



MANGAUNG METROPOLITAN MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN
[2018/19]

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FOREWORD BY THE EXECUTIVE MAYOR

This Integrated Development Plan (IDP) marks the 2nd review of the overall strategic framework for our City for the period 2017 – 2022.

It gives us great pleasure that by our very first year in office we successfully completed the incorporation of communities of both of Ikgomotseng (formerly part of Masilonyana Local Municipality) and the entire Naledi Local Municipality into the broader community of Mangaung Metro. Accordingly, this IDP embodies the mandate we received from the latter broader community after extensive public participation process. Thus our commitment towards building a progressive City that is globally safe and attractive to live, work and invest in, caters for all in Thaba Nchu, Botshabelo, Ikgomotseng/Soutpan, Dewetsdorp, Wepener and Van Stadensrus and Bloemfontein.

This IDP takes into account the critical injunctions espoused in both National Development Plan (NDP) and the Free State Growth and Development Strategy (FSGDS) Vision(s) 2030 respectively. Significantly, this serves a purposes of aligning our priorities as the local sphere of government with those of our provincial and national counterparts. Guided by these priorities, primary focus should now be on poverty eradication and reduction of inequalities. And overcoming these issues – poverty eradication, unemployment and inequality, should – ideally, dominate IDP inputs during the public hearings. This is because whatever we decide to do or not to do, is legitimised accordingly through the IDP processes.

This financial year, 2018/19, the eight developmental trajectories we set at beginning of our tenure remains intact – and, have been endorsed accordingly by the local community. These include: poverty eradication, rural and economic development and job creation; financial sustainability including revenue enhancement and clean audits; spatial development and build environment; eradication of bucket system and VIP toilets; development of sustainable and integrated human settlements; Implementation of Integrated Public Transport Network; environmental management and climate change; and social and community services.

Adoption of this IDP is not an end, but the beginning of work, with the local community as a bedrock of good governance – guided by the principles of *Batho Pele*. The commitments entailed in this IDP are like a lamp unto the feet of all councillors and the entire municipal administration.

I therefore call upon every citizen of Mangaung not to allow us even the minutest space to deviate without convincing justifications.

Working together towards building a resilient community AT THE HEART OF IT ALL.

Matawana Olly Mlamleli
Executive Mayor

OVERVIEW BY THE CITY MANAGER

The successful realisation of our vision of establishing a City that is globally safe and attractive to live, work and invest in, depends squarely on improved institutional capacity and sustained good governance.

This IDP provides a blueprint on strategic focus of the City during the financial year 2018/19. Now, with the senior management team (EMT) comprised of the City Manager and Heads of Departments appointed the administrative machinery of the City is set for improved service delivery. In this regard, the City will give precedence to the restoration of the confidence of the local community with a particular focus on strengthening institutional performance management system and improvement in overall municipal audit outcomes. This calls for high ethical conduct and fiscal discipline on the side of everyone in the employ of the municipal council. We are determined that we will achieve unqualified audit opinion in the next financial year, beginning 01 July 2018 – 30 June 2019.

In pursuit of coherent government and effective service delivery, this IDP provides for alignment of the local targets entailed herein with the NDP and FSGDS as well as other related policy provisions such as the budget and back to the basics approach. As it relates to the latter, the City will focus on improving the conditions of roads; tackle water backlog; eradicate bucket system and VIP toilets; acceleration of waste removal, improve City Rejuvenation efforts and prioritise electricity and housing backlogs.

We are committed towards realisation of all key developmental consideration that we have set for ourselves. These include:

- The N8 Corridor Development;
- Activation of a second developmental node at Botshabelo and Dewetsdorp;
- Attract investment and facilitate industrial development in Mangaung;
- Implementation of Integrated Public Transport Network (IPTN);
- Effective implementation of Revenue Enhancement Programme
- Fast-tracking the implementation of eight land parcels and Airport Development Node;
 - Estoire Mixed Development
 - Vista Park Mixed Development (Ext 2)
 - Vista Park Mixed Development (Ext 3)
 - Hillside View Mixed Development
 - Caleb Motshabi Informal Settlements Upgrading
- Ensure that that economic development of the City provides accordingly for Ikgomotseng (Soutpan) and former Naledi Local Municipality areas.

This IDP is just a summation of a complex task before us, which shall be realised without the support and energy of every local citizen, every municipal employee, organised civil society and private sector.

Adv. Tankiso Mea
City Manager

ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
BRT	Bus Rapid Transit
BEPP	Built Environment Performance Plan
CBD	Central Business District
CBP	Community-based Planning
CCTV	Closed Circuit Television Cameras
CDS	City Development Strategy
DFA	Development Facilitation Act
EMP	Environmental Management Plan
FDC	Free State Development Cooperation
FET	Further Education and Training
FSGDS	Free State Growth and Development Strategy
GDP	Growth Development Product
GAAP	Generally Accepted Accounting Practices
HSDG	Human Settlements Development Grant
HDI	Historically Disadvantaged Individual
HIV	Human Immunodeficiency Virus
IDP	Integrated Development Plan
ICT	Information Communication Technology
IDP	Integrated Development Plan
IT	Information Technology
IRPTN	Integrated Rapid Public Transport Network
IUDF	Integrated Urban Development Framework
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	Managing Local Municipality
MMM	Mangaung Metropolitan Municipality
MOSS	Metropolitan Open Space System
MPPMR	Municipal Planning and Performance Management Regulations
MPT	Municipal Planning Tribunal
MTSF	Medium-Term Strategy Framework
mSCOA	Municipal Standard Chart of Accounts
MTREF	Medium-Term Revenue Expenditure Framework
NDP	National Development Plan
OSO	Own Strategic Objective
PMS	Performance Management System
PTIG	Public Transport Infrastructure Grant
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SCM	Supply Chain Management
SMME	Small Micro and Medium Enterprises
SOE	State Owned Enterprises
SPLUMA	Spatial Planning and Land Use Management Act
SDG	Sustainable Development Goal
STATS SA	Statistics South Africa
TVET	Technical and Vocational Education and Training
UFS	University of Free State
USDG	Urban Settlement Development Grant

CHAPTER 1: INTRODUCTION ON LEGAL AND POLICY FRAMEWORK

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 the performance contracts for senior managers.

Together with this the Municipality is expected to develop and adopt a Built Environment Performance Plan (BEPP) to implement a number of strategic interventions that are geared towards evolving a more inclusive, live-able, productive and sustainable urban built environment.

BEPP is primarily a strategic plan to effect a thorough transformation of the built environment and should intersect with the City's Growth and Development Strategy, Financial and Capital investment plans.

1.2 LEGISLATIVE CONTEXT

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

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:

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

The Constitution also demands of local government to improve intergovernmental co-ordination and co-operation to ensure integrated development across spheres of government.

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 articulates instruments such as planning, local economic development and performance management system that should be harnessed to achieve the highlighted developmental outcome.

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

- Local Government: Municipal Structures Act (Act 117 of 1998);
- Local Government: Municipal Demarcation Act (Act 27 of 1998);
- Local Government: Municipal Systems Act (Act 32 of 2000)
- Local Government: Municipal Finance Management Act (Act 56 of 2003)
- Local Government: Municipal Property Rates (Act 6 of 2004)
- Spatial Planning and Land Use Management Act (SPLUMA), Act No. 16 of 2013

This suite of legislations and those that intersect with local government will be thoroughly discussed and deliberated on given the chronology of their enactment.

1.2.3 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 in 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. The Act enjoins a water service authority to develop a Water Services Development Plan (WSDP) that should contain the following information at a minimum:

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

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

This Act provides for the establishment of municipalities and defines the various types and categories of municipalities. Three categories of municipalities exist in South Africa after demarcation: Category A (Metropolitan), Category B (Local), Category C (District). Mangaung Metropolitan Municipality is a Category “A” Municipality.

It furthermore provides to define the types of municipalities that may be established within each category; to provide for an appropriate *division of functions and powers between* categories of municipalities; to regulate the internal systems, structures and office-bearers of municipalities and finally to provide for appropriate electoral systems.

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

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

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

The Local Government: Municipal Demarcation Act, Act 27 of 1998, provides a legal framework for defining and implementing a post-transitional system of local government.

The Act provides for the criteria and procedures for the determination of municipal boundaries by an independent authority; which in this case is the Municipal Demarcation Board. The Board thus far has recommended that the former Mangaung Local Municipality be upgraded to a Category “A” Municipality with the incorporation of the former Motheo District Municipality. On the 3rd August 2016 the Board again recommended that the Metro also incorporate the former Naledi Local Municipality as well as the towns of Soutpan/ Ikgomotseng.

1.2.6 Municipal Electoral Act, No 27 Of 2000

The Act provides for matters connected to Elections such as Voters Roll, preparation for elections such as parties contesting the elections, Ward and independent candidates, Voting stations, Ballot papers, officials in voting stations and finally; counting.

1.2.7 The Municipal Systems Act, No 32 of 2000

The Act provides for the development of core municipal processes planning (IDP); monitoring (PMS) and budgeting that are critical for the attainment of developmental local government.

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 Act underscores the importance of public participation and enjoins all municipalities to ensure that communities are actively involved in the mentioned core municipal processes. The Act provides a policy framework for municipalities to look at alternative methods of providing services including the establishment of municipal entities and fostering of Public Private Partnerships (PPPs), given the finite resources at the disposal of municipalities.

1.2.8 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 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:

- Create a career in local public administration governed by the values and principles of public administration as enshrined in Chapter 10 of the Constitution, characterized by high standards of professionalism;
- Create an enabling environment for increased staff mobility within local government by standardizing human resources management practices;
- 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;
- Ensure predictability and maximize administrative and operational efficiency across municipalities; and establish a coherent human resource governance regime that ensures adequate checks and balances.

The regulations placed 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:

- 1) 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;

- 2) Municipal Council should establish a database of dismissed staff and staff who resigned prior to finalization of disciplinary proceedings.
- 3) The Regulations also make provision for conditions of employment and benefits that senior managers are entitled to.

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

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

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

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

1.2.11 Local Government: The Municipal Systems Amendment Act, No 7 of 2011

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 professionalize local governance by ensuring that incumbents holding senior positions (i) have appropriate qualifications and (ii) there is no conflict of interest between political office and local government administration by barring political office 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 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 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.

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

SPLUMA has the following objectives:

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

Critically, the Act prescribes development principles and norms and standards to inform land use management and development. Importantly, the Act outlines envisaged inter-governmental support to be provided to municipalities in implementing the Act.

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

Furthermore, the Act, provides for the following

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

1.2.13 Municipal Property Rates Amendment, No 29 of 2014

To amend the Local Government: Municipal Property Rates Act, 2004, so as to provide for the amendment and insertion of certain definitions; to delete the provisions dealing with district management areas; to provide that a rates' policy must determine criteria for not only the increase but also for the decrease of rates.

1.2.14 mSCOA (Municipal Standard Chart of Accounts)

mSCOA is an acronym for a Standard Chart of Accounts which is a National reform that has been promulgated by Gazette No. 37577 dated 22 April 2014, called the Standard Chart of Accounts for Local Government Regulations, 2014. The "M" in the acronym distinguishes between a Municipal Standard Chart of Accounts and a Provincial/National Standard Chart of Accounts.

It aims to standardize how all Municipalities classify their financial data, i.e. it introduces a standardized classification of a Chart of Accounts (General Ledger) across all municipalities. The introduction of a Standard Chart of Accounts for municipalities (mSCOA), will inter alia.

- (a) Foster transparency; accountability and overall governance in the daily; monthly and yearly activities of municipalities;
- (b) Facilitate the standardization of all 278 different municipal 'charts of accounts' (COA);

- (c) Improve the quality of municipal information that is compromised ,i.e. it will introduce a uniform classification of revenue and expenditure items ;
- (d) Enhance monitoring and oversight by Councils, DCoG,, Treasuries and legislatures that is made possible through the comparability of information across Municipalities, i.e. Benchmarking, standards and measures

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 actions 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 Plan, 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. 14 PRIORITY OUTCOME

PRIORITY OUTCOME	KEY TARGETS SET
Quality basic education	<p>All children between ages 7 and 15 should be in school and 65% of learners should be in class groups appropriate to their age by 2019;</p> <p>75% of learners tested through the Annual National Assessment (ANA) in Grades 3, 6 and 9 should achieve above 50% in both literacy and numeracy; and</p> <p>Ensure that by 2019, 250 000 grade 12 learners qualify for university entrance.</p>
A long and healthy life for all South Africans	<p>Construction of 213 clinics and community health centers and 43 hospitals, and refurbishment of over 870 health facilities in 11 NHI pilot districts;</p> <p>Doubling of the annual training of doctors locally and abroad to 2 000 a year;</p> <p>Doubling of the number of people on anti-retrovirals from the present 2.4 million to a projected 5.1 million;</p> <p>Intensify 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</p> <p>Human Papilloma Virus Vaccine coverage of 90% amongst 9 and 10 year old girls, to significantly reduce their risk of acquiring cervical</p>

	cancer in future.
All people in South Africa are and feel safe	<p>A reduction in the number of reported contact crimes</p> <p>An increased proportion of citizens feel safe walking alone, during the day or at night, as measured in official surveys;</p> <p>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;</p> <p>Improvements in citizens' perceptions of levels of crime and progress in reducing crime, as measured in official surveys; and</p> <p>An improvement in South Africa's ranking on the Transparency International Corruption Perception Index.</p>
Decent employment through inclusive growth	<p>An increase in the GDP growth rate from 2.5% in 2012 to 5% in 2019;</p> <p>An increase in the rate of investment to 25% of GDP in 2019;</p> <p>The share in household income of the poorest 60% of households rising from 5.6% in 2011/12 to 10% in 2019; and</p> <p>A decrease in the official unemployment rate from 25% in the first quarter of 2013 to 14% in 2020.</p>
A skilled and capable workforce to support an inclusive growth path	<p>It is envisaged that university enrollment in foundation programmes will increase from 16 300 students in 2013 to 36 000 in 2019;</p> <p>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; and</p> <p>To support the knowledge economy the number of PhD graduates will increase from 1 870 per year in 2013 to 2400per year by 2019.</p>
An efficient, competitive and responsive economic infrastructure network	<p>Increasing the electricity generation reserve margin from 1% currently to 19% in 2019;</p> <p>A 5% increase in bulk water resources commissioned in comparison to 2014;</p> <p>An increase in broadband penetration from 33.7% in 2013 to 80% at 5Mbps; 50% at 50Mbps in 2019;</p> <p>Increasing the tonnage moved on rail from 207 million tons (Mt) in 2013 to 330 Mt by 2019; and</p> <p>Improving the operational performance of sea ports and inland terminals from 28 to 35 average crane moves per hour by 2019.</p>
Vibrant, equitable and sustainable rural communities with food security for all	<p>Increase the percentage of productive land owned by previously disadvantaged individuals from 11.5% in 2013 to 20% by 2019;</p> <p>Ensure that, by 2019, there is a 20% (or 16.2 m ha) increase in percentage ownership of productive land by previously disadvantaged</p>

	<p>individuals;</p> <p>Reduce the percentage of households who are vulnerable to hunger from 11.4% in 2013 to less than 9.5% in 2019;</p> <p>Reduce the percentage of the population living below the lower bound poverty line(R443 in 2011 prices) from 32.3% to below 22 %; and</p> <p>Reduce rural unemployment from the current 49% to less than 40%.</p>
<p>Sustainable human settlements and improved quality of household life</p>	<p>Adequate housing and improved quality living environments, with 1.495 million more households living in new or improved housing conditions by 2019</p> <p>A functional and equitable residential property market with a target of 110 000 new housing units delivered in the affordable gap market by 2019</p> <p>Enhanced institutional capabilities for effective coordination of spatial investment decisions, with a target of 49 municipalities assigned or accredited with the housing function</p> <p>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</p> <p>Informal settlement upgrading will be expanded to cover 750 000 households, ensuring basic services and infrastructure in some 2 200 informal settlements.</p>
<p>A responsive, accountable, effective and efficient local government system</p>	<p>Increase in the percentage of households with access to a functional water service from 85% in 2013 to 90% by 2019.</p> <p>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.</p> <p>1.4 million additional households to be connected to the grid between 2014 and 2019, and 105 000 additional non-grid connections.</p> <p>Income support to the unemployed through expansion of the Community Work Programme to reach 1 million participants in 2019.</p> <p>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.</p> <p>An improvement in overall municipal audit outcomes, with at least 75% of municipalities receiving unqualified audits by 2019.</p>
<p>Environmental assets and natural resources that are well protected and continually enhanced</p>	<p>Stabilisation and reduction of CO2 (a 34% reduction in emissions of CO2 from “business as usual” by 2020 (42% by 2025)</p> <p>Implementation of climate change responses in five critical sectors</p> <p>Increasing the percentage of the coastline with at least partial</p>

	<p>protection from 22.5% in 2013 to 27% in 2019</p> <p>Increasing the compliance of mines with the National Water Act from 35% in 2013 to 60% in 2019.</p>
Create a better South Africa and contribute to a better and safer Africa and world	<p>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.</p> <p>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,</p> <p>Increase the number of foreign visitor arrivals to close to 44 million by 2017/18, and increase the tourism foreign direct spend (excluding capital expenditure) to R372.1 billion by 2017.</p>
An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	<p>Institutionalising long-term planning,</p> <p>Forging a disciplined, people-centred and professional public service,</p> <p>Empowering citizens to play a greater role in development; and</p> <p>Building an ethical public service.</p>
A comprehensive, responsive and sustainable social protection system	<p>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</p> <p>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.</p>
A diverse, socially cohesive society with a common national identity	<p>The proportion of people of the opinion that race relations are improving rises from 40% in 2011 to 65% in 2019</p> <p>The social cohesion index rises from 80.4% in 2011 to 90% in 2019</p> <p>The active citizenship index rises from 79% in 2011 to 85% in 2019</p> <p>The number of people over 18 that belong to a charitable organization rises from 5% in 2011 to 10% in 2019.</p>

1.3.2 National Development Plan (NDP)

The South African Government, through the Presidency, has published a National Development Plan. The Plan aims to eliminate poverty and reduce inequality by 2030. The Plan has the target of developing people's capabilities to improve their lives through education and skills development,

health care, better access to public transport, jobs, social protection, rising income, housing and basic services, and safety. It proposes the following strategies to address the above goals:

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

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

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 inter-departmental co-ordination
- 6) Take proactive approach in improving national, provincial and local government relations
- 7) Strengthen local government
- 8) Clarify the governance of State Owned Enterprises

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;
- Invest in public infrastructure focusing 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, installing 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; and
- 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.

1.3.3 Free State Growth and Development Strategy (FSGDS)

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

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

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

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

1.3.4 Sustainable Development Goals

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

It is spearheaded by the United Nations, through a deliberative process involving its 193 Member States, as well as global civil societies. This transformative plan of action is based on 17 Sustainable Development Goals to address urgent global challenges over the next 15 years. South Africa as a member state is also obliged to implement same.

These 17 goals with 169 targets covers a broad range of sustainable development issues. These includes ending poverty and hunger, improving health and education, making cities more sustainable, combating climate change, and protecting oceans and forests.

1.3.5 Domestication of the Sustainable Development Goals.

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

Goal 1 – End poverty in all its forms everywhere.

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

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

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

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

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

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

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

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

Goal 10 – Reduce income inequality within and among countries.

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

Goal 12 – Ensure sustainable consumption and production patterns.

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

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

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

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

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

A diagram listing the 17 Sustainable Development Goals.



Table 1.2: Sustainable Development Goals and their indicators

GOAL	INDICATORS
1	No Poverty :
2	Zero Hunger :
3	Good Health and Well-being
4	Complete free, equitable and quality primary and secondary
5	Gender Equality -
6	Clean Water and Sanitation
7	Affordable and Clean Energy
8	Decent Work and Economic Growth
9	Industry, Innovation and Infrastructure
10	Reduced Inequalities -
11	Sustainable Cities and Communities
12	Responsible Consumption and Production
13	Climate Action
14	Life on Land
15	Peace, Justice and Strong Institutions -
16	Partnerships for the Goals

Table 1.3: Linkage between the South Africa's National Development Plan and the Sustainable Development goals.

	MTSF Strategic Elements	Relevant MDGS
1	Strategic Priority 1 <i>Quality basic education</i>	SDG 4
2	Strategic Priority 2: <i>A long and healthy life for all South Africans</i>	SDG 2 SDG 3
3	Strategic Priority 3: <i>All people in South Africa are and feel safe</i>	SDG 16 SDG 11
4	Strategic Priority 4: <i>Decent employment through inclusive growth</i>	SDG 8 SDG 9
5	Strategic Priority 5: <i>A skilled and capable workforce to support an inclusive growth path</i>	SDG 8
6	Strategic Priority 6: <i>An efficient, competitive and responsive economic infrastructure network</i>	SDG 9
7	Strategic Priority 7: <i>Vibrant, equitable and sustainable rural communities with food security for all</i>	SDG 2
8	Strategic Priority 8: <i>Sustainable human settlements and improved quality of household life</i>	SDG11
9	Strategic Priority 9: <i>A responsive, accountable, effective and efficient local government system</i>	SDG 6 SDG 11
10	Strategic Priority 10: <i>Environmental assets and natural resources that are well protected and continually enhanced</i>	SDG 15 SDG 16
11	Strategic Priority 11: <i>Create a better South Africa and contribute to a better and safer Africa and world</i>	SDG 16 SDG 11
12	Strategic Priority 12: <i>An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship</i>	SDG 17
13	Strategic Priority 13: <i>A comprehensive, responsive and sustainable social protection system</i>	SDG 16
14	Strategic Priority 14: <i>A diverse, socially cohesive society with a common national identity</i>	SDG 11

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

1.3.6 Back to Basics Approach

The Back to Basic Strategy is essentially a programme geared towards guiding municipalities on what needs 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 surveys on how municipalities

were discharging their responsibilities, how they interfaced with stakeholders and communities and the effectiveness of good governance and institutional arrangements 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, has 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.
- **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 engagements, 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:

A. 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

B. Good governance

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

C. Public Participation

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

D. Financial Management

- Improve audit opinion;
- Implementation of revenue enhancement strategy

E. 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 Plans that are informed by the reporting template issued by the Department of Cooperative Governance and Traditional Affairs.

1.4 THE STATUS OF MANGAUNG IDP

On the 31 May 2017 Mangaung adopted the 4th generation of a comprehensive Integrated Development Plan covering the term of local government (2017 – 2022) and in the same year, the metro was able to commence with the annual review of the IDP for 2017/2018 financial year and subsequent years. The Metro is currently reviewing the 2018/19 IDP as legislated and to plan robustly for our Metro and its communities.

Critically the comprehensive IDP for the city is embedded and informed by the following eight key development priorities:

- 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.

1.4.1 Top risks facing the City

The municipality has identified 12 strategic risks for 2018/19 financial year that should be borne in mind when pursuing development priorities and corresponding development objectives. These strategic risks are as follows:

- 1) High level of poverty and unemployment in the City;
- 2) Threatened sustainability and financial viability of the City;
- 3) Lack of Spatial integration and built environment;
- 4) Inadequate service delivery;
- 5) Housing backlogs;
- 6) Ineffective public transport system;
- 7) Climate change and environmental degradation;
- 8) Threatened sustainability of social and community services;
- 9) Protests and unrests
- 10) Fraud and corruption;
- 11) Inadequate Information Technology and Communication
- 12) Lack of good governance

1.5 APPROACH TO IDP

1.5.1 Introduction

Municipal development and budgeting processes are seamlessly integrated and thus the city perceives the planning, performance management, and budgeting as seamlessly integrated municipal core processes. Therefore the IDP, SDBIP, BEPP and MTREF should intersect and relate to each other.

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

1.5.2 Linkages between IDP, BEPP and Budget

The Built Environment Performance Plan (BEPP) for the Mangaung Metropolitan Municipality is compiled as a requirement of the Division of Revenue Act (DORA) in respect of and in support of Human Settlement and Urban Settlement Development Grant and related infrastructure provisioning for the built environment of the municipality.

The Mangaung BEPP is aimed at identifying and implementing a number of **strategic interventions** that are geared towards evolving a more inclusive, liveable, productive and sustainable urban built environment.

The strategic objectives of the Municipality to striking a balance between providing well located serviced land to poor communities and ensuring economic growth and job creation at the same time, are to;

- Identifying appropriately located land which can be serviced cost effectively;
- creating sustainable human settlements through undertaking housing developments with secure tenure, which establish and maintain habitable, stable and sustainable public and private residential environments;
- ensuring viable households and communities in areas allowing convenient access to economic opportunities, health, educational, social amenities, potable water, adequate sanitary facilities and domestic energy supply;

- correcting spatial disparities through cautiously planned developments and ensure that integration takes place between housing and other service sectors such as the economy, infrastructure development, roads, transport, education, health, safety and security, as well as other myriad municipal services.

The BEPP has adopted several catalytic projects which are deemed to have potential to make a significant impact on the built environment and ensuring real economic growth, not only in the City, but also in the surrounding towns and rural areas. These are:

- Airport Development Node;
- Vista Park 2 and 3;
- Cecilia Park;
- Hillside View Mixed Development;
- Estoire; and
- Caleb Motshabi Informal Settlement Upgrading

These main focus areas identified in the Municipal IDP are also aligned through three core implementation strategies that will inform the IHSP, namely:

- Strategic Integrated Projects (SIPs),
- Informal Settlement Upgrading; and
- Land Release development Strategy.

The catalytic projects and implementation strategies cut across the entire development mandate of the metro and will indeed help stimulate growth in the Metro and also support the eight development priorities, as contained in the IDP.

Furthermore, the BEPP of the City will deal with the following elements that intersect with the mentioned integration zones:

- Identification and implementation of **10 game-changing economic development catalytic projects** that potentially will create a balance between social and economic investment and thus enable the City to traverse the path to financial sustainability. These amongst these initiatives, are the Airport Development Node, 4 land parcels (Vista Park 2 & 3, Hillside and Estoire); Waaihoek Precinct Development; Zoo Land Development, etc;
- The development of **marginalised areas** (former townships) and industrial areas and parks that are not optimally used;
- **Upgrading of 34 informal settlements** in the City that should be preceded by the formalisation of these areas. A corresponding programme of in-fill, densification should be implemented to curb urban sprawl and evolve an inclusive City;
- **Implementation of Integrated Public Transport Network** with a Bus Rapid Transport with attendant Non-Motorised Transport Initiatives informed by the obtaining reality that the City is a “walking city”;

1.5.3 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 the 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 breakdown of provincial sectoral departments' investment in the City over the coming MTREF (2018/19 to 2020/21) is provided in Chapter 10.

To further realize alignment and cooperation, the City has actively participated in the following engagements:

- The 1st quarter IDP assessment held on the 05 – 08 December 2017 hosted by COGTA (Bloemfontein)
- The Urban Indicators Reference Group held on the 14 February 2018 hosted by SA-CITIES Network (Johannesburg)
- The IDP capacity building and IDP Managers forums which took place on the 21 – 23 February 2018 hosted by COGTA (Xhariep)
- The 2nd quarter IDP assessment held on the 05 – 08 February 2018 hosted by COGTA (Bloemfontein)
- The 3rd IDP assessment held on the 23 – 26 April 2018 hosted by COGTA
- PMS Functionality assessment held 11 May 2018 by COGTA PMS unit

The IDP provincial engagement sessions address the challenges of how the three spheres of government can jointly respond to community issues, especially given that issues raised during the consultation process at various community sessions not only relate to local government (Managing), but have a bearing as well, on provincial and national government departments. The City also uses this opportunity to factor in comments by provincial government into the final IDP.

1.5.4 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 such as Section 80 Committee on IDP and Finance, MAYCO meetings and Lekgotla, 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. The following internal meetings took place:

- MAYCO Lekgotla held on the 19 January 2018
- Section 80 information session on the IDP and Budget Process Plan held on 23 January 2018
- Section 80 meeting on Finance, IDP and Performance management which took place on the 30 January 2018 (Bloemfontein)
- Section 80 meeting on Finance, IDP and Performance which took place on the 13 April 2018
- Section 80 meeting on Finance, IDP and Performance 22 May 2018

1.5.5 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.

In this instance the Metro still continues with the below community inputs which were prioritised by the community and stakeholders in the past 8 months during the consultation process of developing the 2017/22 IDP. Further for 2018/19 review, in order to strengthen the participation and transparency the City also took the initiative to interrogate the monthly Councillors ward-reports that are solicited and consolidated via the offices of the Chief Whip and Speaker respectively. These also, are expected to be responded to by metro management but also, provided a parallel and broadly consulted avenue that reaffirmed the relevance of community needs.

Over and above using monthly reports of councillors the Metro further reinforced IDP consultative processes by embarking on the IDP public participation from the 13th – 18th April 2018. The outcome of this process yielded largely the same inputs for all wards, new inputs received were mainly categorised as repairs and maintenance issues which the municipality has opted to deal with through a separate intervention programme since they do not necessarily need to wait for IDP and Budgetary process. The schedule of those meetings is presented below:

Wards	Venue	Dates	Time
Soutpan	Kagisano Combined School	13 April 2018	17:00
Van Stadensrus	Thapelong Community Hall	13 April 2018	10:00
Wepener	Qibing Community Hall	13 April 2018	13:00
Dewetsdorp	Morojaneng Community Hall	13 April 2018	16:00
BOTSHABELO			
27,28,29,30, 31, 32	H Hall	16 April 2018	12:00
33,34,35,36,37 and 38	Simson Sefuthi Hall	16 April 2018	16:00
THABA-NCHU			
43 and 41	Maria Moroka	17 April 2018	12:00
39,40,42, and 49	Barolong Hall	17 April 2018	16:00
BLOEMFONTEIN			
5,6,7,8,13,14, 15 and 18	Kagisanong Hall	18 April 2018	10:00
9,10,11,12 and 18	Tent	18 April 2018	12:00
16,17,45,46 and 47	Rekgonne School Hall	18 April 2018	14:00
1,2,3,4 and 19	Paradise Hall	18 April 2018	16:00
20,21,22,23,24,25, 26,44 and 48	Indaba Auditorium Bram Fischer Building	18 April 2018	17:00
IDP and Budget Conference all Mangaung Wards	Tierpoort, South of Bloemfontein	25 May 2018	12:00 – 15:00

WARD	COMMUNITY INPUTS 2017/18 – 2018/19
1	Covering of stream near Batho police station stream near Batho police station
	construction of Buitesig bridge
	Formalisation of Tambo Square extension
	Mangaung Park to be upgraded to a regional Park and all other parks to be upgraded
	Construction of Sidewalks and installation of street lights
	Building of Multi-Purpose Centre with inclusion of library
	Development of economic zone at the old bus terminal (Jacaranda)
	Completion of paving five remaining streets
	NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS
	Completion of RDP houses
2	Ramkraal project into FS legislature to be fast tracked.
	Construction of Buitesig bridge of stream near Batho police station
	Rehabilitation of roads (Speed humps included) and storm water drainage
	Rehabilitation of the Klein Magasa hall (preserve Heritage of the Hall)
	Upgrading of Bochabela Boxing Arena into a Dome (preserve Heritage of the Arena)
	Complete the upgrading of Johnson Bendile stadium
	Rezoning for the purpose of an Early Child Development Centre (ECDC)
	NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS
	Building of RDP house for some residents
	Replacement of Asbestos roofs in houses (effects the health of residents)
3	Speed humps to be erected in the following streets: Tsoai, Mathambo and Streets which are currently under construction
	Spoornet Sports facility and Community Hall to be bought by Municipality and renovated
	Naming of streets in Seven-days and Karfontein sections
	Building of commonages for roving animals
	Installation of high masts at Phola Park near Railway bridge, Viljoen, Kgabane, Lingalo, Molika, Dlamini and Iebitsa
	NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS
	Building of RDP house for some residents in some part of the ward
	Spoornet clinic to be bought by Dept of Health and renovated for the community
	Building of Library
4	Maintenance of sewer line in Namibia square near Lemo Mall and installation of Water borne toilets at Namibia, Marikana and Kgatelopele
	Formalisation of informal settlements
	Paving/Tarring of roads
	Installation of High mast light in Kgatelopele and Namibia square
	Maintenance of community parks
	NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS
5	Replacement of Asbestos roofs in houses (effects the health of residents)
	Installation of paving and rehabilitation of storm water in Namibia, Bobo, Pasane, Kathrada, China, Maseti, Jonas, Ndzume, Hlati, Jonga and Mjali
	Upgrading of sewer system at Hintsha, Rani, Khathrada, Unique homes, Dlabu, Mophethe and Namibia
	Installation of Streets Lights at Selebano, Mphuty, Maqomba and Phetlho
	Speed humps to be erected at the following streets Ngalo, Maphisa, Jonga, Thakalekoala, Nzume, Maseti, Mophete, and Hanise
	Removing of manhole in front of house 677 Hintsha street
	NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS
	Building of RDP houses in Kathrada and rebuilding of dilapidated houses in Phahameng
	Rejuvenation of Susan Marry Creche
	Asbestos roof to be replaced in China square
6	Paving and installation of storm water drainage at the following road and street: 48/58/519/53/588/50/54/57/61/548/60/59/5/39/541/38/62/552/548/421/64/422/33/430/35/411/4/67/65/398/68/394/390/6/387/79/385/79/76/78/378/380/73/70/2/1/375/374/9/71/74/72/68/571/582/583/581/580/579
	Building of community hall with office of councillor, ward committee and a pay point for community services.
	Speed humps in the risk area next to three primary schools
	Installation of water and sanitation in Magashule square for 53 site and Namibia 2 for 24 sites.
	NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS
7	Replace of asbestos roofing with corrugated roof in Namibia RDPs
	Paving of street/tarred roads (Man Rd 468,471,497,499,500,502,503,504,505,507,508, 509,510,524,637, Road 43,44,45,47,48,52) and installation of stormwater
	Electrification of Winkie 69 sites and Mkhondo Square 111 sites
	Rezoning and formalisation of Sivuyile and Kalia Square
	Upgrading of Medet into a Multi-Purpose centre
	Building of office for Councillor, Ward committee and CDW
Roads resurfacing and gravelling	

	High mast light 2 in freedom square and 1 in Bophelong
8	Construction of roads with paving and speed humps
	Formalisation of informal sites
	Address backlogs of ongoing projects of water and sanitation
	NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS
	Fixing of cracking RDP houses
9	Building of clinic and additional high school
	Paving of streets in Phase 2 and Hill side view
	Installation of speed humps in the following places Taelo Molosioa, Singonzo, Vavi and Frank Kitsa Street
	2 high mass lights needed at Ishmael and Hill side, one high mass light in each area
	Upgrading of storm water drainage in phase 2 corner near Unit Primary School
10	Upgrading and fencing of park in phase 2 and maintenance of all existing parks in the ward
	Building of community hall
	Paving of streets in Caleb Motshabi and Mafora
	Installation of High Mast light
	NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS
	Building of community clinic
	Satellite Police station needed
11	Building of high school
	Paving of roads and construction of stormwater
	Upgrading of a crossing bridge in Turflagte near Kopanong School
	Naming of streets
	NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS
	Upgrading of Kopanong Police station to be expedited
12	An additional high school in the and Primary at Ipopeng
	Building of a community clinic
	Construction of Bridge at Phase 3 in Turflaagte
	Construction of roads with paving and stormwater
	Street lighting near Phase 3 on the Dewetsdorp road
	Installation of Water borne toilets
	NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS
13	Satellite police station
	Building of a clinic
	Building of High School
	Rebuilding of dilapidated RDP houses
	Construction of roads and storm water service in Extension 5 in Albert Luthuli
	Construction of speed humps in all main roads in the ward
	paving of all streets in the ward
	street lights needed in all roads
	Need for a high mass light in the area behind Shoprite and also to control illegal dumping site behind Shoprite
14	Replacement of asbestos roofs
	Park CCTV camera to be fixed
	Naming of streets
	paving of streets and construction of roads in the ward
	Construction of storm water drainage
	Installation of speed humps in the following streets Mothibi, Mabule and Letuka
	Installation of high mast lights in the ward
NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS	
15	Building of RDP houses
	Removal of Asbestos roofs in all houses
	Community clinic to open 24 hours
	Paving of streets in Sejake, Rocklands, Albert Luthuli and all areas in ward
	Storm water drainage needed from Tau street to Sejake
	Rehabilitation of parks
	All informal settlements to be formalised
	Rezoning and extension of passageways (when open space identified)
	Sejake open space reserved for Creche illegally occupied but electrified (investigate)
NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS	
16	Building of Art centre for youth
	Mobile clinic and police station to be made available
	Building of RDP houses in Albert Luthuli and Sejake
	Installation of high mast lights Heidedal
	Building of Multi-Purpose centre
	Upgrading and rehabilitation of Norman Doubell and Henry Brooks Halls
	upgrading of sewer systems and pipe lines
NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS	
16	Upgrading of roads and speed humps
	Rebuilding of Ashbury clinic
	Replacement of asbestos roofing

17	Formalisation of Khayelitsha
	Installation of water and sanitation
	rehabilitation of roads and storm water
	Installation of High Mast Lights
	Rehabilitation of wet land and open spaces
	NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS
18	Need for mobile clinic
	Need for satellite police station
	Acquisition of land at Tierpoort and Kaalspruit (Tittle deeds to be issued)
	Installation of Water and Sanitation for (Tierpoort and Kaalspruit) and Sewerage rehabilitation in Lourierpark, Fauna and Uitsig.
	Construction of cemeteries at Tierpoort
	Construction of Roads to Tierpoort and Speed humps at Lourierpark and Fauna roads near Schools
	Building of sports of facilities in Fauna, Lourierpark and Uitsig
	Fencing of Lourierpark dam to prevent illegal fishing, picnics and to create jobs and income for Municipality and Community.
	Road signs to be replaced and speed humps installed at Fauna Primary School, Lourierpark Primary School and Onze Rust Primary School (Uitsig)
	Surfacing (upgrade / paving) of Roads in Ferreira, Bloemdal, Quaggafontein and Kelly's View, as well as rebuilding up and gravel to the same areas
19	NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS
	Availability of mobile Clinics in farms
	Naming of streets in Vista Park
	Installation of street lights in Vista Park
	Removal of illegal dumping sites in Vista Park
	Building of community hall at Vista Park
	Building of sporting complex at Vista Park
	Construction of speed humps
	Refurbishment of sewer system in Oranjesig and Vista park
	High must lights
	Tarring of Oranjesig Road
	Request for Students accommodation (new buildings)
	Recreation of Parks.
	Building of road across the railway between Vista Park and Uitsig in order for an easy access to school for those kids who are attending school in Uitsig.
Request for a dumping board sign around the ward	
20	NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS
	Building of a Clinic
	Building of Library
	Robot at the crossing of Reynecke/Ray Champion Streets Lucas Steyn Street, Heuwelsig
	The implementation of a 4-way stop/traffic lights at Lucas Steyn/Frans Kleynhans/Reynecke/Ray Champion Road intersection in Heuwelsig.
	Extra land for housing in the whole area of Brandwag and Universitas to accommodate the low and middle class people and also to avail land for crèches, recreational centres and parks
	Need for the municipality to regulate the housing and accommodation cost for students in Brandwag and Universitas by consulting with house owners and landlords
	Lowering of speed humps in Lucas Steyn Street, Heuwelsig.
	Need to turn the open space next to Preller Square into a business sites
	Need to make housing opportunities to be made accessible for residents in Brandwag social housing and other social housing amenities
	Need for free Wi-Fi in Brandwag- and Universitas for students
	Speed humps in Juta Street, Heuwilsig (people are using this road to avoid the speed humps in Lucas Steyn), General Beyers and General Hertzog Streets (several Retirement Villages in these roads) and Albrecht Street
	Small part of Rayton Ridge Road, Heuwilsig be tarred.
Law enforcement; several people using residential even for businesses especially in Wesdene, Louw Wepener Street, Dan Pienaar and General Hertzog Street, more officials should be appointed to do law	

	enforcement.
	Recreational park for Brandwag Flat's kids
	Several Street name Boards damaged and have to be replaced in the whole ward. As a matter of urgency all street kerbs at the corner of the streets must be painted with the name of the street.
	Almost all the catch pits are damaged and most of them are blocked
	Redress sewer problems in the General Klopper, Conroy and Fick Streets (all in the same vicinity) in Dan Pienaar
	Permanent speed cameras in Lucas Steyn Street, Heuwelsig and Dan Pienaar Avenue. If that is not possible make some circles in these streets to force drivers to bring down their speed or let experts from Roads and Storm water/Traffic Department/Traffic Engineers to be creative in their plans to reduce the speed of drivers
	All traffic lights in Mangaung need attention. Any plan to make robots working
	Painting of all streets, traffic lines and speed humps in Brandwag
	Building of Low cost houses in Olive Hill
	Building of sport facilities
	Rehabilitation of Roads
	Illegal dumping in parks and open spaces
	NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS
	Building of a Clinic
	Building of a High school and Dept of Education to provide transport for the Primary school kids in olive hill
	St Joseph Child Care. VD 49400021
	Clean Water Supply
	<ul style="list-style-type: none"> Clean water supply, renewal and maintenance plan for the area. Installation plan for pre-paid water meters to business and households
	Storm Water
	<ul style="list-style-type: none"> Blocked, fragile, collapsed, unable to deal with flash floods. Inspection, renewal and maintenance plan for the area.
	Sewer System
21	The system at large is in a very poor state. Regular and recurring blockages. Millions of litters of raw sewerage flow into the drain water system and into our drinking water natural system on a continuous basis. This is health and safety issue. This is a priority problem. Illegal connections to the system are perceived to contribute to the problem. Inspection, renewal and maintenance plan for area.
	Electricity Supply
	Functional but fragile. No planned maintenance. Network is aging.
	Street lamps
	The infrastructure is sufficient but neglected and dysfunctional in many areas. Network is dangerous as most of the wiring on poles is exposed. Metro to conduct oversight. Establish status, compliance, health and Safety.
	Parks
	Park at Ramsbotton and Champion Street. Park had been adopted and developed. Provide recreation for many children and adults. Drug and alcohol related problems.
	Park at Grobbelaar Crescent. No recreation facilities. Storm water pipes are used by prostitutes providing a service to truck drivers. The park is regularly used by long haul drivers to rest and eat. No drums to place to dump litter in. No toilet facilities.
	Prevent long haul trucks from stopping in Grobler Crescent and the surrounding residential area. This could be done through road marking, signage and law enforcement. Provide drums or skip bins. No dumping and no drinking and drug abuse signs.
	Roads (tar)
21	Deteriorated to the stage where most of roads will probably have to be rebuilt. Multiple potholes in every street.
	Metro to conduct oversight and compile a renewal and maintenance plan for area.
	Pavements
	Not maintained sufficiently. Pavements are overgrown and eroded. Rubble obstructs pedestrian's movement. Gutting of long grasses on the pavement is not done in regulation. Storm water cannot be guided properly in to the drain water system and creates flooding problems that erode the pavements further. This causes a flooding problem into residential property.
	Metro to conduct oversight and compile a renewal and maintenance plan for area.

	<p>Road Markings</p> <p>Almost totally degenerated and poses a threat to road safety</p> <p>Inspection, renewal and maintenance plan area.</p> <p>Road Signage</p> <p>Dilapidated and mostly non-existent</p> <p>Inspection, renewal and maintenance plan for the area.</p> <p>Street Names</p> <p>Dilapidated and mostly non-existent.</p> <p>Inspection, renewal and maintenance plan for the area.</p> <p>Municipal owned housing</p> <p>No official information currently available. People living in these houses are unable to pay rent, and other services. Many of these people living in the houses do so for decades now. Some of them do qualify for ownership of these properties (those that are in good stead with rent and services.) Some of these people simply can afford to live in these houses. A solution has to be found.</p> <p>Ward committees to request information from Metro in cooperation with Ward Committee to conduct oversight. Establish status, compliance, health and safety.</p> <p>Municipal owned commercial and other office buildings.</p> <p>No official information currently available.</p> <p>Ward committees to request information from Metro in cooperation with Ward Committee to conduct oversight. Establish productivity, condition compliance.</p> <p>Sports Facilities</p> <p>No official information currently available.</p> <p>Ward committees to request information from Metro in cooperation with Ward Committee to conduct oversight. Establish productivity of assets,, condition compliance</p> <p>Communication with Municipality</p> <p>Metro Call Centre Centlec.</p> <p>Should be integrated.</p>
22	<p>Traffic circle where Jan Spies Drive, Henriette Grove street and N.P. van Wyk Louw street meet</p> <p>Speed camera in Jan Spies Drive, N.P. van Wyk Louw street, Dirk Opperman street, Du Plessis avenue, Elias Motsoaledi street and Totius Avenue (traffic impact study to be done)</p> <p>Speed humps in Boerneef street in front of school, Elizabeth Eybers street, Eugene Marais street, Du Plessis service road, and Topsy Smith street (traffic impact study to be done)</p> <p>A recreation facility in terms of sport for example a tennis court</p> <p>A proper Sub taxi rank</p> <p>Sewer system, especially the bottom part of Langenhoven Park, is in a dilapidated state and will need to be replaced. The huge amount of townhouses put further strain on these systems</p> <ul style="list-style-type: none"> • Upgrading and beautification of main entrances (Jan Spies Drive, Du Plessis Avenue and Totius Avenue) • Traffic light on the corner of Du Plessis Avenue and N.P Van Wyk Louw Street. • Traffic light on the corner of Jan Spies Drive and C.P. Hoogenhout Street (the second crossing); • Traffic light at the crossing of Elias Motsoaledi Street and Du Plessis Avenue. • A proper taxi rank with ablution block • Sport Facilities • Maintenance of the following: <ul style="list-style-type: none"> - Parks, main entrances and islands - Storm water drainage - Sewerage Spills - Street name boards
23	<p>Engaging of all stakeholders for safety of students and by laws on approval of student accommodation</p> <p>Maintenance of street lights and electrical boxes in Brandwag and Universitas</p> <p>Traffic calming measures (installation of Speed cameras, Traffic Lights, Speed humps, Warning Sign for pedestrians and School children) Jac van Rhyn street, Paul Kruger Street, and Wynand Mouton Street,</p>

	Donald Murray Ave, Lyle, Bessel, Scholtz, Boersma, De Bruyn, Brumas and Koos van der Walt streets Universitas Primary School
	Rehabilitation of Water and Sanitation Systems in areas where there is a growing population of student
	Implementation of By-laws: Waste Management, Unsanitary and Neglected Buildings and Premises, Informal Trading.
	1.) Capital Programme: Maintenance and refurbishment of existing infrastructure to prevent total degradation – Roads & Stormwater, resurfacing/crack seal/fog/spray/resealing of severely degrading streets : Jock Meiring, Groenewoud around Ultra High Density Student Accommodation, Bell-Jac van Rhyn Streets and Calvyn Streets.
	2.) Service Delivery Capital Programme.
	Complaint resolution system & cellphone app, refuse collection, Roads & Stormwater Maintenance, By Law enforcement, Customer Service Excellence, Road signs & paint, Street Names.
	3.) CCTV Installation: At SAPS hotspots
	4.) Traffic Offences System (Including Speed Cameras)
	Traffic calming and/or Speed Cameras: Jock Meiring (School) – followed by President Paul Kruger Avenue in the vicinity of Madneer & Gerhard Beukes Streets (High Density of Student)
	5.) Street lights: Replacement or improving of insufficient/archaic streetlights in Jock Meiring Street and rest of Park West and dark areas
	6.) Student Accommodation: Implementation of private accommodation regulations and lobbying by MMM for more, affordable and safe on campus accommodation
24	Upgrading of Sidewalks at Welgedacht, Rosenheim and Rosestad retirement Villages
	New road connecting Sindikaat Street with Checkers Hyper Shopping Center
	Safeguard railroads near Pasteur Avenue, Hospitaalpark and Memorium Avenue Uitsig
	Upgrading of storm water channel next to Pasteur Avenue Hospitaalpark
	Upgrading of power lines Hospitaalpark and Uitsig
	Repair stormwater around Benade Bridge
	Fencing of Railway Line (link with 10)
	Upgrading of roads at the first entrance of the casino from N1
	Creation of Sub Taxi Rank at Rose Park Hospital
	Upgrading of Sewer system
	After 40 years it is time that Pellissier received water from a Municipal reservoir from the residents and not from Bloemwater (History can explain how the community suffer with water. In terms of legislation the Municipality is responsible to supply sufficient water to the residents).
	Speed cameras to control high speed in all double roads in the ward (Benade drive, Castelyn drive, Pellissier drive.)
	One way traffic in the following streets next to Rosepark Hospital (Gustav Ave, Schnehage Ave) and TRAFFIC DEPARTMENT MUST CONTROL AND MANAGE ILLEGAL PARKING IN THE TWO STREETS NEXT TO THE ROSE PARK HOSPITAL. (Gustav Ave and Schnehage Ave)
25	Fencing next to railway line in Fichardtspark from Du Plooy Ave to Brankop.
	Upgrading of the entrance to Pellissier from the Casino.
	Permanent repairing of all potholes in Fichardtspark and Pellissier. Specific all potholes in Pellissier needs urgent attention.
	Replace all stop and traffic signs in the ward
	Repair all storm water inlets in the ward
	The sewer system needs urgent attention. (no maintenance for years from the Municipality)
	Painting of road marks in the ward.
	Replace all open sewer covers (lid) in the ward.
	Paving round the Fichardtspark and President Brand Primary School to make sure children from school can use the paved area instead of the busy roads. This is to prevent any accident at school.
	Municipality must give more attention to the pre-paid meters in the ward.

