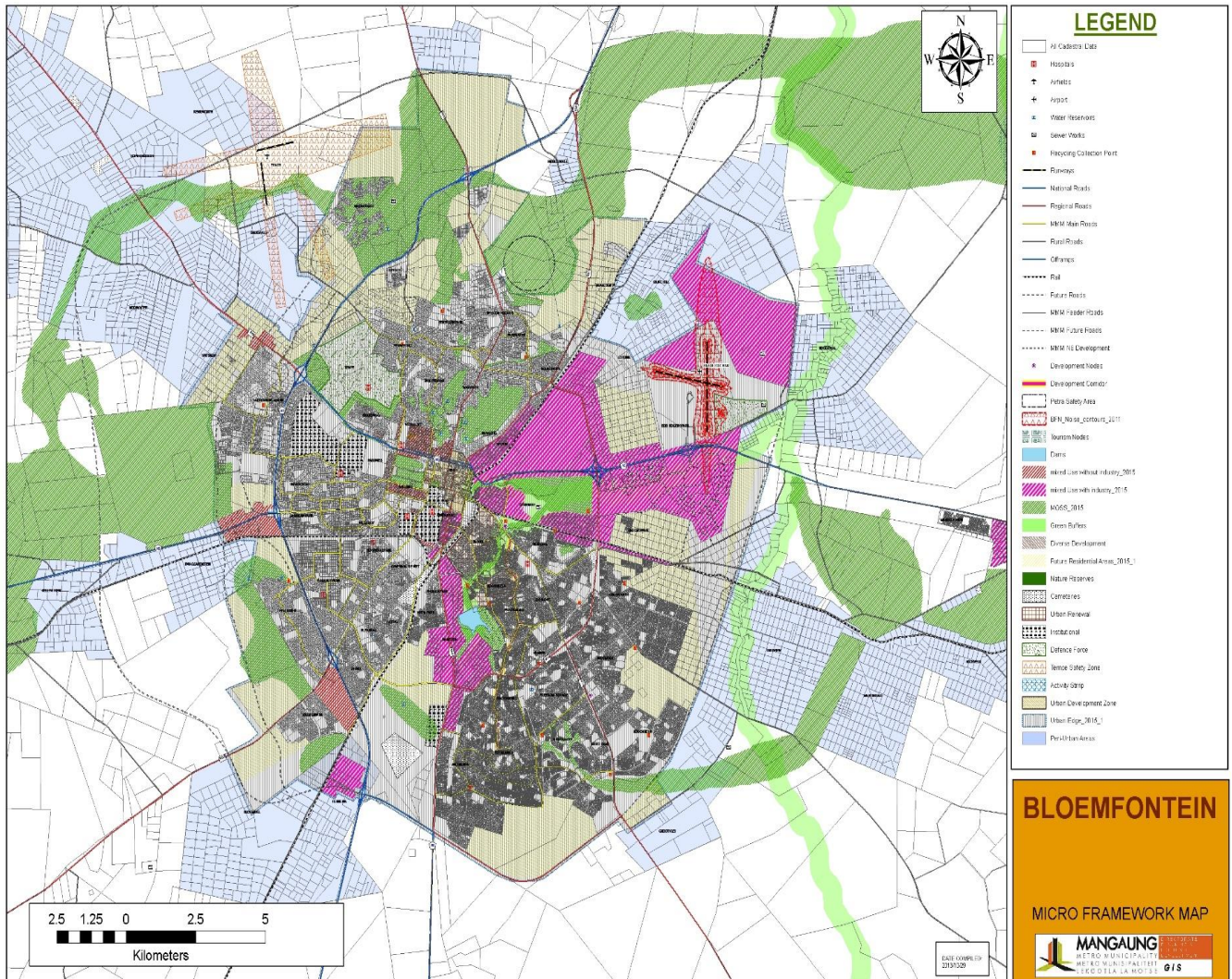
<b>Identifier</b>	<b>Strategy and project/activity/service to achieve this</b>
	provision of bulk and local infrastructure



 <p>REPUBLIC OF SOUTH AFRICA MINISTER OF COORDINATION AND INTEGRATION</p>	<p><b>Legend</b></p> <ul style="list-style-type: none"> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #8B4513; border: 1px solid black; margin-right: 5px;"></span> FICKSBURG</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #FF8C00; border: 1px solid black; margin-right: 5px;"></span> ZHARIP</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #FFD700; border: 1px solid black; margin-right: 5px;"></span> THABO MAFUTSANYANA</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #FFFACD; border: 1px solid black; margin-right: 5px;"></span> LEJWELEPUTSWA</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #90EE90; border: 1px solid black; margin-right: 5px;"></span> FEZILE DABI</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #90EE90; border: 1px solid black; margin-right: 5px;"></span> MATHABAZA</li> </ul>	<p>0 12 50 80 75 100   Kilometers</p> <p>COMPILED BY: A.C. M.      DESIGNED BY: M.C.M.      DATE: 2010/01/01</p> <p><b>FREE STATE DISTRICT BOUNDARY</b></p>
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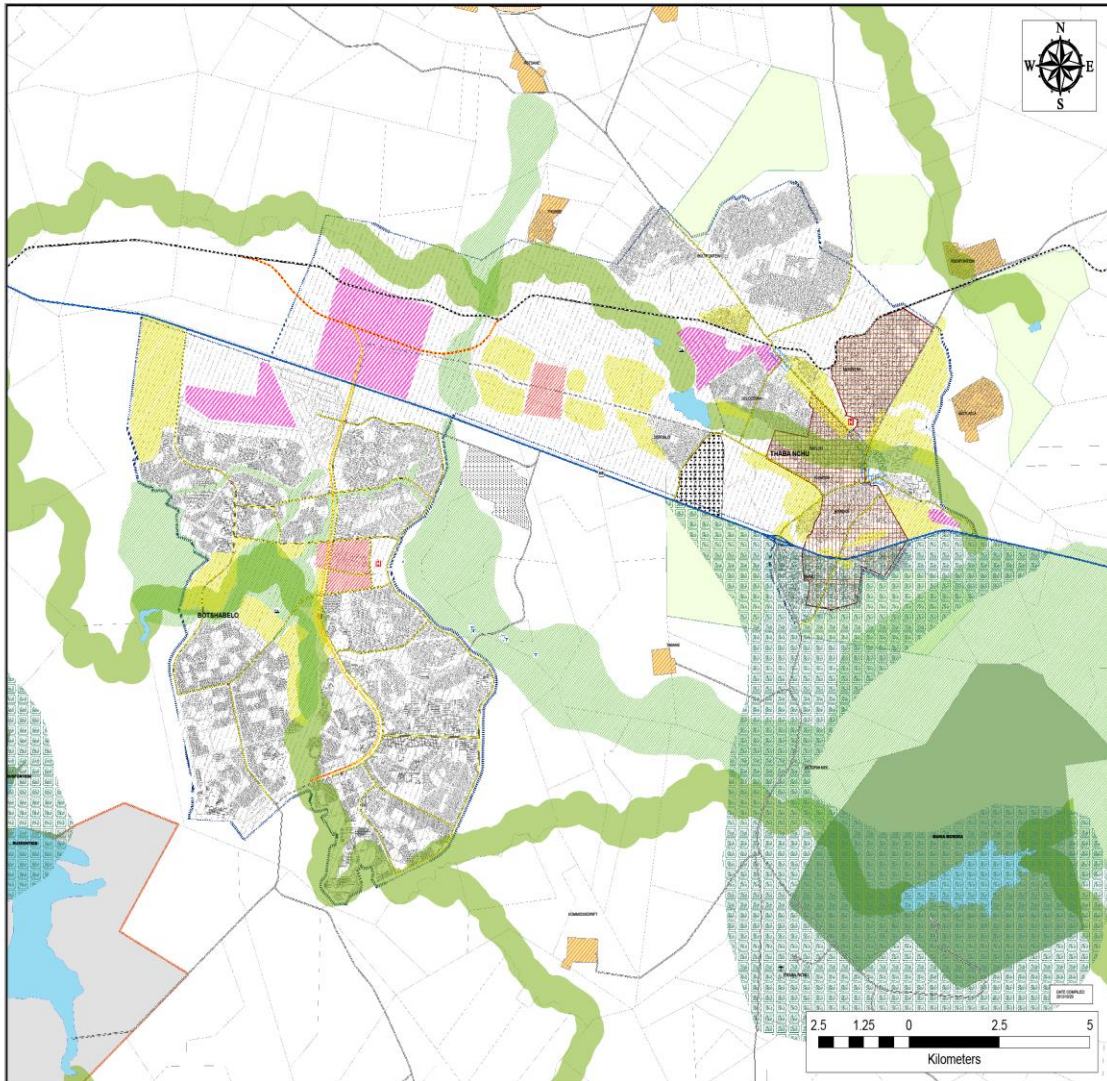


# MANGAUNG METROPOLITAN MUNICIPALITY





# MANGAUNG METROPOLITAN MUNICIPALITY



## LEGEND

- Hospitals
- T Airfields
- + Airport
- Water Reservoirs
- Sewer Works
- National Roads
- Regional Roads
- MMA Main Roads
- MMA Feeder Roads
- - - - MMA Future Roads
- Rural Roads
- - - - Future Roads
- - - - Mangaung Airport Development Node
- Citylimits
- - - - Rail
- Future Rail
- Development Nodes
- Development Corridor
- FSA Safety Area
- FSA Safety Zone
- Future Residential Areas
- Tourism Nodes
- Dams
- Cemeteries
- Mixed Land Use (Without Industrial)
- Mixed Land Use (With Industrial)
- MCOSS
- Nature Reserves
- Green Buffers
- Peri-Urban Areas
- Thaba Nchu Grazing Areas
- Urban Renewal
- Institutional
- Defence Force
- Agricultural Node
- Tsampe Safety Zone
- Activity Strip
- Intensive Agriculture
- Urban Development Zone
- Diverse Development
- All Cadastral Data
- Rural Villages
- Urban Edge

## MANGAUNG METRO BOTSHABELO & THABA NCHU

EXTENDED MICRO FRAMEWORK MAP





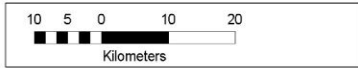
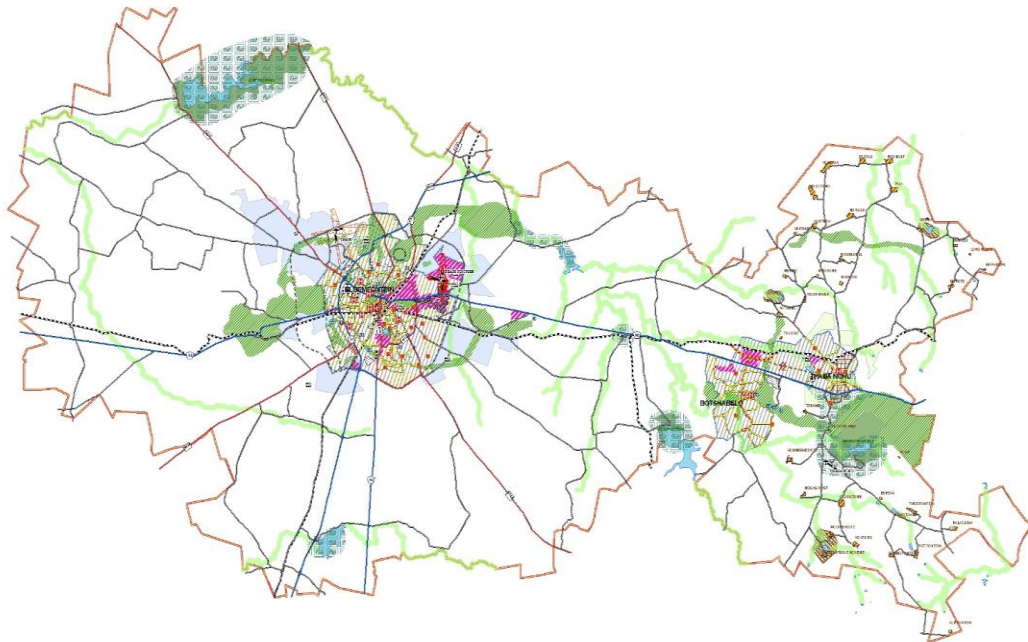


# MANGAUNG METROPOLITAN MUNICIPALITY



## LEGEND

- Hospitals
- Clinics
- Airport
- Water Reservoirs
- Sewer Works
- Recycling Collection Point
- Railways
- National Roads
- Regional Roads
- Urban Main Roads
- Urban Roads
- Channels
- Rail
- Future Rail
- Future Roads
- Urban Feeder Roads
- Urban Farm Roads
- Urban All Development
- Development Nodes
- Development Corridor
- Urban Supply Area
- Urban Area\_Combi\_Urban\_2011
- Urban Nodes
- Dams
- Invest Use with industry\_2015
- Invest Use with industry\_2015
- WSS\_2015
- Green Belts
- Urban Development
- Future Residential Area\_2015\_1
- Future Residential Area
- Urban Reserves
- Campsites
- Thru-Axial Corridor Areas
- Urban Renewal
- Industrial
- Defence Force
- Temporal Safety Zone
- Activity Strip
- Rural Villages
- Intensive Agriculture
- Urban Development Zone
- Urban Edge\_2015\_1
- Peri-Urban Areas
- Urban Boundary



