

MATJHABENG LOCAL MUNICIPALITY



Final Review Integrated Development Plan 2026/2027

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Executive Mayor's Foreword

The Integrated Development Plan (IDP) is the cornerstone of Matjhabeng Local Municipality's strategic planning, ensuring alignment and integration across various projects, programs, and strategies within the municipality and with other spheres of government at district, provincial, and national levels. This document serves as a guiding framework for financial planning, budgeting, and service delivery, ensuring that resources are directed towards the most urgent community needs.

The IDP is not developed annually, but instead, it is reviewed each year within a five-year cycle to remain responsive to the evolving needs of our communities. The plan focuses on three core policy objectives: political transformation, social transformation, and economic development. These pillars drive Matjhabeng's efforts to alleviate poverty, promote local economic growth, and facilitate integrated spatial and physical planning.

A key principle of the IDP is to promote people-centred development, in line with the Constitution of South Africa, which mandates government to expand access to basic services progressively, particularly for vulnerable groups. Matjhabeng Local Municipality faces significant infrastructure challenges, especially related to water and sewer systems, which have been further strained by vandalism and sabotage. Despite these challenges, we are committed to improving service delivery with the support of the provincial and national government, especially through the refurbishment of sewer networks and the replacement of outdated infrastructure.

The IDP is more than a legal requirement; it offers substantial benefits, including:

- Prioritizing resource allocation to the most pressing community needs
- Promoting sustainable growth and development
- Enhancing public participation in the planning and implementation process
- Facilitating access to development funding and investment opportunities
- Effectively utilizing available resources

As local government operates in an ever-changing environment, the needs of our communities continue to evolve. The IDP review process ensures broader community involvement and engagement with stakeholders, which will lay the foundation for the next five-year cycle. In this process, we remain committed to aligning the IDP with the 2021 Local Government Elections Manifesto of the African National Congress, which serves as the roadmap for our municipality over the next five years, including the current review period.

Our key strategic priorities moving forward include:

- Economic Development
- Environmental Sustainability
- Good Governance and Partnerships
- Community Capacity Building
- Public Safety and Emergency Preparedness
- Financial Viability

We call on all directorates, communities, stakeholders, and sector departments to play an active role in the successful implementation, monitoring, and evaluation of the IDP. Together, we will work toward creating a conducive environment for growth, job creation, and improved quality of life for all residents of Matjhabeng.

Thank you.

CLLR. THANDUXOLO KHALIPHA
EXECUTIVE MAYOR

Municipal Manager's Overview

The Integrated Development Plan (IDP) is the primary strategic planning tool for Matjhabeng Local Municipality, emphasizing service delivery, infrastructure investment, institutional development, and socio-economic transformation. The IDP Review, mandated by the Local Government: Municipal Systems Act, 2000, aligns with the Financial Recovery Plan (FRP) due to the municipality's financial distress. This review indicates a shift toward realistic planning, emphasizing fiscal discipline, governance improvement, and operational effectiveness.

Key areas of focus in the IDP include:

- 1. Financial Sustainability and Fiscal Discipline:** Initiatives aim to achieve fiscal stability through cost containment, waste reduction, and improved cash flow management. Projects prioritized in the IDP are those with secured funding, compliant with the Municipal Finance Management Act.
- 2. Revenue Enhancement and Credit Control:** The plan emphasizes accurate revenue collection and customer management improvements to expand the revenue base and reduce reliance on external funding, including maintaining a credible indigent register and enforcing debt collection policies.
- 3. Institutional and Governance Reforms:** Stability in senior management, enhanced controls, and compliance measures are aimed at strengthening governance. Capacity-building initiatives align skill development with operational needs, vital for service delivery and recovery.
- 4. Service Delivery Prioritization:** The IDP prioritizes preserving existing infrastructure and essential services like water and electricity within fiscal constraints, closely coordinating service delivery plans with available funding.
- 5. Alignment with Broader Plans:** The reviewed IDP ensures alignment with national, provincial, and district plans while considering the limitations set by the FRP to meet recovery objectives.

6. Community Participation and Stakeholder Engagement: Community engagement remains central to the IDP Review, ensuring local needs are integrated within the resource constraints.

In conclusion, the IDP Review represents a commitment to stabilization, accountability, and sustainability for Matjhabeng Local Municipality, integrating FRP outcomes into planning and budgeting to promote realistic recovery and foster long-term development. Stakeholder cooperation is crucial in achieving these objectives.

DR. VUYO ADONIS
ACTING MUNICIPAL MANAGER

CHAPTER 1: EXECUTIVE SUMMARY

1.1. Introduction

The Local Government: Municipal Systems Act No. 32 of 2000, mandates municipalities to undertake developmental oriented planning to ensure that they achieve their constitutional mandates (see sections 152 and 153 of the Constitution). To this end, Matjhabeng Municipality's Integrated Development Plan serves as a strategic framework that guide its five-year planning and budgeting. To provide democratic and accountable government for local communities, the municipality consulted both internal and external stakeholders in the IDP development process.

The key projects identified for implementation in the Integrated Development Plan were sourced from communities and other stakeholders through various public participation platforms. This integrated Development Plan is informed by the national and provincial government developmental goals and priorities. Inclusive of emerging socio-economic trends, the ever-increasing demand, social cry of the people of Matjhabeng for better services and other related issues that provide a framework in which the Municipality can ensure developmental local government. Municipalities operate in an ever-changing environment, and the Matjhabeng Local Municipality, too, is not immune to such changes.

The dynamic nature of local, national, and global environments constantly presents local government with new challenges and demands. Similarly, the needs and priorities of the communities within the Matjhabeng municipal area change from year-to-year. To ensure close co-ordination and integration amongst projects, programmes and activities, line function departments within the Municipality seek to work cohesively with external stakeholders (such as the business community and civil society), provincial and national government departments. This cohesion further seeks to promote integrated service delivery to communities.

The Integrated Development Plan seeks to achieve sustainable development within Matjhabeng. To this end, there is a balanced approach to economic, environmental, and social development - the overarching pillars of sustainable development. In pursuit of economic growth and the provision of services to its citizens, the municipality cannot compromise its responsibility for protecting the natural and built environment. It is committed to adhere to good governance principles (*participation, efficiency, effectiveness, accountability, transparency, equity, fairness, and the rule of law*) and Batho Pele principles (*courtesy and people first, consultation, service*

excellence, access, information, openness and transparency, redress, and value for money) in the provision of services to residents.

The Integrated Development Plan is implemented through an annual implementation framework-Service Delivery and Budget Implementation Plan, which links key performance indicators to the annual budget. Section 57 managers conclude annual performance agreements, which serve as a monitoring tool for departmental performance. The Municipality monitors the implementation of its Service Delivery and Budget Implementation Plan and the performance of its senior managers through a performance management system.

1.2. Key Performance Areas

Key Performance Areas	Pre-determined Objectives	Supporting table SA4 Reconciliation of Integrated Development Plan Strategic Objectives and Budget (R'000)
Revenue		
R thousand		
1. Basic Services	Supporting the delivery of municipal services to the right quality and standard	R 3 117 124
2. Local Economic Development	Creating a conducive environment for economic Development	R 29 329
3. Institutional Capacity	Building institutional resilience and administrative capability	R 239 857
4. Financial Management	Ensuring sound financial management and accountability	R 1 192 627
5. Good Governance, Transparency and Accountability	Promoting good governance, transparency, and accountability	R 108 259.50
6. Public Participation	Putting people and their concerns first	R 108 259.50
Total		R 4 795 456

Source: IDP 2026/2027-Supporting Table SA4-Reconciliation of Strategic Objectives and Budget-Revenue

Key Performance Area	Predetermined Objective	Supporting Table SA5 Reconciliation of Integrated Development Plan Strategic Objectives and Budget (R'000)
Expenditure		
R thousand		
1. Basic Services	Supporting the delivery of municipal services to the right quality and standard	R 3 722 042
2. Local Economic Development	Creating a conducive environment for economic development	R29 885
3. Institutional Capacity	Building institutional resilience and administration capacity	R255 881
4. Financial Management	Ensuring sound financial management Accounting	R301 939

5. Good Governance, Transparency and Accountability	Promoting good governance, transparency, and Accountability	R107 547
6. Public Participation	Putting people and concerns first	R107 547
Total		R 4 524 842

Source: IDP 2026/2027-Supporting Table SA5- Reconciliation of Strategic Objectives and Budget-Expenditure

1.3. Medium-Term Revenue and Expenditure Framework

The plan set the resources framework as well as the financial strategies for the municipality and aims to provide guidelines in the formulation of development related strategies in a realistic way. These strategies relate to increasing revenue, managing assets, and improving cost effectiveness of the municipality. The budget of the municipality in the financial year 2026/2027 totals **R4 795 456**, for 2027/2028 totals **R4 420 591** and for 2028/2029 totals **R4 745 052**. This amount is funded through five main funding sources and is allocated to the following seen budgetary votes, namely:

Sources	2026/2027	2027/2028	2028/2029
Property Rates	R695 966	R549 957	R750 557
Service charges	R2 089 751	R2 260 982	R2 333 333
Investment Revenue	R6 101	R 17 517	R18 077
Transfers Recognised-Operation	R819 204	R841 586	R868 516
Own Revenue	R1 206 334	R750 550	R774 568
Total	R4 795 456	R4 420 591	R4 745 052

Source: Budget 2026/2027-Table A1 Budget Summary

1.4. Strategic Objectives

Since the release of the 2001 Integrated Development Plan guidelines, there have been significant policy and legislative changes guiding development in South Africa. The primary policy developments are depicted below.

On the international front, important developments include the following:

- The African Union Africa 2063 launched in 2014.
- The Sustainable Development Goals.
- National Urban Agenda and,
- The Paris Accord Addressing Climate Changes.

On a national, provincial and district levels the following policies are in place:

- The National Development Plan of 2012.
- The Back-to-Basics Programme for municipalities of 2014.

- The Integrated Urban Development Framework of 2016.
- The Development of Built Environment Performance Plans by metropolitan, and
- The District Development Model.

Some of the important legislative developments include:

- Spatial Planning Land Use Management Act, 16 of 2013.
- National Land Transport Act 5 of 2009 and,
- Department of Planning Monitoring and Evaluation Draft Bill.

In aligning the Municipal Integrated Development Plan to the above legislative imperatives, the municipalities are to:

- Develop and implement Integrated Development Plans in the context of the National Development Plan, Integrated Development Urban Development Framework and other policy imperatives,
- To develop credible Integrated Development Plan, national and provincial departments must meaningfully engage with local development planning process and,
- Engage other development agents in municipal spaces such as government entities, traditional leadership were present, mining companies and others to enrich the local development planning.

The Strategic objectives of the Integrated Development Plan as outlined in the document derive existence from the following legislative imperatives:

1.4.1. Constitution of the Republic of South Africa, Act No. 108 of 1996

South African local government is, in terms of chapter 7, section 152(1) of the Constitution Act 108 of 1996, required to be democratic and accountable, ensuring sustained service delivery, promoting socio-economic development and a safe and healthy environment, and encouraging the involvement of all communities and community organizations in its affairs. In terms of section 152(2), these objectives should be achieved within the financial and administrative capacity of a municipality, which implies that all its planning and performance management processes must be geared towards the achievement of these objectives. Chapter 10, section 195(1) of the Constitution of the Republic of South Africa outlines the basic values and principles governing public administration. The municipal IDP is informed by these principles.

1.4.2. Local Government: Municipal Finance Management Act No. 56 of 2003 and Regulations

The Municipal Finance Management Act No. 56 of 2003, seeks to ensure sound and sustainable financial management within South African municipalities. Section 21 of the act makes provision for alignment between the Integrated Development Plan and municipal budget. The Service Delivery and Budget Implementation Plan is an annual contract between the municipality's administration, council and the community, which ensures that the Integrated Development Plan and Budget are aligned. The act makes the provision for quarterly and an annual financial and non-financial performance assessment and reporting by municipalities and entities under their control.

The Municipal Finance Management Act promotes the application of valid and reliable fiscal norms and standards, to maximize service delivery. To this end, National Treasury established minimum competencies for municipal officials, accounting officers, chief financial officers, senior managers, other financial officers and supply chain management managers, in line with section 168 of the Municipal Finance Management Act. The Municipal Finance Management Act also provides for the discharge of certain functions and powers by political representatives in municipalities and for contract management and reporting on the performance of external service providers appointed by municipalities.

1.4.3. Local Government: Municipal Systems Act No. 32 of 2000 and Regulations

The Municipal Systems Act requires municipalities to develop Integrated Development Plan and an integral Performance Management System and to, in this process, set performance indicators and targets, conduct internal reviews, assessments, audits and publish an annual report on their performance over a specific period.

The Municipal Systems Act underpins the notion of developmental government, since it recognizes local government as an integral agent in connecting the three spheres of government with the communities it serves. It strives to bring the social and economic upliftment of communities through improved service delivery, by crafting the framework for the establishment of mechanisms and processes to enhance performance planning and management, resource mobilization and organizational change.

The Municipal Systems Act No. 32 of 2000, outlines the duties to be performed by political office-bearer, municipal officials, and the community. It converses on matters of human resources and public administration, whilst prescribing community participation throughout, in support of a system of participatory government. The Municipal Systems Act also provides for

the discharge of certain functions and powers by political representatives in municipalities and for the establishment of entities by municipalities to bring about effective and efficient service delivery. In terms of the act, municipalities must ensure that performance objectives and indicators are set for municipal entities under control and that these form part of their multi-year business planning and budgeting, in line with the Municipal Finance Management Act.

1.4.4. Local Government: Municipal Planning and Performance Management Regulations, 2001

The Local Government: Municipal Planning and Performance Management Regulations of 2001 seeks to enhance the implementation of performance management obligations imposed by legislation and cultivate uniformity in the application of performance management within the sphere of local government. The regulations outline the details to be contained in municipalities' Integrated Development Plans, as well as the process of amendment.

They also provide the nature of performance management systems, their adoption, processes for the setting of performance targets, monitoring, measurement, review and internal auditing of performance measurements. The regulations conclude with a section on community participation in respect of integrated development planning and performance management.

1.4.5. Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006

In addition to the Local Government: Municipal Planning and Performance Management Regulations of 2001, the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers of 2006 were promulgated to regulate the performance management of municipal managers and managers directly accountable to municipal managers. The regulations cover the conclusion of performance agreements, performance evaluation and the management of performance outcomes.

1.4.6. Local Government: Municipal Structures Amended Act No.3 of 2021

The Local Government: Municipal Structures Amended Act No.3 of 2021 provides for the establishment of municipalities and defines the various types and categories of municipalities in South Africa. It also regulates the internal systems, structures, and office-bearers of municipalities. Chapter 4 of the Structures Act makes provision for the establishment of council structures and committees to exercise oversight over the performance of municipalities, as

well as ensure their accountability.

1.4.7. Intergovernmental Relations Framework Act No.13 of 2005

The Intergovernmental Relations Framework Act 13 of 2005 intends to:

- Establish a framework for the national government, provincial governments and local governments to promote and facilitate intergovernmental relations.
- To provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes; and
- To provide for matters connected therewith.

1.4.8. White Paper on Local Government, 1998

The Constitution of South Africa Implore on local Government the following object of local government:

- To provide democratic and accountable government for local communities.
- To ensure the provision of services to communities in a sustainable manner.
- To promote social and economic development.
- To promote a safe and healthy environment; and
- To encourage the involvement of communities and community organisations in the matters of local government.

White Paper on Local Government of 1998 emphasis the need of an improved customer management and service provision at a local space thus advocating for a developmental local government system, committed to working with citizens, communities, and groups in creating sustainable human settlements.

1.4.9. Municipal Property Rates Act No. 6 of 2004

The Municipal Property Rates Act 6 of 2004 seeks to regulate the powers of municipalities to levy rates on property. Rates represent a critical source of own revenue for municipalities to achieve their constitutional development objectives.

1.4.10. Disaster Management Act No. 57 of 2002

Chapter 3 of the Disaster management Act, section 53(2) provides that a disaster management plan for a municipal area must – (a) form an integral part of the municipality's development plan.

1.4.11. Spatial Planning and Land Use Management Act No. 16 of 2013

The Municipal Systems Act, 32 of 2000, requires municipalities to adopt Integrated Development Plans that contain Spatial Development Frameworks as a core component. These Spatial Development Frameworks must include basic guidelines for land use management system for the municipality. The Spatial Development Frameworks as envisaged in the Municipal Systems Act, 32 of 2000, are further elaborated in the Spatial Planning and Land Use Management Act, 16 of 2013.

Section 21(b) and (c) of the Spatial Planning and Land Use Management Act, 16 of 2013, requires municipal spatial development frameworks to include statements that demonstrate the short-term (5 years) plan for spatial form of a municipality as well as more strategically show a longer-term vision statement for the desired spatial growth and development pattern of the municipality for the next 10 to 20 years.

It provides that each municipality be responsible for municipal spatial planning and land use management within its jurisdiction. This requires a municipality to make administrative decisions which are lawful, reasonable, and procedurally fair. The spatial planning and land use management legislative change and reform has brought significant changes. The most notable is the way spatial planning and land use management decisions are to be made in the municipal sphere of government.

1.4.12. Climate Change Bill (B9-2022)

To enable the development of an effective climate change response and a long-term, just transition to low-carbon and climate- resilient economy and society for South Africa in the context of sustainable development; and to provide for matters connected therewith.

1.4.13. National Climate Change Response White Paper

White Paper presents the South African Governments vision for an effective climate change response and long term, just transition to climate-resilient and lower-carbon economy and society.

1.4.14. National Climate Change Adaptation Strategy

The NCCAS outlines a set of objectives, interventions and outcomes to enable the country to give expression to its commitment to the Paris Agreement. This strategy was developed in consultation with all relevant stakeholders and approved by the cabinet. It aims to reduce the vulnerability of society, economy and the environment to the effects of climate change.

1.5.The Integrated Development Plan within Context of Global, Regional, National Provincial and District Planning

The IDP should reflect the integrated planning and development intent of all spheres of government relevant to a municipal geographic space. The effective implementation of the Integrated Development Plan can be attained only if government across all spheres is committed to the common goal of rendering quality services; hence the Inter-Governmental Relations Framework Act seeks to enhance alignment between the spheres of government. This section reflects the alignment of intergovernmental strategic objectives and highlights key priority projects and programmes that will be implemented within the municipal space during the five-year cycle of this Integrated Development Plan.

1.5.1. Global Perspective

1.5.1.1. Sustainable Development Goals 2030

The following are Sustainable Development Goals as set out by the United Nations (UNDP 2015):

Goal Number	Objective
1	End poverty in all its forms everywhere
2	End hunger, achieve food security and improve nutrition and promote sustainable agriculture
3	Ensure healthy lives and promote well-being for all at all ages
4	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
5	Achieve gender equality and empower all women and girls
6	Ensure availability and sustainable management of water and sanitation for all
7	Ensure access to affordable, reliable, sustainable, and modern energy for all
8	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
9	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
10	Reduce inequality within and among countries
11	Make cities and human settlements inclusive, safe, resilient and sustainable
12	Ensure sustainable consumption and production patterns

13	Take urgent action to combat climate change and its impacts
14	Conserve and sustainably use the oceans, seas and marine resources for sustainable development
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
16	Promote peaceful and inclusive societies for sustainable development, provide justice for all and build effective, accountable, and inclusive institutions at all levels
17	Strengthen the means of implementation and revitalize the global partnership for sustainable development

1.5.2. Regional Perspective

1.5.2.1. Africa Strategy 2063

The Africa strategy 2063 seeks to achieve a prosperous Africa, based on inclusive growth and sustainable development. It seeks to achieve an integrated continent, politically united and based on the ideals of Pan Africanism and the vision of an African Renaissance. An Africa with a strong cultural identity, common heritage, values and ethics, and a continent where development is people driven, unleashing the potential of its women and youth, among others, are the key focus areas of Africa Strategy 2063.

1.5.3. National Perspective

1.5.3.1. State of the Nation Address 2026

President Cyril Ramaphosa delivered the State of the Nation Address under the theme, “Driving Inclusive Growth and Jobs through Implementation and Reform”.

SONA 2026	
FOCUS AREAS	DELIVERABLES OR TARGETS
Inclusive Economic Growth & Jobs	To accelerate job creation , especially for young people, by supporting sectors like agriculture, services, digital technology, tourism, and green industries . Deployment of 10 000 agricultural extension officers to support production and youth employment and,

	Increased investment in data centres and digital infrastructure (over R50 billion expected).
Crime & Public Safety	Deployment of the South African National Defence Force (SANDF) to support police in high-crime areas. Consolidated intelligence efforts and multidisciplinary task teams against crime.
Water Security & Infrastructure Delivery	R1 trillion over three years committed to public infrastructure projects. Creation of a National Water Resource Infrastructure Agency to coordinate water projects.
Energy Reform & Reliability	Launch of independent transmission projects and task teams reporting on timelines. Longer-term target for 40 % renewable energy in the national mix by 2030.
Social Support & Cost-of-Living Relief	Over R10 billion allocated to support Early Childhood Development (ECD) centres over three years. New Outcomes-Based Fund (~R500 million) to create more than 100 000 ECD spaces in key provinces.

1.5.3.2. National Development Plan, Vision 2030

The National Development Plan is a government-initiated plan aimed at eliminating poverty and reducing inequality by 2030. The plan presents a long-term strategy to increase employment through faster economic growth, improvement in the quality of education, skills development, and innovation, and building the capability of the state to play a developmental and transformative role. The plan also focuses on upgrading public health facilities and producing more health professionals, as well as infrastructure development, financed through tariffs, public-private partnerships, taxes, and loans, amongst other things.

1.5.3.3. Government Priorities

The Integrated Development Plan is developed in line with the 7 Government Priorities. Each of the Priorities is implemented through a delivery agreement, cutting across the three spheres of government. The achievement of the Priorities depends on concerted efforts from all key stakeholders and spheres of government. The Medium-term Strategic Framework (MTSF) 2019 - 2024 is the second five-year Implementation Plan of the NDP. The second period is indicated as follows:

Priority number	objective
1	Building a capable ethical and developmental state
2	Economic transformation and job creation
3	Education, skills and health
4	Consolidating the social wage through reliable and quality basic services
5	Spatial integration, human settlements and local government
6	Social cohesion and safe communities
7	A better Africa and world

1.5.4. National Spatial Development Perspective

The objective of the National Spatial Development Perspective is to promote informed economic investment profiling to guide regional growth and development planning within a socio-economic framework. It therefore acts as an indicative planning tool for the three spheres of government. The National Spatial Development Perspective also informs the Spatial Development Framework of the Municipality.

1.5.4.1. Local Government Back to Basics Principles

The Back-to-Basics Strategy is a national initiative aimed at ensuring that municipalities perform their core mandate of delivering basic services to local communities, as enshrined in Chapter 7 of the Constitution. The Back-to-Basics approach is based on six principles, which are:

Key Performance Area	Predetermined Objectives
1. Basic Services	Supporting the delivery of municipal services to the right quality and standards
2. Local Economic Development	Creating a conducive environment for economic development
3. Institutional Capacity	Building institutional resilience and administrative
4. Financial Management	Ensuring sound financial management and accounting
5. Good Governance, Transparency and Accountancy	Promoting good governance, transparency, and accountability
6. Public Participation	Putting people and their concerns first

1.5.5. Provincial Perspective

1.5.5.1. State of the Province Address (SOPA) 2026

The Premier Letsoha-Mathae of the Free State Provincial Government delivered her speech, framed as “***A year of decisive action to fix local government and transform the economy.***”

The Premier put particular emphasis on improving local governance, service delivery and economic growth in the province.

Overview

The Premier focused on confronting persistent problems — especially **local government instability and unemployment**, while committing to economic transformation and infrastructure improvements. The speech balanced outlining challenges with pledges of action, although opposition parties questioned the pace and specifics of delivery.

Key priorities addressed

Priorities	Commitments by Provincial Government
Job Creation	To create 44, 134 Work opportunities with focus on fixing local government and economic growth
Infrastructure Development	93% of the Municipal Infrastructure Grant was spent by June 2025. New, "bold" infrastructure plans are in place to accelerate the delivery of water, sanitation, roads, storm water systems, high-mast lights, solid waste disposal, and pedestrian bridges. A further 1.4 Billion committed for road infrastructure across the province
Economic Growth & Local Business	Funding available to revive and reclaim local economy, by strengthen local business to redress the foreign ownership dominance
Agriculture and Safety	Targeted and increased address of the foot and mouth disease.
Social Issues	Call for collaboration between residents and law enforcement with strong focus on combating Gender-Based Violence and Femicide while addressing issues of Alcohol and substance abuse
Healthcare Support	Improving 24-hour services, launched Bophelo App and USSD number to enhance ambulance services

Agriculture Support Targets	Pledged increased support to 31% for young farmers of the Comprehensive Agriculture Support Programme (CASAP) in 2026 with long term target to raise it to 40%
Municipal intervention	Several Municipalities put under administration to implement recovery plan, improve audit outcomes and strengthen revenue collection

1.5.5.2. Free State Growth and Development Strategy Vision 2050

The provincial government of Free State has reviewed a Free State Provincial Growth and Development Strategy (PGDS), Free State Vision 2050. The FSGDS represents a pivotal effort to drive comprehensive and inclusive growth within the Free State Province. As a strategic framework, it is designed to guide the province's long term development and serve as a tool for integrating various developmental needs, challenges, and opportunities across the provincial spectrum.