26	Repair / re-seal tar roads / streets in the whole ward
	Upgrading of storm water and Sewer pipes (Welgehof and Hospital park)
	Street Lights to be maintained
	Maintenance of parks and by Laws on the illegal dumping
	Speed humps at 3 schools, Jim Fouche primary school – Wildeals street, Jim Fouche secondary school – Wildeals street, Universitas primary school – Paul Kruger street
	Speed camera to be erected: De Bruin Street, Paul Kruger Street
	Upgrading of stormwater and sewer pipes, Wilgehof
	Medium mast light to be erected on island in Westphal str. Universitas
	Paving to be re- erected on pavement in Weits str and Dawre Roode str. [Striata Retirement centre
	Street name boards as well as traffic signs to be erected where damaged and missing
	Need a small tractor with Shaft Grass Cutter behind, to cut grass in parks, open area's and pavements regular in the entire ward.
27	Allocation of new stands in Matlharantleng
	Provision of water borne toilets in Botshabelo west and stand water taps
	Installation of high mast lights in Botshabelo west Digwaring and Matlharantleng
	Paving with speed humps and stormwater needed in Botshabelo West
	Paving, speed humps and storm water where we have a water borne toilet. (old F section)
	Park (renovation) near natural dam.
NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS	
28	Building of clinic and police station in Botshabelo West
	Five main roads to be prioritised for paving and stormwater constructed
	Allocation of new stands and sites in Matlharantleng.
	Provision water taps on stands and water borne toilets in K section (Matlong a Makgubedu)
	Allocation of sites and stands
	Installation of street and high mass lights in K section and Extension 1
NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS	
29	Building of RDP houses
	Construction of paved roads and storm water
	Installation of street lights
	Removal of illegal dumping sites
	Allocation of sites
	Building of a community hall
	Provision of Solar Geysers.
NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS	
30	Building of RDP houses
	Construction of H3 roads including storm water and Paving of roads to grave yard
	Upgrading of H Hall
	Upgrade and maintain the park next to the new Botshabelo Mall
	Provision of electricity in some areas of the ward and street lighting
	Erection of lights and high mast.
NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS	
31	Provision and completing of RDP houses
	Replacement of refabricated toilets with new toilets
	Installation of High mast lights
	upgrading and installation of new storm water tunnels and roads
	Construction of pedestrian bridge, recommended area is 1358 section G
	Paving of streets and internal roads
NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS	
32	Completion of incomplete RDP houses
	Paving of roads with inclusion of speed humps and storm water
	Building of Fire station
	provision of water and water borne toilets
	Section R to be provided with site allocations
	NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS
33	Completion of incomplete RDP houses
	Provision of water borne toilets
	Provision of electricity and maintenance of electric boxes
	Construction of storm water tunnels and paving of access roads with inclusion of speed humps

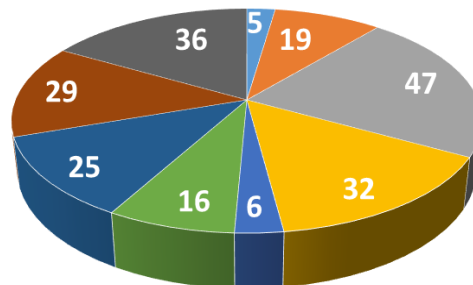
	Completion of phase 2 of public park
	Installation of high mast lights
	Nicro Hall to be converted into a museum
	Paving of streets and speed humps
34	installation of water borne toilets
	Construction of storm water and paving of streets
	Building of a Multi-purpose centre
	NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS
	Completion of incomplete RDP houses
35	Construction of new and rehabilitation of roads with paving and stormwater
	Provision of water borne toilets
	Building of a Multi-purpose centre and community hall
	Maintenance of transformers for reliable provision of electricity
	NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS
	Completion of incomplete RDP houses
	Provision of a satellite police station
36	paving and gravelling of streets with inclusion of speed hump and construction of stormwater
	Completion of incomplete water borne toilets
	Completion of the community hall
	Paving of gravelling roads
	NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS
	Provision of Community clinic
	Completion of incomplete RDP houses and construction of the new once
37	installation of water borne toilets
	Paving of all streets with speed humps and construction of storm water services
	Building of a multi-purpose centre
	NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS
	Provision of Mobile clinic and other clinics to operate 24hrs
38	Provision of water borne toilets
	Completion of roads with paving and construction of storm water
	Provision of electricity in some areas and installation of high mast Lights
	NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS
	Completion of incomplete RDP houses
	Request for a community clinic to be opened 24 hours
39	Urgent installation of water borne toilets
	Upgrading of streets with paving and erection of speed humps
	Formalisation of areas where there is subdivision and to be rezoned
	Illegal dumping
	Issuing of Tittle deeds
	Ratau Ext sites have been allocated, to fast track formalisation
	Storm water near N8 (Botshabelo)
	NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS
	Rehabilitation and upgrading of clinic
	Completion of incomplete RDP houses
40	Paving of streets with speed humps at Selosesha Unit Extension and storm water
	Provision of traffic robots at Civic centre crossing and Selosesha near Eskom
	Installation of High Mast Light at Selosesha and Unit Extension
	Provision of Water borne toilets
	provision of Tittle deeds and house numbers
	Bridge for Tshogwa to be Constructed
	Community Hall
41 (Rural)	Maintenance of main roads in rural areas
	Installation of High mast lights
	Urgent provision of water borne toilets
	Electrification of Mariasdal, Ratabane, Merino, Thubisi, Paradys, Middeldeel, Feloane, Morago and Sediba villages.
	Fencing of animal camps and rehabilitation of Windmills
	Improving relations between the councillor (on behalf of council) and headman (tribunal authority)
	Supporting of cooperatives
	Construction of Multipurpose Centre
	awareness of
	NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS
	Building and completing of RDP houses
	Old age home
	Upgrading of all main roads to all the trust
	Provision of Mobile clinic once or twice a week in all trust
	Provision of satellite police station accessible to all the trust
41 (Urban)	Building of Community hall

	Installation of High mast lights
	Paving of main road and Streets
	Provision of Waterborne Toilets with stand Taps
	Issuing of tittle deeds
	NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS
	Building of RDP houses with solar geysers
	Building of Clinics
42	Building of a multi-purpose centre
	Fencing of Cemeteries
	Paving of streets with speed humps
	Urgent provision of water borne toilets
	Refurbishment of community hall
	Request for Storm Water
	Pipes leakages a serious concern
	Tittle deeds
	Maintenance of High Must (not working)
	NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS
	Building of primary school between zone 5 and Themba
	Provision of community clinic in zone 5 and Themba
Completion of incomplete RDP houses	
43 (Rural)	Provision of water connections (stand water taps) and water borne toilets
	Paving of streets instead of tarring roads in all the trusts
	Issuing of Tittle deeds to people in rural areas
	Improving relations between the councillor (on behalf of council) and headman (tribunal authority)
	Supporting of cooperatives
	Provision of Land for Agriculture
	Windmill rehabilitation
	High Must Lights
	Provision of electricity (Gladstone)
	NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS
	Building and completing of RDP houses
	Upgrading of all main roads to all the trust
Provision of clinic at Gladstone	
Provision of satellite police station accessible to all the trust	
43 (Dewetsdorp)	Park to be refurbished
	Gravelling of roads (number of roads)
	Sport facilities for youth, Soccer and Tennis Courts
	Paving is incomplete
	RDP Houses waiting list
	Fencing, water and toilets
	Hillside – request for water channels to avoid houses flooding
	Gravelling of roads – MMM to provide TLB end tipper to collect gravel roads as the community is prepared to do the work voluntarily
	Request to separate/dedicated office for registering of indigents
	Request enlisting of local contractors to do local work and tenders.
44 (Ikgomotseng and Glen)	Formalisation of informal settlement and allocation of sites
	Rehabilitation of streets with paving and speed humps on the main road and stormwater
	Provision of Water borne toilets and Reservoirs provide clean water on stand pipes
	Building of a multi-purpose centre, Rehabilitation of Sports ground and Community Hall
	Supporting of cooperatives
	Cemeteries and Community park in Ikgomotseng
	Increase the number of High mass lights in Ikgomotseng
	Water and Sanitation in Glen (Toilets and taps)
	Building of Community Hall and Multipurpose centre in Glen
	Proper building of sports fields in Glen
	NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS
	Upgrading of community clinic (to operate 24 hours) and provision of ambulance services both Glen and Ikgomotseng
	Building of RDP houses and dilapidated once in Glen and Ikgomotseng
	Provision of Satellite police station Glen and Ikgomotseng
Intervention with Post office	
Building of primary School (to avoid exposing young children to high school learners) Ikgomotseng	
45	Water and sanitation in Sonderwater 2, phase 4, phase 9 and Grasslands 2
	Paving of main roads in Bloemside phase 4
	High mast light in Sonderwater, Phase 4 and phase 9
	Formalisation or rezoning of residence who occupied community park in phase 4 and relocation of people in phase 9 who are in flood areas
	Building of sports centre at phase 4
	NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS
	Provision of Police station
RDP houses to be built in Sonderwater and phase 9	

	Community clinic in phase 9
46	Provision of water and sanitation Phase 6, Phase 10
	Provision of electricity (electrification) Phase 10 and Phase 7 Matlharantleng
	Provision of paving of roads and storm water Phase 5, Phase 6 and Phase 10
	Formalisation of Matlharantleng
	Township establishment and registration Phase 10 and Phase 7
47	Provision of Tittle deeds Ashbury, Rykmanshoogte, Bloemspruit and Bloemside
	Naming of Streets in Pine haven and Glass land
	Speed humps to be erected in Grassland, Bloemspruit, Rykmanshoogte and Pine haven
	Upgrading of parks in Ashbury and Bloemspruit
	Enforcement of By laws on Illegal dumping
	NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS
48	Bloemspruit clinic to be opened 24hrs
	The municipality needs to talk to the province to tar the whole Arbrahamskraal road and build a pavement for the pedestrians on the Arbrahamskraal road in Bainsvlei
	The municipality needs to get contractors to clean and repair all the storm water inlets in Hillsboro and Rayton
	The municipality needs to get the contractors to help clean the sidewalk of residential areas of Hillsborough and Rayton
	Need to upgrade Lerato Creche in Bainsvlei and surrounding buildings, relocate illegal occupants and fence off the whole area so that more kids can be accommodated in the community. Fix the water and electricity supply. Fix all illegal connections. This is not a safe environment for kids, there is no electricity or water meters.
	Need to re-place the pipeline in Dennelaan in Bainsvlei
	Need to build 3 storm water bridges in Maddellaan so that the water from the dam can flow underneath the road.
	Need to tar a couple of small roads in Spitskop (Oldsweg was tarred halfway, need to be finished)
	Need to tar a couple of small roads in Bainsvlei (Meadhurstlaan needs to be tarred with storm water channels)
	Need to install high mass light near Arbrahamskraal road in Bainsvlei to prevent crime
	Need to install street name boards in Lillyvale, Shellyvale, Groenvlei, Rayton and Hillsboro where missing
	Need to make public soccer field in Arcadia Bainsvlei level, plant grass and install new nets with frames for community
	Need to upgrade the Bainsvlei clinic outside and inside
	Need to upgrade the municipality offices and workshops in Bainsvlei
	48
Need to install street lights on Bloemendal Weg	
Need to finish the ring road to connect Pentagon park and Lillyvale, the road form Northridge mall to Bloemendal weg needs to connect. Bloemendal weg takes too much traffic with all the new development in Lillyvale. The community will not allow any more development before this road in finished	
Need to install a stop sign on T-junction Frans Kleinhans and Kenilworth street, Groetvlei, people are experiencing many accidents there.	
need to install speed humps in Kenilworth street near Bainsvlei Combined School, kids are walking there and residents are speeding	
Need to re-gravel all the gravel roads	
Request for more money be budgeted for the maintenance of Rayton, Hillsboro & Lillyvale, perhaps a portion of the capital budget could be set-aside for this. Maintenance will include but limited to: <ul style="list-style-type: none"> • Parks • Storm water drainage, • Sewerage Spills, • Roads (potholes), and • Streetlights; • Trees & Grass next to Road 	
49	Urgent provision of water borne toilets in Mokoena and Mapetsa
	Installation of High mast lights
	Fencing of grave yards in zone 3
	Completing of incomplete roads and paving of roads, streets and speed humps in Eldorado and Unit and stormwater
	Need for multi-purpose centre
	Construction of Pedestrian bridge
	Zone 4 pit holes
	Site allocation
	NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS
50 (Van Stadensrus)	Provision of Satellite police station
	provision of services in Kgotsong upgrading of reservoirs to provide water, installation of water taps and water borne toilets
	Construction of roads with paving and stormwater
	Completion of incomplete sports stadium in Van Stadensrus
	Upgrade Van Stadensrus farms

	Provision of Commonages and support to cooperatives
	Formalisation of Informal settlement
	Request for High Mast Lights
	Phahameng-unavailability of water to be addressed
	Vacuuming of Septic Tanks that are full in Kgotsong
	NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS
	Upgrading of clinic
	Provision of additional school
	Building of RDP houses
50 (Wepener)	Sites allocation and formalisation of informal settlements
	Rehabilitation of sewerage system and upgrade the old sewerage system
	Building of sports facility in Qibing
	Construction of paved roads with speed humps and storm water services
	Support of Mamosoleki Pig Grow Co-operatives
	Development of Park
	Refurbishment of the City Hall
	Construction of proper roads and Maintance of Infrastructure
	Improvement of waste collection
	NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS
	Upgrading of clinic
	Provision of satellite police station in areas needed most
	Building of RDP houses
50 (Dewetsdorp)	Provision of water on stand
	Paving of roads
	Provision of electricity and installation of high mast light
	Building of community halls for new development at lthabolle
	Provision of Commonages and support to cooperatives
	Allocation of site on formalised areas
	NEEDS TO BE ADDRESSED BY PROVINCIAL SECTOR DEPARTMENTS
	Road from Dewetsdorp to Botshabelo to be rehabilitated and tarred
	Provision of clinic and operating hours to be extended
	Building of RDP houses

Figure 1.1 issues raised by number of wards



- Rural & Economic Development (Cooperatives & SMMEs Support Commonages, Fencing of camps, Job Creation)
- Human Settlement (tittle deeds, Formalisation of informal settlement, allocation of site, rezoning)
- Engineering Service (rehabilitation & building of Roads and Stormwater, Speedhumps, Paving, Crossing bridges Traffic controlling measures, installation of traffic lights, traffic circles and traffic signege)
- Engineering Service (rehabilitation and building of water and sanitation, Toilets, Water taps, sewerage)
- Waste and Fleet services(waste removal, illegal dumpings)
- Social Services (Law Enforcement on By Laws Parks and cemeteries)
- Planning and Coporate Services (township establishment, Rehabilitation and Building of Community Halls, Multi purpose centres, Sports facilities)
- Centlec (house Electrification, High mast lights, street lighting, maintance of electricity boxes)
- Provincial Sector departments Issues (Clinics, Schools, Police Stations, main Roads in Rural Ares RDPs, replacement of asbestos roofs)

CHAPTER 2: SITUATIONAL ANALYSIS

2.1 The State of Development in Mangaung – Social Analysis

2.1.1 Introduction

Mangaung covers 9 887 km² 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 and with the Northern Cape in the west via Bloemfontein).

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. On the 3rd of August 2016 it was finalised that the former Naledi Local Municipality and Ikgomotseng which were (**Part of Masilonyana Local Municipality**) would be merged with the Mangaung Metropolitan Municipality to form one Municipality. This new status presented 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.

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

Botshabelo is located 55km to the east of Bloemfontein and represents the largest single township development in the Free State. Botshabelo was established in 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.

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

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

Wepener was founded in 1867 on the banks of Jammersbergspruit, a tributary of the Caledon River. The Caledon Nature Reserve is about 15km south of Wepener on the R702. The Caledon River flows

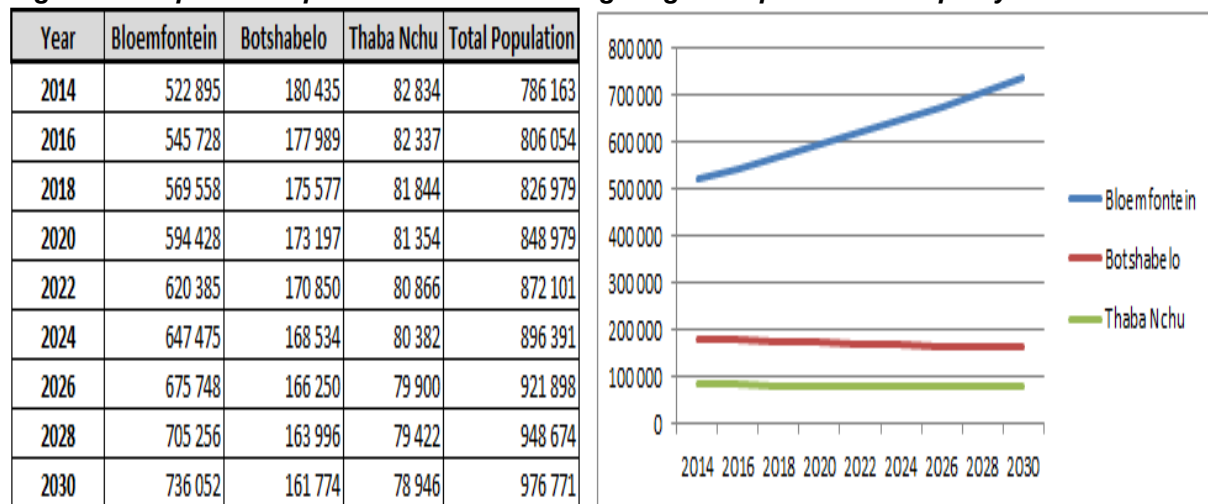
through the reserve, and the Welbedacht Dam is located in the southern region of the reserve. Also of interest is the Louw Wepener Memorial statue, Thaba Bosiu Memorial stone and Jammerbergdrif Battlefield site. The sandstone street of Jammersberg Bridge over the Caledon River has been declared a national monument.

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

2.1.2 Demographic Analysis

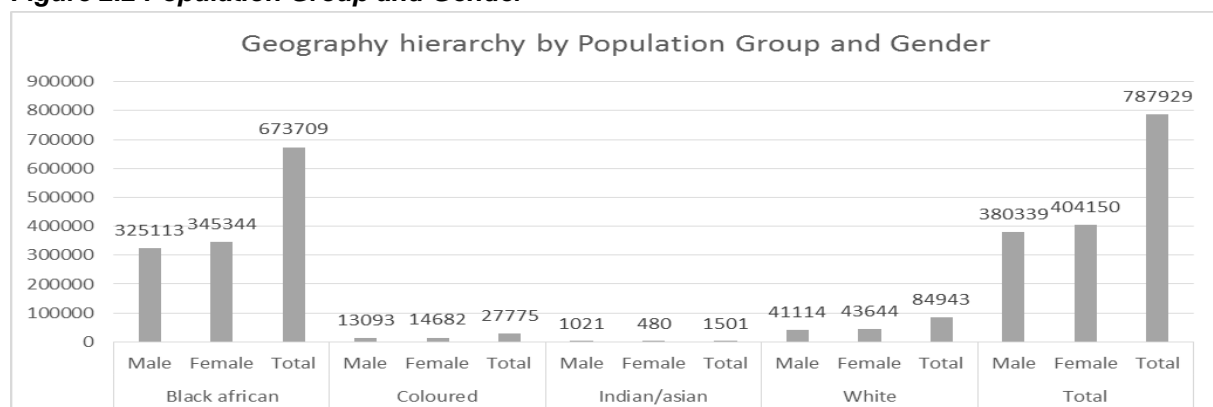
According to the Community Survey, 2016, Mangaung Metropolitan Municipality has a population of approximately 787 929, which demonstrate that the population is growing slightly slower as the Figure 2.1 below demonstrate on the expected growth by 2030. The figure 2.2 illustrate the total population of the City by Group and Gender and Fig 2.3 show the population by Age and Gender and also highlight that the age group (0-14 and 15-34) is higher than the (35-65+).

Figure 2.1 Expected Population Growth in Mangaung Metropolitan Municipality in 2030



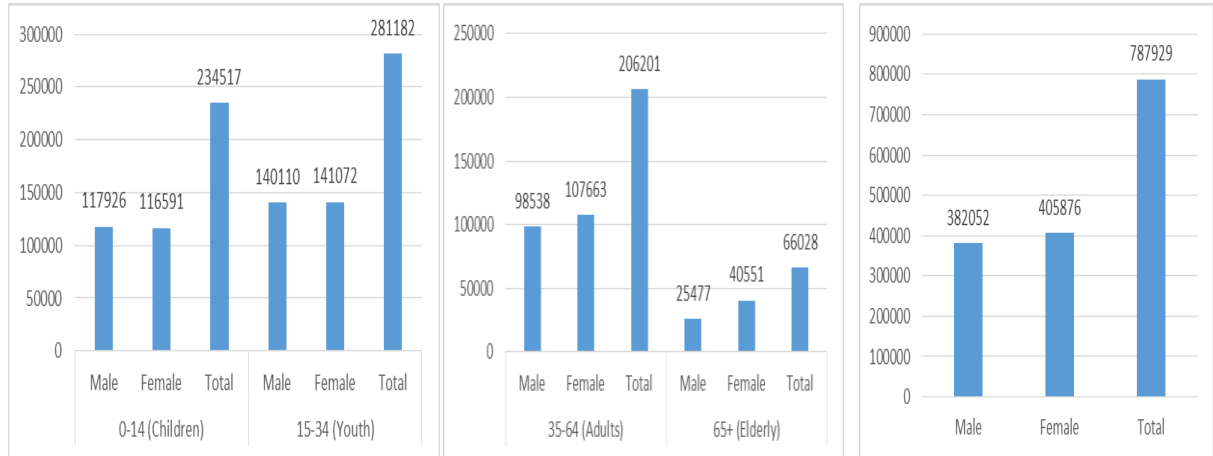
Source: Global Insight

Figure 2.2 Population Group and Gender



Source: Stats SA, Community Survey 2016

Figure 2.3 Population by Age and Gender



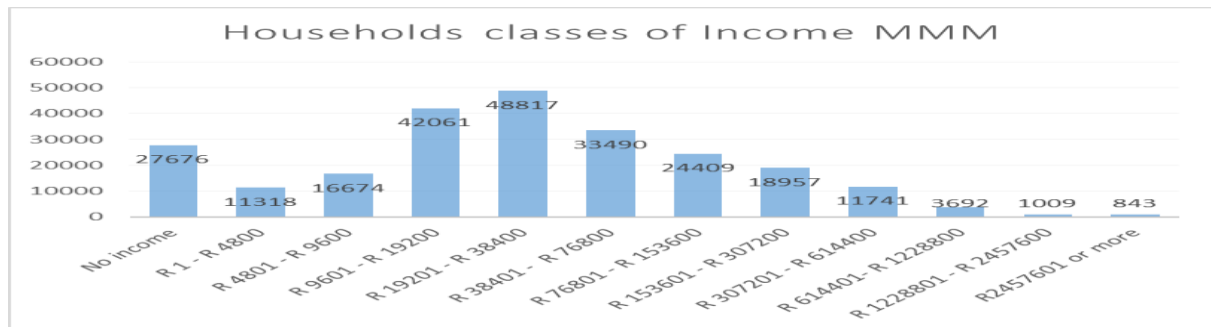
Source: Stats SA, Community Survey 2016

Figure 2.3 above indicate that 35% (281 182) of the total population of the City is Youth.

2.1.3 Household Structure

In line with the population growth, there has been an increase in the number of households in Mangaung. In 2016 there were 265 414 households in Mangaung.

Household classes of Income in MMM



Source: Statistics SA, Census 2011 (2016 Municipal Boundaries)

Employment Status



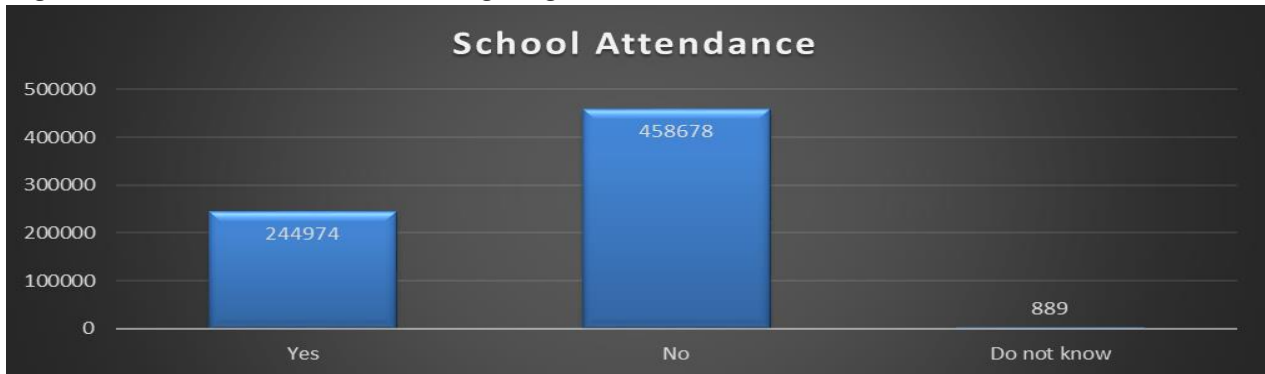
Source: Stats SA Labour force quarterly stats (Oct – Dec 2017)

Unemployment rate stood at 32.9% and 75.5% are economically active employed or looking for work.

2.1.4 Human Capacity Development

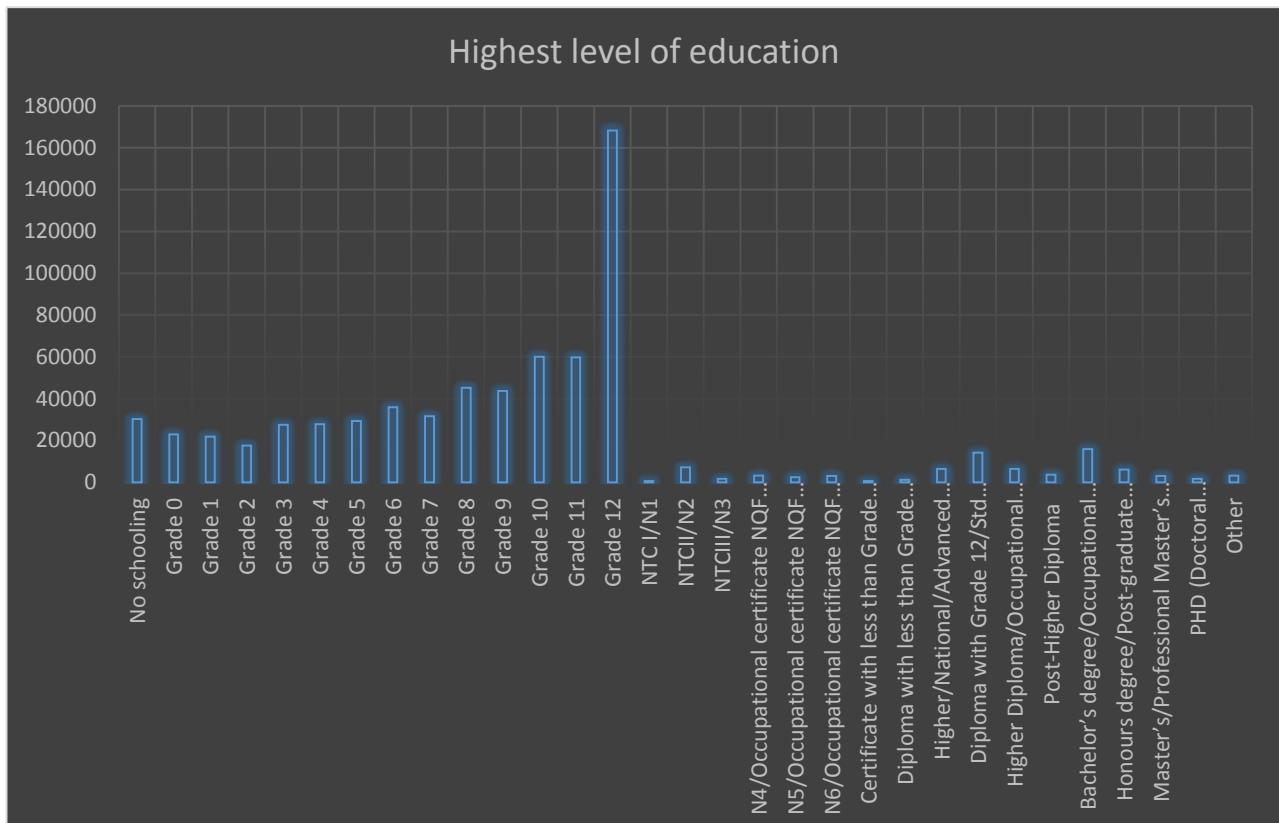
Education is one of the key pillars of fighting the problem of ubiquitous poverty in the region. Mangaung has institutions that cater for all levels of education commencing from pre-school, primary and secondary education to TVETs and tertiary institutions. As such, the City is well positioned to nurture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

Figure 2.4: School attendance in Mangaung 2016



Source: Stats SA, Community Survey 2016

Figure 2.5: Highest Level of Education in Mangaung 2016



Source: Stats SA, Community Survey 2016

In 2016 as demonstrated above in Figure 2.4 and 2.5, School attendance and access to primary, secondary education has been on the rise, however we still need to have more enrolment at the tertiary level. 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 skills that are provided by this development.

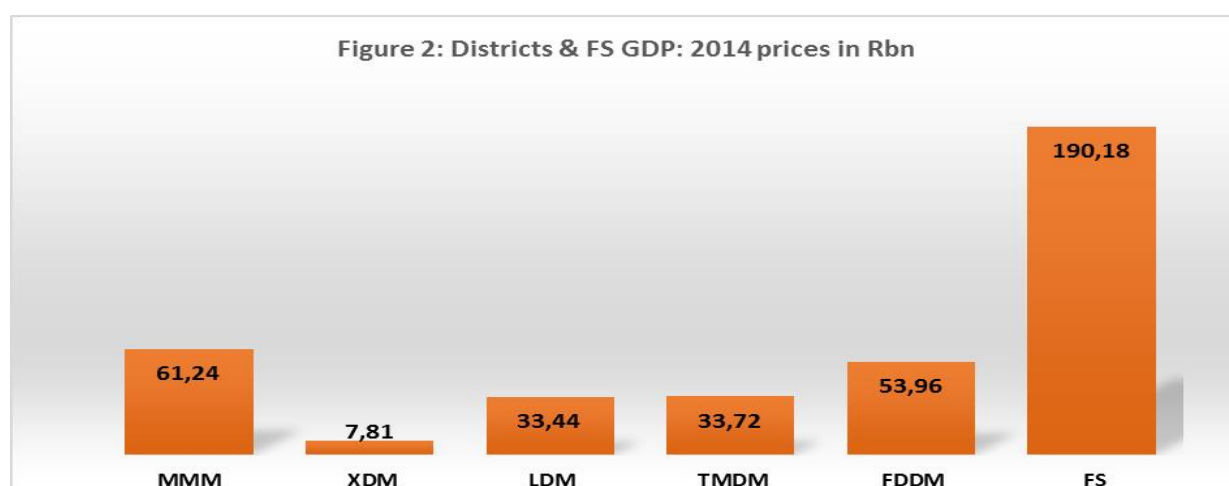
2.1 Economic analysis

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

2.2.1 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. In 2014 the Free State Province had a total GDP of R190 billion in current prices. Figure 2.4 below shows the contribution of each district municipality to total Free State GDP. The most contribution came from the Mangaung Metropolitan Municipality (MMM), followed by the Fezile Dabi District Municipality (FDDM) which is the industrial hub of the Free State economy. Thabo Mofutsanyana District Municipality's (TMDM) was the third largest; Lejweleputswa District Municipality's (LDM) the fourth and Xhariep District Municipality's (XDM) was the fifth in contribution.

Figure 2.6: contribution of each district municipality to total Free State GDP



Source: Global Insight Regional eXplorer version 920

TABLE 2.1: Gross Domestic Product (GDP) – Municipalities of the Free State Province, 2004 to 2014, share and growth

	2014 (Current prices)	Share of province	2004 (Constant prices)	2014 (Constant prices)	Average Annual growth
Mangaung	61.24	32.20%	37.08	51.38	3.32%
Xhariep	7.81	4.10%	5.00	6.64	2.88%
Lejweleputswa	33.44	17.59%	33.99	28.21	-1.85%
Thabo Mofutsanyane	33.72	17.73%	21.83	28.03	2.53%
Fezile Dabi	53.96	28.37%	30.14	45.22	4.14%
Free State	190.18		128.03	159.47	

Source: IHS Global Insight Regional eXplorer version 920

As the table above shows Mangaung Metropolitan Municipality had the second highest average annual growth rate of 3.32% while Fezile Dabi had the highest average annual economic growth, averaging 4.14% between 2004 and 2014.

2.3 Economic Growth Forecast

It was anticipated that the Free State Province's GDP would grow at an average annual rate of 1.77% from 2014 to 2019.

Figure 2.7 Economic growth projections of Free State economy

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
GDP-R (R'1000 constant prices)	147,189,067	150,085,872	154,516,711	157,142,254	159,470,832	160,192,971	162,609,316	166,117,545	170,045,069	174,084,264
Real GDP per cent growth	2.5%	2.0%	3.0%	1.7%	1.5%	0.5%	1.5%	2.2%	2.4%	2.4%
GDP-R by sector (real change)										
Agriculture	0.3%	-9.2%	0.6%	1.8%	5.4%	-5.1%	1.6%	2.0%	2.0%	2.0%
Mining	4.9%	-1.4%	1.1%	3.3%	1.0%	0.9%	1.7%	3.3%	2.5%	1.2%
Manufacturing	5.7%	1.1%	0.5%	0.2%	-0.8%	-0.6%	1.6%	2.1%	2.7%	2.7%
Electricity	3.6%	1.5%	0.4%	0.1%	-1.2%	-2.3%	-0.2%	0.1%	1.5%	1.6%
Construction	-5.7%	0.6%	2.2%	2.0%	0.9%	0.0%	0.7%	0.8%	1.3%	1.6%
Trade	3.5%	2.7%	7.4%	1.6%	1.8%	-0.4%	1.6%	1.7%	2.4%	2.6%
Transport	1.0%	2.1%	1.8%	0.7%	1.7%	0.6%	1.9%	2.8%	2.9%	3.4%
Finance	0.4%	2.7%	3.0%	0.5%	1.4%	1.7%	1.9%	2.4%	2.5%	2.9%
Community services	1.7%	3.7%	3.1%	3.3%	2.6%	1.2%	1.2%	1.8%	2.1%	2.2%
Total Industries	2.4%	1.4%	2.9%	1.8%	1.6%	0.3%	1.5%	2.1%	2.4%	2.4%

Source: IHS Global Insight Regional eXplorer version 920

South Africa as a whole is forecasted to grow at an average annual growth rate of 2.55%, which is higher than that of the Free State Province. By 2019, the Free State's forecasted GDP will be an estimated R 174 billion (constant 2010 prices) or 5.1% of the total GDP of National Total. The ranking in terms of size of the Free State Province will remain the same between 2014 and 2019, with a contribution to the South African GDP of 5.1% in 2019 compared to the 5.3% in 2014. At a 1.77% average annual GDP growth rate between 2014 and 2019, the Free State will rank the lowest compared to the other provincial economies.

TABLE 2.2: Gross Domestic Product (GDP) - Municipalities of the Free State Province, 2014 to 2019, share and growth

	2019 (Current prices)	Share of province	of 2014 (Constant prices)	2019 (Constant prices) what's difference with column 2?	Average Annual growth
Mangaung	84.51	48.55%	51.38	56.75	2.01%
Xhariep	11.25	6.46%	6.64	7.92	3.60%
Lejweleputswa	37.97	21.81%	28.21	28.24	0.02%
Thabo Mofutsanyane	45.41	26.08%	28.03	30.25	1.53%

Fezile Dabi	74.97	43.06%	45.22	50.93	2.41%
Free State	254.11		159.47	174.08	

Source: IHS Global Insight Regional eXplorer version 920

When looking at the regions within the Free State Province, it was expected that from 2014 to 2019, Mangaung Metropolitan Municipality would register an average annual growth rate of 2.01% in 2019 and thus will encumber the projected inclusive growth and creation of decent job opportunities for the citizens of the City.

2.4 Current Sectoral Economic Performance

Between 2004 and 2014, the agricultural sector grew by 10%, the mining sector declined by 5% and the manufacturing sector grew by 17%. The decline in the contribution of the mining sector, which has traditionally been the mainstay of the Free State economy, over a period of ten years, could have been the main reason for the less than satisfactory growth in the FS economy (Global Insights).

2.5 Gross Value Added by Region (GVA-R)

The Free State Province's economy is made up of various industries. The GVA-R variable provides a sector breakdown, where each sector is measured in terms of its *value add* in the local economy.

Gross Value Added (GVA) is a measure of output (total production) of a region in terms of the value that was created within that region. GVA can be broken down into various production sectors.

The summary table below puts the Gross Value Added (GVA) of National in relation to that of the Free State Province.

TABLE 2.3: Gross Value Added (GVA) by broad economic sector - Free State Province, 2014 [R billions, current prices]

	Free State	National Total	Free State as % of national
Agriculture	8.3	84.7	9.8%
Mining	21.5	286.6	7.5%
Manufacturing	18.3	452.3	4.1%
Electricity	6.2	125.4	4.9%
Construction	4.7	137.3	3.4%
Trade	24.6	504.9	4.9%
Transport	17.4	339.9	5.1%
Finance	25.9	699.5	3.7%
Community services	43.0	772.3	5.6%
Total Industries	169.8	3,402.9	5.0%

Source: IHS Global Insight Regional explorer version 920

In 2014, the community services sector was the largest within the Free State Province, accounting for R 43 billion or 25.3% of the total GVA in the province's economy. The sector that contributed the second most to the GVA of the Free State Province is the finance sector at 15.3%, followed by the trade sector with 14.5%. The sector that contributed the least to the economy of Free State Province is the construction sector with a contribution of R 4.66 billion or 2.75% of the total GVA.

2.6 Provincial Distribution of economic activity (%), 2013

Table 2.4 below describes the regional distribution of economic activity in 2013 across the nine provinces of South Africa. Given the dominance of Gauteng in the national economy, all sector groups are found to be concentrated there, with the exception of agriculture, forestry and fishing, and the mining and quarrying sectors. The bulk of value-added by agriculture, forestry and fishing sectors in South Africa comes from Kwazulu-Natal (26.4%), Western Cape (22.6%), and the Free State (10.5%).

The mining and quarrying sector is predominant in the North West province (26.1%), Limpopo (23.5%) and Mpumalanga (20%), the Free State is at 7.8%.

TABLE 2.4: Economic activity per province

Sectors	WC	EC	NC	FS	KZN	NW	GP	MP	LP
Agriculture	22.6	5.4	6.1	10.5	26.4	6.2	5.9	8.5	8.4
Mining & quarrying	0.3	0.2	6.9	7.8	3.4	24.7	12.9	20.0	23.7
Manufacturing	14.7	7.9	0.2	3.8	21.7	2.2	40.8	7.3	1.4
Electricity & water	10.9	3.8	2.5	6.0	15.6	3.4	34.2	15.4	8.1
Construction	17.6	4.7	1.2	3.0	13.5	4.7	43.3	6.7	5.3
Wholesale and retail	17.3	8.3	1.5	4.7	17.7	4.5	35.4	5.3	5.4
Transport	15.6	7.2	2.1	4.4	22.5	4.6	34.4	4.7	4.7
Finance	18.9	7.0	1.4	4.0	13.5	4.0	41.9	4.2	5.2
General Government	9.6	11.0	2.0	4.9	14.9	5.1	39.6	5.0	7.9
Personal services	13.8	12.9	3.5	9.9	17.2	8.4	23.8	5.5	5.0

Source: Statistics South Africa, Gross Domestic Product, Third Quarter 2014

Agriculture

The agricultural sector in the province is characterised by large-scale and small-scale commercial agriculture as well as subsistence agriculture. The two major poles of agriculture are subsistence and large-scale commercial farms. The historical evolution of agriculture has seen the progressive decline of small-scale commercial agriculture, which has been stifled by lack of access to credit, and limited access to markets and transport.

Economic Overview of MMM on Agriculture versus District Municipalities

District	Overview	Opportunities
MANGAUNG METRO	<p>Livestock production and poultry is prominent in the metro.</p> <ul style="list-style-type: none"> The largest concentration of dairy cattle is situated in the metro. Poultry is prominent in the Botshabelo area (namely Supreme Chicken). The challenge though is that the area is not producing grain 	<p>Opportunities for value-chain development especially in beef, dairy and poultry.</p> <p>Establishment of agri-park in Thaba Nchu.</p> <p>Establishment of N8 livestock corridor.</p>
LEJWELEPUTSWA	<p>Lejweleputswa district municipality is the most important maize-growing area in South Africa. Bothaville is a self-proclaimed Mielie (Maize) Capital of South Africa.</p> <p>Other agricultural products in the district are:</p> <ul style="list-style-type: none"> Sunflower Wheat Groundnuts Cattle Poultry Small scale vegetable farming 	<ul style="list-style-type: none"> The envisaged Biofuel Plant in Bothaville, which will use sorghum as a feedstock. Herbs and medicinal plants in Tokologo and Masilonyana (Hydroponic/greenhouse production for medicinal plants in Tokologo is suggested as it is a dry area) Ostrich farming in Tokologo Hydroponic/greenhouse production in Tokologo . Milling project in Wesselsbron
THABO MOFUTSANYANE	<p>Produces 90% of the country's cherry crops. It is also home to the country's two asparagus canning factories.</p> <p>The North of the district has also many sunflower-seed farms.</p> <p>Seed potatoes are produced in the Reitz, Kestell, Memel, Bethlehem and Fouriesburg areas</p> <p>Tweespruit is a major sunflower seed production centre.</p> <p>Number of fruits that are grown in and around the district (mostly sub-tropical and deciduous fruits: nectarines, apples, apricots, peaches).</p>	<p>The Tshiame Food Processing Park in Maluti-a-Phofung SEZ presents opportunities for investment in the production of potato crisps, potato flakes, maize grit, creaks and frozen vegetables production (FDC). It has been allocated R244m for the bulk infrastructure with further R600m for customised factories. The investment in the SEZ is estimated at R7.5bn and is planned to be operational by end of 2018.</p>
XHARIEP	<p>Crops such as potatoes, are produced in the Northern parts of the district</p> <p>Sheep farming predominates in the South.</p> <p>Ostrich farming.</p> <p>Trompsburg has the second-biggest sheep-shearing barn in the country.</p> <p>Jacobsdal is an important grape producing town.</p> <p>Home to Gariiep dam, the biggest dam in South Africa.</p> <p>Game farming</p>	<p>Establishment of an Agri-park in Springfontein. which presents opportunities in:</p> <ul style="list-style-type: none"> agro-processing which includes manufacturing of chips and wine production. Marketing Training and extension services logistics <p>Aqua-culture</p> <p>Production of venison</p> <p>Agro-tourism</p>

District	Overview	Opportunities
FEZILE DABI	<p>A good proportion of South Africa's grain crop is sourced from Fezile Dabi District Municipality.</p> <p>The district has a total of 327 592ha (15.4% of all agricultural land in the province) of high potential agricultural land.</p> <p>The district produces:</p> <ul style="list-style-type: none"> o more than 50% of the country's sorghum o nearly 50% sunflower o more than 30% of all wheat, maize, potatoes and groundnuts 	<p>Establishment of an Agri-park in Parys. which presents opportunities in:</p> <ul style="list-style-type: none"> • agro-processing which includes manufacturing of chips, sunflower oil, peanut butter and biofuels. • Marketing • Training and extension services • logistics <p>There is an opportunity to provide feedstock for MAP SEZ's Agro-processing.</p> <p>Poultry project in Vredefort</p>

To bring significant changes in the agricultural sector in the Mangaung Metropolitan Municipality, the following long term programmes have to be implemented in collaboration with the envisaged opportunities in the table above:

- Prioritise and fund the upgrading and maintenance of road and rail infrastructure at strategic agricultural nodes to ensure effective and efficient distribution of agricultural products.
- Identify growth points for value adding programmes and align with spatial development framework.
- Develop a cargo airport along the N8 corridor and progressively develop a Strategic Economic Zone within that precinct
- Unlock agro-processing potential by implementing incentives to draw-in investments
- Implement relevant and applicable grain and livestock beneficiation programmes

Mining

Historically, mining has played a small role in the economy of MMM. The contribution of the mining sector to South Africa's economy has decreased drastically in the past 20 years. However, the mining sector still plays a very important role in the South African economy. According to the National Development Plan, about 60% of South Africa's export revenue comes from mining, minerals and secondary beneficiated products.

Economic Overview of MMM on Mining versus District Municipalities

District	Overview	Opportunities
MANGAUNG	<p>The Department of Mineral Resources identified limestone (Bloemfontein) as the strategic mineral.</p> <p>Mining of clay, gravel and sand.</p> <p>Mining of shale gas and brick clay.</p> <p>Salt mining</p>	<ul style="list-style-type: none"> • Small scale mining. • Minerals value addition. • Production of fuel from shale gas. • Salt repackaging, salt lakes salt bars.
LEJWELEPUTSWA	<p>The town in Virginia is the site of a jewellery school and it is intended that this will form the nucleus of a jewellery beneficiation hub and IT hub.</p> <p>There are two mining houses, namely Sibanye and Harmony gold mines whose</p>	<ul style="list-style-type: none"> • Coal gasification between Virginia and Theunissen. • Methane gas extraction in Masilonyana local municipality. • Uranium mining in Matjhabeng. • Salt mining in Tokologo local municipality.

District	Overview	Opportunities
	<p>licences expire in about 20 years.</p> <p>Other minerals that are mined in the area are uranium and diamonds.</p> <p>Some of the challenges facing the sector include:</p> <ul style="list-style-type: none"> Declining commodity prices Labour unrest Electricity crisis Water crisis Illegal mining 	<ul style="list-style-type: none"> Titanium mining at Nala local municipality. Substitution of inputs from outside the province. (Import substitution)
FEZILE DABI	<p>Bituminous coal is mined and converted to petrochemicals at Sasolburg.</p> <p>The country's largest bentonite is found in Koppies.</p> <p>Coal mining in Koppies and Parys</p> <p>Diamond mining in Kroonstad.</p> <p>Bentonite clay in Vredefort</p>	<ul style="list-style-type: none"> Beneficiation of diamonds into jewellery. Downstream and upstream of processing of petrochemicals. Import substitution (Supplies from outside the province) Manufacturing of pottery.
XHARIEP	<p>Diamonds, gravel and clay are mined at Koffiefontein. Jagersfontein is one of the first places where diamonds were found, and it has its own version of the Big Hole to prove it.</p>	<ul style="list-style-type: none"> Diamond mining value addition.
THABO MOFUTSANYANE	<ul style="list-style-type: none"> The Department of Mineral Resources identified the following strategic minerals: uranium (Ficksburg & Phuthaditjhaba), diamonds (Senekal), sandstone (Phuthaditjhaba) and limestone (Ficksburg) <p>Brickmaking in Phuthaditjhaba.</p>	<ul style="list-style-type: none"> Small scale mining Minerals value addition. Export sandstone products.

Manufacturing

The overall growth in the manufacturing industry in the Free State is closely linked to the fuel, petroleum and chemicals sub-sector in Sasolburg. Although this sector is largely linked to Gauteng, effective support for this sector remains a priority as significant linkages would exist within the province.

Overview of MMM on Manufacturing versus District Municipalities

District	Overview	Opportunities
MANGAUNG METRO	<p>Botshabelo has an industrial park located in it.</p> <p>There are industrial areas in the Metro eg, East End, Bloemdundria and Hamilton industrial areas.</p> <p>The Central University of Technology (CUT) assists entrepreneurs to develop prototypes for the manufacturing of equipment.</p>	<ul style="list-style-type: none"> Manufacturing of medical devices and pharmaceuticals. Manufacturing of green technologies. Development of agro-processing and packaging hub. Construction of Aerotropolis at the Airport Development Node Construction of the Thaba- Nchu public transport route. Development of N8 corridor.

District	Overview	Opportunities
	<p>A number of beverages companies are stationed in Mangaung Metro.</p> <p>There are vacant sites in the Hamilton industrial park.</p>	
FEZILE DABI	<p>The northern Free State's chemicals sector is one of the most important in the southern hemisphere. Petrochemicals Company Sasol, based in the town of Sasolburg, is a world leader in the production of fuels, waxes, chemicals and low-cost feedstock from coal. Several other chemical companies operate in the town.</p> <p>Chemcity is an incubator downstream project promoting the sustainable use of by-products from Sasol's plants</p> <p>The district is separated from Gauteng province by the Vaal river. The Vaal dam is used for water sports, such as power boat racing, boat cruising.</p>	<ul style="list-style-type: none"> • Manufacturing and maintenance of boats. • Establishment of Wilge River Water Park entertainment centre. • Development of geo-synthetic roads around Mafube local municipality. • Expansion of Chemcity incubator downstream projects such as plastic products.
LEJWELEPUTSWA	<p>Jewellery school was established in Virginia.</p> <p>The manufacturing sector increased from 5% in 1995 to 8.4% in 2013</p>	<ul style="list-style-type: none"> • Establishment of hydroponics plant to produce tomatoes and sweet peppers. • Establishment of sunflower processing plant. • Development of a maize mill. • Establishment of film studio projects. • Beneficiation of mineral resources. • Establishment of IT hub.
THABO MOFUTSANYANE	<p>There are industries in Tshiame, Qwaqwa , Harrismith and Bethlehem.</p> <p>Some of the products that are being manufactured amongst others include, furniture, protective clothing, plastic products, clothing and textile.</p> <p>Given the fact that Thabo Mofutsanyane District used to be one of the key regions when the textile sector was thriving, this region still possesses huge quantities of skills that can be productively utilised to revive this key sector.</p> <p>Manufacturing contributed 13% to Free State economy in 2014.</p> <p>The manufacturing sector is the sixth largest in terms of the contribution of the Gross Value Added (GVA) in 2014.</p>	<ul style="list-style-type: none"> • Establishment of the SEZ with the following projects: <ul style="list-style-type: none"> ○ Vehicle Distribution Centre (a VDC); ○ Automotive and General Distribution Centre (a DC); ○ Cereal manufacturing plant. ○ Fresh produce hub; ○ Grits manufacturing plant; ○ Starch processing plant from the grits plant; ○ Fruit juice processing plant ○ Deciduous Fruit Cannery ○ Logistics hub.
XHARIEP	<p>Landzicht winery used to produce wine in the district.</p>	<ul style="list-style-type: none"> • Establishment of the solar park. • Establishment of leather and tannery plant. • Establishment of the brick

District	Overview	Opportunities
	<p>The manufacturing sector contributes R0.2b to Gross Value Added (GVA) in 2014.</p> <p>The Xhariep region has the second best solar-radiation index after Uppington in the NORTHERN Cape.</p>	<p>manufacturing plant.</p>

Tourism

Tourism development forms the integral part of the IDP, Economic Development strategy and Growth and Development strategy of the City. Tourism nodal areas include N8 Airport Node, the Maloti R26, Thaba Nchu' s Maria Moroka National Park and the surroundings the CBD and the nature based activities around Soutpan area . Mangaung is well position to capitalise on its strength on business tourism opportunities such busy social calendar of events and conferences. Development and promotion of Tourist Routes such Maloti Route, the Friendly N6 Route , Batho Route and the 4x4 routes remains one of the catalysts to stimulate employment creation , skills development and community participation. Our rich cultural and historical heritage such as museums and monuments should be given significant attention to promote tourism and social cohesion

Overview of MMM on Tourism versus District Municipalities

District	Overview	Opportunities
MANGAUNG METRO	<p>The Mangaung Metro tourism market is mainly a domestic market with an emphasis on events tourism such as Macufe, Bloemfontein Rose festival, sporting events (soccer, rugby and cricket games) leisure tourism such as visits to Phillip Sanders, Maselspoort resort, Naval Hill nature reserve and Planetarium.</p> <p>Bloemfontein is home to Bloemfontein zoo, the museums, historical buildings and the Supreme Court of Appeal.</p>	<ul style="list-style-type: none"> • Opportunities also exist to support differentiated tourism product development, linked to: <ul style="list-style-type: none"> ○ Adventure tourism ○ Conferencing ○ Education ○ Medical • Commercialisation of resorts (Soetdoring, Maria Moroka, Phillip Sanders and Rustfontein dam) • The building of an International Convention Centre. • Promotion of township tourism. • Construction of the Naval Hill cableway
XHARIEP	<p>In Xhariep district municipality, the town of Bethulie is a good stopping-over place for tourists wanting to experience the water sports available on the Gariep Dam. The nearby Tussen die Riviere Nature Reserve and the Mynhardt Game Reserve have a variety of wildlife in the spectacular setting. Fauresmith hosts an annual horse endurance race and Smithfield is the venue for a "Chill" festival every winter, the "Biebber Fees".</p> <p>In the Naledi local municipality, tourists are catered for on the Highlands of Maluti Route. The steel bridge over the Caledon River at Wepener is a national monument.</p>	<ul style="list-style-type: none"> • Development of the Big Hole as a tourist attraction in Jagersfontein. • Expansion of leisure and water sports tourism in the Gariep dam as well as Tussen die Riviere and Mynhardt game reserves. • Development of an airstrip for small charter flights between Gariep dam and Bloemfontein.
LEJWELEPUTSWA	<p>The Lejweputswa district municipality area has tourist assets such as a holiday resort on the Allemanskrall Dam, the Goldfields Wine Cellar in Theunissen and the Willem Pretorius Game Reserve.</p> <p>Welkom has several monuments including</p>	<ul style="list-style-type: none"> • There is potential for growth in the heritage sector, especially monuments such as Aandek monument, Voortrekker memorial, World War 2 monument. • Promotion of water sports. • Promotion of Phakisa multi-purpose sports facility.

District	Overview	Opportunities
	<p>Aandek monument, Voortrekker memorial, World War 2 monument.</p> <p>Welkom casino is located in this district at Sanlam plaza in Welkom.</p> <p>Welkom's most notable sport feature is the ultra-modern multi-million rand Phakisa freeway situated between Welkom and Odendaalsrus, which has been a venue for many international events and draws global media coverage. Phakisa is an international standards, multi-purpose moto-sports facility (Wikipedia as accessed on 11 August 2016).</p>	<ul style="list-style-type: none"> Promotion of national and international hang gliding in the Welkom airport. Promotion of mine underground – Gold Tour. Promotion of the Flamingo Tourism route. Promotion of local and international visits to the film studio project.
FEZILE DABI	<p>Tourism in the district has been growing steadily at 3.4% per annum.</p> <p>As could be expected, the Ngwathe area has the highest levels of tourism at 9.7% of GDP, while the Metsimaholo area has only a 1,7 % contribution to GDP.</p> <p>The district is separated from Gauteng province by the Vaal river. The Vaal dam is used for water sports, such as power boat racing, boat cruising.</p> <p>Vredefort is home to a World Heritage site- the Vredefort Dome where a meteor crashed on earth.</p>	<ul style="list-style-type: none"> The Vaal River within Fezile Dabi District municipality, presents opportunities for yachting and rafting. Establishment of resort-based enterprises. Promotion of angling on the Vaal river and dam. Promotion of local and international visits to Vredefort Dome. Promotion of golf tournaments at Parys Golf Estate.
THABO MOFUTSANYANE	<p>In Thabo Mofutsanyana District municipality, tourism and fruit farming are the major economic activities of this area, which is characterised by the beautiful landscapes e.g Maluti and Drakensberg mountain ranges, wetlands in the north, well-watered river valleys and the plains of the north and west.</p> <p>The district is home to the Frontier Casino in Bethlehem.</p> <p>The most famous asset is the Golden Gate National Park in which the Basotho Cultural Village in Qwa-Qwa offers beautifully handmade crafts and traditional meals. Rock paintings can be seen as illustrations of the artistic skills of much earlier inhabitants of the area.</p> <p>Numerous paleontology finds have been made in the park including dinosaur eggs and skeletons.</p> <p>One of the tourism attractions is the Sentinel – hiking trails leading to and into the mountains.</p>	<ul style="list-style-type: none"> The promotion of the N5 Tourism Corridor which starts at Bloemfontein, and links nodes such as Winburg, Senekal, Bethlehem, and Harrismith. Promotion of birds watching at Memel wetlands. Promotion of mountain hiking at Maluti mountains. The construction of the Drakensberg cableway. Promotion of water sports at Sterkfontein dam.

Transport

Transportation Overview

Mangaung is known as the “walking city” with more than 17% of all work-related trips made by walking all the way from origin to destination (National Household Travel Survey 2013- NHTS 2013). The NHTS 2013 furthermore estimate that approximately 190 000 work-related person trips are made

during this period. Figure 2.7 reflects the total number of trips generated during the morning peak period from each Traffic Analysis Zone (TAZ). The highest number of trips are generated from the Mangaung TAZ (91 000), followed by the Botshabelo/Thaba Nchu (42 235) cluster and Bloemfontein (45 454). The mode mostly used by travellers from Bloemfontein is the private vehicle, whereas most trips from Mangaung and Botshabelo/Thaba Nchu are undertaken by walking and public transport.