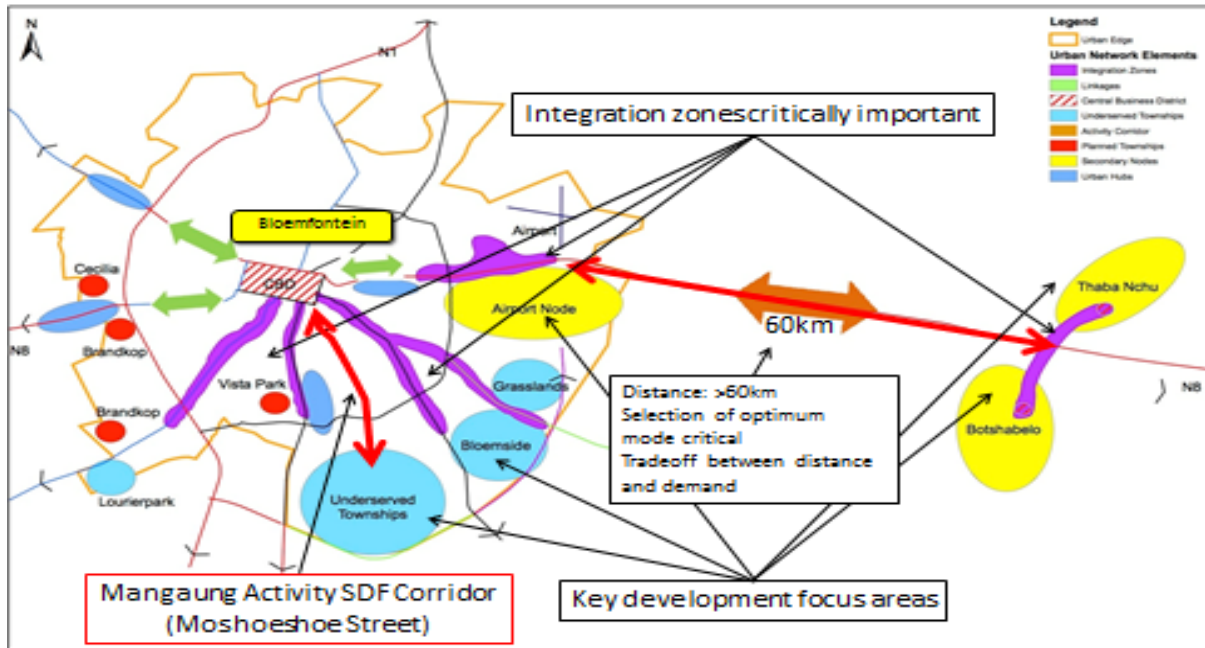
DATE COMPLETED  
20/09/2018

## MANGAUNG METRO

### MACRO FRAMEWORK

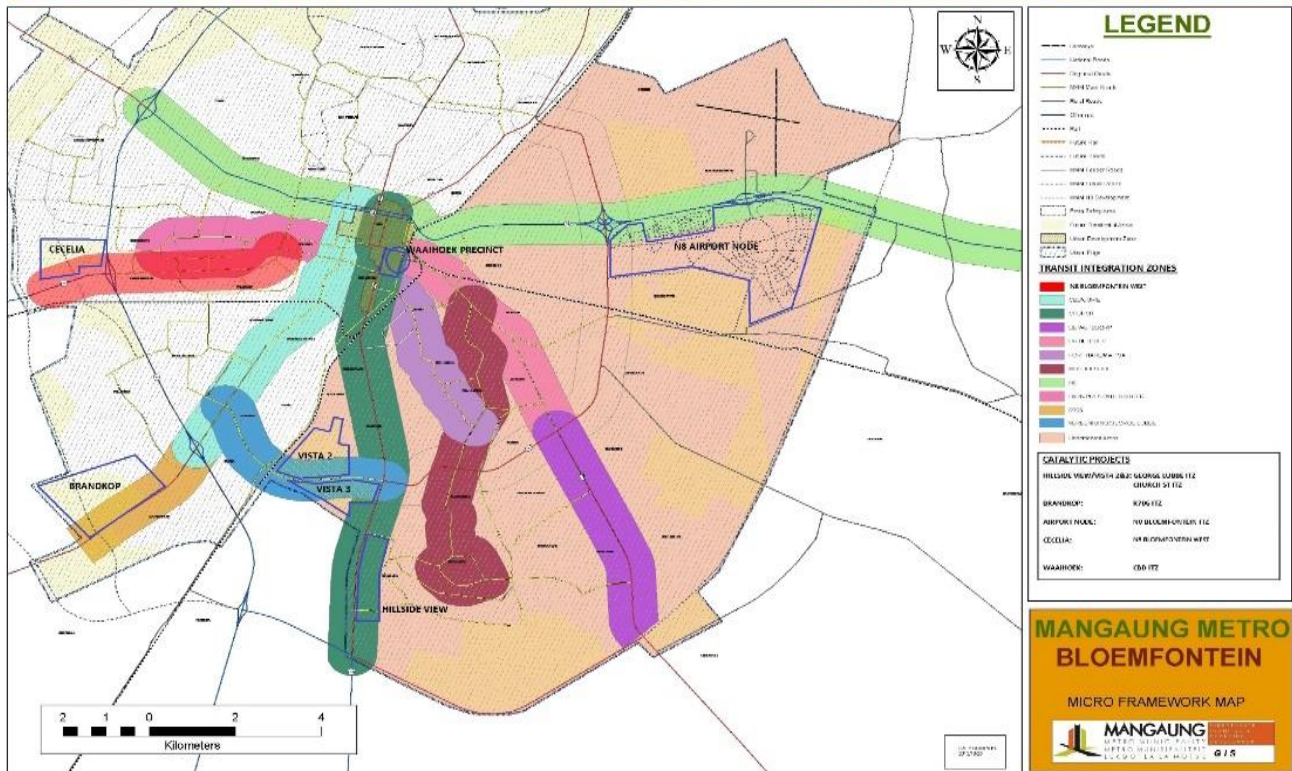


Mangaung Network and Integration Zone Plan (Development Philosophy)





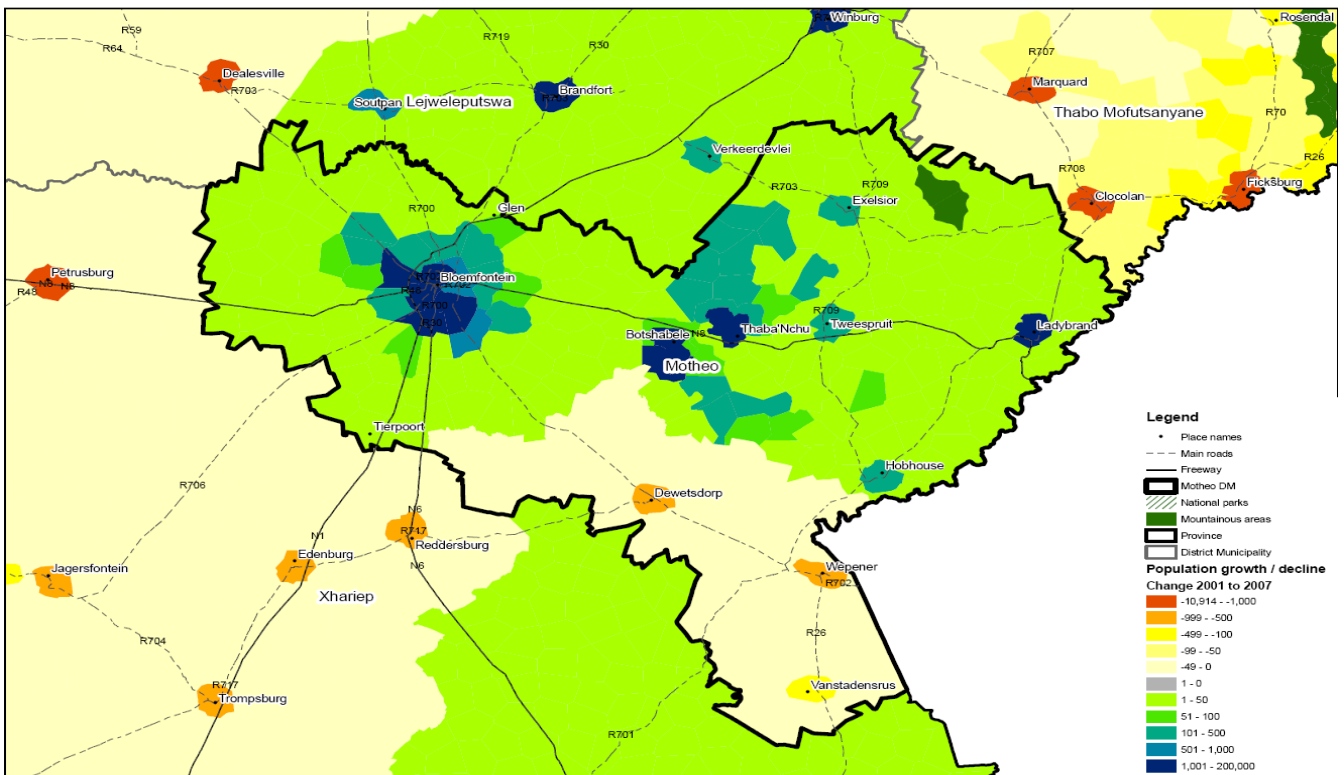
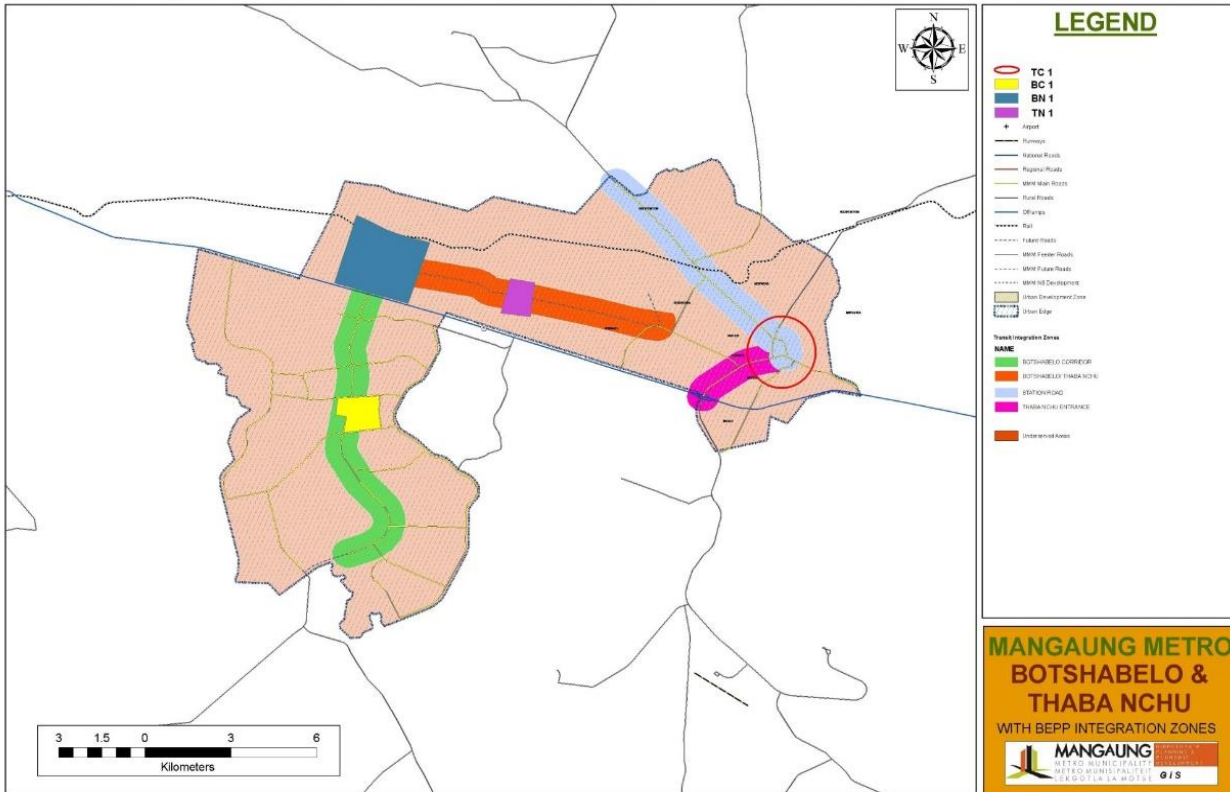
# MANGAUNG METROPOLITAN MUNICIPALITY



Name of projects	Phase	Yield	Funding Source
Hillside View	Construction	<ul style="list-style-type: none"> <li>1 560 BNG Units</li> <li>900 Social Housing Units</li> <li>495 Gap Housing Units</li> <li>153 Bonded Housing Units</li> </ul>	USDG HSDG Private
Vista Park 2	Land development	<ul style="list-style-type: none"> <li>287 BNG Units</li> <li>1 500 Social Housing Units</li> <li>1 116 Gap Housing Units</li> <li>1 261 Bonded Housing Units</li> <li>300 Student Accommodation</li> </ul>	USDG HSDG PRIVATE
Vista Park 3	Land development	<ul style="list-style-type: none"> <li>1 336 BNG Units</li> <li>2 691 Social Housing Units</li> <li>595 Gap Housing Units</li> <li>491 Bonded Housing Units</li> </ul>	USDG HSDG PRIVATE
Brandwag SH	Construction	<ul style="list-style-type: none"> <li>1 051 Social Housing Units</li> </ul>	HSDG NHFC
Dark & Silver City	Construction	<ul style="list-style-type: none"> <li>836 CRU</li> </ul>	HSDG