The table below presents the four pillars and their corresponding strategic drivers:

Pillar 1: Inclusive economic growth, job creation and sustainable rural development	Pillar 2: Education, innovation and skills development	Pillar 3: Improved quality of life and Social Cohesion	Pillar 4: Good governance	
Driver 1: Accelerate Inclusive Economic Transformation and Expand Job Creation Pathways	Driver 8: Ensure an appropriate skills base for growth and development	Driver 10: Curb crime and streamline criminal justice performance	Driver 18: Foster good governance to create a conducive climate for growth and development	
Driver 2: Diversify and expand agricultural development and food security		Driver 11: Expand and maintain basic and road infrastructure		
Driver 3: Minimise the impact of the declining mining sector and ensure that existing mining potential is harnessed				Driver 12: Facilitate sustainable human settlements
Driver 4: Expand and diversify manufacturing opportunities				Driver 13: Provide and improve adequate health care for citizens
Driver 5: Capitalise on transport and distribution opportunities		Driver 14: Ensure social development and social		

		security services for all citizens	
Driver 6: Harness and increase tourism potential and opportunities		Driver 15: Integrate environmental concerns into growth and development planning	
Driver 7: Integrate and Elevate Rural Development as a Core Component of Provincial Growth Planning and Implementation	Driver 9: Improve Education Outcomes to meet 4IR	Driver 16: Maximise arts, culture, sports and recreation opportunities and prospects for all communities	Driver 20: Local Government Strengthening
		Driver 17: Disaster Risk Management	Driver 21: Digital Transformation
			Driver 22: Streamlined Regulatory Processes through Concerted Red-tape Reduction

1.5.5.3. Alignment of IDP with SDGs, NDP, FSGDS and MTDP

Sustainable Development Goal (SDG)	National Development Plan (NDP)	Free State Growth and Development Strategy (FSGDS) Vision 2050	Medium Term Development Plan (MTDP)	Key Performance Area	Focus Area/Priority Issues	Municipal Strategic Objectives	Municipal Development Strategies
Ensure availability and sustainable management of water and sanitation for all.	Ensure that all people have access to clean, portable water and that there is enough water for agriculture and industry.	Improved quality of life and Social Cohesion	Improved service delivery in the local government sphere.	Basic Services	Water	Supporting the delivery of municipal services to the right quality and standard.	Water quality testing to ensure that households have access to clean drinkable water. Develop service master plan and planning designs where applicable for storm water, sewer and water services by analyzing existing network and do planning designs for future projects subject to availability of budget. Refurbishment of aging infrastructure.
Ensure availability and sustainable management of water and sanitation for all	Ensure that all people have access to clean, portable water and that there is enough water for agriculture and industry.	Improved quality of life and Social Cohesion	Improved service delivery in the local government sphere	Basic Services	Sanitation	Supporting the delivery of municipal services to the right quality and standard.	Upgrading of all outfall sewer lines. Develop service master plan and planning designs where applicable for storm water, sewer and water services by analyzing existing network and do planning designs for future projects subject to availability of budget. Refurbishment of aging infrastructure.
Ensure access to affordable, reliable, sustainable and modern energy for all	Ensure that electricity grid rise to at least 90% by 2030, with non-grid options available for the rest.	Improved quality of life and Social Cohesion	Improved service delivery in the local government sphere	Basic Services	Electricity	Supporting the delivery of municipal services to the right quality and standard.	Develop service master plan and planning designs where applicable for supply of electricity. Provision and installation of high mast lights. Upgrading and provision of streetlights.
Make cities and Human Settlements inclusive, safe, resilient and sustainable.	Upgrade all informal settlements on suitable well-located land by 2030.	Facilitate sustainable human settlements.	Improved service delivery in the local government sphere	Basic Services	Development planning	Creating a conducive environment for economic development.	Reviewed and approved SDF. Formalization of informal settlements by means of land development applications. Approval of building plans applications. Conducting building inspections. Issuing of contravention notices. Municipal planning tribunals.

							<p>Land use development applications.</p> <p>Disposal of sites</p> <p>Review of Human Settlement sector plan.</p> <p>Development of Economic corridors for economic development and integration of Matjhabeng towns.</p> <p>Approval of outdoor advertising.</p> <p>Monitoring of incomplete subsidy houses in all 6 Matjhabeng towns.</p>
	Environmental sustainability and resilience.	Integrate environmental concerns into growth and development planning	Improved service delivery in the local government sphere	Basic services	Effective waste management services.	Supporting the delivery of municipal services to the right quality and standard.	<p>Resolution of weekly backlogs.</p> <p>Solid Waste collection from each household on a weekly basis.</p> <p>Identify the illegal dumping hotspots and develop maintenance programme.</p> <p>Establishment of 1 community compost center in Welkom.</p> <p>Review of Integrated Waste Management Plan.</p> <p>Establishment of a new landfill site.</p> <p>Procurement and installation of awareness campaign boards in all towns and townships.</p>
Industry, innovation and infrastructure.	Transforming Human Settlements	Expand and maintain basic and road infrastructure	Improved service delivery in the local government sphere	Basic services	Roads	Supporting the delivery of municipal services to the right quality and standard.	<p>Cleaning of all unlined storm water channels in Matjhabeng.</p> <p>Patching potholes in formal roads to reduce deterioration and ensure safe usage.</p> <p>Blading gravel and dirt roads to enhance driving comfort.</p> <p>Refurbish stormwater pump station and ancillary works to ensure no or minimal disruptions of traffic during rainstorms.</p>

							Development and upgrading of existing stormwater master plans to ensure that construction and maintenance are implemented cost effectively.
Good jobs and Economic Growth.	Economy and employment.	Inclusive Economic growth, job creation and sustainable rural development	Drive inclusive growth and job creation	Local Economic Development	Creating a conducive environment for economic development.	Creating a conducive environment for economic development	<p>Reviewed and approved LED Strategy.</p> <p>Private sector partnership development.</p> <p>Enhance investment marketing.</p> <p>Create a conducive relationship with formal and informal businesses.</p> <p>Development of micro small and medium enterprises.</p> <p>SMME development.</p> <p>Improve access to market for emerging farmers.</p> <p>Facilitate agricultural educational programmes.</p> <p>Optimize and use Social Labor Plans and incorporate social responsibility funding for economic diversification programmes.</p> <p>Allocation of commercial properties to SMMEs.</p>
Peace and justice	Fighting corruption	Improve the financial management and governance capacity of the government	Enhanced peace and security in Africa	Financial management.	Budgeting and Financial reporting.	Ensuring sound financial management and accounting.	<p>To ensure asset register is generally recognized accounting practices compliant and reconcile with general ledger.</p> <p>Submit draft financial statements for audit.</p> <p>To ensure that all procurement processes are done in accordance with legislation.</p> <p>To ensure that all revenue due to municipality is collected, well managed and accounted for.</p> <p>To ensure that municipal expenditure is well managed.</p>

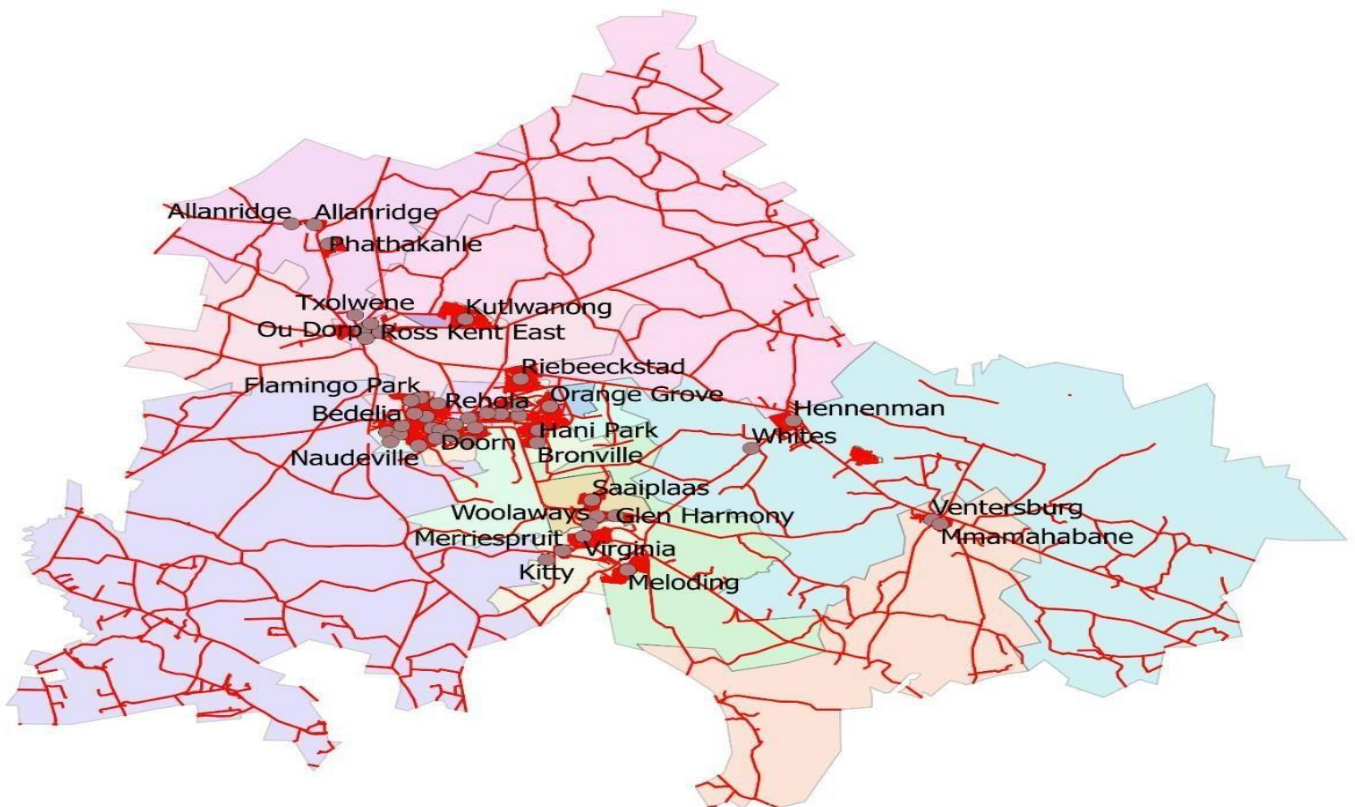
Partnerships for the goals.	National building and social cohesion.	Good Governance	Build a capable, ethical and developmental state.	Good governance and public participation.	Mass participation.	Putting people and their concerns first.	Facilitate social cohesion activities. To encourage the involvement of communities in municipal budgeting and planning processes. Functionality of ward committees. Convene Council meetings at least four times a year as per the approved schedule. Facilitate drafting of the oversight report. Establishment of MPAC. Capacity building.
Gender Equity	Developing a capable and development state.	Improved quality of life and Social Cohesion	Social cohesion and nation-building	Institutional capacity.	Performance Management Systems.	Promoting good governance, transparency, and accountability.	Methodology to improve performance management, monitoring and improvement to achieve overall organizational objectives.

Chapter 2: Research, Information Collection and Analysis

Introduction

The situational analysis and statistics presented in this chapter reveal the development challenges (such as poverty, unemployment, and service delivery backlogs) facing the Municipality. This analysis is crucial in providing the Municipality and its social partners with information in respect of local socio-economic trends and patterns.

The programmes and projects captured in the Integrated Development Plan seek to address the developmental challenges identified through the situational analysis. Matjhabeng Local Municipality is situated in the Lejweleputswa District Municipality in the Free State. It is bound by the Nala Local Municipality to the north, Masilonyana Local Municipality to the south, Tswelopele Local Municipality to the east and Moqhaka Local Municipality to the west. Matjhabeng represents the hub of mining activity in the Free State province.



2.1. Environmental Analysis

2.1.1. Governance

Environmental governance refers to the processes of decision-making involved in the management and control of the environment and natural resources. South African municipalities

perform environmental management functions, allocated to them in terms of the Constitution, the suite of National Environmental Management Acts as well as other sector specific legislations on powers and functions.

The municipality lacks environmental management sector plans such as Air Quality Management Plan, Climate Change Response Plan, Environmental Management Framework (EMF) and Biodiversity Plan. While the municipality has Waste Management Unit, there is no Environmental Management Unit or personnel. However, the municipality intends to establish the Environmental Management Unit. There is no proper environmental information management, biodiversity management as well as compliance, and enforcement of environmental legislation is required within the Matjhabeng LM. The plan is to utilise Traffic Officers for by-laws enforcement and compliance. The municipality do not have dedicated personnel for Environmental Impact Assessment (EIA). However, EIA is considered and adhered in all developments which requires EIA within the municipal area.

2.1.2. Land cover and topography

The municipality covers an area of 515546.4 ha of which 59.8 % has remained as natural habitat. There is one biome in the Matjhabeng LM (MLM) covering 515546.5ha, namely Grassland. The landscape is dominated by plains with some scattered, slightly irregular undulating plains and hills.

2.1.3. Geology, Soils and Water Resources

The most dominant lithologies within the MLM are mudstones and shale of the Volkskrust formation. The second dominant type of rock formation is mudstone and sandstone of Adeleide Subgroup. As far as surface hydrology is concerned, several important perennial rivers run through the area. These rivers need be protected, and management plans should be implemented and monitored by a qualified environmental control officer. There is only one Water Management Area, namely the Middle Vaal. Five rivers run through the municipality, including the Koolspruit, Sand, Sandspruit and Vet. Wetlands cover 5.5% of the Matjhabeng Municipality.

2.1.4. Climate

The rainfall patterns have significantly changed over the years due to the impacts of climate change. Drought like conditions have become prominent. Areas noted to have annual rainfall that is more than 1 000 mm are located south-east of the municipal area. The rest of the municipality receives annual rainfall which is between 800 and 1 000 mm. The area is characterised by summer rain fall with mean annual precipitation of ± 530 mm. The perceived average humidity

within the municipal area does not vary significantly over the course of the year, staying within 1% throughout. The average hourly windspeed experiences mild seasonal average over the course of the year, with an average of 10.7 Km per hour. The wind is often from the north. The average high and low temperature within the municipal area is 30°C and 18°C, respectively.

2.1.5. Biodiversity And Conservation

There are four (4) conservation areas found within the municipal area, namely, rivers, dams, Critical Biodiversity and Threatened Eco-Systems. There is only one formal land-based protected area in the municipality, being the Willem Pretorius Nature Reserve. There are no Ramsar sites. Grassland is the one biome in the Matjhabeng Municipality. Seven vegetation types are found, namely Bloemfontein Karroid Shrubland, Central Free State Grassland, Highveld Alluvial Vegetation, Highveld Salt Pans, Vaal-Vet Sandy Grassland, Western Free State Clay Grassland and Windburg Grassy Shrubland.

There is one endangered ecosystem, covering 11% of the MLM. This is the Vaal-Vet Sandy Grassland. This vegetation type occurs in the North-West and Free State Provinces and is situated in the summer rainfall region with a mean annual precipitation of ±530mm.

2.1.6. Air Quality

There are no ambient monitoring stations in MLM to measure the quality of air. However, the anthropogenic activities (human) when combined with environmental activities are one of the primary drivers and pressures affecting air quality in the municipality. The main drivers are agriculture, mining, domestic fuelling, wastewater treatment, solid waste disposal, livestock and industrial activities. The main pressures on air quality are increased concentrations of particulate matter (PM₁₀ and PM_{2,5}), Sulphur dioxide (SO₂), Nitrogen Oxide (NO₂) and Ozone. According to the Air Quality Index (AQI), Matjhabeng LM fall in the Moderate to Unhealthy, which has significant health impacts on vulnerable groups. There is a need to develop an AQMP.

2.1.7. Climate Change

Climate change is currently one of the biggest pressing issues on the development agenda. The need to reduce carbon omissions is of great importance. Cities are said to be responsible for approximately 75% of greenhouse gases worldwide and should thus offer alternatives to change. Impacts of climate change on MLM include, frequent and intense drought, storms, heat waves, weather events are becoming more frequent and severe, water quality decreases and health risks.

Ways MLM can mitigate the effects of climate change:

Put a price on carbon

End fossil fuel subsidies

Build low carbon, resilient cities

Increase energy efficiency and use of renewable energy

Implement climate-smart agriculture and nurture forest landscapes

2.2. Demographic profile of the municipality

At all levels of government, policy making, planning and decision-making needs reliable, relevant, credible and sustainable statistical data. For this purpose, Statistics South Africa has the statutory obligation in terms of Statistics Act for the collection, production and dissemination of official and other statistics, including the conducting of a census of the population, and for co-ordination among producers of statistics, and therefore, Stats SA has in the only authority that is mandated to produce official statistics in South Africa.

Section 3(1) of Statistic Act 6 of 1996 states that, the purpose of official statistics is to assist organs of state, business, other organizations or the public in:

- a) Planning,
- b) Decision making and,
- c) Monitoring or assessing policies, decision making or other actions.

2.2.1. Distribution of population in terms of Trends and population growth rate

	Total population	Population Growth Rate
Census 2011	407 020	-0.04%
Census 2022	439 034	0.7%

Source: Stats SA: Census 2011 and 2022

The table above indicates the total population of Matjhabeng with a constant increase from census 2011 with the total population of 407 020. The population growth rate was -0.04% in 2011, with an increase in 2022 to 0.7%.

2.2.2. Population, household, household size, area, and population density

Ward	Population	Households	Household size	Area in km ²	Population density
41804001: Ward 1	12 638	3 901	3,2	1 468,1	8,6
41804002: Ward 2	12 591	3 434	3,7	2,1	6 077,1
41804003: Ward 3	15 393	5 010	3,1	869,2	17,7
41804004: Ward 4	11 602	3 495	3,3	185,2	62,6
41804005: Ward 5	8 155	2 859	2,9	8,4	975,9

41804006: Ward 6	10 907	3 181	3,4	1,4	7 957,9
41804007: Ward 7	13 883	4 288	3,2	2,3	6 077,0
41804008: Ward 8	10 292	3 608	2,9	76,5	134,5
41804009: Ward 9	12 994	3 730	3,5	162,0	80,2
41804010: Ward 10	12 672	3 657	3,5	720,0	17,6
41804011: Ward 11	12 630	3 603	3,5	23,4	540,3
41804012: Ward 12	9 130	2 701	3,4	2,9	3 156,1
41804013: Ward 13	6 541	2 268	2,9	28,1	232,5
41804014: Ward 14	12 376	3 714	3,3	1,3	9 614,8
41804015: Ward 15	12 693	3 930	3,2	4,8	2 647,2
41804016: Ward 16	12 044	3 495	3,4	2,2	5 449,6
41804017: Ward 17	14 573	4 570	3,2	2,2	6 604,6
41804018: Ward 18	9 695	2 894	3,4	2,7	3 556,9
41804019: Ward 19	14 259	3 961	3,6	2,2	6 546,9
41804020: Ward 20	11 058	3 448	3,2	1,4	8 090,3
41804021: Ward 21	12 823	3 499	3,7	1,5	8 811,5
41804022: Ward 22	11 836	3 429	3,5	6,0	1 975,8
41804023: Ward 23	15 503	5 658	2,7	3,6	4 361,7
41804024: Ward 24	8 260	2 640	3,1	881,8	9,4
41804025: Ward 25	13 212	4 522	2,9	10,2	1 290,5
41804026: Ward 26	8 875	2 646	3,4	1,3	6 878,9
41804027: Ward 27	10 144	3 450	2,9	17,0	596,1
41804028: Ward 28	10 038	3 350	3,0	5,0	2 009,5
41804029: Ward 29	8 860	2 731	3,2	0,9	9 507,0
41804030: Ward 30	6 164	2 383	2,6	1,2	5 117,9
41804031: Ward 31	9 207	3100	3,0	1,9	4 797,0
41804032: Ward 32	9 963	3738	2,7	17,4	572,1
41804033: Ward 33	11 612	4072	2,9	14,0	831,8
41804034: Ward 34	12 915	4233	3,1	9,7	1 331,1
41804035: Ward 35	11 878	2980	4,0	376,3	31,6
41804036: Ward 36	9 604	3373	2,8	308,4	31,1

Source: Stats SA: Census 2011

The above indicates total population, household, household size, area and population density of Matjhabeng Local Municipality's 36 wards as per the census 2011.

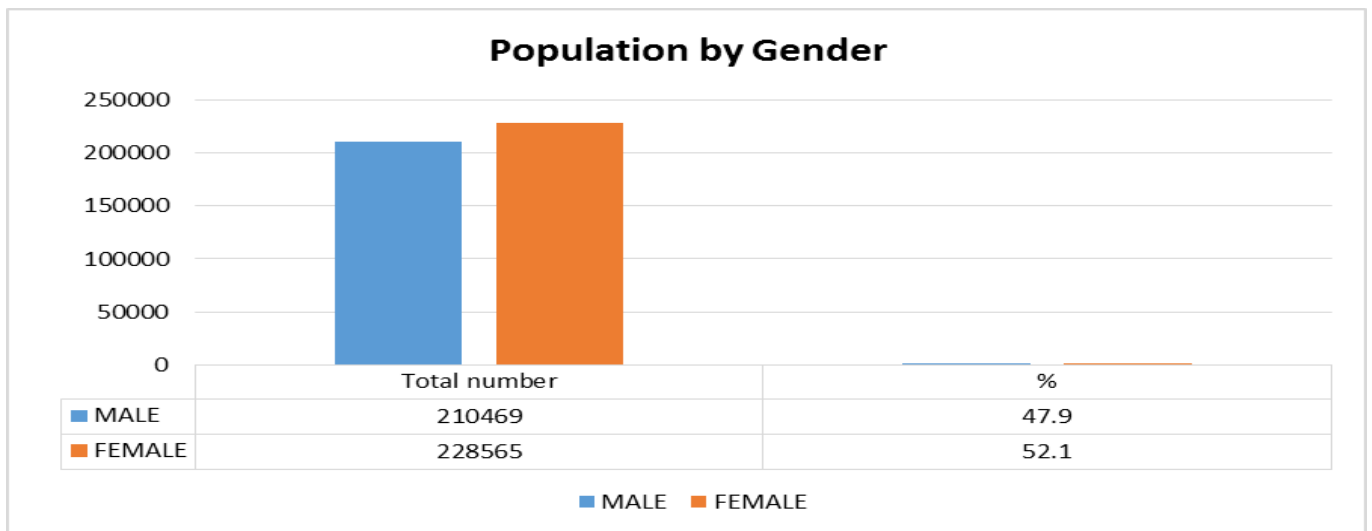
2.2.3. Number of households and household size

	Census 2011	Census2022
Number of households	123 382	126 068
Household size	3,3	3,5

Source: Stats SA: Census 2011 and 2022

The above table indicates the number of households with an increase from Census 2011 by 123 382 to 126 068 in 2022. In terms of the household size, there was an increase of 3.5% in 2022 as compared to 3.3% in 2011 respectively.

2.2.4. Distribution of population by Gender



Source: Stats SA: Census 2022

The figure above indicates Matjhabeng population by gender with female population being more than males. The total female population number is 228 565 and the total male population number is 210 469.

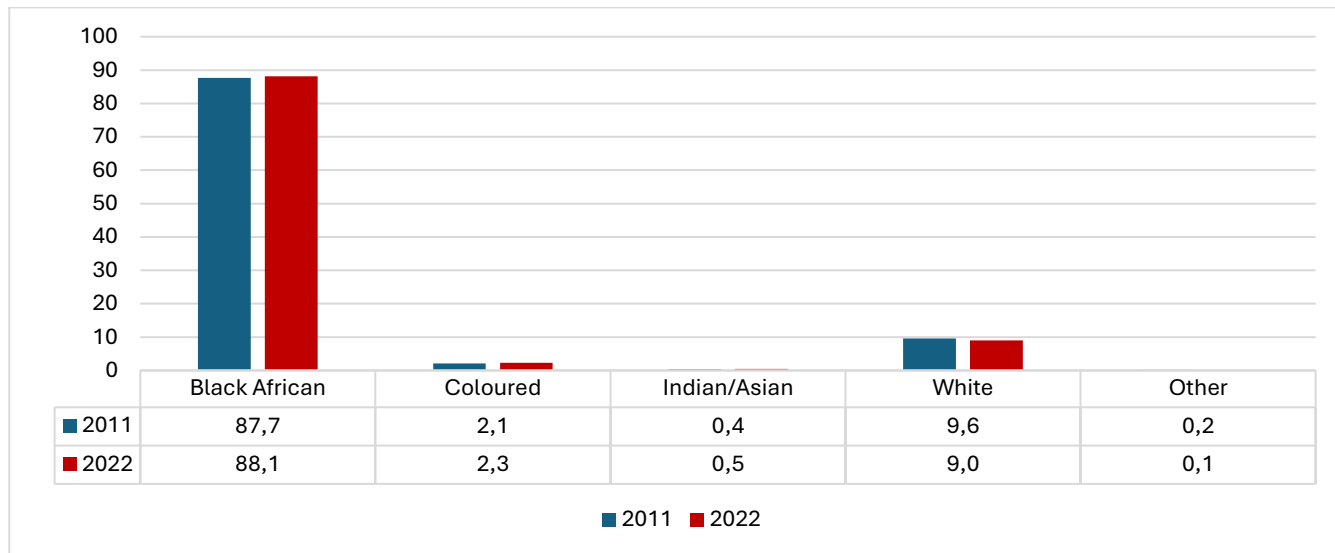
2.2.5. Population by Age Group and Gender

Age Group	Males	Males (%)	Females	Females (%)
85+	411	0.1	1180	0.3
80-84	691	0.2	1619	0.4
75-79	1578	0.4	2690	0.6
70-74	2974	0.7	4411	1
65-69	5008	1.1	7254	1.7
60-64	7346	1.7	9673	2.2
55-59	9150	2.1	11936	2.7
50-54	9116	2.1	11853	2.7
45-49	10442	2.4	12372	2.8
40-44	14050	3.2	14617	3.3
35-39	17558	4	18336	4.2
30-34	18775	4.3	19907	4.5
25-29	17974	4.1	18450	4.2
20-24	17908	4.1	17388	4
15-19	18221	4.2	18259	4.2
10-14	20276	4.6	20415	4.7
5-9	18558	4.2	18739	4.3
0-4	20426	4.7	19463	4.4

Source: Stats SA: Census 2022

The figure above indicates Matjhabeng population by age group and sex. From the age group of 0-4 years, males are more than females and from age group 25-29 females are more than males.