Table 2.6 presents the mode split per origin TAZ with a total mode split for the Mangaung Metropolitan area of 32.56%-taxi, 10.55%-bus, 8.44% with lift-clubs or as a passenger, and 29.3% with private vehicles. The mode split per origin-destination pair (TAZ pairs) are reflected in Diagram 1. More than 40% of passenger trips are made by public transport and at least 17% of passengers travelling during the morning peak period walk all the way to work. This demand pattern thus calls for a transportation system that provides safe and reliable services.

The Municipality is currently in the process of finalising the Integrated Public Transport Network (IPTN) Plan 2017, expected to be completed by April 2017. The IPTN aims to bring an affordable public transportation alternative to the citizens in Mangaung and will address trends in demand for transport services by mode and income group; average trip lengths (time, distance, cost, reliability, safety).

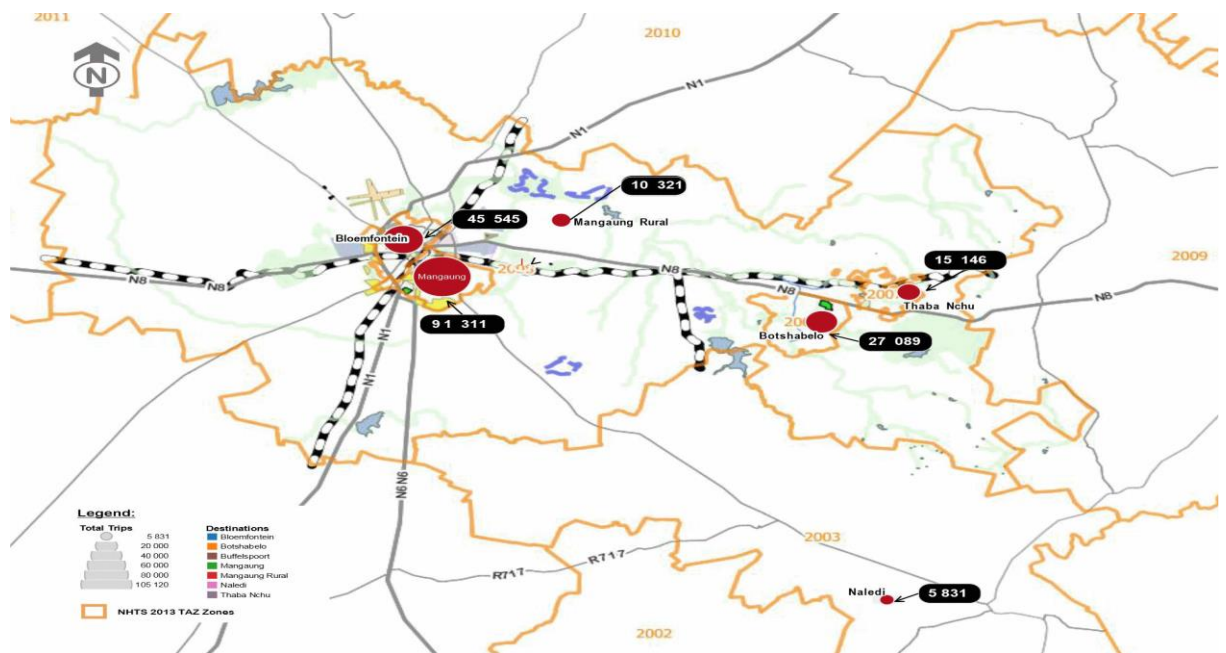


Figure 2.7: NHTS 2013 – Total Daily Trips Generated from Traffic Analysis Zones in Mangaung
Diagram 1: Main Mode to Work (NHTS 2013)

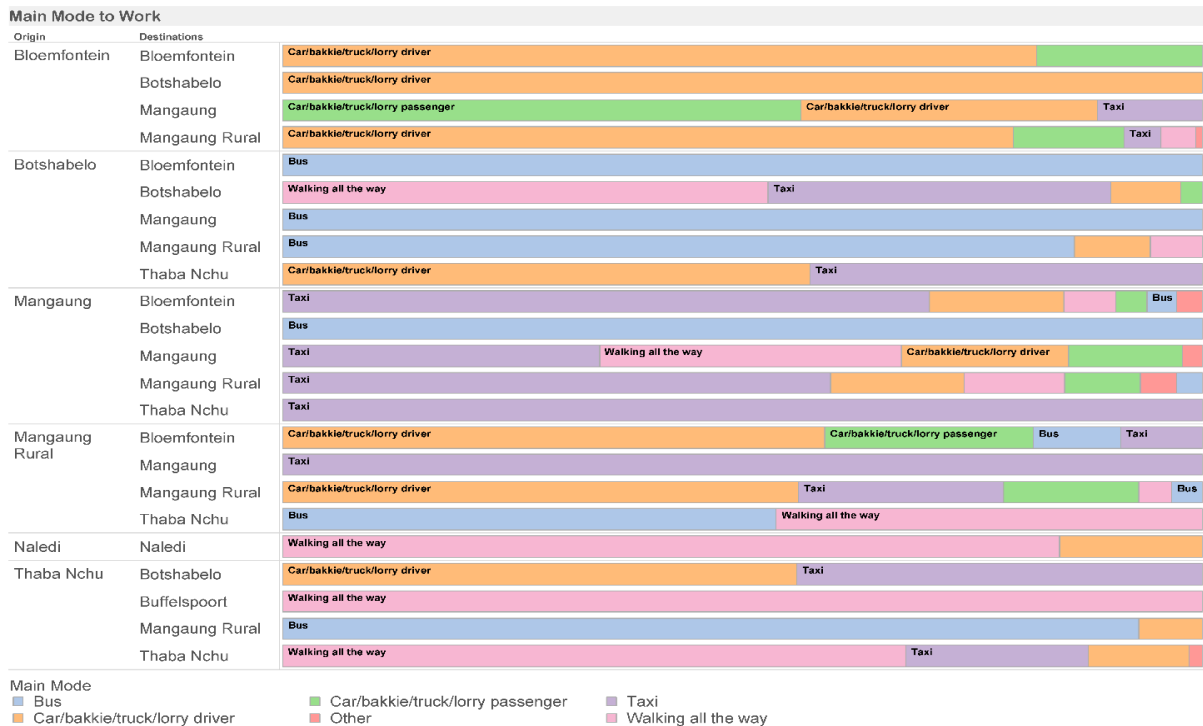


Table 2.6: Main Mode to Work per Origin Zone

Origin	Bus	Car/bakkie/truck/lorry driver	Car/bakkie/truck / lorry passenger	Taxi	Walking all the way	Other
Naledi		15.48%			84.52%	
Bloemfontein		77.24%	16.24%	3.47%	2.59%	0.46%
Mangaung	2.78%	15.10%	8.19%	56.31%	14.27%	3.34%
Botshabelo	43.98%	9.32%	1.09%	18.67%	26.94%	
Thaba Nchu	33.55%	10.35%		13.01%	42.25%	0.85%
Mangaung Rural	7.55%	49.91%	14.49%	22.60%	5.45%	
Total	10.55%	29.56%	8.44%	32.56%	17.16%	1.77%

Overview of MMM on Transport versus District Municipalities

District	Overview	Opportunities
MANGAUNG METRO	<p>Bram Fischer International Airport is an important gateway to the Free State.</p> <p>The Metro is central and several routes passing through the Metro, e.g. N1 (Johannesburg to Cape Town), the N6 (Gauteng and the Eastern Cape) and the N8 (Maseru, in Lesotho to Kimberly).</p> <p>The freight commodities transported from East London to Bloemfontein and vice versa are steel, cars, and perishables weighing 1.2 tons per annum.</p> <p>Thaba- Nchu – Maseru route transports the following</p>	<p>SIP 6 - Construction of Thaba Nchu Public Transport Route</p> <p>SIP 7 & 17- N8 Development Corridor</p> <p>SIP 17 - Bloemfontein-Maseru rail network</p>

District	Overview	Opportunities
FEZILE DABI	<p>freights commodities containers, fuel, cement, grains, coal and foods.</p> <p>Some of the country's busiest routes traverse this district: N1 (Johannesburg to Cape Town via Kroonstad), the N3 (Johannesburg to Durban via Villiers)</p> <p>The freight commodities transported via Villiers to Gauteng from Durban and vice versa are containers, steel, cars, coal, manganese, fuels and perishables weighing 44 tons per annum.</p> <p>The route Gauteng to Cape Town carries the following freight commodities: cars, grains, containers, perishables, cement and steel.</p>	SIP 2 - Durban-Free State Gauteng Industrial & Logistics Corridor
LEJWELEPUTSWA	<p>The N1 (Johannesburg to Cape Town via Ventersburg and Winburg) and the N8 that connects Upington, Kimberley, Bloemfontein and Maseru.</p> <p>R64 connects Bloemfontein to Kimberley via Dealesville and Boshof.</p>	SIP 7 - Revitalization of the Mining towns, with specific reference to transport related developments
THABO MOFUTSANYANE	<p>The Harrismith node, from a freight perspective, is of significance on the N3 corridor between Gauteng and Kwazulu-Natal.</p> <p>The freight commodities transported via Villiers to Gauteng from Durban and vice versa are containers, steel, cars, coal, manganese, fuels and perishables weighing 44 tons per annum.</p> <p>The N5 route connects the N1 at Winburg with the N3 at Harrismith, via Senekal, Paul Roux and Bethlehem. It forms part of the main route between Durban and Bloemfontein.</p> <p>The Winburg- Harrismith route carries the following freight commodities: maize, livestock, perishables, steel and containers weighing 5.8 tons.</p>	SIP 2 - Durban-Free State Gauteng Industrial & Logistics Hub in the Special Economic Zone (SEZ).
District	Overview	Opportunities
XHARIEP	<p>Some of the national routes are also passing through this district, namely: N1 (Johannesburg to Cape Town via Trompsburg) and the N6 (Gauteng and the Eastern Cape via Aliwal North).</p>	SIP 7 - Introduction of a passenger line, which will connect the Eastern Cape with the Free State via Xhariep district

2.7 Employment

In June 2015. Mangaung Metropolitan Municipality's Youth Enterprise Development programme aimed at unlocking opportunities for skills training and knowledge infusion, and to develop and nurture the skills base in order to better employment prospects for youth, by exposing them to on-the-job training, and inculcating and supporting entrepreneurial aspiration among young people.

The programme was a partnership between the City, ABSA, Central University of Technology (CUT), and the Services SETA. It was intended to run for three years.

The programme was divided into the following work streams, to ensure that the youth of Mangaung are equipped with various skills:

- Building maintenance projects led by the Human Settlement Directorate, with 150 youth;
- Road and Stormwater projects led by the Engineering Services Directorate, with 50 youth;

- Parks and Cemeteries projects led by the Social Services Directorate, with 50 youth;
- Emergency Services projects led by the Social Services Directorate, with 10 youth;
- Water leakages projects led by the Engineering Services Directorate, with 155 youth;
- Fresh Produce Market projects led by the Planning Directorate, with 5 youth;
- Digital migration projects led by the Planning Directorate with 602 youth.

2.8 Basic service delivery- infrastructure analysis

2.8.1 Housing

South Africa has been experiencing rapid urbanization for decades, and this will continue to happen particularly in metropolitan areas and major towns. Combined with increasing urban poverty, chronic shortages of serviced land and adequate housing and inadequate urban policies and planning approaches, large numbers of urban dwellers have had few other options than to settle in life and at times health threatening conditions. This situation is posing a significant threat to the social, economic, and environmental sustainability of cities.

The significant increase of the city's urban population leads to a crisis of unprecedented magnitude in urban shelter provision. All these new urban citizens need to be provided with adequate shelter, employment and with urban basic services. The limited capacity of most urban economies (in cities) is unable to meet all these needs; which range from tenure security, serviced stands/land availability, provision of infrastructure services, socio-economic facilities, availability of appropriate construction materials and building technologies, poverty, high unemployment, and vulnerability.

The City of Mangaung is not immune to all these challenges. It has a huge housing backlog compared to other municipalities in the Free State.

The 2016 Community Survey revealed that the current housing backlog stands at approximately 31149 houses in Mangaung, the bulk of which are residing in the Mangaung Township.

In addition to the existing municipal rental stock that consists of 361 units excluding plot houses, the City is implementing Social Housing and Community Residential Units (CRU) Projects that are geared towards the refurbishment and construction of new social housing units in partnership with the Free State Department of Human Settlement.

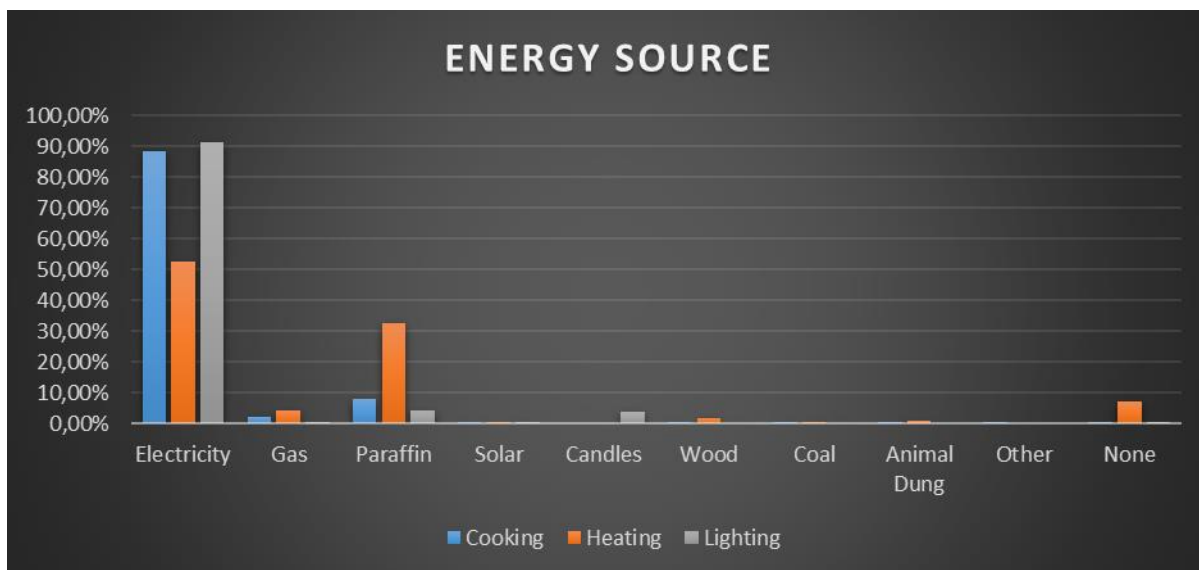
	Formal dwelling	Informal dwelling	Traditional dwelling	Other	Unspecified	Grand Total
Formal residential	231214	31149	2000	1042	10	265414

Source Community Survey 2016, STATSSA

2.8.2 Electricity

Centlec (Soc), 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.

By end of June 2017 the city is providing electricity services to an average of 91.40% **(254 525)** households.



Source: Stats SA

Centlec is faced with the following challenges concerning the lack of investment in respect of electrical infrastructure:

- Accelerating the provision of household electricity connections;
- Fast-tracking the completion of Fichardtpark, Cecilia Park Distribution Centre and Northern Ring from Noordstad to Harvard Distribution Centres and Airport Development Node sub-station;
- Recruiting additional staff;
- Fast-tracking supply chain management processes; and
- Enhancing debt collection strategies on the electricity services arrears debt.

2.8.3 Solid waste

249 735 households throughout the municipality receive kerb-side waste removal services for the period ending June 2017.

Most Municipal areas have access to waste removal 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 shortage of personnel exacerbates the situation.

The currently utilised landfills are permitted but are not being operated in accordance with the permit requirements and are therefore non-compliant. This is partly due to low availability of appropriate machinery and shortage of skilled personnel. Land filling operations are being improved to ensure operational compliance.

The following projects and initiatives are being implemented;

- Maintenance and refurbishment of Northern and Southern landfill sites ;
- Establishment of a waste transfer station in Thaba Nchu;

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

- Establishment of 3 waste buy-back centres in the following towns:

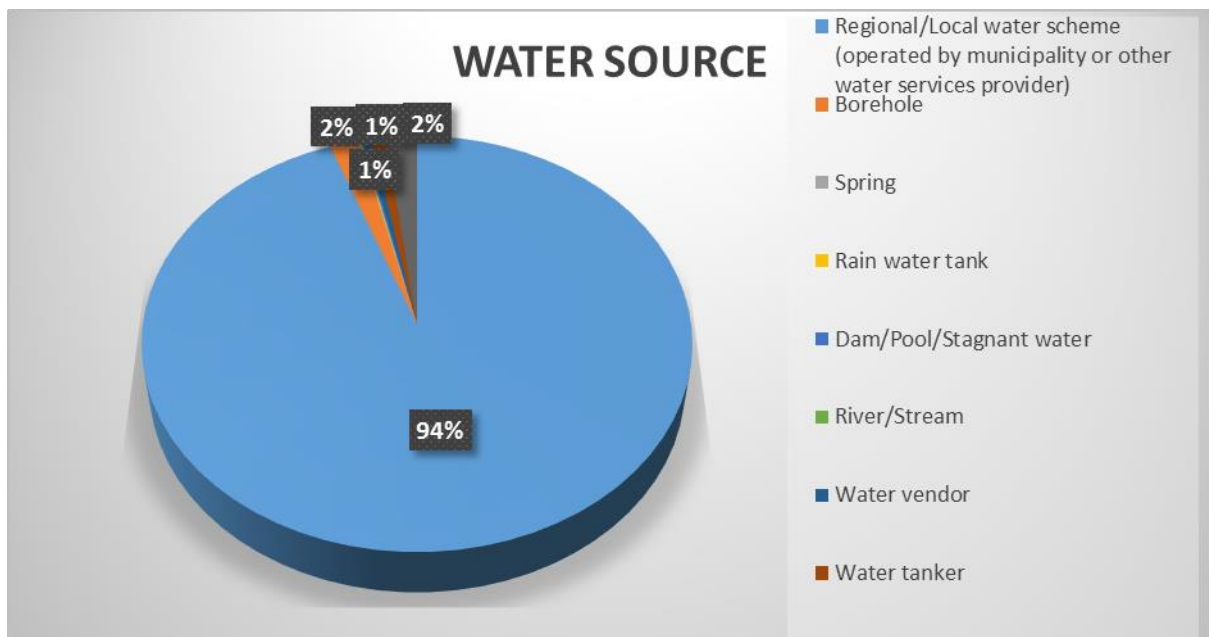
- 1X Thaba 'Nchu
- 1X Botshabelo
- 1X Bloemfontein
- Establishment of a sorting facility at the Thaba Nchu waste transfer station

2.8.4 Storm water

MMM's bulk storm-water consists of approximately 62 km of major storm-water canals and by the end of June 2017 the City has installed 7.008km of new storm-water drainages. The capacity of the major systems varies from a 10-25 year storm frequency depending on the area to be served. In general there are no major capacity constrain in the major systems, however some portions of the major systems need serious rehabilitation regarding vegetation and structural collapses. MMM is making use of a Stormwater Management System (SMS) to determine the flows and capacities of the stormwater conduits. There are contractors appointed on a 3 year contract to do rehabilitation work on the major stormwater systems, but more funding will be needed to cater for the total rehabilitation need.

2.8.5 Water Services

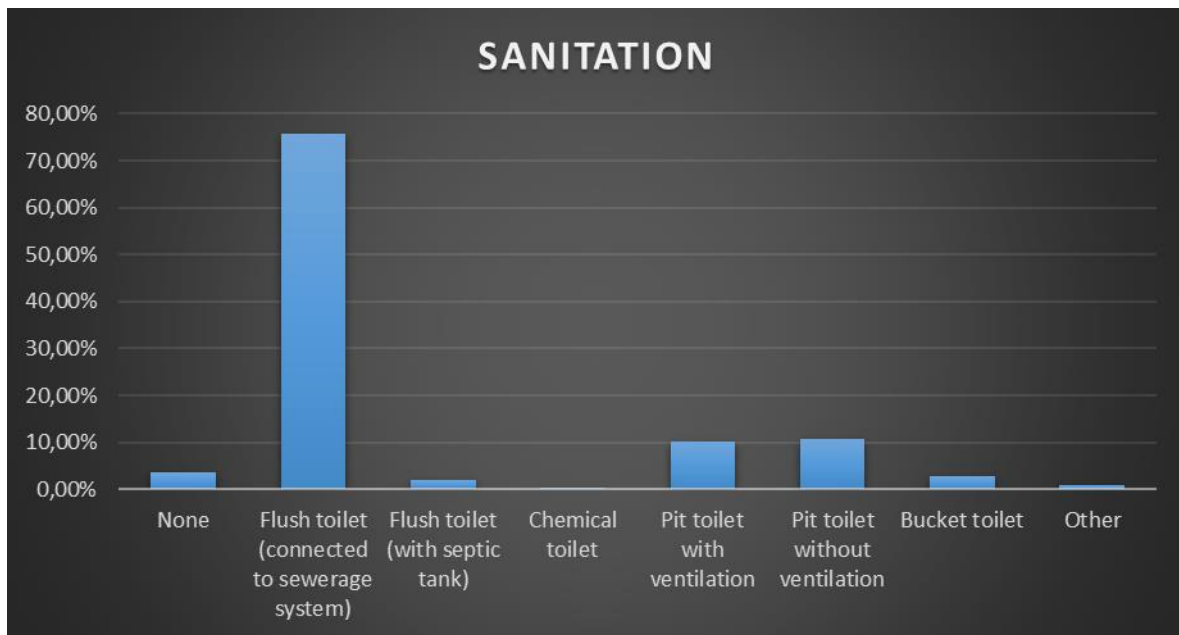
By the end of June 2017 the water service department managed to provide water to 261 815 household across the municipality.



Source: Stats SA

2.8.6 Sanitation

By the end of June 2017, 197 650 household had access to basic sanitation which is 4092 more than the previous year. There are still however 67 600 households with below minimum service level.



2.8.7 Current level of services, demands and backlogs

SERVICE	MUNICIPALITY 2017	
	Access	Backlog
WATER	261 815	3 645
SANITATION	197 650	67 600
ELECTRICITY	254 525	10 890
SOLID WASTE	249 735	15 515
ROADS	39.126km	2174.87km.
STORM-WATER	69 km	

2.8.8 Free Basic Services

The City is committed to assist its communities by giving Free Basic Services to households that can't afford to pay for services and are classified as Indigents.

Free Basic Services	Indigent Support/Subsidy	Indigents Household
Electricity	50 kWh	42677
Water	10 Kilolitres	31 686
Sewerage	Full Subsidy	31 686
Refuse Removal	Full Subsidy	31 686
Property Rates	Full Subsidy	31 686

CHAPTER 3: DEVELOPMENT STRATEGIES

3.1. VISION

On 23 September 2016, the Executive Mayor of Mangaung Metropolitan Municipality, Cnr MO Mlamleli, during her 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 is 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 decent work;
- An efficient municipality that protects local citizens, provides quality services and infrastructure as well as providing leadership for local development;
- Ensure that individuals 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 IDP Objectives of the City are undergirded by the Outcomes of the mentioned inaugural MAYCO Lekgotla held on 25 March 2017 and the subsequent one held 19 January 2018. The following development objectives will be pursued by the metro during the mentioned year of review (2018 – 2019):

- 1) Facilitating **economic development** within the realm of agrarian economic development anchored by agricultural production and strengthen local economies and thereby broaden the revenue and property tax base of the municipality. Interventions developed should exert a positive knock on effect on employment and thus reduce unemployment in the City. This should be buttressed by efforts of developing urban spaces and the development of N8 corridor, the redevelopment of Waaihoek Precinct and IPTN that are pivotal to these developments. The City will explore economic spin-offs to be derived from the Green Economy
- 2) Facilitate rural development give the expanse of agricultural land within the City and implement innovative projects such as Agri-Park and Agri-Village in partnership with other

spheres of government and the private sector respectively. Accelerate the fencing of commonages and relocation of livestock;

- 3) Ratified and adopted these eight development priorities approved by the previous Council:
 - a. *Poverty eradication, rural and economic development and job creation;*
 - b. *Financial sustainability including revenue enhancement and clean audits;*
 - c. *Spatial Development and Build Environment;*
 - d. *Eradication of bucket system and VIP toilets;*
 - e. *Development of sustainable and integrated Human Settlements;*
 - f. *Implementation of Integrated Public Transport Network;*
 - g. *Environmental Management and Climate change; and*
 - h. *Social and community services.*
- 4) Evolve integrated human settlements with varied housing typologies (mixed development) closer to transport corridors and employment opportunities. ***Vista Park 2 and 3, Hillside View, Airport Development Node and Estoire are prioritized mixed development for this term of local government ending in 2022***
- 5) Facilitate equitable development within the regions of the City including the incorporated regions of Naledi Local Municipality and Ikgomotseng / Soutpan area that were amalgamated into the jurisdiction of Mangaung Metropolitan Municipality due to the recent re-demarcation process;
- 6) Ratchet up the implementation of the Integrated Public Transport Network with corresponding Non-Motorised Transport Initiative to evolve a reliable public transport system and confirm the city as a “walking city”;
- 7) Youth Development given the obtaining reality that the majority of the City’s population is under the age of 35, will be systematically pursued and initiatives such as Youth Enterprise Development and Etsose Batjha Youth Furniture Making Co-operatives will be reviewed. We need to take stock of learnership programmes such as ***Vukuphile Learnership Programme, Zibambele Road Maintenance Project*** and training of artisans and electricians by centlec.
- 8) The City will be pursuing 90-90-90 strategy adopted by Cities’ Mayors in combating the spread of HIV/AIDS through the established Local AIDS Council ;
- 9) To pursue empowerment of people with disabilities while ensuring that they are treated equally as members of society without any barriers or discrimination.
- 10) To ensure women empowerment and provision of equal opportunities in order to discard the imbalances in the economy of the Metro.
- 11) Land development is pivotal for igniting development in the City and this should be preceded by an extensive land audit and strategic land release to facilitate industrial development;
- 12) Revenue enhancement processes should be enhanced to improve the liquidity of the City and thus position us to enter the municipal Bond market. City will explore other avenues for raising revenue (***including availing halls as payment centres for SASSA***). The City to develop an effective investment strategy. We need to review that all facilities of the City are optimally used particularly whether the return on investment is realized by charging market related rentals at the recently refurbished rental stock
- 13) Enhancing institutional development of the City through skills development and partnering with institutions of higher learning (UOFS and CUT) and enhancing efficiency gains in relation

to operations related to key performance area of the Sub National Doing Business (SNDB) at the behest of the World Bank and National Treasury to attract investment and skilled personnel and contribute to an ideal of a Productive City. It is imperative that we thoroughly transform all departments in the City to be representatives of all demographics and “fit for purpose” institution that a ready to discharge their assigned mandates and responsibilities. City urgently need to review how it is providing waste removal services especially **the trade waste component**;

- 14) It will be imperative to make a corresponding investment in the maintenance of service delivery infrastructure and utilities to extend their useful life being mindful of the set threshold of 8% of the Operational Budget of the City that should go to maintenance;
- 15) The security of water supply from source will be the lifeline to anchor development in the City. The Gariiep pipeline will be implemented once the implementation modalities have been bedded down and finalized with critical stakeholders such as National Treasury, Water and Sanitation, BloemWater and neighbouring municipalities. The implementation of Water Conservation and Water Demand Management Programme is critical for the reduction of Non-Revenue Water (**that include dealing with illegal water connections**);
- 16) The ambitious basic sanitation programme of the city of upgrading 60 000 VIP and bucket toilets into waterborne sanitation should be reviewed given the obtaining reality of lack of security of water supply from the source as indicated;
- 17) Evolve a smart city by providing free WIFI services at Hoffman Square, Waterfront and Thaba Nchu CBD. We need to follow through the initiative of Council of using its service delivery infrastructure for laying fibre-optic network that will reduce the cost of telephony and setting up business in the city.
- 18) Facilitation of social development is pivotal, ward HIV/AIDS fora should be established and be resourced to deal with anti-drug and substance abuse matters. Partner with CSIR and HSRC to deal with social development issues (**poverty mapping, use of technology and Alternative Building Technology**)
- 19) In pursuit of inclusive growth and radical economic develop, the City will implement 30% set aside in all the procurement of the City;
- 20) In pursuit of public safety, the City will be installing CCTV cameras at strategic locations;

It is imperative that all planning (IDP, BEPP and SDBIP), monitoring and budgeting processes are interactive processes that involve internal and external stakeholders.

The afore-mentioned development objectives are further elaborated on given the existing development nuances prevalent within our area of jurisdiction and beyond.

3.2.1 Economic and Rural Development

Economic and rural development programmes are critical in the metro's efforts to respond to the demographic reality that the biggest proportion of our population is youth, who are mainly faced with the scourge of unemployment and limited opportunities for empowerment and development. In addition, the incorporation of Naledi (towns) and Soutpan have also added to the expanse of urban centres which it anticipated; ought to be centres of economic activity.

In this regard, the department will be focusing on re-igniting interest in township economy as a strategy to revive the degenerating urban centres and dwindling economic opportunities for our youth. Creative industries will also have to be encouraged and there should be land acquisition specifically aimed at availing such land for development of factory shells.

The expanse of arable land (as a result of incorporation of Naledi and Soutpan) within our municipality further presents the metro with opportunity to support emerging farmers and rural enterprises which will ensure that our communities benefit from the geographic resources of their localities.

To address these, emphasis will be placed on, amongst others:

- Regeneration of small towns,
- Development of Incubation centres and hawking stalls;
- Supporting the small farming activities through development of egg-production units, pig farming; fencing of farms and commonages as well as through ground water augmentation programme;

The metro also has a strong heritage that should be utilized fully to ensure that Mangaung exhibits its historical significance and thereby, positions itself as a unique tourism destination. Tourism is currently the only economic sector that has seen significant increases in numbers and contribution towards the country's GDP.

In this regard the metro will also be embarking on programmes to:

- Rehabilitate the heritage precinct;
- Revive the Batho Monument and expand tourism routes to link with existing routes in other towns of the municipality such Wepener and Van Stadensrus (incorporating the Soetdoring nature reserve located on the Soutpan route);
- Complete the Naval Hill masterplan by developing additional parking space and a kiosk

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, Thaba Nchu, Dewetsdorp, Wepener and Van Stadensrus to transform these into vibrant and integrated centres for the citizens, 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, Thaba Nchu Dewetsdorp, Wepener and Van Stadensrus 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, Thaba Nchu, Dewetsdorp, Wepener and Van Stadensrus 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 eight land parcels of Cecilia, Brandkop, Pellisier, Vista Park, Hillside View and Estoire, 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 catalytic 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 challenge on ensuring reliability of water supply from the source 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 proactive 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 inhibit speedy allocation of land for local economic development, such as illegal occupation and land under the control of tribal authorities. However, we are in the process of finalising title deeds discrepancies with tribal authorities and department of Land Affairs.

The municipality will be interacting periodically with the provincial and national departments that 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

At the heart of the prosperity of successful cities is their ability to cater for efficient mobility and world - class transport management system.

In this regard the city will continue to benefit from the opportunities that accompanied the hosting of the 2010 Fifa World Cup, which placed emphasis on the development of efficient and cost-effective public transport system in host cities.

The metro continues to make significant investments in developing public transport infrastructure to cater for the needs of the public but also, to strengthen the competitive advantages that are brought by efficiencies in the public transport sector. It has become even more crucial for the city as it needs to implement long lasting solutions for integration of all the economic centres of the metro, with the expansion of this infrastructure being extended to Botshabelo and Thaba Nchu in the foregoing MTREF.

3.2.3. Provision of effective and reliable services

The metro continues to invest heavily in dealing away with service delivery backlogs and central to the ambitions of the municipality to eradicate all backlogs is reciprocal carrying capacity of the accompanying bulk infrastructure to support these efforts.

With ever mounting pressures exerted further by the emergence of new informal settlements (due to inward migration) on the one hand, as well as new developments such as human settlements and commercial centres; the municipality must balance the extent to which it is accommodating these developments within the existing bulk services capacity.

Ageing infrastructure as well contributes to these pressures and while new infrastructure is aimed at addressing new challenges and relieving pressures on existing services, old infrastructure should be maintained and refurbished to ensure that it can also cope with the pressures of new developments and the eradication of backlogs.

In order to fully comprehend and plan for these challenges, Mangaung will have to develop an Infrastructure Masterplan which will detail the size of the challenge but also anticipate the trajectory of future developments so as to meet the current and future demands.

The development of supporting infrastructure for economic development initiatives should also be given priority as it constitutes an essential element of the value propositions that the city will have to develop to market and attract foreign direct investment

It must still be appreciated that while the city has been making every effort to eradicate all service delivery backlogs, this ideal will remain relatively hard to achieve as it should be construed to be a moving target due to factors such as migration and sporadic emergence of informal settlements.

Services such as refuse removal (though erratic), water provision as well as electricity have emerged as trump-cards of excellence for Mangaung – through reaching the largest number of our households as well as the speed with which houses and businesses are provided with electricity services.

The persisting trend of inward migration and emergence of new informal settlements further exacerbates the housing backlog – which remains compounded by the metros inability to build houses due to delay in obtaining level 3 accreditation.

3.2.4 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. Further due diligence will have to be made on the feasibility of Mangaung obtaining*

the status of becoming a water authority in order to secure water availability from source to support future developments.

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 plumbers' 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.

While the municipality will be placing emphasis on attracting new investments and supporting new developments, this must be done with utmost care so as not to overburden the aged infrastructure as it may lead to inadvertent consequences and stifle growth.

3.2.5. Revenue Enhancement

The current situation of the metro calls for revision and implementation of a Revenue Enhancement Strategy that should be implemented to ensure sustained growth in the metro's own-revenue. The resultant growth in revenue will spur the city to be able to expand its service rendition, maintenance of existing assets and infrastructure while also focussing on supporting new developments.

Credit control measures will continue to be implemented to ensure that those that are consuming the services that metro provides, meet the corresponding obligations and are paying commensurate with the categorization of their properties. Therefore, the valuation roll, registration of houses transformed into businesses, car-washes etc. will have to be pursued vigorously.

3.2.6 Mainstreaming of Poverty Reduction

This objective is intended to facilitate 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 Botshabelo, Dewetsdorp, Van Stadensrus, Ikgomotseng, and Wepener 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 sub-nodes in Botshabelo and Dewetsdorp 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.

3.2.7 Youth, Disability and Gender development

As discussed in the analysis MMM population is fairly young and is mostly female. It is therefore 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 males are second to women at just above 25% unemployment rate. People living with disability are still not being fully prioritised and thus make their living and contributions to the economy of Mangaung very void.

Young people and children between the ages 0 -14 are in majority in Mangaung, thus the municipality must enhance its efforts on early childhood development, youth programmes and projects aimed at supporting women development and people with disability.

3.2.8 Spatial Planning

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

Poor people particularly blacks, travel far to access services, economic and employment centres. This does not only hamper deeply on the already strained resources of these people but also, represents the 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

3.2.9 Environmental Management and Climate Change

Environment Management

The report identified seven interrelated themes and numerous indicators to describe the state of the MMM environment with the expectation that subsequent reports would build on this methodology (MMM SoER Overview report 2003; 4).

The purpose and objectives of the SoER are to:

- Provide objective, accurate and scientifically credible information about the conditions and prospects of the MMM environment;
- Increase public awareness and understanding of the metropolitan's environmental key issues;
- Provide early warnings of potential problems in the MMM;
- Continue the development of MMM environmental indicators and to report on these indicators;
- Update the 2003 SoER and indicate trends and patterns.
- Make recommendations for strengthening policies and programmes.

Climate Change

The MMM needs to identify and put in place structures and working groups to facilitate climate change response in the municipality. These institutional structures need to have specific roles and responsibilities outlined in order to achieve set goals on climate change adaptation and mitigation. This should be done at various levels and with different role players and this can include;

- An institutional structure responsible for planning, prioritising, implementation as well as monitoring and evaluation of the municipality's response activities;
- Keeping a database of current climate change response activities undertaken by different stakeholders and their objectives and anticipated outcomes;
- Partnerships with other stakeholders who have vested interest in climate change response locally and internationally; and
- Establishing partnerships with specialists and researchers in the field of climate change to stay abreast of new science and technology.

Local governments need to have an understanding on climate change effects; mitigation and adaptation so that they can mainstream climate change into their strategic and corporate processes and actions achieve the ultimate goal of sustainable development.

3.3 DEVELOPMENT CHALLENGES AND PRIORITIES

The city has facilitated a series of public engagements and meetings with critical stakeholders to solicit comprehensive inputs for the development of the IDP 2017/2022 financial years.

For the review of the 2018/19 the city has also interrogated the monthly wards councillors report that are consolidated via the office of the Chief Whip and Speaker respectively to ensure that community needs are still applicable and relevant. These stakeholders' engagements, meetings and Councillors reports form part of the city-wide active community participation strategy.

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
Municipal Transformation and Institutional Development	Shortage of personnel in critical division – infrastructure departments, Quality of reporting and performance information	Strengthening of critical service delivery division Improving quality of performance information (setting of KPIs by departments)	Assigned metropolitan status provide an opportunities for embarking on an extensive organizational review in the medium to long term Strong and credible monitoring and evaluation Attainment of clean audit Enabling policy and legislative frameworks on staff establishments	Capacity to deliver on assigned developmental mandate
Service Delivery	Housing backlogs and incomplete housing projects; • Illegal settlements	• Building of mixed housing (BNG, Gap Market and Bonded	• BNG, Gap Market and Bonded Houses); • Level 2 accreditation for	Social protest – communities demanding housing

	Challenges	Priorities	Opportunities	Threats
	and land invasions in areas/lands planned for different development other than residential;	Houses); <ul style="list-style-type: none"> Attainment of Level 2 accreditation for Housing Delivery; 	Housing Delivery; <ul style="list-style-type: none"> Accelerating development of seven (7) land parcels with mixed development trajectory ; 	
	<ul style="list-style-type: none"> Massive service delivery and infrastructure backlogs in the townships and rural areas –roads and storm-water Inadequate funding for key service delivery projects and programmes 	<ul style="list-style-type: none"> Accelerate the programme of upgrading roads and storm-water in township; Development and implementation of a comprehensive storm-water master-plan Increase the pace of eradicating sanitation backlogs 	<p>Replication of Township Revitalization Programme that has borne results at Batho Location;</p> <p>Availability of City Support Programme that will be providing resources for Township Revitalization such as Central Business District and Waaihoek Corridor Development</p> <p>Expanded bulk services to support eradication of backlogs</p>	<p>People houses being flooded during inclement weather</p> <p>Rising claims lodged against the municipality</p> <p><i>Limited resources at the disposal of the City</i></p> <p>Water scarcity and lack of security of water supply from source</p>
	Ineffective service delivery – refuse and waste collection	<ul style="list-style-type: none"> Implementation of Integrated Waste Management Plan and purchasing of compaction trucks for waste removal services. 	<ul style="list-style-type: none"> Regular waste removal. services and building of transfer stations at strategically located sites Promotion of green environment. 	<p>Degradation of the environment;</p> <p>Community protests</p> <p>Illegal dumping may threaten the health and safety of citizens</p>
Service Delivery...	<p>Ageing service delivery infrastructure (<i>including electricity and water line losses</i>) and utilities (fleet);</p> <p>Unavailability of water at source and declining dam levels</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>Implementation of</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 sourcing water from Gariep Dam</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</p>

	Challenges	Priorities	Opportunities	Threats
		bulk water augmentation programme	Water Conservation and harvesting of water Civic education on the use of water	washes
	Maintenance of service delivery infrastructure and utilities (including fleet)	Implementation of Refurbishment and Rehabilitation programmes Multiyear capital program to ensure assets are indeed replaced at the end of their economic life Reviewing turn-around time of servicing service delivery utilities/vehicles	Making adequate provision for rehabilitation of infrastructure	Correct use of infrastructure by communities
	Poor performance in capital programmes;	Implementation of Capital Infrastructure Procurement Plan Spending of grant funding ahead of own funds to meet spending norms	Enhancing future planning and contract management Fast-track delivery of programmes and project.	Loss of capital grants and community dissatisfaction about service delivery
Key Focus Area	Challenges	Priorities	Opportunities	Threats
Local Economic Development Drought Slow delivery of rural development initiatives	<ul style="list-style-type: none"> Provision of land to accommodate emerging township small farmers Availability of economic marketing strategy and investment attraction strategy Availability of reliable public transport Lack of long-term economic development strategy 	<ul style="list-style-type: none"> Providing commonages in partnership with the Department of Agriculture to accommodate farming activity and grazing of animals <i>Implementation of BRT system</i> 	<ul style="list-style-type: none"> Providing commonages in partnership with the Department of Agriculture to accommodate farming activity and grazing of animals Roll out of IPTN R600 million budget allocation. Agri Park and Agri-Villages developments City borrowing capacity 	<ul style="list-style-type: none"> Availability of land Food security Rampant poverty Structural layout of city road infrastructure Availability of adequate funding
Financial Viability and Sustainability	Rising services arrears debt of R3.5 billion rands	<ul style="list-style-type: none"> Implementation of Revenue Enhancement Strategy Revenue 	<ul style="list-style-type: none"> Committed management and staff Stable and supportive political leadership 	Non-compliance to internal control procedures and legislation

	Challenges	Priorities	Opportunities	Threats
		protection and prudent cash flow management <ul style="list-style-type: none"> • Proper management and accounting of municipal infrastructural assets 	<ul style="list-style-type: none"> • Implementation of new valuation roll and data purification • Rebate incentive Scheme 	Non-payment for municipal services compounded by high unemployment rate

3.4 IDP Alignment

3.4.1 IDP Alignment – Government Targets 2014 – 2019 (medium term strategic framework 2014 -2019)

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.

National Targets 2019	Metropolitan IDP Response
Outcome 8: Sustainable Human Settlements and Improved Quality of Household Life	
<ul style="list-style-type: none"> ▪ Adequate housing and improved quality living environments, with 1.495 million more households living in new or improved housing conditions by 2019 ▪ A functional and equitable residential property market with a target of 110 000 new housing units delivered in the affordable gap market by 2019 ▪ Enhanced institutional capabilities for effective coordination of spatial investment decisions, with a target of 49 municipalities assigned or accredited with the housing function ▪ 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 ▪ Informal settlement upgrading will be expanded to cover 750 000 households, ensuring basic services and infrastructure in some 2 200 informal settlements. 	<p>Human Settlement:</p> <ul style="list-style-type: none"> • Address housing backlog • Provide housing opportunities • Upgrade informal settlements • Acquire land to promote sustainable human settlements (public and private)
Outcome 9: A responsive, accountable, effective and efficient local government system	
<ul style="list-style-type: none"> ▪ Increase in the percentage of households with access to a functional water service from 85% in 2013 to 90% by 2019. ▪ 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. ▪ 1.4 million additional households to be 	<p>Eradication of bucket system and VIP toilets, improve and maintain infrastructure</p> <ul style="list-style-type: none"> • Address roads conditions • Eradicate water backlog • Eradication of buck system and VIP toilets • Accelerate waste removal • City Rejuvenation

National Targets 2019	Metropolitan IDP Response
<p>connected to the grid between 2014 and 2019, and 105 000 additional non-grid connections.</p> <ul style="list-style-type: none"> ▪ Income support to the unemployed through expansion of the Community Work Programme to reach 1 million participants in 2019. ▪ 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. ▪ An improvement in overall municipal audit outcomes, with at least 75% of municipalities receiving unqualified audits by 2019. 	<ul style="list-style-type: none"> • Address electricity backlog <p>Financial sustainability</p> <ul style="list-style-type: none"> • Improve customer satisfaction • Prudent fiscal management • Revenue Enhancement • Develop an effective asset management programme • Reduction of overtime in compliance to legislation <p>Good Governance</p> <ul style="list-style-type: none"> • Provide strategic leadership and planning with well-defined targets aligned to the budget • Strengthen performance management system • Reliable performance, operational and financial information, • Fraud, corruption and maladministration prevention
<p>Outcome 10: Environmental assets and natural resources that are well protected and continually enhanced</p>	
<ul style="list-style-type: none"> ▪ Stabilisation and reduction of CO2 (a 34% reduction in emissions of CO2 from “business as usual” by 2020 (42% by 2025) ▪ Implementation of climate change responses in five critical sectors ▪ Increasing the percentage of the coastline with at least partial protection from 22.5% in 2013 to 27% in 2019 ▪ Increasing the compliance of mines with the National Water Act from 35% in 2013 to 60% in 2019. 	<p>Environmental Management and Climate change</p> <ul style="list-style-type: none"> • Environmental sustainability • Increase the environmental literacy level of stakeholders • Reduce the major sources of greenhouse gas emissions and catalysing the large-scale supply of clean energy • Energy saving

3.4.2 IDP Alignment - National Development Plan (Vision 2030)

IDP Alignment - National Development Plan (Vision 2030)	Metropolitan IDP Response
<p>Expand infrastructure</p>	<p>Public transport</p> <ul style="list-style-type: none"> • To improve public transport system and services • Improve transport service delivery by

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

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

3.4.3 Free State Growth and Development Strategy

FSGDS	Metropolitan IDP Response
Inclusive economic growth and sustainable job creation	Poverty eradication, rural and economic development and job creation: <ul style="list-style-type: none"> Economic development Jobs creation Rural Development Poverty Reduction Spatial development and the built environment <ul style="list-style-type: none"> Spatial integration
Improved quality of life	Service Excellence: <ul style="list-style-type: none"> Address roads conditions Eradicate water backlog Eradication of bucket system and VIP toilets Accelerate waste removal City Rejuvenation Address electricity backlog Human Settlement: <ul style="list-style-type: none"> Address housing backlog Provide housing opportunities Upgrade informal settlements Acquire land to promote sustainable

FSGDS	Metropolitan IDP Response
	<p>human settlements (public and private)</p> <p>Public transport</p> <ul style="list-style-type: none"> • To improve public transport system and services • Improve transport service delivery by grouping transport functions into a single, well-managed and focused institutional structure
Sustainable rural development	<p>Poverty eradication, rural and economic development and job creation:</p> <ul style="list-style-type: none"> • Economic development • Jobs creation • Rural Development • Poverty Reduction <p>Environmental Management and Climate change</p> <ul style="list-style-type: none"> • Environmental sustainability • Increase the environmental literacy level of stakeholders • Reduce the major sources of greenhouse gas emissions and catalysing the large-scale supply of clean energy • Energy saving
Build social cohesion	Social and community services
Good Governance	<p>Financial sustainability</p> <ul style="list-style-type: none"> • Improve customer satisfaction • Prudent fiscal management • Revenue Enhancement • Develop an effective asset management programme • Reduction of overtime in compliance to legislation

3.4.4 Aligning Margaung Metro with the back to Basic approach

Back to Basic	Metropolitan IDP Response
<p>Basic Services – creating decent living conditions</p> <ul style="list-style-type: none"> ▪ Develop fundable consolidated infrastructure plans; ▪ Ensure infrastructure maintenance and repairs to 	<p>Service Excellence:</p> <ul style="list-style-type: none"> • Address roads conditions • Eradicate water backlog • Eradication of bucket system and

Back to Basic	Metropolitan IDP Response
<p>reduce losses in respect to:</p> <ul style="list-style-type: none"> ▪ Water and sanitation; ▪ Human Settlement; ▪ Electricity; ▪ Waste Management; ▪ Roads; and ▪ Public Transportation <p>▪ Ensure the provision of Free Basic Services and the maintenance of Indigent Register</p>	<p>VIP toilets</p> <ul style="list-style-type: none"> • Accelerate waste removal • City Rejuvenation • Address electricity backlog
<p>Good governance</p> <ul style="list-style-type: none"> ▪ The existence and efficiency of Anti-Corruption measures; ▪ Ensure compliance with legislation and enforcement of by-laws; ▪ Ensure the functionality 	<p>Good Governance</p> <ul style="list-style-type: none"> ▪ Internal Audit Intervention ▪ Strong Section 79 and 80 committees; ▪ Anti –Fraud and Anti-Corruption; ▪ Public Participation
<p>F. Public Participation</p> <ul style="list-style-type: none"> ▪ Ensure the functionality of ward committees; ▪ Conduct community satisfaction surveys periodically 	<ul style="list-style-type: none"> • Public Participation Platforms Created by the Metro
<p>Financial Management</p> <ul style="list-style-type: none"> ▪ Improve audit opinion; ▪ Implementation of revenue enhancement strategy 	<p>Financial sustainability</p> <ul style="list-style-type: none"> • Prudent fiscal management • Revenue Enhancement • Develop an effective asset management programme <p>Reduction of overtime in compliance to legislation</p>
<p>Institutional Capacity</p> <ul style="list-style-type: none"> ▪ 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 	<p>Good Governance</p> <ul style="list-style-type: none"> • Provide strategic leadership and planning with well-defined targets aligned to the budget • Strengthen performance management system • Reliable performance, operational and financial information, Fraud, corruption and maladministration prevention

Back to Basic	Metropolitan IDP Response
<p>such as billing.</p> <ul style="list-style-type: none"> ▪ Maintaining adequate levels of experience and institutional memory. 	

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 and Dewetsdorp
- Achieve unqualified audit opinion with no matters by 2018/19
- A turn-around action plan informed by the 80:20 principles will be developed and Implemented with time-bound milestones set for the immediate, medium and long-term;
- Ensure water service supply from source and sustainability, lobby the provincial and national government departments to deal with service delivery challenges related to water;
- Mainstreaming of poverty reduction and thus incorporate these interventions in the IDP, BEPP, SDBIP, Departments' and individual performance scorecards;
- Development of Botshabelo , Thaba-Nchu and Dewetsdorp regions to reduce transportation costs on the poor;
- Accelerate land development by implementing Level 2 delegations and to obtain full assignment for housing function by 2019;
- Leveraging resources for a number of catalytic projects within the integration zones namely N8 Corridor Development and three land parcels viz Vista Park 2 & 3 and Hillside View
- Confirmed Eight Development Priorities or Agenda of the City;
- Implementation of Integrated Public Transport Network (IPTN) that has a strong Non-Motorised component;
- Revitalization of Thaba Nchu Airport
- Installation of pre-paid water meters at section 21 schools as part of our Revenue Enhancement Programme
- Fast-tracking 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** within the orientation of Back to Basic Approach
- Progressively establishing Metro Police
- 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 Economic Zone (SEZ) and incentives that government (including the City is providing) is giving to attract investment and facilitate industrial development.
- The City should provide serviced sites 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 needs 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 BloemWater in building the pipeline. We need a concrete proposal that factors in the budget cycle;
- Provision of reliable water supply to Thaba Nchu;
- Prioritise Economic and Youth Development;
- Prioritise development and empowerment of people with disabilities;
- Prioritise development and empowerment of Women;
- An intervention / monitoring team should be developed in the Office of the Executive Mayor that has the capacity to analyse figures, review performance of the city. Team members should be politically mature and administratively savvy;
- The City should be bold and “think outside the box” and keep abreast with 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 lay 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 Ikgomotseng (Soutpan) and Naledi Local Municipality areas that have been amalgamated into the City post 2016 local government elections;
- Moving towards SMART – broadband, Free WIFI, libraries, schools, using technology to improve operations and communications (Smart metering);
- Implement the Waai Hoek Precinct Development;
- Implement initiative on Energy; and
- Facilitate Rural Development.

CHAPTER 4. PROGRAMME AND PROJECTS

The Work of the Metro in the financial year 2018/19 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) Estoire Mixed Development
- (c) Vista Park Mixed Development (Ext 2)
- (d) Vista Park Mixed Development (Ext 3)
- (e) Hillside View Mixed Development
- (f) Caleb Motshabi Informal Settlements Upgrading

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.

Our 2018/19 IDP has taken into effect the latest developments introduced by a process jointly led by National Treasury, DPME, DCOG together with Metro municipalities which has given rise to new reporting reforms known as circular 88.

Directed by these new developments the 2018/19 Integrated Development Plan has incorporated the indicators which are required to be reported on to the extent that they accommodate existing planned programmes and projects.

The circular 88 process is still unfolding and further developments will also be incorporated as directed once finalised.

Indicators underlined in the tables below are indicators prescribed by circular 88 and will therefore be reported on from 2018/19 financial year onward.