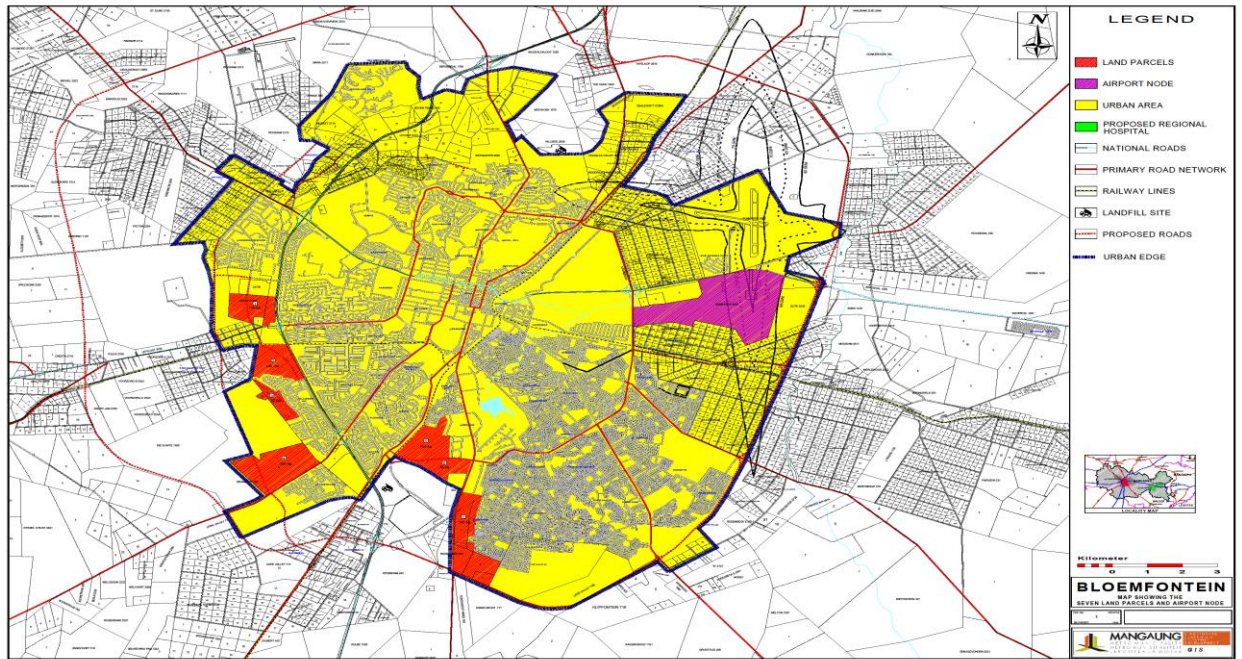


# MANGAUNG METROPOLITAN MUNICIPALITY

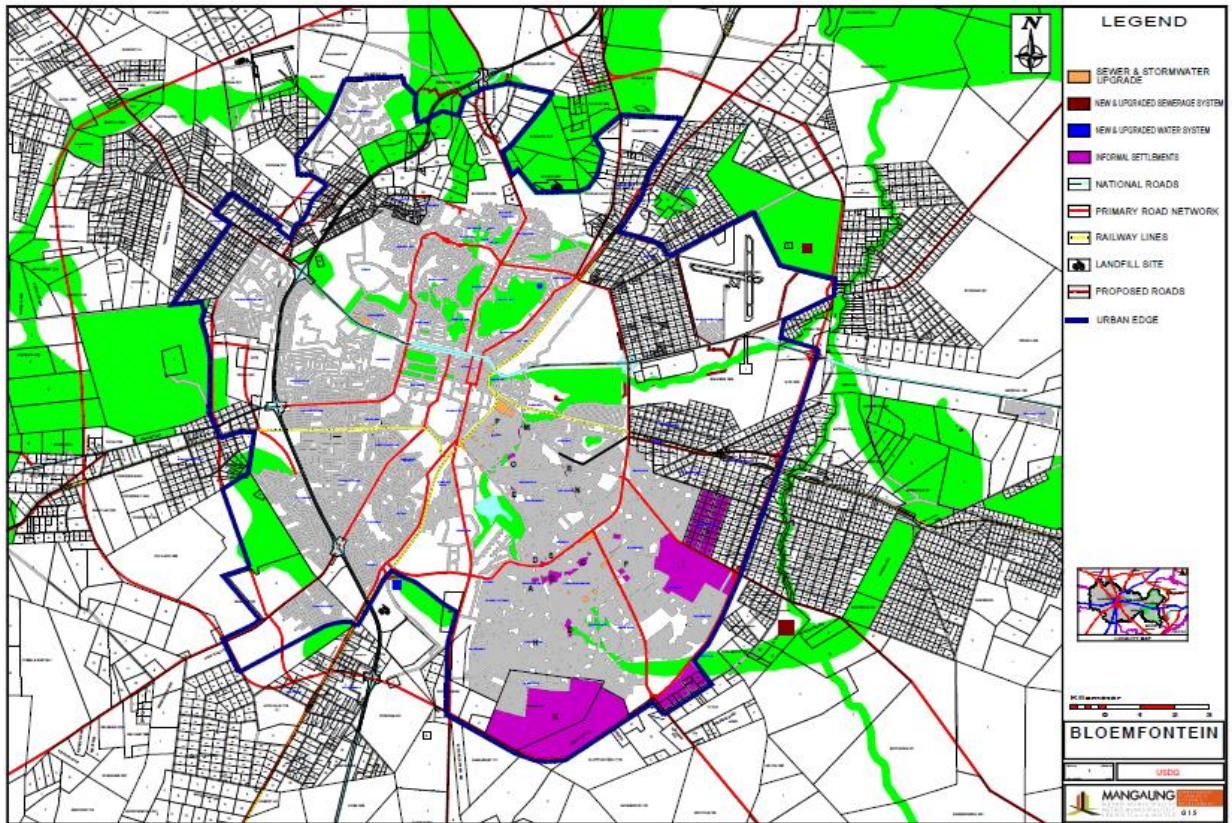


CSIR Community Survey 2007 : Migration Trends Mangaung Region

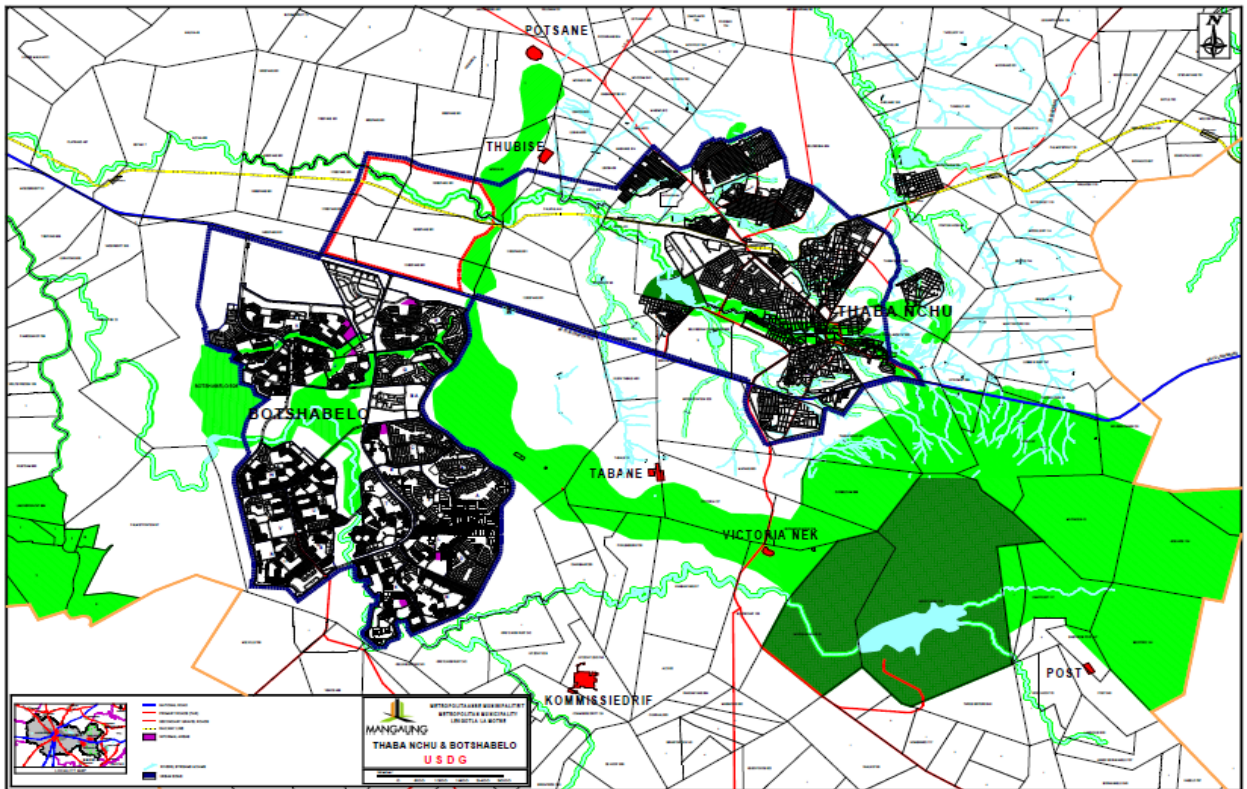
# THE SEVEN LAND PARCELS DEVELOPMENT PROJECT



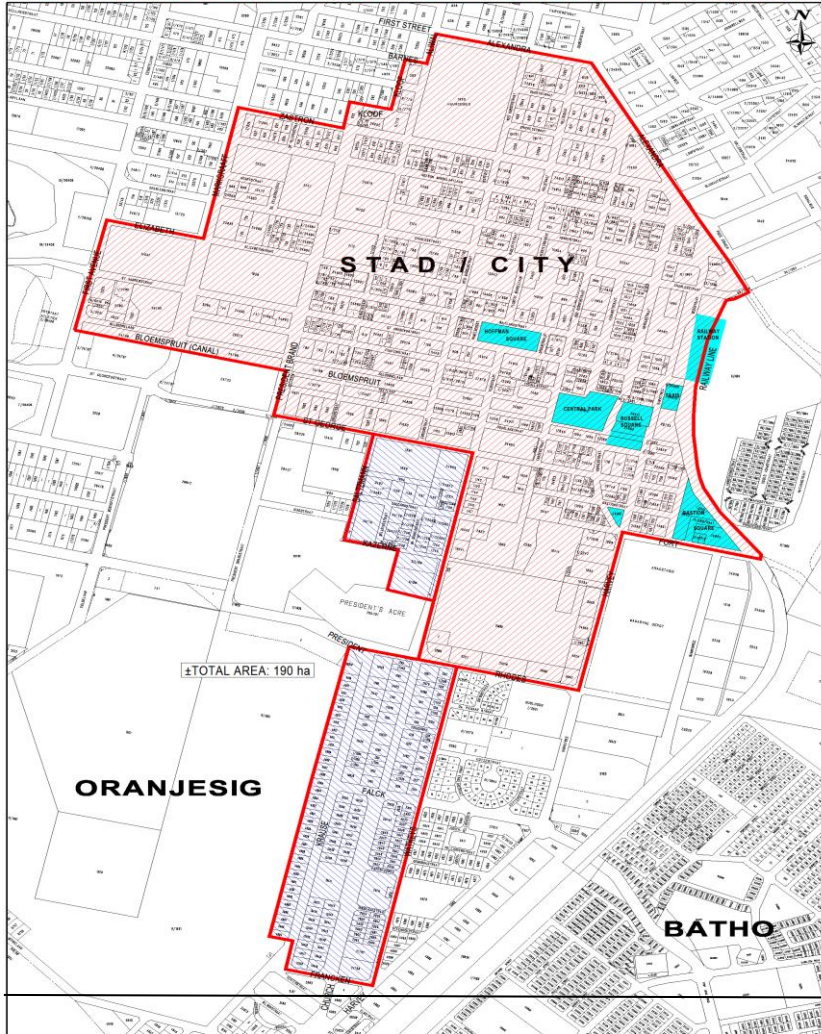
# INFORMAL SETTLEMENTS



# INFORMAL SETTLEMENTS BOTSHABELO / THABA NCHU



## AREA DEMARCATED FOR URBAN RENEWAL TAX INCENTIVE



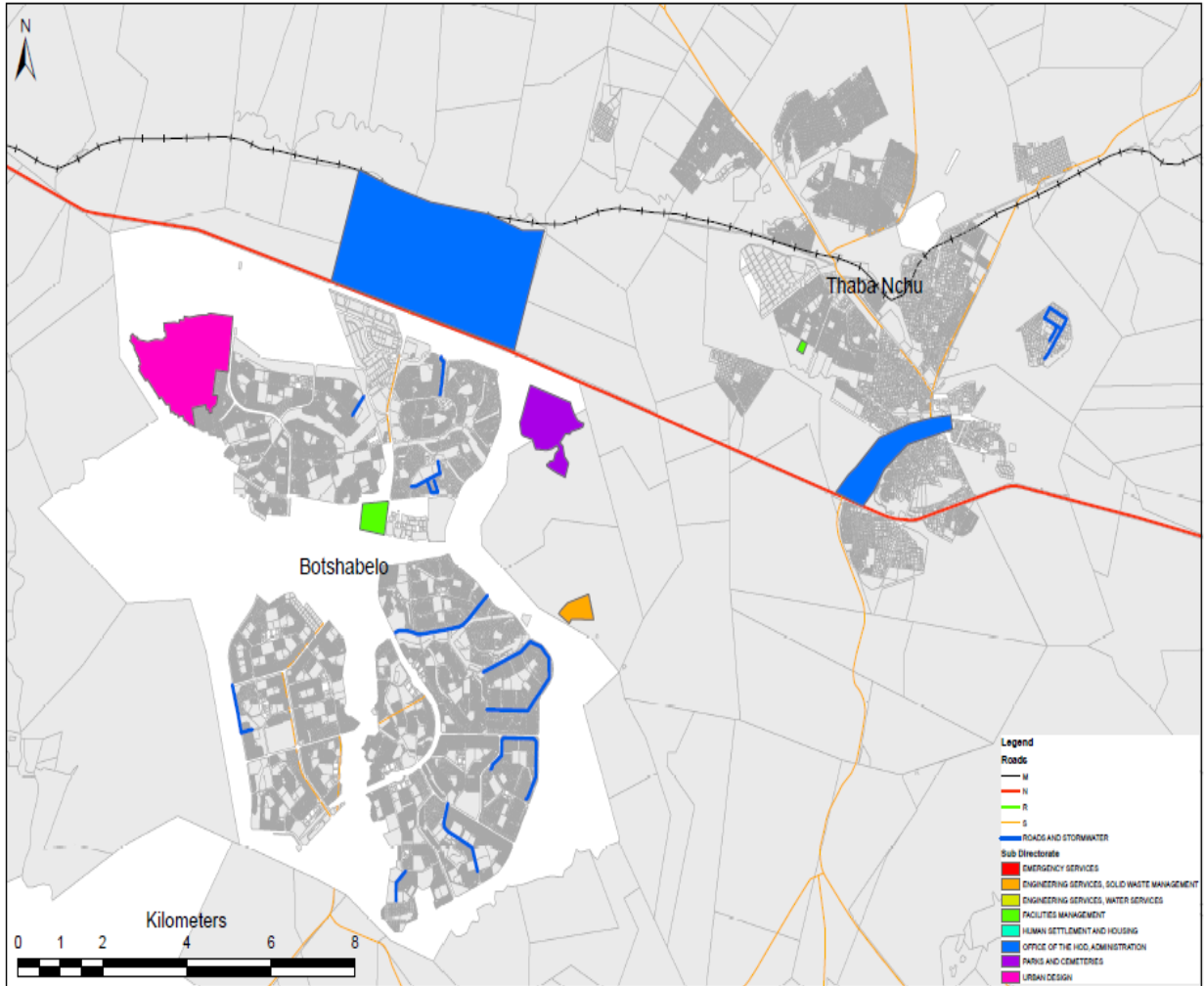
### DEMARCATED AREA: URBAN RENEWAL - MANGAING LOCAL MUNICIPALITY

- From the corner of Almond Street and Alexandra Ave, follow Alexandra Ave to the Railway line.
- Follow the railway line west and around to Fort Street.
- Follow Fort Street west to Harvey Road.
- Follow Harvey Road south to Rhodes Ave.
- Follow Rhodes Ave west to Wilkens Street.
- Follow Wilkens Street south to Francken Street.
- Follow Francken Street west to Kense Street.
- Follow Kense Street north to the southern boundary of erf 4805.
- Follow the southern boundary of erf 4805 to the eastern boundary of the Orange Hospital.
- Follow the eastern boundary of the Orange Hospital north to President Ave.
- Follow President Ave east to Church Street.
- Follow Church Street north to the southern boundary of subdivision 3 of erf 1918.
- Follow the southern boundary and then the western boundary north to Kense Street.
- Follow Kense Street west to Salomon Street.
- Follow Salomon Street north to St George Street.
- Follow St George Street west to President Grand Street.
- Follow President Grand Street north to the southern boundary of the Bloemfontein canal, erf 2478.
- Follow the Bloemfontein canal west to Fort Ave.
- Follow Fort Ave north to Elizabeth Street.
- Follow Elizabeth Street east to Madignoff Street.
- Follow Madignoff Street north to Zastrow Street.
- Follow Zastrow Street east to the western boundary of erf 602.
- Follow the western boundary of erf 602 north to the northern boundary of erf 602.
- Follow the northern boundary east to Kloof Street.
- Follow Kloof Street north to Bames Street.
- Follow Bames Street east to Almond Street.
- Follow Almond Street north to Alexandra Ave to complete the circumference of the area.



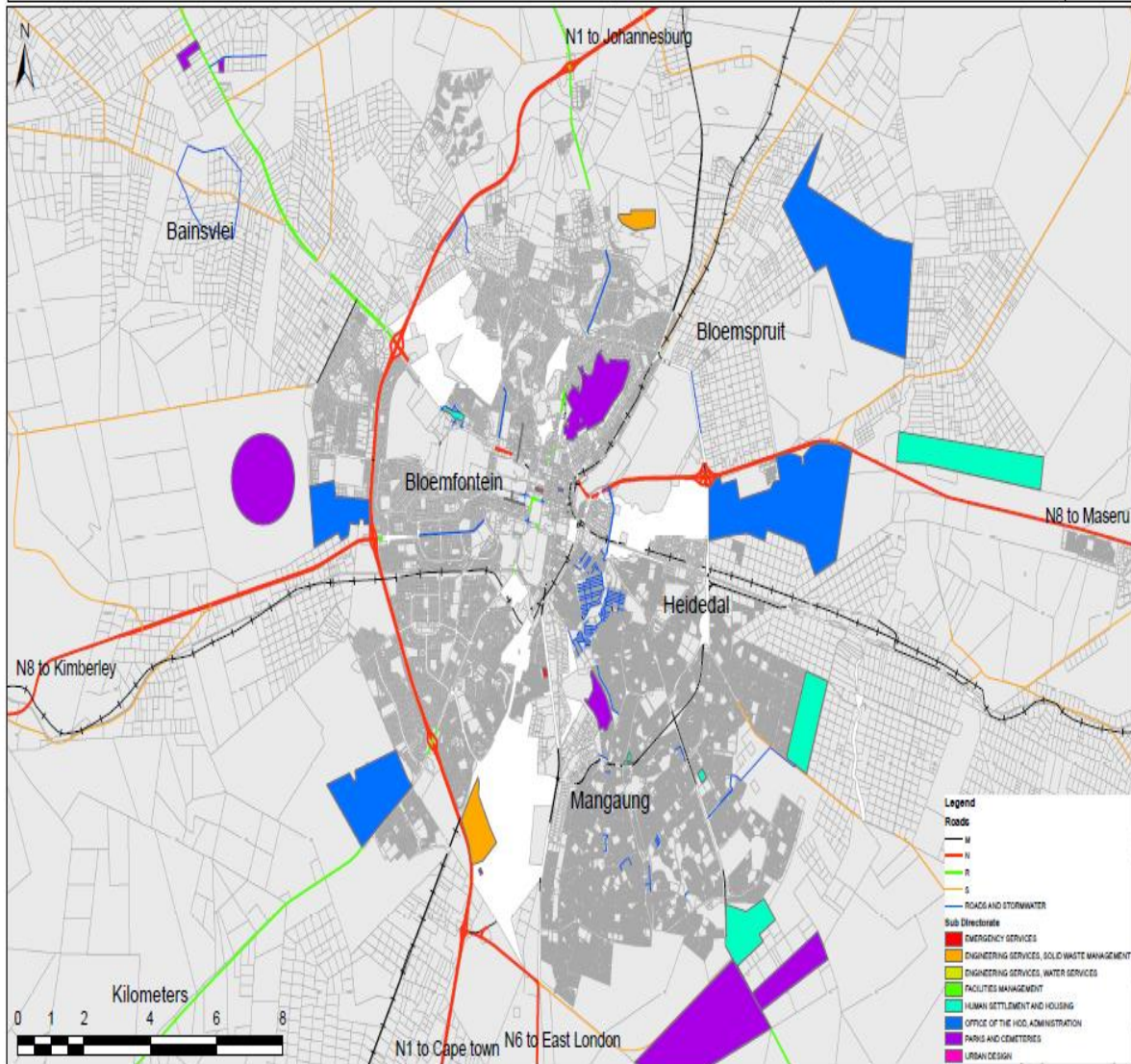
MANGAUNG METRO MUNICIPALITY- BOTSHABELO AND THABA NCHU  
CAPITAL EXPENDITURE (PROJECTS: 2014-2016)

8B



**MANGAUNG METRO MUNICIPALITY- BLOEMFONTEIN  
CAPITAL EXPENDITURE (PROJECTS: 2014-2016)**

8A



No	EXTRACT FROM SPLUMA	COMPLIANCE
12.1	The National and provincial spheres of government and each municipality must prepare spatial development frameworks that –	
(a)	Interpret and represent the spatial development vision of the responsible sphere of government and competent authority	Chapter iv of the IDP Spatial Vision
(b)	Are informed by a long term spatial development vision statement and plan;	Spatial Vision
(c)	Represent the integration and trade- off of all relevant sector policies and plans;	Chapter 1: Governance and Legislation
(d)	Guide planning and development decisions across all sectors of government ;	Chapter 1 : Governance and

		Legislation
(e)	Guide a provincial department or municipality in taking any decision or exercising any discretion in terms of this Act or any other law relating to spatial planning and land use management systems ;	Legal Status of the SDF
(f)	Contribute to a coherent , planned approach to spatial development in the national , provincial and municipal spheres;	Governance and Legislation
(g)	Provide clear and accessible information to the public and private sector and provide direction for investment purposes	Chapter iv Spatial Development Framework
(h)	Include previously disadvantaged areas , areas under traditional leadership , rural areas, informal settlements , slums , and land holdings of state owned enterprises and government agencies and address their inclusion and integration into the spatial , economic , social and environmental objectives of the relevant sphere;	Chapter iv Spatial Development Framework
(i)	Address historical spatial imbalances in development	See section 5.4
(j)	Identify the long term risks of particular spatial patterns of growth and development and the policies and strategies necessary to mitigate those risks;	See section 5.4
(k)	Provide direction for strategic developments, infrastructure investments, promote efficient , sustainable and planned investments by all sectors and indicate priority areas for investments in land development.	Chapter iv Spatial Development Framework See 5.4.5
(l)	Promote a rational and predictable land development environment to create trust and stimulate investment;	Chapter iv SDF
(m)	Take cognizance of any environmental management instrument adopted by the relevant environmental authority	See sections 5.6.3 and 5.7.1.4
(n)	Give effect to the national legislation and policies on mineral resources and sustainable utilization and protection of agricultural resources ; and	5.7.1.4 Districts – Agricultural
(o)	Consider and, where necessary, incorporate the outcomes of substantial public engagement, direct participation in the process through public meetings, public exhibitions, public debates and discourses in the media and any other forum or mechanisms that promote such direct involvement.	Section 1.5.3 and 1.5.4