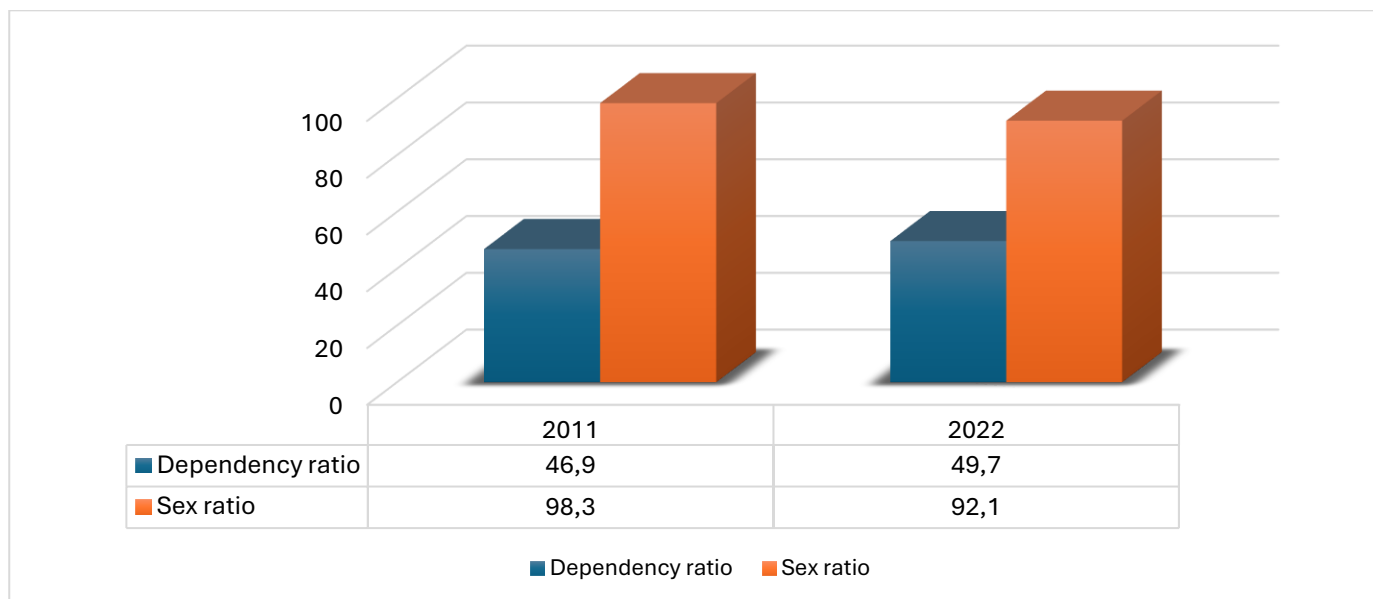
2.2.6. Percentage distribution of population by different population groups



Source: Stats SA: Census 2011 and 2022

The figure above indicates that the black African population group had the largest number with an increase to 88,1% in 2022 as compared with 87,7% in 2011. White population constituted 9,6% in 2011 and have decreased in 2022 to 9,0%. The Coloured population were 2,1% in 2011 and increased to 2,3% in 2022. Indians/Asians population increased from 0,4% in 2011 to 0,5% in 2022.

2.2.7. Dependency ratio and Sex ratio in Matjhabeng



Source: Stats SA: Census 2011 and 2022

The figure above indicates distribution of Dependency ratio in 2011 from 46,6% to 49.7% in 2022. The Sex ratio was 98.3% in 2011 and has decreased to 92.1% in 2022.

2.2.8. Population distribution by 5-year age group, sex and sex ratio

Age Group	Male	Female	Total	Sex ratio
0 - 4	20426	19463	39890	105
5 - 9	18558	18739	37297	99
10 - 14	20276	20415	40691	99
15 - 19	18221	18259	36480	100
20 - 24	17908	17388	35296	103
25 - 29	17974	18450	36424	97
30 - 34	18775	19907	38682	94
35 - 39	17558	18336	35893	96
40 - 44	14050	14617	28667	96
45 - 49	10442	12372	22813	84
50 - 54	9116	11853	20969	77
55 - 59	9150	11936	21086	77
60 - 64	7349	9673	17021	76
65 - 69	5008	7254	12262	69
70 - 74	2974	4411	7385	67
75 - 79	1578	2690	4268	59
80 - 84	691	1619	2310	43
85+	411	1180	1591	35

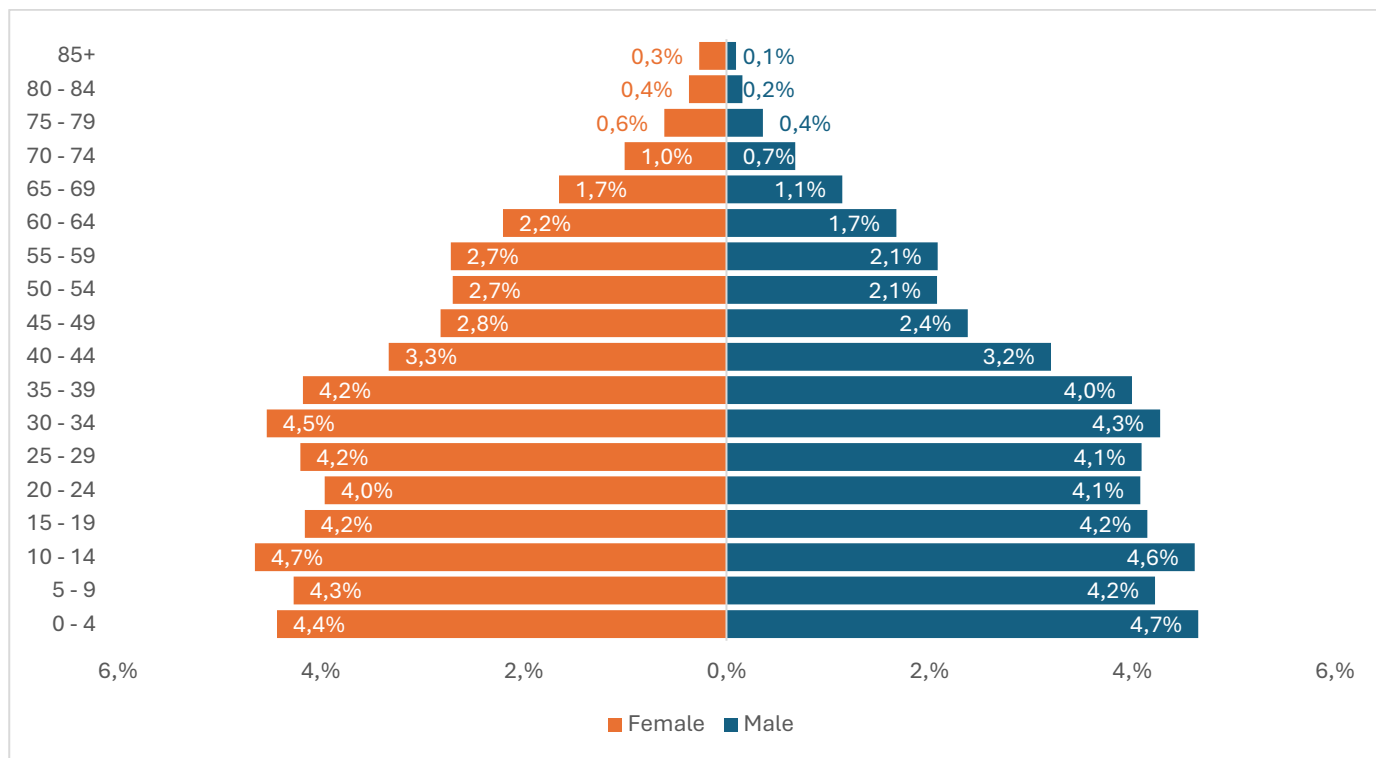
Source: Stats SA: Census 2022

2.2.9. Distribution of population by functional age group and dependency

Age group	Total number
0-14	107 158
15-64	301 424
65+	20 532
Dependency ratio	42,4

Source: Stats SA: Census 2022

2.2.10. Population Pyramid by sex and age group



Source: Stats SA: Census 2022

2.2.11. Disability status by gender and age

Disability Status	Seeing		Hearing		Communication		Walking		Remembering		Self-care	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
No difficulty												
5 - 14	36445	36496	37923	38190	37941	38337	38184	38515	37906	38339	37763	38169
15 - 34	67102	65511	70662	72091	71042	72735	71126	72710	70603	72287	71201	72966
35 - 59	49976	50812	57030	65421	58524	67369	57450	65103	57305	64355	58530	67431
60+	11228	14139	14844	22080	17065	25295	15282	20757	15387	21000	16806	24615
Some difficulty												
5 - 14	1688	1961	486	530	407	383	230	228	439	368	420	371
15 - 34	4076	6692	1065	1211	692	634	586	623	1039	995	492	411
35 - 59	7954	14378	1981	2470	707	841	1336	2438	1693	3227	638	705
60+	5115	9216	2356	3444	544	850	1679	3738	1891	4053	608	1133
A lot of difficulty												
5 - 14	362	345	92	90	110	64	54	41	126	85	124	82
15 - 34	746	1300	180	203	145	104	173	144	250	206	138	75
35 - 59	1435	3111	368	440	149	104	518	684	362	730	174	139
60+	1315	2873	508	778	95	167	642	1572	416	1221	200	371
Cannot do at all												

5 – 14	8	16	9	16	51	45	41	41	27	29	196	199
15 – 34	7	21	32	29	72	59	65	60	46	46	116	77
35 – 59	42	53	40	27	49	46	124	133	49	37	96	87
60+	54	115	11	42	12	32	123	277	19	67	99	228

Source: Stats SA: Census 2022

The table above shows disability status per gender for the different age groups. The status cover disabilities on seeing, hearing, communication, walking, remembering and selfcare.

2.2.12. Migration by province of previous residence in Matjhabeng

Province	Total number
Western Cape	471
Eastern Cape	2280
Northern Cape	343
Free State	416243
KwaZulu-Natal	589
North-West	1272
Gauteng	2953
Mpumalanga	452
Limpopo	433
Outside South Africa	2644
Do not know	27
Not applicable	4144
Unspecified	7183
Total	439034

Source: Stats SA: Census 2022

2.2.13. Migration by Region of Birth in Matjhabeng

Region	Total number
Born in South Africa	419940
SADC	13273
Rest of Africa	779
United Kingdom and Europe	342
Asia	809
North America	27
Latin America and Caribbean	28
Oceania	22
Unspecified	324
Not applicable	3489
Total	439034

Source: Stats SA: Census 2022

2.3. Labour Market

In this section, in depth analysis of employment status for the population of Matjhabeng Local Municipality aged between 15 and 64 years will be highlighted.

2.3.1. Percentage distribution by employment status and age group

Working age group	Census 2022	Census 2011
15-64	66.8%	68.1%
65+	6.3%	4.7%

Source: Stats SA: Census 2011 and 2022

The table above indicates employed population with a decrease from 68.1% in 2011 to 66.8% in 2022 for age group 15-64 years. There was an increase for employed population of 65+ from 4.7% in 2011 to 6.3% in 2022 respectively.

2.3.2. Employment status per Economic Sector in Matjhabeng 2023

Economic Sector	Total employment per sector
Agriculture	5,280
Mining	22,700
Manufacturing	5,250
Electricity	471
Construction	3,400
Trade	18,800
Transport	3,720
Finance	8,540
Community services	19,500
Households	7,470
Total	95,200

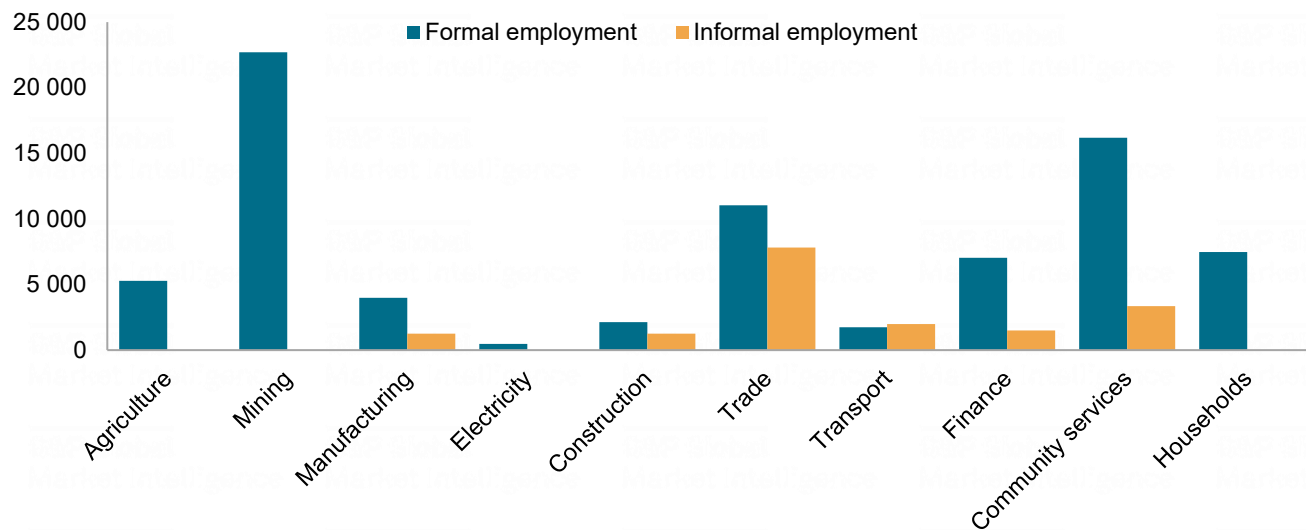
Source: South Africa Regional eXplorer v2510.

Data compiled on 2 Sep 2024.

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Matjhabeng Local Municipality employed a total number of 95 200 people within its local municipality. The economic sectors that recorded the largest number of employment in 2023 were mining sector with a total of 22 700 (23.8%) of employed people. The community services sector is the second highest by employing a total of 19 500 (20.5%) people relative to the rest of other sectors. The construction sector with 3 400 (3.6%) of employed people, followed by the electricity sector with a total of 471 (0.5%) which is the sector that employed the least number of people in Matjhabeng.

2.3.3. Formal and Informal employment by Economic Sector in Matjhabeng



Source: South Africa Regional eXplorer v2510.
Data compiled on 2 Sep 2024.
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In 2023 the Mining sector recorded the highest number in terms of formally employed people in Matjhabeng, followed by Community services. Trade sector recorded the highest number of informally employed people, with a total of 7 810 employees or 45.45% of the total informal employment. The Manufacturing sector has the lowest informal employment with 1 260 and only contributes 7.32% to total informal employment.

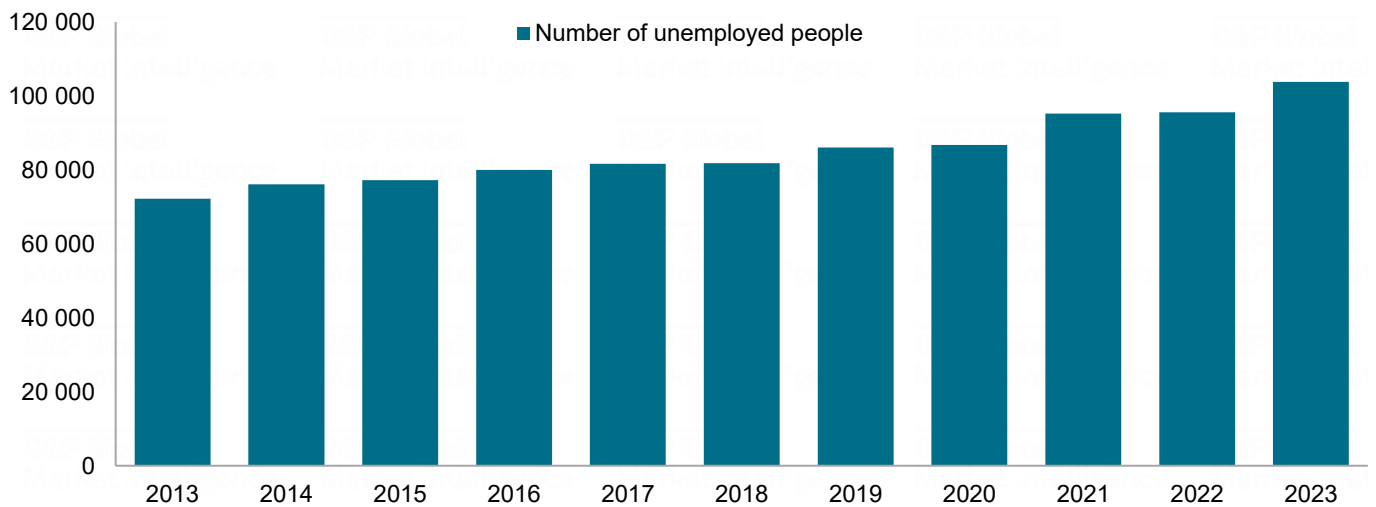
2.3.4. Unemployment rate in Matjhabeng

Years in comparison	Unemployment rate in %
2013	42.1%
2014	42.9%
2015	42.6%
2016	43.4%
2017	43.6%
2018	43.5%
2019	45.8%
2020	48.3%
2021	53.0%
2022	51.7%
2023	54.8%

Source: South Africa Regional eXplorer v2510.
Data compiled on 2 Sep 2024.
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In 2023, the unemployment rate in Matjhabeng Local Municipality was 54.8%, which is an increase of 12.8% as from 2013.

2.3.5. Unemployment status in Matjhabeng



Source: South Africa Regional eXplorer v2510.
Data compiled on 2 Sep 2024.
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2.4. Levels of Education

Education, unemployment levels, household incomes and the over-reliance of communities on social grants and free government services are among the key indicators used to measure poverty and inequality in the municipality area. Access to education in the Municipality is illustrated in the following table, in terms of education levels and categories. The table below indicates the number per educational level in the municipality.

2.4.1. Educational level in terms of population groups, sex and age

	Male					Female				
	Black African	Coloured	Indian or Asian	White	Other	Black African	Coloured	Indian or Asian	White	Other
5 - 9										
No schooling	1532	43	8	101	1	1574	59	5	73	1
Some primary	15425	408	69	799	13	15608	389	54	827	9
Completed primary	-	-	-	-	-	-	-	-	-	-
Some secondary	-	-	-	-	-	-	-	-	-	-
Grade 12/Matric	-	-	-	-	-	-	-	-	-	-
Highest education	22	1	-	3	-	6	-	-	3	-
10 - 14										
No schooling	113	4	-	3	-	89	3	3	3	-
Some primary	12217	363	40	672	6	10978	317	36	621	8
Completed primary	3609	81	24	242	4	3774	91	9	227	1
Some secondary	2429	51	15	170	-	3809	70	12	179	-
Grade 12/Matric	-	-	-	-	-	-	-	-	-	-

Highest education	37	-	-	15	-	18	-	-	3	-
15 - 19										
No schooling	114	6	9	6	-	104	1	-	6	-
Some primary	655	18	6	18	-	329	8	3	12	-
Completed primary	1352	41	3	27	-	679	15	3	18	-
Some secondary	11954	278	36	680	4	11745	315	37	652	5
Grade 12/Matric	2132	44	15	228	4	3472	76	-	277	-
Highest education	70	4	-	9	-	79	1	-	3	-
20+										
No schooling	3717	76	90	112	18	4620	113	21	143	1
Some primary	9207	193	57	165	26	12033	189	12	189	6
Completed primary	4445	105	27	118	8	5718	96	-	189	3
Some secondary	39168	1178	246	3576	100	45151	1311	83	3981	27
Grade 12/Matric	40442	1085	373	7103	103	43767	1283	186	8146	23
Highest education	8211	185	177	3093	29	12051	265	117	3466	20

Source: Stats SA: Census 2022

2.5. Levels of Services

2.5.1. Potable Water

Matjhabeng Local Municipality is a water services authority in terms of Water Services Act, No: 108 of 1997. Vaal Central

Water is the water services provider in terms of the same Act. Matjhabeng has a well-established water infrastructure with 3 reservoirs (Allanridge, Meloding and Ventersburg) and two water pressure towers with pump stations in Allanridge and Riebeeckstad. Allanridge Reservoir and pressure tower/ pump station is not in operation and make use of a bypass, 99 kilometers of bulk pipelines of Vaal Central Water and 1,701,317 meters of reticulation pipeline. In case of pump stations, the Municipality has 2 pressure tower pumpstations. More than one-third of the reticulation system is more than forty years old and 36% of water reticulation consists of asbestos cement pipes which is prone to damage.









Vaal Central Water mainly supplies water to the Goldfields region and the mines. Vaal Central Water abstracts raw water from Vaal River for treatment processes at the Balkfontein Water Treatment Plant near Bothaville and from the Allemanskraal Dam and treated at the Virginia Water Treatment Plant located in Virginia. The main reservoirs are east of Allanridge, in Welkom, North and South of Virginia. Pump stations are located east of Allanridge and in Virginia.

Other water infrastructure resources were constructed by the Department of Water and Sanitation which include the dams in Allemanskraal and canals serving the Sand-Vet irrigation scheme.

The Municipality has further installed solar-powered boreholes to augment the potable water supply. 6 out of 36 boreholes have been erected to date. Below are their locations and capacities.

Ward/ Town Name	Details	Handover Date
Ward 3 – Hennenman (Next to Phomolong Municipal Office)	Depth- 100 M Yield- 5040 L/H Storage Capacity- 20 000L	23 May 2023
Ward 10 – Riebeeckstad (Central Park)	Depth- 100 M Yield- 5760 L/H Storage capacity- 20 000L	23 May 2023
Ward 1- Mmamahabane (Stadium)	Location- -28.092277, 27.149334 Depth- 100 M Yield- 10 000 L/H Storage capacity- 20 000L	07 July 2023
Ward 2 – Phomolong (Park next to Cemetery)	Location- -28.008103, 27.079465 Depth- 100 M Yield- 10 000 L/H Storage capacity- 20 000L	07 July 2023
Ward 17 Thabong (Lemotso Primary School)	Depth- 120 M Yield- 1700 L/H Storage capacity- 20 000L	14 July 2023
Ward 25 – Riebeeckstad/ Thabong (Koppie Alleen Primary School)	Depth- 100 M Yield- 4 500 L/H Storage capacity- 20 000L	14 July 2023

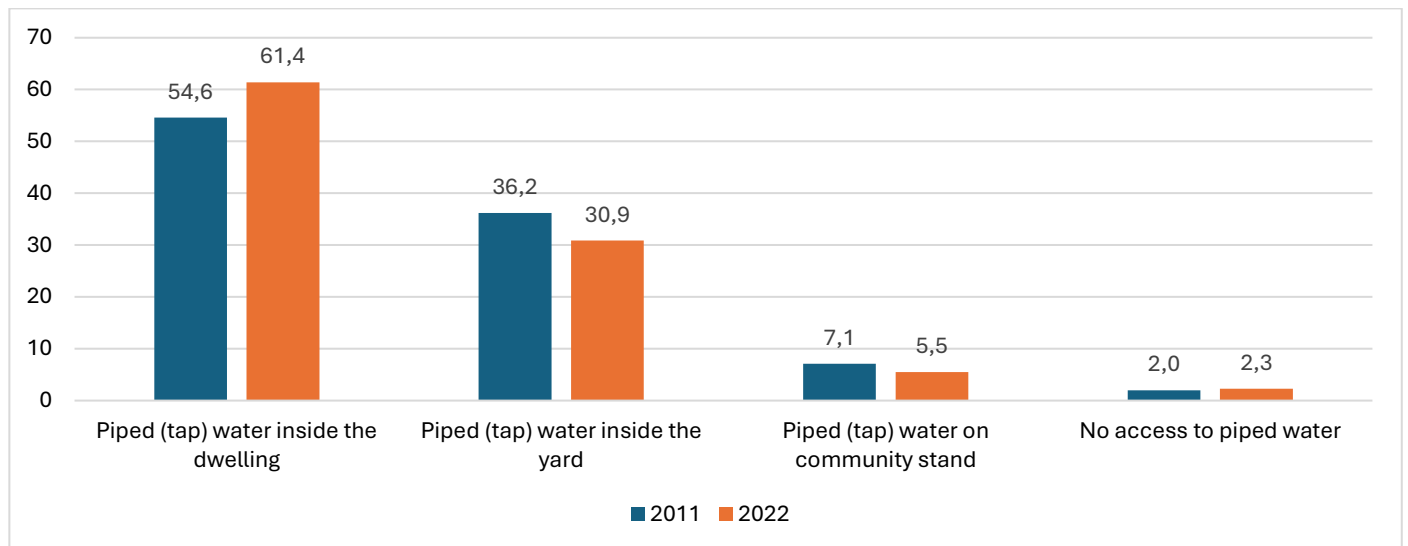
Matjhabeng Local Municipality is confronted by numerous challenges that relate to the provision of portable water services. They range from planning, coordination, financing, execution, and reporting. The absence of a comprehensive Water Services Development Plan in the municipality is disadvantage. Since the Blue Drop Incentive based program from the Department of Water and Sanitation started, the management of drinking water quality had improved between 2011 and 2014. This was reflected in the Blue Drop report certification ratings where Matjhabeng scored 79.91% in 2011, 94.72% in 2012 with 5 Blue Drops out of 6 Water Supply systems and 93.6% with 3 Blue Drops out of 6 Water supply systems in 2014. The Municipality will be assessed again in the current financial year 2026 for the 2026/2027 assessment. The table below is the Municipalities Blue Drop performance.

Performance area	Allanridge	Hennenman	Odendaalsrus	Ventersburg	Virginia	Welkom
Blue Drop Score 2010	47.25	47.25	47.25	47.25	47.25	47.25
Blue Drop Score 2011	78.8	80.78	80.59	80.81	79.8	79.63
Blue Drop Score 2012	95.24 	95.24 	92.05	95.24 	95.24 	95.24 
Blue Drop Score 2014	92.84	95.01 	92.75	95.11 	97.27 	92.54

Blue Drop Score 2023	54.89	54.17	54.57	54.70	55.71	56.04
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2.5.2. Percentage distribution by access to piped water

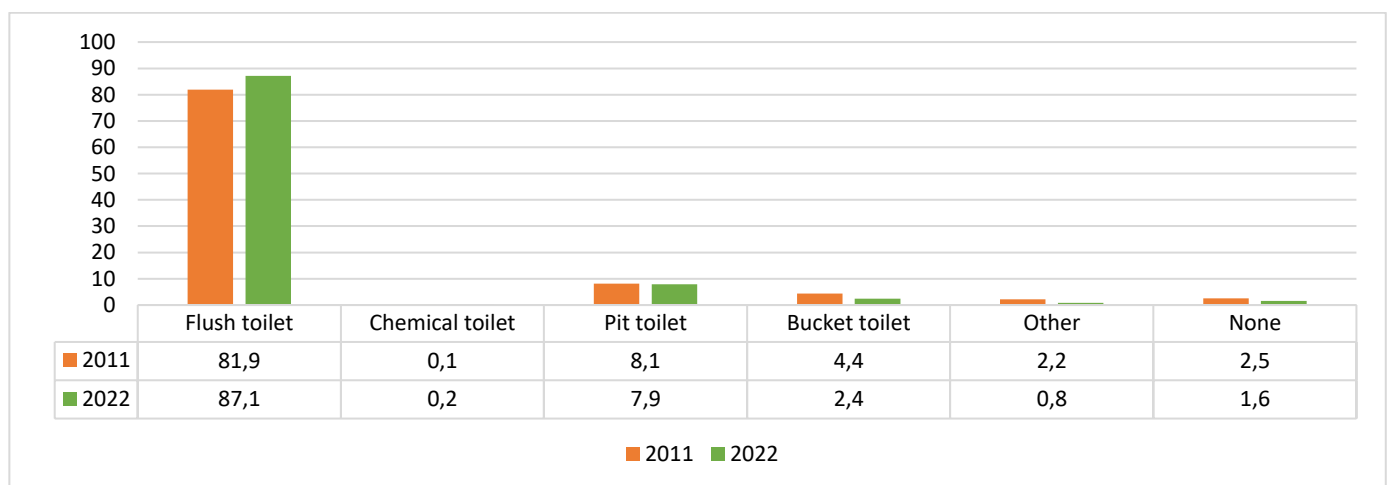
The graph below illustrates that Matjhabeng has over the years incrementally reduced the level of no access to water and at the same time expanded household access to both RDP water standards and higher level of water access (piped tap water inside yard and dwelling).