4.1 PROGRAMMES AND PROJECTS

PLANNING

NATIONAL KEY PERFORMANCE AREA (NKPA):		MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		AN EFFICIENT COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		SPATIAL INTEGRATION															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATE D LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
CAPEX PROGRAMMES																	
% OF TOWNSHIP ESTABLISHMENT COMPLETED	TOWNSHIP ESTABLISHMENT FARM KLIPFONTIEN	7 500 000	100% TOWNSHIP ESTABLISHMENT COMPLETED	7 000 000	-	81	30	N	C	12	11	0800	20	1	8	302	29° 13' 15,10"S 26° 15' 54,27"E
	TOWNSHIP ESTABLISHMENT BOTSHABELO SEPANE FARMS	5 000 000	100% TOWNSHIP ESTABLISHMENT COMPLETED	5 000 000	-	81	30	N	K	41	11	0800	40	1	8	302	29° 10' 46,46"S 26° 43' 13,27"E
	TOWNSHIP ESTABLISHMENT ESTOIRE	7 500 000	100% TOWNSHIP ESTABLISHMENT COMPLETED	4 500 000	-	81	30	N	D	47	11	0800	20	1	8	302	29° 06' 04,09"S 26° 16' 39,44"E
	AIRPORT NODE	1 850 000	100% TOWNSHIP ESTABLISHMENT COMPLETED	-	-	81	30	N	N	ALL	11	0800	20	1	8	302	29° 06' 04,09"S 26° 16' 39,44"E
	INFILL PLANNING BLOEMSIDE 9	300 000	100% TOWNSHIP ESTABLISHMENT COMPLETED	-	-	81	30	N	D	47	11	0800	20	1	8	302	29° 06' 04,09"S 26° 16' 39,44"E
	INFILL PLANNING BLOEMSIDE 10	300 000	100% TOWNSHIP ESTABLISHMENT COMPLETED	-	-	81	30	N	D	46	11	0800	20	1	8	302	29° 10' 15,11"S 26° 14' 04,48"E
	INFILL PLANNING BOTSHABELO H & G	1 840 660	100% TOWNSHIP ESTABLISHMENT	-	-	81	30	N	G	30	11	0800	40	1	8	302	29° 12' 41,616"S 26° 43' 06,39"E

NATIONAL KEY PERFORMANCE AREA (NKPA):		MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		AN EFFICIENT COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		SPATIAL INTEGRATION															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATE D LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
			COMPLETED														
	FORMALISATION OF INFILL PLANNING ALL WARDS	5 000 000	100% TOWNSHIP ESTABLISHMENT COMPLETED	-	-	81	30	N	N	ALL	11	0800	11	1	8	302	29° 10' 46,46"S 26° 43' 13,27"E
	LAND SURVEYING LOURIER PARK 1/702	3 000 000	100% TOWNSHIP ESTABLISHMENT COMPLETED	-	-	81	30	N	B	18	11	0800	20	1	8	302	29° 07' 37,67"S 26° 12' 31,58"E
	LAND SURVEYING RODENBECK 2972	1 300 000	100% TOWNSHIP ESTABLISHMENT COMPLETED	-	-	81	30	N	D	46	11	0800	20	1	8	302	29° 07' 05,26"S 26° 13' 18,42"E
NUMBER OF COMMUNITY HALL PER 100 000 POPULATION	CONSTRUCTION OF A NEW COMMUNITY CENTRE IN THABA NCHU	5 000 000	1 COMMUNITY HALL CONSTRUCTED	5 250 000	-	81	10	N	C	6	3	1600	30	2	6	302	29° 13' 06,06"S 26° 50' 22,84"E
SQUARE METERS OF MUNICIPALLY OWNED OR MAINTAINED PUBLIC OUTDOOR RECREATION SPACE PER CAPITA	REHABILITATION OF ARTHUR NATHAN SWIMMING POOL	-	-	3 675 000	-	81	20	N	E	19	3	1900	20	2	6	801	29° 06' 31,44"S 26° 13' 21,25"E
NUMBER OF FIRE STATION BUILD	FIRE STATION BOTSHABELO	12 000 000	1 FIRE STATION BUILD	-	-	81	30	N	H	31	6	3110	40	2	3	702	29° 13' 55,10"S 26° 42' 46,03"E
PERCENTAGE OF GIS AID ACQUIRED	TABLETS WITH CONNECTIVITY X 25	200 000	100% GIS AID ACQUIRED	-	-	26	5	N	N	ALL	11	0800	50	1	8	302	
	GPS INSTRUMENTS	800 000	100% GIS AID ACQUIRED	800 000	800 000	26	5	N	N	ALL	11	2700	11	1	8	302	

NATIONAL KEY PERFORMANCE AREA (NKPA):		MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		AN EFFICIENT COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		SPATIAL INTEGRATION															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATE D LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
	LARGE FORMAT PRINTER (PLOTTER)	180 000	100% GIS AID ACQUIRED	180 000	180 000	26	5	N	N	ALL	11	2700	11	1	8	302	
	ACQUISITION OF AERIAL PHOTOGRAPHY JURISDICTION	1 500 000	100% GIS AID ACQUIRED	-	-	26	5	N	N	ALL	11	2700	11	1	8	302	
FRESH PRODUCE MARKET																	
KM OF FENCE COMPLETED	FENCING OF THE FRESH PRODUCE MARKET II AND III	1 000 000	3.5KM FENCING OF THE FRESH PRODUCE MARKET II AND III	1 000 000	-	26	5	R	D	47	12	2600	11	2	7	1405	29° 06' 48.16"S 26° 15' 42.91"E
PERCENTAGE OF MARKET REHABILITATION COMPLETED	UPGRADING AND MAINTENANCE OF RIPENING AND COLD ROOMS	-	-	-	2 000 000	26	5	R	D	47	12	2600	11	2	7	1405	29° 06' 48.16"S 26° 15' 42.91"E
	MARKET HALL AND ROOF GUTTERS	-	-	-	2 000 000	26	5	R	D	47	12	2600	11	2	7	1405	29° 06' 48.16"S 26° 15' 42.91"E
	UNINTERRUPTED POWER SUPPLY AND UPS AND INSTALLATION	600 000	100% MARKET REHABILITATION COMPLETED	-	-	26	5	R	D	47	12	2600	11	2	7	1405	29° 06' 48.16"S 26° 15' 42.91"E
	OFFLOADING PLATFORMS	1 500 000	100% MARKET REHABILITATION COMPLETED	1 500 000	-	26	30	R	D	47	12	2600	11	2	7	1405	29° 06' 48.16"S 26° 15' 42.91"E

RURAL AND ECONOMIC DEVELOPMENT

NATIONAL KEY PERFORMANCE AREA (NKPA):		LOCAL ECONOMIC DEVELOPMENT															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		DECENT EMPLOYMENT THROUGH INCLUSIVE GROWTH AND VIBRANT EQUITABLE SUSTAINABLE RURAL COMMUNITIES CONTRIBUTING TOWARDS FOOD SECURITY FOR ALL															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		GROWTH, INCLUSION AND ACCESS															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		SUSTAINABLE RURAL DEVELOPMENT, INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
SQUARE METERS OF MUNICIPALLY OWNED OR MAINTAINED PUBLIC OUTDOOR RECREATION SPACE PER CAPITA	KLEIN MAGASA HERITAGE PRECINCT REHABILITATION	200 000	100% COMPLETED REHABILITATION OF HERITAGE SITE	-	-	26	30	N	G	2	11	3110	11	2	4	302	
	UPGRADE BOTSHABELO BOXING ARENA	500 000	100% COMPLETE UPGRADE OF BOXING ARENA	-	-	26	30	R	N	ALL	11	3110	40	2	4	302	
	BATHO MONUMENT	2 000 000	100% COMPLETED BATHO MONUMENT	-	-	26	30	N	N	ALL	11	2311	11	2	4	302	
	NAVAL HILL PARKING AREA	300 000	100% COMPLETE PARKING OF NAVAL HILL	-	-	26	30	N	N	ALL	11	3110	11	2	4	302	29° 06' 03.97"S 26° 13' 50.55"E
	NAVAL HILL KIOSK	700 000	100% COMPLETE NAVAL HILL KIOSK	-	-	26	30	N	N	ALL	11	3110	11	2	4	302	29° 06' 03.97"S 26° 13' 50.55"E
PERCENTAGE OF RURAL DEVELOPMENT INITIATIVES COMPLETED	SMALL SCALE EGG PRODUCTION UNITS	800 000	1 SMALL SCALE EGG PRODUCTION UNIT COMPLETED	1 000 000	1 200 000	26	5	N	N	ALL	11	2200	11	2	4	301	
	PIG FARMING UNIT	1 500 000	1 PIG FARMING UNIT COMPLETED	1 700 000	2 000 000	26	5	N	N	ALL	11	2200	11	2	4	301	

NATIONAL KEY PERFORMANCE AREA (NKPA):		LOCAL ECONOMIC DEVELOPMENT															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		DECENT EMPLOYMENT THROUGH INCLUSIVE GROWTH AND VIBRANT EQUITABLE SUSTAINABLE RURAL COMMUNITIES CONTRIBUTING TOWARDS FOOD SECURITY FOR ALL															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		GROWTH, INCLUSION AND ACCESS															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		SUSTAINABLE RURAL DEVELOPMENT, INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
	FENCING OF FARMS AND COMMONAGES	1 000 000	5KM OF FENCING OF FARMS AND COMMONAGES COMPLETED	1 700 000	1 800 000	26	5	N	N	ALL	11	2200	11	2	4	301	
	MUNICIPAL POUND BOTSHABELO AND WEPENER	1 000 000	1 MUNICIPAL POUND CONSTRUCTED	1 600 000	1 200 000	26	5	N	N	ALL	11	2200	40	2	4	301	
	GROUNDWATER AUGMENTATION(BOREH OLES AND WINDMILLS)	600 000	100% COMPLETED GROUNDWATER AUGMENTATION(BOREH OLES AND WINDMILLS)	800 000	1 000 000	26	5	N	N	ALL	11	2200	11	2	4	301	
	INCUBATION CENTRES X 4	1 200 000	4 INCUBATION CENTRES COMPLETED	1 000 000	200 000	26	30	N	N	ALL	11	2200	11	2	4	301	
PERCENTAGE OF SMME'S INITIATIVES COMPLETED	INFORMAL TRADE DESIGN AND INFRASTRUCTURE(FLEA MARKETS)	500 000	100% COMPLETE INFORMAL TRADE DESIGN AND INFRASTRUCTURE(FLEA MARKETS)	600 000	400 000	26	30	N	N	ALL	11	2200	11	2	4	301	
	ARTS AND CRAFT SMME CENTRE	500 000	100% COMPLETE ARTS AND CRAFT SMME CENTRE	600 000	200 000	26	30	N	N	ALL	11	2200	11	2	4	301	
	HAWKING STALLS BOTSHABELO CBD	3 000 000	100% COMPLETE HAWKING STALLS	4 000 000	5 000 000	83	30	N	L	31	11	2200	40	2	4	301	

NATIONAL KEY PERFORMANCE AREA (NKPA):			LOCAL ECONOMIC DEVELOPMENT														
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			DECENT EMPLOYMENT THROUGH INCLUSIVE GROWTH AND VIBRANT EQUITABLE SUSTAINABLE RURAL COMMUNITIES CONTRIBUTING TOWARDS FOOD SECURITY FOR ALL														
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			GROWTH, INCLUSION AND ACCESS														
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			SUSTAINABLE RURAL DEVELOPMENT, INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION														
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
	CONTAINER PARK THABA NCHU	4 207 000	100% COMPLETE CONTAINER PARK	7 376 000	7 009 000	83	30	N	J	39	11	2200	50	2	4	301	
PERCENTAGE OF ECONOMIC AND DEVELOPMENTAL NODE COMPLETED	REVITALISING TOWNSHIP ECONOMY (LAND PURCHASING FOR FACTORY SHELLS IN TOWNSHIPS)	-	-	3 000 000	5 000 000	81	30	N	N	ALL	11	2200	11	2	4	301	
	URBAN DESIGN (BOTSHABELO DEVELOPMENT NODE)	-	-	5 000 000	10 000 000	81	30	N	N	ALL	11	2200	11	2	4	301	
	ECONOMIC INFRASTRUCTURE (AIRPORT DEVELOPMENT NODE)	-	-	4 000 000	50 000 000	81	30	N	N	ALL	11	2200	11	2	4	301	
	URBAN DESIGN AND ECONOMIC INFRASTRUCTURE (ESTOIRE DEVELOPMENT NODE)	-	-	5 000 000	9 000 000	81	30	N	N	ALL	11	2200	11	2	4	301	
	SMALL TOWN REGENERATION PROGRAMME (URBAN DESIGN AND ECONOMIC INFRASTRUCTURE)	-	-	3 000 000	6 000 000	81	30	N	N	ALL	11	2200	11	2	4	301	

ENGINEERING SERVICES

NATIONAL KEY PERFORMANCE AREA (NKPA):		BASIC SERVICE DELIVERY																	
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		AN EFFICIENT COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK, AN EFFICIENT EFFECTIVE AND DEVELOPMENT – ORIENTED PUBLIC SERVICE																	
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		INCLUSION AND ACCESS																	
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE																	
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF		GFS CODE	GPS CO-ORDINATES	
ROADS AND STORMAWATER																			
KM 7M WIDE GRAVEL ROADS TARRED OR PAVED	T1322B: LESSING STREET: ESTOIRE: UPGRADE	-	-	-	-	81	15	N	D	47	14	0300	20	1	6		1101		
	T1428A: MAN RD 198, 199 & 200: BOCHABELA(7 DAYS); UPGRADE	3 999 384	1KM OF ROAD COMPLETED	-	-	81	15	N	A	3	14	0300	20	1	6		1101		
	T1428B: MAN RD 176, 196 & 197: BOCHABELA(7 DAYS); UPGRADE	2 454 934	1KM OF ROAD COMPLETED	-	-	81	15	N	A	3	14	0300	20	1	6		1101		
	T1429A: MAN RD 702, 778 & 68: TURFLAAGTE, BLOMANDA PH2: UPGRADE	3 856 792	1KM OF ROAD COMPLETED	-	-	81	15	N	C	7,12	14	0300	20	1	6		1101		
	T1430A: ROAD K 13 (BOT RD B3 BETWEEN SECTIONS K&J): UPGRADE	957 250	-	-	-	81	15	N	G	28,29	14	0300	40	1	6		1101		

NATIONAL KEY PERFORMANCE AREA (NKPA):		BASIC SERVICE DELIVERY															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		AN EFFICIENT COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK, AN EFFICIENT EFFECTIVE AND DEVELOPMENT – ORIENTED PUBLIC SERVICE															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		INCLUSION AND ACCESS															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
KM 7M WIDE GRAVEL ROADS TARRED OR PAVED	T1430B: BOT RD 719 & 718: SECTION 0: UPGRADE	10 032 350	-	-	-	81	15	N	I	34	14	0300	40	1	6	1101	
	T1430C: 7TH STR: BOTSHABELO SECTION H: UPGRADE	1 175 000	-	-	-	81	15	N	G	30	14	0300	40	1	6	1101	
	T1522: THA RD 2029, 2044 and 2031: UPGRADE	-	-	8 303 546	-	81	15	N	J	39	14	0300	30	1	6	1101	
	T1523: Bot Rd 304, 305, 308: SECTION G: UPGRADE	-	-	5 500 000	-	81	15	N	H	31	14	0300	40	1	6	1101	
	T1524: BOT RD 437: SECTION A: UPGRADE	-	-	-	21 818 775	81	15	N	H	33	14	0300	40	1	6	1101	
	T1525: BOT RD 601: SECTION D: UPGRADE	-	-	-	22 100 866	81	15	N	H	38	14	0300	40	1	6	1101	
	T1527A: BOCHABELA STREETS: UPGRADE	-	-	10 660 847	-	81	15	N	A	2	14	0300	20	1	6	1101	
	T1527B: BOCHABELA STREETS: UPGRADE	-	-	12 615 110	-	81	15	N	A	2	14	0300	20	1	6	1101	

NATIONAL KEY PERFORMANCE AREA (NKPA):		BASIC SERVICE DELIVERY															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		AN EFFICIENT COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK, AN EFFICIENT EFFECTIVE AND DEVELOPMENT – ORIENTED PUBLIC SERVICE															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		INCLUSION AND ACCESS															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
KM 7M WIDE GRAVEL ROADS TARRED OR PAVED	T1527C: BOCHABELA: STREETS; UPGRADE	-	-	-	12 700 775	81	15	N	A	2	14	0300	20	1	6	1101	
	T1424: SOUTH PARK CEMETERY ENTRANCE ROAD	100 000	1KM OF ROAD COMPLETED	-	-	81	15	N	E	19	14	0300	20	1	6	1101	
	T1431: AM LOUW, HOOFF, TIBBIE VISSER, SLABBERT STRS: ESTOIRE: UPGRADE	2 932 235	1KM OF ROAD COMPLETED	-	-	81	15	N	D	47, 21	14	0300	20	1	6	1101	
	T1432: MAN 10786: BERGMAN SQUARE: UPGRADE	10 082 577	1KM OF ROAD COMPLETED	-	-	81	15	N	D	8, 17	14	0300	20	1	6	1101	
	T1528: MAN RD 11388 & 11297: JB MAFORA: UPGRADE	-	-	-	8 000 000	81	15	N	C	10	14	0300	20	1	6	1101	
	T1529: BOT RD 3824: BOTSHABELO WEST (MAIN ROAD)	-	-	-	14 730 383	81	15	N	G	27	14	0300	40	1	6	1101	
	T1530: BOT RD B16 & 903: SECTION T: UPGRADE	-	-	16 667 514	-	81	15	N	H	32, 34, 37	14	0300	40	1	6	1101	

NATIONAL KEY PERFORMANCE AREA (NKPA):		BASIC SERVICE DELIVERY															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		AN EFFICIENT COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK, AN EFFICIENT EFFECTIVE AND DEVELOPMENT – ORIENTED PUBLIC SERVICE															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		INCLUSION AND ACCESS															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
KM 7M WIDE GRAVEL ROADS TARRED OR PAVED	T1429B; MAN RD 11548: KAGISANONG: UPGRADE	-	-	10 683 533	-	81	15	N	B	15, 19	14	0300	20	1	6	1101	
	T1531: SEROKI RD: SECTION M: BOTSHABELO: UPGRADE	17 752 351	1.8 KM OF ROAD COMPLETED	16 772 815	-	81	15	N	H	35, 38	14	0300	40	1	6	1101	
	CONTRACTOR LEARNERSHIPS: UPGRADING STREETS & STORMWATER	100 000	LEARNERSHIP CONTRACTOR COMPLETED	-	-	81	15	N	A	1	14	0300	20	1	6	1101	
	ROUTE 22: TAXI ROUTES BLOEMSID PH 4, 6 & CHRIS HANI PH 3: UPGRADE	40 000 000	2.5 KM OF ROAD COMPLETED	20 000 000	-	81	15	N	C	12, 45, 46	14	0300	20	1	6	1101	
	MAPANGWANA STREET: FREEDOM SQ; UPGRADE	500 000	1KM OF STREET COMPLETED	7 000 000	-	81	15	N	C	6, 7	14	0300	20	1	6	1101	
	SAND DU PLESSIS RD: ESTOIRE	-	-	-	500 000	81	15	N	D	47	14	0300	20	1	6	1101	
	T1526: LEFIKENG & ROMA STR: SECTION U & J: UPGRADE	-	-	500 000	14 000 000	81	15	N	I	36, 37, 29	14	0300	20	1	6	1101	

NATIONAL KEY PERFORMANCE AREA (NKPA):		BASIC SERVICE DELIVERY															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		AN EFFICIENT COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK, AN EFFICIENT EFFECTIVE AND DEVELOPMENT – ORIENTED PUBLIC SERVICE															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		INCLUSION AND ACCESS															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
	ZIM STREET PHASE 2: KAGISANONG: UPGRADE	500 000	1KM OF STREET COMPLETED	7 000 000	-	81	15	N	A	5	14	0300	20	1	6	1101	29.09 , 26.258
LENGTH (KM) OF STORM-WATER DRAINAGE INSTALLED	T1532: VISTA PARK: BULK ROADS AND STORMWATER: UPGRADE	-	-	-	20 000 000	81	15	N	E	19	14	0300	20	1	6	1101	29.09 , 26.261
	T1533: HILLSIDE VIEW BULK ROADS AND STORMWATER: UPGRADE	4 100 000	1KM OF BULK ROADS AND STORMWATER: UPGRADE	5 000 000	-	81	15	N	C	10	14	0300	20	1	6	1101	29.09 , 26.264
	CONTRIBUTION: FRANS KLEYNHANS ROAD	4 000 000	100% COMPLETED CONTRIBUTION: FRANS KLEYNHANS ROAD	-	-	95	15	N	E	48	14	0300	20	1	6	1101	29.21 , 26.229
	NELSON MANDELA BRIDGE	-	-	-	500 000	81	30	N	F	20, 23, 48	14	0300	20	1	6	1101	29.17 , 26.226
	T1520: FIRST AVENUE PEDESTRIAN BRIDGE	-	-	-	500 000	81	30	N	E	19	14	0300	20	1	6	1101	

NATIONAL KEY PERFORMANCE AREA (NKPA):		BASIC SERVICE DELIVERY															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		AN EFFICIENT COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK, AN EFFICIENT EFFECTIVE AND DEVELOPMENT – ORIENTED PUBLIC SERVICE															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		INCLUSION AND ACCESS															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
LENGTH (KM) OF STORM-WATER DRAINAGE INSTALLED	T1534: VERENIGING AVENUE EXTENTION: BRIDGE OVER RAIL	20 000 000	KM OF VERENIGING AVENUE EXTENTION: BRIDGE OVER RAIL	40 000 000	12 000 000	81	30	N	E	19	14	0300	20	1	6	1101	
	T1433: BAINSVLEI MOOIWATER BULK STORMWATER: UPGRADE	-	-	-	500 000	81	20	N	E	48	14	0300	20	1	6	1101	
	STORMWATER REFURBISHMENT	500 000	100% COMPLETE STORMWATER REFURBISHMENT	1 000 000	10 000 000	81	20	N	N	ALL	14	0300	20	1	6	1101	
	BULK STORMWATER PHASE 5	-	-	-	500 000	81	20	N	D	46	14	0300	20	1	6	1101	
	BULK STORMWATER ROCKLANDS	-	-	-	500 000	81	20	N	E	14	14	0300	20	1	6	1101	
LENGTH (KM) OF STORM-WATER DRAINAGE INSTALLED	RESEALING OF STREETS/SPEED HUMPS	5 000 000	5KM OF RESEALING OF STREETS/SPEED HUMPS	5 000 000	20 000 000	81	15	N	N	ALL	14	0300	20	1	6	1101	
	T1536: HEAVY REHABILITATION OF ZASTRON STREET	-	-	-	10 550 000	81	15	R	E	21	14	0300	20	1	6	1101	

NATIONAL KEY PERFORMANCE AREA (NKPA):		BASIC SERVICE DELIVERY															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		AN EFFICIENT COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK, AN EFFICIENT EFFECTIVE AND DEVELOPMENT – ORIENTED PUBLIC SERVICE															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		INCLUSION AND ACCESS															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
	T1537: HEAVY REHABILITATION OF NELSON MANDELA STREET\	-	-	-	14 000 000	81	15	R	E	21	14	0300	20	1	6	1101	
	T1538: UPGRADING INTERSECTION ST GEORGE ST & PRES BRAND	-	-	-	10 993 200	81	15	N	E	19	14	0300	20	1	6	1101	
PERCENTAGE OF TRAFFIC SIGNAL UPGRADED	REPLACEMENT OF OBSOLETE AND ILLEGAL SIGNAGE AND TRAFFIC SIGNALS	1 000 000	100% COMPLETED REPLACEMENT OF OBSOLETE AND ILLEGAL SIGNAGE AND TRAFFIC SIGNALS	1 000 000	1 000 000	81	15	N	N	ALL	14	0300	11	1	6	1101	
	T1539: UPGRADING OF TRAFFIC INTERSECTIONS	500 000	100% COMPLETED REPLACEMENT OF OBSOLETE AND ILLEGAL SIGNAGE AND TRAFFIC SIGNALS	1 000 000	4 000 000	81	15	N	N	ALL	14	0300	11	1	6	1101	
	DR BELCHER/MGREGOR INTERCHANGE	-	-	-	500 000	81	15	N	D	16, 47	14	0300	20	1	6	1101	
	T15238: VICTORIA & KOLBE INTERSECTION	-	-	-	100 000	81	15	N	E	19	14	0300	20	1	6	1101	

NATIONAL KEY PERFORMANCE AREA (NKPA):		BASIC SERVICE DELIVERY															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		AN EFFICIENT COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK, AN EFFICIENT EFFECTIVE AND DEVELOPMENT – ORIENTED PUBLIC SERVICE															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		INCLUSION AND ACCESS															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
	NALEDI ROADS	-	-	510 000	520 000	81	15	R	M	50	14	0300	50	1	6	1101	
	NALEDI STORMWATER	-	-	1 010 000	520 000	81	20	R	M	50	14	0300	50	1	6	1101	
	SOUTPAN ROADS	-	-	1 010 000	520 000	81	15	R	E	44	14	0300	60	1	6	1101	
	SOUTPAN STORMWATER	-	-	1 010 000	520 000	81	20	R	E	44	14	0300	60	1	6	1101	
LENGTH (KM) OF STORM-WATER DRAINAGE INSTALLED	UPGRADING OF STREET AND STORMWATER MOROJANENG	10 000 000	5KM OF STREET AND STORMWATER COMPLETED	-	-	81	15	R	E	43, 50	14	0300	60	1	6	1101	
	UPGRADING OF STREET AND STORMWATER SOUTPAN	500 000	0.5KM OF STREET AND STORMWATER COMPLETED	-	-	81	15	R	E	44	14	0300	60	1	6	1101	
	REFURBISHMENT MANAGEMENT SYSTEM	100 000	-	-	-	81	5	R	N	ALL	14	0300	11	4	6	1101	
	BATHO UPGRADING OF ROADS AND STORMWATER	12 000 000	-	-	-	26	15	R	A	1-5	14	0300	20	1	6	1101	
SANITATION																	
WASTEWATER QUALITY COMPLIANCE	NORTH EASTERN WWTW MECHANICAL AND	1 000 000	100% COMPLETED NORTH EASTERN WWTW	14 000 000	-	81	20	N	D	17	16	0700	20	3	6	1001	26°19'40.805"E 29°4'24.118"S

NATIONAL KEY PERFORMANCE AREA (NKPA):		BASIC SERVICE DELIVERY															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		AN EFFICIENT COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK, AN EFFICIENT EFFECTIVE AND DEVELOPMENT – ORIENTED PUBLIC SERVICE															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		INCLUSION AND ACCESS															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
<u>ACCORDING TO THE WATER USE LICENCE</u>	ELECTRICAL WORKS		MECHANICAL AND ELECTRICAL WORKS														
	STERKWATER WWTW PHASE 3 CIVIL	24 045 263	100% COMPLETED STERKWATER WWTW PHASE 3 CIVIL	9 000 000	5 000 000	81	20	N	D	17	16	0700	20	3	6	1001	26°19'40.805"E 29°4'24.118"S
	STERKWATER WWTW PHASE 3 MECH AND ELECTRICAL	36 365 487	100% COMPLETED STERKWATER WWTW PHASE 3 MECH AND ELECTRICAL	27 000 000	5 000 000	81	20	N	D	17	16	0700	20	3	6	1001	26°19'40.805"E 29°4'24.118"S
PERCENTAGE REFURBISHMENT OF SEWER SYSTEM	RAYTON MAIN SEWER	500 000	100% COMPLETED REFURBISHMENT	-	-	81	20	N	E	46	16	0700	20	3	6	1001	26°18'35.576"E 29°11'18.408"S
	REFURBISHMENT OF SEWER SYSTEMS	25 000 000	100% COMPLETED REFURBISHMENT	14 000 000	-	81	20	N	F	20	16	0700	11	2	6	1001	26°11'39.91"E 29°4'42.367"S
	REFURBISHMENT OF WWTW'S	10 000 000	100% COMPLETED REFURBISHMENT	14 000 000	-	81	20	R	N	ALL	16	0700	11	3	6	1001	26°14'5.727"E 29°10'9.445"S
PERCENTAGE REFURBISHMENT OF SEWER SYSTEM	REFURBISHMENT OF SEWER SYSTEMS IN SOUTPAN	500 000	100% COMPLETED REFURBISHMENT	-	-	81	20	R	E	44	16	0700	60	2	6		
	REFURBISHMENT OF SEWER SYSTEMS IN VAN	500 000	100% COMPLETED	-	-	81	20	R	M	50	16	0700	50	2	6		

NATIONAL KEY PERFORMANCE AREA (NKPA):		BASIC SERVICE DELIVERY															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		AN EFFICIENT COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK, AN EFFICIENT EFFECTIVE AND DEVELOPMENT – ORIENTED PUBLIC SERVICE															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		INCLUSION AND ACCESS															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
	STADENSURUS		REFURBISHMENT														
	REFURBISHMENT OF SEWER SYSTEMS IN WEPENER	7 798 466	100% COMPLETED REFURBISHMENT	-	-	81	20	R	M	50	16	0700	50	2	6		
	REFURBISHMENT OF SEWER SYSTEMS IN DE WETSDORP	500 000	100% COMPLETED REFURBISHMENT	-	-	81	20	R	M	50	16	0700	50	2	6		
	NALEDI: REFURBISHMENT OF SEWER SYSTEMS	-	-	2 000 000	-	81	20	N	M	50	16	0700	50	2	8		
	SOUTPAN: REFURBISHMENT OF SEWER SYSTEMS	-	-	1 000 000	-	81	20	N	E	44	16	0700	60	2	8		
	REFURBISHMENT MANAGEMENT SYSTEM	500 000	100% COMPLETED REFURBISHMENT	-	-	81	5	R	N	ALL	16	0700	11	4	6		
PERCENTAGE OF HOUSEHOLDS WITH ACCESS TO BASIC SANITATION	EXTENSION BOTSHABELO WWTW CIVIL	25 000 000	100% COMPLETE EXTENSION BOTSHABELO WWTW CIVIL	59 000 000	140 000 000	81	20	R	N	ALL	16	0700	11	2	6	1001	26°14'5.727"E 29°10'9.445"S

NATIONAL KEY PERFORMANCE AREA (NKPA):		BASIC SERVICE DELIVERY															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		AN EFFICIENT COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK, AN EFFICIENT EFFECTIVE AND DEVELOPMENT – ORIENTED PUBLIC SERVICE															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		INCLUSION AND ACCESS															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
	EXTENSION BOTSHABELO WWTW MECH AND ELECTRICAL	-	-	29 000 000	85 000 000	81	20	R	N	ALL	16	0700	11	3	6	1001	26°14'5.727"E 29°10'9.445"S
	EXTENSION THABANCHU WWTW (SELOSESHA) CIVIL	16 000 262	100% COMPLETED EXTENSIONS	29 000 000	37 000 000	81	20	R	N	ALL	16	0700	11	3	6	1001	26°14'5.727"E 29°10'9.445"S
	EXTENSION THABANCHU WWTW (SELOSESHA) MECH AND ELECTRICAL	5 000 000	100% COMPLETED EXTENSIONS	17 000 000	6 000 000	81	20	R	N	ALL	16	0700	11	3	6	1001	26°14'5.727"E 29°10'9.445"S
	WATERBORNE SANITATION(LEANER SHIPS)	100 000	100% COMPLETE WATERBORNE SANITATION(LEANER SHIPS)	2 205 000	2 000 000	81	20	R	D	17	16	0700	11	2	6	1001	26°14'90.013"E 29°7'30.047"S
	WATERBORNE SANITATION AND INTERNAL SERVICES BULK IN MANGAUNG	1 000 000	100% COMPLETE WATERBORNE SANITATION AND INTERNAL SERVICES BULK	10 025 000	20 000 000	81	20	N	H	ALL	16	0700	20	2	8	1001	26°41'6.769"E 29°14'19.547"S

NATIONAL KEY PERFORMANCE AREA (NKPA):		BASIC SERVICE DELIVERY															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		AN EFFICIENT COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK, AN EFFICIENT EFFECTIVE AND DEVELOPMENT – ORIENTED PUBLIC SERVICE															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		INCLUSION AND ACCESS															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
<u>PERCENTAGE OF HOUSEHOLDS WITH ACCESS TO BASIC SANITATION</u>	WATERBORNE SANITATION AND INTERNAL BULK SERVICES IN BOTSHABELO	2 000 000	100% COMPLETE WATERBORNE SANITATION AND INTERNAL BULK SERVICES	10 025 000	30 000 000	81	20	R	K	ALL	16	0700	40	2	8	1001	
	WATERBORNE SANITATION AND INTERNAL BULK SERVICES IN THABANCHU	2 000 000	100% COMPLETE WATERBORNE SANITATION AND INTERNAL BULK SERVICES	10 025 000	30 000 000	81	20	R	H	ALL	16	0700	30	2	8	1001	26°41'7.545"E 29°12'36.626"S
WATER																	
% REFURBISHMENT OF WATER SUPPLY SYSTEM	NAVAL HILL RESERVOIR AND MAINS PHASE 2	-	-	-	-	81	20	N	N	ALL	18	0400	20	3	6	1201	N/A
	BOTSHABELO INTERNAL BULK WATER(PIPELINE)	15 000 000	100% COMPLETED BOTSHABELO INTERNAL BULK WATER(PIPELINE)	-	-	81	20	N	B	29	18	0400	40	3	6	1201	26°11'58.199"E 29°10'37.42"S
	REFURBISHMENT OF WATER SUPPLY SYSTEMS	58 786 889	100% COMPLETED REFURBISHMENT	30 000 000	50 000 000	81	20	R	F	44	18	0400	11	2	6	1201	26°24'18.609"E 29°1'54.876"S

NATIONAL KEY PERFORMANCE AREA (NKPA):		BASIC SERVICE DELIVERY															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		AN EFFICIENT COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK, AN EFFICIENT EFFECTIVE AND DEVELOPMENT – ORIENTED PUBLIC SERVICE															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		INCLUSION AND ACCESS															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
<u>PERCENTAGE WATER RE USE</u>	MASELSPOORT WATER RE-USE (PUMP STATION AND RISING MAIN)	1 000 000	100% COMPLETED MASELSPOORT WATER RE-USE (PUMP STATION AND RISING MAIN)	3 000 000	5 000 000	81	20	R	N	ALL	18	0400	20	2	6	1201	N/A
	MASELSPOORT WATER RE-USE (GRAVITY LINE TO MOCKESDAM)	1 000 000	100% COMPLETED MASELSPOORT WATER RE-USE (GRAVITY LINE TO MOCKESDAM)	3 000 000	5 000 000	81	20	R	N	ALL	18	0400	20	2	6	1201	N/A
	MASELSPOORT WATER RE-USE (GRAVITY TO NEWWTW)	1 000 000	100% COMPLETED MASELSPOORT WATER RE-USE (GRAVITY TO NEWWTW)	3 000 000	5 000 000	81	20	R	N	ALL	18	0400	20	2	6	1201	N/A
% REFURBISHMENT OF WTW	MASELSPOORT WTW REFURBISHMENT	1 000 000	100% COMPLETED MASELSPOORT WTW REFURBISHMENT	3 000 000	5 000 000	81	20	R	F	44	18	0400	20	2	6	1201	26°24'18.609"E 29°1'54.876"S
	HEUWELSIG WATER TOWER	10 000 000	100% COMPLETED HEUWELSIG WATER TOWER	15 000 000	5 000 000	81	20	N	N	ALL	18	0400	20	3	6	1201	N/A
<u>PERCENTAGE OF HOUSEHOLDS WITH ACCESS TO BASIC WATER SUPPLY</u>	WATER NETWORKS TO STANDS	500 000	100% HOUSEHOLDS WITH ACCESS TO WATER	700 000	800 000	81	20	R	F	44	18	0400	11	2	6	1201	26°24'18.609"E 29°1'54.876"S

NATIONAL KEY PERFORMANCE AREA (NKPA):		BASIC SERVICE DELIVERY															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		AN EFFICIENT COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK, AN EFFICIENT EFFECTIVE AND DEVELOPMENT – ORIENTED PUBLIC SERVICE															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		INCLUSION AND ACCESS															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
	NALEDI: REFURBISHMENT OF WATER SUPPLY SYSTEMS	2 000 000	100% HOUSEHOLDS WITH ACCESS TO WATER	2 000 000	2 000 000	81	20	R	M	50	18	0400	50	2	6	1201	
	SOUTPAN: REFURBISHMENT OF WATER SUPPLY SYSTEMS	1 000 000	100% HOUSEHOLDS WITH ACCESS TO WATER	1 000 000	1 000 000	81	20	R	E	44	18	0400	60	2	6	1201	
PERCENTAGE OF TOTAL WATER LOSS REDUCED	REFURBISHMENT OF WATER SUPPLY SYSTEMS: REAL LOSS REDUCTION PROGRAMME (WATER)	13 000 000	100% REFURBISHMENT OF WATER SUPPLY SYSTEMS: REAL LOSS REDUCTION PROGRAMME (WATER)	10 000 000	15 000 000	81	20	R	N	ALL	18	0400	11	2	6	1201	
TOTAL PER CAPITA CONSUMPTION OF WATER	REPLACE WATER METERS AND FIRE HYDRANTS	8 000 000	100% REPLACEMENT OF WATER METERS AND FIRE HYDRANTS	6 000 000	15 000 000	81	20	R	N	ALL	18	0400	11	2	6	1201	
	METERING OF UNMETERED SITES	8 000 000	100% COMPLETE METERING OF UNMETERED SITES	6 000 000	15 000 000	81	20	R	N	ALL	18	0400	11	2	6	1201	
	REFURBISHMENT OF WATER SUPPLY SYSTEMS: AUTOMATED METER READING AND	10 000 000	100% REFURBISHMENT OF WATER SUPPLY SYSTEMS: AUTOMATED	15 000 000	20 000 000	81	20	R	N	ALL	18	0400	11	2	6	1201	

NATIONAL KEY PERFORMANCE AREA (NKPA):		BASIC SERVICE DELIVERY															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		AN EFFICIENT COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK, AN EFFICIENT EFFECTIVE AND DEVELOPMENT – ORIENTED PUBLIC SERVICE															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		INCLUSION AND ACCESS															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
	PREPAID PROGRAMME		METER READING AND PREPAID PROGRAMME														
	REPLACEMENT/REFURBISHMENT OF VALVES	13 000 000	100% REPLACEMENT/REFURBISHMENT OF VALVES	15 000 000	20 000 000	81	20	R	N	ALL	18	0400	11	2	6	1201	

WASTE AND FLEET MANAGEMENT

NATIONAL KEY PERFORMANCE AREA (NKPA):		BASIC SERVICE DELIVERY															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		AN EFFICIENT COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK, AN EFFICIENT EFFECTIVE AND DEVELOPMENT – ORIENTED PUBLIC SERVICE															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		INCLUSION AND ACCESS															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
PERCENTAGE OF FLEET LEASED	VEHICLES LEASING	33 188 260	100% VEHICLES LEASED	37 212 646	-	HT	30	N	N	ALL	4	2500	11	4	9	205	
<u>TONNES OF MUNICIPAL SOLID WASTE DIVERTED FROM LANDFILL PER CAPITA</u>	EXTENSION OF WEIGHBRIDGE OFFICE AT NORTHERN LANDFILL SITE	844 000	100% COMPLETE EXTENSION OF WEIGHBRIDGE OFFICE AT NORTHERN LANDFILL SITE	886 200	-	81	30	N	H	28	4	1000	11	4	9	1011	
	UPGRADING AND REFURBISHMENT OF BOTSHABELO LANDFILL SITES	2 000 000	100% COMPLETE UPGRADING AND REFURBISHMENT OF BOTSHABELO LANDFILL SITES	2 100 000	-	81	30	N	H	28	4	1000	40	4	9	1011	
	DEVELOPMENT OF TRANSFER STATION IN THABA'NCHU	7 500 000	100% COMPLETE DEVELOPMENT OF TRANSFER STATION IN THABA'NCHU	7 875 000	-	81	12	N	H	28	4	3200	30	4	9	205	
	TWO WEIGHBRIDGES FOR TRANSFER STATION IN THABA	4 452 100	2 TWO WEIGHBRIDGES FOR TRANSFER STATION IN	4 674 705	-	81	13	N	H	28	4	3200	30	4	9	205	

NATIONAL KEY PERFORMANCE AREA (NKPA):		BASIC SERVICE DELIVERY															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		AN EFFICIENT COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK, AN EFFICIENT EFFECTIVE AND DEVELOPMENT – ORIENTED PUBLIC SERVICE															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		INCLUSION AND ACCESS															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
	NCHU		THABA NCHU COMPLETED														
	UPGRADING AND UPLIFTING OF EXISTING WEIGHBRIDGES AND OFFICE AT SOUTHERN LANDFILL SITE	-	-	2 769 375	-	81	14	N	H	28	4	3200	20	4	9	1011	
	UPGRADING AND REFURBISHMENT OF NORTHERN LANDFILL SITES	3 000 000	100% COMPLETE UPGRADING AND REFURBISHMENT OF NORTHERN LANDFILL SITES	3 500 000	4 000 000	81	30	N	H	28	4	1000	20	4	9	1011	29°10'47.69"S; 26°11'52.05"E
<u>TONNES OF MUNICIPAL SOLID WASTE DIVERTED FROM LANDFILL PER CAPITA</u>	UPGRADING AND REFURBISHMENT OF SOUTHERN LANDFILL SITES	3 000 000	100% COMPLETE UPGRADING AND REFURBISHMENT OF SOUTHERN LANDFILL SITES	3 500 000	4 000 000	81	30	N	H	28	4	1000	11	4	9	1011	29° 3'58.91"S; 26°14'24.20"E
NO OF PERMITTED LANDFILL SITES MAINTAINED AND UPGRADED	NEW FENCE AT NORTHERN LANDFILL SITE	2 500 000	1.5KM OF NEW FENCE AT NORTHERN LANDFILL SITE	-	-	81	30	N	H	28	4	1000	11	4	9	1011	29° 3'58.91"S; 26°14'24.20"E
	NEW FENCE AT SOUTHERN LANDFILL	3 000 000	1.5KM OF NEW FENCE AT	-	-	81	30	N	H	28	4	1000	20	4	9	1011	29°10'47.69"S; 26°11'52.05"E

NATIONAL KEY PERFORMANCE AREA (NKPA):		BASIC SERVICE DELIVERY															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		AN EFFICIENT COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK, AN EFFICIENT EFFECTIVE AND DEVELOPMENT – ORIENTED PUBLIC SERVICE															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		INCLUSION AND ACCESS															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
	SITE		SOUTHERN LANDFILL SITE														
NUMBER OF MANAGEMENT DEPOT FOR SOLID WASTE UPGRADED	MOBILE OFFICE AND SHELTER IN THABANCHU TOWN	-	-	-	-	81	30	N	H	28	4	1000	11	4	9	1011	
	CARPOT FOR BOTSHABELO OFFICES	-	-	-	-	81	30	N	H	28	4	1000	20	4	9	1011	
	UPGRADING AND REFURBISHMENT OF SOLID WASTE MANAGEMENT DEPOTS	-	-	100 000	-	81	30	N	H	28	4	1000	11	4	9	1011	
	MOBILE CHEMICAL TOILETS	-	-	-	-	81	30	N	H	28	4	1000	20	4	9	1011	
NUMBER OF REFUSE BINS DISTRIBUTED FOR CBD'S	REFUSE BINS FOR CBD'S IN METRO	-	-	1 000 000	-	81	10	N	N	ALL	4	1000	11	4	9	1011	
	HAND HELD TWO WAY RADIOS	-	-	-	-	81	5	N	N	ALL	4	2700	11	4	9	1011	

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NATIONAL KEY PERFORMANCE AREA (NKPA):		BASIC SERVICE DELIVERY															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		AN EFFICIENT COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK, AN EFFICIENT EFFECTIVE AND DEVELOPMENT – ORIENTED PUBLIC SERVICE															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		INCLUSION AND ACCESS															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
CAPEX PROGRAMMES																	
WIRES PLANNING																	
<u>PERCENTAGE OF HOUSEHOLD WITH ACCESS TO ELECTRICITY</u>	ELECTRIFICATION CONNECTIONS (INEP)	15 450 000	100% COMPLETE ELECTRIFICATION CONNECTIONS (INEP)	20 000 000	21 100 000	77	10	R	N	All	19	0600	11	2	6	1301	26.332603, -29.062417
	PUBLIC ELECTRICITY CONNECTIONS	6 318 000	100% COMPLETE PUBLIC ELECTRICITY CONNECTIONS	6 665 490	7 032 092	95	5	N	N	All	19	0600	11	2	6	1301	
	ELECTRIFICATION INTERNAL PROJECTS	5 265 000	100% COMPLETE ELECTRIFICATION INTERNAL PROJECTS	5 554 575	5 860 077	18	21	N	F	26	19	0600	11	2	6	1301	29 ° 6' 2.42" S 26 ° 7' 53.22"E

NATIONAL KEY PERFORMANCE AREA (NKPA):		BASIC SERVICE DELIVERY															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		AN EFFICIENT COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK, AN EFFICIENT EFFECTIVE AND DEVELOPMENT – ORIENTED PUBLIC SERVICE															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		INCLUSION AND ACCESS															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
	INSTALLATION OF PREPAID METERS (INDIG	555 458	INSTALLATION OF PREPAID METERS (INDIG	586 008	618 238	18	21	N	G	30	19	0600	11	2	6	1301	29°06'59.15"S 26°18'38.20"E
	SHIFTING OF CONNECTION AND REPLACEMENT SERVICES	1 842 750	SHIFTING OF CONNECTION AND REPLACEMENT SERVICES	1 944 101	2 051 027	18	10	R	N	All	19	0600	11	2	6	1301	No specific GPS co-ordinate (More than one location)
INSTALLATION OF AREA MASTS AND STREET LIGHTS TO BE HANDLED AND COMPLETED	REFURBISHMENT OF HIGH MAST LIGHTS	2 632 500	100% COMPLETE REFURBISHMENT OF HIGH MAST LIGHTS	2 777 288	2 930 038	18	20	N	N	All	19	0600	11	2	6	1301	No specific GPS co-ordinate (More than one location)
	INSTALLATION OF PUBLIC LIGHTING	9 841 178	100% COMPLETE INSTALLATION OF PUBLIC LIGHTING	10 382 443	10 953 477	18	5	N	N	All	19	0600	11	2	6	1301	No specific GPS co-ordinate (More than one location)
<u>STRENGTHENING OF ELECTRICAL NETWORK</u>	SERVITUDES LAND (INCL INVEST REMUNE REG	526 500	100% COMPLETE SERVITUDES LAND (INCL INVEST REMUNE REG	555 458	586 008	18	5	N	N	All	19	0600	11	2	6	1301	No specific GPS co-ordinate (More than one location)

NATIONAL KEY PERFORMANCE AREA (NKPA):		BASIC SERVICE DELIVERY															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		AN EFFICIENT COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK, AN EFFICIENT EFFECTIVE AND DEVELOPMENT – ORIENTED PUBLIC SERVICE															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		INCLUSION AND ACCESS															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
	EXTENSION AND UPGRADING OF THE 11KV NETW	9 095 288	100% COMPLETE EXTENSION AND UPGRADING OF THE 11KV NETW	9 595 528	10 123 282	18	5	R	G	30	19	0600	11	2	6	1301	No specific GPS co-ordinate (More than one location)
	BOTSHABELO: ESTABLISHMENT OF 132KV CONNECTION	2 271 848	100% COMPLETE BOTSHABELO: ESTABLISHMENT OF 132KV CONNECTION	2 396 799	2 528 623	18	20	N	N	All	19	0600	11	2	6	1301	
	ELITE SUBSTATION (AIRPORT NODE)	8 950 500	100% COMPLETE ELITE SUBSTATION (AIRPORT NODE)	9 442 778	9 962 130	18	20	N	N	All	19	0600	11	2	6	1301	
	UPGRADING AND EXTENSION OF LV NETWORK	2 256 448	100% COMPLETE UPGRADING AND EXTENSION OF LV NETWORK	2 380 553	2 511 484	18	30	N	D	45	19	0600	11	2	6	1301	No specific GPS co-ordinate (More than one location)
	REPLACEMENT OF DAMAGED SWITCHGEAR AND EQUIPMENT	526 500	100% COMPLETE REPLACEMENT OF DAMAGED SWITCHGEAR AND EQUIPMENT	555 458	586 008	18	21	N	F	25	19	0600	11	2	6	1301	No specific GPS co-ordinate (More than one location)

NATIONAL KEY PERFORMANCE AREA (NKPA):		BASIC SERVICE DELIVERY															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		AN EFFICIENT COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK, AN EFFICIENT EFFECTIVE AND DEVELOPMENT – ORIENTED PUBLIC SERVICE															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		INCLUSION AND ACCESS															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
	WIRES NETWORK OPERATIONS AND MAINTENANCE	-	-	-	-												
	REP LOW VOLT DECREPIT 2/4/8 WAY BOXES	383 266	100% COMPLETE REP LOW VOLT DECREPIT 2/4/8 WAY BOXES	404 345	407 806	18	5	N	N	All	19	0600	11	2	6	1301	No specific GPS co-ordinate (More than one location)
	REP BRITTLE OVERHEAD CONNECTIONS	555 458	100% COMPLETE REP BRITTLE OVERHEAD CONNECTIONS	586 008	618 238	18	5	N	N	All	19	0600	11	2	6	1301	No specific GPS co-ordinate (More than one location)
	REMEDIAL WORK 132KV SOUTHERN LINES	1 110 915	100% COMPLETE REMEDIAL WORK 132KV SOUTHERN LINES	1 172 015	1 236 476	18	5	N	N	All	19	0600	11	2	6	1301	No specific GPS co-ordinate (More than one location)

NATIONAL KEY PERFORMANCE AREA (NKPA):		BASIC SERVICE DELIVERY															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		AN EFFICIENT COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK, AN EFFICIENT EFFECTIVE AND DEVELOPMENT – ORIENTED PUBLIC SERVICE															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		INCLUSION AND ACCESS															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
WIRES- SYSTEM UTILISATION & PROCESS ENGINEERING																	
<u>IMPROVED RELIABILITY OF ELECTRICITY SERVICE</u>	REPLACEMENT OF 11KV SWITCHGEARS	722 095	100% COMPLETE REPLACEMENT OF 11KV SWITCHGEARS	761 810	803 710	18	5	N	N	All	19	0600	11	2	6	1301	No specific GPS co-ordinate (More than one location)
	TRANSFORMER REPLACE & OTHER RELATED EQUIPMENT	4 623 986	100% COMPLETE TRANSFORMER REPLACE & OTHER RELATED EQUIPMENT	4 878 305	5 146 612	18	10	R	N	All	19	0600	11	2	6	1301	No specific GPS co-ordinate (More than one location)
	REFURBISHMENT PROTECTION & SCADA SYSTEMS DISTRIBUTION CENTRE	2 777 288	100% COMPLETE REFURBISHMENT PROTECTION & SCADA SYSTEMS DISTRIBUTION CENTRE	2 930 038	3 091 190	18	40	R	B	18	19	0600	11	2	6	1301	No specific GPS co-ordinate (More than one location)
	REPLACEMENT OF OIL PLANT	472 139	100% COMPLETE REPLACEMENT OF OIL PLANT	498 107	525 502	18	5	R	N	All	19	0600	11	2	6	1301	No specific GPS co-ordinate (More than one location)

NATIONAL KEY PERFORMANCE AREA (NKPA):		BASIC SERVICE DELIVERY															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		AN EFFICIENT COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK, AN EFFICIENT EFFECTIVE AND DEVELOPMENT – ORIENTED PUBLIC SERVICE															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		INCLUSION AND ACCESS															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
	REP 2 & 4 WAY FIBREGLAS BOX (BOTS % TBAN)	703 209	100% COMPLETE REP 2 & 4 WAY FIBREGLAS BOX (BOTS % TBAN)	741 886	782 689	18	5	R	N	All	19	0600	11	2	6	1301	No specific GPS co-ordinate (More than one location)
	REPLACEMENT OF 32V BATTERIES	277 729	100% COMPLETE REPLACEMENT OF 32V BATTERIES	293 004	309 119	18	5	R	N	All	19	0600	11	2	6	1301	No specific GPS co-ordinate (More than one location)
	REPLACEMENT OF 110V BATTERIES	611 003	100% COMPLETE REPLACEMENT OF 110V BATTERIES	644 608	680 062	18	5	N	N	All	19	0600	11	2	6	1301	No specific GPS co-ordinate (More than one location)

STRATEGIC PROJECTS AND SERVICE DELIVERY REGULATIONS

NATIONAL KEY PERFORMANCE AREA (NKPA):		MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		SUSTAINABLE HUMAN SETTLEMENT AND IMPROVED QUALITY OF HOUSEHOLD LIFE															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		SPATIAL INTEGRATION															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION															
OWN STRATEGIC OBJECTIVES	PROGRAMME/ PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
<u>SQUARE METERS OF MUNICIPALLY OWNED OR MAINTAINED PUBLIC OUTDOOR RECREATION SPACE PER CAPITA</u>	WAAIHOEK PRECINCT REDEVELOPMENT	13 000 000	100% REDEVELOPMENT OF WAAIHOEK PRECINCT	17 790 000	30 000 000	79	30	N	D	1, 19	5	3120	0	1	8	101	Latitude: -29.123204506947978 Longitude: 26.224021911621093

SOCIAL SERVICES

NATIONAL KEY PERFORMANCE AREA (NKPA):		MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		PROTECT AND ENHANCE OUR ENVIRONMENTAL ASSETS AND NATURAL RESOURCES															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		INCLUSION AND ACCESS															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		GOOD GOVERNANCE AND IMPROVED QUALITY OF LIFE															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
PERCENTAGE ESTABLISHMENT OF A NEW ZOO AT KWAGGAFONTEIN	ESTABLISHMENT OF A NEW ZOO AT KWAGGAFONTEIN	5 000 000	100% COMPLETED PHASE 1 OF ZOO AT KWAGGAFONTEIN	-	-	26	30	N	E	26	8	3100	20	2	10	508	29° 6'48.55"S ; 26°12'22.89"E
KILOMETRES OF GRAVEL ROADS AND STORMWATER DEVELOPED AT NALI'S VIEW CEMETERY	NEW ROADS AND STORMWATER NALI'S VIEW CEMETERY	5 000 000	5KM OF NEW ROADS AND STORMWATER NALI'S VIEW CEMETERY COMPLETED	-	-	26	30	R	F	21	8	3100	20	2	10	507	29° 6'00.36 26°13'57.44"E
	NEW ROADS AND STORMWATER NALI'S VIEW CEMETERY	-	-	5 000 000	10 000 000	81	30	R	F	21	8	3100	20	2	10	507	29° 6'00.36 26°13'57.44"E