No	EXTRACT FROM SPLUMA	COMPLIANCE
Section 12 (2) (a)	The national government, a provincial government and a municipality must participate in the spatial planning and land use management processes that impact on each other to ensure	1.5.2 IDP Governance and Legislation

	that the plans and programmes are coordinated, consistent and in harmony with each other.	
(b)	A Spatial Development Framework developed in terms of this Act must guide and inform the exercise of any discretion or any decision taken in terms of this Act or any other law relating land use and development of land by that sphere of government	Chapter iv Spatial Development Framework section 5.7 SDF
(c)	The national spatial development framework adopted in terms of this Act must contribute and give spatial expression to national development policy and plans as well as integrate and give expression to national development policy and plans as well as integrate and give spatial expression to policies and plans emanating from the various sectors of national government, and may include any regional spatial development framework.	National Policy section 1.3.3
(d)	A provincial spatial development framework must contribute to and express provincial development policy as well as integrate and spatially express policies and plans emanating from the various sectors of the provincial and national spheres of government as they apply at the geographic scale of the province.	Provincial Policy Section 1.3.4
(e)	Municipal spatial development framework must assist in integrating , coordinating , aligning and expressing development policies and plans emanating from the various sectors of the spheres of government as they apply within the municipal area	Chapter iv Spatial Development Framework
(f)	Spatial Development frameworks must outline specific arrangements for prioritizing , mobilizing , sequencing and implementing public and private infrastructural and land development investment in the Priority spatial structuring areas identified in spatial development frameworks.	Implementation Framework
21	A municipal spatial development framework must ;	
(a)	Give effect to the development principles and applicable norms and standards set out in Chapter 2;	section 5.3.1
(b)	Include a written and spatial representation of a five-year spatial development plan for the spatial form of the municipality ;	Chapter iv Spatial Development Framework
(c)	Include a longer term spatial development vision statement for the municipal area which indicates a desired spatial growth and development pattern for the next 10 to 20 years.	Chapter iv Section 5.4.3
(d)	Identify current and future significant structuring and restructuring elements of the spatial form of the municipality including development corridors, activity spines and economic nodes where public and private investment will be prioritized and facilitated.	Chapter iv Section 5.6

(e)	Include population growth estimates for the next five years ;	Chapter iv Section 5.2.7
(f)	Include estimates of economic activity and employment trends and locations in the municipal area for the next five years	Chapter iv Section 5.2
(h)	Identify , quantify and provide location requirements of engineering infrastructure and services provision for existing and future development needs for the next five years ;	Infrastructure Master Plan – Sector Plan
(i)	Identify the designated areas where a national or provincial inclusionary housing policy may be applicable	Housing Policy – Sector Plan
(j)	Include a strategic assessment of the environmental pressures and opportunities within the municipal area , including the spatial location of environmental sensitivities , high potential agricultural land and coastal access strips , where applicable;	Open Space Policy – Sector Plan
(k)	Identify the designation of areas in the municipality where incremental upgrading approaches to development and regulation will be applicable ;	Batho / Bochabela / Phahameng / Grasslands / Thaba Nchu Botshabelo / Heidedal
(l)	Identify the designation of areas in which – (i) More detailed local plans must be developed ; and (ii) Shortened land use management procedures may be applicable and land use schemes may be so amended ;	Universitas / Brandwag/ Genl Dan Pienaar Drive / Parfitt
(m)	Provide the spatial expression of the coordination , alignment and integration of sectoral policies of all municipal departments	Chapter iv Section 5.3.3
(n)	Determine a capital expenditure framework for the municipalities development programmes , depicted spatially;	Chapter 9 IDP
(o)	Determine the purpose , desired impact and structure of the land use management scheme to apply in that municipal area; and	Chapter iv SDF section 5.7
(p)(i)	Include the implementation plan comprising of – sectoral requirements , including budgets and resources for implementation ;	Chapter 9 SDBIP
p (ii)	necessary amendments to a land use scheme	Scheme Amendments - Bloemfontein / Bainsvlei / Bloemspruit
p(iii)	Specifications of institutional arrangements necessary for implementation	Establish a Development Tribunal
P(iv)	Specification of implementation targets , including dates and monitoring indicators ;	Chapter 9 . Monitoring and Evaluation
p (v)	Specification, where necessary, of any arrangements for	Vista Park 2 and 3 /

	partnerships in the implementation process.	Hillside View / Brandkop / Cecelia / Airport Node
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## PART C: GOVERNANCE AND MANAGEMENT

### 6. INSTITUTIONAL OVERVIEW

#### 6.1 MANAGEMENT STRUCTURE

The municipal administration is divided into many different directorates and sub-directorates, all of which deliver specific services. Some sub-directorates focus on service delivery, whilst others are more concerned with internal affairs, such as the Corporate Services. Broadly speaking, directorates are divided into two categories – those that are funded by *property rates* and those that are funded by income from tariffs.

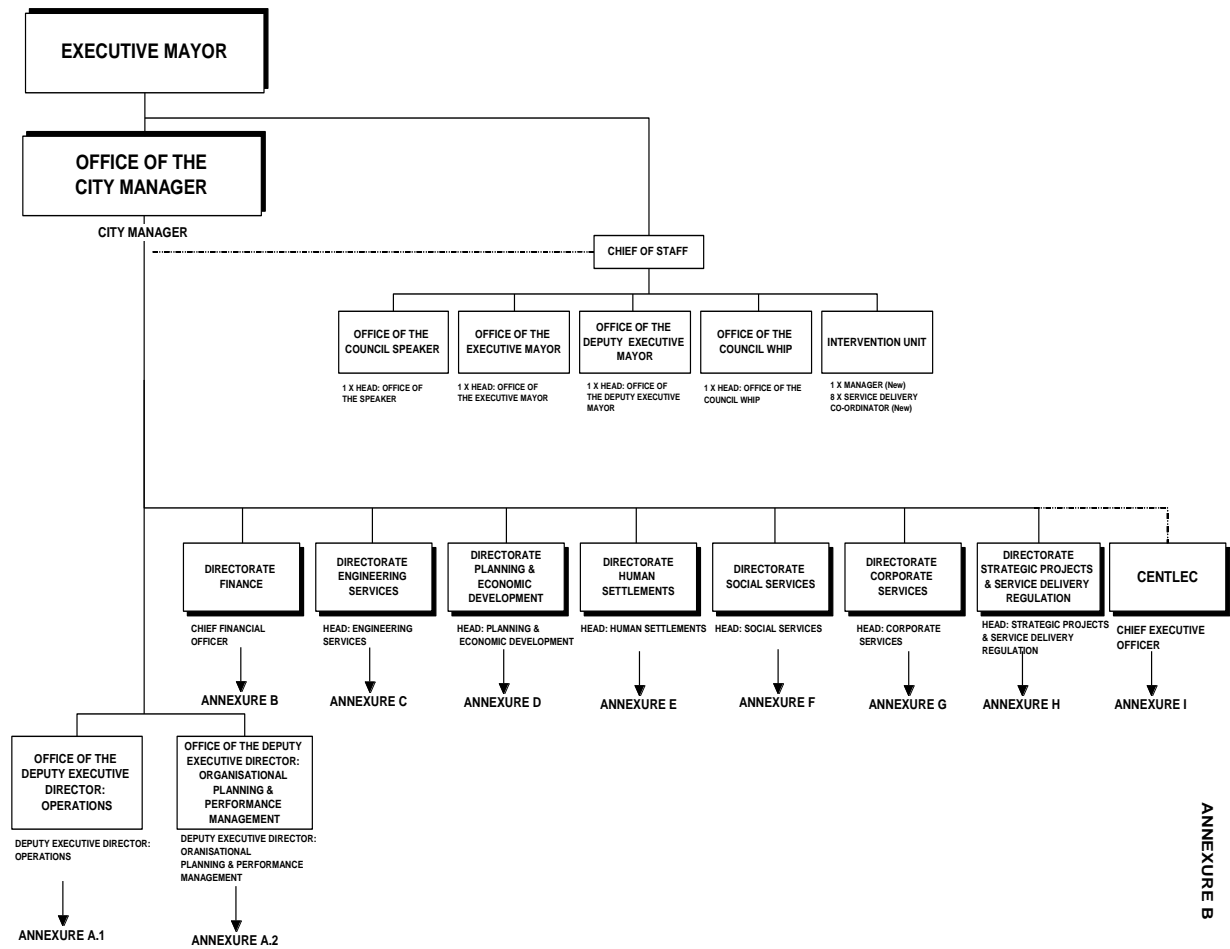
The administration of the Municipality is based on seven departments, as well as an executive support which are vested in two Deputy Executive Directors in the Office of the City Manager, namely: Strategic Planning and Operations and Performance Monitoring and Evaluation.

These have been depicted on the figure below.

**: Organisational Structure for Mangaung Metropolitan Municipality**

Friday, March 23, 2012

**PROPOSED ORGANISATIONAL STRUCTURE:  
MANGAUNG METRO MUNICIPALITY**



Service delivery and budget implementation plans (SDBIPs) are required by the Municipal Finance Management Act (MFMA) and are central to the establishment of Mangaung’s performance management system. These SDBIPs are required to include targets for the activities that will be undertaken, broken down on a quarterly basis, for physical progress as well as financial sustainability.

The top level of the SDBIP includes the objectives and targets for each Directorate, relative to what should be implemented during the year. These also incorporate parts of the IDP Programmes that are relevant to each specific Directorate as well as the statutory plans for which they are responsible. The SDBIP therefore forms the key mechanism for monitoring the different responsibilities that each Directorate must fulfil.



## **CHAPTER 7: PERFORMANCE MANAGEMENT SYSTEM**

### **7.1 INTRODUCTION**

The Mangaung's Performance Management System (PMS) is the primary mechanism to monitor, review and improve the implementation of the IDP, and to gauge the progress made in achieving the objectives set out in the IDP. It links the municipality-wide to individual level of performance management. Furthermore, the IDP informs the development of key areas of performance and targets across all performance levels. This ensures the appropriate alignment between organisational and individual performance. Performance management forms part of a strategic management approach to ensure integration with the municipal strategy, planning and budgeting. This process enables the Municipality to improve planning and budgeting, effectively monitor and measure performance, and transparently and convincingly report on achievements.

Legislation that governs performance management in local government includes the Municipal Systems Act, 32 of 2000 (MSA); the Municipal Planning and Performance Management Regulations, 2001 (MPPMR); the Municipal Finance Management Act, 53 of 2003 (MFMA); the Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006.

#### **7.1.1 The Municipal Systems Act, (Act 32 of 2000)**

The Municipal Systems Act requires all municipalities to promote a culture of performance review through the establishment of a PMS. The PMS must set out key performance indicators (KPI) and targets, as well as monitor, review and report on municipal performance, based on indicators linked to the IDP, including the national indicators prescribed by the Minister responsible for Local Government.

#### **7.1.2 The Municipal Finance Management Act, (Act 53 of 2003)**

The MFMA requires the Mayor to ensure that the performance agreements of the section 56/57 employees comply with the requirements of the MSA to promote sound financial management and linked to measurable performance objectives approved with the budget and included in the SDBIP, which outlines the strategic scorecard of the municipality. Additionally, the Act sets out reporting obligations of the municipality on the budget and IDP implementation.

#### **7.1.3 The Municipal Planning and Performance Management Regulations, 2001.**

The Municipal Planning and Performance Management Regulations require that a municipality ensures that the PMS complies with the requirements of the MSA, demonstrates the operation and management of the PMS, clarifies roles and responsibilities, as well as ensures alignment of employee performance management and the IDP processes.

#### **7.1.4 The Municipal Performance Regulations for municipal managers and managers directly accountable to municipal managers, 2006.**

In August 2006, the Department of Provincial and Local Government (DPLG) promulgated regulations for Section 57 employees, setting out how the performance of municipal managers and their direct reports must be planned, reviewed, improved and rewarded. The regulations make provision for the conclusion of written employment contracts, performance agreements and personal development plans.

The Municipality's process of establishing and developing the PMS ensures integration between strategic planning and performance management, by linking the planned IDP priorities and objectives to the indicators and targets used to measure performance. In addition, the process promotes alignment between planned organizational performance, as reflected in the IDP and organisational scorecard and individual performance as contained in the individual performance agreements.

## **7.2 IMPLEMENTATION OF THE PMS IN MANGAUNG**

The PMS in the Municipality is implemented in a manner that reflects the relationship of organisational to individual performance. At the municipal level, the PMS incorporates the IDP and Sector Plans, and these are translated into the SDBIP which is the municipal scorecard. In terms of legislative prescripts the City Manager is the custodian of the municipal scorecard and agrees with the Executive Mayor on the delivery aspects of the scorecard. The Audit Committee reviews the performance of the City Manager in implementing the organisational or City scorecard.

Organisational performance is monitored through assessment of progress on the implementation of the SDBIP (the municipal scorecard) and reported on SDBIP through quarterly reports. The quarterly SDBIP reports are consolidated to inform the municipality's annual performance report and ultimately the Annual Report for submission to the Auditor-General, the MEC for Local Government and other relevant stakeholders as legislated by the MSA. At the directorate level, all business plans serve as a linkage between organisational and individual performance. Effectively, the sector plans form the foundation for the development of business plans which in turn informs the development of the individual Head of Directorate's (Section 57 Employees') scorecards, which are an endorsement of the City Manager's scorecard. All the Section 57 employees sign performance agreements for the financial year as required by the MSA. The signing of performance agreements and the development of scorecards is an element of performance planning, which is part of the Municipality's PMS cycle that covers performance planning, coaching, reviewing and rewarding stages.

## **7.3 Managing PMS in Mangaung**

### **7.3.1 Audit Committee**

The Mangaung Local Municipality has established an Audit Committee in terms of section 166 of the MFMA, which is made up of five members. 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.

### 7.3.2 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 integrated IDP that outlines the short- to long-term, big and bold objectives and outcomes. The IDP contextually informs the planning approach, business plans, programmes and projects.

### 7.3.3 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 Directorates in support of their performance achievements.

### 7.3.4 Executive Mayor and Mayoral Committee

They manage the development of the municipal PMS and oversee the performance of the City Manager and Heads of Department.

### 7.3.5 Performance Panel

The City has approved a *Policy on Managing the Performance of Section 56 Managers* that provide for the establishment of a Performance panel that will assist the Executive Mayor in reviewing the reported performance of the City.

### 7.3.6 Council and Section 79 Committees

They play an oversight role and consider reports from the Mayoral Committee on its functions on different portfolios, and how this impacts on the overall objectives and performance of the Municipality.

### 7.3.7 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. MMM also encourages communities to comment on draft Annual Reports.

#### 7.4 CONCLUSION

The Municipality will continuously review its PMS to keep with the evolving nature of performance management. The current performance management policy will as a result need to be updated to comply with legislative requirements and the alignment to the PMS across the entire Municipality.

## CHAPTER 8: MANGAUNG METROPOLITAN SECTOR STRATEGIES

Section 26 of the Local Government Municipal System Act on Core components of the Integrated Development Plan provides for the development of a suite of sectoral plan to enhance the IDP. At a minimum the municipality is expected to develop the following sectoral plans as core components of the IDP.

- Spatial Development Plan as captured in Chapter Five
- Disaster Management Plan;
- Financial Plan as highlighted in Chapter Ten;
- Integrated Human Settlement Plan – an overview given and the revised document attached;
- Integrated Waste Management Plan (previously approved by council)
- Local Economic Development Strategy (previously approved by council);
- Water Services Development Plan (previously approved by council);
- Five Year Strategic Management Plan for the Reduction of Non-Revenue Water (previously approved by council).

This chapter only provides a snapshot of these sector plans (***detailed sector plans are hereto annexed***).