Sources: Stats SA: Census 2011 and 2022

The figure above indicates an increase in terms of piped water inside the dwelling by 61.4% in 2022 as compared to 2011 by 54.6%. It shows an increase in terms of no access to piped water by 2.3% in 2022.

2.5.3. Percentage distribution by main toilet facilities



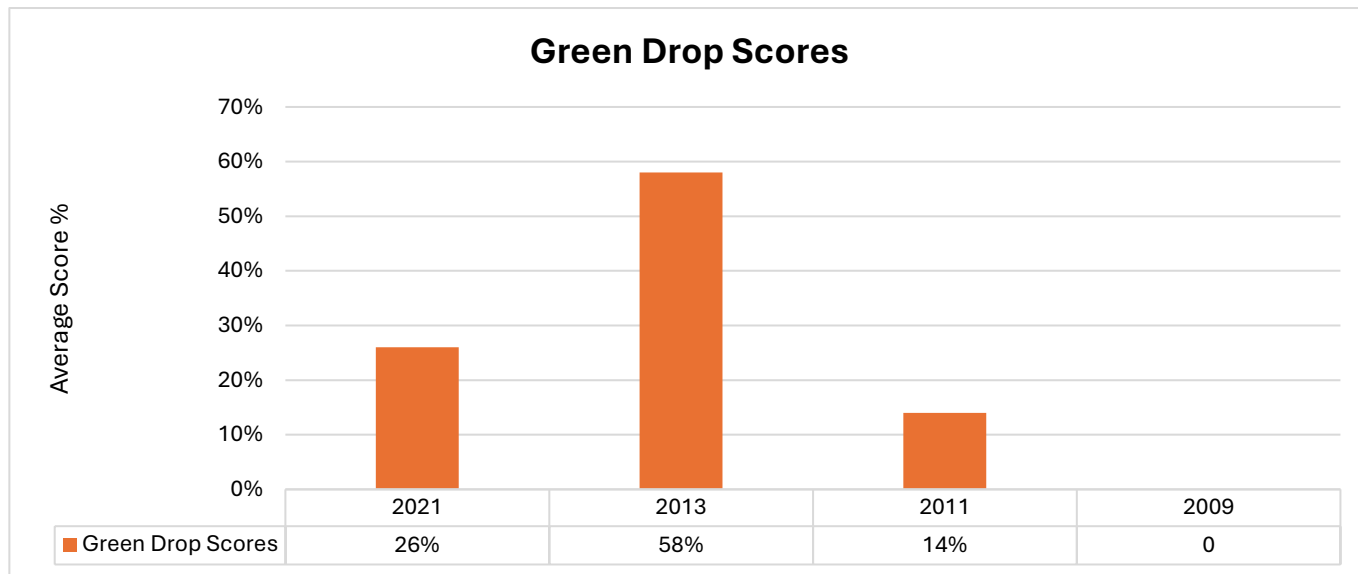
Sources: Stats SA: Census 2011 and 2022

The figure above shows the percentage distribution by type of main toilet in Matjhabeng. There was an increase in terms of flushed toilets by 87.1% in 2022 as compared to 81.9% in 2011. There was a decrease in terms of the use of bucket toilets in Matjhabeng from 4.4% in 2011 to 2.4% in 2022. There was a slight increase for use of chemical toilets from 0.1% in 2011 to 0.2% in 2022.

2.6. Sanitation

The second generation of integrated development planning in democratic local government was mandated among others to improve levels of sanitation and eradicate bucket system as form of sanitation. In this regard these mandates were fulfilled. However, challenges were identified, among others were poor project planning, execution, and reporting. This has led to a particular number of households still not able to use proper sanitation thus reverting to old system. Matjhabeng has 12 wastewater treatment works (1 Decommissioned), 49 pump stations (45 sewer pump stations, 2 purified effluent pump stations and 2 storm water pump stations) and 1,501,637 meters of reticulation infrastructure.

The last Green Drop assessment was performed in 2021, where the Municipality received a score of 26%, a steep decline from 2013 baseline of 58%. The Municipality was assessed again 2025 and awaiting the outcome of the audit, however, in 2023 the Municipality received a CRR (risk rating) of 99.4%, which is very poor and indicates a high risk.



2.6.1. Summary of Pump Stations / Wastewater Treatment Works assessed

	SUPPLY SYSTEM	SEWER PUMP STATIONS	OPERATION			OPERATION
			Site	% Refurbishment status	System	
1	Allanrdige and Nyakallong	Extension 3	No		1	Allanrdige and Nyakallong
		Managers	No			Not in operation pump dry sump flooded

		Nyakallong 1	No			Not in operation pump dry sump flooded
		Shopping Centre	No			Not in operation pump dry sump flooded
		Voëlpan	No			Not in operation pump dry sump flooded
2	Odendaalsrus	Akasia	No	100 %	2	Odendaalsrus
		Althea	No	100 %		Only one pump was operational
		Ben Regal	No	100 %		Pumps station was flooded
		Bothaville	No	100 %		Sump collapsed
		Eldorie	Yes	100%		Refurbished under Ministerial Interventions, due for handover and commissioning
		Goudrief 1	No	100 %		Sump collapsed, undergoing refurbishment
		Goudrief 2	No	100 %		Cable stolen, under construction
		Big Frank	No	100 %		Undergoing refurbishment
		Hospital Way	No	100 %		pumps flooded, undergoing refurbishment
		Small Frank	No	99,5 %		Undergoing refurbishment
		Mimosa	No			Vandalized
		Workshop	No			Vandalized
3	Kutlwanong	Kutlwanong Inlet	No	93 %	3	Kutlwanong
4	Welkom	Western Pump station	Yes	100%	4	Welkom
		Rheederpark 1	Yes	100 %		Refurbished under Ministerial Intervention but not yet handed over
		Phomolong	No			Vandalized
		Major	Yes	100 %		Pump station operational and rehabilitated by the mine, currently undergoing refurbishment on Ministerial interventions
		Rheederpark 2	Yes	100 %		Vandalized, undergoing refurbishment
		Traffic	Yes	100 %		Undergoing refurbishment under Ministerial intervention
5	Thabong	VIDA	Yes	100%	5	Thabong
		Hannipark	No			Vandalized and the outfall not connected
		Old Thabong	Yes			Operational, planned for refurbishment under sanitation intervention
		T8	Yes			Working, operational challenges to control levels at the sumps and on the inlet lines
		T16	No	100 %		Pumpstation under the sanitation intervention
		Bronville North	Yes	100 %	75%	Refurbished, handed over & due for commissioning
		Bronville South	No	100 %		Undergoing refurbishment under sanitation intervention
		Power Road	no	100 %		Undergoing refurbishment under sanitation intervention
		Klip Pan	Yes			Currently operated by the mine
		Masimong Pump Station	Yes			Currently operated by the mine
7	Virginia	Duikweg	Yes		7	Virginia
		Gawie Theron	Yes			Only one pump operational
		Grysbok	Yes			Only two pump operational
		Hoof Pomp Stasie	No			Vandalised

		Joel Park	Yes			Only one pump operational
		Argon	Yes			Only one pump operational
		Birchway	Yes			Only one pump operational
		Kitty	No			not working
		Meloding	No	99 %		Not working but under construction on MIG
		Northern	Yes			Only one pump operational - Construction under MIG
8	Hennenman/ Phomolong	Bandediens	No	57,7 %	8	Hennenman/ Phomolong
		Hennenman Main	No	39,7 %		Undergoing refurbishment under sanitation intervention
		Hertzog	No	53,8 %		Undergoing refurbishment under sanitation intervention
		Sky Range	No	53 %		Not working- currently using trailer unit
		Basil Read	No			Discontinued
9	Mmamahabane	Mmamahabane	Yes		9	Mmamahabane
10	Effluent water	Virginia Old Final	Yes		10	Effluent water
		Virginia Final WWTW	Yes			
		Virginia	Yes			Not in operation due to no irrigation
		Voortrekker	Yes			Not in operation due to no irrigation
		Government	Yes			Not in operation due to no irrigation
		Henie Cilliers	Yes			Not in operation due to no irrigation
		Hentie Sportgronde	Yes			Not in operation due to no irrigation
		Volksskool	Yes			Not in operation due to no irrigation

Purification Plant	Technology	Class	Working	Condition	Rating	Green Drop
Allanridge WWTW	Activated sludge	D	No	Treatment works not working due to flooded pump stations and minor cable shortage	75%	24%
Hennenman WWTW	Activated sludge	C	No	Treatment works vandalized – Preliminary report submitted to DWS BY PMO	0%	27%
Kutlwanong WWTW	Activated sludge	C	No	Construction of 3ML/d through MIG and refurbishment of 6ML/d by RBIG	0%	31%
Mmamahabane WWTW	Oxidation Ponds	E	No	Treatment works vandalized – Preliminary report submitted to DWS by PMO	40%	26%
Odendaalsrus WWTW	Biofilter System	D	NO	Treatment works vandalized – Preliminary report submitted to DWS by PMO	0%	19%
Phomolong WWTW	Activated sludge	C	No	Treatment works vandalized –	0%	29%

				Preliminary report submitted to DWS by PMO		
Thabong WWTW	Activated sludge	C	No	Phase 1A complete (MIG funded) – Busy with phase 1B (RBIG funded)	0%	29%
Theronia WWTW	Activated sludge	C	Yes	Treatment Works fully operational – Refurbished under WSIG	100%	24%
Ventersburg WWTW	Oxidation Ponds	E	No	Treatment works vandalized – Preliminary report submitted to DWS by PMO	25%	27%
Virginia WWTW	Activated sludge	B	No	Treatment works not functional due to cable theft	50%	29%
Witpan WWTW	Activated sludge	C	Yes	Treatment works operational – under the care of Harmony and Matjhabeng	100%	21%
Whites	Biofilter	C	No	Contractor appointed under MIG funding	0%	0%

More than one-third of the reticulation system is more than 40 years old. Reticulation consists mostly of vitrified clay pipes (prone to root penetration and joint dislocation), old AC pipes used mainly on rising mains and frequent bursts have been reported. The other challenge that came with the expansion of service has been capacity of wastewater treatment plants and pump stations. It is also important to note that one of the major challenges is a general decay of infrastructure due to its age, this led to regular sewerage spillage due to blockage and pipe breakage. The Municipality has declared disaster due to the current level of sewer spillage because of vandalized infrastructure and an aged sewer network.

The Minister of Water and Sanitation has appointed Vaal Central Water as the Implementing Agent for the rehabilitation of the entire sewer conveyance system of Matjhabeng. This appointment was informed by the above-mentioned challenges of collapsing sewer lines and sewer spillages due to ageing infrastructure.

2.6.2. Water and Sanitation Policies and By-laws

2.6.2.1. Water and Sanitation Policy – Draft still in development

2.6.2.2. Promulgated water service-related By-laws.

- Tariff Policy By-law
- Credit Control and Debt Collection By-law

- Water Services By-law
- Indigent Support By-law

2.7. Roads, Stormwater and Transportation

The Municipality has a well-established road and transportation infrastructure. Over the years, the main challenge has been maintaining such infrastructure due to escalating cost because of its age. This has significant implications to the budget of the Municipality. Our Municipality consists of the following types of roads. The breakdown of those roads is as follows:

Ward	Tar (km)	Paved (km)	Gravel (km)	Earth (km)
Ward 1	33,54	5,83	0,2	6,42
Ward 2	2,37	6,43	3,91	8,63
Ward 3	40,86	4,89	11,81	5,53
Ward 4	4,20	2,83	3,05	19,90
Ward 5	10,94	9,53	0,95	18,76
Ward 6	1,64	1,18	0,50	16,23
Ward 7	3,39	8,48	2,40	20,53
Ward 8	68,57	0,00	0,76	0,51
Ward 9	113,10	0,00	0,00	0,00
Ward 10	38,69	10,20	0,40	29,94
Ward 11	20,70	7,76	0,00	26,07
Ward 12	28,47	7,75	0,27	63,95
Ward 13	2,44	3,00	3,36	13,72
Ward 14	6,97	0,00	3,00	22,06
Ward 15	4,94	3,00	0,57	23,98
Ward 16	13,40	0,00	1,10	35,00
Ward 17	0,31	1,92	0,00	19,9
Ward 18	9,14	8,63	0,00	22,55
Ward 19	13,67	8,50	0,00	8,37
Ward 20	13,03	2,17	0,00	16,60
Ward 21	4,29	1,67	0,00	21,3
Ward 22	10,47	2,90	0,00	15,42
Ward 23	2,37	0,89	0,00	13,74
Ward 24	8,44	0,00	0,11	0,00
Ward 25	65,85	0,00	1,76	26,72
Ward 26	13,52	1,44	21,25	20,34
Ward 27	84,65	0,00	0,00	0,04
Ward 28	15,35	3,53	0,00	16,79
Ward 29	10,70	3,12	0,00	9,36
Ward 30	6,95	2,92	1,63	8,15
Ward 31	4,47	1,64	2,13	4,21
Ward 32	162,55	0,00	0,00	0,00
Ward 33	76,12	0,00	0,00	0,00
Ward 34	107,66	0,00	0,00	0,00
Ward 35	95,25	0,00	5,51	2,01
Ward 36	1,97	5,34	0,33	1,64
Total (km)	1100,98	115,55	65,00	518,37
Grand total	1799,90			

Mostly in our town's roads are surfaced, and in the township, roads are earth and gravelled, but township roads have now been given attention by upgrading from gravel to surfaced roads using internal and external resources (i.e. Municipal Infrastructure Grant and Public Works funds). Roads leading to social facilities like clinics, schools, and police stations are considered a priority, and they are all paved or tarred.

The Municipality also has an agreement with local mining to use the road infrastructure to upgrade our specific road networks. This process started in the 2021/2022 financial year, and we are looking to build it for future developments. Those inaccessible roads in townships must also receive attention from the Municipality. The Municipality has submitted a funding proposal to the National Treasury for the Budget Facility for Infrastructure (BFI) funding to upgrade 200km of the gravel road to be paved.

The Matjhabeng Local Municipality's Stormwater System includes 99.249 km of lined stormwater channels, 9.08km or unlined channels, 10819 catchpits, 534.5km stormwater pipelines, 3.89 km culverts and 4 ponds natural stormwater ponds. The Municipality requires funding to develop a Storm Water Master Plan to guide the upgrading and critical maintenance needs of the current infrastructure and propose also critical new stormwater infrastructure needs. Funding avenues are being explored to develop this plan. Basic stormwater service level is provided in the form of unlined earth channels where major stormwater systems are lined or piped.

The public transport system operating in Matjhabeng is privately owned taxis. The rail network that passes through Hennenman, and Virginia is mainline service linking the Municipality with Gauteng, KwaZulu Natal, Eastern Cape and Western Cape. However, there is local railway network mainly servicing mines. The local railway network remains property of the municipality. Matjhabeng remains the main route of national bus services, however there are no bus services operating locally in Matjhabeng Local Municipality except mine workers' dedicated transport. The Municipality has applied funding from MISA to develop an Integrated Transport Master Plan for the Municipality.

2.8. Electricity and Energy

The bulk electrical network is well established around the Matjhabeng area. Eskom serves all mines and all townships in the municipal area and thus there is sufficient bulk infrastructure available to serve the whole area. Main challenge however remains an aging electrical infrastructure in particular towns where the municipality is provider.

2.8.1. Matjhabeng Local Municipality infrastructure consists of the following:

-Category of network			Circuit length (KM) [3]				Transformers installed capacity [1]		
			Total O/H lines		Total Cables		Number	Total (MVA)	
LV Supply	Supply voltage < 1kV	Domestic	117,00	km	1560,00	km			MVA
MV Supply	≥ 1kV and ≤ 22kV	Commercial/small to medium industrial	Type here	km	Type here	km	685,00	274,50	MVA
		Rural overhead up to 22kV	29,00	km	114,00	km	9,00	3,15	MVA
	Supply voltage > 22 kV to ≤ 44 kV	Type here	km	Type here	km	Type here	Type here	MVA	
HV Supply	> 44 kV to ≤ 132kV		Type here	km	8,00	km	5,00	100,00	MVA
	> 132 kV		Type here	km	Type here	km	Type here	Type here	MVA
Total				km		km			MVA

2.8.2. Matjhabeng Local Municipality consumer base can be indicated as follows:

Consumer classification	Number of consumers	Sales (kWh)
	2024/25	2024/25
Free Basic Electricity	1143	625050
Domestic (pre-paid)	17442	36197144
Domestic (conventional)	13584	75850595
Manufacturing / Industrial	3345	100887665
Commercial (conventional)	910	65851435
Other consumers	6	1700254
Street lighting		4357077
Inter-departmental sales (Municipal services)	83	14572697
Total	36513	300041917

2.8.3. Household Energy / Fuel Sources

The Matjhabeng Local Municipality alternative energy profile can be indicated as follows:

Province, District and Local Municipality	Household access to electricity									
	In-house conventional meter	In-house prepaid meter	Connected to other source which household pays for (e.g. air con)	Connected to other source which household is not paying for	Generator	Sola Shomh system	Battery	Other	No access to electricity	Total
FS184: Matjhabeng	12 513	18 735	2421	235	30	87	80	388	5 968	40457

The national electricity crises of 2010 and the resultant effects on South African residents and the economy have highlighted how highly reliant we are on electricity as a source of energy. Government has committed

to developing measures to promote energy saving, reduce energy costs for the economy, and reduce the negative impact of energy use on the environment.

The table below illustrates that as a locality we are overly dependent on electricity as a source of energy for lighting, cooking, and heating. In fact, the statistics reflect an increase of electricity as energy source in that the use of electricity for lighting has since increased towards universal coverage.

2.8.4. Percentage distribution of households by source of energy for lighting

Energy for lighting	Total Number	Percentage (%)
Electricity from mains	119 812	95
Gas	137	0.1
Paraffin	1921	1.5
Candles	3199	2.5
Solar	815	0.6
Other	74	0.1
None	109	0.1

Source: Stats SA: Census 2022

2.8.5. Percentage distribution of households by source of energy for cooking

Energy for cooking	Total Number	Percentage (%)
Electricity from mains	97421	77.3
Gas	23402	18.6
Paraffin	4617	3.7
Wood	288	0.2
Coal	17	0
Animal dung	5	0
Solar	98	0.1
Other	39	0
None	180	0.1

Source: Stats SA: Census 2022

In part this can be attributed to the fact that with the gradual eradication of electrification backlogs through the household electrification program, the number of people in our electricity network has increased. On the other hand, this displays the lack of usage of alternative sources of energy to fulfill our energy needs.

2.8.6. The future electrification planning for MLM electrical distribution area can be indicated as follows:

However, a change in cost recovery and their subsidization policy has made it very expensive to electrify the rural areas, and these include farms and farming communities who need such basic power support. Matjhabeng Local Municipality will develop the Energy Resource Plan to guide and address energy needs and will be aligned with the national plan. The Municipality is trying its level best to decrease its carbon footprint thus moving towards a green economy. The Municipality will into mixed energy efficient and energy generation technology to boost its capacity.

Project Name	Current Status	Comment/Notes	Estimated project value
Hennenman Land Restitution project	Planning 361 Stands to be electrified	ESKOM intake point and NMD needs to be upgraded and increased. Electrical medium voltage networks must be upgraded to an estimated value of 7m	R 23 606 000.00
Virginia Ext. 10 Kitty	Planning 178 Stands to be electrified	ESKOM intake point and NMD needs to be upgraded and increased. MV and LV infrastructure stolen	R 43 188 000.00
Virginia Ext. 13 Kitty	Planning 237 Stands to be electrified	MV and LV infrastructure stolen	R 10 902 000.00
Virginia Saaiplaas	Planning 361 Stands to be electrified	ESKOM intake point and NMD needs to be upgraded and increased. MV and LV infrastructure stolen	R 16 606 000.00
Welkom Naudeville Ext. 2	Planning 318 Stands to be electrified	ESKOM intake point and NMD needs to be upgraded and increased. MV and LV infrastructure stolen and needs to be replaced at an estimated cost implication – R 5m	R 19 628 00.00
Welkom Flamingo (up market)	Planning 351 Stands to be electrified	Electrical intake substation will be required to be built for the proposed project to an estimated amount of R 65m	R 111 146 000.00
Welkom Flamingo Park X5	Planning 14 Stands to be electrified	Electrical intake substation will be required to be built for the proposed project to an estimated amount of R 95m	R 644 000.00
Welkom Flamingo X2	Planning 392 Stands to be electrified		R 18 032 000.00
Welkom Flamingo X3	Planning 52 Stands to be electrified		R 2 392 000.00
Welkom Flamingo X4	Planning 42 Stands to be electrified		R 1 932 000.00
Riebeeckstad (Norman Street)	Planning 120 Stands to be electrified	MV and LV infrastructure stolen	R 17 520 000.00
Riebeeckstad (Lusette Street)	Planning 78 Stands to be electrified	MV an LV infrastructure stolen	R 3 588 000.00
Riebeeckstad (Kooioe Alleen School)	Planning 159 Stands to be electrified	MV and LV infrastructure stolen	R 7 314 000.00

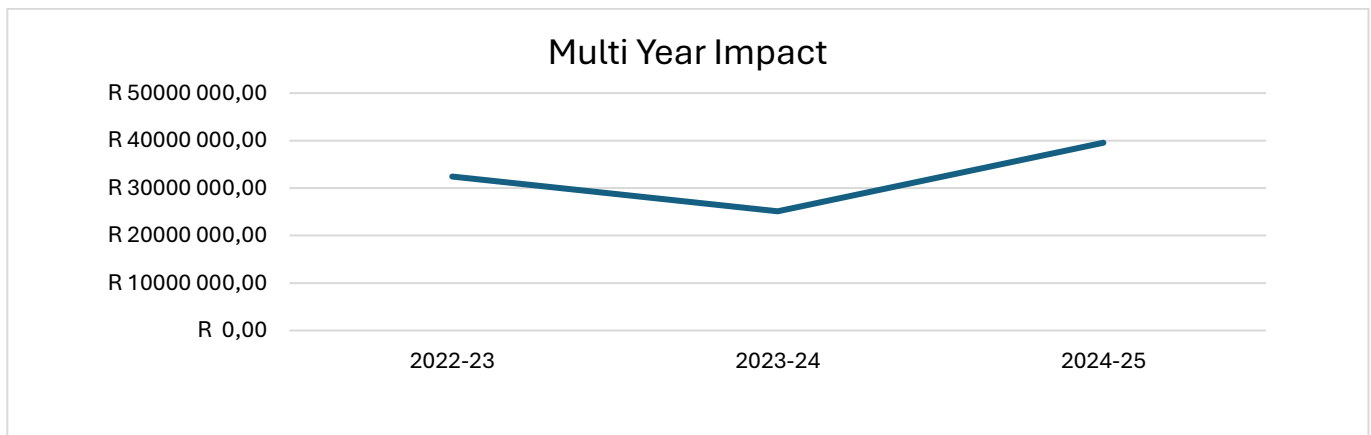
Project Name	Current Status	Comments / Notes	Project value
Bronville Ext. 15 & 9	Planning 500 Stands to be electrified	Electrical 132kv substation must be repaired for R 68m before project can commence	R 91 000 000.00
Rheederpark Ext. 2	Planning 714 Stands to be electrified	Electrical intake substation will be required to be built for the proposed project to an estimated amount of R 65m	R 97 844 000.00
Reibeeckstad 1 st phase Military Veterans (28 Stands)	Planning 28 Stands to be electrified	ESKOM intakes point and NMD needs to be upgraded. MV and LV infrastructure stolen	R 3 388 000.00
Rheederpark 2 nd Phase Military Veterans (25 Stands)	Planning 25 Stands to be electrified	ESKOM intakes point and NMD needs to be upgraded. MV and LV infrastructure stolen	R 1 150 000.00
Welkom R30 Airport Development	Planning 407 Stands to be electrified	New ESKOM intake points need to be provided and installed	R 366 306 000.00

Odendaalsrus Phakisa Development Eldorie x13	Planning 407 Stands to be electrified	New ESKOM intake points to be provided and installed	R 113 860 000.00
	Stands to be electrified	MV and LV infrastructure stolen, est. R8 required	R 24 376 000.00

2.8.7. External challenges and risk factors impacting delivery:

Theft and vandalism of electrical infrastructure have an adverse effect on the autonomy of Matjhabeng Local Municipality which the multiyear effect which can be illustrated as follows:

Theft and Vandalism Multi Year Impact			
Financial Year	Period	Incidents	Estimated Cost of incidents in millions
2022-23	July 2022 to June 2023	407	R 32 409 187,81
2023-24	July 2023 to June 2024	353	R 25 108 219,17
2024-25	July 2024to June 2025	258	R 39 545 099,24



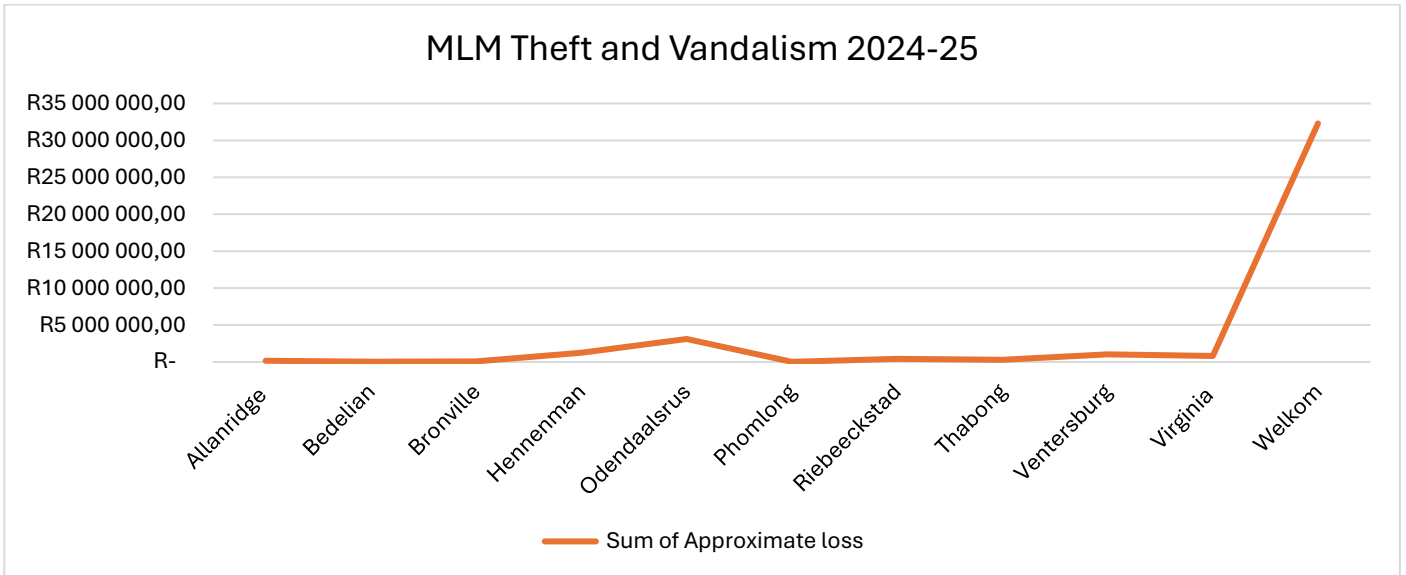
We are expected to ensure that there are no electricity disruptions because of vandalism as much as it is practically impossible. We know as a Municipality that we are targeted by zama-zama activities throughout the Municipality areas. Worst hit areas we know of are Bronville, Rheederpark, Odendaalsrus and Welkom Units. This situation is route cause of the current socio-economic situation of the Goldfields and closing of mines in the Matjhabeng Local Municipality.