FINANCE

NATIONAL KEY PERFORMANCE AREA (NKPA):		MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		RESPONSIVE ACCOUNTABLE EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		GROWTH, GOVERNANCE															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		GOOD GOVERNANCE															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
PERCENTAGE PROCUREMENT OF OFFICE FURNITURE	PROCUREMENT OF OFFICE FURNITURE AS PER USER DIRECTORATE REQUIREMENTS	3 850 000	100% PROCUREMENT OF OFFICE FURNITURE AS PER USER DIRECTORATE REQUIREMENTS	4 081 000	4 325 860	26	5	N	N	ALL	13	2700	11	4	9	191	
NUMBER OF HANDHELD DEVICES FOR FIELD VERIFICATION	PROCUREMENT OF 100 HANDHELD DEVICES FOR FIELD VERIFICATION.	500 000	100 HANDHELD DEVICES	-	-	26	5	N	N	ALL	13	2700	11	4	9	191	

HUMAN SETTLEMENT

NATIONAL KEY PERFORMANCE AREA (NKPA):		BASIC SERVICE DELIVERY															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		SUSTAINABLE HUMAN SETTLEMENT AND IMPROVED QUALITY OF HOUSEHOLD LIFE															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		SPATIAL INTEGRATION															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		GOOD GOVERNANCE AND IMPROVED QUALITY OF LIFE															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
<u>PERCENTAGE OF HOUSEHOLDS IN ADEQUATE HOUSING</u>	LOURIERPARK (100 SITES) - INSTALLATION OF WATER AND INTERNAL SEWER RETICULATION	5 000 000	100% INSTALLATION OF WATER AND INTERNAL SEWER RETICULATION	5 000 000	-	81	20	N	B	18	17	0700	20	1	8	601	-29.181058, 26.175351
	KHAYELITSHA/GRASSLAND PHASE 4 (800 HOUSEHOLDS) - INSTALLATION OF WATER AND INTERNAL SEWER RETICULATION	50 000 000	100% INSTALLATION OF WATER AND INTERNAL SEWER RETICULATION	67 600 000	-	81	20	N	D	17	17	0700	20	1	8	601	-29.163985, 26.299364
	BOTSHABELO WEST EXT 1 (1000 HOUSEHOLDS) - INSTALLATION OF WATER AND INTERNAL SEWER RETICULATION	42 000 000	100% INSTALLATION OF WATER AND INTERNAL SEWER RETICULATION	40 500 000	-	81	20	N	G	28	17	0700	40	1	8	601	-29.253301, 26.676196

NATIONAL KEY PERFORMANCE AREA (NKPA):		BASIC SERVICE DELIVERY															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		SUSTAINABLE HUMAN SETTLEMENT AND IMPROVED QUALITY OF HOUSEHOLD LIFE															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		SPATIAL INTEGRATION															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		GOOD GOVERNANCE AND IMPROVED QUALITY OF LIFE															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
PERCENTAGE OF HOUSEHOLDS IN ADEQUATE HOUSING	MOROKA (THABANCHU) EXT 27 (290 HOUSEHOLDS) - INSTALLATION OF WATER AND INTERNAL SEWER RETICULATION	14 500 000	100% INSTALLATION OF WATER AND INTERNAL SEWER RETICULATION	5 400 000	-	81	20	N	J	39	17	0700	30	1	8	601	-29.205278, 26.790881
	BLOEMSIDE PHASE 7 (1128 HOUSEHOLDS) - INSTALLATION OF WATER AND INTERNAL SEWER RETICULATION	57 000 000	100% INSTALLATION OF WATER AND INTERNAL SEWER RETICULATION	-	-	81	20	N	D	46	17	0700	20	1	8	601	-29.193078, 26.278138
	SONDERWATER PHASE 2 (80 HOUSEHOLDS) - INSTALLATION OF WATER AND INTERNAL SEWER RETICULATION	4 000 000	100% INSTALLATION OF WATER AND INTERNAL SEWER RETICULATION	-	-	81	20	N	B	45	17	0700	20	1	8	601	Unknown location
	BLOEMSIDE PHASE 9 & 10 (500 HOUSEHOLDS) -	31 200 000	100% INSTALLATION OF WATER AND	53 000 000	-	81	20	N	D	45	17	0700	20	1	8	601	-29.193078, 26.278138

NATIONAL KEY PERFORMANCE AREA (NKPA):		BASIC SERVICE DELIVERY															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		SUSTAINABLE HUMAN SETTLEMENT AND IMPROVED QUALITY OF HOUSEHOLD LIFE															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		SPATIAL INTEGRATION															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		GOOD GOVERNANCE AND IMPROVED QUALITY OF LIFE															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
	INSTALLATION OF WATER AND INTERNAL SEWER RETICULATION		INTERNAL SEWER RETICULATION														
	VISTAPARK 2& 3 - REALIGNMENT (REROUTING) OF BULK WATER PIPE	25 000 000	100% INSTALLATION OF WATER AND INTERNAL SEWER RETICULATION	-	-	81	20	R	E	19	17	0700	20	1	8	601	-29.155629, 26.210313

OFFICE OF THE CITY MANAGER (PUBLIC TRANSPORT NETWORK)

NATIONAL KEY PERFORMANCE AREA (NKPA):		BASIC SERVICE DELIVERY																
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		AN EFFICIENT COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK																
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		SPATIAL INTEGRATION																
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		GOOD GOVERNANCE AND IMPROVED QUALITY OF LIFE																
OWN OBJECTIVES	STRATEGIC	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
CAPEX PROGRAMMES																		
PROVISION OF BOTSHABELO NON-MOTORIZED TRANSPORT FULLY COMPLIANT TO UNIVERSAL ACCESS DESIGN STANDARDS		BOTSHABELO - NON MOTORIZED TRANSPORT	-	-	-	-	80	15	N	N	ALL	1	0500	11	1	6	102	29°13'37.62"S 26°40'53.07"E
PROVISION OF THABA NCHU NON-MOTORIZED TRANSPORT FULLY COMPLIANT TO UNIVERSAL ACCESS DESIGN STANDARDS		THABA-NCHU NON MOTORIZED TRANSPORT	-	-	-	-	80	15	N	N	ALL	1	0500	11	1	6	102	29°12'28.81"S 26°48'25.65"E
PROJECT NO LONGER IMPLEMENTABLE IN THE PHASE 1 IMPLEMENTATION OF IPTN DUE TO REPRIORITIZATOIN		MANGAUNG - NON MOTORIZED TRANSPORT	-	-	-	-	80	15	N	N	ALL	1	0500	11	1	6	102	NOT YET DETERMINED
PROVISION OF FUNCTIONAL AND COMPLIANT IPTN TRUNK ROUTE ROAD INFRASTRUCTURE		IPTN PHASE 1C MOSHOESHOE - TRUNK ROUTE (MAPHISA TO ROCKLANDS)	35 000 000	1 KM OF IPTN ROUTE COMPLETED	20 000 000	-	80	1	N	N	ALL	1	0500	11	1	6	102	-29.177194, 26.233687
PROVISION OF FUNCTIONAL AND COMPLIANT IPTN TRUNK ROUTE ROAD INFRASTRUCTURE		IPTN PHASE 1D PRESIDENT PAUL KRUGER - TRUNK ROUTE	-	-	-	-	80	15	N	N	ALL	1	0500	11	1	6	102	-29.118341, 26.197266

NATIONAL KEY PERFORMANCE AREA (NKPA):			BASIC SERVICE DELIVERY															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):			AN EFFICIENT COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):			SPATIAL INTEGRATION															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			GOOD GOVERNANCE AND IMPROVED QUALITY OF LIFE															
OWN OBJECTIVES	STRATEGIC	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
PROVISION OF FUNCTIONAL AND COMPLIANT IPTN TRUNK ROUTE ROAD INFRASTRUCTURE		IPTN PHASE 2 - TRUNK ROUTE (DR. BELCHER)	-	-	30 000 000	30 000 000	80	15	N	N	ALL	1	0500	11	1	6	102	-29.142521, 26.247905
PROVISION OF FUNCTIONAL AND COMPLIANT IPTN TRUNK ROUTE ROAD INFRASTRUCTURE		IPTN PHASE 1B FORT HARE ROAD - TRUNK ROUTE	40 000 000	100% COMPLETED TRUNK ROUTE	-	-	80	15	N	N	ALL	1	0500	11	1	6	102	-29.143965, 26.228330
PROVISION OF UNIVERSALLY ACCESSIBLTY BUS STOPS/STATIONS		IPTN PHASE INTERMODAL - TRUNK STATIONS	40 000 000	INTERMODAL TRUNK STATION COMPLETED	-	-	80	15	N	N	ALL	1	0500	11	1	6	102	NOT YET DETERMINED
PROVISION OF UNIVERSALLY ACCESSIBLTY BUS STOPS/STATIONS		IPTN PHASE 1 - TRUNK STATION 2	40 000 000	TRUNK STATION COMPLETED	-	-	80	15	N	N	ALL	1	0500	11	1	6	102	-29.118915, 26.225806
PROVISION OF FUNCTIONAL AND COMPLIANT IPTN TRUNK ROUTE ROAD INFRASTRUCTURE		IPTN PHASE 1B HARVEY ROAD - TRUNK ROUTE	-	NONE (Project to be completed in 2017/2018)	-	-	80	15	N	N	ALL	1	0500	11	1	6	102	-29.128983, 26.222961
PROVISION OF UNIVERSALLY ACCESSIBLTY BUS STOPS/STATIONS		IPTN PHASE 1C MOSHOESHOE - TRUNK STATIONS (MAPHISA TO ROCKLANDS)	-	-	-	-	80	15	N	N	ALL	1	0500	11	1	6	102	-29.188911, 26.234741
PLANNING AND DESIGN OF THE IPTN BUS DEPOT		IPTN BUS DEPOT	20 000 000	CONSTRUCTION OF BUS DEPOT EARTHWORKS WORKS	51 444 819	50 000 000	80	15	N	N	ALL	1	0500	11	1	6	102	-29.125315, 26.241753
DEVELOPMENT OF CENTRALISED CONTROL CENTRE FOR MANGAUNG WHICH IS INCLUSINVE OF IPTN		IPTN CONTROL CENTRE	-	COMPLETION OF ITS DESIGNS AND SPECIFICATIONS	65 000 000	65 000 000	80	15	N	N	ALL	1	0500	11	1	6	102	NOT YET DETERMINED

NATIONAL KEY PERFORMANCE AREA (NKPA):		BASIC SERVICE DELIVERY															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		AN EFFICIENT COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		SPATIAL INTEGRATION															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		GOOD GOVERNANCE AND IMPROVED QUALITY OF LIFE															
OWN OBJECTIVES	STRATEGIC PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
DEVELOPMENT OF INTELLIGENT TRANSPORT SYSTEM FOR IPTN	INTELLIGENT TRANSPORT SYSTEM	-	COMPLETION OF ITS DESIGNS AND SPECIFICATIONS	-	-	80	15	N	N	ALL	1	0500	11	1	6	102	NOT YET DETERMINED
PROVISION OF NON-MOTORIZED TRANSPORT INFRASTRUCTURE FULLY COMPLIANT TO UNIVERSAL ACCESS DESIGN STANDARDS	IPTN ELLA STREET - NON MOTORIZED TRANSPORT	-	-	-	-	80	15	N	N	ALL	1	0500	11	1	6	102	-29.122120, 26.207701
PROVISION OF NON-MOTORIZED TRANSPORT INFRASTRUCTURE FULLY COMPLIANT TO UNIVERSAL ACCESS DESIGN STANDARDS	IPTN PARK ROAD - NON MOTORIZED TRANSPORT	-	-	-	-	80	15	N	N	ALL	1	0500	11	1	6	102	-29.120101, 26.206714
PROCUREMENT OF BUS FLEET FOR IPTN	IPTN BUS FLEET	40 000 000	-	-	-	80	15	N	N	ALL	1	0500	11	1	6	102	
PROVISION OF NON-MOTORIZED TRANSPORT INFRASTRUCTURE FULLY COMPLIANT TO UNIVERSAL ACCESS DESIGN STANDARDS	IPTN VICTORIA ROAD - NON MOTORIZED TRANSPORT	-	-	-	-	80	15	N	N	ALL	1	0500	11	1	6	102	-29.121707, 26.201159
PROVISION OF NON-MOTORIZED TRANSPORT INFRASTRUCTURE FULLY COMPLIANT TO UNIVERSAL ACCESS DESIGN STANDARDS	IPTN KING EDWARD ROAD - NON MOTORIZED TRANSPORT	-	-	-	-	80	15	N	N	ALL	1	0500	11	1	6	102	-29.120467, 26.201835

CORPORATE SERVICES

NATIONAL KEY PERFORMANCE AREA (NKPA):		BASIC SERVICE DELIVERY															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		A SKILLED AND CAPABLE WORKFORCE TO SUPPORT AN INCLUSIVE GROWTH PATH AND AN EFFICIENT COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		GOVERNANCE, INCLUSION AND ACCESS															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		GOOD GOVERNANCE AND IMPROVED QUALITY OF LIFE															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
PERCENTAGE OF FIRE DETECTION SYSTEM UPGRADED	FIRE DETECTION SYSTEM FOR MMM BUILDINGS	3 500 000	100% UPGRADING OF FIRE DETECTION SYSTEM FOR MMM BUILDINGS	3 500 000	4 000 000	26	15	N	N	ALL	3	1900	20	2	6		
PERCENTAGE OF AIR CON UNIT UPGRADED	AIR CON UNIT: BRAM FISCHER: FINANCE	955 000	100% UPGRADING OG AIR CON UNIT: BRAM FISCHER: FINANCE	500 000		26	15	N	D	19	3	1600	40	2	6		
PERCENTAGE OF LIFT UPGRADED	NEW PASSENGER CARRIER/LIFT: GABRIEL DICHABE	700 000	100% COMPLETE UPGRADING OF NEW PASSENGER CARRIER/LIFT: GABRIEL DICHABE			26	15	N	D	19	3	1600	20	2	6		
	PASSENGER CARRIER/LIFT: THABANCHU REG OFFICE	500 000	100% COMPLETE UPGRADING OF PASSENGER CARRIER/LIFT: THABANCHU REG OFFICE			26	15	N	K	40	3	1600	20	2	6		
PERCENTAGE OF HARDWARE EQUIPMENT PROCURED	HARDWARE EQUIPMENT	800 000	100% PROCUREMENT OF HARDWARE EQUIPMENT	1 000 000	1 500 000	26	5	N	N	ALL	2	2700	11	4	5	203	29° 06' 48.48"S 26° 12' 55.89"E
PERCENTAGE OF DESKTOPS AND LAPTOPS	DESKTOPS AND LAPTOPS	2 000 000	100% PROCUREMENT OF DESKTOPS	2 500 000	2 800 000	26	5	R	N	ALL	2	2650	11	4	5	203	29° 06' 48.48"S 26° 12' 55.89"E

NATIONAL KEY PERFORMANCE AREA (NKPA):		BASIC SERVICE DELIVERY															
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		A SKILLED AND CAPABLE WORKFORCE TO SUPPORT AN INCLUSIVE GROWTH PATH AND AN EFFICIENT COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK															
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		GOVERNANCE, INCLUSION AND ACCESS															
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		GOOD GOVERNANCE AND IMPROVED QUALITY OF LIFE															
OWN STRATEGIC OBJECTIVES	PROGRAMME/PROJECT	BUDGET 2018/2019	PERFORMANCE TARGET 2018/19	BUDGET 2019/2020	BUDGET 2020/2021	FINANCING	ESTIMATED LIFE	NEW REPLACEMENT	CLUSTER	WARD NO	IDP CODE	NATIONAL TREASURY CODE	SCOA REGION	IUDF	MTSF	GFS CODE	GPS CO-ORDINATES
PROCURED			AND LAPTOPS														
PERCENTAGE OF TELECOM INFRASTRUCTURE EQUIPMENT PROCURED	TELECOM INFRASTRUCTURE EQUIPMENT	1 800 000	100% PROCUREMENT OF TELECOM INFRASTRUCTURE EQUIPMENT	2 000 000	1 000 000	26	5	N	N	ALL	2	2700	11	4	5	203	29° 06' 48.48"S 26° 12' 55.89"E
PERCENTAGE OF ICT NETWORK EQUIPMENT PROCURED	ICT NETWORK EQUIPMENT	900 000	100% PROCUREMENT OF ICT NETWORK EQUIPMENT	1 500 000	2 000 000	26	5	N	N	ALL	2	2700	11	4	5	203	29° 06' 48.48"S 26° 12' 55.89"E
PERCENTAGE OF DATA CENTRE INFRASTRUCTURE UPGRADED	DATA CENTRE INFRASTRUCTURE	2 500 000	100% COMPLETE UPGRADE OF DATA CENTRE INFRASTRUCTURE	1 500 000	1 500 000	26	5	N	N	ALL	2	2700	11	4	5	203	29° 06' 48.48"S 26° 12' 55.89"E
PERCENTAGE OF WIFI EQUIPMENT PROCURED	WIFI EQUIPMENT	500 000	100% PROCUREMENT OF WIFI EQUIPMENT	600 000	1 200 000	26	5	N	N	ALL	2	2700	11	4	5	203	29° 06' 48.48"S 26° 12' 55.89"E
PERCENTAGE OF RADIO LINKS PROCURED	RADIO LINKS	1 500 000	100% PROCUREMENT OF RADIO LINKS	1 500 000	1 236 000	26	5	N	N	ALL	2	2700	11	4	5	203	29° 06' 48.48"S 26° 12' 55.89"E

CHAPTER 5 SPATIAL DEVELOPMENT FRAMEWORK REVIEW

5.1 SPATIAL BACKGROUND AND TRANSITIONAL ARRANGEMENTS

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

5.1.1 Role of the SDF

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

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

5.1.2 Public Participation

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

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

5.2 THE CURRENT DEVELOPMENT SITUATION AND TRENDS

5.2.1 Spatial Characteristics

The Mangaung area comprises 3 urban centres and a surrounding rural area that accommodates both commercial and communal mixed farming. With the new demarcation the rural towns of Soutpan, De Wetsdorp, Wepener and Van Stadensrus were included in the Mangaung Municipal area. The central locality of the municipal area in relation to the rest of the country ensures that a number of major arterial and access routes transverse the area, of which the N1, N6 and N8 routes are the three national roads that link the municipal area with the rest of the country. Other Road networks amongst other are the N6 to the Eastern Cape via Aliwal North , the R702 to De Wetsdorp, R706 to Jagersfontein , R64 to Warrenton, R700 to Bultfontein and the R 30 to Virginia / Welkom.

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

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

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

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

The following conclusions are drawn from the above table;

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

5.2.2 Bloemfontein

Bloemfontein is the economic hub of the municipal area and will remain the locus for future development. The city is centrally located in South Africa and is served by major roads such as the N1 which links Gauteng with the southern and western Cape, the N6 which links Bloemfontein to the Eastern Cape and the N8 which links Lesotho in the east with the Northern Cape in the west via Bloemfontein. The city has developed around the central business district (CBD) in a concentric 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 city center.

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

5.2.3 Botshabelo

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

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

The unemployment rate stands at 32.9 % 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. Brand Street link the Thaba Nchu CBD with the N8 towards the south west.

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 (Naledi Sun) 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. A Regional Park was recently completed in Seloshesha.

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

5.2.5 Rural areas and Rural Towns

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

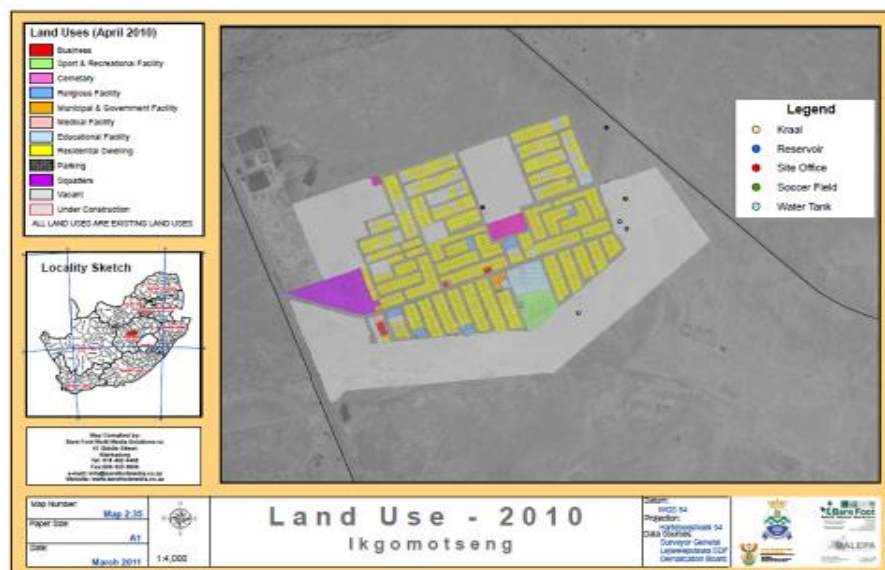
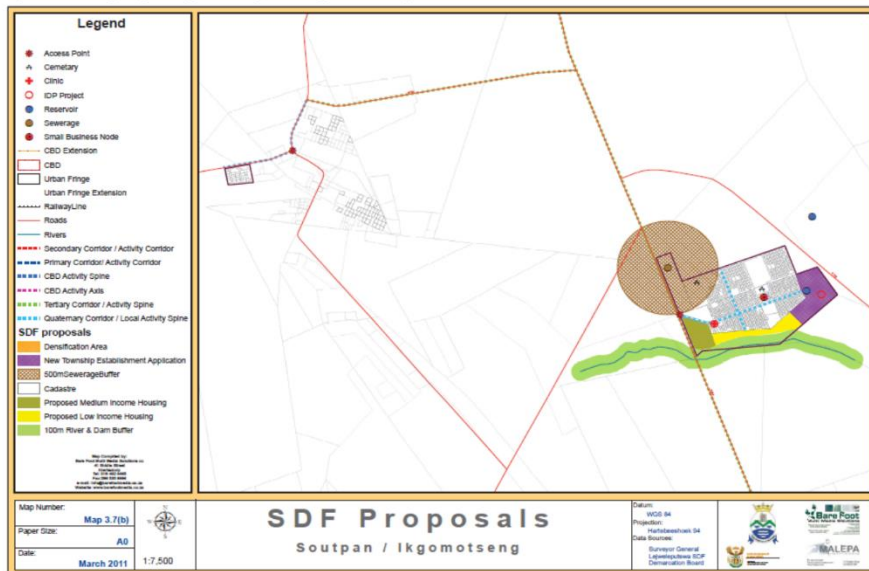
Glen Agricultural College to the north of Bloemfontein is an asset to the rural area, especially in offering support to the establishment and sustenance of emerging farmers.

Several dams are located in the rural area of which the Krugerdrift dam, Tierpoort dam, Mockes dam, Rustfontein dam and Moutlatsi 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.

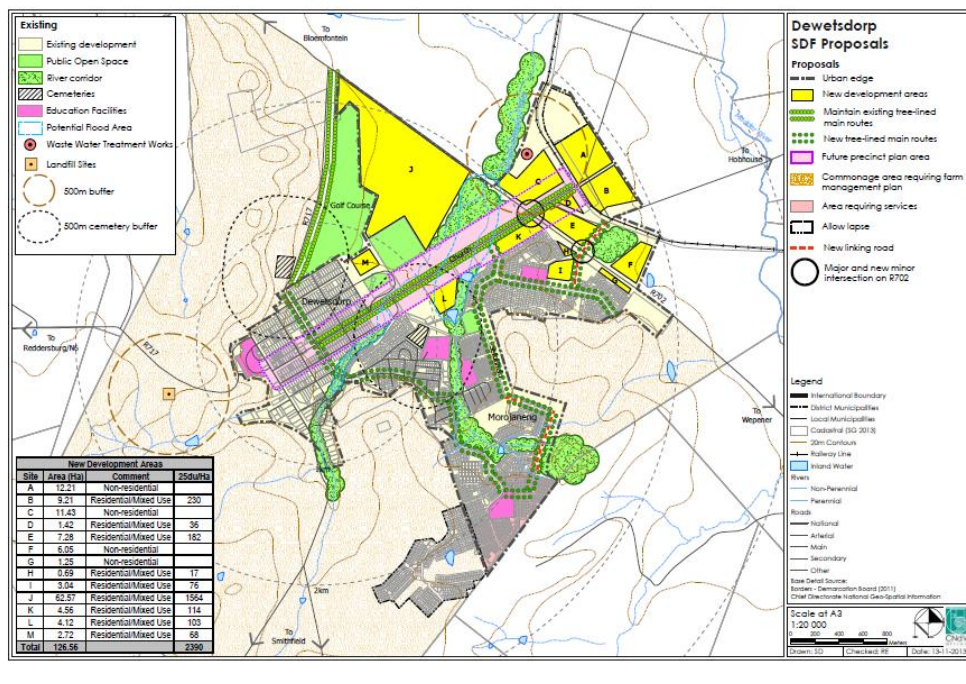
Soutpan

Soutpan/ Ikgomotseng: Soutpan is a very small town that was established due to the existence of salt in the immediate surroundings of the town. The town is still producing a vast amount of salt and the current inhabitants of Soutpan are employed by the salt production industry. The town is 52 km away from the town of Bultfontein to the north and 38 km away from Bloemfontein to the south. The area is known for the Florisbad anthropological area and also the Soetdoring Nature Reserve. Ikgomotseng is 5 km to the east of Soutpan and can almost be seen as a centre on its own.

Map 159: SDF proposal for Soutpan/ Ikgomotseng

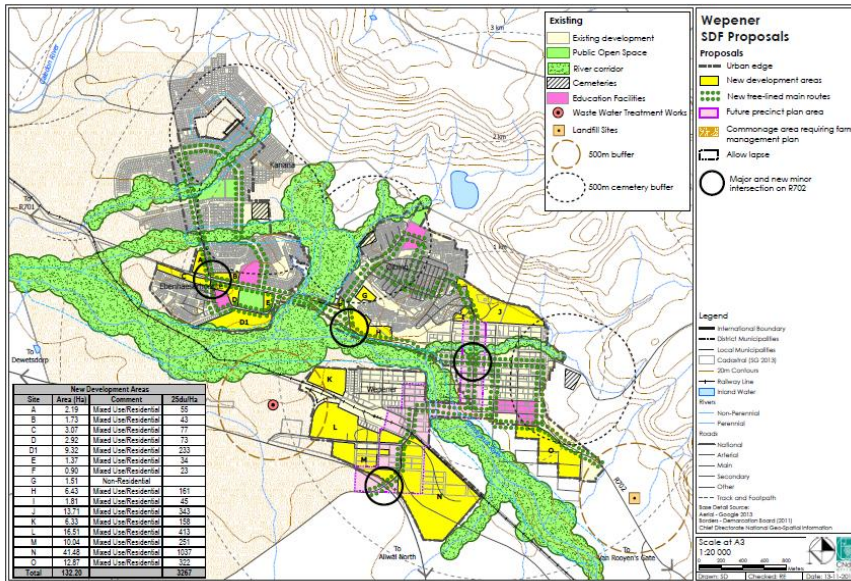


Dewetsdorp is located 75km south-east of Bloemfontein on the R702. The town of Dewetsdorp is part of the Battlefields Route. One attraction is the British War Graves and Monument. The town has a beautiful nine-hole golf course and is also the home of the Osram Total Car Rally.

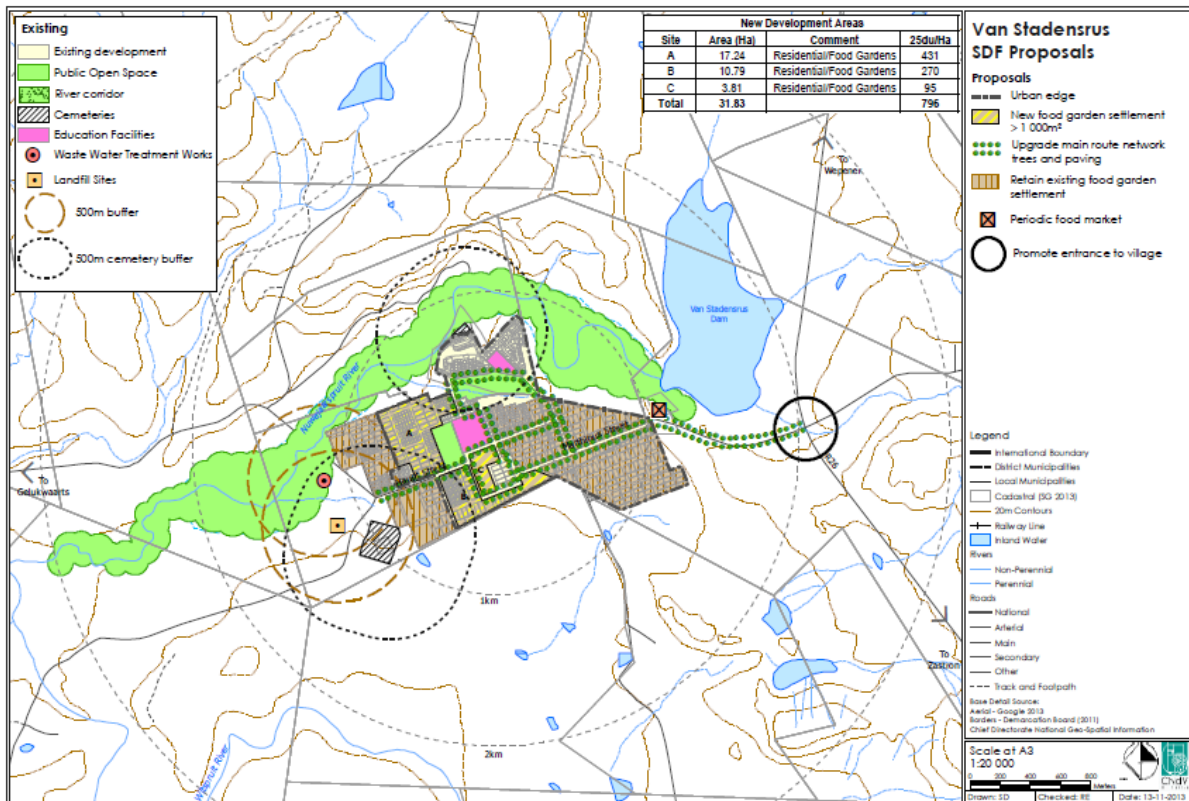


Wepener is located 120km south east of Bloemfontein and was founded in 1867 on the banks of Jammersbergspruit, a tributary of the Caledon River. The Caledon Nature Reserve is about 15km south of Wepener on the R701. The Caledon River flows through the reserve, and the Welbedacht Dam is located in the southern region of the reserve. Also of interest is the Louw Wepener Memorial statue, Thaba Bosiu Memorial stone and Jammerbergdrif Battlefield site. The sandstone street of

Jammersberg Bridge over the Caledon River has been declared a national monument.



The town of Van Stadensrus is located 160km south east of Bloemfontein and is one of the frontier towns on the border of South Africa and Lesotho. It is in close proximity to the Egmont and Van Stadensrus Dams, and is on the Anglo-Boer War Route



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%			
Total	747 432.00	100.00%	100.00%	0.00%	0

The following can be concluded from the above table;

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

According the Local Government Handbook the Mangaung total population was 775 184 in 2011 and 787 803 in 2016. The population growth rate is 0.37% in 2016. The number of households was 240 700 in 2011 and 265 561 in 2016.

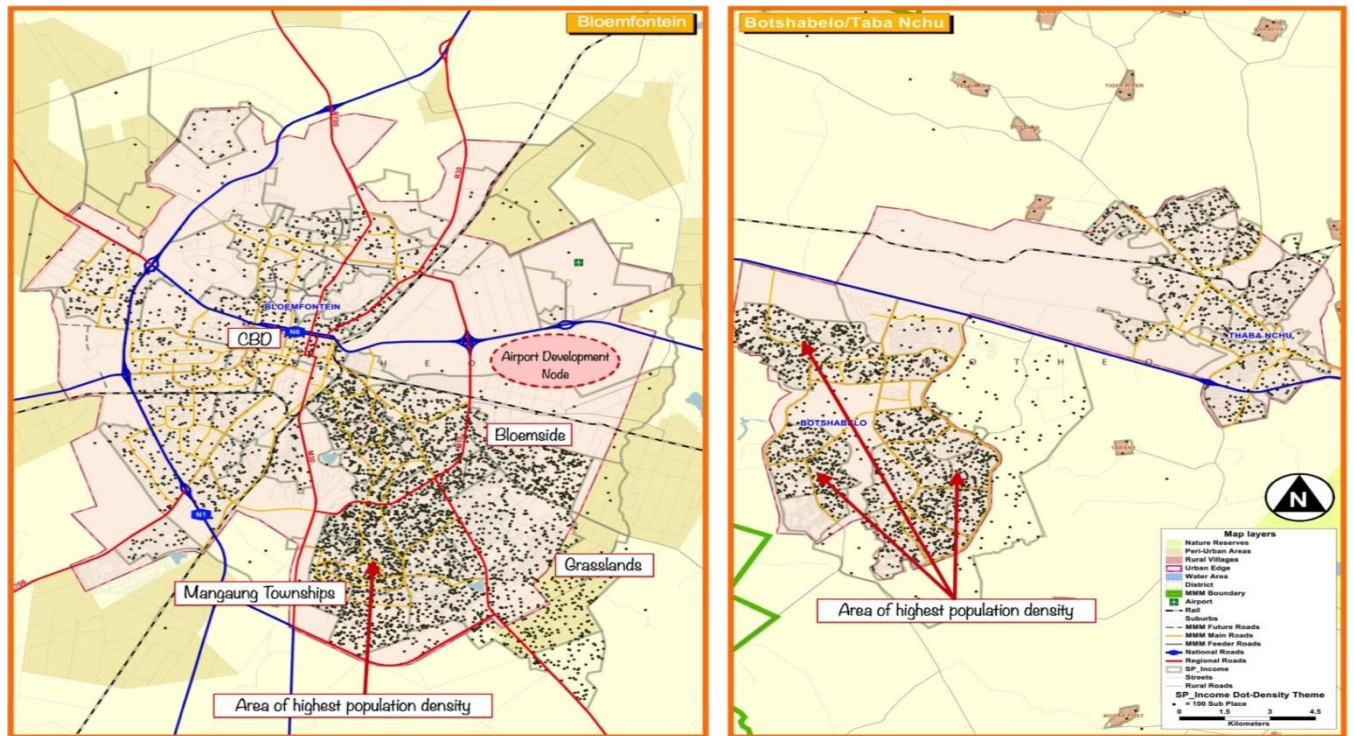
According to the Community Survey, 2016, the erstwhile Mangaung Metropolitan Municipality had a population of 759 693. The former Naledi Local Municipality had a total population of 24 797 whereas Soutpan had 2452 people. On average the total population of Mangaung Metropolitan Municipality is 787 929

5.2.6.1 Population Density

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

Primarily low and medium income and high density population (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.

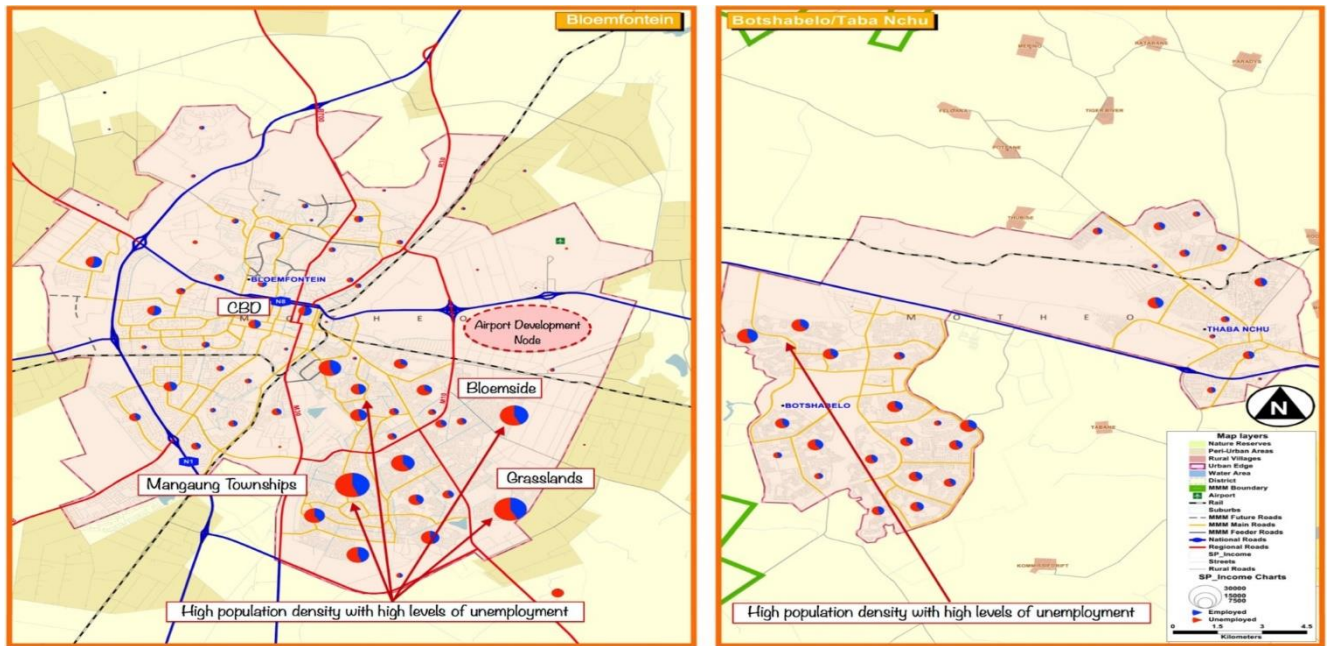
5.2.6.2 Spatial Population Density and Distribution 2011



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

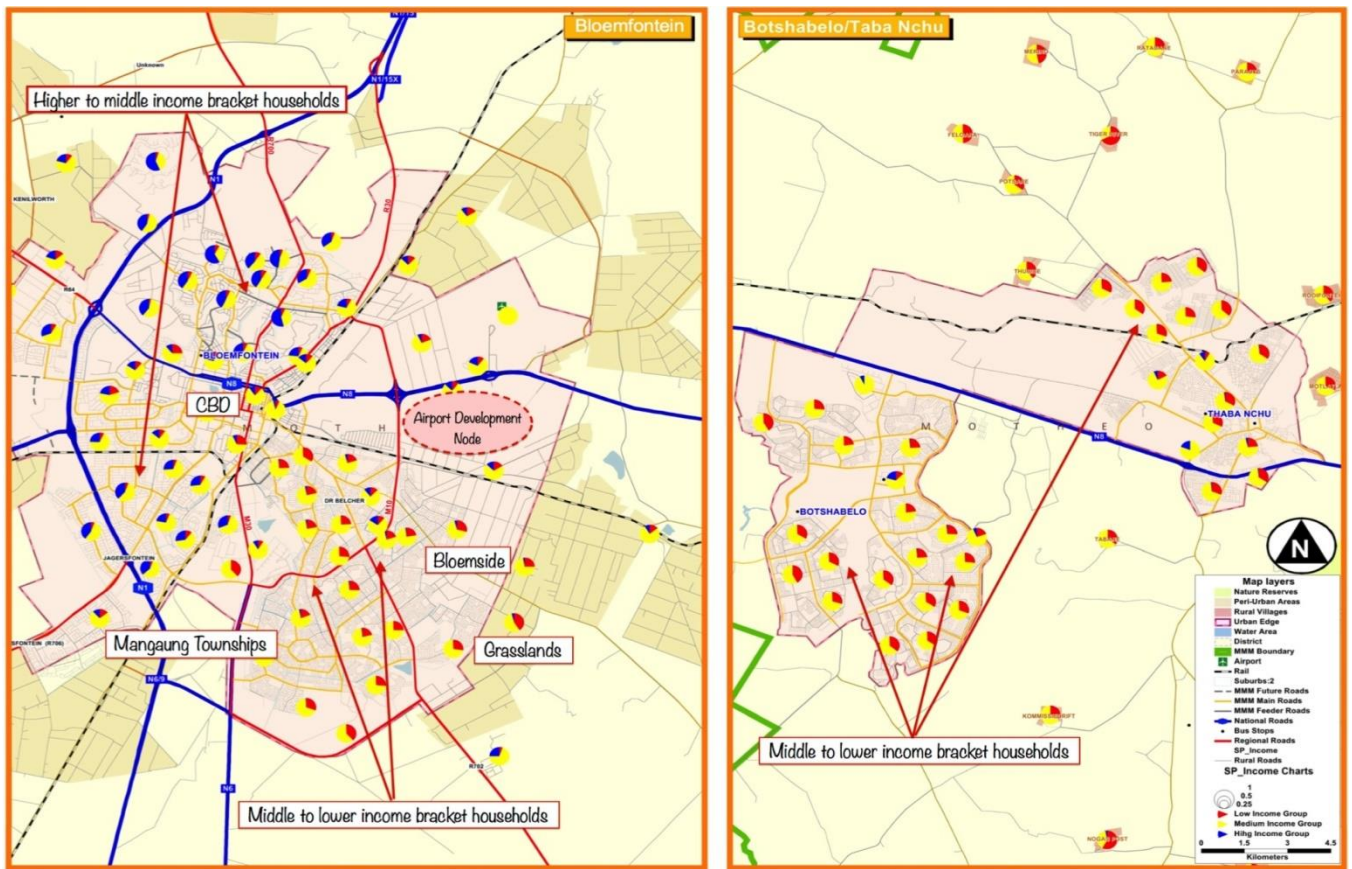
5.2.6.2 Spatial Employment Status and Distribution 2011

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 Manguang 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)

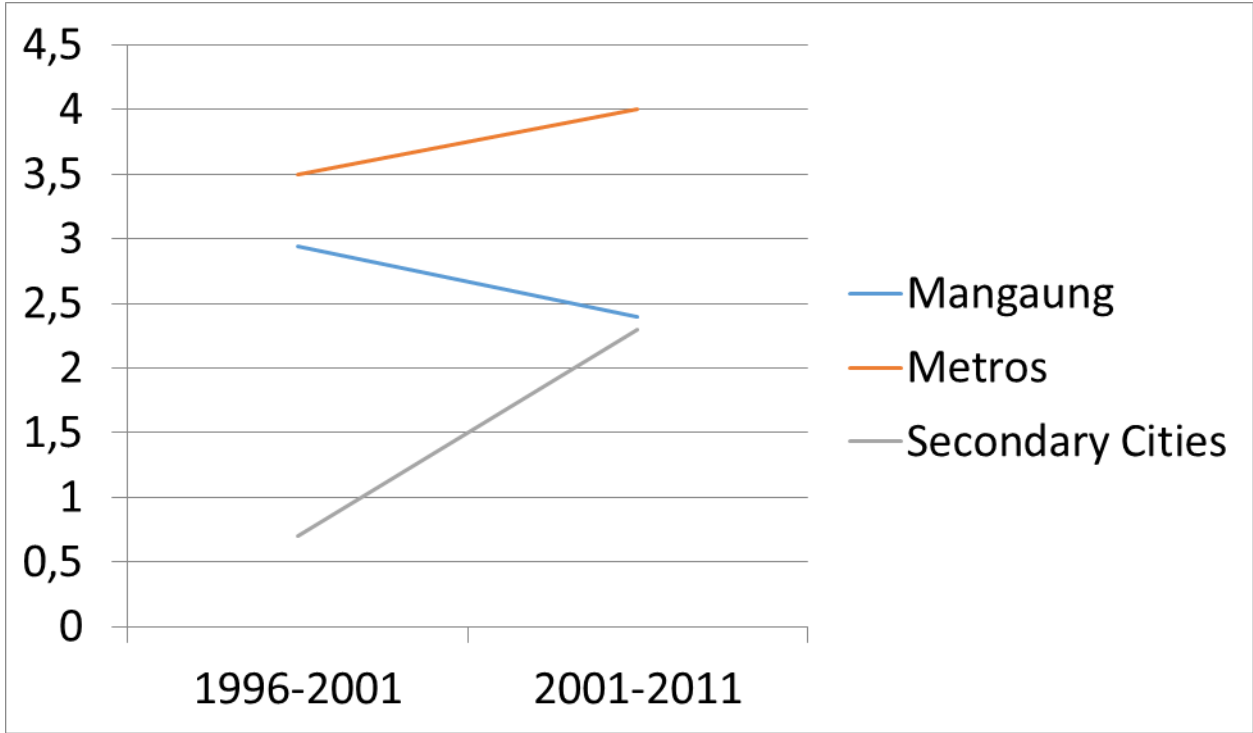
	MMM	Botshabelo	Bloemfontein	Thaba Nchu
1996	R 16 365 681	R 965 951	R 14 298 469	R 1 101 261
2001	R 17 851 386	R 1 045 130	R 15 658 747	R 1 147 509
2004	R 19 841 361	R 1 100 606	R 17 467 212	R 1 273 544
2007	R 24 056 145	R 1 244 006	R 21 447 708	R 1 364 432
2010	R 29 521 239	R 1 570 918	R 26 388 681	R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

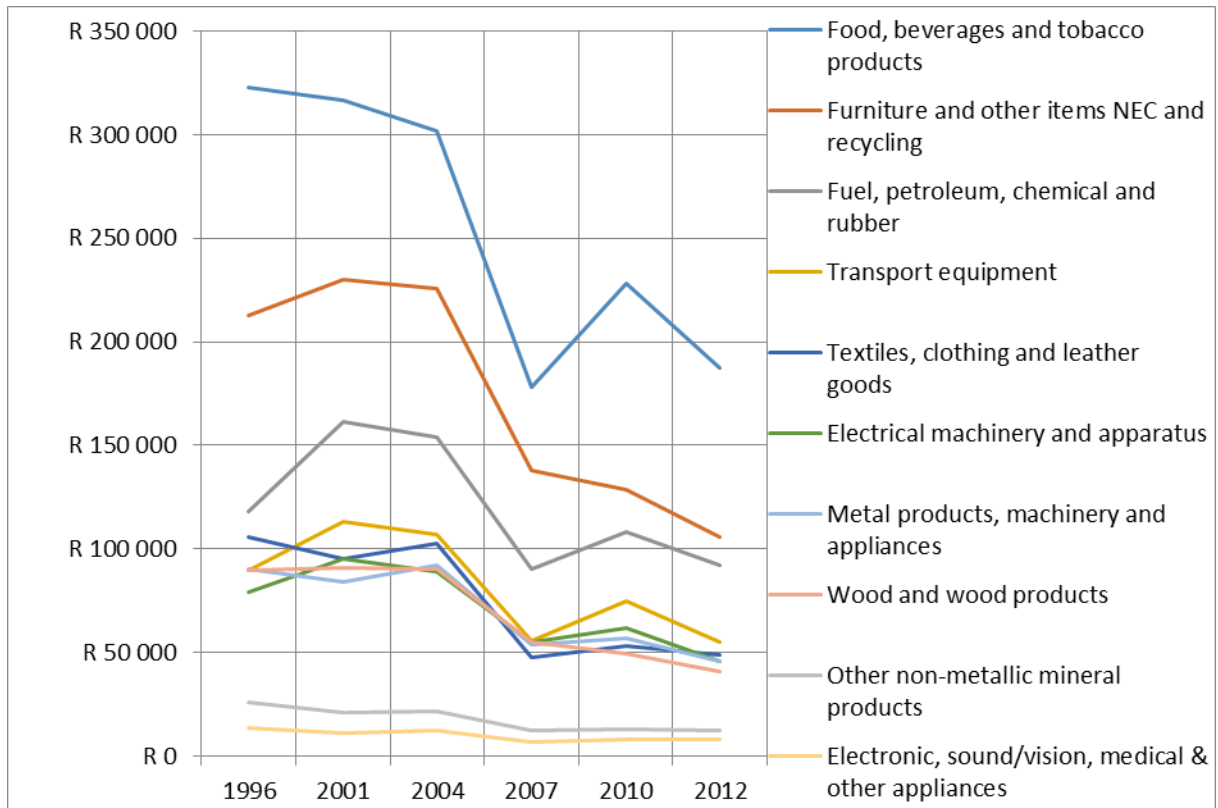
Sectors	Mangaung	8 Metros	Six Secondary Cities
Agriculture	2	0.6	1.7
Mining	1	.66	11.1
Manufacturing	2	18.9	19.0
Construction	3	3.8	5.0
Utilities	1	1.8	3.0
Trade	20	15.1	11.1
Transport	11	11.2	11.2
Finance	20	27.5	18.6

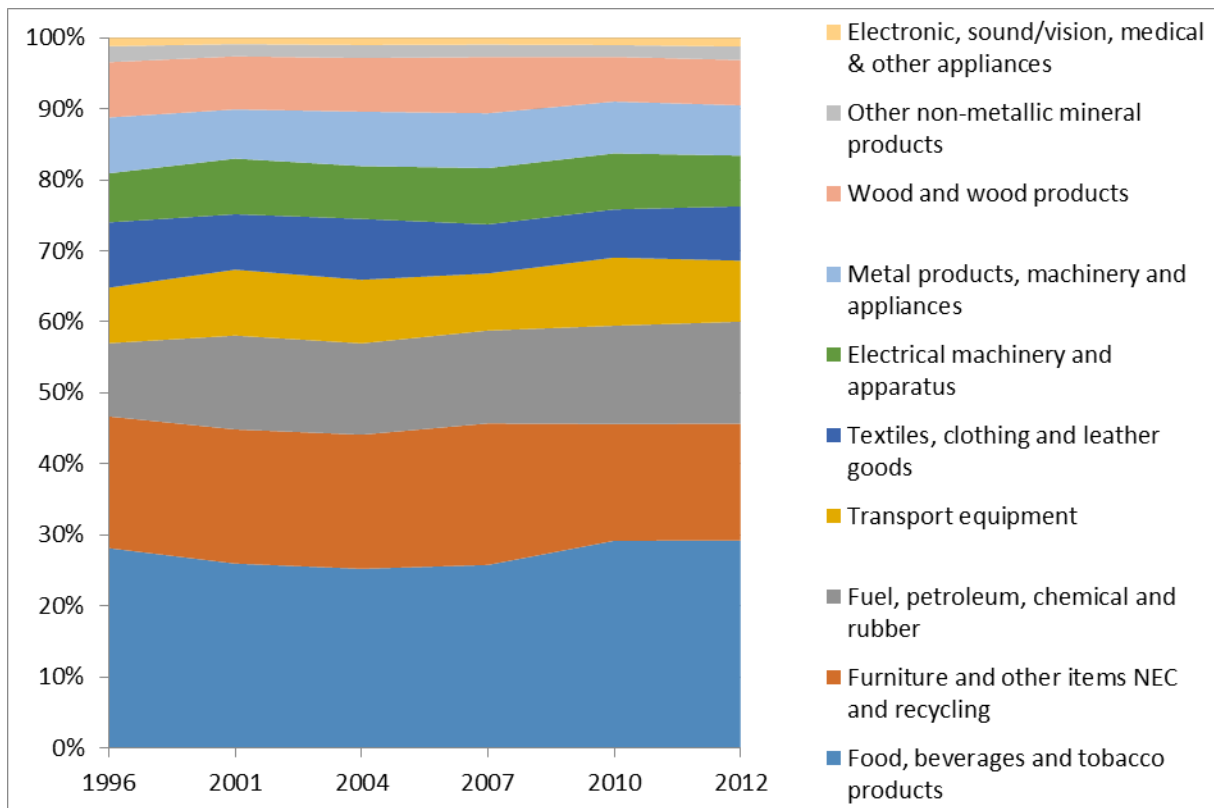
Services	40	20.6	19.2
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5.2.8.3 Economic Growth Rates