### 8.1 INTEGRATED HUMAN SETTLEMENT PLAN

#### 8.1.1 Background

The Constitution of the Republic of South Africa (Act 108 of 1996) has given municipalities developmental responsibilities. Sections 152 and 153 of the Constitution provides that local government is responsible for the provision of services to communities in a sustainable manner and must structure and manage its administration, and budgeting and planning processes to give priority to the basic needs of the community.

Chapter 5 of the Municipal Systems Act 32 of 2000 requires municipalities to develop and adopt an Integrated Development Plan (IDP) within its area of jurisdiction. Furthermore, Section 9 of the Housing Act 107 of 1997 states that “every municipality must as part of its integrated development planning processes take all reasonable steps within the national and provincial housing legislation and policy plan and promote an enabling environment for housing development within its area of jurisdiction”.

In line with the background provided above, the Municipality undertook a process to develop the Housing Sector Plan which was adopted by Council in 2004. The 2012/2012 – 2016/2017 Integrated Human Settlement Plan is actually a complete review of the current Housing Sector Plan of 2004 and takes into cognisance all the current legislative imperatives that are relevant in the sector. The main aim of the Mangaung Metropolitan Municipality (MMM) Integrated Human Settlement Plan (IHSP) is

to provide a strategic direction for future human settlements developments within the municipal area of jurisdiction.

The plan should provide a strategic context in relation to the human settlements needs of the Mangaung citizens in line with the national and provincial legislation as well as all the national housing programmes.

### 8.1.2 Structure and content

This plan is guided by the National Development Plan, 2011; the Comprehensive Plan for the Development of Integrated Human Settlements, 2004 and the Guidelines for the Housing Chapters of Integrated Residential Plans as presented in Part 2 of the National Housing Code 2009. In line with these guidelines, this plan will amongst others deal with:

- a) Vision and Mission of the Integrated Human Settlement Plan;
- b) Legislative Framework related to the mandate on Human Settlements Development;
- c) Alignment with National, Provincial and Local Plans and Strategies including:
  - The Comprehensive Plan for the Development of Sustainable Human Settlements (Breaking New Ground);
  - National Development Plan
  - Outcome 8 Delivery Agreements;
  - Provincial Growth and Development Strategy;
  - MMM IDP and Spatial Development Framework (SDF);
  - Built Environment Performance Plan (BEPP).
- d) Situational analysis of Human Settlements in the MMM;
- e) Human Settlements Programmes and Projects envisaged and planned for the next 5 years. This will be with coupled with resources required to ensure that the citizens of Mangaung have access to adequate, affordable and efficient human settlements.

The Integrated Human Settlement Plan will be reviewed yearly in line with the Integrated Development Plan processes. This means that the Plan must be seen as a living document that will be tracking achievements on a continuous basis and also outlining challenges and future plans of human settlements during the implementation processes.

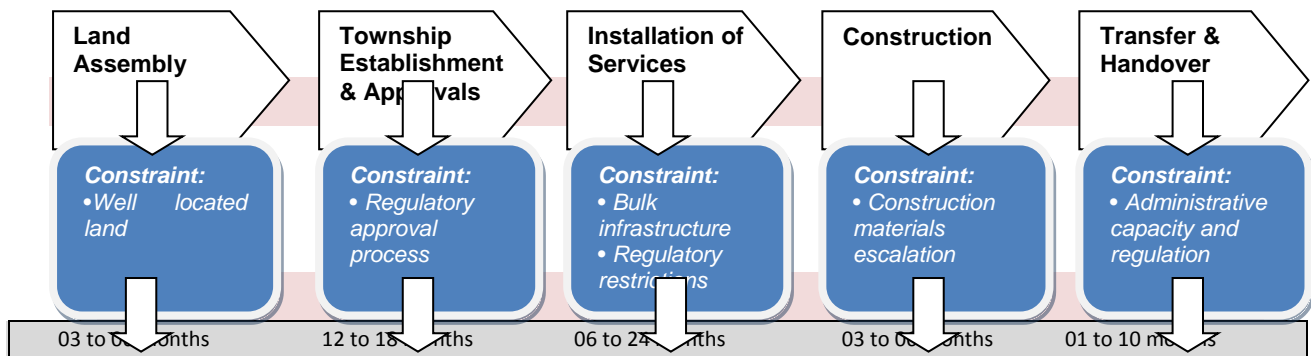
### 8.1.3 Objectives of Mangaung Metro Integrated Human Settlements Plan

The objectives of the Mangaung Metro Integrated Human Settlements Plan (IHSP) are as follows:

- a) To reverse the spatial effects of apartheid;
- b) To ensure the development of integrated human settlements and shorten travel distances;
- c) To redress land ownership disparities;
- d) To guide the prioritisation of human settlements projects;
- e) To ensure focus of human settlements in the Metro's Integrated Development Plan

### 8.1.4 Human Settlements Development Logic

The City is guided by the following development logic to achieve the objectives:



### 8.1.5 Vision and Mission

Apartheid left a terrible special legacy in the country. Since 1994, housing policies, in some instances have reinforced the spatial divide by placing low-income households on the periphery of the city, far from economic activities.

Reversing the country's spatial inheritance, even with sound and sensible policies is likely to take decades. It is for this and other reasons that Government has changed its strategy from the delivery of housing to the creation of sustainable human settlements. Human settlements means the totality of the human community - whether city, town or village - with all the social, material, organizational, spiritual and cultural elements that sustain it. The fabric of human settlements consists of physical elements and services to which these elements provide the material support.

To realize this, it is imperative that the entire municipal machinery, including all key stakeholders become part of the delivery value chain to promote and create sustainable human settlements. The City undertakes to explore opportunities for major transit oriented development linked to economic and job creation opportunities along the N8 Corridor and on public and private land that promotes integration. Settlement patterns in the City should meet the needs and preferences of the citizens and should take into account broader social, environmental and economic interests. Travel distances within the City need to be shorter, meaning that a larger portion of ordinary people within the City should live closer to their places of work, and in instances where public transport is used, it must be safe, reliable, affordable and energy efficient. This means that the City should embark on denser mixed developments. In rural areas, settlements patterns must balance the social, cultural and agricultural needs of those families.

## **Legislative and policy context**

### **The Constitution of the Republic of South Africa (Act 108 of 1996)**

The Constitution of South Africa has given new Municipalities, established after December 2000, a number of developmental responsibilities. The Bill of Rights contained in the Constitution of the Republic of South Africa entrenches certain basic rights for all citizens of South Africa, including: 'The right to ... access to adequate housing' (Section 26). The Constitution broadly defines the role for each sphere of government as follows:

- a) National Government must establish and facilitate a sustainable housing development process for the entire country.
- b) Provincial Government must do everything in its power to create and promote an enabling environment for this process.
- c) Municipalities must pursue the delivery of housing (within the framework of national and provincial housing legislation and policy).

### **The Housing Act, 107 of 1997**

The Housing Act supports the aims and goals of the Constitution. It sets out the general principles of housing development that the three spheres of government must adhere to, encourage and promote. The Act gives the City the primary development responsibility and advises on how to achieve sustainability, integration, consultation, good governance, empowerment, equity and the optimal use of resources. Section 9(1)(f) of the Act obliges the City to 'as part of the municipalities' process of integrated development planning, take all reasonable and necessary steps within the framework of national and provincial housing legislation and policy to initiate, plan, coordinate, facilitate, promote and enable appropriate housing development in its area of jurisdiction.'

Part IV of the Act specifically requires municipalities to compile housing strategies and targets as part of their IDPs. To this end, the Act informs the compilation of the Integrated Human Settlements Plan (IHSP).

In line with section 156 of the Constitution of South Africa, section 10 of the Housing Act 107 of 1997 also states that any municipality can be accredited to administer the National Housing Programmes if these functions can be delivered effectively within the particular municipality. The accreditation, and ultimately assignment, of municipalities to administer national housing programmes on behalf of provinces seeks to achieve two inter-linked objectives:

- Co-ordinated development (horizontal integration).
- Accelerated delivery (vertical integration).

### **The Municipal Systems Act 32 of 2000**

The Municipal Systems Act, 2000 (MSA) requires all municipalities to compile Integrated Development Plans (IDPs) that will guide all their planning, budgeting and management decisions. Apart from the legislative requirement to compile IDPs municipalities are also expected to compile Sector Plans such as the Human Settlements Plan, Infrastructure Plan, and all must be in line with the Spatial Development Framework of the municipality which should form part of the IDPs.



**The Municipal Integrated Development Planning** is the mainstream process by which South African municipalities plan their activities and allocate resources to their development priorities and strategies. The municipal IDP delineates how its budget will be spent over a specific financial year, on what and where. It is a collaborative and consultative plan, formed after a thorough process of public participation. It identifies strategic focus areas on which to concentrate its activities over the next five years, with the creation of integrated human settlements being one of these.

### **The National Housing Code, 2009**

The National Housing Code sets the underlying policy principles, guidelines, norms and standards which apply to Government's housing assistance programmes introduced since 1994. The City's human settlements strategies are guided by a policy framework that is contained in the National Housing Code. The Code is the government's overall vision for human settlements in South Africa and provides guidelines on how to achieve sustainable human settlements.

### **The Comprehensive Plan for the Development of Sustainable Human Settlements "Breaking New Grounds"**

The BNG specifies the role that South Africa's municipalities must play in the creation of sustainable human settlements. The City's IHSP is developed within the context of this plan. In the main, the plan envisages that the supply of State-assisted housing should respond to the demand for different housing typologies. Further, the plan provides that the City must ensure that new developments facilitate spatial restructuring in accordance with its Spatial Development Framework and that efforts are made to effect densification, integration and the development of social and economic infrastructure.

There are **other enacted laws** that impact on human settlements development; viz:

- The Municipal Finance Management Act, 2003
- Prevention of Illegal Eviction from and Unlawful Occupation of Land Act, 1998
- The Housing Consumers' Protection Measures Act, 1998
- The National Environmental Management Act, 2009
- Land Use Management Scheme (LUMS)

## **8.2 LOCAL ECONOMIC DEVELOPMENT STRATEGY**

The purpose of this strategy is to investigate the options and opportunities available to broaden the local economic base of the Mangaung Metropolitan Municipality in order to promote the creation of employment opportunities and the resultant spin-off effects throughout the local economy.

This report forms part of the LED process and is one of the stepping-stones toward understanding economic development within Mangaung. It is important to understand that Mangaung hosts poverty-stricken communities that are currently experiencing high levels of unemployment. It is imperative to take action by promoting value-adding activities in the secondary and tertiary sectors.

An important developmental principle underlying economic development is the broadening of the local economic base. This includes the introduction of new activities to Mangaung (e.g. introducing new industrial activities), exploiting latent resources identified through beneficiation, and the consequent establishment of SMMEs.

Local Economic Development furthermore strives to enhance the multiplier or trickle-down effect that Mangaung stands to gain from the successful implementation of the strategic outcomes outlined in the presentation. Multipliers refer to the synergy impact, achieved by creating new jobs and businesses, as well as improving the quality of existing jobs and expanding existing businesses. The purpose of this strategy further is to provide an overview of the economic and socio economic indicators in Mangaung in relation with the Free State and South Africa. Critical areas of analysis include the manifestation of poverty in the area, the employment structure and analysis of the first and second economies with a perspective on what interventions are required to unlock economic potential in the Municipality.

This becomes the basis of identifying the blockages to and opportunities for development that need to be addressed in development strategies so that the appropriate development path can be determined. The Section will consist of a socio-economic profile and an economic profile.

The purpose of local economic development (LED) is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and nongovernmental sector partners work collectively to create better conditions for economic growth and employment generation to advance the economic identity, based on a local competitive and comparative economic profile.

Local economic development (LED) offers local government, the private sector, and local communities the opportunity to work together to improve the local economy. It focuses on enhancing competitiveness, increasing sustainable growth and ensuring that growth is inclusive.

LED encompasses a range of disciplines including physical planning, economics and marketing. It also incorporates many local government and private sector functions including environmental planning, business development, infrastructure provision, real estate development and finance, translating into a range of sector investments.

The vision for LED in South Africa is that of robust and inclusive local economies which exploit local opportunities address local needs and contribute to national development objectives, such as economic growth and poverty eradication. These robust and inclusive local economies will show strength, inclusiveness and sustainability. They will support the growth and development of local employment, income and assets even in the face of harsh constraints and external competition and capitalise on opportunities.

### 8.3 INTEGRATED WASTE MANAGEMENT PLAN

The City's Integrated Waste Management Plan is aligned to the National Environmental Management: Waste Act (Act no 59 of 2008) which compels all Municipalities to develop and Integrated Waste Management Plan. This plan therefore provides a framework within which local municipalities can deliver waste management service to all residents and businesses.

Mangaung Integrated Waste Management Plan, is constituted by the following:

- Demographic information of the city
- Assessment of waste generation, quantities and types
- Status quo of services for collection, minimisation, reuse, recovery, treatment and disposal of waste
- Determination of people not receiving waste collection services
- Identification of poor waste management and its negative health and environmental impacts
- Targets and initiatives for waste minimisation, re-use, recycling and recovery
- Incorporation of best environmental practices
- Identification of implementation measures
- New facilities for disposal and decommissioning of existing waste disposal facilities
- Indication of financial resources required to implement projects

### 8.4 WATER SERVICES DEVELOPMENT PLAN

The City's Water Services Development Plan is developed in line with the **Water Services Act, Act 108 of 1997**. Mangaung is a designated Water Service Authority in terms of and is compelled by the law to prepare a water services development plan (Section 12 of Water Services Act of 1997). The plan contains information in relation to:

- Physical Attributes of the Metro
- The size and distribution of the Metro's Population
- Clear time frames for implementation of targets
- Information relating to existing industrial water use in the Metro
- Existing water services in the Metro
- Information relating to future provision of water for industrial use and the disposal of industrial effluent
- Water services institutions that are assisting the Metro in the provision of water
- Operation, maintenance, repair and replacement of existing and future infrastructure

### 8.5 TEN YEAR WATER CONSERVATION AND WATER DEMAND MANAGEMENT STRATEGY

Mangaung Metropolitan Municipality (MMM) is one of the largest cities in South Africa. The water supplied to its communities during F2013/14 amount to about 237 MI/d (86.6 million m<sup>3</sup>/a). Not only is this a significant amount of water that needs to be managed, but it is also a large business by

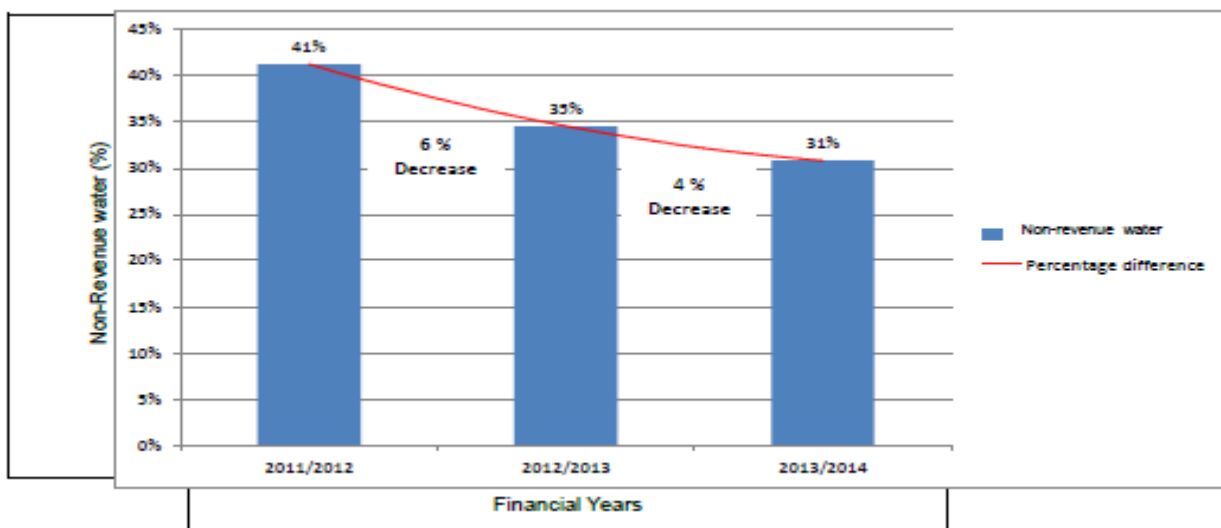
any standard with direct water purchases of about R 340 million (Excl. VAT) and potential water sales of more than R 600 million (Excl. VAT).

Unfortunately like many other cities in the world, old towns, such as Bloemfontein, also suffer from large losses and about R 132 million (or 26.7 million m<sup>3</sup>/a) is currently lost as non-revenue water *primarily due to ageing water supply network*

To aggravate matter even more a number of recent studies have shown that MMM system input volume will exceed the capacity of the bulk water systems within the next two years.