These hotspot units that need attention can be indicated as follows for the 2024/25 financial year:

MLM Theft and Vandalism to date			
Row Labels	Count of Location	Sum of Appropriate Loss	Sum of Cable Length (m)
Allanridge	6	R 154 188.00	104
Bedelian	1	R 20 538.00	12
Bronville	6	R 93 610.00	61
Hennenman	12	R 1 263 945.50	4091
Odendaalsrus	42	R 3 117 367.24	1054
Phomolong	1	R 12 500.00	60

Riebeekstad	20	R	442 827.00	370
Thabong	2	R	306 900.00	80
Ventersburg	9	R	1 045 472.00	5200
Virginia	12	R	797 778.50	1587
Welkom	148	R	32 289 973.50	5785
Grand Total	256	R	39 545 099.24	18404

Theft and vandalism incident can illustrate graphically as follows per Unit for the indicated period as follows:

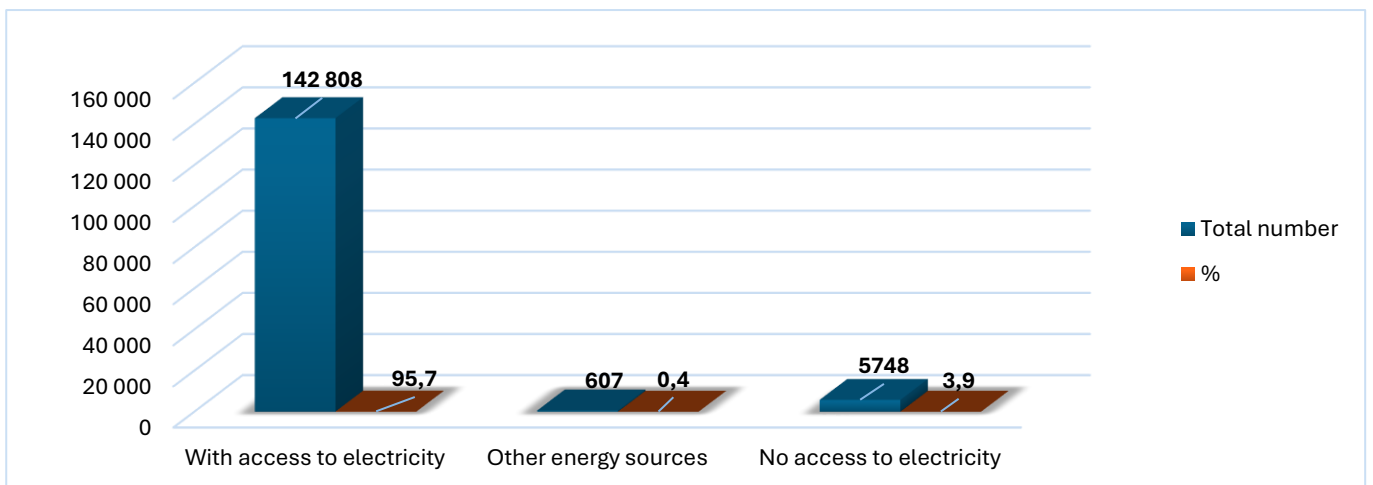


In some areas, there are practical overloading of the transformers due to illegal connections, and the Municipality is obligated to replace such equipment as when the problem occurs.

The estimated cost implication to reinstate the stolen and vandalized infrastructure that was incurred over the past twelve (12) year can be indicated per unit as follows which will amount to estimated amount R1.6 billion excluding Vat and Labor:

ITEM NO.	PROJECT NAME	WARD NO.	CURRENT STATUS	COMMENT/ NOTES	PROJECT VALUE
	Reinstate stolen vandalized electrical Substation in the Odendaalsrus Unit	36	Planning	Ensure sustainable infrastructure and reinstatement of stolen and vandalised infrastructure	R 85 185 169,00
	Reinstate stolen vandalized electrical Substation in the Allanridge Unit	36	Planning	To safeguard Council from theft and vandalism of property	R 65 888 508,00
	Reinstate stolen vandalized electrical Substation in the Welkom Unit	34,33,27,28,32,29,26,30,31	Planning	To safeguard Council from theft and vandalism of property	R 914 324 271,87
	Reinstate stolen vandalised electrical Substation in the Bronville Unit	11	Planning	To safeguard Council from theft and vandalism of property	R 22 466 319,50
	Reinstate stolen vandalized electrical Substation in the Riebeeckstad Unit	25	Planning	To safeguard Council from theft and vandalism of property	R 44 890 290,25
	Reinstate stolen vandalized electrical Substation in the Virginia Unit	5,9,8	Planning	To safeguard Council from theft and vandalism of property	R 269 155 235,50
	Reinstate stolen vandalised electrical Substation in the Hennenman Unit	3	Planning	To safeguard Council from theft and vandalism of property	R 70 310 160,50
	Reinstate stolen vandalized electrical Substation in the Ventersburg Unit	1	Planning	To safeguard Council from theft and vandalism of property	R 13 083 481,30

2.8.8. Distribution of households with and without access to electricity



Source: Community Survey 2016

The figure above indicates the distribution of households with and without access to electricity. Matjhabeng has a larger percentage of households with access to electricity by 95,7%. Households without electricity in Matjhabeng is as 3,9% respectively. Other energy sources contribute to less than 1,0% of electricity in Matjhabeng.

2.9. Waste Management

2.9.1 Institutional Overview and Service Coverage

Matjhabeng Local Municipality provides solid waste management services across its jurisdiction, which includes the urban centres of Welkom, Virginia, Odendaalsrus, Allanridge, Hennenman, and Ventersburg, as well as surrounding rural and farming areas where operationally feasible. Waste management services are administered through the Municipal Solid Waste Management Division under the Community Services Directorate.

In line with national norms and standards for waste collection, the Municipality provides scheduled refuse removal services primarily to formal residential areas and business premises. According to the 2025/26 Integrated Development Plan (IDP), approximately 64.5% of households receive refuse removal services from the Municipality at least once per week. While this reflects continued efforts to expand basic service delivery, it also highlights persistent service backlogs in certain informal settlements, rural areas, and remote farming communities.

In accordance with the Municipality's Indigent Support Policy, qualifying households benefit from Free Basic Refuse Removal Services to ensure equitable access to essential sanitation services for vulnerable groups.

2.9.2 Waste Disposal Infrastructure and Environmental Management

The Municipality operates landfill facilities within its jurisdiction, including sites in Welkom, Allanridge, Odendaalsrus, and Hennenman. A transfer station in Virginia supports waste consolidation and transportation operations. However, the 2025/26 IDP recognises that certain landfill sites require upgrading to meet minimum regulatory and licensing conditions in terms of national environmental legislation.

Infrastructure priorities for the medium-term include:

- Development of a new landfill site in Virginia.
- Upgrading existing landfill facilities to ensure compliance with environmental authorizations.
- Strengthening landfill management systems, monitoring, and reporting mechanisms.
- Progressive rehabilitation planning for sites approaching design capacity.

The Municipality further maintains oversight of private waste disposal facilities operating within its boundaries and ensures that major industries comply with approved Industry Waste Management Plans (IWMPs) in line with national environmental legislation.

Ongoing compliance monitoring remains essential to meet evolving licensing conditions, environmental impact mitigation requirements, and rehabilitation obligations.

2.9.3 Waste Minimization, Recycling and Resource Recovery

In support of national waste diversion targets and climate change mitigation objectives, the Municipality continues to implement waste minimisation initiatives. These include:

- Expansion of separation-at-source programmes in selected residential areas.
- Promotion of community-based recycling initiatives.
- Strengthening partnerships with private recyclers and cooperatives.
- Formalisation and support of informal waste reclaimers in alignment with national guidelines.

A composting programme currently operating in Welkom diverts green garden waste from landfill disposal and produces marketable compost. This initiative contributes to:

- Reduction of organic waste volumes to landfill.
- Extension of landfill lifespan.
- Local economic development and potential job creation.
- Alignment with the Integrated Development Plan (IDP) and National Development Plan (NDP).

The Municipality intends to scale the composting initiative across additional towns to improve organic waste diversion rates.

- In addition, strategic investigations are underway regarding:
 - Landfill gas recovery feasibility.
 - Waste-to-energy opportunities.
 - Installation of solar energy infrastructure at landfill sites to improve operational sustainability and reduce electricity costs.

These initiatives align with the National Waste Management Strategy (NWMS) and broader climate adaptation and mitigation frameworks.

Refuse Disposals	Total Number	Percentage (%)
Removed by local authority at least once a week	81371	64.5
Removed by local authorities less often	5922	4.7
Communal refuse dump	2907	2.3
Communal container / central collection point	3363	2.7
Own refuse dump	19429	15.4
No rubbish dump	12218	9.7
Other	857	0.7

Source: Stats SA: Census 2022

2.9.4 Service Delivery Challenges

Despite ongoing improvements, several structural and operational challenges affect waste management performance:

Unserviced and Underserviced Areas

Remote rural farms present logistical and financial constraints due to long travel distances and low waste volumes, making routine collection economically challenging. Similarly, newly established informal settlements often have poor road infrastructure, spatial constraints, and limited accessibility for compactor trucks, resulting in irregular service in certain areas.

Ageing Fleet

The municipal waste collection fleet is ageing, leading to frequent mechanical breakdowns and maintenance backlogs. Fleet downtime occasionally disrupts scheduled collection routes and impacts service reliability. The 2025/26 IDP identifies fleet recapitalisation and strengthened preventative maintenance systems as critical priorities to improve operational continuity.

Financial Sustainability

Escalating fuel prices, rising maintenance costs, landfill operational expenditures, and compliance-related upgrades place increasing pressure on the Solid Waste Management budget. Revenue collection challenges, particularly in economically distressed communities, limit cost recovery and constrain reinvestment in infrastructure and fleet renewal.

2.9.5 Strategic Priorities for the 2026/27 IDP Period

To strengthen waste management performance over the medium term, the Municipality will prioritise:

- Development and implementation of an updated Integrated Waste Management Plan (IWMP).

- Phased fleet re-capitalization and enhanced preventative maintenance systems.
- Expansion of separation-at-source programmes to additional residential areas.
- Strengthening partnerships with private sector recyclers and recycling cooperatives.
- Formalization and support of informal waste pickers to enhance material recovery and livelihood opportunities.
- Upgrading, progressive closure, and rehabilitation planning for landfill sites nearing capacity.
- Introduction of digital route optimization and improved waste data management systems.
- Investigation of Public-Private Partnerships (PPPs) for landfill development and resource recovery projects.

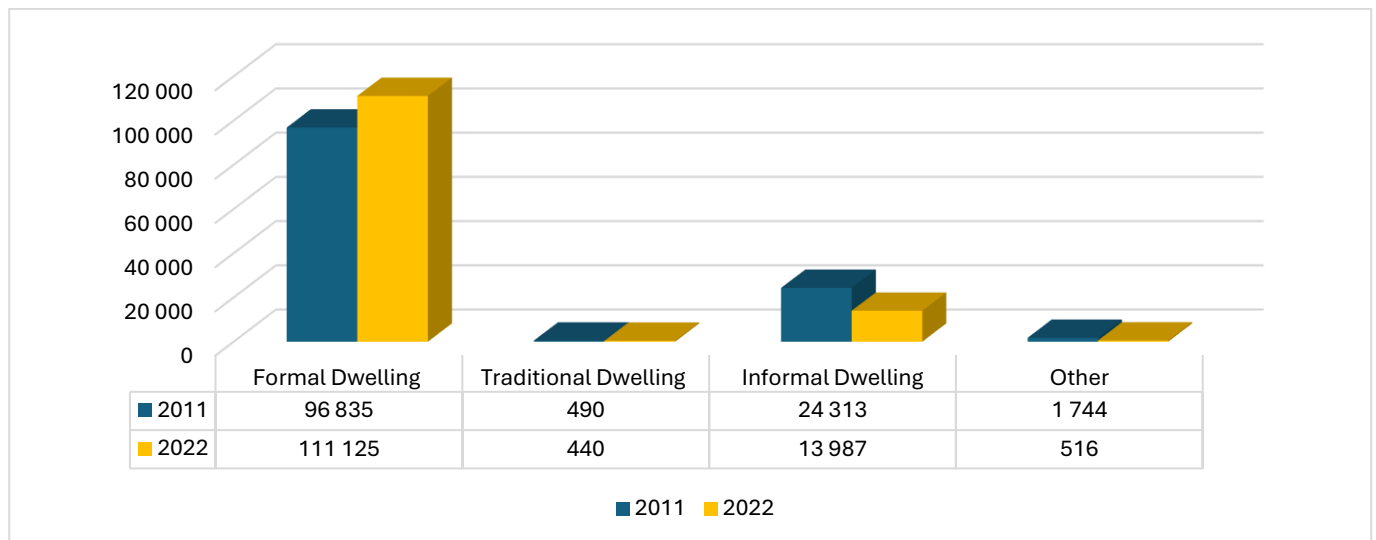
Conclusion

Waste management within Matjhabeng Local Municipality remains in a stabilization and infrastructure renewal phase. While significant service delivery and compliance challenges persist, the 2025/26 IDP reflects a structured and forward-looking approach focused on regulatory compliance, waste diversion, operational efficiency, infrastructure upgrading, and financial sustainability. Continued investment, institutional strengthening, and stakeholder collaboration will be essential to achieving reliable, environmentally compliant, and inclusive waste management services across the municipal area

2.10. Housing and Human Settlements

In this section, information on household composition and services will be analyzed to give an overall picture on services delivery in Matjhabeng Local Municipality. The population size is estimated to be 111 125, which are formalized households, and the municipality has more than 13 987 informal households. The main challenge to formalize them is non availability of serviced sites, township establishment processes that must be followed and economic migrations makes it very difficult to eradicate informal settlements around Matjhabeng.

2.10.1. Households by type of main dwelling



Source: Stats SA: Census 2011 and 2022

The figure above shows the distribution of households by main type of dwelling. In 2011, the proportion of formal dwelling was 96 835 with an increase of 111 125 in 2022. In terms of informal dwelling, there was a decrease in 2022 with 13 987 as compared to 2011. Regarding traditional dwellings there was a decrease from 490 to 440 between 2011 and 2022.

2.10.2. Distribution of households by tenure status

Tenure status	Total number
Rented from private individual	15477
Rented from other (including municipality and social housing)	5310
Owned but not yet paid off	5499
Owned and fully paid off	53653
Occupied rent-free	22031
Other	2379
Total	104 350

Source: Stats SA: Census 2022

The table above indicates the total number of tenure status in Matjhabeng. The rented from private individuals has a high number of 15 477 as compared to rented from municipality or other social housing. Owned and fully paid off also indicated a high number as compared to owned but not paid off as of 2022 census calculations.

2.11. Recreational Services

Four types of recreation facilities are established in the municipality.

- Parks
- Cemeteries
- Multi-purpose Recreation Facilities
- Swimming pools

2.11.1. 29 Developed Parks

2.11.2. Cemeteries

Facility	Location	Capacity	Status	Fenced	Ablution Facilities
Phumlani Cemetery	Farm Dankbaarheid 187/4	Plan not available	Operational	No Specs and BOQ was developed, but SCM processes could not be implemented due to financial constraints.	No Spec's and BOQ was developed for the appointment of a Service Provider to supply and deliver a modified container to serve as site office and ablution facilities. Procurement could not be completed due to financial constraints.
Thuhlwane Cemetery	Farm Thabong 145/RE		Closed	Yes	No Vandalized
Phakisa Cemetery	Farm Eva 127/8	Plan not available	Operational	Yes Vandalized	No
Phomolong Cemetery	Stand no 2962 Stand no 3531	Adults: 20 161 Child: 2243	Operational	Yes	Yes
Kutlwanong Cemetery	Farm Kameeldoorns 139/2 Farm Kameeldoorns 139/1 Stand no 5414	Plan not available	Operational	Yes	Yes Vandalized
Old Meloding Cemetery (No 1)	Stand no 1		Closed	Yes Partially vandalized	No vandalized
Old Meloding cemetery (No 2)	Stand no 21532 and 21535 (closed)		Closed	Yes	No vandalized
Old Meloding cemetery (No 3) Eureka	Stand no 1466/9		Closed	Yes Partially vandalized	No Vandalized
Old Meloding cemetery (No 4) Stilte	Farm Stilte 138/25 Farm Stilte 138/29	Plan not available	Operational	No	No
New Meloding cemetery (No 5) Albany	Stand no 14095	Adults: 16 808 Child: 2552	Operational	Yes	No

Facility	Location	Capacity	Status	Fenced	Ablution Facilities
Bronville old cemetery (No 1)	Stand no 2845, Ext 9 Bronville		Closed	Partially fenced.	No Vandalized
Bronville new cemetery	Farm Saaiplaas RE/690	Adults: 35 504 Child: 4233	Operational	Yes Partially vandalized	No Vandalized
Welkom Cemetery	Farm Meriban 16/2 in Ward 34,	Plan not available	Operational	Yes Vandalized	Yes Vandalized
Merriespruit cemetery	Stand no 2180 Merriespruit, Virginia	Plan not available	Operational	Fenced	No Vandalized
Ventersburg cemetery (new)	Adjacent to stand no 50	Plan not available	Operational	Yes	Yes Vandalized
Hennenman Cemetery	Farm Eden 492/1	Plan not available	Operational	No Specs and BOQ was developed, but SCM processes could not be implemented due to financial constraints.	No Spec's and BOQ was developed for the appointment of a Service Provider to supply and deliver a modified container to serve as site office and ablution facilities. Procurement could not be completed due to financial constraints.
Allanridge Cemetery (No 1)			Closed	Yes	No
Allanridge Cemetery (No 2)	Stand no 1871, Allanridge	Plan not available	Operational	Yes	Yes
Nyakallong Cemetery	Stand no 1485	Plan not available	Operational	Yes	No
Mmamahabane Cemetery (No 1)	Stand no 79	Plan not available	Operational	No	No
Mmamahabane Cemetery (No 2)	Stand no 2482	Plan not available	Operational	No	No
Mmamahabane Cemetery (No 3)	Stand no 50		Closed	No	No
Mmamahabane New Cemetery (No 4)	Farm Groenpunt 96/RE Farm Tswelangpele 756/RE	Plan not available	Not yet operational	Yes	Yes Vandalized
Odendaalsrus Cemetery (No 1) Eldorie	Stand no 3743		Closed	No	No
Odendaalsrus Cemetery (No 2)	Stand no 3468		Closed	No	No

2.11.3. Recreational Facilities

Qty	Type of facility	Location	Max access distance for immediate community	Population Threshold	Status Operational
1	Multi-purpose sport facilities	Virginia / Meloding	15km	20 000 – 200 000	Yes
4	Multi-purpose sport facilities	Welkom	Less than 15km	20 000 – 200 000	Yes
2	Multi-purpose sport facilities	Thabong	15 km	20 000 – 200 000	Yes
1	Multi-purpose sport facilities	Hennenman	Less than 15km	Less than 20 000	Yes
2	Stadiums	Thabong	Less than 15km	20 000 – 200 000	Yes Zuka Baloyi Stadium were refurbished (incomplete) during 2023).
1	Stadium	Bronville	Less than 15km	Less than 20 000	Yes Partially vandalized
1	Stadium	Welkom	15 km	20 000 – 200 000	Yes
1	Swimming Pool	Thabong	15km	20 000 – 200 000	No
1	Swimming Pool	Bronville	Less than 15km	Less than 20 000	No
1	Swimming Pool	Riebeeckstad	Less than 15km	Less than 200 000	No
1	Swimming Pool	Odendaalsrus	More than 15 km	20 000 – 200 000	No
1	Swimming Pool	Welkom	Less than 15km	20 000 – 200 000	No
1	Recreation facility (Picnic Park)	Odendaalsrus	More than 15km	20 000 – 200 000	No
1	Stadium	Kutlwanong	More than 15km	20 000 – 200 000	No
1	Stadium	Nyakallong	Less than 15km	20 000 – 200 000	No
1	Tennis courts	Odendaalsrus	More than 15km	20 000 – 200 000	No
1	Stadium	Phomolong	Less than 15km	20 000 – 200 000	Yes
1	Stadium	Hennenman	Less than 15km	Less than 20 000	No
1	Stadium	Ventersburg	Less than 15km	Less than 20 000	No
1	Stadium	Meloding	Less than 15km	20 000 – 200 000	No Project in process to be registered with MIG for the refurbishment and upgrading of the stadium

2.11.4. Sport Facilities

There are nine (9) stadiums in Matjhabeng. Five (5) stadiums are vandalized. One stadium (Zuka Baloyi) was refurbished during 2023 (incomplete). A project for the refurbishment and upgrading of the Meloding Stadium is registered with MIG, implementation date is yet to be confirmed. Construction of Hani Park Indoor Facility has started. Provision must be made in the budget for the refurbishment and maintenance of the vandalized stadiums and partnerships must be formed

with the sporting fraternity to enable access to nearby communities and promote the development of sport in previously disadvantaged communities. Partnerships will also increase use and mitigate vandalism which poses the biggest risk to sustainability. North-west stadiums are currently managed and utilized by the Griffons Rugby Union.

2.11.5. Arts and Culture

The Arts and Culture Sector are under-explored in the Matjhabeng Municipality. Municipalities have the responsibility to create an enabling environment for the promotion of the Arts and Culture Sector through the development of the necessary infrastructure. There are activity rooms at multi-purpose recreation facilities which are under-utilized and must be promoted for use by the sector. It is also a way to mitigate vandalism.

The renaming of community facilities is an important component of the heritage landscape of the country and must be implemented to acknowledge the heritage and culture of the communities of Matjhabeng. Processes to ensure alignment are underway. A policy for the naming and renaming of key community facilities and roads was developed and approved by the Municipal Council and referred to the relevant committee.

2.12. Service Delivery Standards

Important considerations relating to household levels of service are outlined below:

Water

- 93.7% of households had access to piped water inside the dwelling or yard.
- 1.3% used communal taps.
- 1.5% used the neighbor's tap.
- Recorded backlogs amounted to 2503 units (2.6% of households)

Sanitation

- 15.0% used pits or bucket toilets or had no facility.
- In 2011, most of the bucket toilets were in Virginia, followed by Hennenman and Welkom. Households without toilets occurred mostly in Welkom, as well as toilets without ventilation.

Solid Waste

- 86.3% are serviced at least once a week.
- 6.7% of households had their own refuse dump.
- 4.0% had no rubbish disposal.
- 1.2% used communal refuse dump.
- Most households without Municipal refuse services live in Welkom.

Energy

- About 5000 urban households had no access to electricity or used another source of energy.
- Very few households used alternative sources of energy.

Free Basic services

- Free basic services were delivered to an estimated 19 537 households in 2015/2016.
- 20% of household consumers received free basic water, basic electricity, basic sanitation, and solid waste services.

2.13. Economic structure and performance

The following Statistical Overview Report aims to quantify the economic, demographic and socio-economic environment of Matjhabeng Local Municipality in context of its neighbouring regions, the district, the province and South Africa. A better understanding of the demographic, economic and socio-economic environment could inform stakeholders to implement and monitor plans and policies that will allow for a healthy, growing and inclusive economy and society.

Understanding the changes in the composition of the population with respect to population group, age and gender is vital in the face of growing pressure on food, energy, water, jobs and social support on the country's citizens. An understanding of how the total fertility rates, age-specific fertility rates, sex ratios at birth, life expectancies and international migration affect the respective population groups, ages and genders is essential for effective planning on a spatial level. The first section of the Statistical Overview Report will aim to disentangle the changes in the Matjhabeng Local Municipality demographics in context of other locals of the region, the districts, the Province and South Africa.