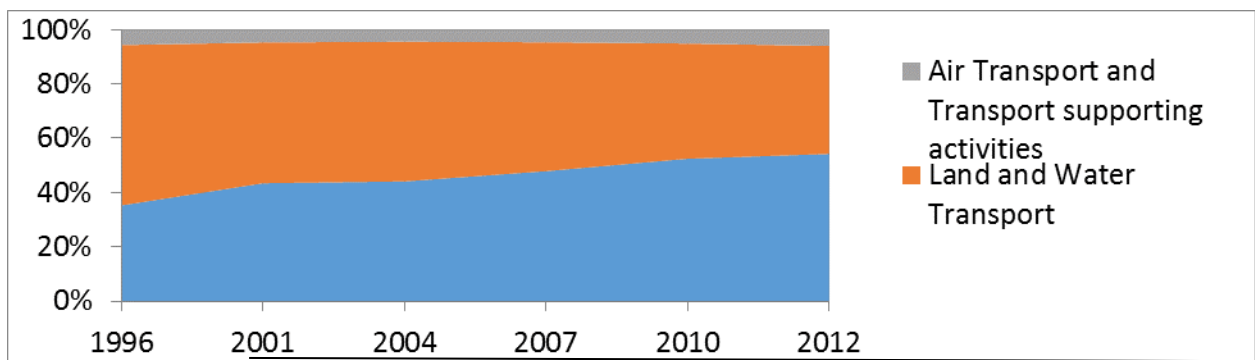
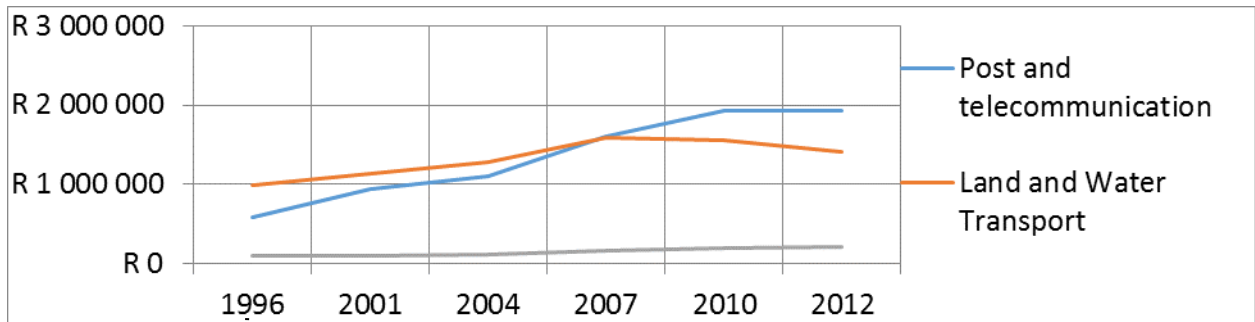
5.2.8.4 Detailed economic profile: Manufacturing (GVA constant 2005 prices, x R1000)





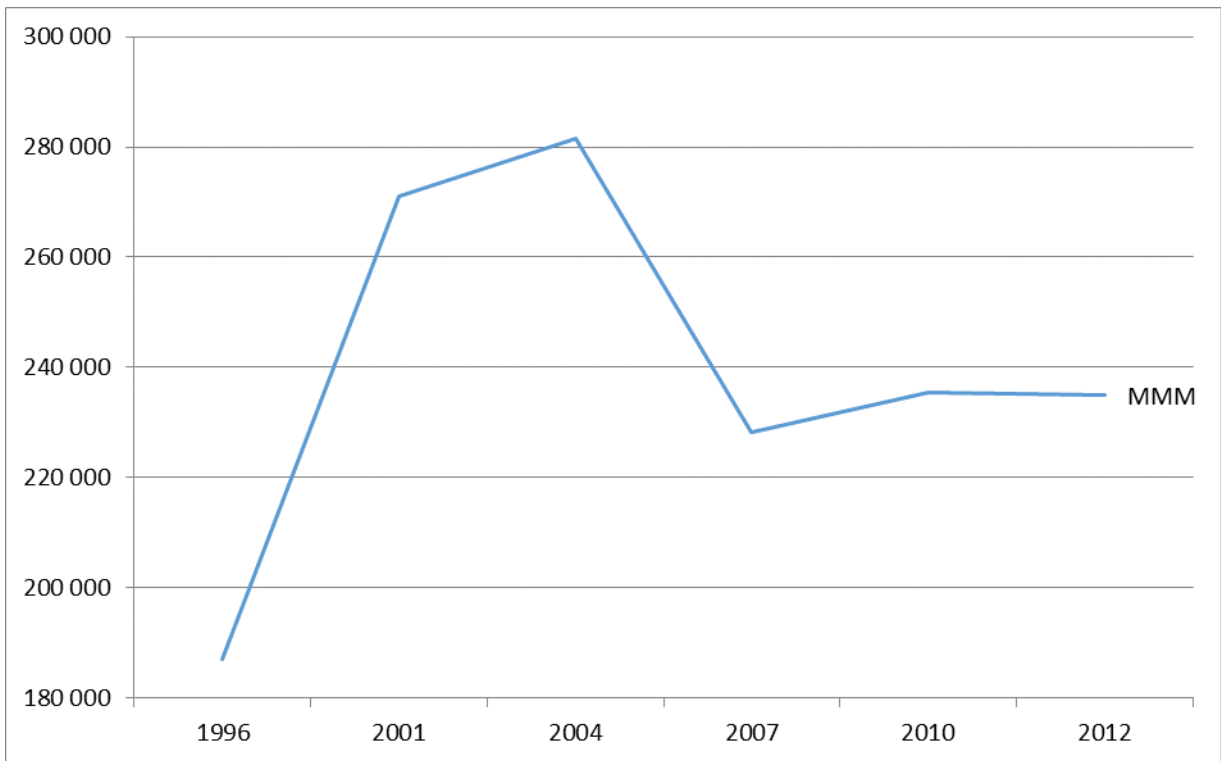
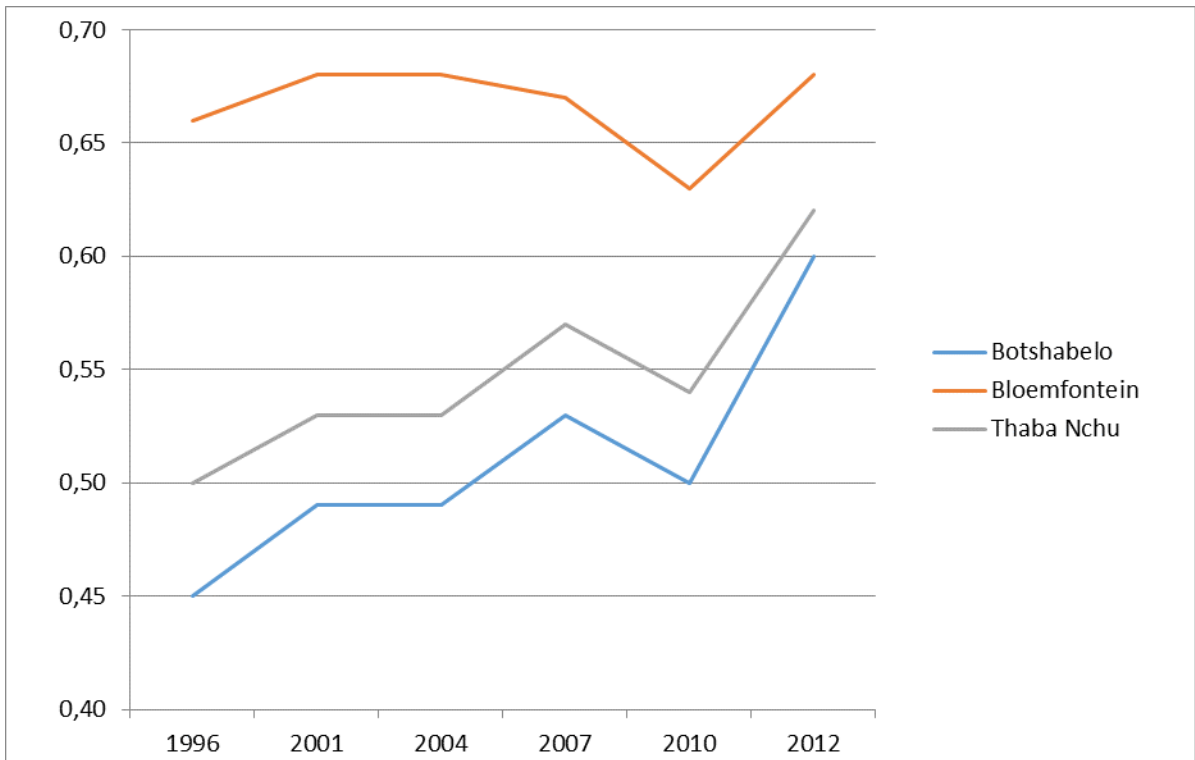
Manufacturing is currently contributing about 2.4 % of the GVA in the MMM a significant reduction from 3.7% of 2007 and a massive reduction from 6.5% in 2004. The continued and growing dominance of food, beverages and tobacco products largely confirms a manufacturing geared to local need. The manufacturing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



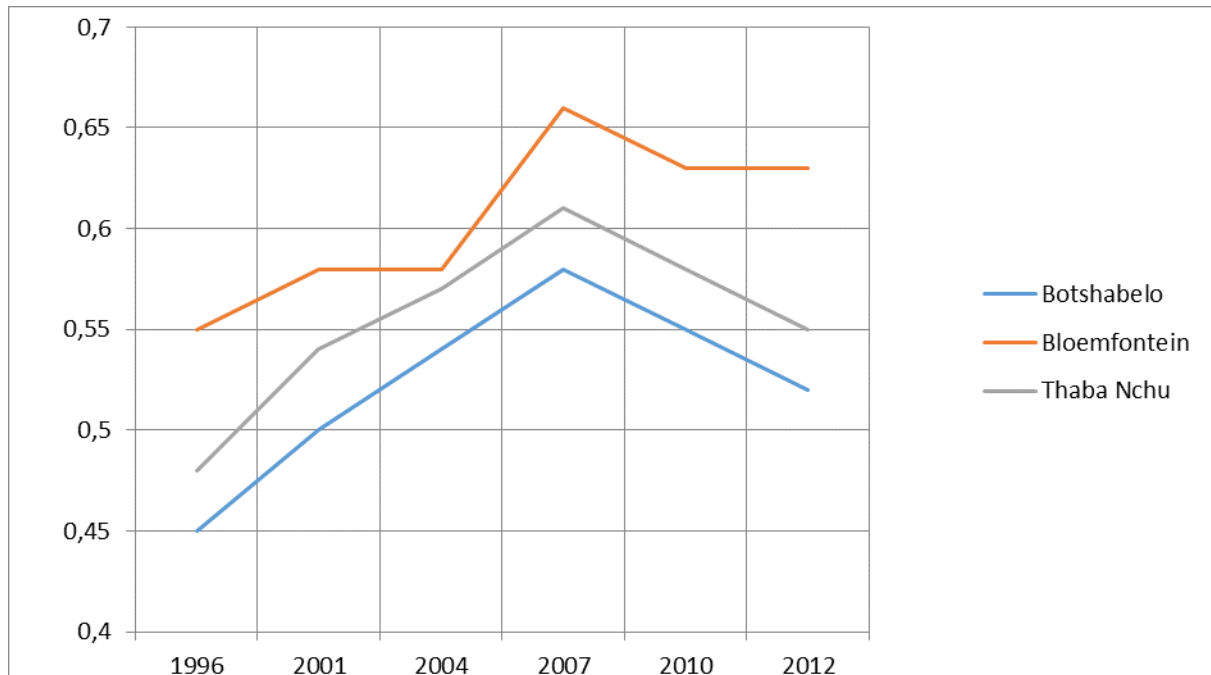
According to the table above growth occurred in the three sub sectors of the Transport sector between 2001 and 2007, while all sectors but Land and Water transport continued to grow since 2001.

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 Mangaung Metropolitan Area (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

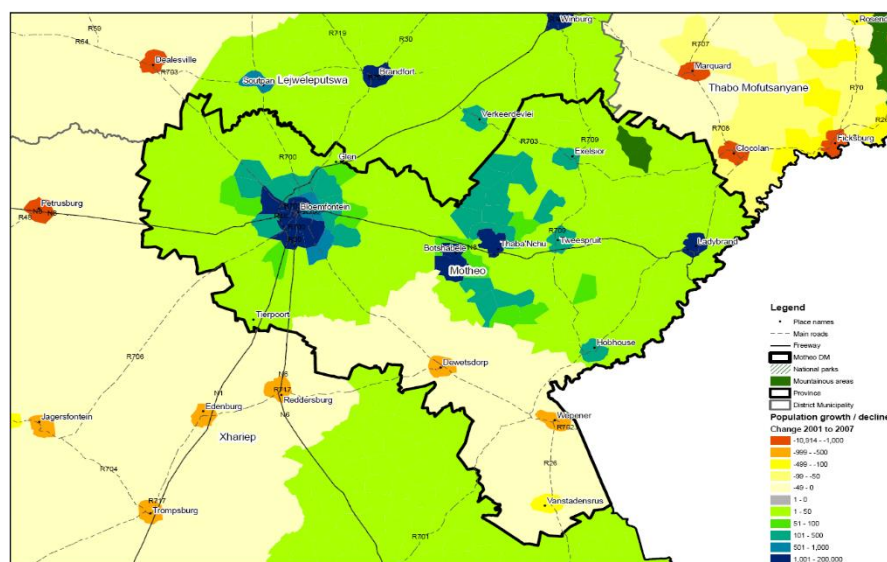
The table show that the economy of the MMM is becoming more concentrated. It is probably concentrated in terms of the community services sector. The challenge remains to decrease economic concentration and increase economic diversification. It is also significant that the economies in Botshabelo and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



CSIR Community Survey 2007 : Migration Trends Mangaung Region

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).

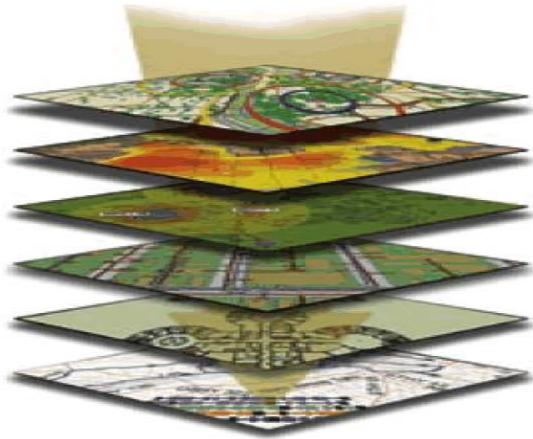


Figure a Levels of planning
Vertical Planning

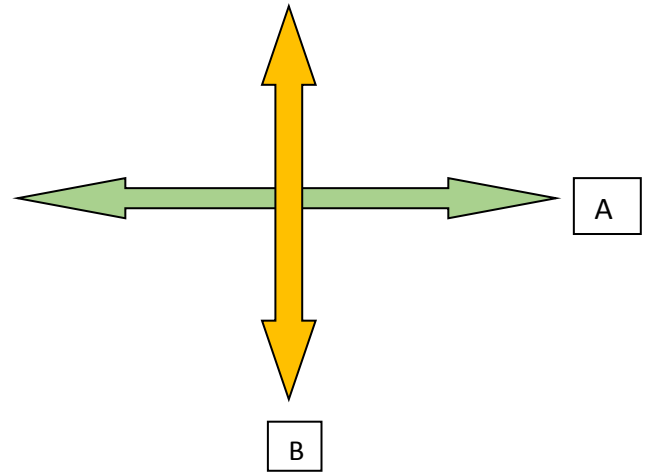
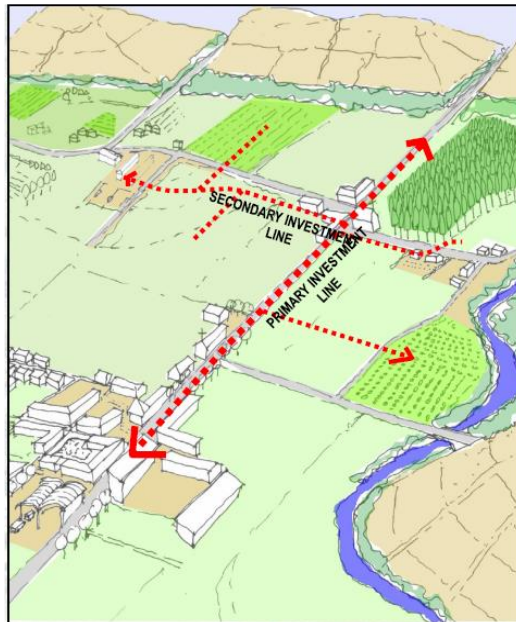


Figure b: Horizontal and

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 primarily for the public sector investment, renewed investment is likely to

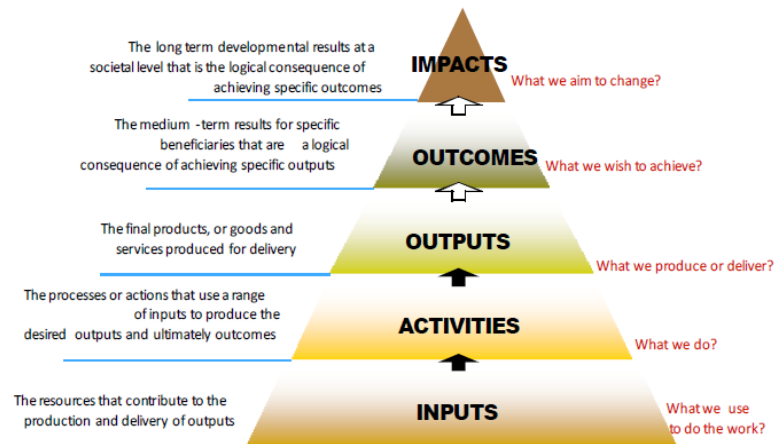
An important function of this approach is to facilitate ongoing partnership between MMM and private developers by clearly indicating a spatial development framework within which the partnership needs to occur.

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

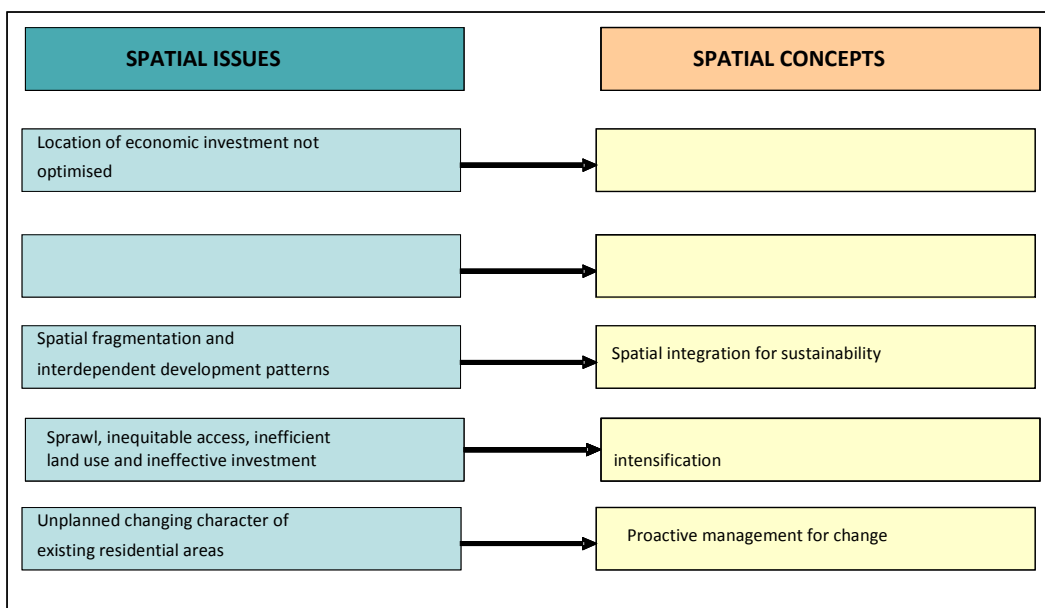
MMM's central concern underpinning the Chapter One principles is the need to create a new spatial form and structure for the settlements in its area of jurisdiction to improve their performance. The principles, as interpreted by MMM, reject the low density, sprawling, fragmented and largely mono-functional 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 a 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

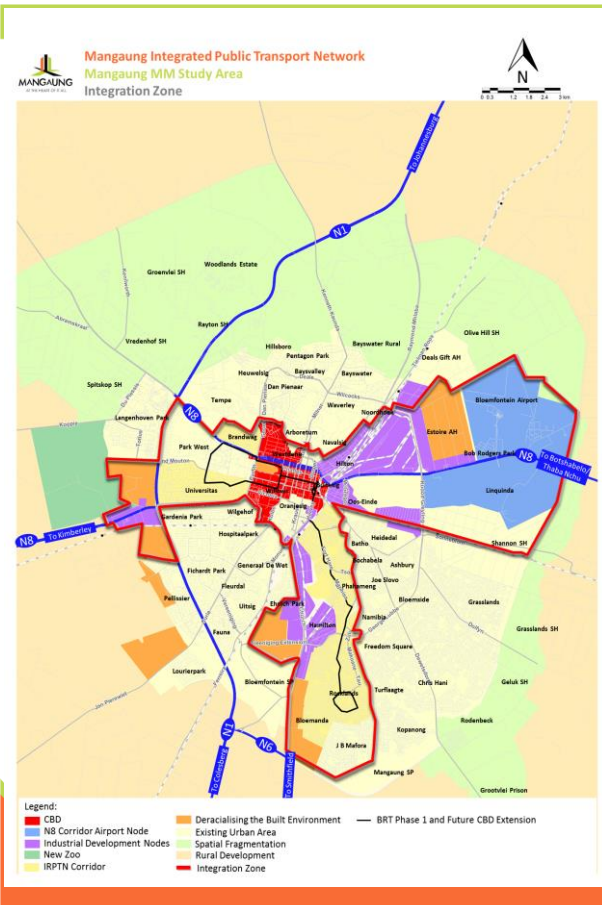
Box 5.4.1 Strategic location of economic growth

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 strategic focus area for economic growth are focussed in the integration zones 1, 2 and 3 as depicted in the Built Environment Performance Plan.

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. Towards the east the airport node are strategically closely located to the Bram Fischer Airport and the Transwerk and East End Industrial Node. The construction of the Buitesicht Bridge will improve accessibility between the CBD and the eastern Industrial Nodes and the Airport Node. This will be integration zone 1. The Integration Zone 1 also aims to create economic opportunities in close proximity to the northern part of Batho location and Heidedal townships.

Integration zone 2 will be towards the south of the Bloemfontein CBD the Integration Zone will link the Church Street Retail area, The Hamilton Industrial Area and Vista Park 2 and 3 and Hillside View integrated Housing developments. The Hamilton Industrial area are also in close proximity to Batho location through which the planned IPTN route traverse along Mapisa road. The Hamilton Industrial area are in close proximity (500m) to Batho location, Phahameng, Rocklands townships .



Income Group	2015	2015	2015	2015	2015
	Dwelling Units	Population	Retail m ²	Office m ²	Total Formal Workers
Phase 1	47,436	140,674	375,015	532,056	68,293
Phase 2	15,952	44,029	257,103	311,366	50,576
Total Integration zones	63,388	184,703	632,118	843,422	118,870
Total Mangaung MM	261,242	833,141	1,107,893	968,264	221,129
Phase 1 (%)	75%	76%	59%	63%	57%
Phase 2 (%)	25%	24%	41%	37%	43%
Total Integration zones	100%	100%	100%	100%	100%
Integration as % of Total	24%	22%	57%	87%	54%

Income Group	2036	2036	2036	2036	2036
	Dwelling Units	Population	Retail m ²	Office m ²	Total Formal Workers
Phase 1	75,619	197,551	426,915	573,856	78,666
Phase 2	32,893	83,995	361,303	461,366	70,037
Total Integration zones	108,512	281,547	788,218	1,035,222	148,703
Total Mangaung MM	374,451	1,045,326	1,385,793	1,160,064	263,000
Phase 1 (%)	70%	70%	54%	55%	53%
Phase 2 (%)	30%	30%	46%	45%	47%
Total Integration zones	100%	100%	100%	100%	100%
Integration as % of Total	29%	27%	57%	89%	57%



Integration Zone 3 is predominantly private sector driven and stretches from the Bloemfontein CBD and link the two Universities towards the west and the Universitas hospital. Along Paul Kruger Avenue various high density student houses are developed in close proximity to the University of the Free State. On the side of Nelson Mandela are developed various Social Housing units known as the Brandwag flats. Integration Zone 3 holds future potential for the development of the Zoo land.

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.

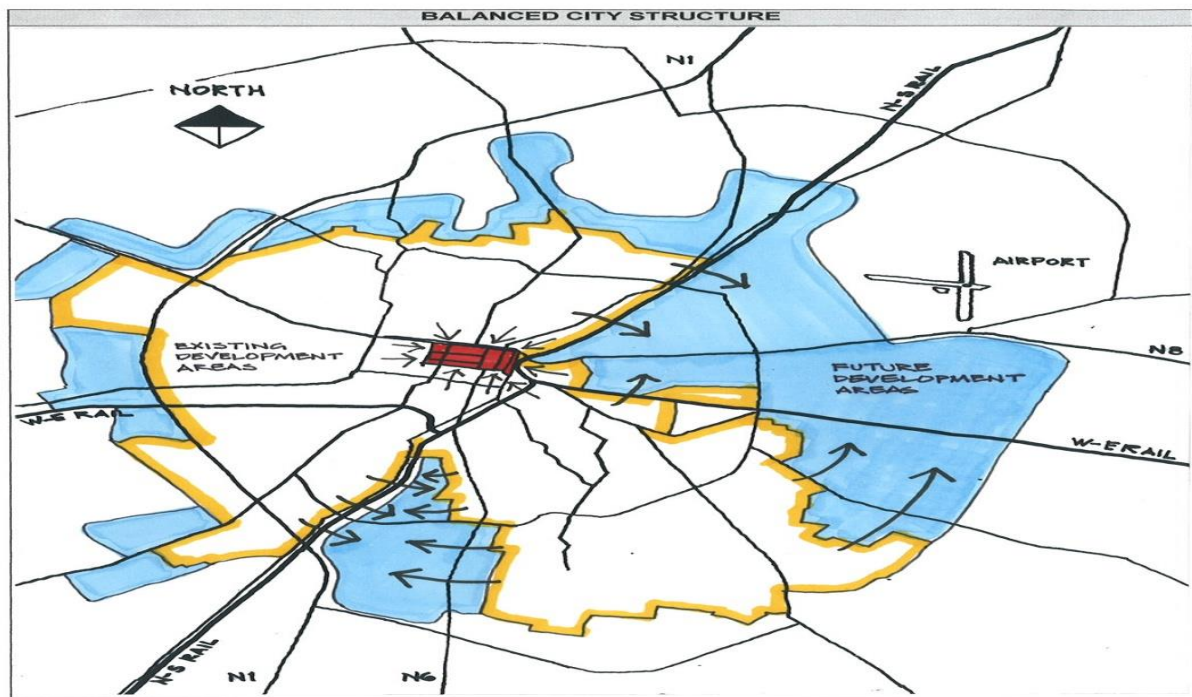
Allowing new development without ensuring acceptable levels of service will have a detrimental effect on the functioning of the city and will in the long run have considerable negative economic implications for the city as a whole. Therefore development in the Spitskop area has to be managed in the confines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

Based on the above-mentioned aspects the city identified 3 integration zones along the following development spines :

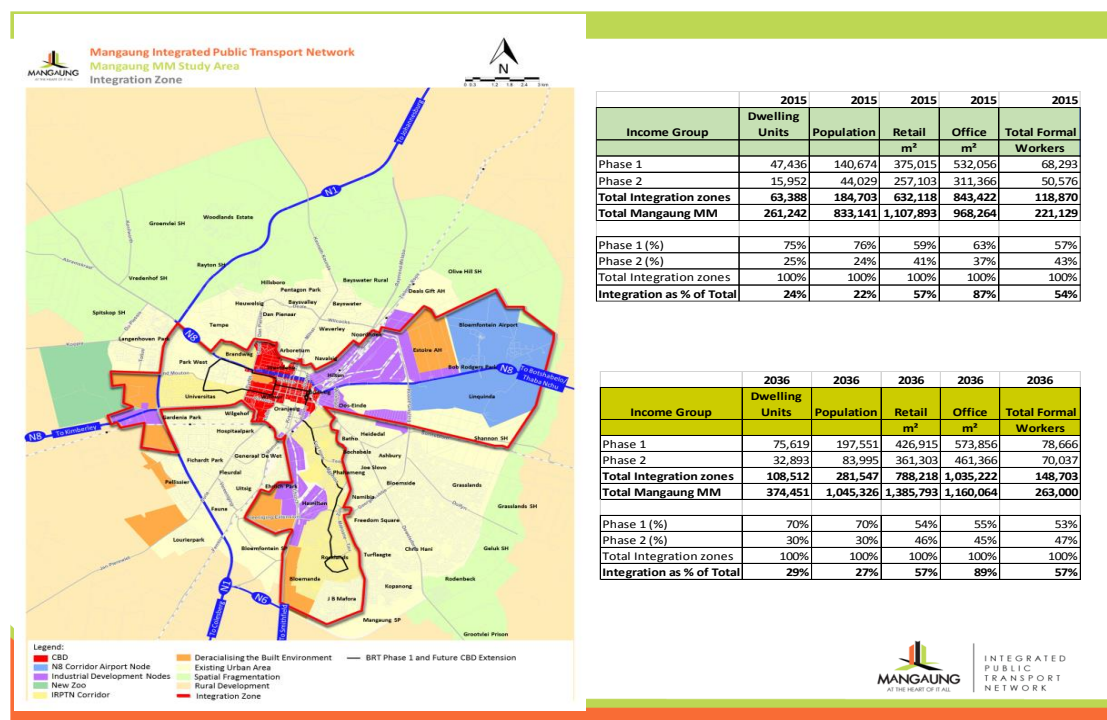
Integration Zone 1 : CBD to the Airport Node along via East End and along the N8

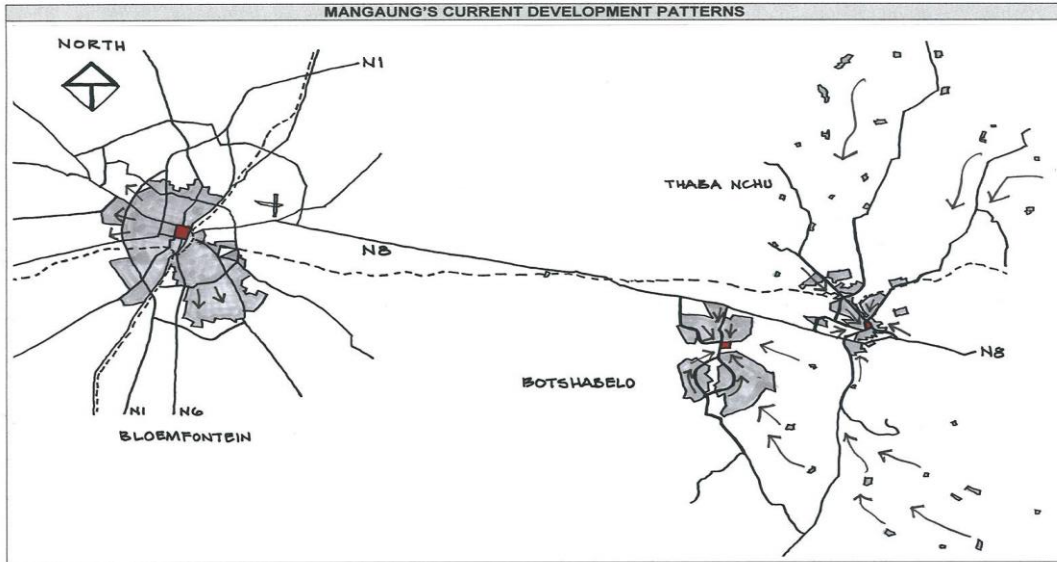
Integration Zone 2 : CBD to Vista Park 2 and 3 and Rocklands via Maphisa Road

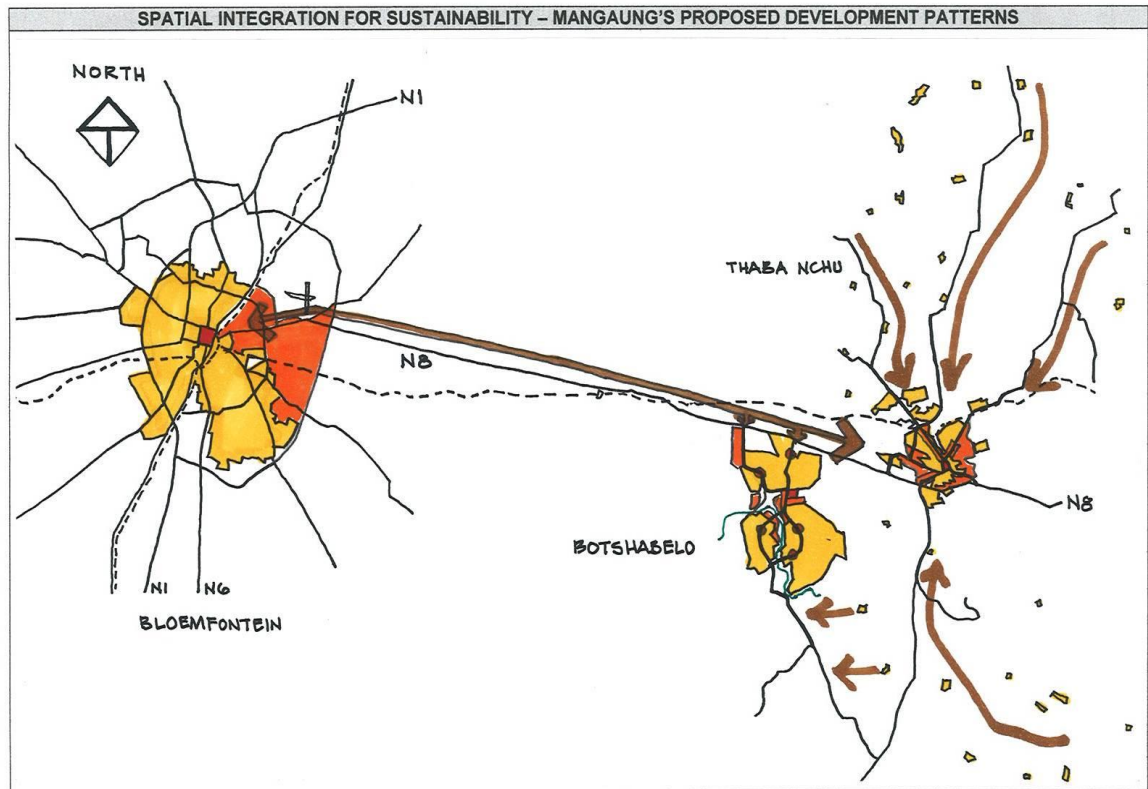
Integration Zone 3: CBD to the University of the Free State and Universitas Hospital

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.

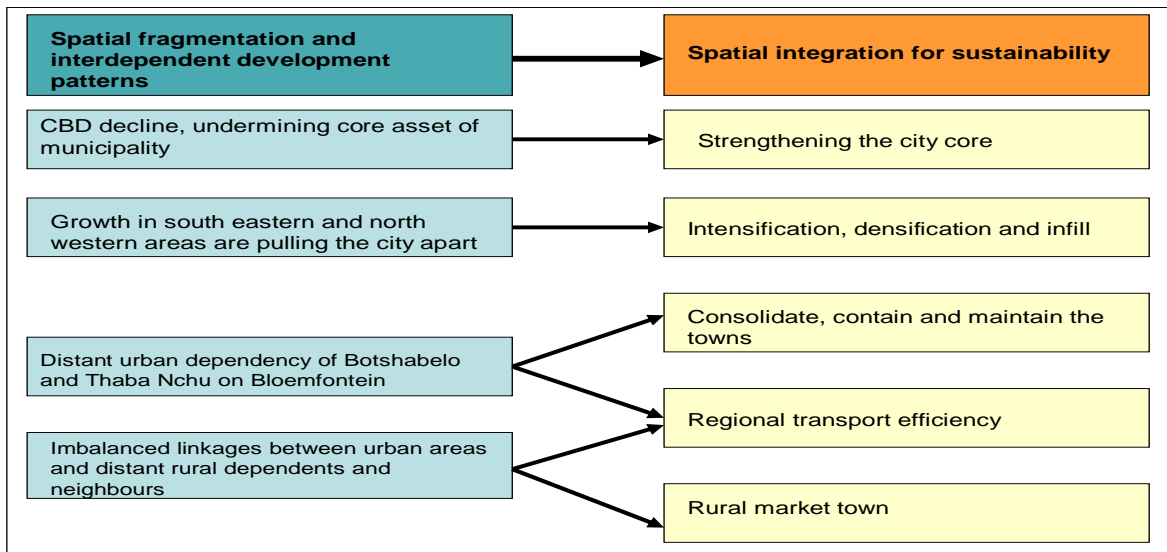






In the following sub-sections these issues and concepts are unpacked in more detail, as summarised in the following figure.

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.

The Objective to achieve City Regeneration should be facilitated through amongst other the UDZ 's for :

Bloemfontein
Botshabelo CBD and Industrial
Thaba Nchu CBD
De Wetsdorp CBD
Wepener CBD
Van Stadensrus CBD

Further interventions is the following;
Bloemfontein – CBD Master Plan and Waaihoek Precinct Plan
Thaba Nchu – CBD Master Plan
Botshabelo CBD Master Plan

New Projects is to develop CBD Master Plans for;
Wepener , Van Stadensrus and De Wetsdorp

5.4.4 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.

5.4.5 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.

5.4.6 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.

5.4.6 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

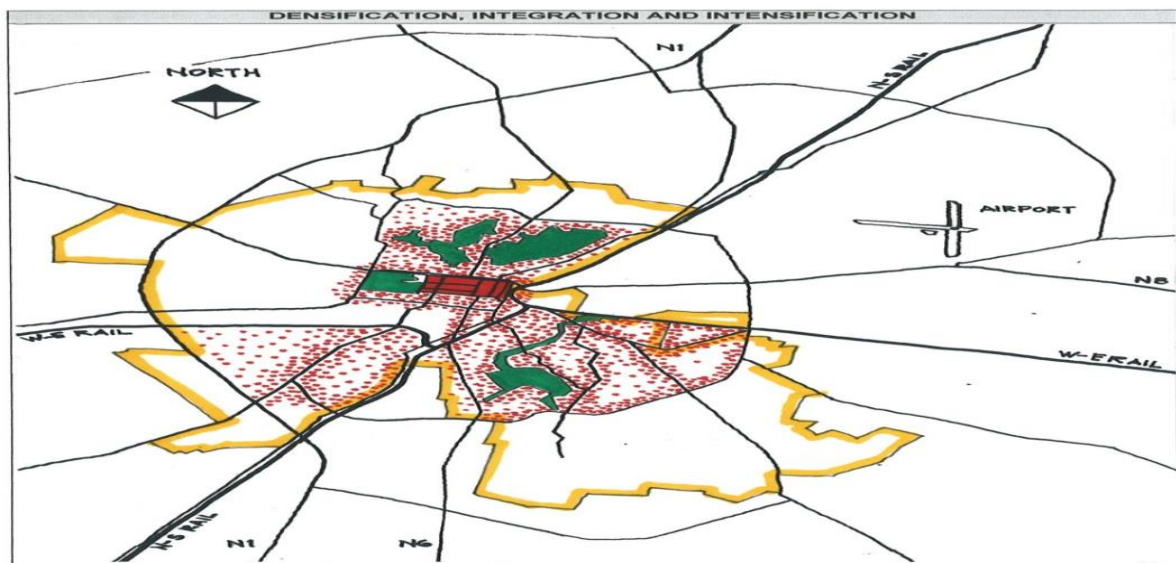
These concepts jointly will begin to address the issues of city sprawl, inequitable access, inefficient land use and ineffective investment.

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 ;



5.4.7 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

5.4.8 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

IDP Objectives and Programmes

SDF concepts	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	By creating more	By maximising	By creating improved	By maximising	By maximising	By intensifying

IDP Objectives and Programmes						
SDF concepts	Promoting economic development	Regenerating the CBD	Sustainable Shelter	Services for all	Clean Environment	Promoting Rural Development
densification and infill	intense use of existing & new resources and investments	more holistically the potential and resources of the city fabric	existing & new resources & opportunities for livelihoods support	existing resources & creating more efficient supply of new resources	the efficiency, safety, and benefit of services, the environment and open space	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 effective for remote communities			By making urban markets and livelihoods services more accessible 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		By consolidating the benefits of small town	By focusing integration strategies to	By improving the existing environmental	By reinforcing & consolidating the

IDP Objectives and Programmes						
SDF concepts	Promoting economic development	Regenerating the CBD	Sustainable Shelter	Services for all	Clean Environment	Promoting Rural Development
	potential of the current situation		efficiencies	consolidate the planning pattern of the two towns	opportunities through consolidation & maintenance to maximising their benefits	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

SDF concepts	Promoting economic development
	clearly illustrated in the marketing materials. The area could also accommodate a venue for trade exhibitions and fairs, and a transport logistics hub
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

SDF concepts	Sustainable Shelter
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	To establish a new urban node to the north of Botshabelo and integrate Thaba Nchu

SDF concepts	Sustainable Shelter
Botshabelo and 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
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"> • establishing a Business Improvement District (BID) within the Bloemfontein CBD; • 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; • modelling of traffic flows resulting from potential pedestrianisation of roads; • demarcation of pedestrian-only zones; • the design and landscaping of Hoffman Square; • landscaping & planting of grass, shrubs and trees; • providing street furniture and lighting; • landscaping & redesign of street surface in car-free zones and erecting hawker facilities; • installing CCTV; • 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; • upgrading of public ablution facilities; • conducting a feasibility study to enlarge the Bloemfontein CBD eastwards over the railway line to connect more directly to the N8 corridor development and

SDF concepts	Regenerating the CBD
	<p>provide easier access to the south-eastern area;</p> <ul style="list-style-type: none"> • developing and managing the CBD Master plan; • implementing security patrols, more frequent cleaning operations, maintenance of streets & storm water drainage; • a street trader management system and the design and erection of suitable structures to accommodate street traders.
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"> • designing the covering over the spruit to reclaim land above Bloemspruit; • implementing the KPA 1-3 upgrade Dr. Belcher/Fort Street/CBD in Mangaung Activity Corridor; • facilitating discussions and establishing Memoranda of Agreements with landlords for upgrading or converting offices to residential accommodation; • conducting a study to identify high density residential Zones in the CBDs (CBD Master plan); • secure funding for at least 2000 units in high density housing in the Bloemfontein CBD; and • upgrading the Batho market.
Regional transport efficiency	<p>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.</p>
Consolidate, contain & maintain the towns	<p>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.</p>
Rural market town	<p>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.</p>
Balanced city structure	<p>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.</p>
Proactive management for change	<p>By creating Business Improvement District with stakeholders working together effectively to address issues related to the future development of the CBDs.</p>

Table 5.5.5 Linking Services for All programme and SDF Concepts

SDF Concepts	
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 Infrastructure Master Plan .

Table 5.5.5 Linking Clean Environment Programme and SDF Concepts

SDF Concepts	Clean Environment
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

SDF Concepts	Promoting Rural Development
Strategic location of economic	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

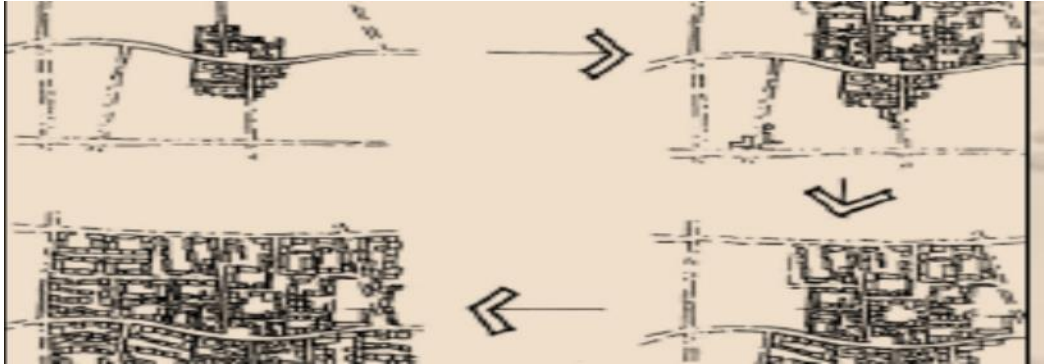
growth	developing well managed commonages .
Balanced city structure	Integrating Botshabelo and Thaba Nchu . Restrict further development of Thaba Nchu to the east and encourage development of Thaba Nchu to the west.
Intensification, densification and infill	By intensifying locations that are more accessible 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

5.4.9 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.

5.4.9. *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.

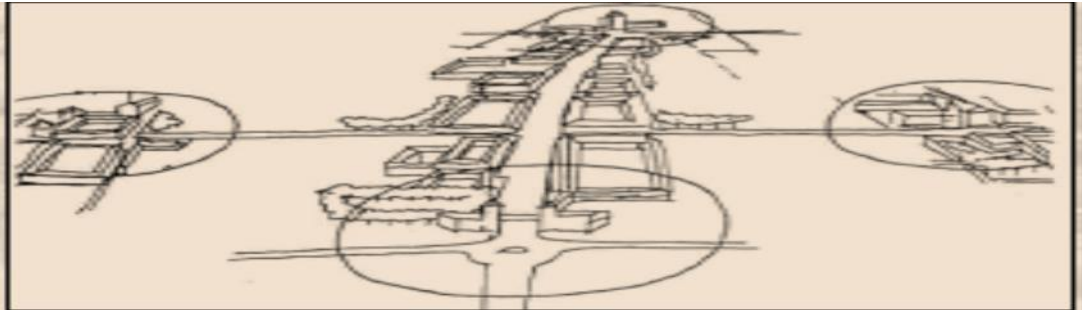


The larger the sphere of influence of a node, the more intense the development associated with the node and the greater the density and area which the node will occupy. Nodes within neighbourhoods also tend to concentrate public amenities, e.g. schools, recreation facilities, etc. and some commercial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

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

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.

5.4.10 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.

5.4.11 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.

5.4.12 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.

5.4.12 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.

5.5 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:

5.5.1 Nodes

5.5.1.1 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.

5.5.1.2 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.

5.5.1.3 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.

5.5.1.4 Districts

5.5.1.4.1 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 Louierpark 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.

5.6 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.

5.6.1 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		Bloemside Phase 4 (Sonner water)	Land Surveying to be completed	91	In-situ upgrading
4		Kgatelopele	Awaiting approval from Land Use Advisory Board	80	In-situ upgrading and relocation
10,18,12		Kgotson g/ Caleb Motshabi	SG plans lodged already	7590	In-situ upgrading
6,13		MK Square	There is a problem	490	Relocation

			with soil conditions (geotechnical report has shown this)		
7		Kaliya Square and Winkie Direko	No township application	190	Relocation
6		Saliva Square	No township application	118	Relocation
6		Thabo-Mbeki Square	No township application	41	In-situ upgrading
6		Jacob Zuma Square	No township application	69	In-situ upgrading
6		Magashule Square	No township application	48	In-situ upgrading
13		Rankie Square	No application for township submitted	20	Relocation
1		Lusaka Square	No application for township submitted	23	Relocation
1		Tambo	No	24	Relocation

		Square	applicati on for township submitte d		on
1		Codesa 2 and 3	No applicati on for township submitte d	15	Relocati on
4		Joe Slovo	No applicati on for township submitte d	50	Relocati on
		Settlement Name	Townshi p Status	No of erve n	Planned Action
46		Bloemsid e Phase 7	Land acquisitio n complete d . Planning commen ced	250 0	In-situ upgradi ng and relocati on
4		Namibia Erf 27921 &27778	Awaiting township approval	52	In-situ upgradi ng
46		Grasslan d Phase 4 (Khayelis ha)	Land acquisitio n complete d . Planning commen ced	200 0	In-situ upgradi ng

7		Mkhondo	Feasibility to be undertaken	80	
27		Botshabelo West	Township approved subject to conditions	3700	In-situ upgrading
30,29,31,30,34,33,32,29,28,35,38		Various settlements Botshabelo (H,G,T,L,C,F,K)	Opening of township register underway for 80% of these areas	1200	In-situ upgrading
39		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	
Total				26	

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

5.6.2 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.

5.6.3 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 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.

5.8 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.

5.9 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.

5.10 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.

5.11 Spatial Transformation Interventions

All Township Establishments to the south west, west, northwest, north east must include the following according to the requirements of the National Department Human Settlements guidelines;

20% GAP Housing

10% Inclusionary Housing

10% Rental Stock

The Development should also provide for an internal road network which accommodate a public transportation system and is integrated to the public transportation network of the City.

Development to the above-mentioned areas will also include a 15% development charge in addition to the standard tariff as determined by the municipality.

All Bulk services required for the development must be transferred to the ownership of the Municipality.

5.12 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:

5.11.1 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

- 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

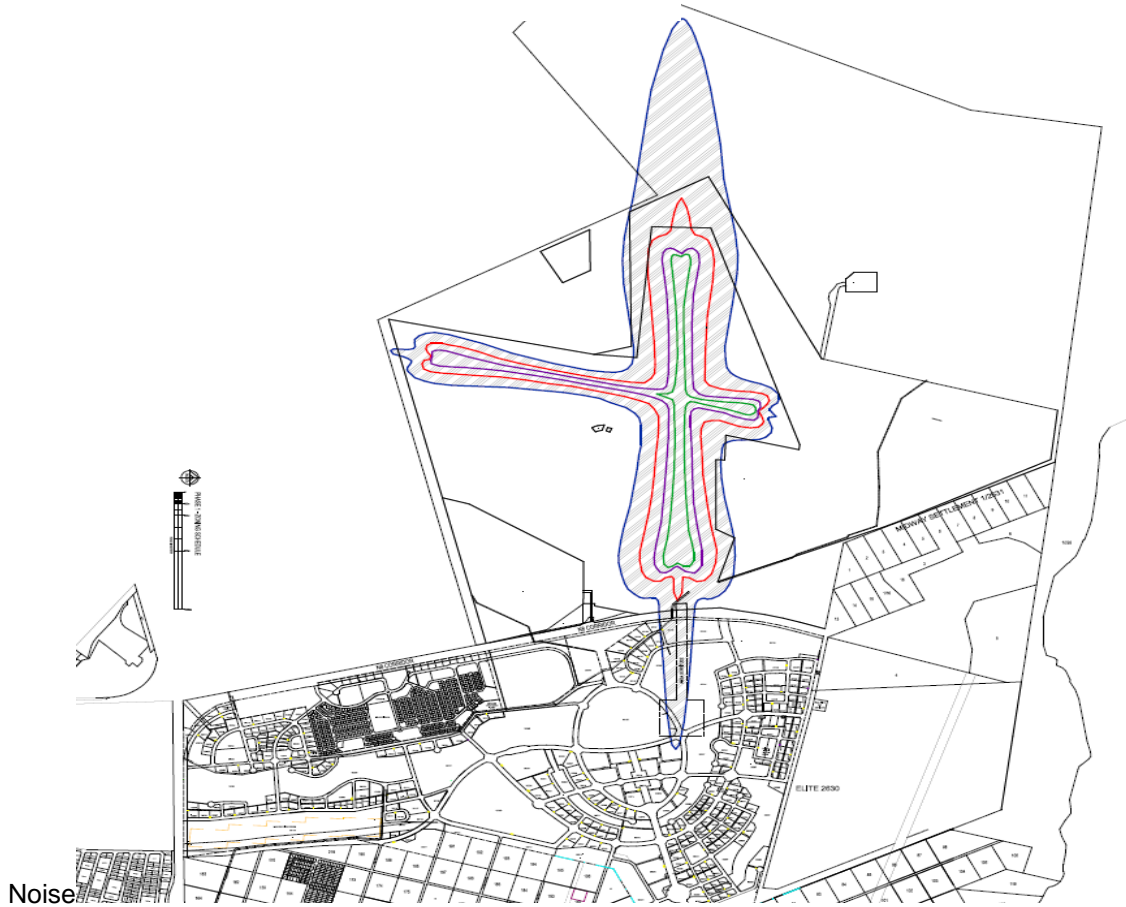
LEGEND:

USAGE	EXP. NO.	Reference standard
		

-  LRDN_55
-  LRDN_60
-  LRDN_65
-  LRDN_70

Bram

International



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, Grassland, 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 , Botshabelo 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. Once the Willows , Park west , Universitas Structure Plan is adopted by Council then all land use applications will be evaluated in accordance to the relevant structure plan

(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. Once the Dan Pienaar Structure Plan is adopted b Council then all land use will be considered according to the Dan Pienaar Structure Plan.
- 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.

5.12 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.