It is therefore essential that water conservation and water demand management (WCDM) initiatives be accelerated as a matter of urgency and that additional long term sources be identified in parallel to the WCDM initiatives.

The City has developed and implemented a five year Water Demand Management Programme that commenced in 2011 and will conclude in 2016. The net encouraging results have been the reduction of non-revenue water year on year and for 2013/2014 financial the NRW percentage of 31% was achieved.



**The City has since developed a Ten Year Water Conservation and Water Demand Management Strategy that comprises of the following critical elements:**

***Real loss reduction***

- Leak detection and repair programme
- Pressure management
- Repair of visible and reported leaks
- Mains replacement/management program
- Reticulation/consumer connection replacement/management program
- Cathodic protection of pipelines

### ***Apparent loss reduction***

- **Meter management program**

### ***Water Re-use***

### ***Ground water harvesting***

### ***Development and implementation of a funding strategy that include the following:***

- **Tariff setting**
- **Metering, billing and cost recovery**
- **Short term annual operational budget**
- **Long term funding requirements and prioritisation of WCDM capital investment**

### ***Development and Implementation of Consumer Awareness Programme and Strategy***

## **8.5 DISASTER MANAGEMENT PLAN**

This Plan is developed in line with Section 53 of the Disaster Management Act, 2002 which compels each Municipality, including Mangaung Metro to prepare a Disaster Management Plan for its area, according to circumstances prevailing in the area. Disaster Management encompasses a continuous, integrated, multi-sectoral and multi-disciplinary process of planning and implementation measures incorporating strategies for pre disaster risk reduction as well as post disaster recovery, aimed at:

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

The Mangaung Metropolitan Municipality's Disaster Management Plan serves to:

- establish a disaster management framework for the Municipality which is consistent with the provisions of the Disaster Management Act 2002
- define priority objectives which the municipality intends to achieve and is designed to:
  - anticipate the types of disasters that are likely to occur in Council's area and their possible effects, taking into account indigenous knowledge
  - identify individuals, households and communities in Council's area who are at risk to disasters
  - place emphasis on measures that will reduce the vulnerability of disaster prone areas, communities and households which includes:
    - preventing disasters from occurring or reducing the risk of disaster
    - mitigating the severity or consequences of those disasters which cannot be prevented
    - facilitating and implementing maximum emergency preparedness measures

- ensuring a rapid and effective response to disasters and post disaster recovery and rehabilitation
  - ensuring that developments which are subject to high risk are avoided
- identify and address weaknesses in capacity to deal with disasters
  - seek to develop a system of incentives that will promote disaster management in the Municipality
  - set out the Municipality's corporate structure and institutional arrangements for disaster management purposes, including the establishment of the Disaster Management Centre (DMC)
  - define roles and responsibilities of key personnel in the disaster management process
  - Contain contingency plans and emergency procedures in the event of a disaster and/or major incident.
  - set out the arrangements for stakeholder participation and external liaison
  - establish communication mechanisms, both internally and externally
  - set out the strategy for administrative and financial arrangements

## 8.6 INTEGRATED PUBLIC TRANSPORT NETWORK PLAN

The integrated Public Transport Network Plan Provides the Metro with a public transport system design pertaining to the proposed future status of the rapid and other transit component of the integrated public transport network.

The IPTN provides the following to the Metro:

- An overview of the existing Public Transport networks and services within the municipality.
- An overview of private and public passenger demand and travel behaviour within the metro.
- A concept of the IPTN corridor network based on full network design principles indicating first order implementation priorities, routes, modes etc.
- Identification of the phase 1 route extent, phasing and station locations.
- A land use transport integration assessment of the phase 1 corridor.
- Indicative costs associated with the implementation of the phased 1 corridor.
- First order business planning, financial modelling and operating entity design for the phase one corridor.

The IPTN first Order Operational Plan was developed on the back of other planning work as well as through the collection, observation, analysis and interpretation of primary data sources collected. The IPTN was developed in consultation with various internal as well as external stakeholders and it does indeed depict the situation of public transport in the metro and consequently also makes profound recommendations in relation to public transport in the city which responds to:

- Commuter Demand for Transport
- Current and future supply of transport options
- Land use zoning and frameworks (Existing and future)
- Infrastructure and physical constraints
- Movement and provision of non- motorised users

- First order costs

What is to be followed in taking the IPTN forward are:

- Economic Impacts assessments
- Social Impacts assessments
- Environmental Impacts Assessments
- Existing future provision of parking (including park and ride sites)
- Safety and security considerations (including risk appraisals and disaster management plans)
- Interfacing and inclusion of technology driven solutions (i.e. intelligent transport systems, Automatic fare collection, public transport management systems)

## PART D: FINANCIAL PLAN

### CHAPTER 9: MEDIUM TERM REVIEW FRAMEWORK

#### 9.1. REVENUE BUDGET

The total revenue budget is projected at R 7,494 billion in 2015/16 (including capital grants), representing an increase in revenue of R 937,006 million (14,29%) on the 2014/15 Adjustment Budget of R 6,557 billion. The allocation for the outer two years of the MTREF period is R 7,966 billion and R 8,355 billion respectively. Revenue generated from rates and services charges forms a significant part of the revenue basket of the city. Rates and service charges constitutes 60.43% (2014/15 – 61.07%) of the budgeted revenue in the 2015/16 budget year.

#### 9.2 OPERATING BUDGET EXPENDITURE

The operating budget expenditure increases from the adjustment budget amount of R 5,651 billion in 2014/15 to a new budget amount of R 6,207 billion representing an increase of 9.84% (R 555,824 million) in 2015/16. The allocation of the outer two years of the MTREF period is R 6,616 billion and R 7,018 billion respectively.

#### 9.3 CAPITAL BUDGET

The projected capital budget for the 2015/16 financial year is set at R 1,786 billion (R 1,786,891 million). The budget will thus be growing by 14,69% (R 228,92 million) as compared to the 2014/15 Adjustment Budget of R 1,557 billion (R 1,557,971 million). The draft capital budget for the two outer years of the MTREF period has been set at R 2,39 billion (R 2,338,897 million) and R 2,19 billion (R 2,186,705 million) respectively. The capital budget injection in the Metro's economy over the MTREF period will thus be R 6,36 billion (R 6,362,493 million).

The budget will be funded out of Government Grants and subsidies, internally generated fund (own funding) and a basket of external loan funding sources. Government grants contribution to the Metro's capital budget is reduced to a level of 35,2% over the MTREF period as compared to 55,14% of the 2014/15 budget cycle. The change is mainly due to an increased contribution of external loans funding 39,01% (2014/15 - 2016/17) and internally generated funds 23,47% (2014/15 - 2016/17 - 25,42%)

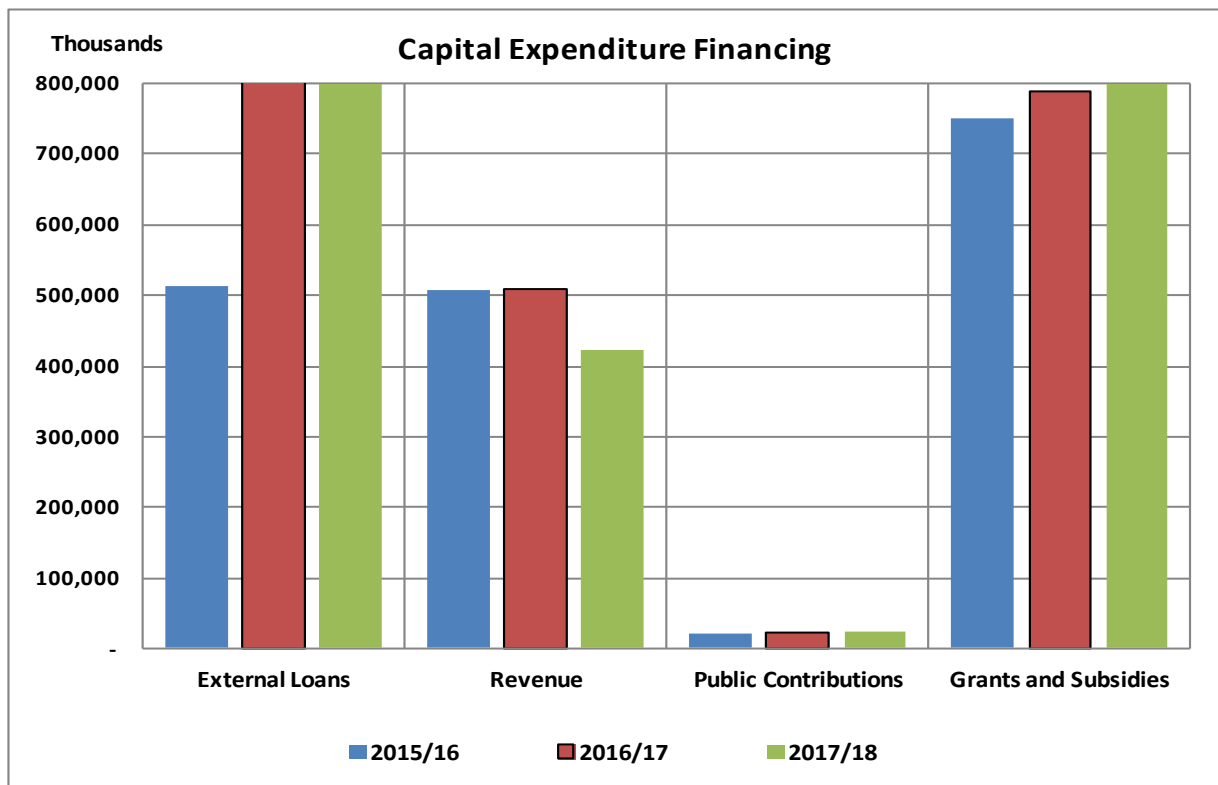
#### FUNDING BY SOURCE

##### a) Summary

The draft capital budget of R 1,786 billion (R 1,786,890 million), is to be funded from a variety of sources as per the table below:



FINANCING - MANGUANG AND CENTLEC	Budget Year 2015/16	Budget Year 2016/17	Budget Year 2017/18
	R	R	R
External Loans	514,256,000	1,071,882,885	896,101,323
Revenue / Own Funds	508,361,873	508,031,764	423,272,759
Public Contributions/Donations	20,952,879	22,744,351	24,109,010
Grants and Subsidies			
USDG Grant	693,847,000	728,133,000	769,697,000
Integrated City Development Grant	10,157,000	9,789,000	10,718,000
National Electrification Programme	26,315,789	26,315,789	23,358,054
Neighbourhood Development Partnership Grant	20,000,000	25,000,000	40,000,000
TOTAL	1,793,890,452	2,391,896,789	2,187,256,146



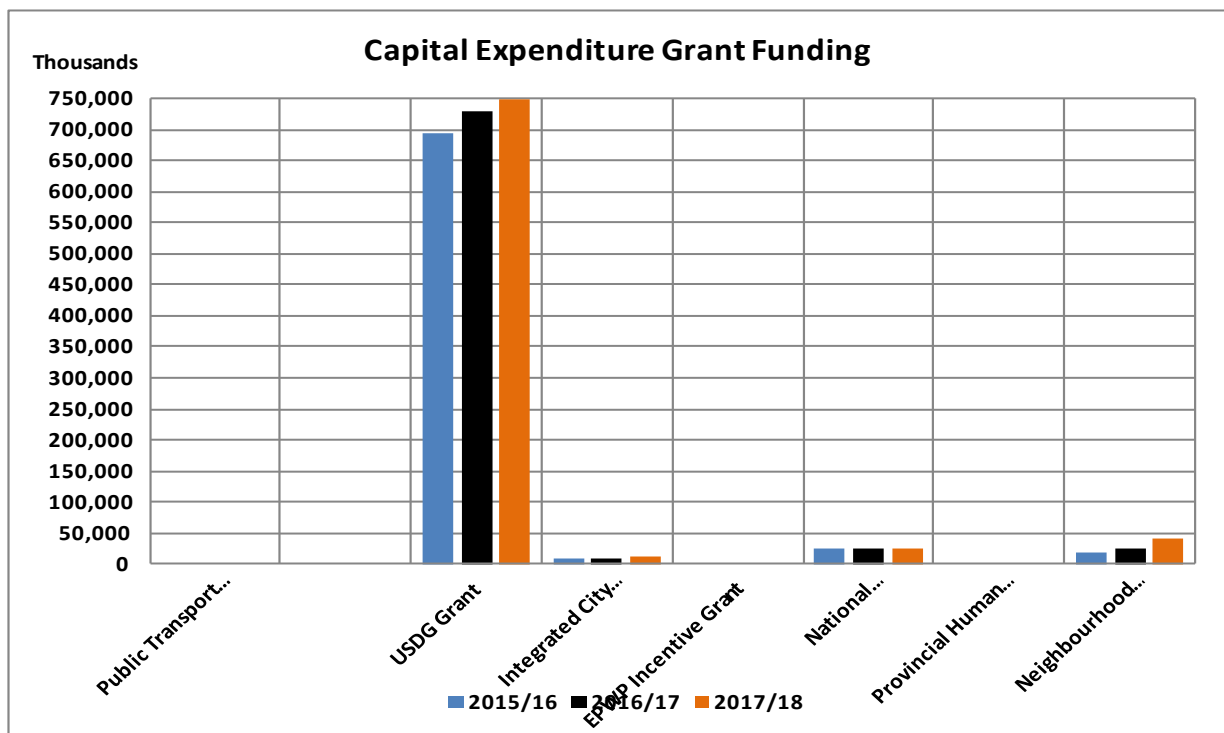
The funding requirements for external loans of R 514,256 million is to be sourced from the balance of the existing approved loans from DBSA and Standard Bank amounting to R 215 million and R 208 million respectively for the 2015/16 budget year. A further loan amount of R 218,140 million is to be procured through a competitive bidding process for the leasing of the municipal fleet.

The remainder of the external debt for 2016/17 and 2017/18 will be funded from the envisaged municipal bonds that the Metro is currently embarking upon. The project is at an advance stage and the municipality is in the process of appointing lead arrangers.

b) Grant Funding

Government grants and subsidies makes up 35,12% of the MTREF capital budget. The major contribution to the total budget of R 2,383 billion being the USDG at 91,98%.

GRANTS FUNDING	Budget Year 2015/16	Budget Year 2016/17	Budget Year 2017/18
	R	R	R
USDG Grant	693,847,000	728,133,000	769,697,000
Integrated City Development Grant	10,157,000	9,789,000	10,718,000
National Electrification Programme	26,315,789	26,315,789	23,358,054
Neighbourhood Development Partnership Grant	20,000,000	25,000,000	40,000,000
<b>TOTAL</b>	<b>750,319,790</b>	<b>789,237,789</b>	<b>843,773,054</b>



c) Utilization of the Funding

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

The main projects to be undertaken out of the USDG allocation are as outlined on the table below:

GRANTS & SUBSIDIES	Budget Year	Budget Year	Budget Year
--------------------	-------------	-------------	-------------

	2015/16	2016/17	2017/18
	R	R	R
Corporate Services			
Construction of 20x30 Swimming Pool: Mmabana Stadium Thaba Nchu	3,000,000	-	-
Upgrading of Billy Murison Stadium	1,500,000	1,909,070	-
Upgrading of Seloshesha Stadium	-	2,000,000	3,000,000
Upgrading of Botshabelo Stadium	-	3,000,000	-
Rehabilitation of Freedom Square Sport Centre	2,500,000	-	-
Johnson Bendile Stadium	3,000,000	1,000,000	3,000,000
Multi Purpose Centre - Grassland 2	5,000,000	6,000,000	8,000,000
Electronic Equipment: Auditoriums	-	-	-
Renovation of Historical Building: City Hall	1,000,000	2,000,000	-
Rehabilitation of Arthur Nathan Swimming Pool	2,000,000	2,000,000	4,000,000
Upgrading of Mmabana Stadium	1,040,313	2,000,000	3,000,000
Sub-total: Corporate Services	19,040,313	19,909,070	21,000,000
Social Services			
Fire Station Langehovenpark/Cecilia	-	700,000	7,000,000
Fire Station Bosthabelo	-	-	800,000
CCTV	-	5,787,000	-
Fencing of Naval Hill Nature Reserve	-	5,000,000	2,000,000
Cloak-rooms for Naval Hill Workers	-	500,000	-
New Regional Park Thaba Nchu Seloshesha	9,350,000	24,500,000	-
Fencing of Hamilton Park	650,000	-	-
Development of New Park in Botshabelo "B" Section	7,000,000	-	-
City Beautification - Raymond Mhlaba Street	-	-	5,000,000
Development of Park in Bosthabelo	-	-	5,000,000
Development of Park in Rocklands	-	-	5,000,000
Development of Park in Grassland	-	-	8,000,000
Sub-total: Social Services	17,000,000	36,487,000	32,800,000
Planning			
Beautification of City Entrances - N8	29,188,788	9,366,105	-
Pedestrianisation of Ella Street	9,000,000	-	-
Establishment of GIS System - implementing User requirement analysis plan	6,000,000	4,000,000	-
Sub-total: Planning	44,188,788	163,366,105	-
Economic and Rural Development			
Naval Hill Phase 2	3,922,929	16,500,000	-
Concept and Detail Design Naval Hill Phase 2	117,207	-	-
Naval Hill - The Edge Restaurant	992,046	-	-