The second section will provide insights into the economic environment of Matjhabeng Local Municipality in relation to the other local municipality in the region, the district, the province and South Africa's performance. The changing economic environment subsequently has an effect on the ability of the economy to create jobs. This section will therefore also include analysis on the employment and subsequent income dynamics of Matjhabeng Local Municipality.

The third component of the Statistical Overview will investigate issues pertaining to the socio-economic environment of residents in Matjhabeng Local Municipality. Analysis will include a review of the Human Development Index (HDI), Gini, poverty, education, population density, crime, bulk infrastructure, international trade and tourism indicators relative to that of the other locals of the region, the districts, the Province and South Africa.

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

In this section, an overview is provided of the demography of the Matjhabeng Local Municipality and all its neighbouring regions, Lejweleputswa District Municipality, Free State Province and South Africa as a whole.

2.13.1. Total population

Population statistics is important when analysing an economy, as the population growth directly and indirectly impacts employment and unemployment, as well as other economic indicators such as economic growth and per capita income.

TABLE 1. TOTAL POPULATION - MATJHABENG, LEJWELEPUTSWA, FREE STATE AND NATIONAL TOTAL, 2014-2024 [NUMBERS PERCENTAGE]

	Matjhabeng	Lejweleputswa	Free State	National Total	Matjhabeng as % of district municipality	Matjhabeng as % of province	Matjhabeng as % of national
2014	423,000	650,000	2,910,000	55,800,000	65.0%	14.5%	0.76%
2015	425,000	652,000	2,930,000	56,600,000	65.1%	14.5%	0.75%
2016	427,000	655,000	2,950,000	57,500,000	65.2%	14.5%	0.74%
2017	429,000	657,000	2,960,000	58,200,000	65.4%	14.5%	0.74%
2018	433,000	660,000	2,980,000	59,000,000	65.6%	14.5%	0.73%
2019	436,000	663,000	3,000,000	59,700,000	65.8%	14.6%	0.73%
2020	441,000	667,000	3,010,000	60,400,000	66.1%	14.6%	0.73%
2021	445,000	670,000	3,020,000	61,000,000	66.4%	14.7%	0.73%
2022	449,000	673,000	3,030,000	61,600,000	66.7%	14.8%	0.73%
2023	451,000	675,000	3,040,000	62,200,000	66.8%	14.8%	0.72%
2024	454,000	679,000	3,060,000	62,900,000	66.9%	14.8%	0.72%
Average Annual growth							
2014-2024	0.72%	0.43%	0.51%	1.21%			

Source: South Africa Regional eXplorer v2686.

Data compiled on 15 Dec 2025.

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With 454 000 people, the Matjhabeng Local Municipality housed 0.7% of South Africa's total population in 2024. Between 2014 and 2024 the population growth averaged 0.72% per annum which is about half than the growth rate of South Africa as a whole (1.21%). Compared to Lejweleputswa's average annual growth rate (0.43%), the growth rate in Matjhabeng's population at 0.72% was close to double than that of the district municipality.

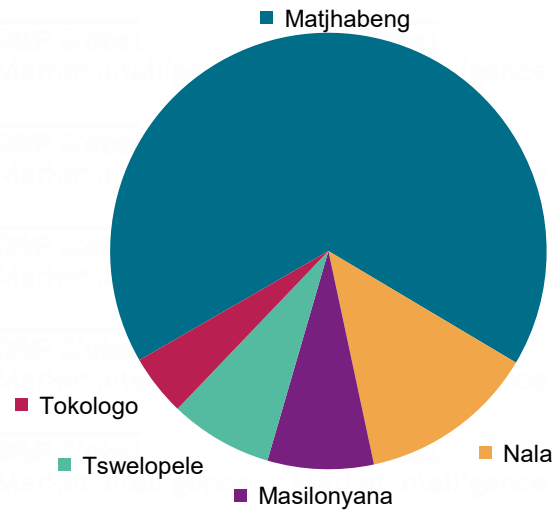


CHART 1. TOTAL POPULATION - MATJHABENG AND THE REST OF LEJWELEPUTSWA, 2024 [PERCENTAGE]

Source: South Africa Regional eXplorer v2686.

Data compiled on 15 Dec 2025.

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When compared to other regions, the Matjhabeng Local Municipality accounts for a total population of 454,000, or 66.9% of the total population in the Lejweleputswa District Municipality, which is the most populous region in the Lejweleputswa District Municipality for 2024. The ranking in terms of the size of Matjhabeng compared to the other regions remained the same between 2014 and 2024. In terms of its share the Matjhabeng Local Municipality was significantly larger in 2024 (66.9%) compared to what it was in 2014 (65.0%). When looking at the average annual growth rate, it is noted that Matjhabeng ranked highest (relative to its peers in terms of growth) with an average annual growth rate of 0.7% between 2014 and 2024.

Population projections

Based on the present age-gender structure and the present fertility, mortality and migration rates, Matjhabeng's population is projected to grow at an average annual rate of 0.3% from 454 000 in 2024 to 461 000 in 2029.

TABLE 2. POPULATION PROJECTIONS - MATJHABENG, LEJWELEPUTSWA, FREE STATE AND NATIONAL TOTAL, 2024-2029 [NUMBERS PERCENTAGE]

	Matjhabeng	Lejweleputswa	Free State	National Total	Matjhabeng as % of district municipality	Matjhabeng as % of province	Matjhabeng as % of national
2024	454,000	679,000	3,060,000	62,900,000	66.9%	14.8%	0.72%
2025	456,000	682,000	3,070,000	63,600,000	66.9%	14.9%	0.72%
2026	458,000	683,000	3,080,000	64,100,000	67.0%	14.9%	0.71%
2027	459,000	684,000	3,080,000	64,500,000	67.1%	14.9%	0.71%
2028	460,000	685,000	3,090,000	65,000,000	67.2%	14.9%	0.71%
2029	461,000	686,000	3,090,000	65,500,000	67.2%	14.9%	0.70%
Average Annual growth							
2024-2029	0.31%	0.20%	0.20%	0.79%			

Source: South Africa Regional eXplorer v2686.

Data compiled on 15 Dec 2025.

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The population projection of Matjhabeng Local Municipality shows an estimated average annual growth rate of 0.3% between 2024 and 2029. The average annual growth rate in the population over the projection period for Lejweleputswa District Municipality, Free State Province and South Africa is 0.2%, 0.2% and 0.8% respectively. The Free State Province is estimated to have an average growth rate of 0.2% which is very similar than that of the Matjhabeng Local Municipality. The South Africa as a whole is estimated to have an average annual growth rate of 0.8% which is very similar than that of Matjhabeng's projected growth rate.

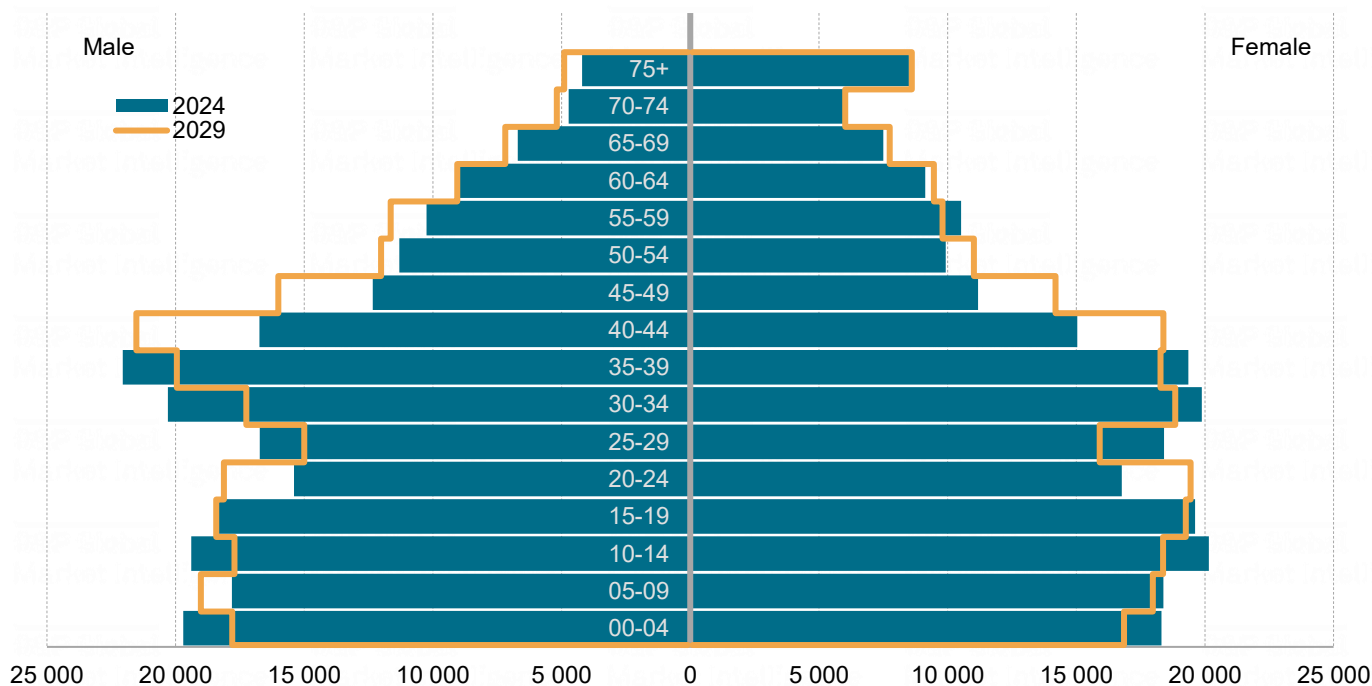


CHART 2. POPULATION PYRAMID - MATJHABENG LOCAL MUNICIPALITY, 2024 VS. 2029 [PERCENTAGE]

Source: South Africa Regional eXplorer v2686.

Data compiled on 15 Dec 2025.

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The population pyramid reflects a projected change in the structure of the population from 2024 and 2029. The differences can be explained as follows:

- In 2024, there is a slightly larger share of young working age people between 20 and 34 (23.7%), compared to what is estimated in 2029 (22.7%). This age category of young working age population will decrease over time.
- The fertility rate in 2029 is estimated to be slightly higher compared to that experienced in 2024.
- The share of children between the ages of 0 to 14 years is projected to be significantly smaller (23.4%) in 2029 when compared to 2024 (25.1%).

In 2024, the female population for the 20 to 34 years age group amounts to 12.1% of the total female population while the male population group for the same age amounts to 11.6% of the total male population. In 2029, the male working age population at 10.9% does not exceed that of the female population working age population at 11.8%, although both are at a lower level compared to 2024.

2.13.2. Population by population group, gender and age

The total population of a region is the total number of people within that region measured in the middle of the year. Total population can be categorised according to the population group, as well as the sub-categories of age and gender. The population groups include African, White, Coloured and Asian, where the Asian group includes all people originating from Asia, India and China. The age subcategory divides the population into 5-year cohorts, e.g. 0-4, 5-9, 10-13, etc.

TABLE 3. POPULATION BY GENDER - MATJHABENG AND THE REST OF LEJWELEPUTSWA DISTRICT MUNICIPALITY, 2024 [NUMBER].

	Male	Female	Total
Matjhabeng	225,201	228,655	453,857
Masilonyana	26,387	26,930	53,317
Tokologo	15,282	15,410	30,691
Tswelopele	25,584	26,251	51,835
Nala	44,269	44,694	88,962
Lejweleputswa	336,723	341,940	678,663

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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Matjhabeng Local Municipality's male/female split in population was 98.5 males per 100 females in 2024. The Matjhabeng Local Municipality appears to be a fairly stable population with the share of female population (50.38%) being very similar to the national average of (50.40%). In total there were 229 000 (50.38%) females and 225 000 (49.62%) males. This is different from the

Lejweleputswa District Municipality as a whole where the female population counted 342 000 which constitutes 50.38% of the total population of 679 000.

TABLE 4. POPULATION BY POPULATION GROUP, GENDER AND AGE - MATJHABENG LOCAL MUNICIPALITY, 2024 [NUMBER].

	African		White		Coloured		Asian	
	Female	Male	Female	Male	Female	Male	Female	Male
00-04	17,000	18,300	756	835	466	434	77	102
05-09	16,800	16,300	1,030	993	448	451	70	85
10-14	18,400	17,800	1,210	1,080	462	462	72	77
15-19	18,000	17,000	1,130	1,000	434	403	55	72
20-24	15,200	13,900	1,150	964	399	419	52	80
25-29	16,700	15,200	1,130	960	522	463	40	73
30-34	18,300	18,600	1,140	1,050	437	527	42	79
35-39	17,400	19,900	1,370	1,430	533	626	59	101
40-44	13,300	14,700	1,270	1,390	462	605	56	86
45-49	9,750	10,500	1,030	1,340	331	431	81	103
50-54	8,210	9,140	1,300	1,620	346	447	77	105
55-59	8,730	8,160	1,390	1,630	343	371	54	93
60-64	7,380	7,370	1,420	1,320	312	324	23	27
65-69	5,810	5,110	1,420	1,290	257	267	16	26
70-74	4,500	3,350	1,260	1,200	168	162	9	6
75+	6,280	2,610	2,000	1,480	213	111	4	6
Total	202,000	198,000	20,000	19,600	6,130	6,500	787	1,120

Source: South Africa Regional eXplorer v2686.

Data compiled on 15 Dec 2025.

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In 2024, the Matjhabeng Local Municipality's population consisted of 88.07% African (400 000), 8.73% White (39 600), 2.78% Coloured (12 600) and 0.42% Asian (1 910) people.

The largest share of population is within the young working age (25-44 years) age category with a total number of 148 000 or 32.7% of the total population. The age category with the second largest number of people is the babies and kids (0-14 years) age category with a total share of 25.1%, followed by the older working age (45-64 years) age category with 83 700 people. The age category with the least number of people is the retired / old age (65 years and older) age category with only 37 600 people, as reflected in the population pyramids below.

2.13.3. Population pyramids

Definition: A population pyramid is a graphic representation of the population categorised by gender and age, for a specific year and region. The horizontal axis depicts the share of people, where the male population is charted on the left-hand side and the female population on the right-hand side of the vertical axis. The vertical axis is divided in 5-year age categories.

With the African population group representing 88.1% of the Matjhabeng Local Municipality's total population, the overall population pyramid for the region will mostly reflect that of the African population group. The chart below compares Matjhabeng's population structure of 2024 to that of South Africa.

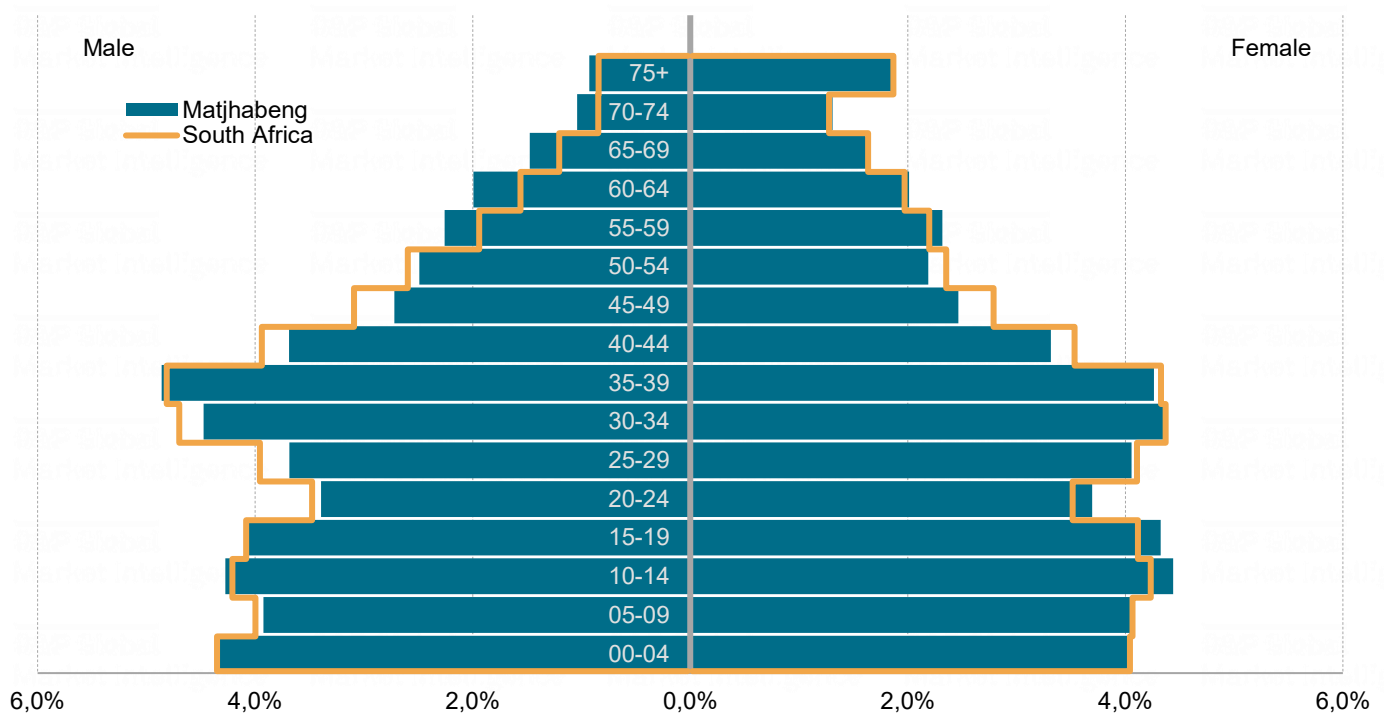


CHART 3. POPULATION PYRAMID - MATJHABENG LOCAL MUNICIPALITY VS. SOUTH AFRICA, 2024 [PERCENTAGE]

Source: South Africa Regional eXplorer v2686.
 Data compiled on 15 Dec 2025.
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By comparing the population pyramid of the Matjhabeng Local Municipality with the national age structure, the most significant differences are:

- There is a slightly smaller share of young working age people - aged 20 to 34 (23.7%) - in Matjhabeng, compared to the national picture (24.1%).
- Fertility in Matjhabeng is very similar compared to South Africa as a whole.
- Spatial policies changed since 1994.
- The share of children between the ages of 0 to 14 years is slightly larger (25.1%) in Matjhabeng compared to South Africa (24.9%). Demand for expenditure on schooling as percentage of total budget within Matjhabeng Local Municipality will therefore be higher than that of South Africa.

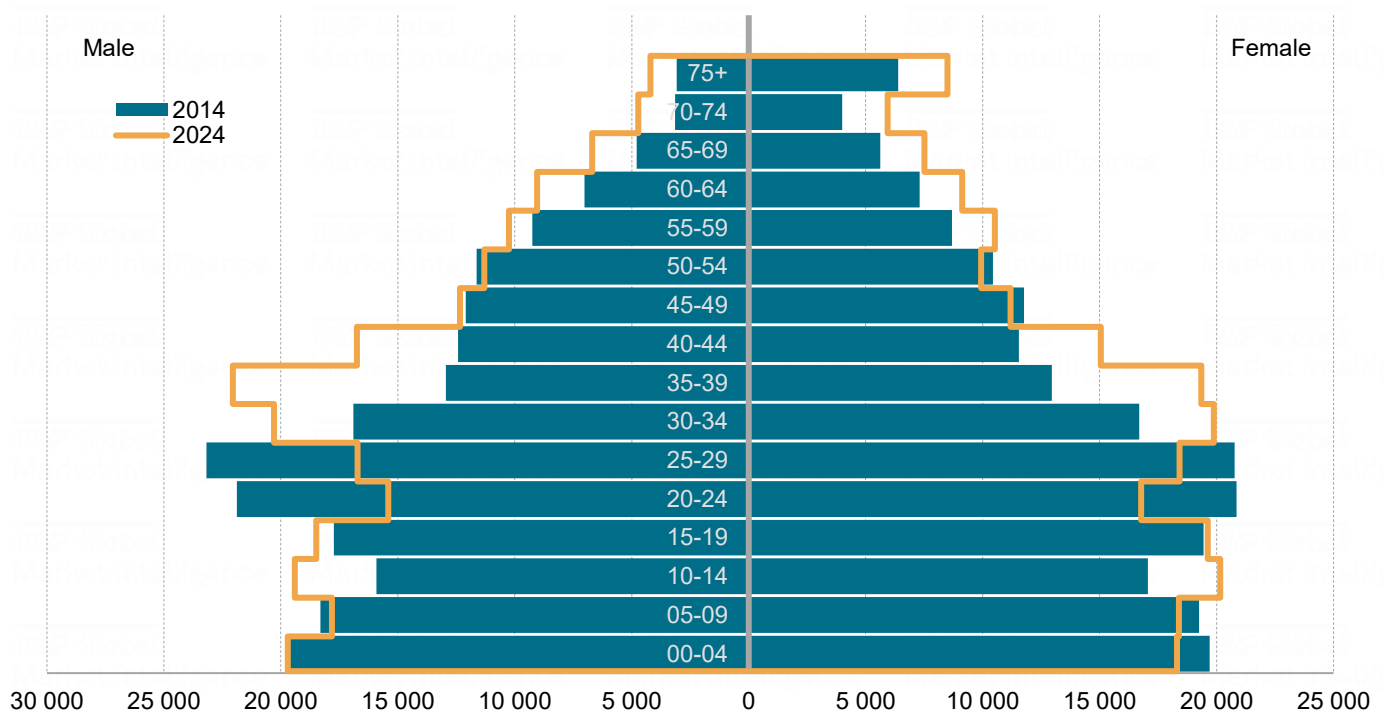


CHART 4. POPULATION PYRAMID - MATJHABENG LOCAL MUNICIPALITY, 2014 VS. 2024 [PERCENTAGE]

Source: South Africa Regional eXplorer v2686.
 Data compiled on 15 Dec 2025.
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When comparing the 2014 population pyramid with the 2024 pyramid for the Matjhabeng Local Municipality, some interesting differences are visible:

- In 2014, there were a significantly larger share of young working age people - aged 20 to 34 (28.5%) - compared to 2024 (23.7%).
- Fertility in 2014 was slightly higher compared to that of 2024.
- The share of children between the ages of 0 to 14 years is slightly larger in 2014 (26.0%) compared to 2024 (25.1%).
- Life expectancy is increasing.

In 2024, the female population for the 20 to 34 years age group amounted to 13.8% of the total female population while the male population group for the same age amounted to 14.7% of the total male population. In 2014 the male working age population at 11.6% did not exceeds that of the female population working age population at 12.1%.

2.13.4. Number of households by population group

Definition: A household is either a group of people who live together and provide themselves jointly with food and/or other essentials for living, or it is a single person living on his/her own. An individual is considered part of a household if he/she spends at least four nights a week within

the household. To categorise a household according to population group, the population group to which the head of the household belongs, is used.

If the number of households is growing at a faster rate than that of the population it means that the average household size is decreasing, and vice versa. In 2024, the Matjhabeng Local Municipality comprised of 147 000 households. This equates to an average annual growth rate of 1.13% in the number of households from 2014 to 2024. With an average annual growth rate of 0.72% in the total population, the average household size in the Matjhabeng Local Municipality is by implication decreasing. This is confirmed by the data where the average household size in 2014 decreased from approximately 3.2 individuals per household to 3.1 persons per household in 2024.

TABLE 5. NUMBER OF HOUSEHOLDS - MATJHABENG, LEJWELEPUTSWA, FREE STATE AND NATIONAL TOTAL, 2014-2024 [NUMBER PERCENTAGE]

	Matjhabeng	Lejweleputswa	Free State	National Total	Matjhabeng as % of district municipality	Matjhabeng as % of province	Matjhabeng as % of national
2014	132,000	200,000	937,000	16,500,000	65.9%	14.1%	0.80%
2015	133,000	202,000	954,000	17,000,000	65.9%	14.0%	0.79%
2016	136,000	206,000	976,000	17,400,000	66.0%	13.9%	0.78%
2017	136,000	206,000	978,000	17,800,000	66.1%	13.9%	0.77%
2018	136,000	206,000	980,000	17,900,000	66.4%	13.9%	0.76%
2019	138,000	207,000	988,000	17,900,000	66.6%	14.0%	0.77%
2020	139,000	208,000	988,000	17,900,000	67.0%	14.1%	0.78%
2021	141,000	210,000	996,000	18,100,000	67.3%	14.2%	0.78%
2022	144,000	213,000	1,010,000	18,600,000	67.7%	14.3%	0.78%
2023	145,000	214,000	1,010,000	18,900,000	67.8%	14.3%	0.77%
2024	147,000	217,000	1,030,000	19,200,000	67.9%	14.3%	0.77%
Average Annual growth							
2014-2024	1.13%	0.82%	0.93%	1.56%			

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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Relative to the district municipality, the Matjhabeng Local Municipality had a higher average annual growth rate of 1.13% from 2014 to 2024. In contrast, the province had an average annual growth rate of 0.93% from 2014. The South Africa as a whole had a total of 19.2 million households, with a growth rate of 1.56%, thus growing at a higher rate than the Matjhabeng.

The composition of the households by population group consists of 85.2% which is ascribed to the African population group with the largest amount of households by population group. The

White population group had a total composition of 11.4% (ranking second). The Coloured population group had a total composition of 2.8% of the total households. The smallest population group by households is the Asian population group with only 0.6% in 2024.

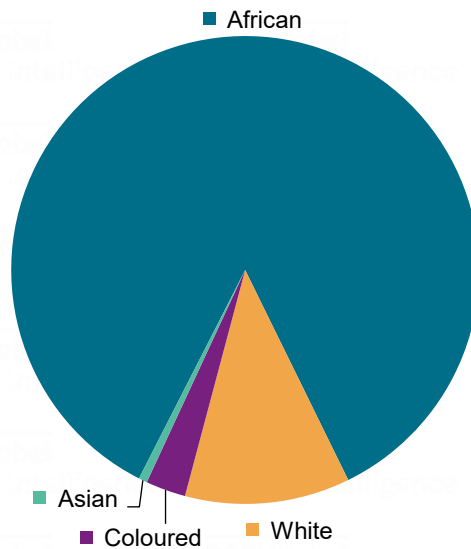


CHART 5. NUMBER OF HOUSEHOLDS BY POPULATION GROUP - MATJHABENG LOCAL MUNICIPALITY, 2024 [PERCENTAGE]

Source: South Africa Regional eXplorer v2686.
 Data compiled on 15 Dec 2025.
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The growth in the number of African headed households was on average 1.13% per annum between 2014 and 2024, which translates in the number of households increasing by 13 400 in the period. Although the Asian population group is not the biggest in size, it was however the fastest growing population group between 2014 and 2024 at 6.27%. The average annual growth rate in the number of households for all the other population groups has increased with 1.10%.