5.13 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

5.14 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

5.15 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 2018/ 2019 target
Amount of investment per m ² of floor area for new industrial and commercial developments in areas demarcated in the SDF for this purpose	10 000 m ²
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 ² of floor area for new industrial and commercial developments in areas demarcated in the SDF for this purpose	10 000 m ²

The strategies for achieving the targets are:

Identifier	Proposed strategies	Target for 2018/2019
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
		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, Botshabelo 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 ² 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	Development frameworks and implementation programmes for the 5 decentralised development nodes in Botshabelo is finalised

Identifier	Proposed strategies	Target for 2018/2019
	maintain Botshabelo	<p>Management strategies for trading areas in the industrial zone and the central business area is complete and ready for implementation</p> <p>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</p> <p>Formal township establishment for regularisation of informal settlements is complete</p> <p>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</p>
SDF 6	Reinforce Thaba Nchu as a rural market town supportive of rural development	<p>A final comprehensive development and transport plan for the central business area is complete and ready for implementation</p> <p>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</p> <p>A final upgrade plan for extensions 19 & 20 is complete and ready for implementation</p>
SDF 7	Establish accountable and proactive management of change in land use and to the development patterns	<p>Final policies for social amenities, defining the urban edge, contributions to provision of infrastructure for private developments are approved for implementation</p> <p>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</p> <p>Final policy for defining the urban edge, the approach and application is approved</p> <p>A land audit of well-located public owned land and buildings in MLM is complete</p> <p>10 monthly SDF Management Forum meetings held and actions for co-ordination and facilitation documented and monitored</p> <p>The capacity of the Land Use Violations Inspectorate unit is increased by 6 people</p> <p>The transfer of all selected land and /or buildings owned by previous and other authorities to MLM in Thaba Nchu is complete</p>

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

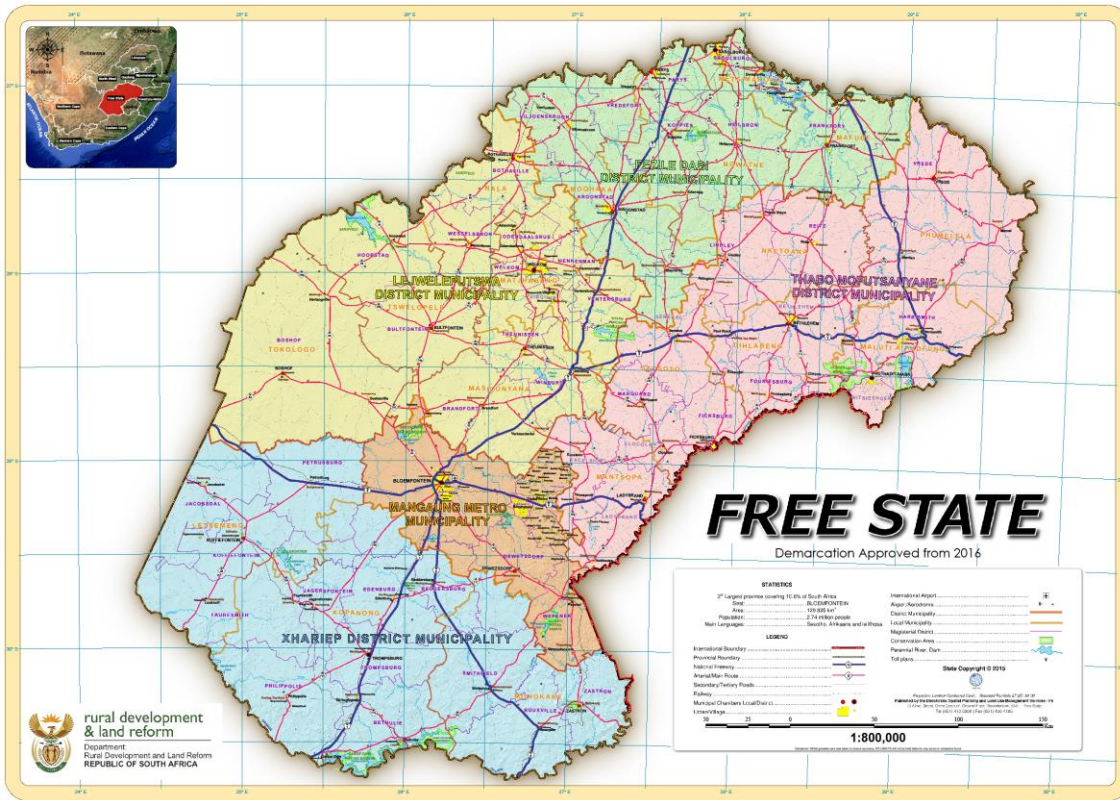
Identifier	Strategy and project/activity/service to achieve this
SDF 1	To improve urban intensification, densification and infill to contain sprawl in Bloemfontein
SDF 1.1	Identify main public transport routes that can serve as mixed land use activity spines with higher densities for a variety of income groups.

Identifier	Strategy and project/activity/service to achieve this
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
SDF 2	To improve urban integration to redress spatial imbalances of the past
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
SDF 3	Promotion of economic opportunities in strategic locations for sustainable development
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 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

Identifier	Strategy and project/activity/service to achieve this
	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
SDF 4	Strengthen links between urban, town and rural livelihoods
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)
SDF 5	Redevelop Botshabelo
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
SDF 5.13	Develop Regional Power Station between Thaba Nchu and Botshabelo

Identifier	Strategy and project/activity/service to achieve this
SDF 5.14	Provide names to suburbs and streetnames to effect the functioning of emergency services
SDF 6	Redevelop Thaba Nchu and Botshabelo as an sustainable independent economic node
SDF 6.1	Prepare a Master Plan: <ul style="list-style-type: none"> • Develop an activity corridor along station road and link with new node in Botshabelo • For an 'improvement district' to regenerate the underutilised land and buildings under the authority of MMM, parastatals/development agencies and the private sector. • Develop Urban Renewal Strategies for priority areas in Thaba Nchu
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"> • 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 • For an 'improvement district' to regenerate the underutilised land and buildings under the authority of MMM, parastatals/development agencies and the private sector. • Develop Urban Renewal strategies for Flenter, Mokwena areas
SDF 7	To establish accountable and pro-active management of change in land use and to development patterns
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

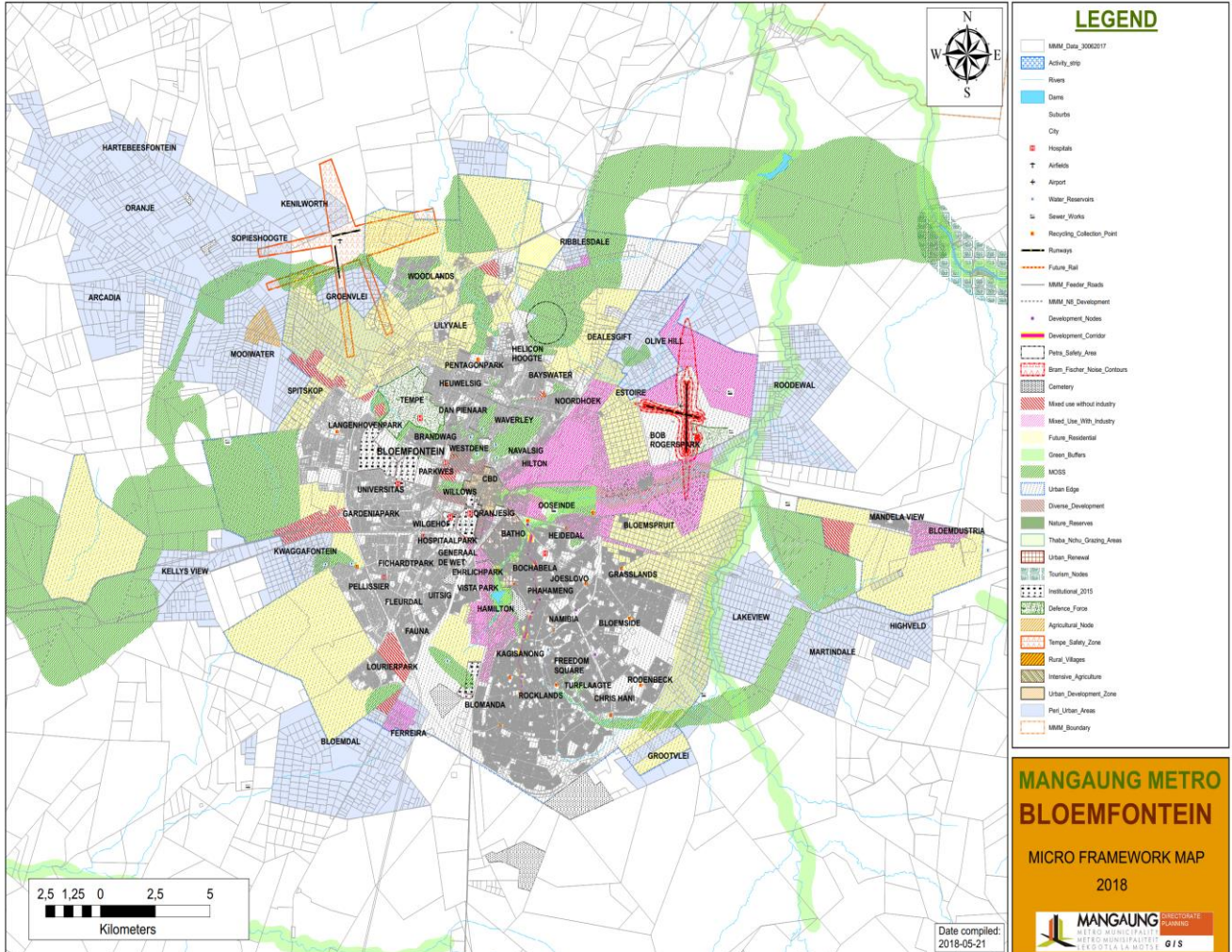
Identifier	Strategy and project/activity/service to achieve this
	strategy of intensification, densification and infill in Bloemfontein
SDF 7.6	Prepare 3 Local Area Plans initially to pilot methodology and develop roll-out strategy for areas under stress and those that hold significant development potential 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 provision of bulk and local infrastructure



MANGAUNG METRO AFTER INTEGRATION WITH NALEDI AND SOUTPAN

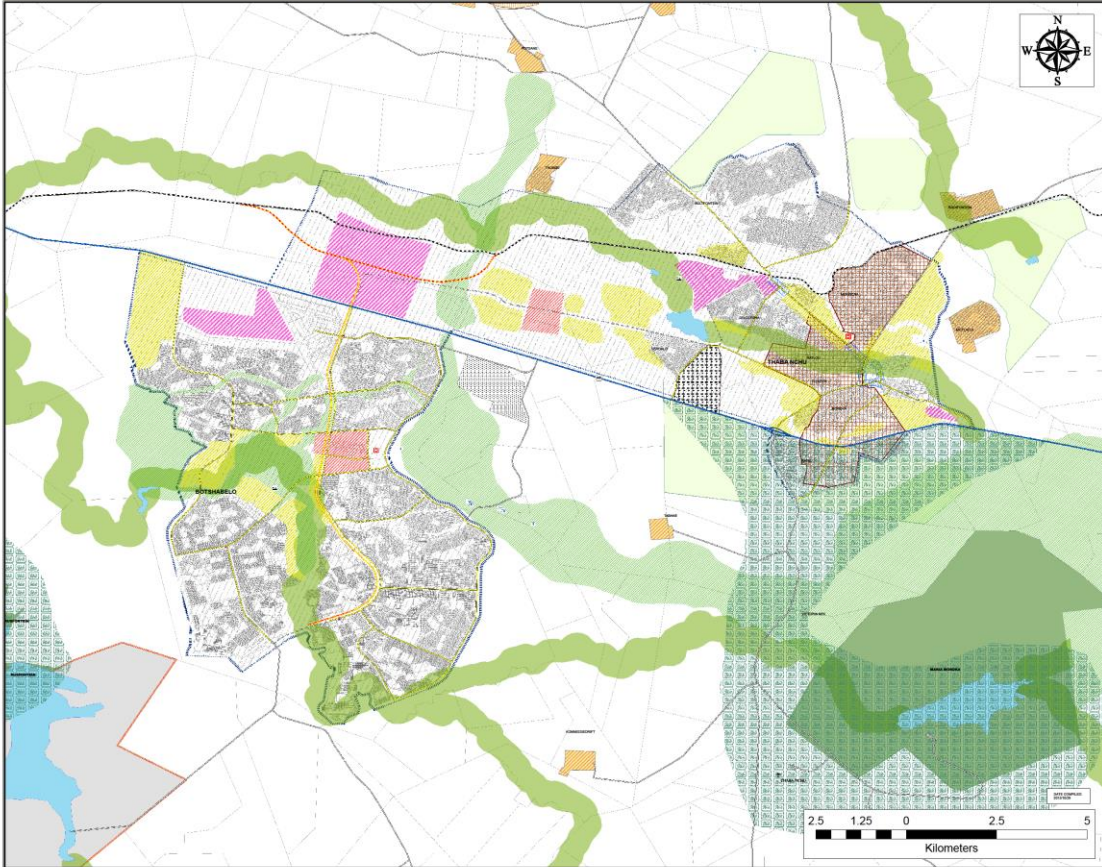


MANGAUNG METROPOLITAN MUNICIPALITY





MANGAUNG METROPOLITAN MUNICIPALITY

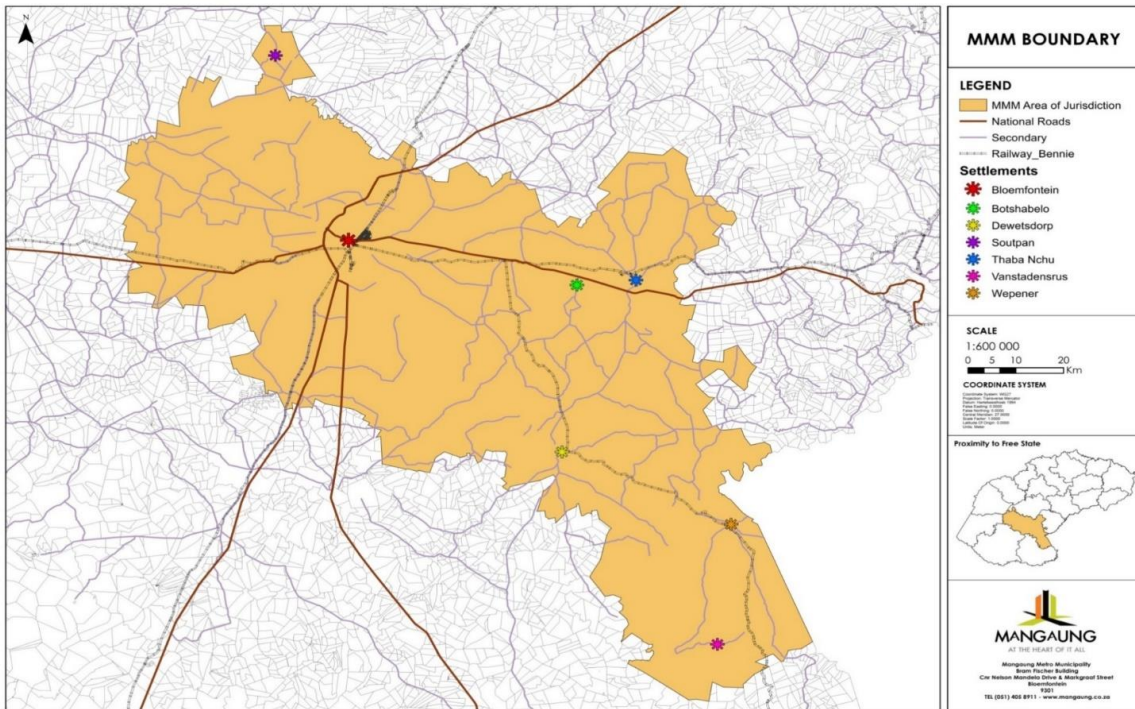


LEGEND

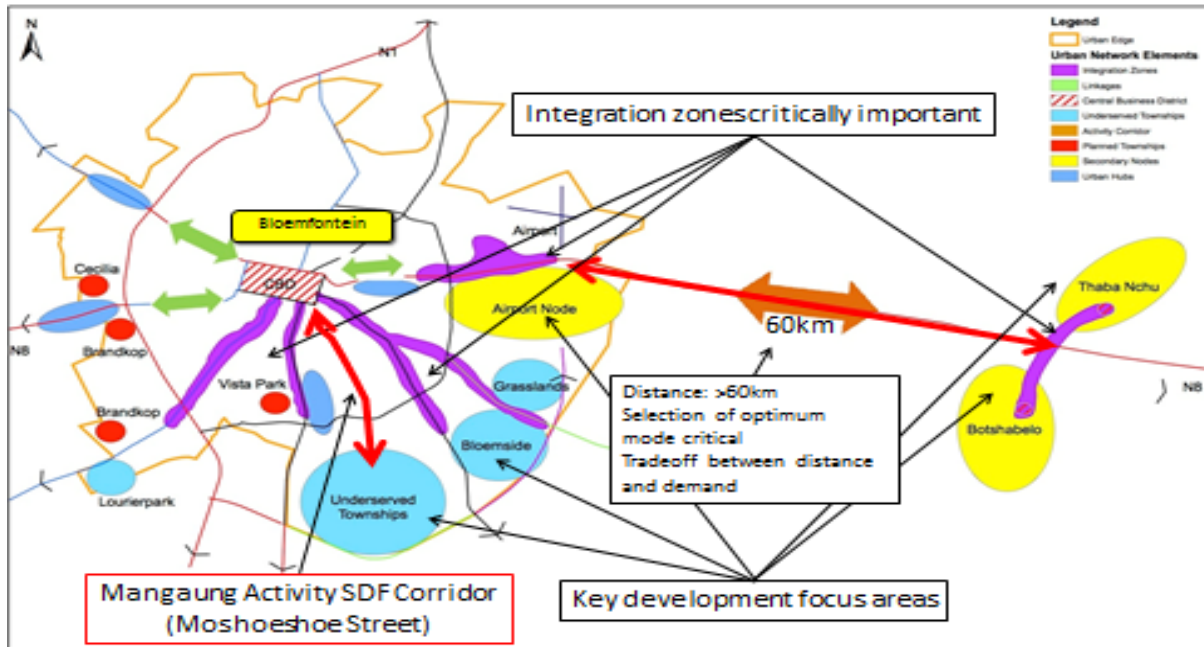
- Hospitals
- T Airfields
- + Airport
- + Water Reservoirs
- S Sewer Works
- National Roads
- Regional Roads
- Local Main Roads
- MMA Future Roads
- - - MMA Future Roads
- Rural Roads
- - - Future Roads
- - - Mangaung Airport Development Node
- Outfalls
- Rail
- Future Rail
- * Development Nodes
- * Development Corridor
- PFA Safety Area
- BFA Safety Zone
- Future Residential Areas
- Tourism Nodes
- Dams
- Canals
- Mixed Land Use (Mixed Industrial)
- Mixed Land Use (Mixed Industrial)
- Wetland
- Nature Reserves
- Green Buffers
- Peri-Urban Areas
- Thaba Nchu Grazing Areas
- Urban Renewal
- Institutional
- Defence Force
- Agricultural Nodes
- Tempic Safety Zone
- Activity Strip
- Intentional Agriculture
- Urban Development Zone
- Open Development Zone
- All Categories Data
- Rural Villages
- Urban Edge

MANGAUNG METRO
BOTSHABELO & THABA NCHU
 EXTENDED MICRO FRAMEWORK MAP

MANGAUNG METROPOLITAN MUNICIPALITY

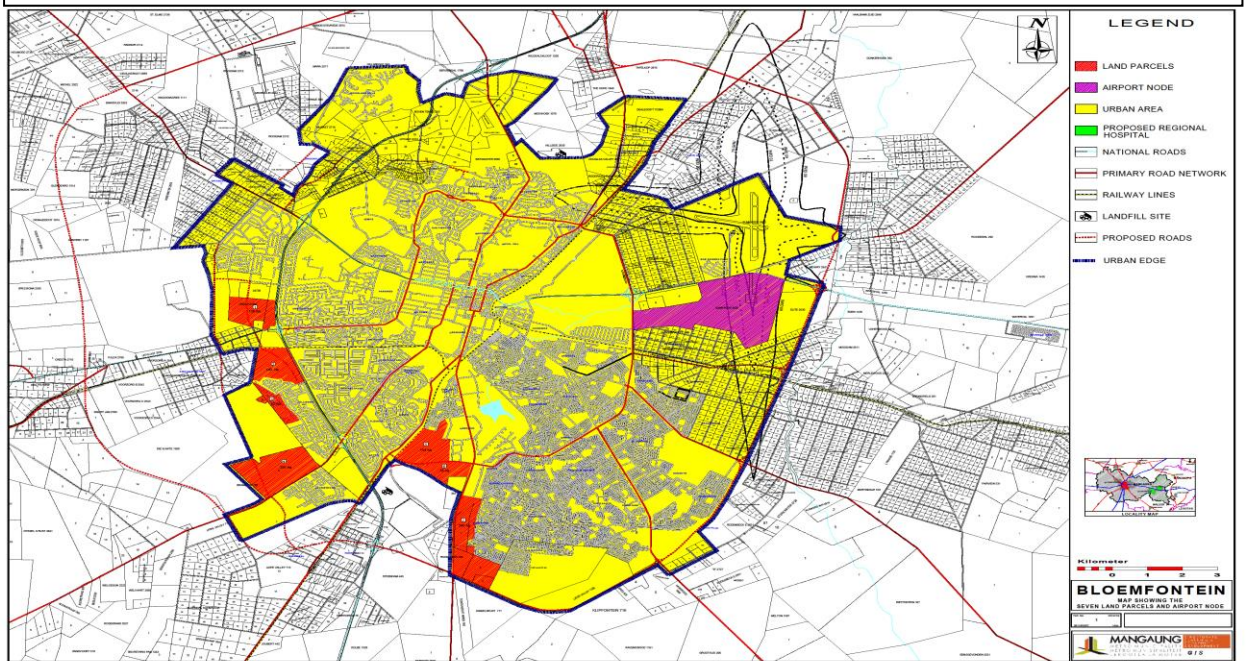


Mangaung Network and Integration Zone Plan (Development Philosophy)

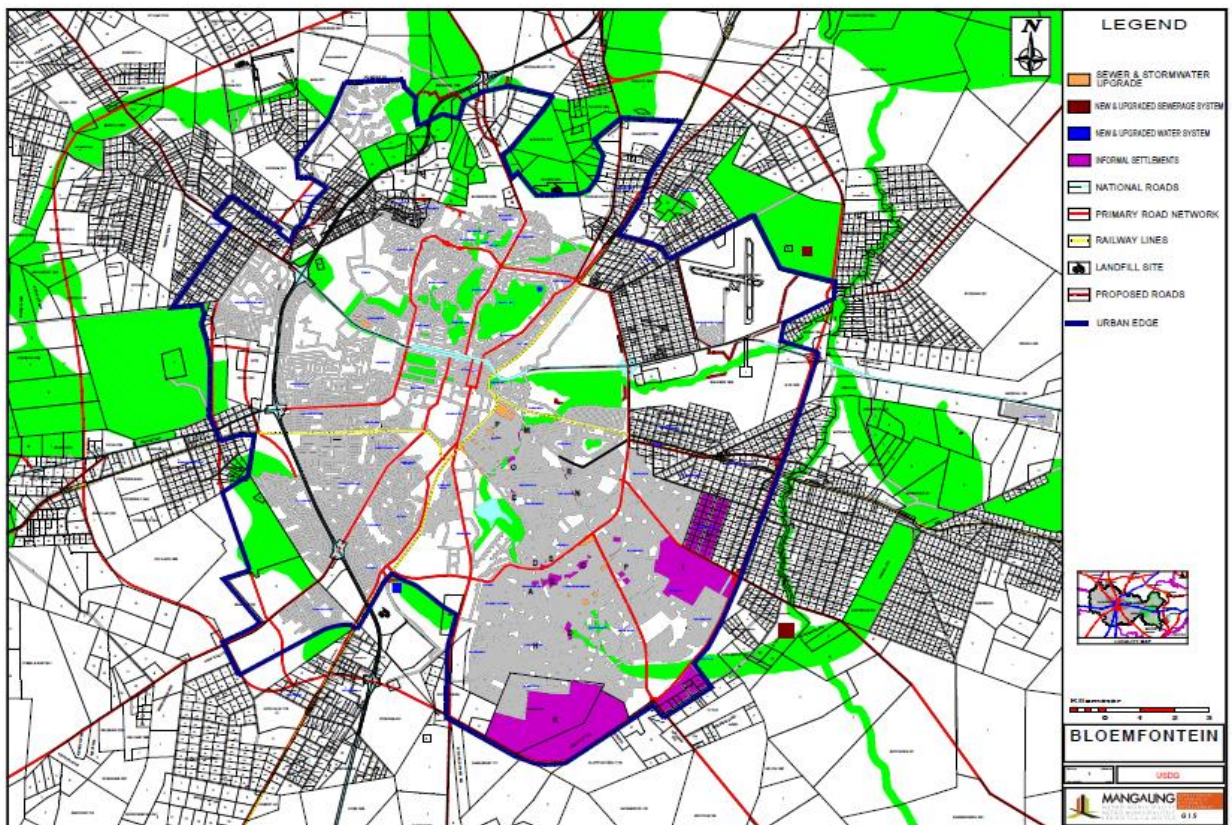


Name of projects	Phase	Yield	Funding Source
Hillside View	Construction	<ul style="list-style-type: none"> • 1 560 BNG Units • 900 Social Housing Units • 495 Gap Housing Units • 153 Bonded Housing Units 	USDG HSDG Private
Vista Park 2	Land development	<ul style="list-style-type: none"> • 287 BNG Units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

THE SEVEN LAND PARCELS DEVELOPMENT PROJECT

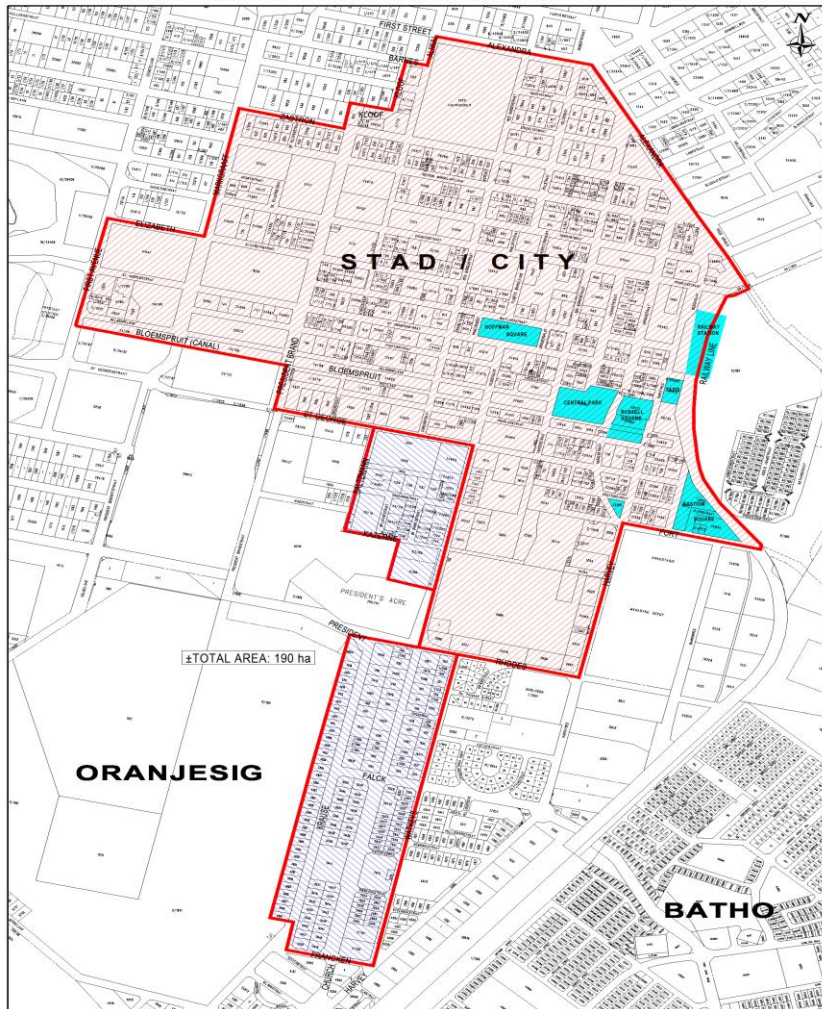


INFORMAL SETTLEMENTS



INFORMAL SETTLEMENTS BOTSHABELO / THABA NCHU

AREA DEMARCATED FOR URBAN RENEWAL TAX INCENTIVE



DEMARCATED AREA: URBAN RENEWAL- MANGAUNG LOCAL MUNICIPALITY

From the corner of Alford 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 Kameze Street.
 Follow Kameze Street north to the southern boundary of erf 4883.
 Follow the southern boundary of erf 4883 to the eastern boundary of the Ompje Hospital.
 Follow the eastern boundary of the Ompje Hospital north to President Ave.
 Follow President Ave east to Church Street.
 Follow Church Street north to the southern boundary of subdivision 7 of erf 1918.
 Follow the southern boundary and then the western boundary north to Kameze Street.
 Follow Kameze Street west to Salzmans Street.
 Follow Salzmans Street north to St George Street.
 Follow St George Street south to President Brand Street.
 Follow President Brand Street north to the southern boundary of the Bloemspriet canal, erf 14798.
 Follow the Bloemspriet canal west to First Ave.
 Follow First Ave north to Elizabeth Street.
 Follow Elizabeth Street east to Madagrasff Street.
 Follow Madagrasff Street north to Zavorra Street.
 Follow Zavorra Street east to the western boundary of erf 602.
 Follow the northern boundary of erf 602 north to the northern boundary of erf 602.
 Follow the northern boundary of erf 602 north to the northern boundary of erf 602.
 Follow Kloof Street north to Bames Street.
 Follow Bames Street east to Alford Street.
 Follow Alford Street north to Alexandra Ave to complete the circumference of the area.

The purpose of the Urban Development Zone as specified under section 33 of the Revenue Laws Amendment Act, 45 of 2003 are employed for the purpose to foster Urban Renewal and Urban Regeneration in CBD 's of the said municipality.

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	Chapter iv SDF

	environment to create trust and stimulate investment;	
(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 that the plans and programmes are coordinated, consistent and in harmony with each other.	1.5.2 IDP Governance and Legislation
(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	Implementation Framework

	implementing public and private infrastructural and land development investment in the Priority spatial structuring areas identified in spatial development frameworks.	
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/ Preller / Spitskop / Groenvlei/ Parkwest Willows
(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 partnerships in the implementation process.	Vista Park 2 and 3 / Hillside View / Brandkop / Cecelia / Airport Node

CHAPTER 6: GOVERNANCE AND MANAGEMENT

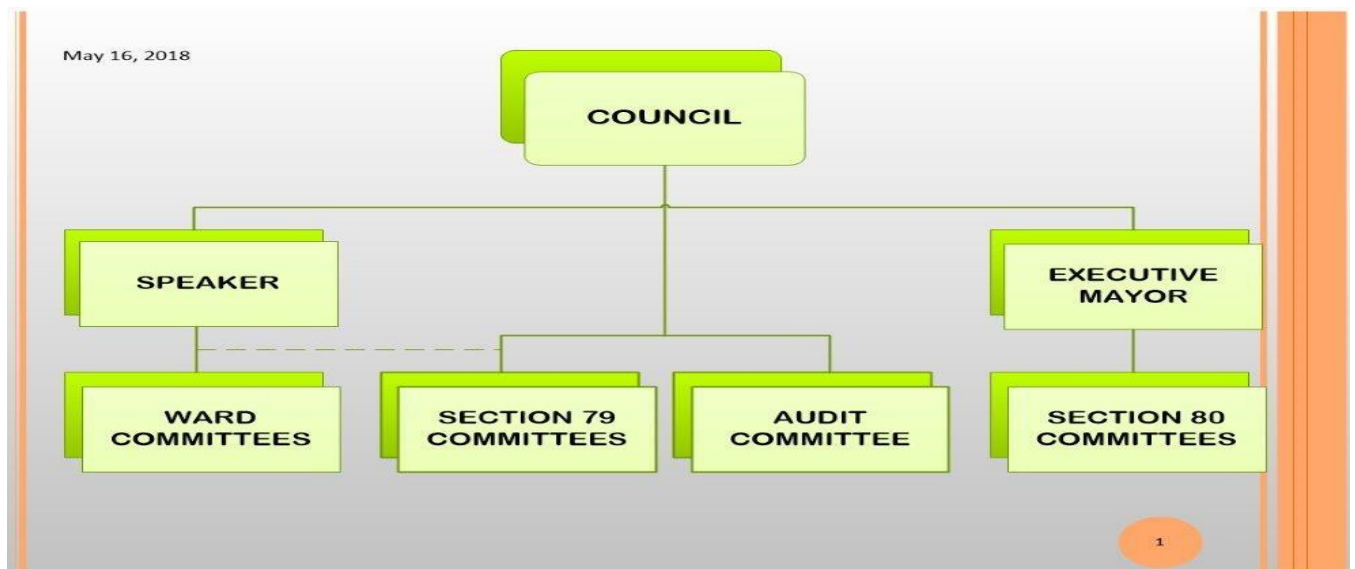
Governance and Management Structures

The Governance Structure

In keeping with the goal of ensuring a strong, caring and democratic institution that serves to promote and support a consultative, participatory and responsive local government. The Mangaung Council is constituted by 100 elected public representatives of which 50 are ward representatives and 50 represent their political parties on a proportional basis.

The Mangaung Metropolitan Municipality is a Mayoral Executive combined with Ward Participatory System. All major policy and administrative decisions are presented, resolved and implemented after the approval of Council. The political system in the municipality is functioning well in that all major committees and participatory organs in the Metro are fully functional.

The following political governance structure depicts the governance arrangements adopted by Council after Local Government Elections on 03 August 2016, consistent with the applicable sections of Municipal Systems Act.



As depicted on the figure above, there is an Audit Committee and five (05) established Section 79 committees which plays a crucial oversight role over both governance and the administration, namely:

- MPAC;
- Rules & Orders;
- Public Places & Street naming;
- Remunerations & Benefits; and
- Petitions & Motions.

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

1. Executive Mayor;
2. Deputy Executive Mayor;
3. Speaker; and
4. Chief Whip.

There are 10 members of the Mayoral Committees responsible for the following Portfolios:

- a) Finance, IDP and Performance Management;
- b) Corporate Services;
- c) SMME;
- d) Rural Development;
- e) Human Settlement;
- f) Planning and Economic Development;
- g) Community and Social Services;
- h) Transport and Public Safety;
- i) Infrastructure & Public Works; and
- j) Environmental Management, Parks and Solid Waste.

ON GOOD GOVERNANCE AND MANAGEMENT OBJECTIVES

As part of the primary objectives underpinning our governance, service delivery and institutional transformation and consistent with the spirit and purport of relevant statutes, MMM will continue prioritise systematic actions, programmes and/or interventions appropriately to capacitate and strengthen both our Audit and Risk Managements Committees appropriately to execute their oversight role.

MMM will also prioritise the Induction and/or Reorientation of Council & Committees including the administration on the **SMART CITY** Concept & Principles and generally set the City firmly enroute towards the 4th Industrial revolution.

Particular attention and priority will also be given to the important aspect of building and strengthening our relationship with the relevant Institutions / house of Traditional Leadership as well as their incorporation and/or participation in Council proceedings and processes.

Although though appreciation is given to the fact that the obtaining Governance Model continues to respond fairly well to the City's quest to deliver quality services, a need for a significant departure from the current system of a combined Model of Governance to a fundamentally new and different system of separation of powers between **Governance (Legislature)** and the **Executive**.

To this end, clear advice on current as well as future Governance Model with a detailed (Cost Benefits Analysis) already exist in CS giving accurate account of causality and is to be availed to the current administration in the last year of its term.

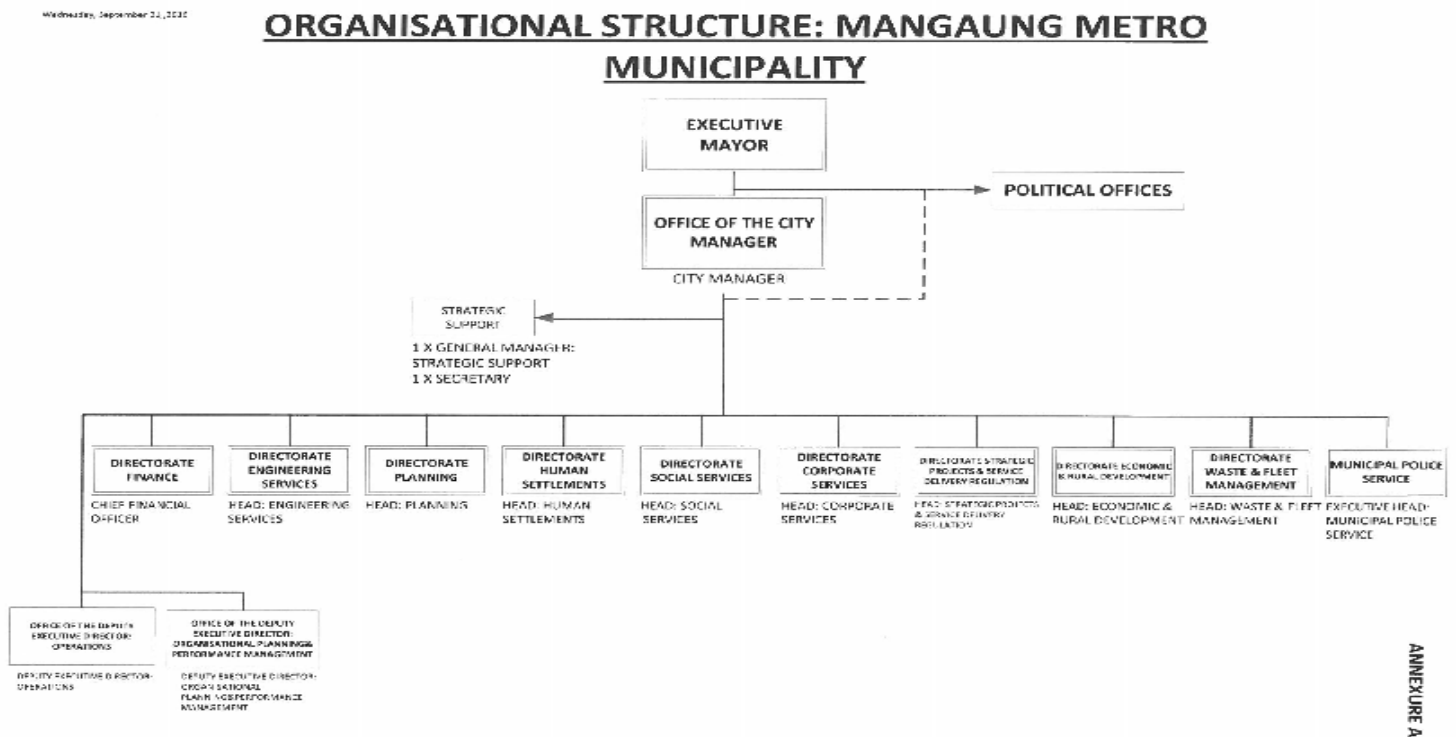
Management Structures

Macro Organisational Design

The municipal administration is divided into ten (10) Directorates and forty – five (45) Sub – Directorates all of which deliver specific services and these excludes the office of the City Manager. Some Sub – Directorates focus on service delivery, whilst others are more concerned with internal support affairs, such as the Corporate Services.

As part of our thoroughgoing programme of **Institutional Transformation**, the administration of the Municipality is currently founded on ten Directorates, 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 as well as Performance Monitoring and Evaluation. These have been depicted on the figure below.

Organisational Structure for Mangaung Metropolitan Municipality



These Directorates have been configured into three (03) main clusters as follows:

GOVERNANCE CLUSTER

Office of the City Manager;
Finance; and
Corporate Services.

SERVICE DELIVERY CLUSTER

Engineering Services;
Waste and Fleet;
Human Settlements and Housing;
Social Services;
Metro Police; and
Centlec.

ECONOMIC DEVELOPMENT AND PLANNING CLUSTER

Planning;
Rural and Economic Development;
Strategic Projects; and
Finance.

Whilst the obtaining macro organisational design remains relevant in the context of our spatially vast Metro, urgent priority should fall on the achievement of full integration of systems and staff including the equitable apportionment of the available resources both human and capital so that the people can experience the same level of service standard the City has to offer.

EXECUTIVE MANAGEMENT TEAM

The administration is headed by the City Manager as the Chief Accounting Officer. The EMT leads the City's drive to achieve its strategic objectives for each year as outlined in the IDP and further translated into the SDBIP of the City. The day to day management of the municipality it's carried out by staff under the direction of the City Manager and Heads of Departments.

As well depicted in the Macro Organisational Structure above, the administration is made up of the following Departments headed by members of the Executive Management Team:

- City Manager
- Deputy Executive Director: Operations
- Deputy Executive Director: Organisational Planning and Performance Management
- Head: Finance
- Head: Engineering service
- Head: Planning
- Head: Human Settlements
- Head: Social Services
- Head: Metro Police
- Head: Corporate Services
- Head: Strategic Projects and Service Delivery Regulation
- Head: Economic and Rural Development
- Head: Waste & Fleet Management
- Executive Head: Municipal Police Service

The above mentioned Executive Management team meets on weekly basis to deal with strategic and pertinent service delivery matters. This entails keeping staff abreast on council's direction and identifying gaps in service delivery where together with Council, they monitor progress on set goals and priorities.

The CEO of CENTLEC, Head of Internal Audit, Head of Operations, Head of Organisational Performance, the Chief Technology Officer, General Manager: Legal services and the General Manager Communications are all permanent invitees

Staff Establishment

MMM currently has a Total Staff Complement of 3725 and a Vacancy Rate of approximately 50%. The City will prioritise a percentage of HR Budget in order to urgently fill our funded critical positions and also fund growth in certain services whilst, freezing and/or completely abolishing others (especially the redundant vacancies on the structure) to the extent that they are not geared to assisting us achieve our Council's key service delivery objectives is contained in our IDP. To this end a process of organisational structure review is underway.

Human Resources Management and Development Strategy

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

It is with this in mind that Council recently approved a number of HR Policies. Key among these is the MMM HRM&D Strategy. The Strategy aims to achieve the following deliverables to the benefit of the City:

- ✓ Objective organisation wide HR Planning (Staffing Strategies;
- ✓ HR Skills Audit;
- ✓ Personal Development Plans;
- ✓ Training & Development;
- ✓ Career & Succession Planning;
- ✓ Workplace Skills Plans including our urgent drive to maximise the funding opportunities provided by our SETAS; and
- ✓ Assisting the country in its noble endeavor to create Youth employment opportunities.

Although it currently comes to the fore as a negative, MMM will in partnership with our Organised Labour use this Vacancy Rate proactively in addressing the challenge of misplaced employees and/or skills match across the service.

Employee Wellness Programme

In keeping with our quest / zeal to become the “Employer of Choice” Council will prioritise Employee Wellness Programme which entails a set of organized activities and systematic interventions, offered by MMM to primarily provide health education, identify modifiable health and psychosocial risks, and influence lifestyle changes to achieve optimum wellbeing of our most important resource (our valued Human Capital).

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

Key Elements of this Programme will entail:

- ✓ Organizational Profiling (Programme design based on a particular needs or Division specific problem);
- ✓ Policy and Procedural Development for Programme accessibility and utilization;
- ✓ Establishment of Wellness Advisory Committee;
- ✓ Management and Administration of the Programme (Staffing; Professional Consultation or Supervision; Professional Development and Record Keeping);
- ✓ Clinical Services (Critical Incident Management; Crisis Intervention; Case Management; Referral; Short – term Intervention; Case Monitoring and Evaluation; Aftercare and Reintegration); and
- ✓ Non – Clinical Services (Organizational Consultation; Management and Supervisory Training; Marketing; Proactive Services; Stakeholder Management; and Monitoring and Evaluation).

Gender Mainstreaming and EE

In line with a series of international mandates contained in the Beijing Platform for Action and the United Nations Economic and Social Council Resolutions 1997/2 and 2006/36 which we are party to including the Employment Equity Act N0. 55 of 1998, gender mainstreaming was introduced as a process for assessing the implications of legislation on men and women's concerns and experiences.

It became an integral part of the design, implementation, monitoring and evaluation of policies and programmes in the political, economic and social sphere of countries around the world. Gender mainstreaming and employment equity programmes seek to address gender inequality, and look at both women's and men's roles in society and their needs in development intervention. This has entailed changes to policies, institutional cultures, resource allocation and design of programmes and projects.

As Mangaung Metropolitan Municipality and consistent with the spirit and purport of relevant statutes, we are intent on meeting these obligations, and even go beyond to heed the plight of women and the persons with disabilities.

It is recognised that women do not share equal status in society, and that there is a need to focus women on political participation, and on obtaining access to basic services. The experience by men and women of a city is quite different. Spatial and organisational aspects of the city affect men and women in different ways. A gender-aware approach to urban development and its management would seek to ensure that both women and men obtain equal access to and control over the resources and opportunities offered by the city. We

would also seek to ensure that the design, provision and management of public services benefits both women and men equally.

Climate Surveys

In full appreciation of the intrinsic value relationship between a happy employee, sound employee relations and labour peace, quality of services and a happy resident Council will prioritise periodic Climate Surveys to gauge the satisfaction levels of both employee as well as broader community and this way gain valuable and retained feedback with regard to their perceptions of how we appreciate and value their input and the quality of service we render.

I LOVE MY JOB AND I LOVE MY CITY CAMPAIGN

The achievement of a conducive environment for productivity where employees of the City have a strong sense of belonging and jealously act in the best interest of the City will only come out of deliberate efforts premised on consciously thought out plans to catapult our employees to this level.

Borne out of this necessity, MMM finds it prudent urgently to embark on a systematic campaign to reintroduce and/or cultivate a New Organisational Culture under the SLOGAN “**I LOVE MY JOB AND I LOVE MY CITY**” **campaign.**

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 municipal-wide objectives 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 and challenges.

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 Performance Management System (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 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 Corporative Governance and Traditional Authority (COGTA) promulgated regulations on 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 the organisation 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 Department'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 Metropolitan 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 Departments in support of their performance achievements.

7.3.4 Executive Mayor and Mayoral Committee (MAYCO)

Executive Mayor and MAYCO manage the development of the municipal PMS and oversee the performance of the City Manager and Heads of Department.

7.3.5 Performance Panel

The City has approved a *Policy on Managing the Performance of Section 56 Managers* that provides 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

Council and its Section 79 committees play an oversight role and consider reports from the Mayoral Committee on its functions on different portfolios, and how 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 plans to enhance the IDP. At a minimum the municipality is expected to develop the following sectoral plans as core components of the IDP:

- Built Environment Performance Plan (*annexed*)
- Integrated Human Settlement Plan (*annexed*)
- Local Economic Development Strategy (*previously approved by council*);
- Integrated Waste Management Plan (*previously approved by council*)
- Water Services Development Plan (*previously approved by council*);
- Ten Year Water Conservation and Water Demand Management Strategy (*previously approved by council*);
- Disaster Management Plan; (*previously approved by council*)
- Spatial Development Framework as captured in **Chapter Five**
- Financial Plan as highlighted in **Chapter Ten**;
- Phase 1 of Integrated Public Transport Network Plan (2016-2020) (*previously approved by council*); *and*
- Climate Change Adaptation and Mitigation Strategy - an overview given and the draft still being finalised

This chapter only provides a snapshot of these sector plans

8.1 BUILT ENVIRONMENT PERFORMANCE PLAN

BEPP Overview and Role

The Built Environment Performance Plan (BEPP) for the Mangaung Metropolitan Municipality is compiled as a requirement of the Division of Revenue Act (DORA) in respect of and in support of Human Settlement and Urban Settlement Development Grant and related infrastructure provisioning for the built environment of the municipality. The Mangaung Metropolitan Municipality's Built **Environment Performance Plan** (BEPP) is a strategic plan that aims to improving the performance of metro built environment over the long term. It also serves as an instrument to enhancing inter-governmental relations and is not only an eligible requirement for the ICDG, but also covers all infrastructure grants including the Urban Settlements Development Grant (USDG), Human Settlements Development Grant (HSDG), Public Transport Infrastructure Grant (PTIG), Neighbourhood Development Partnership Grant (NDPG) and Integrated National Electrification Grant (INEP).

The overall aim of the BEPP is to ensure that spatial transformation and restructuring through targeting capital expenditure in areas that will maximise the positive impact on citizens, leverage private sector investment, and support growth and development towards a transformed spatial form and a more compact city is realised.

More specifically, the BEPP relates to the long term growth and development strategies, as well as financial and investment frameworks of the Municipality. Consequently, the BEPP is informed by several existing statutory policy plans of the Municipality, including the Integrated Development Plan (IDP), the Metropolitan Spatial Development Framework (MSDF), the medium term revenue and expenditure framework (MTREF), the Service Delivery and Budget Implementation Plans (SDBIP), reporting requirements in terms of the Municipal Finance Management Act No 56 of 2003 (MFMA), as well as several other performance management and sector plan requirements. This BEPP illustrates how the metro will be deploying the MTEF capital budget and other regulatory resources to transform the urban space.

The focus for the Built Environment Performance Plans (BEPPs) for the 2018/19 MTREF is therefore to continue to strengthen the overall application of the Built Environment Value Chain (BEVC) through:-

- a) Consolidating and resourcing spatially targeted & prioritised *catalytic urban development programme* (s) in priority TOD precincts in priority Integration Zone(s)
- b) Gaining traction on an actionable intergovernmental project pipelines within these programmes
- c) Progressing long term financing policies and strategies for sustainable *capital financing* of the catalytic urban development programmes
- d) Ongoing establishment of targets/ intentions relative to agreed productivity, inclusion and sustainability *outcomes*

BEPP and MSDF Alignment

Municipal development and budgeting processes are seamlessly integrated and thus the city perceives the planning, performance management, and budgeting as seamlessly integrated municipal core processes. Therefore the IDP, SDBIP, BEPP and MTREF should intersect and relate to each other. The approach in the development of the Mangaung BEPP takes cue from the strategic development vision of the city and developmental objectives as encapsulates in the 2016-2021 Integrated Development Plan (IDP). Critically the comprehensive IDP for the city is embedded and informed by the following eight key development priorities:

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

Furthermore, BEPP document of the city is aligned to the spatial strategy (Municipal Spatial Development Framework) of city and is geared towards achieving the spatial restructure and integration of the city. The eight development priorities of the city and the BEPP catalytic projects intersect and correlate. The MTREF of the City is consequently informed by these development priorities and set catalytic projects.

The City is alive to a number of strategies that need to be pursued that will potentially put the City on the path of maximising development and these are:

- a) *Using Integrated Transit Oriented Development – facilitating development along transport corridors;*
- b) *Urban Networks*
- c) *Identifying integration zones to crowd-in future investments; and*
- d) *Locating catalytic projects within the integration zones*

These catalytic projects are informed and intersect with development priorities set by elected leaders and the communities of Mangaung and inevitably, inform the MTREF of the City as indicated.

IDP Strategic Objectives	BEPP Elements	MSDF (Urban Network)
Poverty eradication, rural and economic development and job creation	<ul style="list-style-type: none"> - Informal Settlement Prioritisation and Upgrading; - Economic Nodes 	<ul style="list-style-type: none"> - Nodal development - Marginalised area development
Financial sustainability e.g. revenue enhancement, clean audit	<ul style="list-style-type: none"> - Long terms Financing Strategy - Institutional Arrangements 	<ul style="list-style-type: none"> - Capital Investment Framework
Spatial development and the built environment	<ul style="list-style-type: none"> - Catalytic Land Development Programme 	<ul style="list-style-type: none"> - 7 Strategic Land Parcels - CBD Regeneration
Basic Service Delivery	<ul style="list-style-type: none"> - Inclusive and equitable basic services 	<ul style="list-style-type: none"> - 3 Integration zones, - Underserviced areas
Integrated Human Settlement	<ul style="list-style-type: none"> - Integrated mixed development mega projects 	<ul style="list-style-type: none"> - Implementation of CRUs, Social Housing, FLISP, BNG.
Integrated Public Transport Environmental Management and Climate change	<ul style="list-style-type: none"> - Transit Oriented Development - Alignment of Human Settlements and Public Transport 	<ul style="list-style-type: none"> - Implementation of Mangaung IPTN (Phase 1) - Linkage with Human Settlement programmes
Social and community services	<ul style="list-style-type: none"> - Inclusive City 	<ul style="list-style-type: none"> - Integrated community development

8.2 INTEGRATED HUMAN SETTLEMENT PLAN

PURPOSE OF THE IHSP

The purpose of the IHSP is to provide a uniform approach to development in the MMM for the next five (5) years so that all stakeholders share the same vision regarding the growth of MMM. When vision is shared, focused spending and effective development is consequential. The IHSP is therefore bold in guiding MMM's sector departments and all other stakeholders towards development that will result in sustainable human settlements.

This IHSP is compiled consistent with the **Spatial Planning and Land Use Management Act (SPLUMA)**, 2013 (Act No. 16 of 2013), and the **Municipal Systems Act (MSA)**, 2000 (Act No. 32 of 2000). Specific sections having relevance to the IHSP are outlined below:

- MSA Section 26(a) *"The municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs."*
- MSA Section 26(b) *"An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services."*
- MSA Section 4(2)(j) *"The council of a municipality, within the municipality's financial and administrative capacity and having regard to practical considerations, has the duty to contribute, together with other organs of state, to the progressive realisation of the fundamental rights contained in sections 24, 25, 26, 27 and 29 of the Constitution."*
- SPLUMA Section 21(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 prioritised and facilitated"*
- SPLUMA Section 21(f) *"Include estimates of the demand for housing units across different socio-economic categories and the planned location and density of future housing developments"*
- SPLUMA Section 21(h) *"Identify, quantify and provide location requirements of engineering infrastructure and services provision for existing and future development needs for the next five years"*
- SPLUMA Section 21(i) *"Identify the designated areas where a national or provincial inclusionary housing policy may be applicable"*
- SPLUMA Section 21(k) *"Identify the designation of areas in the municipality where incremental upgrading approaches to development and regulation will be applicable"*

AIM AND VISION OF THE IHSP

The aim of the IHSP is to evaluate current urbanisation realities facing the MMM, and specifically to focus on the diverse housing challenges it faces. However, simply addressing a housing need will not adequately meet the need of the citizens of MMM. Rather, all aspects required in sustainable human settlements must be provided for. Hence, the vision of the IHSP is: ***"Towards Integrated and Sustainable Human Settlements in MMM by 2030."***

MISSION AND OBJECTIVES

The mission of the IHSP is *"To develop sustainable human settlements which are socially and spatially integrated and are characterised by mixed-development initiatives through efficient and effective resource allocation in partnership with the private sector, other spheres of government and agencies and the communities to ensure that the citizens have access to settlements where they can live, work and play."*

The objectives of the MMM IHSP are as follows:

- To densify and compact the city;
- To redress land ownership disparities;
- To expand the economic base of MMM;
- To address the backlog in basic services;
- To address the backlog in housing;
- To ring-fence arable land for food security;
- To reverse the spatial effects of apartheid;
- To promote innovation and alternative technologies; and
- To identify environmentally significant areas and establish means to protect these areas.