Kiosk Naval Hill	664,250	-	-
Sub-total: Economic and Rural Development	5,696,433	16,500,00	-
Human Settlement and Housing			
Internal Services (Land Preparation; Water & Sanitation; Street Lights) - Botshabelo Section H (100 Mid to High Income)	4,500,000	24,000,000	54,800,000
Internal Services (Water & Sanitation; Street Lights) - Magashule Square (48 Households)	26,700,000	-	-
Lentehof Rental Scheme - Main Refurbishment	-	935,000	-
Main Lines (Water & Sanitation) Lourierpark (400 Sites)	-	27,500,000	-
Water Reticulation & Internal Connections Bosthabelo Section R	5,000,000	-	-
Redesigns Estoire	6,000,000	-	-
Sub-total: Human Settlement and Housing	42,200,000	47,435,000	54,800,000
Engineering Services			
Sleeper Replacement and Thermit Welds	100,000	100,000	100,000
Upgrading of Street and Stormwater	164,479,747	194,569,120	130,814,248
Outer Ring Road	-	1,000,000	20,000,000
Inner Ring Road	-	1,000,000	15,000,000
Rehabilitation of Bridges	10,950,000	28,000,000	97,000,000
Stormwater: Bainsvlei Mooiwater Stormwater	2,000,000	12,000,000	15,000,000
Unforeseen Stormwater Improvements	6,000,000	6,000,000	3,000,000
Rehabilitation of Stormwater Canals	3,000,000	3,000,000	3,000,000
Bloemspruit Stormwater Canal Rehabilitation	500,000	-	-
Stormwater Drainage Bochabela	3,000,000	5,000,000	-
Resealing of Streets	14,412,979	15,000,000	25,000,000
Heavy Rehabilitation of Streets	12,000,000	15,000,000	20,000,000
Upgrading - Intersection St George and Pres Brand	250,000	5,000,000	-
New Traffic Lights	400,000	-	-
Replacement of Obsolete and Illegal Signage and traffic Signals	2,000,000	4,000,000	2,000,000
Victoria and Kolbe Intersection	127,380	2,547,596	-
Upgrading of Traffic Intersections	5,000,000	7,000,000	8,000,000
Streets and Stormwater Management System	800,000	800,000	-
North Eastern WWTW Phase 2	51,783,461	-	-
Mechanical and Electrical Works for North Eastern WWTW	30,453,115	-	-
Addition to Sterkwater WWTW Phase 3	30,000,000	10,540,684	13,827,221
Rayton Main Sewer	2,600,000	-	-
Refurbishment of old Toilets	-	6,000,000	4,000,000

Refurbishment of Bloemspruit WWTW	15,000,000	15,000,000	20,000,000
Basic Sanitation and Internal Bulk Services in Manguang	50,000,000	47,500,000	-
Sub-total: Engineering Services	404,856,682	379,057,400	379,741,469
Water			
Naval Hill Reservoir Phase 2	10,000,000	11,000,000	-
Longridge Reservoir Supply Line 8,3 km	1,000,000	-	-
Botshabelo & Thaba Nchu Internal Bulk Water	17,062,870	30,029,300	-
Replace Pumps Maselspoort	2,000,000	-	-
Refurbishment of Water Supply System	26,279,200	-	-
Rayton Bulk Water Supply	8,000,000	-	-
Maselspoort Water Recycling	10,000,000	54,184,125	121,356,456
Gariiep Dam Water Supply	7,000,000	15,000,000	9,000,000
Maselspoort Refurbishment	25,022,714	-	-
Replace Water Meters and Fire Hydrants	30,000,000	45,000,000	90,000,000
Metering of Unmetered Sites	-	15,000,000	15,000,000
Replacement/Refurbishment of Valves in Bloemfontein, Botshabelo & Thaba Nchu	10,000,000	10,000,000	10,000,000
Replacement/Refurbishment of Water Mains in Bloemfontein	-	20,000,000	20,000,000
Sub-total: Water	146,364,784	200,213,425	265,356,456
Waste and Fleet Management			
Development of New Landfill Site	2,000,000	2,000,000	2,110,000
Development of Transfer Station in Thaba Nchu	5,000,000	6,500,000	6,857,500
Development of Waste Drop-off Areas in Mangaung	1,000,000	1,055,000	1,113,025
Refuse Receptacles for the Waste Drop-off Areas	1,000,000	1,055,000	1,113,025
Refuse Storage Bins for the 3 CBD's	1,000,000	1,055,000	1,113,025
Upgrading and Construction of Landfill Sites	3,000,000	2,500,000	2,637,500
Upgrading and Rehabilitations of Botshabelo Landfill Sites	1,500,000	1,000,000	1,055,000
Sub-total: Waste and Fleet Management	14,500,000	15,165,000	15,999,075
TOTAL USDG ALLOCATION	693,847,000	728,133,000	15,999,075

#### Other Grant Funded Projects

Detailed below are the details of the other grant funded projects:

OTHER GRANT FUNDED PROJECTS	Budget 2015/16	Budget 2016/17	Budget Year 2017/18
	R	R	R
Neighbourhood Development Partnership Grant			

-Waihoek Precinct Redevelopment	5,000,000	20,000,000	25,000,000
Integrated City Development			
-Hawking Stalls Botshabelo CBD	7,157,000	2,000,000	-
-Hawking Stalls Thaba Nchu	3,000,000	7,789,000	-
-Municipal Pounds Botshabelo	-	-	5,718,000
-Municipal Pounds Thaba Nchu	-	-	5,000,000
National Electrification Programme			
-Electrification Connections DME	26,315,789	26,315,789	22,807,018
TOTAL	41,472,789	56,104,789	58,525,018

#### Borrowings/Loan Funded Projects

Outlined below are details of projects to be funded out of external loans:

CAPITAL EXTERNAL LOANS	Budget 2015/16	Budget 2016/17	Budget Year 2017/18
	R	R	R
Planning Projects			
Township Establishment Brandkop	16,000,000	3,000,000	3,000,000
Thaba Nchu Development Node	10,700,000	-	-
Township Establishment Cecilia Park	20,000,000	-	-
Botshabelo Development Node	25,000,000	-	-
Airport Development Node	46,000,000	51,000,000	-
Long Haul Service Centre	-	-	35,000,000
Sub-total	117,700,000	54,000,000	38,000,000
Engineering Services Projects			
Tempe Main Sewer Pump Station	2,585,200	-	-
Refurbishment of Bloemspruit WWTW	20,000,000	30,000,000	25,000,000
Extension Botshabelo WWTW	20,000,000	80,000,000	47,000,000
Extension Thaba Nchu WWTW (Selossha)	20,000,000	100,000,000	53,500,000
Basic Sanitation and Internal Bulk Services in Botshabelo	96,000,000	100,000,000	120,000,000
Basic Sanitation and Internal Bulk Services in Thaba Nchu	96,714,800	100,000,000	120,000,000
Upgrading Streets & SW: Frans Kleynhans Road	-	29,000,000	-
Rehabilitation of Walter Sisulu Road	-	30,000,000-	-
Heavy Rehabilitation of McGregor Street	-	19,000,000	-
North Eastern WWTW Phase 2	-	97,122,494	-
Mechanical and Electrical Works for North Eastern WWTW	-	40,636,200	-
Addition to Sterkwater WWTW Phase 3	-	69,459,316	212,172,779
Refurbishment of Sewer Systems	-	20,000,000	20,000,000
Refurbishment of Sewer Systems	-	30,000,000	32,000,000

Sub-total	255,300,000	745,218,010	629,672,779
Water			
Maselspoort Water Recycling	-	35,815,875	2,393,544
Maselspoort Refurbishment	-	90,000,000	102,000,000
Refurbishment of Water Supply Systems: Real Loss Reduction Programme (Water)	-	17,000,000	17,000,000
Refurbishment of Water Supply Systems: Automated Meter Reading Programme	50,000,000	50,000,000	50,000,000
Sub-total	50,000,000	192,815,875	171,393,544
Waste and Fleet Management			
New Vehicle Leasing	91,256,000	79,849,000	57,035,000
Sub-total	91,256,000	79,849,000	57,035,000
TOTAL	514,256,000	1,071,882,885	896,101,323

Development Bank of Southern Africa's proposal for Financing of Various Infrastructure Projects (Bid: MMM/BID156:2013/14) included an additional R 50 million and the facility was made available for the municipality as part of R 300 million loan approved by the DBSA Board.

Since the conditions that are stipulated in Section 46 of the Municipal Finance Management Act, No 56 of 2003, were complied with in the raising of the R 600 million loan, Council resolution is hereby sourced.

#### Own Funded Projects

Included in the capital budget are projects to the extent of R 501,361 million for the 2015/16 year funded through own funds. The allocation of the two MTREF period outer years is R 505,031 million and R 423,272 million respectively. The key highlights of the own funded projects for the MTREF period are:

OWN FUNDED PROJECTS	2015/16	2016/17	2017/18
	R	R	R
Corporate Services			
New Office Block - Mangaung	5,300,000	16,000,000	14,000,000
Private Cloudware	200,000	200,000	200,000
Desktops and Laptops	1,000,000	1,800,000	1,000,000
Radio Network Expansion	2,000,000	500,000	800,000
ICT Security Equipment	500,000	300,000	661,750
Server Rooms	700,000	200,000	300,000
Radio Links (WAN Redundancy Backup)	700,000	850,000	800,000
Network Switches (Upgrade to PoE Switches)	100,000	-	300,000
Sub-total: Corporate Services	10,500,000	19,850,000	18,061,750

Finance			
Pressure Sealer	320,000	-	-
Burster Stacker and Slitter	405,000	-	-
Office Furniture	4,129,699	4,356,832	4,596,458
Asset Management System	750,000	500,000	500,000
Sub-total: Finance	5,604,699	4,856,832	5,096,458
Social Services			
Clothing Bank: Industrial Dryer x 2	-	-	155,000
Standby Generator	-	600,000	-
Erlichpark Fire Station: Hot Fire Training Facility: Upgrade	-	750,000	-
Jaws of Life	490,000	2,000,000	1,650,000
Positive Pressure Ventilator	145,500	156,000	165,000
Floating Pump	84,000	180,000	150,000
Hydraulic Telescope Ram	-	-	260,000
Foam Branch complete with Inductor	140,000	-	92,000
Hand Controlled Fire Nozzle	57,000	80,000	92,000
1 x Complete Rescue Protocol Safety Set	-	80,000	-
Skid Unit	91,500	97,500	105,000
Self Contained Breathing Apparatus Complete	-	210,000	230,000
Collapsible / Folding Ladder	112,000	-	-
Pneumatic Rescue Set	-	159,000	-
Bayswater Fire Station: Multi Gym	-	180,000	-
Radio Repeater: Southern Region N1 South	-	150,000	-
Rescue Boat Complete	-	383,500	-
Botshabelo Power Station	7,000,000	3,000,000	-
Traffic Law Enforcement Cameras (Fixed)	1,000,000	1,000,000	1,500,000
Law Enforcement Cameras (Digital Cameras)	500,000	1,000,000	500,000
9mm Pistols	140,000	140,000	140,000
CCTV	2,200,000	2,300,000	4,000,000
Relocation of Zoo	20,274,706	22,861,337	24,474,025
Point of Sale System	-	40,000	-
Purchase of Animals for Kwaggafontein Zoo	-	2,000,000	-
Renovation of Backpackers Accommodation Building	-	-	600,000
Upgrading of the Naval Hill Walking Trail	-	-	350,000
Upgrading of the Naval Hill Lapa Road	-	-	600,000
New House for Naval Hill / Nature Conservator	-	-	900,000
Perimeter Fence Klipfontein Cemetery	-	-	2,500,000
Perimeter Fence x 2727 Cemetery	-	-	2,000,000
New Roads & Stormwater x2727 Cemetery	-	-	5,000,000
Ablution Facility x2727 Cemetery	-	-	800,000
Concrete Beams South Park Cemetery	-	-	800,000



New Roads & Stormwater Botshabelo Regional Cemetery	5,000,000	-	-
New Roads & Stormwater Botshabelo Cemetery	4,00,000	-	-
Construction of Offices & Cloakroom Botshabelo Cemetery	-	1,000,000	-
New Roads & Stormwater Bainsvlei Cemetery	2,000,000	-	-
Upgrading Roads & Stormwater Phahameng Cemetery	1,000,000	-	-
Ablution Block South Park Cemetery	800,000	-	-
Perimeter Fence Stormlaan Cemetery	1,000,000	-	-
Perimeter Fence Bainsvlei Cemetery	3,000,000	-	-
Upgrading Roads & Stormwater Memoriam Cemetery	-	2,000,000	-
Perimeter Fence Botshabelo Regional Cemetery	-	3,000,000	-
Ablution Facility Botshabelo Regional Cemetery	-	1,500,000	-
Development of a Master Plan for the Conversion of Klipfontein and Farm x2727 into Cemeteries	1,542,000	-	-
Playground Equipment for Parks	-	2,340,000	3,000,000
High Band Portable Two Radio	24,200	54,000	-
Sub-total: Social Services	56,600,906	47,261,337	50,063,025
Planning			
Pedestrianisation Second Avenue	-	10,000,000	5,000,000
Township Establishment: New Township (Approximate 10 000)	4,000,000	5,800,000	3,000,000
Sub-total: Planning	4,000,000	15,800,000	8,000,000
Fresh Produce Market			
Refresh Servers & Software	250,000	200,000	200,000
Market Hall Roof & Gutters	500,000	500,000	500,000
Sub-total: Fresh Produce Market	750,000	700,000	700,000
Human Settlement and Housing			
Construction of Section M Office - Botshabelo	-	2,000,000	-
Stabilisation of Soil and Paving - Lourierpark Scheme	-	2,500,000	-
Acquisition of Land for Cemeteries	4,000,000	-	-
White City Top Infrastructure (Refurbishing last 20 Duplexes)	10,000,000	-	-
Refurbishment of Rental Stocks	4,000,000	5,000,000	15,000,000
Sub-total: Human Settlement and Planning	18,000,000	9,500,000	15,000,000
Economic and Rural Development			
Hamilton Factory Shells	-	5,000,000	5,000,000
Special Economic Zones	-	-	5,000,000
Business Improvement Districts - Inner City Renewal	-	-	7,500,000