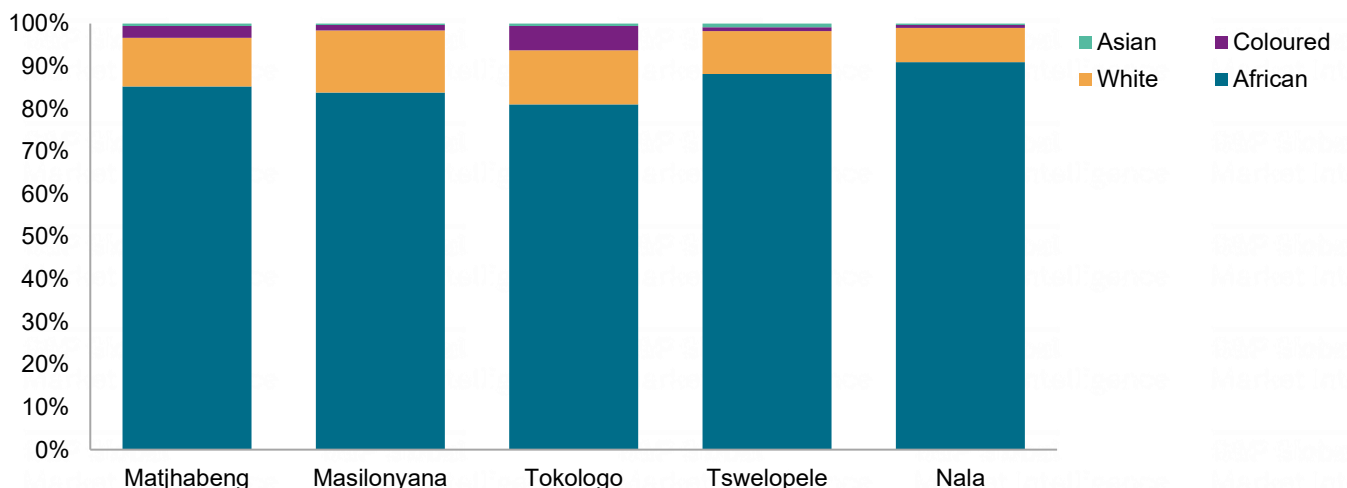


CHART 6. NUMBER OF HOUSEHOLDS BY POPULATION GROUP - MATJHABENG LOCAL MUNICIPALITY AND THE REST OF LEJWELEPUTSWA, 2024 [PERCENTAGE]

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.©
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2.13.5. HIV+ and AIDS estimates

HIV and AIDS can have a substantial impact on the growth of a particular population. However, there are many factors affecting the impact of the HIV virus on population progression: adult HIV prevalence rates; the speed at which the virus progresses; age distribution of the virus; the mother-to-child transmission; child treatment; adult treatment; and the percentage by which the virus decreases total fertility. ARV treatment can also prolong the lifespan of people that are HIV+. In the absence of any treatment, people diagnosed with HIV live for approximately 10 years before reaching the final stage of the disease (called AIDS). When patients reach this stage, recovery is highly unlikely.

HIV+ and AIDS estimates are defined as follows:

The HIV+ estimates are calculated by using the prevalence rates from the HIV/AIDS model built by the Actuarial Society of Southern Africa (ASSA-2008). These rates are used as base rates on a provincial level. S&P Global slightly adjusted the provincial ASSA-2008 data to more accurately reflect the national HIV Prevalence rate per population group as used in the national demographic models. The ASSA model in turn uses the prevalence rates from various primary data sets, in particular the HIV/AIDS surveys conducted by the Department of Health and the Antenatal clinic surveys. Their rates are further adjusted for over-reporting and then smoothed.

TABLE 6. NUMBER OF HIV+ PEOPLE - MATJHABENG, LEJWELEPUTSWA, FREE STATE AND NATIONAL TOTAL, 2014-2024 [NUMBER AND PERCENTAGE]

	Matjhabeng	Lejweleputswa	Free State	National Total	Matjhabeng as % of district municipality	Matjhabeng as % of province	Matjhabeng as % of national
2014	53,900	82,400	364,000	6,310,000	65.4%	14.8%	0.85%
2015	54,200	82,800	368,000	6,460,000	65.5%	14.7%	0.84%
2016	54,700	83,400	373,000	6,610,000	65.6%	14.7%	0.83%
2017	55,600	84,500	380,000	6,790,000	65.7%	14.6%	0.82%
2018	56,700	86,000	388,000	6,970,000	65.9%	14.6%	0.81%
2019	57,800	87,400	395,000	7,150,000	66.2%	14.6%	0.81%
2020	59,200	89,000	403,000	7,330,000	66.5%	14.7%	0.81%
2021	60,600	90,800	411,000	7,510,000	66.8%	14.8%	0.81%
2022	62,200	92,700	419,000	7,710,000	67.1%	14.8%	0.81%
2023	63,700	94,700	429,000	7,920,000	67.2%	14.8%	0.80%
2024	65,200	96,800	438,000	8,140,000	67.3%	14.9%	0.80%
Average Annual growth							
2014-2024	1.92%	1.63%	1.89%	2.57%			

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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In 2024, 65 200 people in the Matjhabeng Local Municipality were infected with HIV. This reflects an increase at an average annual rate of 1.92% since 2014, and in 2024 represented 14.36% of the local municipality's total population. The Lejweleputswa District Municipality had an average annual growth rate of 1.63% from 2014 to 2024 in the number of people infected with HIV, which is lower than that of the Matjhabeng Local Municipality. The number of infections in the Free State Province increased from 364,000 in 2014 to 438,000 in 2024. When looking at the South Africa as a whole it can be seen that the number of people that are infected increased from 2014 to 2024 with an average annual growth rate of 2.57%.

The lifespan of people that are HIV+ could be prolonged with modern ARV treatments. In the absence of any treatment, people diagnosed with HIV can live for 10 years and longer before they reach the final AIDS stage of the disease.

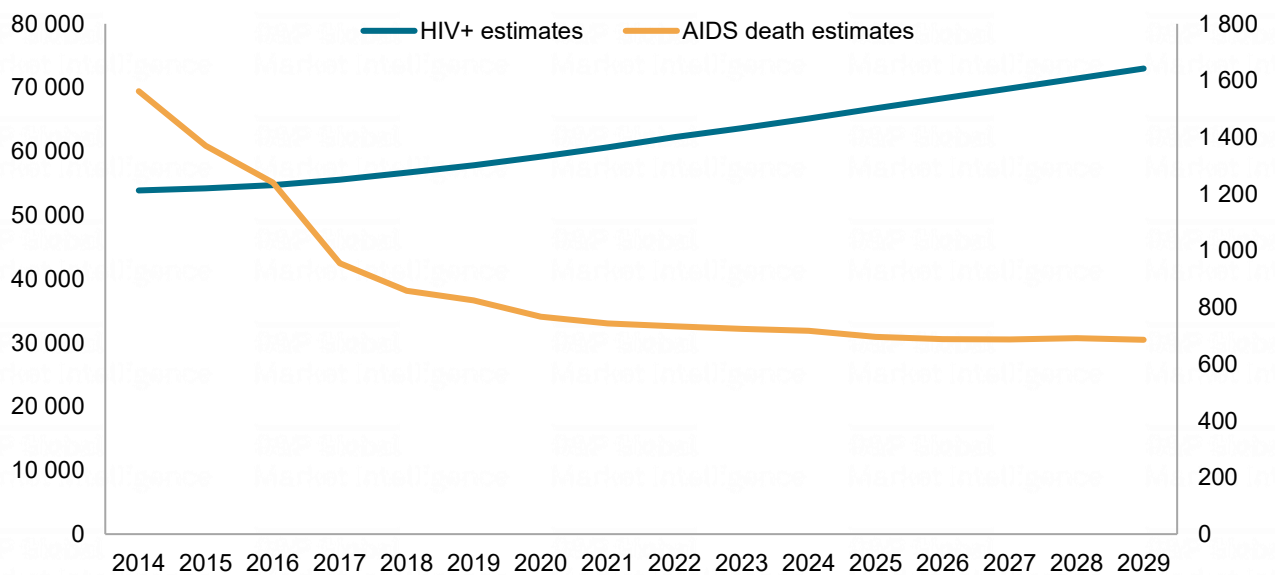


CHART 7. AIDS PROFILE AND FORECAST - MATJHABENG LOCAL MUNICIPALITY, 2014-2029 [NUMBERS]

Source: South Africa Regional eXplorer v2686.
 Data compiled on 15 Dec 2025.
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Presenting the number of HIV+ people against the number of people living with AIDS, the people with AIDS added up to 1560 in 2014 and 717 for 2024. This number denotes an decrease from 2014 to 2024 with a high average annual rate of -7.49% (or -845 people). For the year 2024, they represented 0.16% of the total population of the entire local municipality.

2.13.6. Economy

The economic state of Matjhabeng Local Municipality is put in perspective by comparing it on a spatial level with its neighbouring locals, Lejweleputswa District Municipality, Free State Province and South Africa.

The Matjhabeng Local Municipality does not function in isolation from Lejweleputswa, Free State Province, South Africa and the world and now, more than ever, it is crucial to have reliable information on its economy for effective planning. Information is needed that will empower the municipality to plan and implement policies that will encourage the social development and economic growth of the people and industries in the municipality respectively.

2.13.7. Gross domestic product by region (GDP-R)

The gross domestic product (GDP), an important indicator of economic performance, is used to compare economies and economic states.

Definition: Gross domestic product by region (GDP-R) represents the value of all goods and services produced within a region, over a period of one year, plus taxes and minus subsidies.

GDP-R can be measured using either current or constant prices, where the current prices measures the economy in actual Rand, and constant prices measures the economy by removing the effect of inflation, and therefore captures the real growth in volumes, as if prices were fixed in a given base year.

TABLE 7. GROSS DOMESTIC PRODUCT (GDP) - MATJHABENG, LEJWELEPUTSWA, FREE STATE AND NATIONAL TOTAL, 2014-2024 [R BILLIONS, CURRENT PRICES]

	Matjhabeng	Lejweleputswa	Free State	National Total	Matjhabeng as % of district municipality	Matjhabeng as % of province	Matjhabeng as % of national
2014	21.4	31.8	202.1	4,133.9	67.3%	10.6%	0.52%
2015	22.5	33.6	216.8	4,420.8	67.1%	10.4%	0.51%
2016	24.9	36.9	233.7	4,759.6	67.6%	10.7%	0.52%
2017	25.7	38.4	248.9	5,078.2	66.9%	10.3%	0.51%
2018	26.3	39.4	260.7	5,363.2	66.7%	10.1%	0.49%
2019	27.9	41.7	277.1	5,625.2	66.9%	10.1%	0.50%
2020	28.1	42.1	277.1	5,562.8	66.7%	10.1%	0.50%
2021	31.9	47.7	310.9	6,206.8	66.9%	10.3%	0.51%
2022	32.1	48.9	331.6	6,666.6	65.7%	9.7%	0.48%
2023	31.9	49.3	346.2	7,037.7	64.7%	9.2%	0.45%
2024	33.2	51.7	364.9	7,352.4	64.2%	9.1%	0.45%

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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With a GDP of R 33.2 billion in 2024 (up from R 21.4 billion in 2014), the Matjhabeng Local Municipality contributed 64.24% to the Lejweleputswa District Municipality GDP of R 51.7 billion in 2024 increasing in the share of the Lejweleputswa from 67.34% in 2014. The Matjhabeng Local Municipality contributes 9.11% to the GDP of Free State Province and 0.45% the GDP of South Africa which had a total GDP of R 7.35 trillion in 2024 (as measured in nominal or current prices).It's contribution to the national economy stayed similar in importance from 2014 when it contributed 0.52% to South Africa, but it is lower than the peak of 0.52% in 2016.

TABLE 8. GROSS DOMESTIC PRODUCT (GDP) - MATJHABENG, LEJWELEPUTSWA, FREE STATE AND NATIONAL TOTAL, 2014-2024 [ANNUAL PERCENTAGE CHANGE, CONSTANT 2010 PRICES]

	Matjhabeng	Lejweleputswa	Free State	National Total
2014	2.0%	2.3%	1.9%	1.4%
2015	-1.4%	-2.5%	-0.3%	1.3%
2016	-1.3%	-2.1%	0.0%	0.7%
2017	3.0%	3.6%	1.5%	1.2%
2018	-1.3%	-0.4%	0.7%	1.6%
2019	-4.5%	-2.9%	-0.1%	0.3%
2020	-13.9%	-11.4%	-5.8%	-6.2%
2021	1.9%	2.0%	4.2%	4.9%
2022	3.7%	3.2%	2.0%	2.1%
2023	2.5%	1.4%	0.2%	0.8%
2024	-1.4%	-1.7%	0.5%	0.5%
Average Annual growth 2014-2024	-1.38%	-1.14%	0.27%	0.67%

Source: South Africa Regional eXplorer v2686.
 Data compiled on 15 Dec 2025.
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In 2024, the Matjhabeng Local Municipality achieved an annual growth rate of -1.39% which is a significantly lower GDP growth than the Free State Province's 0.48%, but is lower than that of South Africa, where the 2024 GDP growth rate was 0.53%. Similar to the short-term growth rate of 2024, the longer-term average growth rate for Matjhabeng (-1.38%) is also significantly lower than that of South Africa (0.67%). The economic growth in Matjhabeng peaked in 2022 at 3.72%.

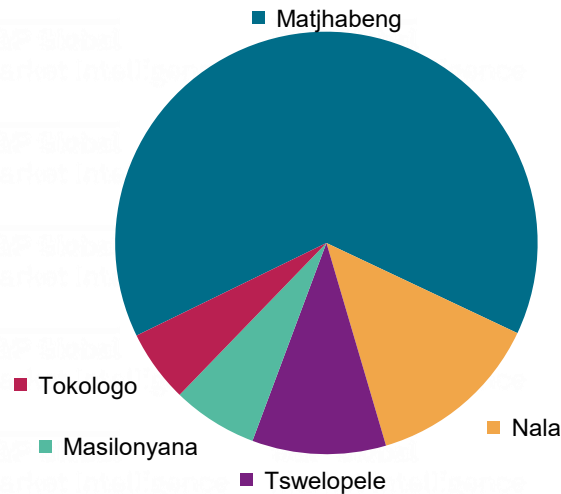


CHART 8. GROSS DOMESTIC PRODUCT (GDP) - MATJHABENG LOCAL MUNICIPALITY AND THE REST OF LEJWELEPUTSWA, 2024 [PERCENTAGE]

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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The Matjhabeng Local Municipality had a total GDP of R 33.2 billion and in terms of total contribution towards Lejweleputswa District Municipality the Matjhabeng Local Municipality ranked highest relative to all the regional economies to total Lejweleputswa District Municipality GDP. This ranking in terms of size compared to other regions of Matjhabeng remained the same since 2014. In terms of its share, it was in 2024 (64.2%) significantly smaller compared to what it was in 2014 (67.3%). For the period 2014 to 2024, the average annual growth rate of -1.4% of Matjhabeng was the fourth relative to its peers in terms of growth in constant 2010 prices.

TABLE 9. GROSS DOMESTIC PRODUCT (GDP) - REGIONS WITHIN LEJWELEPUTSWA DISTRICT MUNICIPALITY, 2014 TO 2024, SHARE AND GROWTH

	2024 (Current prices)	Share of district municipality	2014 (Constant prices)	2024 (Constant prices)	Average Annual growth
Matjhabeng	33.23	64.24%	22.56	19.64	-1.38%
Masilonyana	3.38	6.54%	2.57	1.95	-2.73%
Tokologo	2.87	5.55%	1.69	1.66	-0.19%
Tswelopele	5.30	10.24%	3.22	3.01	-0.67%
Nala	6.95	13.43%	4.06	4.14	0.21%

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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Nala had the highest average annual economic growth, averaging 0.21% between 2014 and 2024, when compared to the rest of the regions within Lejweleputswa District Municipality. The Tokologo Local Municipality had the second highest average annual growth rate of -0.19%. Masilonyana Local Municipality had the lowest average annual growth rate of -2.73% between 2014 and 2024.

2.13.8. Economic growth forecast

It is expected that Matjhabeng Local Municipality will grow at an average annual rate of 1.70% from 2024 to 2029. The average annual growth rate in the GDP of Lejweleputswa District Municipality and Free State Province is expected to be 1.95% and 2.12% respectively. South Africa is forecasted to grow at an average annual growth rate of 2.22%, which is higher than that of the Matjhabeng Local Municipality.

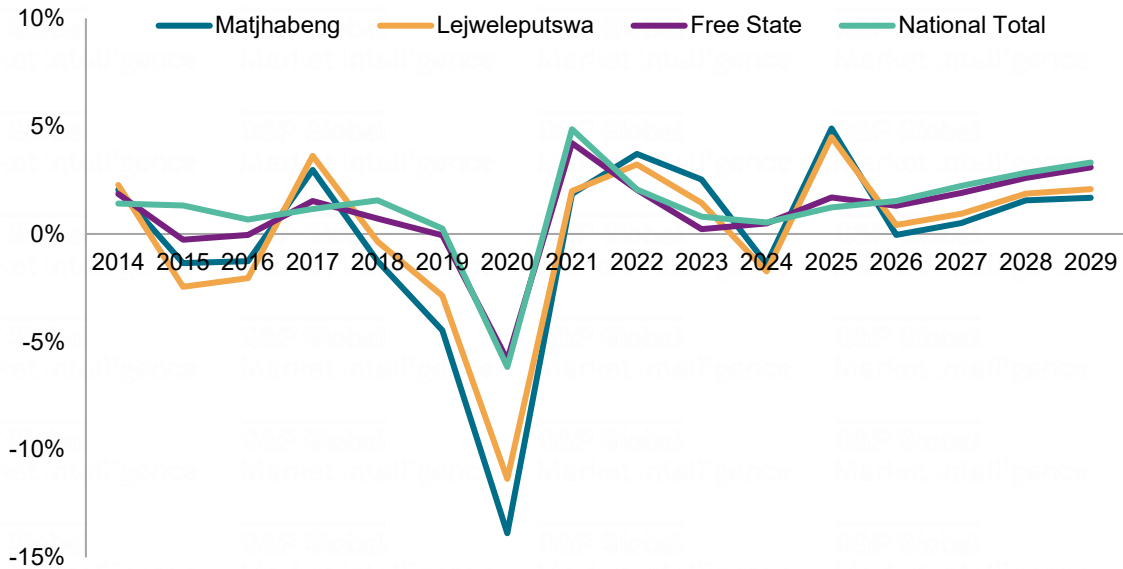


CHART 9. GROSS DOMESTIC PRODUCT (GDP) - MATJHABENG, LEJWELEPUTSWA, FREE STATE AND NATIONAL TOTAL, 2014-2029 [AVERAGE ANNUAL GROWTH RATE, CONSTANT 2010 PRICES]

Source: South Africa Regional eXplorer v2686.
 Data compiled on 15 Dec 2025.
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In 2029, Matjhabeng's forecasted GDP will be an estimated R 21.4 billion (constant 2010 prices) or 63.8% of the total GDP of Lejweleputswa District Municipality. The ranking in terms of size of the Matjhabeng Local Municipality will remain the same between 2024 and 2029, with a contribution to the Lejweleputswa District Municipality GDP of 63.8% in 2029 compared to the 64.6% in 2024. At a 1.70% average annual GDP growth rate between 2024 and 2029, Matjhabeng ranked the fourth compared to the other regional economies.

TABLE 10. GROSS DOMESTIC PRODUCT (GDP) - REGIONS WITHIN LEJWELEPUTSWA DISTRICT MUNICIPALITY, 2014 TO 2029, SHARE AND GROWTH

	2029 (Current prices)	Share of district municipality	2014 (Constant prices)	2029 (Constant prices)	Average Annual growth
Matjhabeng	40.83	62.66%	22.56	21.37	-0.36%
Masilonyana	3.93	6.04%	2.57	2.00	-1.63%
Tokologo	3.91	6.00%	1.69	1.93	0.88%
Tswelopele	7.13	10.95%	3.22	3.42	0.42%
Nala	9.35	14.35%	4.06	4.75	1.06%

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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2.13.9. Gross value added by region (GVA-R)

The Matjhabeng Local Municipality'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 added* produced in the local economy.

Definition: 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 all the regions in perspective to that of the Matjhabeng Local Municipality.

TABLE 11. GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - MATJHABENG LOCAL MUNICIPALITY, 2024 [R BILLIONS, CURRENT PRICES]

	Matjhabeng	Lejweleputswa	Free State	National Total	Matjhabeng as % of district municipality	Matjhabeng as % of province	Matjhabeng as % of national
Agriculture	0.5	5.5	22.8	206.7	8.6%	2.1%	0.23%
Mining	10.5	12.4	28.4	442.7	84.2%	36.9%	2.37%
Manufacturing	1.3	2.2	39.1	940.9	61.5%	3.4%	0.14%
Electricity	1.7	2.4	13.6	244.4	69.4%	12.2%	0.68%
Construction	0.3	0.5	5.4	159.4	62.9%	6.4%	0.22%
Trade	3.5	5.4	40.5	915.3	65.0%	8.7%	0.39%
Transport	1.4	2.2	21.8	518.4	62.6%	6.3%	0.26%
Finance	5.5	7.7	64.6	1,555.5	71.9%	8.6%	0.36%
Community services	5.5	8.9	92.3	1,642.3	61.6%	5.9%	0.33%
Total Industries	30.2	47.3	328.4	6,625.6	63.9%	9.2%	0.46%

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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In 2024, the mining sector is the largest within Matjhabeng Local Municipality accounting for R 10.5 billion or 34.7% of the total GVA in the local municipality's economy. The sector that contributes the second most to the GVA of the Matjhabeng Local Municipality is the finance sector

at 18.3%, followed by the community services sector with 18.2%. The sector that contributes the least to the economy of Matjhabeng Local Municipality is the construction sector with a contribution of R 343 million or 1.14% of the total GVA.

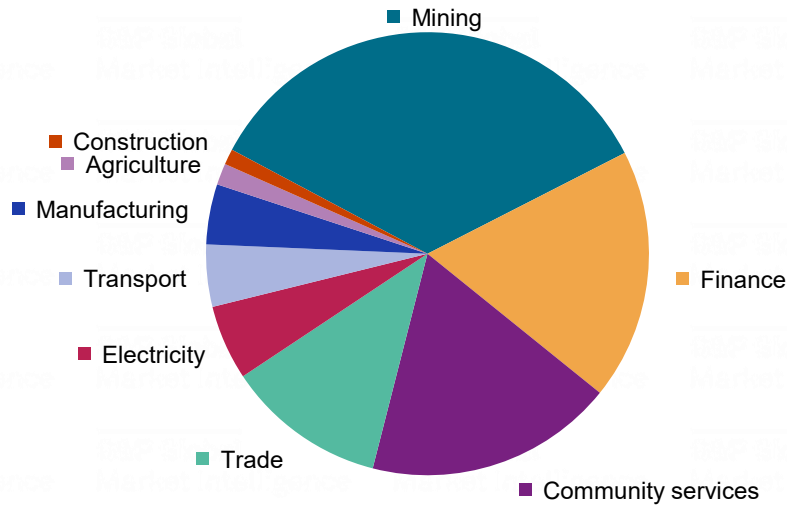


CHART 10. GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - MATJHABENG LOCAL MUNICIPALITY, 2024 [PERCENTAGE COMPOSITION]

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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The community sector, which includes the government services, is generally a large contributor towards GVA. When looking at all the regions within the Lejweleputswa District Municipality, it is clear that the Matjhabeng contributes the most community services towards its own GVA, with 61.63%, relative to the other regions within Lejweleputswa District Municipality. The Matjhabeng contributed R 30.2 billion or 63.89% to the GVA of Lejweleputswa District Municipality. The Matjhabeng also contributes the most the overall GVA of Lejweleputswa District Municipality.

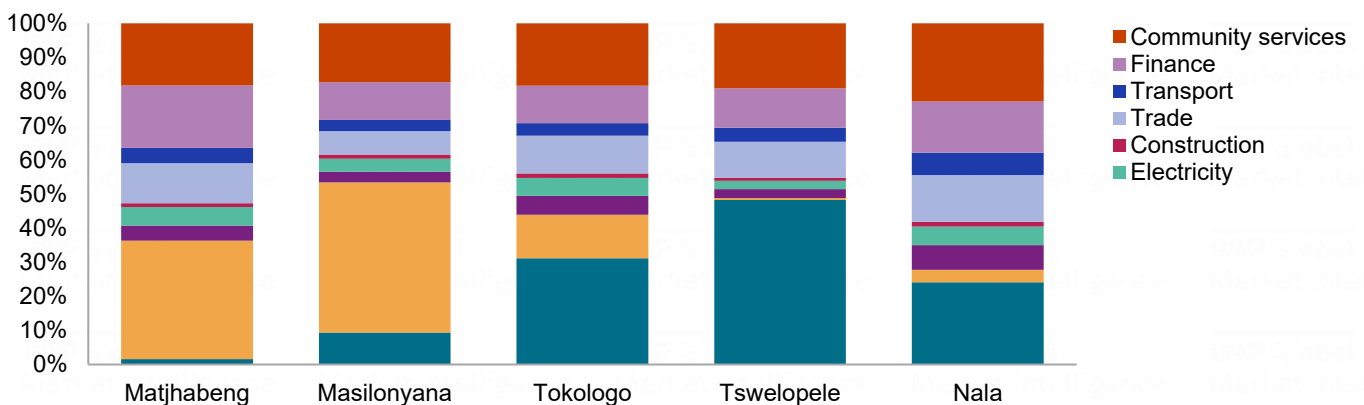


CHART 11. GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - MATJHABENG, MASILONYANA, TOKOLOGO, TSWELOPELE AND NALA, 2024 [PERCENTAGE COMPOSITION]

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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2.13.10. Historical economic growth

For the period 2024 and 2014, the GVA in the finance sector had the highest average annual growth rate in Matjhabeng at 0.89%. The industry with the second highest average annual growth rate is the transport sector averaging at 0.66% per year. The mining sector had an average annual growth rate of -3.78%, while the construction sector had the lowest average annual growth of -4.85%. Overall a negative growth existed for all the industries in 2024 with an annual growth rate of -1.42% since 2023.