SETTING THE SCHEME

Introduction

Since 1990, the world has seen an increased gathering of its population in urban areas. This trend is not new, but relentless and has been marked by a remarkable increase in the absolute numbers of urban dwellers - from a yearly average of 57 million between 1990-2000 to 77 million between 2010-2015 (UN Habitat, 2016).

Urbanization fosters growth, and is generally associated with greater productivity, opportunities and quality of life for all. Cities create wealth, generate employment and drive human progress by harnessing the forces of agglomeration and industrialization. Cities also offer greater societal freedoms. In the process of urbanization, however, there have been some bumps along the road. Many rapidly growing cities keep sprawling, informal settlements are expanding, there is increasing poverty and inequality, and crime can be rife in large cities, on top of which comes the contribution that cities make to climate change. Although urbanization has the potential to make cities more prosperous and countries more developed, many cities all over the world are grossly unprepared for the multidimensional challenges associated with urbanization. Poorly planned and managed urbanization – which translates into low densities, separation of land uses, mismatch between infrastructure provision and residential concentration, and inadequate public space and street networks, among others – diminishes the potential of leveraging economies of scale and agglomeration (UN Habitat, 2016).

South Africa has also been experiencing rapid urbanization for decades. Approximately 60% of the country's population lives in urban areas. In line with global trends, the movement of people from the countryside to the cities is expected to continue, and by 2030 about 70% of South Africans will live in urban areas (NDP, 2013). Combined with increasing urban poverty, chronic shortages of serviced land and adequate housing and inadequate urban policies and planning approaches, large numbers of urban dwellers have had few other options than to settle in life and at times health threatening conditions. This situation is posing a significant threat to the social, economic, and environmental sustainability of cities.

The Mangaung Metro Municipality (MMM) is well familiar with the opportunities and constraints that may arise from urbanization and has therefore prepared this Integrated Human Settlements Plan (IHSP) to guide their prospects regarding development in the Municipality so that sustainable human settlements are enabled.

A Paradigm Shift: From Housing to Human Settlements

Formerly the government placed great emphasis on the provision of housing for the poor and vulnerable. Millions of beneficiaries have received so-called RDP houses as the government attempted to comply with

its constitutional mandate. However, the effectiveness of this housing product has been questioned as it appeared that no significant improvement to the quality of life for the beneficiaries has been realized. The government then recognized that simply providing a family with a decent house does little to improve their livelihoods. Only when a house is located close to places of work, to schools and hospitals, to recreation, etc. can the lives of beneficiaries adequately be improved. Hence, the emphasis of housing delivery has shifted from simply building houses to recognition of the importance of providing access to opportunities and resources that would facilitate the active participation of residents in the economic and social fabric of South Africa (SACN 2014). From 1994 to 1996 the backbone of government policy was the Reconstruction and Development Programme (RDP). This programme was eventually replaced by the Breaking New Ground (BNG) policy, which resulted in key shifts in the housing policy of South Africa. The main shifts can be summarized as follows:

From Housing to Neighbourhoods and Communities

To effectively address the spatial and economic fragmentation found in South African cities, the housing mandate must expand beyond mere housing delivery to the creation and enablement of integrated neighbourhoods and communities (SACN 2014:8).

From Shelter to Asset

Housing must not only be perceived as a means to provide people with shelter, but must also be seen as an asset for households that are excluded from accessing the economy (SHISAKA, 2011). Housing is also an asset for the local economy since more rates and taxes are collected when the property market grows. The BNG policy further acknowledges the value of property by stating that property must be accessible by all “as an asset for wealth creation and empowerment” (Department of Housing, 2004).

From Top Structure to Services

Housing must be provided consistent with the effective delivery of basic services such as water, electricity, and sanitation, as well as social amenities. Households must have easy access to economic opportunities and improved transport services. This will give residents a quality livelihood (SACN 2014:8).

From Over-expensive Housing to Standard Housing

The housing norms and standards that were introduced through the Housing Code of 1997 were aimed at enhancing the delivered housing product. These norms and standards frequently resulted in houses that were too expensive for the state to build and had very high maintenance costs to the owners (SACN 2014:8). The aim today is to build houses that is adequate and safe, yet is not too expensive for the state to build or for the owners to maintain.

From Formal to Informal

Informality is likely to be a feature of the future South African urban landscape. Informal practices (economic sector as well as shelter) provide important coping mechanisms and should be harnessed, especially where they reflect the investment and agency of individuals, households and communities (SACN 2014:8).

Components of Human Settlements

It is apparent that the government is no longer focused on housing provision *per se*, but rather on the creation of sustainable human settlements. A human settlement is a very complex system that consists of five elements - man, society, physical structures, networks and nature (Doxiadis, 1970). The spatial relationship between the different parts of the habitable space and the form of the built environment provide the material support for the inhabitants of the settlement. The following are the main physical components of sustainable human settlements that must be taken into consideration in the planning, design and development of sustainable human settlements.

Housing

The most basic element of any human settlement is housing because it forms the operational base from which humans function. Access to decent and well-located housing is vital since it directly affects human health and wellbeing. Where homes are located, how well designed and built, and how effectively they are weaved into the environmental, social, cultural and economic fabric of communities are factors that influence the daily lives of people, their health, security and wellbeing, and which, given the long life of dwellings as physical structures, affect both the present and future generations.

Movement Networks

The movement of people, services and goods is the energy network of settlements. Activities requiring the greatest degree of exposure will tend to gravitate towards the most accessible points and links in the network. Examples of movement networks are roads, railways, and passages. These are used by means of busses, taxis, private vehicles, bicycles or pedestrians. Emphasis is placed on the importance of generating sufficient numbers of high-density developments in and adjacent to movement networks to make the systems more viable. The most efficient and affordable public transport system currently operating in and between South African settlements is the informal/semi-formal taxi services provided by private operators. These provide a convenient, inexpensive and flexible service to commuters.

Services Infrastructure

Services Infrastructure refers to the supply of basic services such as water, sanitation, stormwater, electricity and communication (infrastructure that allows access to the internet and telecommunications). Without services infrastructure a city cannot function.

Public Amenities and Social Services

Public space takes various forms, and can be grouped into a clear hierarchy with each fulfilling a specific function and have a myriad of benefits, spanning from recreational to economic and aesthetic. Some of these include:

- Educational facilities such as schools and places of further education.
- Health facilities such as hospitals and clinics.
- Security services such as police stations.
- Emergency services such as fire and ambulance services.
- Cultural facilities such as community centres, and heritage sites (such as cemeteries).

Open spaces and Recreational Areas

Each city must have open spaces, like formal parks at the city core, the streets, sidewalks, and footpaths that connect the residents to various areas in a city. It is essential that considerations for parks and open spaces form part of every development, particularly residential developments.

Business, Commercial, and Industrial Areas

Settlements must have business and commercial nodes and industrial areas that provide residents with goods, services, and economic opportunities. Informal retail also contributes to economic opportunities in a city.

Agricultural Zones

Urban populations are heavily dependent on a daily supply of fresh produce. However, high yield land is often used for commercial purposes. Municipalities must create spaces to promote the productive use of arable land in human settlements to the benefit of communities. Thus, a well-balanced settlement will contain a wide variety of the above-mentioned aspects.

8.3 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.

8.3.1 Rural Development Plan

The District Rural Development Plan and the District Rural Development Implementation Plan as developed by the departments of Rural Development and Land reform and the Department of Agriculture and Rural Development has been considered and serves this IDP as a separate Rural Development sector plan for our municipality.

8.4 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

8.5 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:

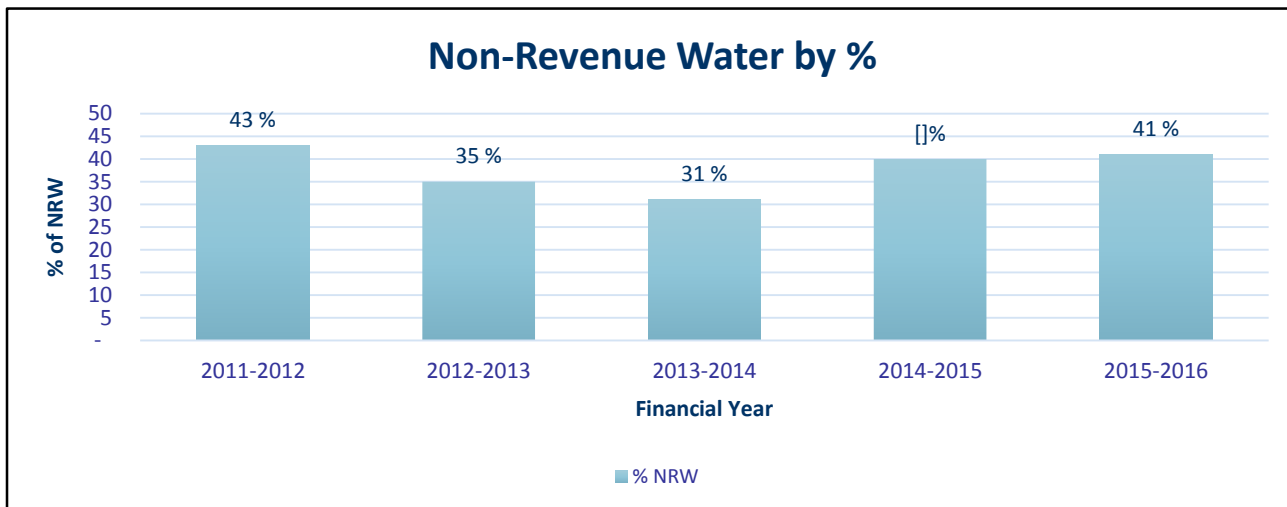
- Physical Attributes of the Metro
- The size and distribution of the Metro's Population
- Clear time frames for implementation of targets
- Information relating to existing industrial water use in the Metro
- Existing water services in the Metro
- Information relating to future provision of water for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

8.6 Ten - Year Water Conservation and Water Demand Management Strategy

The NRW for the financial year 2014-2015 has increased from 31% to 40%. This situation is abnormal. The cause of this is that the monthly water sales report which was drawn from financial records showed that the municipality has been selling more water than it has purchased. This prompted Engineering Services Directorate to review water balance calculation which reflected less percentage in the two financial years

(2012-2013 and 2013-2014). In the 2014-2015 financial year, the annual water sales records which were drawn with high level confidence indicate that the City's NRW is at 40%. The NRW for financial year 2015-2016 has increased by 1% (i.e. from 40% to 41%).

MANGAUNG CITY TRENDS IN RELATION TO NON-REVENUE WATER



The net effect indicates that the city continues to register encouraging progress in extending water services to its citizens. Attendant bulk water infrastructure such as main water supply lines have been

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

8.7 Disaster Management Plan

Disaster Management

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

It is important to note that these measures should not be regarded as a sequence of separate phases or stages but as a continuous and integrated process with the emphasis shifting according to the relationship between hazards and vulnerabilities, and with development as the continuous thread woven into the fabric of this management concept.

Disaster

A disaster is a progressive or sudden, widespread or localised, natural or human caused occurrence which causes or threatens to cause

- death, injury or disease
- damage to property, infrastructure or the environment; or
- disruption of the life of a community; and is of a magnitude that exceeds those affected by the disaster to cope with its effects using only their own resources.

Vulnerability

Vulnerability implies the degree to which an individual, a household, a community or an area may be adversely affected by the impact of a particular hazard or a disaster.

Disaster Prevention

Disaster prevention involves the implementation of measures - particularly developmental initiatives - aimed at stopping a disaster from occurring, or preventing an occurrence from becoming a disaster.

Disaster Mitigation

Disaster mitigation involves the implementation of measures aimed at reducing the impact or effects of a disaster that cannot be prevented. Disaster mitigation includes developmental programmes.

Emergency Preparedness

Disaster preparedness involves establishing a state of readiness prior to the occurrence of a disaster or impending disaster, to enable organs of state and other institutions involved in disaster management, the private sector, communities and individuals to mobilise, organise and provide relief measures to deal with an impending or current disaster, or the effects of a disaster.

Disaster Response

Disaster response encompasses measures taken during or immediately after a disaster in order to bring relief to people and communities affected by the disaster.

Post Disaster Recovery and Rehabilitation

Post disaster recovery and rehabilitation incorporates efforts, including developmental initiatives, aimed at creating a situation whereby:

- normality in conditions caused by a disaster is restored
- the effects of a disaster are mitigated or,
- circumstances are created that will reduce the risk of a similar disaster occurring again in the future

THE MANGAUNG METROPOLITAN MUNICIPAL DISASTER MANAGEMENT PLAN

In terms of Section 53 of the Disaster Management Act, 2002 each Municipality must prepare a Disaster Management Plan for its area, according to circumstances prevailing in the area. Council must co-ordinate and align the implementation of this plan with other organs of state and institutional role-players and must regularly review and update the plan. In terms of the Municipal Systems Act, 2000 (Act No. 32 of 2000), the preparation and any amendments to this plan must be done in consultation with the local community.

THE DISASTER MANAGEMENT PLAN AS A CORE COMPONENT OF COUNCIL'S INTEGRATED DEVELOPMENT PLAN

The Disaster Management Plan forms a core component of the municipality's Integrated Development Plan in terms of the requirements of Section 26(g) of the Municipal Systems Act (Act No.32 of 2000), as well as Section 53(2)(a) of the Disaster Management Act, 2002.

In view of the fact that Disaster Management is a cross-sectoral task which, in a similar way to environmental issues, relates to a wide range of sectors and aspects like avoiding settlements or investments in high risk locations, construction technologies, water management, health services etc., it is not an issue that can be dealt with by a special project, but it requires that any developmental measures are compliant with basic principles of disaster prevention and mitigation. Rather than taking any possible disaster into consideration, one has to focus on risks which are very likely and which justify the efforts of preparedness.

Therefore in the context of the IDP process, a Disaster Management Plan, in contrast to the various cross-cutting issues related to 'integrated plans', is not a compilation of aspects and components from various project plans, but a distinct plan on it's own which indicates the preparedness of a municipality to cope with possible disaster scenarios.

- Accordingly the Disaster Management Plan has to be prepared parallel to the IDP process. The plan must therefore be available for checking the compliance of IDP projects with disaster management guidelines.

8.8 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)

The City does not have a Comprehensive Integrated Transport Plan (CITP) as this will be developed during the course of this year.

8.9 CLIMATE CHANGE ADAPTATION AND MITIGATION STRATEGY

The National Climate Change Response Policy highlighted the need for all government departments to review all policies, strategies, legislation, etc. within their jurisdiction to ensure full alignment with this policy. This alignment will allow for more effective interaction between municipal, provincial and national government. It will further ensure that there is alignment between national flagship programmes, provincial and municipal focus areas and plans such as Integrated Development Plans (IDP), enabling the municipal programmes to contribute to national targets. This also allows for access to national and international funding streams that will benefit South Africa as a whole. The National Development Plan (NDP) further recognises that in the long-term the country should be able to manage its transition to a low-carbon economy without negative consequences for economic growth (RSA, 2011b).

In recognition of the urgent need to act now to reduce greenhouse gas emissions and adapt to climate change impacts already being experienced, the Free State Province's Mangaung Metropolitan Municipality (MMM) recognises the need to contribute to both national and global efforts to reduce its carbon dioxide and other greenhouse gas (GHG) emissions, particularly with a longer-term view to mitigating the effects of climate change. Equally significant, the MMM also recognises the need to adapt to the impacts of the unavoidable climate changes occurring in both the shorter and longer term. Planning, preparedness, and innovation will therefore be required to maximise the MMM's adaptive capacity to this

global threat. Taking action now will limit damages, loss of life, and costs over the coming decades and, if strategically well considered, will add to the MMM's national competitive edge into the future.

The Status Quo of MMM was established. MMM comprises of a number departments that have policies, plans, frameworks, projects, etc. that are linked to climate change mitigation and/or adaptation. Importantly, the municipality has an Integrated Development Plan (IDP) that guides development and planning within the municipality. Furthermore, separate documents were also obtained from the departments outlining various initiatives undertaken to address climate change within the municipality. In terms of Climate Change Adaptation, it was noted that Mangaung is prone to a myriad of extreme climate events because of its geographic location. These events are classified under the three climate that are plausible to affect South Africa in the future due to climate change; namely extreme temperature, extreme rainfall and extreme weather. Mangaung suffers from all three. However, MMM has enhanced the municipality's capacity to adapt to extreme climate events, by preparing for disaster risk reduction and management (i.e. Disaster management plan in place, Early warning systems available, Disaster Management Centre and Research input from university and other research institutions).

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

The climate science projections downscaled represent both high (RCP4.5) and low (RCP8.5) mitigation scenarios. The projections obtained were interpreted within the context of the Global Climate Model (GCM) projections described in the 4th Annual Report (AR4) and 5th Annual Report (AR5) of the Intergovernmental Panel on Climate Change (IPCC) and the regional projections of the Long Term Adaptation Scenarios (LTAS) of Department of Draft Climate Change Adaptation and Mitigation Response Strategy for MMM Page 8 Environmental Affairs (DEA). The projected changes are presented for the period 2021-2050 relative to the 1971-2000 baseline period.

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

Air Quality

The Mangaung Metropolitan Municipality presently has an air quality management plan and there are 3 air quality monitoring stations within the metropolitan municipality namely Bayswater Clinic; Pelonomi Hospital and Kagisanong Community Centre (DEA, 2012a). The pollutants measured by the stations according to DEA (2012b) and DEA (2014) include Draft Climate Change Adaptation and Mitigation Response Strategy for MMM.

Programmes / Projects / Options for Adaptation and Mitigation

1. Adaptation options and climate change focus areas for Mangaung

Table 1 below provides an overview of the current and possible future adaptation options to climate change risks identified in the Strategy Document for the different sectors in Mangaung, and potential implementation projects. It also includes the Metropolitan’s adaptive capacity as well challenges that may constrain adaptation and mitigation

Table 1 Adaptation options and priority areas for adaptation

Sector	Adaptation options	Priority areas
Agriculture	<ul style="list-style-type: none"> Promote investment in community food production- including urban gardens that promote environmental conservation practices More efficient management of applications of nitrogen fertilizer and manure in agricultural areas. Early warning system to inform farmers and communities of impending disasters such as hailstorm, floods and droughts Implement integrated agro-forestry systems that combine crops, grazing lands and trees in ecologically sustainable ways Conservation agriculture to improve soil organic matter management with permanent organic soil cover, minimum mechanical soil disturbance and crop rotation Rainwater harvesting Organic and precision farming Protection of fresh water habitats and resources Diversifying in food crops to allow for systems to be resilient in the event of a disaster that affect a particular food crop e.g. maize 	<ul style="list-style-type: none"> Climate smart agriculture Promote agro-forestry systems Minimize pollution of water sources by fertilisers

Sector	Adaptation options	Priority areas
Energy	<ul style="list-style-type: none"> Assessing and investing in renewable energy for cooking, heating and lighting e.g. biogas and solar Add thermal heating to low cost houses Smart meters to encourage users to manage electricity well Community awareness programmes on energy conservation and alternative energy sources Improve material used for solar water geysers Efficient appliance programmes (kettles, energy saving lights) to reduce use of non-renewable energy Climate change presents opportunities for investors and financial institutions to invest in areas such as renewable energy and energy efficiency New job opportunities in renewable energy, flood management, geo-engineering, disease control and insurance. 	<ul style="list-style-type: none"> Assess the potential of creating jobs through waste to energy projects for both municipal and private waste systems Investing in solar energy and other renewables for heating and lighting at different scales Explore job opportunities that come with transitioning to a green economy and climate resilience Raise awareness on energy saving
Transport	<ul style="list-style-type: none"> Provide the public with affordable, comfortable, safe and reliable public transport Provide public with facilities for low carbon transport systems such as cycling lanes, which will encourage eco-mobility and also has health benefits. Upgrade and maintain transport infrastructure including bridges and unpaved roads Invest in green transportation and logistics technology that facilitates mitigation and adaptation Use durable material for construction of roads Upgrade storm water and waste water drainage systems Mixed urban development that would reduce the distance that people travel to work 	<ul style="list-style-type: none"> Provide infrastructure for public transport and low carbon transport systems Awareness raising campaigns to promote the use of public transport and low carbon transport systems Assessing other alternative transport fuel sources e.g. biofuels
Water	<ul style="list-style-type: none"> Early warning system to inform people of upcoming climate extremes Farmers need to increase water storage capacity in drier periods Wetland rehabilitation and management Removal of alien plants and replacing them with indigenous plants Improve coordination between sector departments particularly when developing sector specific adaptation responses Community awareness raising campaigns on climate change, water conservation and 	<ul style="list-style-type: none"> Vulnerability mapping or rivers that supply water to MMM and considering ecosystem based risk reduction Integrated management of water with other sector departments Clearing alien invasive species Water conservation-curbing leakages, rain water harvesting and

Sector	Adaptation options	Priority areas
	<ul style="list-style-type: none"> adaptation • Upgrading infrastructure to monitor and curb water losses due to leakages • Retaining of storm water through rain water tanks, penetrable pavements and green roofs. Harvested water can be for household and agricultural use • Make use of waste water or water from sewage treatment • Water restrictions for some activities • Water pressure management- reduce water lost through leakages by decreasing the amount of water in pipes during off peak times • Increase adaptive capacity of institutions responsible for water management and governance 	<ul style="list-style-type: none"> reusing grey water • Community awareness raising to save water • Increase bulk water storage • Build more dams
Biodiversity and Ecological infrastructure	<ul style="list-style-type: none"> • Vulnerability assessment and mapping of vulnerable ecosystems including wetlands, floodplains and grasslands • Monitoring and evaluation of greenhouse gas emissions • Early warning system • Wetland rehabilitation and management • Removal of alien plants and replacing them with indigenous plants • Build capacity within communities to engage in green jobs • Protect fresh water habitats and resources to promote growth of marines species • Rebuilding over exploited fish resources and affected ecosystems • Raise awareness on ecosystem based adaptation and how they can be involved 	<ul style="list-style-type: none"> • Biodiversity stewardship programmes to help communities to understand the link between biodiversity and ecosystem services in their area • Community based adaptation projects that protect and restore grasslands • Protect grasslands from land use change • Mainstreaming conservation of ecological infrastructure to support poverty alleviation, rural development , job creation and conservation of threatened ecosystems
Human settlements	<ul style="list-style-type: none"> • Risk and vulnerability assessments and mapping of vulnerable social groups, regions and economic sectors • Monitoring and evaluation of climate change activities hazard trends location, frequency and magnitude • Ensuring climate change projects do not get pushed from the agenda by more pressing developmental issues • Promote mixed land use developments • Restrict development within flood lines 	<ul style="list-style-type: none"> • Integrate climate change in the provision of basic services • Mapping and monitoring of vulnerable settlements Mixed land use developments to curb urban sprawl and cut down travel distances for communities in Thaba

Sector	Adaptation options	Priority areas
	<ul style="list-style-type: none"> • Curtail urban sprawl to avoid uneconomic spread of development which will be difficult to provide with basic services • Increase resources (health supplies, food supplies and human resources) for emergencies • Early warning system to inform municipalities of impending climate extremes • Improve coordination between sector departments particularly when developing sector specific adaptation responses • Awareness raising in communities on climate change risk and respond strategies (including resources available) • Training of community volunteers to assist in the event of a disaster • Provide adequate basic services for the poor and marginalized members of the society • Increase public-private partnership to develop and implement adaptation projects • Upgrading, de-densification and relocation of informal settlement infrastructure in areas that are vulnerable to flooding and fires <p>Improve the quality of building material used for building low cost houses so that its durable</p>	<p>Nchu and Botshabelo</p> <ul style="list-style-type: none"> • Improving public- private partnerships to increase the resilience of communities • Mainstreaming climate change into municipal spatial planning processes
Infrastructure Development	<ul style="list-style-type: none"> • Mapping of vulnerable areas • Upgrade and maintain storm water in all regions to keep them clear of any sand and rubbish • Ensure adequate budget for maintenance of infrastructure • Upgrade sanitation systems to curb seepage of sewage into underground water and the spread of disease • Promote recycling of waste • Maintain waste management facilities and equipment 	<ul style="list-style-type: none"> • Promote activities in waste recycling /management that support livelihoods • Waste characterisation for MMM • Identification of critical infrastructure hot spots • Maintenance of infrastructure
Social, health and community	<ul style="list-style-type: none"> • Upgrade sanitation systems to curb seepage of sewage into underground water and the spread of disease • Increase resources (health supplies, food supplies and human resources) for emergencies such as floods and hailstorms • Awareness raising and training communities on fire fighting and fire rescue skills • Multidisciplinary ecosystem-based studies to identify hosts, vectors, and pathogens with the greatest potential to affect human populations under climate change scenarios in MMM. 	<ul style="list-style-type: none"> • Keep track of health trends related to climate in MMM • Invest in research to get a better understanding of local specific changes in climate and their impacts on health, air quality, disease vectors water and food security

Sector	Adaptation options	Priority areas
	<ul style="list-style-type: none"> • Keep records and monitor health data • Monitoring air quality • Increase investment in research on the impacts of climate change on diseases and human health • Community outreach programme on health risks of increasing temperature and other climatic variables 	

Table 2 below provides an overview of the current and possible future mitigation options to climate change risks identified in the Strategy Document for the different sectors in Mangaung, and potential implementation projects.

Sector	Proposed Programme/Interventions/Projects	Mitigation	Details of the proposed Intervention / Programme	
Energy	Renewable Energy		Build Solar parks that will feed electricity to the National Grid	
			Introduce the use of Solar in residential areas (e.g. solar lights) and industry	
			Installation of solar powered street lights	
			Decentralised energy access in rural areas	
Energy Efficiency			Refurbish MMM buildings (Government buildings, hospitals, clinics and schools with EE equipment)	
			Refurbish street lights with CFLs/LED lights	
			Encourage energy efficiency by industry processes	
Human Settlements	Insulate RDP houses		To reduce heating and air conditioning need for human comfort	
			Renewable Energy	Install Solar Water Heaters or heat pumps in Residential areas (existing and new houses and RDP houses)
			Energy Efficiency	Refurbish residential areas with CFLs/LED Lighting

Sector	Proposed Programme/Interventions/Projects	Mitigation	Details of the proposed Intervention / Programme
	Rain water harvesting		Install rain water harvesting tanks in residential areas
Agriculture	Smart Agriculture		Encourage and support vegetable gardens in residential areas
			Encourage organic farming (Introduce vermiculture – organic manure)
Transport	Public Transport – Bus rapid Transport system (e.g. Reya Vaya)		Introduce buses
			Introduce bicycle lanes
			Introduce Electric Vehicles
Waste Management	Waste to Energy		Convert Landfill (methane) gas to electricity /gas
			Use wastes to generate biodiesel for MMM bus fleet and Biogas (Biofuels)
	Recycling		Build more buy back centres to encourage Recycling initiatives that create jobs
			Separation at Source (organic and non-organic)
			Increase composting practices
Biodiversity	Plant indigenous trees to act as carbon emissions sinks		Remove invasive alien plant species and plant indigenous plants
			Protect parks and open spaces to maintain their role as carbon sinks
Commercial and Industry	Energy Efficiency		Encourage and incentivise Energy Efficiency initiatives by industries
Enterprise Development	SMME Support		Work with DESTEA to create a conducive climate for SMMEs to develop climate smart technologies that will support industrial growth in MMM

Sector	Proposed Programme/Interventions/Projects	Mitigation	Details of the proposed Intervention / Programme
Climate Change Awareness Campaigns	Conduct community and business awareness campaigns to encourage behavioural change	Develop programmes that involve community participation, especially in the recycling sector where the value chain is broad	Develop programmes that involve community participation, especially in the recycling sector where the value chain is broad
Other Programme/Project	Develop a Greenhouse gas inventory for MMM	This will provide the baseline of current GHG emissions levels for MMM and will be used in monitoring projects implementation progress	This will provide the baseline of current GHG emissions levels for MMM and will be used in monitoring projects implementation progress

CHAPTER 9: MEDIUM TERM REVIEW FRAMEWORK

9.1 CAPITAL BUDGET

The capital budget for the period 2018/19 has been set at **R 1, 130 billion** and the capital budget for the two outer years of MTREF is set at **R 1, 155 billion** and **R1, 165** respectively. The capital budget injection in the Metro's economy over the MTREF period will thus be **R 3, 451 billion**

The budget will be funded out of Government Grants and subsidies, internally generated fund (own funding) and a basket of external loan funding sources.

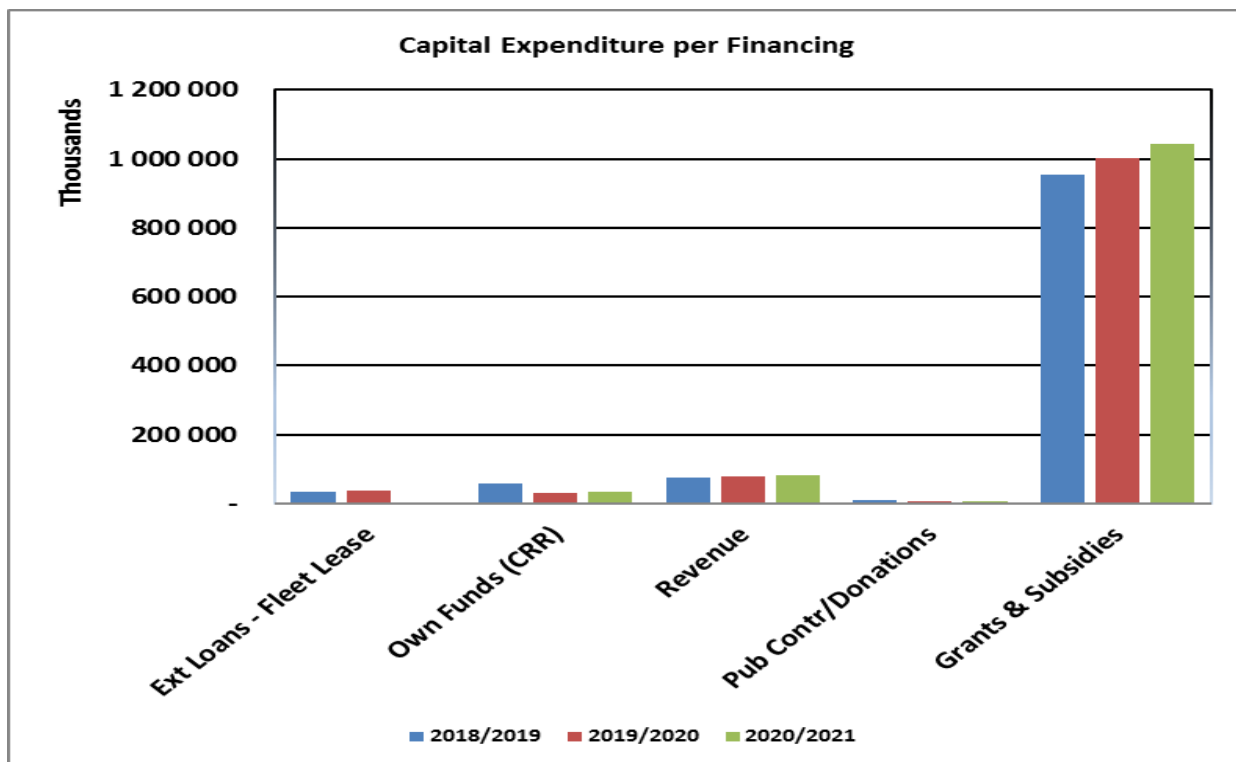
FUNDING BY SOURCE

a) Summary

The capital budget of (**R1, 130 billion**), is to be funded from a variety of sources as per the table below:

MSCOA FINANCING - MANGAUNG AND CENTLEC		Budget 2018/2019	Budget 2019/2020	Budget 2020/2021
	External Loans			
HT	External Loans - Fleet Lease	33 188 260	37 212 646	-
26	Own Funds (CRR)	58 585 000	31 161 000	32 541 860
18	Revenue	74 879 176	78 997 531	83 342 395
95	Public Contributions/Donations	10 318 000	6 665 490	7 032 092
Grants and Subsidies		-	-	-
80	Public Transport Infrastructure & Systems Grant	175 000 000	166 444 819	145 000 000
81	USDG Grant	742 826 000	780 652 000	823 374 000
83	Integrated City Development Grant	7 207 000	11 376 000	12 009 000
	Department of Telecommunication and Postal Services	-	-	-
77	National Electrification Programme	15 450 000	25 600 000	32 000 000
79	Neighbourhood Development Partnership Grant	13 000 000	17 790 000	30 000 000
	TOTAL FINANCING	1 130 453 436	1 155 899 486	1 165 299 346

The total Capital budget of renewed/ongoing projects is 25.03% total of R 282 972 920 and New Projects is 74.97% total of R 847 480 516. Details of projects to be funded from the capital budget will be in the budget pack.

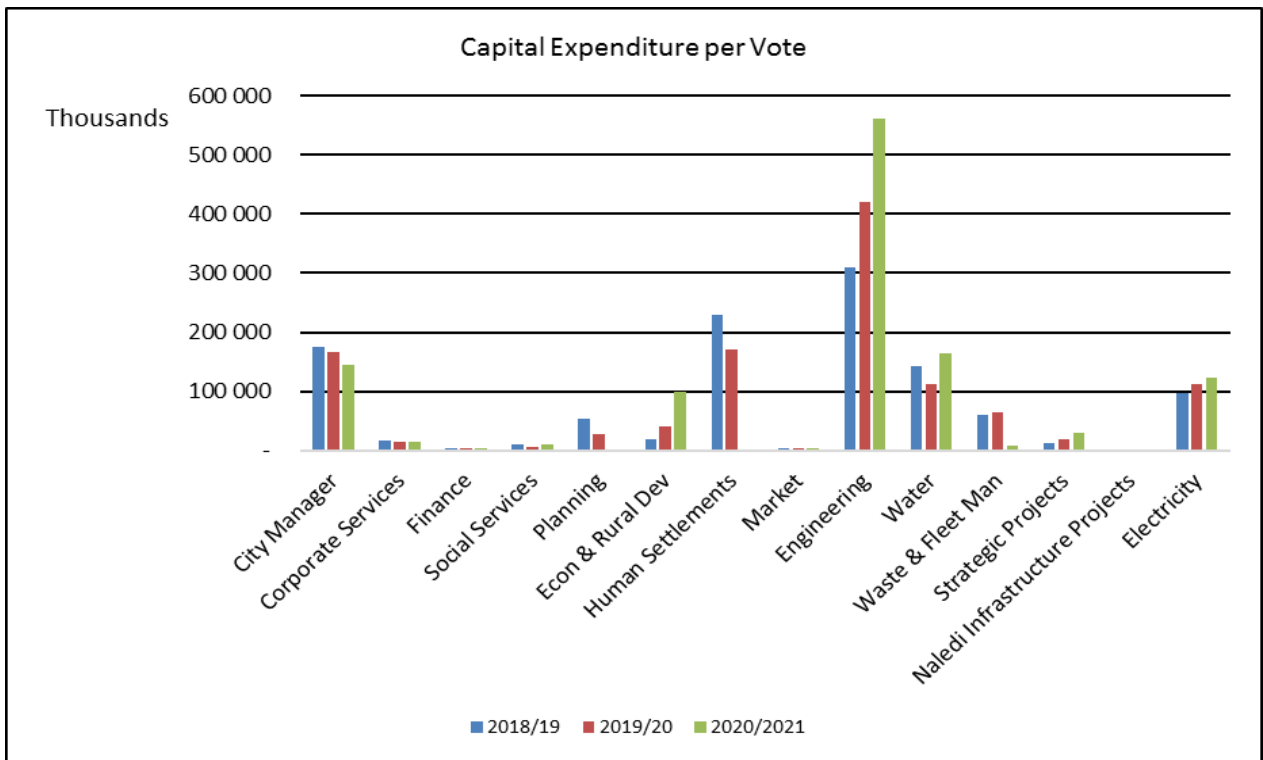


Grant Funding

Government grants and subsidies make up to 84.35% of the 2018/19 capital Budget

Financing		Budget 2018/2019	Budget 2019/2020	Budget 2020/2021
	External Loans			
HT	External Loans - Fleet Lease	33 188 260	37 212 646	-
26	Own Funds (CRR)	58 585 000	31 161 000	32 541 860
18	Revenue	74 879 176	78 997 531	83 342 395
95	Public Contributions/Donations	10 318 000	6 665 490	7 032 092
Grants and Subsidies		953 483 000	1 001 862 819	1 042 383 000
80	Public Transport Infrastructure & Systems Grant	175 000 000	166 444 819	145 000 000
81	USDG Grant	742 826 000	780 652 000	823 374 000
83	Integrated City Development Grant	7 207 000	11 376 000	12 009 000
	Department of Telecommunication and Postal Services	-	-	-
77	National Electrification Programme	15 450 000	25 600 000	32 000 000
79	Neighbourhood Development Partnership Grant	13 000 000	17 790 000	30 000 000
		1 130 453 436	1 155 899 486	1 165 299 346

DIRECTORATE	2018/19	2019/20	2020/2021
City Manager	175 000 000	166 444 819	145 000 000
Corporate Services	15 655 000	14 600 000	15 236 000
Finance	4 350 000	4 081 000	4 325 860
Social Services	10 000 000	5 000 000	10 000 000
Planning	53 270 660	26 405 000	980 000
Econ & Rural Dev	18 007 000	40 376 000	100 009 000
Human Settlements	228 700 000	171 500 000	-
Market	3 100 000	2 500 000	4 000 000
Engineering	309 952 351	419 523 365	561 574 000
Water	143 286 889	112 700 000	163 800 000
Waste & Fleet Man	59 484 360	63 716 281	8 000 000
Strategic Projects	13 000 000	17 790 000	30 000 000
Naledi Infrastructure Projects	-	-	-
Electricity	96 647 176	111 263 021	122 374 487
	1 130 453 436	1 155 899 486	1 165 299 346



CHAPTER 10: CAPITAL PROJECTS TO THE IDP 2018/2019

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.

10.1 DEPARTMENT OF POLICE, ROADS AND TRANSPORT

PROJECT NAME	DISTRICT
BOTSHABELO TRANSPORT ROUTE	MANGAUNG
THABA NCHU PUBLIC TRANSPORT ROUTE	MANGAUNG
MEADOWS ROAD	MANGAUNG
SHANNON ROAD	MANGAUNG
REGRAVELLING	MANGAUNG
WEPENER – DEWETSDORP	MANGAUNG

10.2 DEPARTMENT OF HEALTH

TYPE OF INFRASTRUCTURE PLANNED FOR 2018/19	DISTRICT AND TOWN	PROJECT
DINAANE CLINIC	MANGAUNG (THABA NCHU)	CONSTRUCTION DINAANE CLINIC
HEIDEDAL CHC	MANGAUNG (BLOEMFONTEIN)	CONSTRUCTION OF HEIDEDAL CHC
FAUNA CLINIC	MANGAUNG (BLOEMFONTEIN)	UPGRADING OF FAUNA CLINIC
FICHARDTPARK CLINIC	MANGAUNG (BLOEMFONTEIN)	UPGRADING OF FICHARDTPARK CLINIC
WESTDENE CLINIC	MANGAUNG (BLOEMFONTEIN)	UPGRADING OF WESTDENE CLINIC
WINNIE MANDELA (BOTSHABELO) CLINIC	MANGAUNG (BOTSHABELO)	UPGRADING OF WINNIE MANDELA CLINIC
MUCPP CHC	MANGAUNG (BLOEMFONTEIN)	REFURBISHMENT
OPKOMS CLINIC	MANGAUNG (BLOEMFONTEIN)	REFURBISHMENT
LOURIERPARK CLINIC	MANGAUNG (BLOEMFONTEIN)	REFURBISHMENT
ITUMELENG (BOTSHABELO) CLINIC	MANGAUNG (BOTSHABELO)	REFURBISHMENT

TYPE OF INFRASTRUCTURE PLANNED FOR 2018/19			DISTRICT AND TOWN	PROJECT
DEWETSDORP	ONE	STOP	MANGAUNG (DEWETSDORP)	REFURBISHMENT
CLINIC				
VANSTADENSUS CLINIC			MANGAUNG (VAN STADENSUS)	REFURBISHMENT
IKGOMOTSENG CLINIC			MANGAUNG (SOUTPAN)	REFURBISHMENT
BOTSHABELO HOSPITAL			MANGAUNG (BOTSHABELO)	REFURBISHMENT
DR JS MOROKA			MANGAUNG (BOTSHABELO)	REFURBISHMENT
NATIONAL HOSPITAL			MANGAUNG (BLOEMFONTEIN)	REPAIRS AND RENOVATION
PELONOMI HOSPITAL			MANGAUNG (BLOEMFONTEIN)	REPAIRS AND RENOVATION

10.3 DEPARTMENT OF EDUCATION

NAME OF SCHOOL	PROJECT TYPE	DISTRICT	TOWN
BOITUMELONG SPEC/S	NEW HOSTEL	MANGAUNG	THABA NCHU
RETSAMAILE	MEDIA CENTRE	MANGAUNG	BOTSHABELO
IHOBE P/S	NEW ADMIN	MANGAUNG	BLOEMFONTEIN
MABEOANA P/S	NEW ADMIN	MANGAUNG	BLOEMFONTEIN
NOZALA P/S	NEW ADMIN	MANGAUNG	BLOEMFONTEIN
KGAUHO	6 CLASSROOMS	MANGAUNG	BOTSHABELO
LEFIKENG	6 CLASSROOMS	MANGAUNG	BOTSHABELO
HOHLE	5 CLASSROOMS	MANGAUNG	BOTSHABELO
EMANG	1 TOILET BLOCK	MANGAUNG	THABA-NCHU
MABEOANA	3 X GRADE R	MANGAUNG	BLOEMFONTEIN
MONOKOTSWAI	3 X GRADE R	MANGAUNG	BOTSHABELO
NZAME	3 X GRADE R	MANGAUNG	BLOEMFONTEIN
PONTSHENG	3 X GRADE R	MANGAUNG	BOTSHABELO
DIBENG SA TSEBO	NUTRITION CENTRES	MANGAUNG	BOTSHABELO
EMANG	NUTRITION CENTRES	MANGAUNG	THABA NCHU
NTEBOHENG	NUTRITION CENTRE	MANGAUNG	BOTSHABELO
KAGISANO	NUTRITION CENTRES	MANGAUNG	SOUTPAN
TEBELELO	NUTRITION CENTRES	MANGAUNG	BLOEMFONTEIN
BREBNER P/S HOSTEL	REFURBISHMENT/RENOVATION OF HOSTEL	MANGAUNG	BLOEMFONTEIN
CHRISTIAAN DE WET BOYS HOSTEL	REFURBISHMENT/RENOVATION OF HOSTEL	MANGAUNG	DEWETSDORP
DR BLOK	REFURBISHMENT/RENOVATION OF HOSTEL	MANGAUNG	BLOEMFONTEIN
LETTIE FOUCHE	REFURBISHMENT/RENOVATION OF HOSTEL	MANGAUNG	BLOEMFONTEIN
KGABANE	REFURBISHMENT/RENOVATION OF SCHOOL	MANGAUNG	MANGAUNG

10.4 DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT

DISTRIC	TOWN	PROJECT	DEPARTMENT	BUDGET
MANGAUNG METRO	THABA NCHU	DEVELOPMENT OF BUSINESS PLAN FOR MILTON FARM (PTY) LTD IN THABA NCHU	REID	R 653DIS 000
MANGAUNG METRO	THABA NCHU	SUPPLY AND DELIVERY OF BEEF PRODUCTION INPUTS (BEEF CATTLE, FEED AND MEDICATION) AT MILTON FARM (PTY) LTD IN THABA NCHU	REID	R 500 000
MANGAUNG METRO	THABA NCHU	SUPPLY AND DELIVERY OF POULTRY (BROILER) PRODUCTION INPUTS AT 15 STAR SECONDARY COOPERATIVE IN THABA NCHU	REID	R 600 000
MANGAUNG METRO	THABA NCHU	DRILLING AND EQUIPING OF BOREHOLE AT IKEMISETSENG COOPERATIVE IN THABA NCHU	REID	R 593 200
MANGAUNG METRO	THABA NCHU	SUPPLY, DELIVERY AND INSTALLATION OF TUNNEL STRUCTURE AT IKEMISETSENG COOPERATIVE IN THABA NCHU	REID	R 200 000
MANGAUNG METRO	THABA NCHU	SUPPLY AND DELIVERY OF PLANT PRODUCTION INPUTS SEEDS AND SEEDLINGS AT IKEMISETSENG IN THABA NCHU	REID	R 2 696 812
MANGAUNG METRO	THABA NCHU	SUPPLY AND DELIVERY OF PLANT PRODUCTION INPUTS (SEEDS AND FERTILIZERS) AT IKEMISETSENG IN THABA NCHU	REID	R 450 000
MANGAUNG METRO	BOTSHABELO	APPOINTMENT OF SERVICE PROVIDER FOR SUPPLY AND DELIVERY OF BAKERY EQUIPMENT AND ACCESSORIES AT STAR BAKERY IN BOTSHABELO	REID	R 2 260 434
MANGAUNG METRO	HEIDEDAL, BLOEMFONTEIN	APPOINTMENT OF SERVICE PROVIDER FOR SUPPLY AND DELIVERY OF BAKERY EQUIPMENT AND ACCESSORIES AT KOATZ BAKERY IN HEIDEDAL, BLOEMFONTEIN	REID	R 2 258 034

DISTRIC	TOWN	PROJECT	DEPARTMENT	BUDGET
MANGAUNG METRO	WEPENER	SUPPLY AND DELIVERY OF PIG PRODUCTION INPUTS (PIGS, FEED AND MEDICATION) AT MAMOSEKELI COOPERATIVE IN WEPENER	REID	R 408 000
MANGAUNG METRO	WEPENER	SUPPLY AND DELIVERY OF BEEF PRODUCTION INPUTS (BEEF CATTLE, FEED AND MEDICATION) FOR BULTFONTEIN FARM IN WEPENER	REID	R 3 000 000
MANGAUNG METRO	SOUTPAN	APPOINTMENT OF SERVICE PROVIDER FOR DEVELOPMENT OF BUSINESS PLAN AT CONFIBRITE IN SOUTPAN	REID	R 900 000
MANGAUNG METRO	DEWETSDORP	SUPPLY AND DELIVERY OF PIGGERY PRODUCTION INPUTS (PIGS, FEED AND MEDICATION) AT BOPANANG COOPERATIVE IN JIMMY ROOS, DEWETSDORP	REID	R 1 075 000
MANGAUNG METRO	SOUTPAN	APPOINTMENT OF SERVICE PROVIDER TO CONDUCT ENVIRONMENTAL IMPACT ASSESSMENT AT CONFIBRITE IN SOUTPAN	REID	R 600 000
MANGAUNG METRO	THABA NCHU	SUPPLY AND DELIVERY OF PIGGERY PRODUCTION INPUTS (PIGS, FEED AND MEDICATION) AT THOZAMA COOPERATIVE IN PARADYS VILLAGE, THABA NCHU	REID	R 825 000
MANGAUNG METRO	THABA NCHU	CONSTRUCTION OF THABA NCHU AGRI-HUB ABATTOIR UPGRADE WITHIN MANGAUNG	RID	R 294 360
MANGAUNG METRO	THABA NCHU	CONSTRUCTION OF THABA NCHU AGRI-HUB BULKS SERVICES WITHIN MANGAUNG	RID	R 658 657
MANGAUNG METRO	THABA NCHU	PSP FOR THE DESIGN AND CONSTRUCTION MONITORING OF SEDIBA IRRIGATION SCHEME	RID	R 13 000 000
MANGAUNG METRO	THABA NCHU	CONTRACTOR FOR THE UPGRADING OF SEDIBA IRRIGATION SCHEME	RID	R 34 673 195
MANGAUNG METRO	BLOEMFONTEIN	DE HOOP FARM SOIL REHABILITATION IN BLOEMFONTEIN - AVMP COMMUNITY WORKERS	RID	R 6 637 402
MANGAUNG METRO	BOTSHABELLO	DRILLING AND EQUIPPING OF THE BOREHOLE AND CONSTRUCTION OF 2 HECTARES FENCE AND IRRIGATION FOR MODULA QHOWA PROJECT IN BOTSHABELLO	RID	R 2 200 000
MANGAUNG	THABA NCHU	CONSTRUCTION OF THABA	RID	R 209 425

DISTRIC	TOWN	PROJECT	DEPARTMENT	BUDGET
METRO		NCHU MAJOR RENOVATIONS - PHASE 1		
MANGAUNG METRO	THABA NCHU	CONSTRUCTION OF THABA NCHU NARYSEC COLLEGE HIGH RISK SECURITY FENCING IN MANGAUNG METRO	RID	R 9 000 000
MANGAUNG METRO	THABA NCHU	CONSTRUCTION OF THABA NCHU ADMIN BLOCK RENOVATIONS	RID	R 3 500 000
MANGAUNG METRO	BLOEMFONT EIN	CHARLINA NO.2795	SLA	R 2 200 000
MANGAUNG METRO	BLOEMFONT EIN	POT. 1 & 2 OF VENTERSVLEI NO. 35	SLA	R 3 076 500
MANGAUNG METRO	BLOEMFONT EIN	REMAINING EXT OF ELANDSBULT NO. 5	SLA	R 3 800 000
MANGAUNG METRO	BLOEMFONT EIN	REMAINING EXT OF MEADOWS NO. 482	SLA	R 1 200 000
MANGAUNG METRO	BLOEMFONT EIN	REMAINING EXT OF ELANDSBULT NO. 5	SLA	R 1 100 000
MANGAUNG METRO	BLOEMFONT EIN	DIE VLAKTE NO.	SLA	R 3 800 000
MANGAUNG METRO	BLOEMFONT EIN	REMAINING EXT OF EMS NO. 2856	SLA	R 1 200 000
MANGAUNG METRO	BLOEMFONT EIN	HARROWGATE NO. 1454 & POT. 5 OF DWAALHOEK NO. 239	SLA	R 1 100 000
MANGAUNG METRO	BLOEMFONT EIN	POT. 1 OF GROOTFONTEIN NO. 475	SLA	R 1 100 000
MANGAUNG METRO	VAN STADENSRU S	BLOEMHOF NO. 322	RECAP	R 2 218 750
MANGAUNG METRO	VAN STADENSRU S	BULTFONTEIN NO. 195	RECAP	R 2 218 750
MANGAUNG METRO	BLOEMFONT EIN	ELIM NO. 30	PROPERTY MANAGEMENT	R 250 000
MANGAUNG METRO	BLOEMFONT EIN	WATERVAL NO. 259	PROPERTY MANAGEMENT	R 250 000
MANGAUNG METRO	THABA NCHU		DARD	R 2 200 000
MANGAUNG METRO	PROVINCIAL		DARD	R 400 000
MANGAUNG METRO	THABA NCHU		DARD	R 1 261 000
MANGAUNG METRO	BLOEMFONTEIN		DARD	R 880 000
MANGAUNG METRO	THABA NCHU		DARD	R 880 000
MANGAUNG METRO	FREE STATE		DARD	R 13 031 300
MANGAUNG METRO	FREE STATE		DARD	R 5 771 000
MANGAUNG METRO	FREE STATE		DARD	R 26 165 000
MANGAUNG METRO	PROVINCIAL		DARD	R 1 600 000

DISTRIC	TOWN	PROJECT	DEPARTMENT	BUDGET
MANGAUNG METRO	BLOEMFONTEIN		DARD	R 600 000
MANGAUNG METRO	BLOEMFONTEIN		DARD	R 600 000
MANGAUNG METRO	BLOEMFONTEIN		DARD	R 100 000
MANGAUNG METRO	THABA NCHU		DARD	R 800 000
MANGAUNG METRO	SOUTPAN		DARD	R 960 000
MANGAUNG METRO	BAINSVLEI		DARD	R 500 000
MANGAUNG METRO	THABA NCHU		DARD	R 1 000 000
MANGAUNG METRO	WEPENER		DARD	R 451 000
MANGAUNG METRO	FREE STATE		DARD	R 5 000 000
MANGAUNG METRO	FREE STATE		DARD	R 19 227 000
MANGAUNG METRO	BLOEMFONTEIN	XHARIEP COMMONAGE BETHULIE	CASP	R 22 000 000
MANGAUNG METRO	THABA NCHU	THABA NCHU IRRIGATION SCHEME	CASP	R 1 261 000
MANGAUNG METRO	THABA NCHU	THABA NCHU IRRIGATION SCHEME	CASP	R 880 000
MANGAUNG METRO	THABA NCHU	KHUMO	CASP	R 880 000
MANGAUNG METRO	BLOEMFONTEIN	SCHIMDTRUST	ILIMA	R 600 000
MANGAUNG METRO	BLOEMFONTEIN	TUSSENVIER	ILIMA	R 600 000
MANGAUNG METRO	BLOEMFONTEIN	WILLOWS	ILIMA	R 1 000 000
MANGAUNG METRO	THABA NCHU	RAPULANA	ILIMA	R 800 000
MANGAUNG METRO	THABA NCHU	MELACWANA	ILIMA	R 3 000 000
MANGAUNG METRO	THABA NCHU	SETLOGELO	ILIMA	R 1 000 000
MANGAUNG METRO	WEPENER	MAMOSIKIDI	ILIMA	R 451 000