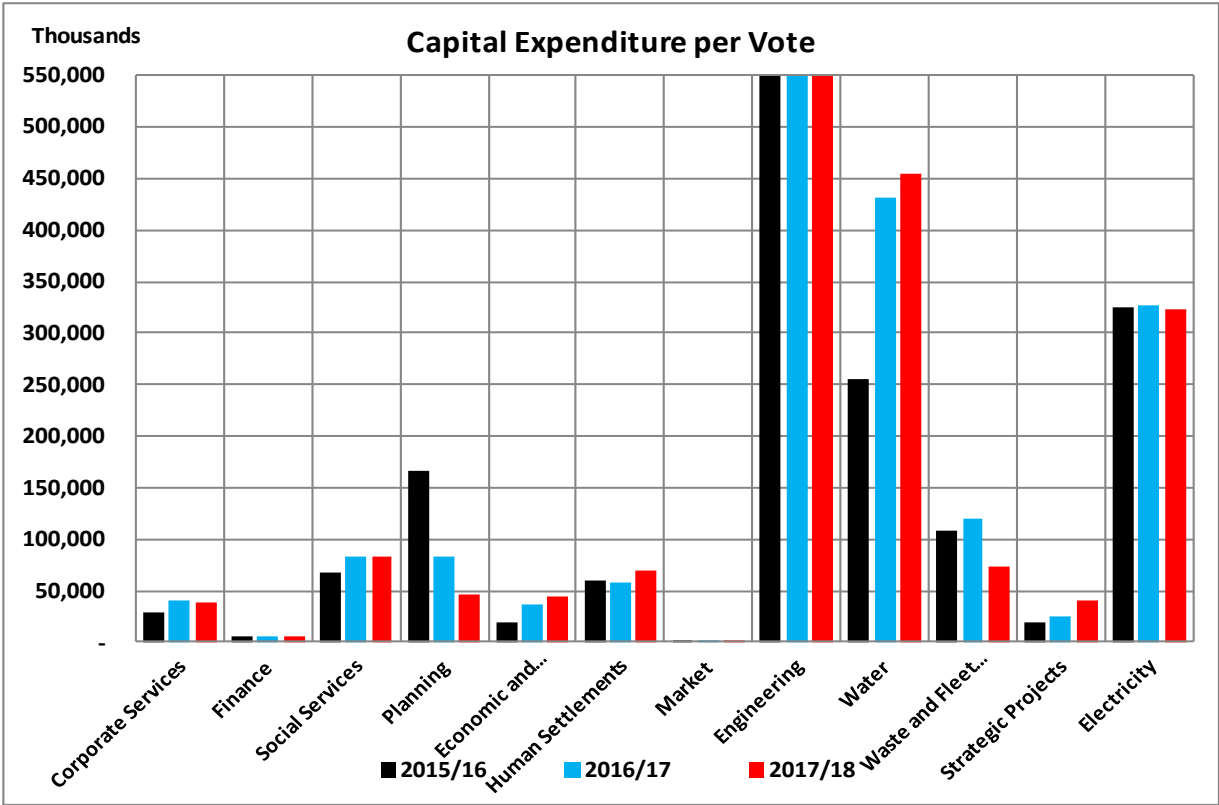
Purchases of Commonages	-	-	5,000,000
Hydroponics Project	-	2,000,000	3,000,000
Municipal Pound Botshabelo	1,000,000	-	4,500,000
Incubation Farm	2,000,000	4,000,000	3,000,000
Sub-total: Economic and Rural Development	3,000,000	11,000,000	33,000,000
Engineering Services			
Build Administration Offices at Botshabelo and Thaba Nchu	-	1,500,000	-
Building of Proper Fuel Stations	-	18,570,000	-
Buitesig Bridge Waaihoek	-	15,000,000	-
Client Waiting Room at Testing Centre	500,000	-	-
Computer Equipment	130,000	140,000	105,500
Erection of Steel Structure and Roof to South Section Botshabelo Workshop	350,000	-	-
Heavy Rehabilitation of Dan Pienaar Drive	30,000,000	6,000,000	-
Upgrading of Streets and Stormwater	8,500,000	12,500,000	-
Lubrication Management	550,000	-	-
Mechanical and Electrical Works for North Eastern WWTW	1,000,000	-	-
Nelson Mandela Bridge	-	15,000,000	-
North Eastern WWTW Phase 2	1,000,000	-	-
Paving	370,000	-	-
Refurbishment of Fuel Depots for all Fire Stations	-	4,000,000	-
Refurbishment of Sewer Systems	19,000,000	-	-
Rehabilitation of Walter Sisulu Road	10,000,000	-	-
South Park Cemetery Entrance Road	7,500,000	3,000,000	-
Two Way Radios	200,000	200,000	211,000
Waterborne Sanitation Thaba Nchu (Learner Ship)	-	7,000,000	-
Work Benches and Storage Cupboards Botshabelo Workshop	20,000	-	-
Sub-total: Engineering Services	79,120,000	82,910,000	316,500
Water			
Installation of Communal Stand Pipes in BFN & Thaba Nchu	-	6,000,000	6,000,000
Maselspoort Refurbishment	23,977,286	-	-
Refurbishment of Water Supply Systems	34,720,800	1,500,000	1,500,000
Relocation of Water Pipe Line in Phase 5: Bloemfontein	-	25,000,000	10,000,000
Replacement of Water Pipes in Ratau: Thaba Nchu	-	6,000,000	-
Sub-total: Water	58,698,086	38,500,000	17,500,000
Total: MMM	230,273,691	230,378,169	147,737,73

			3
Centlec			
Upgrade of current PABX to VOID Telecoms infrastructure	2,047,981	2,626,990	8,688,198
Implementation of Business Continuity and Disaster Recovery Infrastructure	2,982,194	3,825,326	12,651,435
Website	193,206	284,589	438,881
Vending Back Office	9,660,286	9,486,286	4,702,298
Upgrade and Refurbishment of Centlec Computer Network	1,023,990	1,313,495	4,344,099
mSCOA Implementation Project	11,592,343	11,857,857	6,269,731
Park West 132/33 T2B 45 MVA	5,071,069	5,690,025	6,002,976
Replacement of Oil Plant	732,488	821,893	867,097
Replacement of Decrepit Hamilton Substation	2,253,809	2,528,900	2,667,990
Tibbie Visser Ripple Control	394,416	442,558	466,899
Clover & Vista DC's, Park Access Control (CCTV)	394,416	442,558	466,899
Replacement of 110V Batteries for East Yard, Westdene, Mangaung B, Maselspoort	507,107	569,003	600,298
Replacement of 11KV switchgears for Magistrate Sub	1,352,285	1.517.340	1,600,794
Replacement of 32V Batteries	394,416	442,558	466,899
Replacement of Low Voltage Decrepit 2,4,8 Way Boxes	1,690,356	1,896,675	2,000,992
Replacement of Brittle Overhead Connections	788,833	885,115	933,796
Remedial Work 132KV Southern Lines	4,507,617	5,057,800	5,335,979
Automated Maintenance System	563,452	632,225	666,997
Replacement of 2 & 4 way Fibreglass Box in Section H	1,126,904	1,264,450	1,333,995
Replacement of 240mm XLPE between Sub A and H	7,888,330	8,851,150	9,337,963
Installation of Pre-paid Meters (Indigents)	1,100,000	1,149,500	1,212,723
Servitudes and Land (Including Investigation, Remuneration, Registration)	1,060,000	1,107,700	1,168,624
Extension and Upgrading of the 11KV Overhead Network in the Peri-urban Areas	9,003,318	9,314,745	9,827,056
Fichardtpark DC: 132KV/11KV 20MVA DC	13,000,000	10,000,000	6,800,000
Cecelia DC: 132KV/11KV 30MVA DC	13,000,000	12,000,000	5,000,000
132KV Northern Ring from Noordstad to Harvard DC	15,000,000	10,000,000	5,000,000
Elite Substation (Airport Node)	21,000,000	23,000,000	25,825,000
Replacement of Decrepit 11KV Cable	3,498,000	3,655,410	3,856,458
Transformer Replacement	23,300,000	24,000,000	26,000,000
Smart Streetlights	40,000,000	25,000,000	15,000,000
Refurbishment of the Tap Charge Control Panels at Park West, Bayswater and Naval Park Distribution Centres	212,000	221,540	233,725
Refurbishment of Protection at Bayswater,	576,467	602,408	635,540

Coronation, Naval Park and Dan Pienaar			
Meter Project	17,000,000	25,000,000	30,000,000
Network Catalyst Projects	11,000,000	13,750,000	14,671,250
Electrification Projects	9,500,000	10,260,000	10,947,420
Installation of Public Lighting	15,500,000	16,538,500	17,646,580
Training & Development	1,772,897	1,400,000	1,400,000
Revitalization of Old Power Stations (Fort Street)	3,800,000	3,000,000	1,800,000
Re-engineering of Old Power Stations	1,000,000	5,000,000	10,000,000
Furniture and Office Equipment	2,600,000	2,717,000	2,866,435
Office Building	8,000,000	8,500,000	8,800,000
Vehicles	7,000,000	6,000,000	2,000,000
Marketing & Communication	5,000,000	5,000,000	5,000,000
Total: Centlec			275,535,02
	278,088,182	277,653,595	6
INTERNALLY GENERATED FUNDS			423,273,75
	508,361,873	505,031,764	9

#### Capital Budget per Vote

DIRECTORATE	2015/16	2016/17	2017/18
	R	R	R
Corporate Services	29,540,313	39,759,070	39,061,750
Finance	5,604,699	4,856,832	5,096,458
Social Services	67,600,906	83,748,337	82,863,025
Planning	165,888,788	83,166,105	46,000,000
Economic and rural Development	18,853,433	37,289,000	43,718,000
Human Settlements	60,200,000	56,935,000	69,800,000
Market	750,000	700,000	700,000
Engineering	737,186,682	1,182,815,410	1,009,414,248
Water	255,062,870	431,529,300	454,250,000
Waste and Fleet Management	107,846,000	119,384,000	73,350,575
Strategic Projects	20,000,000	25,000,000	40,000,000
Electricity	325,356,851	326,713,735	323,002,090
<b>TOTAL CAPITAL EXPENDITURE PER VOTE</b>	<b>1,793,890,542</b>	<b>2,391,896,789</b>	<b>2,187,256,146</b>



## PART E: KEY IDP INTERVENTIONS AND PROJECTS

### CHAPTER 10: CAPITAL PROJECTS TO THE IDP 2012-2016

We have continued to work with the provincial government departments in taking the development of people of Mangaung forward. In this regard, there are various ongoing and new capital projects which are unfolding in the Metro, they are reflected below, with focus being only on major capital projects.

#### 1.1 DEPARTMENT OF SPORTS, ARTS CULTURE AND RECREATION<sup>1</sup>

PROJECT	AREA	PROJECTED COST R ( '000)	TOTAL	PROJECTED EXPENDITURE 2015/16 (R '000)
Botshabelo 11 Library	Botshabelo	14, 500		6, 000
Bloemfontein Library Phase 1- 3	Bloemfontein	21, 248		7, 500
Kaizer Sebothelo Stradium	Botshabelo	9, 600		6, 700
Seisa Ramabodu Stadium	Bloemfontein	300, 650		87, 992
<b>TOTAL</b>		<b>345, 998</b>		<b>108, 192</b>

#### 1.2 DEPARTMENT OF SOCIAL DEVELOPMENT

PROJECT	AREA	PROJECTED COST (R '000)	TOTAL
Substance Abuse Dependency Treatment Centre <sup>2</sup>	Botshabelo	6, 500	

#### 10.3 DEPARTMENT OF POLICE, ROADS AND TRANSPORT<sup>3</sup>

PROJECT	AREA	PROJECTED COST (R '000)	TOTAL	PROJECTED EXPENDITURE 2015/16 (R '000)
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<sup>1</sup> Source – Estimates of Provincial Revenue and Expenditure 2015/15 (Blue Book)

<sup>2</sup> Source – Social Development Vote Speech 2015/16

<sup>3</sup> Source – Estimates of Provincial Revenue and Expenditure 2015/15 (Blue Book)

Botshabelo Transport Route	Botshabelo	45, 000	10, 000
Thabanchu Route acc (trprt)	Thabanchu	100, 000	13, 500
Thabanchu Route acc (trprt)	Thabanchu	100, 000	9, 000
Thabanchu Route acc (trprt)	Thabanchu	100, 000	3, 130
<b>TOTAL</b>		<b>345, 000</b>	<b>35, 630</b>

#### 10.4 DEPARTMENT OF HUMAN SETTLEMENTS<sup>4</sup>

At a cost of R 204, 930, 000, the Department of human Settlement is planning the following projects in Mangaung:

PROJECT NAME AS LISTED IN THE 2015/16 BUSINESS PLAN	TYPE/ BUSINESS	LOCATION	DELIVERY TARGETS/NO OF SERVICES	DELIVERY S/PLANNED 2015/16	TARGET UNITS
500 Matsapa 2014/15 (M2M Developers 2013/14 (500 Polokoe Dev (2010/2011))	Incompl ( M2M 2013/14 (500	BLOEMFONTEIN	0	100	
300 Moyakhe (2010/2011)	Trading	BLOEMFONTEIN	0	10	
300 Matsapa Incompl.2013/14 ( Makoya Trading (2010/11)	Trading 613	BOTSHABELO	0	30	
Superb Homes (500 Ziqoqe (2010/2011))	2013/2014 Constr	BLOEMFONTEIN	0	8	
400 Mob 2013/15 (Ntilane 2010/11)	Incomplete Constr	BOTSHABELO	0	15	
400 Your Incompl Construction 2010/2011)	Trade 2013/14 (Jore	THABA NCHU	0	100	
54 Your 2013/14( 200 People First (2010/2011)	Trade Incompl.	THABA NCHU	0	40	
Your trade Civil 2013/14 (		THABA NCHU	0	7	

<sup>4</sup> Source – Department of COGTA

50 Rehauwe Constr. (2010/2011)			
252 Your Trade Civil Constr (2010/2014)	THABA NCHU	0	8
Hillside View Phase 1 - 400 units	BLOEMFONTEIN	0	70
Brandwag phase 3 - 154 units	BLOEMFONTEIN	0	154
100 Rocklands C Max Dilapidated Two Room Units(2013)	BLOEMFONTEIN		20
100 Heidedal 2 Rooms - C Max	BLOEMFONTEIN		60
900 Pamper & Suprim Imcompl. 2013/14( Koena Prop (2010/2011)	BOTSHABELO		150
Military Veterans	BLOEMFONTEIN		224
Free State - Accommodation For Teachers - 19 Units (2014/15) Tierpoort 4 Units	BLOEMFONTEIN	0	4
Bloemfontein Caleb Motsabe 7500 Sites	BLOEMFONTEIN	500	0

## 10.5 DEPARTMENT OF HEALTH<sup>5</sup>

### • NEW INFRASTRUCTURE

TYPE OF INFRASTRUCTURE PLANNED FOR 2015/16	AREA/ NAME		PROJECT VALUE (R '000)
EMS Station			
HOSPITAL	Mangaung	Mangaung Hopital	6, 199

### • UPGRADE INFRASTRUCUTURE

TYPE OF INFRASTRUCTURE PLANNED FOR 2015/16	AREA/ NAME		PROJECT VALUE (R ' 000)
EMS Station			
HOSPITAL	Botshabelo	Botshabelo Hospital	4, 246
		Heidedal Community Health	3, 299

<sup>5</sup> Source – Department of COGTA



		Centre	
<b>TOTAL</b>			<b>7, 545</b>

• **REFURBISHMENT INFRASTRUCTURE**

<b>TYPE OF INFRASTRUCTURE PLANNED FOR 2015/16</b>	<b>AREA/ NAME</b>		<b>PROJECT VALUE (R '000)</b>
<b>EMS Station</b>			
<b>HOSPITAL</b>	THABA NCHU	JS MOROKA HOSPITAL	28, 787
	BLOEMFONTEIN	UNIVERSITAS HOSPITAL	13, 424
<b>TOTAL</b>			<b>42, 876</b>

• **RENOVATE INFRASTRUCTURE**

<b>TYPE OF INFRASTRUCTURE PLANNED FOR 2015/16</b>	<b>AREA/ NAME</b>		<b>PROJECT VALUE (R '000)</b>
<b>HOSPITAL</b>	BLOEMFONTEIN	PELONOMI HOSPITAL	10, 000
<b>TOTAL</b>			<b>10, 000</b>

**10.6 DEPARTMENT OF EDUCATION <sup>6</sup>**

<b>PROJECT</b>	<b>AREA</b>	<b>PROJECTED TOTAL COST R ('000)</b>	<b>PROJECTED EXPENDITURE 2015/16 R ('000)</b>
Primary School	Grassland (BFN)	58, 007	11, 602
Secondary School	Grassland (BFN)	53, 857	10, 771
Primary School	Dinaweng (BFN)	43, 140	8, 628
Primary School	Matla (BFN)	32, 946	4, 369
Combined School (Hostel)	Baainsvlei (BFN)	57, 309	3, 959
Special School (New Hostel)	Buitumelong (Thabanchu)	20, 000	12, 000
<b>Total</b>		<b>265, 259</b>	<b>51, 329</b>

**10.7 DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT<sup>7</sup>**

<b>PROJECT</b>	<b>AREA</b>	<b>PROJECTED TOTAL COST (R '000)</b>	<b>ESTIMATED EXPENDITURE 2015/16 (R '000)</b>

<sup>6</sup> Source – Estimates of Provincial Revenue and Expenditure 2015/16 (Blue Book)

<sup>7</sup> Source – Estimates of Provincial Revenue and Expenditure 2015/15 (Blue Book)

Mangaung Sheep and Goats Processing Facility		16, 000	5, 000
MM Beef Value Chain Projects		19, 900	5, 900
MM Vegetable production		7, 514	2, 214
Fetsa Tlala		7, 771	2, 271
Revitalisation of irrigation scheme		30, 000	1, 500
<b>Total</b>		<b>81. 185</b>	<b>16, 885</b>

## 10.8 ESCOM

The following projects, are to be implemented by ESCOM in the City over the MTEF

Bloemfontein	Harvard-Merapi line - radial line - when it is lost, can result in a network collapse	<b>Bloemfontein Strengthening:</b> Build a 110km 275kV Everest-Merapi line plus a Merapi 275/132kV 250MVA trfr.
Bloemfontein	Potential 4GW Pump storage and 6GW wind generation in Lesotho	Strategic servitude for a 400kV Merapi – Harvard – Perseus line
NDP projects in Bloemfontein	<b>Merapi MTS to Selosesha Municipal substation</b> - Build ±50km 88kV Chickadee line	