TABLE 12. GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - MATJHABENG LOCAL MUNICIPALITY, 2014, 2019 AND 2024 [R BILLIONS, 2010 CONSTANT PRICES]

	2014	2019	2024	Average Annual growth
Agriculture	0.24	0.20	0.22	-0.68%
Mining	8.22	6.90	5.59	-3.78%
Manufacturing	0.79	0.77	0.72	-0.96%
Electricity	0.76	0.68	0.65	-1.56%
Construction	0.36	0.32	0.22	-4.85%
Trade	2.45	2.42	2.00	-2.02%
Transport	1.03	1.05	1.10	0.66%
Finance	3.51	3.66	3.84	0.89%
Community services	3.45	3.58	3.60	0.41%
Total Industries	20.81	19.59	17.93	-1.48%

Source: South Africa Regional eXplorer v2686.

Data compiled on 15 Dec 2025.

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The tertiary sector contributes the most to the Gross Value Added within the Matjhabeng Local Municipality at 52.7%. This is significantly lower than the national economy (69.9%). The primary sector contributed a total of 36.3% (ranking second), while the secondary sector contributed the least at 11.0%.

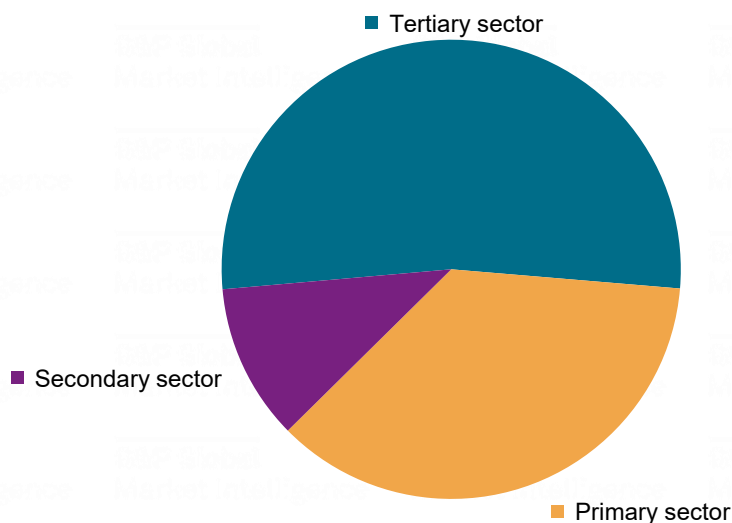


CHART 12. GROSS VALUE ADDED (GVA) BY AGGREGATE ECONOMIC SECTOR - MATJHABENG LOCAL MUNICIPALITY, 2024 [PERCENTAGE]

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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The following is a breakdown of the Gross Value Added (GVA) by aggregated sector:

2.13.11. Primary sector

The primary sector consists of two broad economic sectors namely the mining and the agricultural sector. The following chart represents the average growth rate in the GVA for both of these sectors in Matjhabeng Local Municipality from 2014 to 2024.

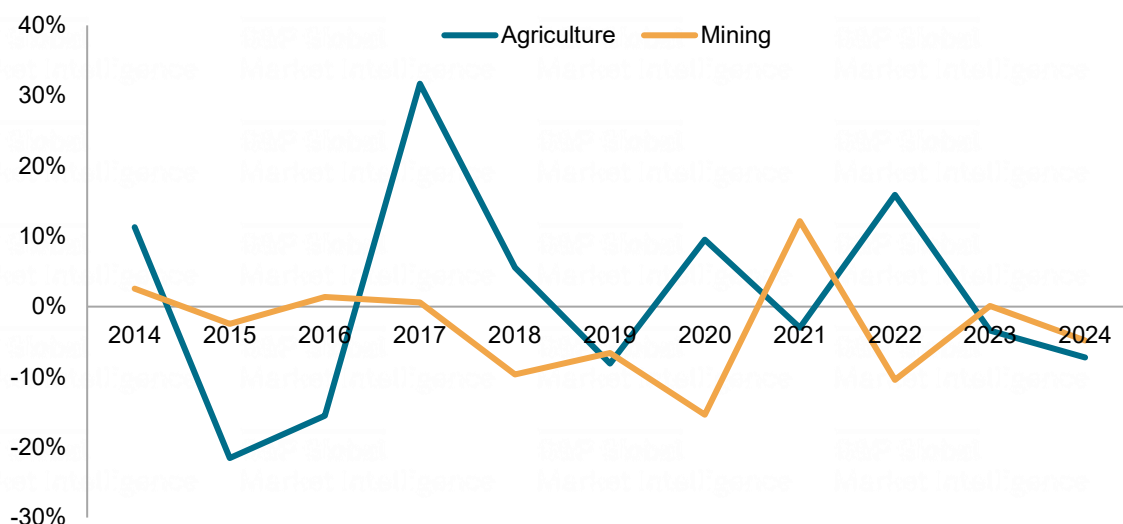


CHART 13. GROSS VALUE ADDED (GVA) BY PRIMARY SECTOR - MATJHABENG, 2014-2024 [ANNUAL PERCENTAGE CHANGE]

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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Between 2014 and 2024, the agriculture sector experienced the highest positive growth in 2017 with an average growth rate of 31.7%. The mining sector reached its highest point of growth of 12.2% in 2021. The agricultural sector experienced the lowest growth for the period during 2015 at -21.5%, while the mining sector reaching its lowest point of growth in 2020 at -15.4%. Both the agriculture and mining sectors are generally characterised by volatility in growth over the period.

2.13.12. Secondary sector

The secondary sector consists of three broad economic sectors namely the manufacturing, electricity and the construction sector. The following chart represents the average growth rates in the GVA for these sectors in Matjhabeng Local Municipality from 2014 to 2024.

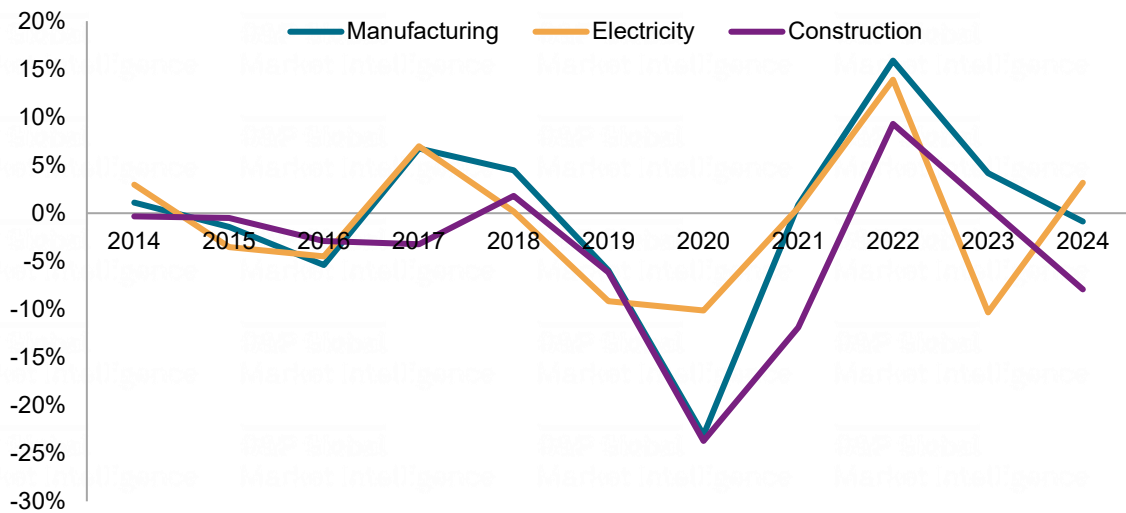


CHART 14. GROSS VALUE ADDED (GVA) BY SECONDARY SECTOR - MATJHABENG, 2014-2024 [ANNUAL PERCENTAGE CHANGE]

Source: South Africa Regional eXplorer v2686.
 Data compiled on 15 Dec 2025.
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Between 2014 and 2024, the manufacturing sector experienced the highest positive growth in 2022 with a growth rate of 15.9%. It is evident for the construction sector that the highest positive growth rate also existed in 2022 and it experienced a growth rate of 9.3% which is lower than that of the manufacturing sector. The manufacturing sector experienced its lowest growth in 2020 of -23.1%, while construction sector also had the lowest growth rate in 2020 and it experiences a negative growth rate of -23.7% which is higher growth rate than that of the manufacturing sector. The electricity sector experienced the highest growth in 2022 at 13.9%, while it recorded the lowest growth of -10.3% in 2023.

2.13.13. Tertiary sector

The tertiary sector consists of four broad economic sectors namely the trade, transport, finance and the community services sector. The following chart represents the average growth rates in the GVA for these sectors in Matjhabeng Local Municipality from 2014 to 2024.

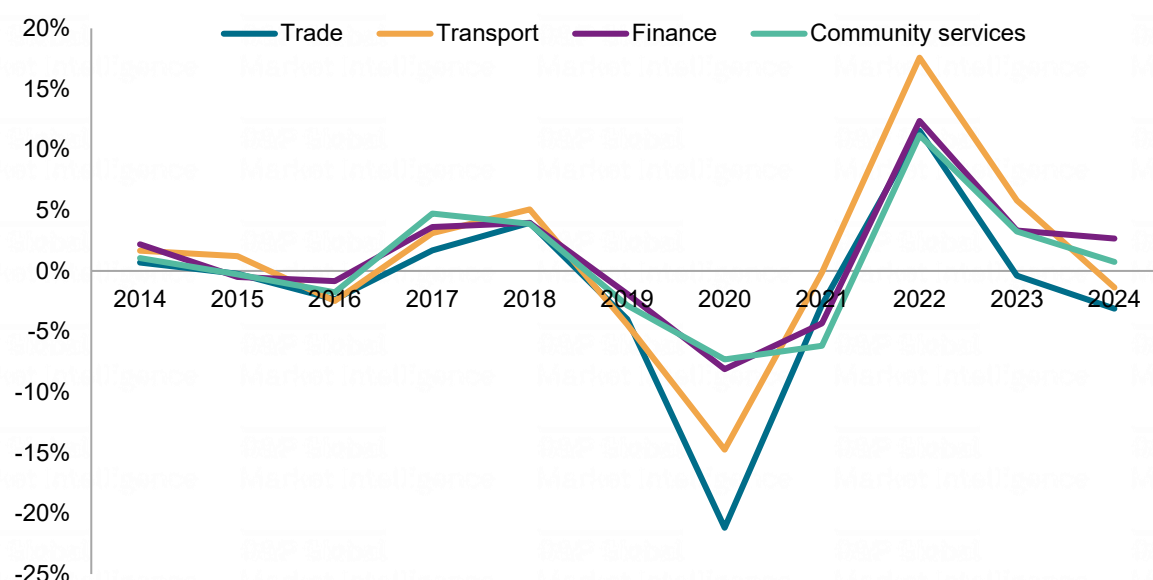


CHART 15. GROSS VALUE ADDED (GVA) BY TERTIARY SECTOR - MATJHABENG, 2014-2024 [ANNUAL PERCENTAGE CHANGE]

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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The trade sector experienced the highest positive growth in 2022 with a growth rate of 11.6%. It is evident for the transport sector that the highest positive growth rate also existed in 2022 at 17.6% which is higher than that of the manufacturing sector. The finance sector experienced the highest growth rate in 2022 when it grew by 12.4% and recorded the lowest growth rate in 2020 at -8.1%. The Trade sector also had the lowest growth rate in 2020 at -21.2%. The community services sector, which largely consists of government, experienced its highest positive growth in 2022 with 11.2% and the lowest growth rate in 2020 with -7.3%.

Sector growth forecast

The GVA forecasts are based on forecasted growth rates derived from two sources: historical growth rate estimates and national level industry forecasts. The projections are therefore partly based on the notion that regions that have performed well in the recent past are likely to continue performing well (and vice versa) and partly on the notion that those regions that have prominent sectors that are forecast to grow rapidly in the national economy (e.g. finance and telecommunications) are likely to perform well (and vice versa). As the target year moves further from the base year (2010) so the emphasis moves from historical growth rates to national-level industry growth rates.

TABLE 13. GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - MATJHABENG LOCAL MUNICIPALITY, 2024-2029 [R BILLIONS, CONSTANT 2010 PRICES]

	2024	2025	2026	2027	2028	2029	Average Annual growth
Agriculture	0.22	0.27	0.29	0.29	0.30	0.31	6.61%
Mining	5.59	6.11	5.86	5.62	5.58	5.43	-0.60%
Manufacturing	0.72	0.72	0.72	0.73	0.74	0.76	1.10%
Electricity	0.65	0.68	0.65	0.66	0.67	0.69	1.17%
Construction	0.22	0.22	0.22	0.23	0.23	0.24	1.96%
Trade	2.00	2.04	2.05	2.08	2.13	2.18	1.78%
Transport	1.10	1.14	1.15	1.17	1.20	1.25	2.49%
Finance	3.84	3.92	4.01	4.14	4.28	4.47	3.10%
Community services	3.60	3.64	3.67	3.74	3.84	3.98	2.03%
Total Industries	17.93	18.71	18.60	18.67	18.99	19.29	1.47%

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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The agriculture sector is expected to grow fastest at an average of 6.61% annually from R 225 million in Matjhabeng Local Municipality to R 309 million in 2029. The mining sector is estimated to be the largest sector within the Matjhabeng Local Municipality in 2029, with a total share of 28.1% of the total GVA (as measured in current prices), growing at an average annual rate of -0.6%. The sector that is estimated to grow the slowest is the mining sector with an average annual growth rate of -0.60%.

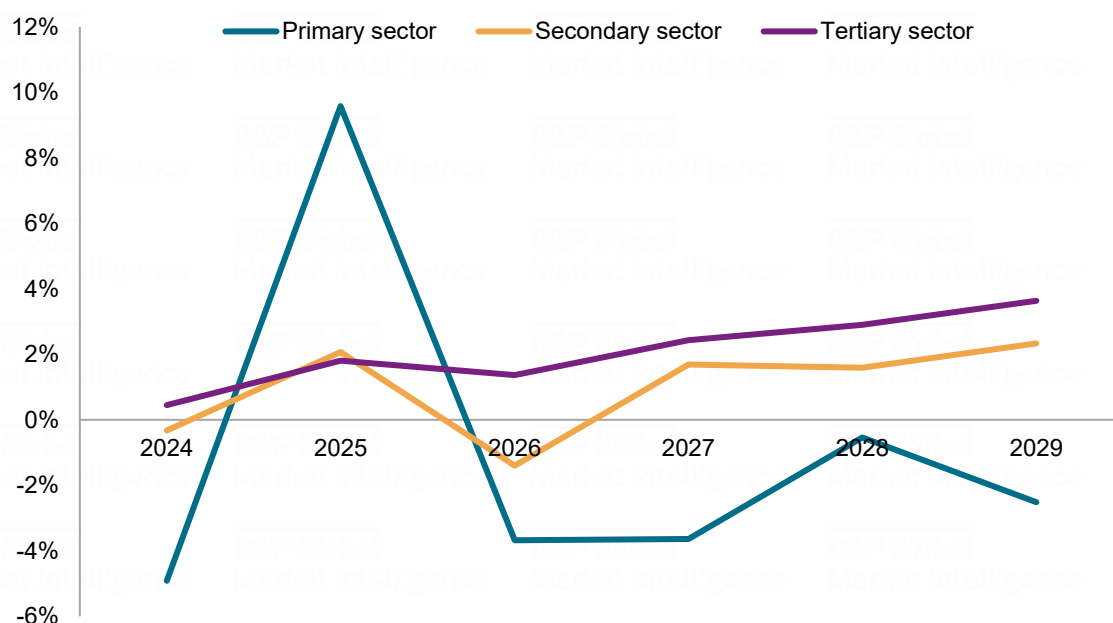


CHART 16. GROSS VALUE ADDED (GVA) BY AGGREGATE ECONOMIC SECTOR - MATJHABENG LOCAL MUNICIPALITY, 2024-2029 [ANNUAL GROWTH RATE, CONSTANT 2010 PRICES]

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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The Primary sector is expected to grow at an average annual rate of -0.28% between 2024 and 2029, with the Secondary sector growing at 1.25% on average annually. The Tertiary sector is expected to grow at an average annual rate of 2.42% for the same period.

Based on the typical profile of a developing country, we can expect faster growth in the secondary and tertiary sectors when compared to the primary sector. Also remember that the agricultural sector is prone to very high volatility as a result of uncertain weather conditions, pests and other natural causes - and the forecasts presented here is merely a long-term trend rather than trying to forecast the unpredictable weather conditions.

Tress index

Definition: The Tress index measures the degree of concentration of an area's economy on a sector basis. A Tress index value of 0 means that all economic sectors in the region contribute equally to GVA, whereas a Tress index of 100 means that only one economic sector makes up the whole GVA of the region.

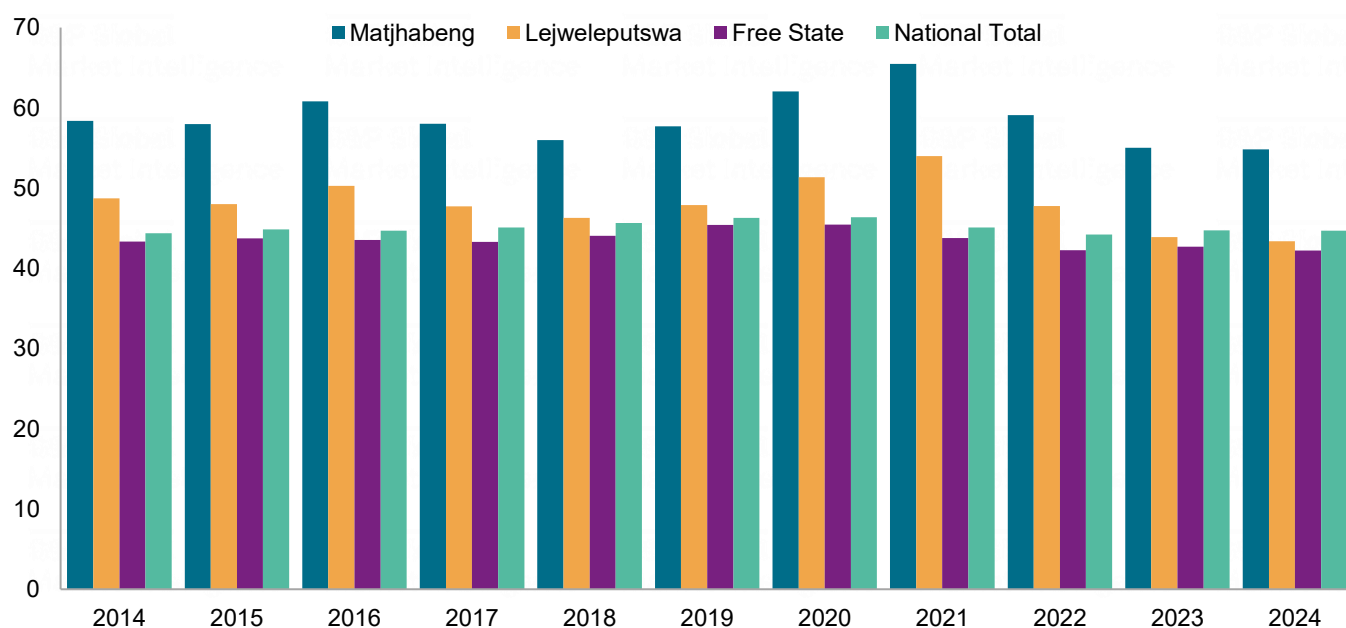


CHART 17. TRESS INDEX - MATJHABENG, LEJWELEPUTSWA, FREE STATE AND NATIONAL TOTAL, 2014-2024 [NUMBER]

Source: South Africa Regional eXplorer v2686.

Data compiled on 15 Dec 2025.

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In 2024, Matjhabeng's Tress Index was estimated at 54.8 which are higher than the 43.4 of the district municipality and higher than the 43.4 of the province. This implies that - on average - Matjhabeng Local Municipality is less diversified in terms of its economic activity spread than the province's economy as a whole.

The Matjhabeng Local Municipality has a very high concentrated mining sector.

The more diverse an economy is, the more likely it is to create employment opportunities across all skills levels (and not only - for instance - employment opportunities that cater for highly skilled labourers) and maintain a healthy balance between labour-intensive and capital-intensive industries. If both economic growth and the alleviation of unemployment are of concern, clearly there need to be industries that are growing fast and creating jobs in particular the lower skilled categories. Unfortunately, in practice many industries that are growing fast are not those that create many employment opportunities for unskilled labourers (and alleviate unemployment).

2.13.14. Location quotient

Definition: A specific regional economy has a comparative advantage over other regional economies if it can more efficiently produce the same good. The location quotient is one way of measuring this comparative advantage.

If the location quotient is larger than one for a specified sector within a region, then that region has a comparative advantage in that sector. This is because the share of that sector of the specified regional economy is greater than the same sector in the national economy. The location quotient is usually computed by taking the percentage share of the sector in the regional economy divided by the percentage share of that same sector in the national economy.

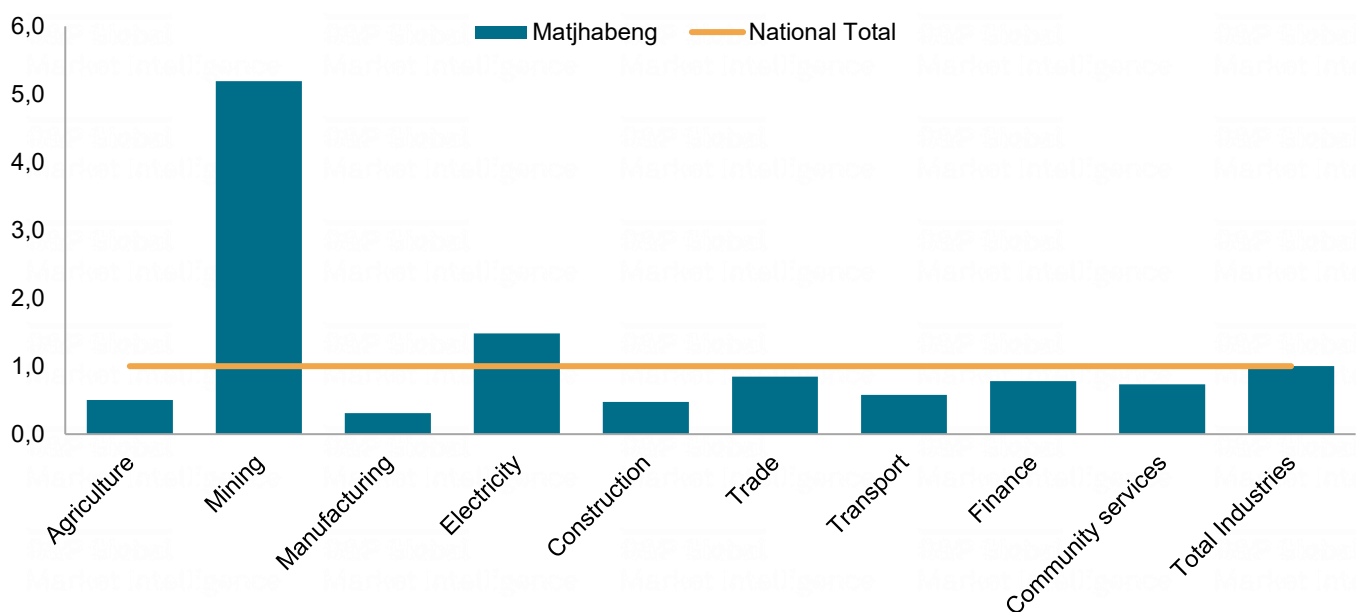


CHART 18. LOCATION QUOTIENT BY BROAD ECONOMIC SECTORS - MATJHABENG LOCAL MUNICIPALITY AND SOUTH AFRICA, 2024 [NUMBER]

Source: South Africa Regional eXplorer v2686.
 Data compiled on 15 Dec 2025.
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For 2024 Matjhabeng Local Municipality has a very large comparative advantage in the mining sector. The electricity sector has a comparative advantage. The Matjhabeng Local Municipality has a comparative disadvantage when it comes to the manufacturing and construction sector which has a large comparative disadvantage. In general mining is a very concentrated economic sector. The entire Matjhabeng Local Municipality-economy is centred around the mines in the area, with an LQ of 5.19.

Labour

The labour force of a country consists of everyone of working age (above a certain age and below retirement) that are participating as workers, i.e. people who are actively employed or seeking employment. This is also called the economically active population (EAP). People not included are students, retired people, stay-at-home parents, people in prisons or similar institutions, people employed in jobs or professions with unreported income, as well as discouraged workers who cannot find work.

TABLE 14. WORKING AGE POPULATION IN MATJHABENG, LEJWELEPUTSWA, FREE STATE AND NATIONAL TOTAL, 2014 AND 2024 [NUMBER]

	Matjhabeng		Lejweleputswa		Free State		National Total	
	2014	2024	2014	2024	2014	2024	2014	2024
15-19	37,200	38,100	56,900	58,300	258,000	264,000	4,860,000	5,160,000
20-24	42,700	32,200	64,400	47,800	288,000	220,000	5,520,000	4,400,000
25-29	44,000	35,100	66,600	51,400	305,000	239,000	5,750,000	5,070,000
30-34	33,600	40,200	51,600	59,000	241,000	262,000	4,850,000	5,710,000
35-39	25,900	41,400	39,500	60,600	183,000	281,000	3,920,000	5,750,000
40-44	24,000	31,800	35,800	47,100	159,000	218,000	3,360,000	4,700,000
45-49	23,900	23,500	35,000	34,800	146,000	161,000	2,860,000	3,700,000
50-54	22,100	21,200	32,400	31,000	134,000	138,000	2,490,000	3,110,000
55-59	17,900	20,800	27,300	29,700	117,000	127,000	2,090,000	2,600,000
60-64	14,300	18,200	22,100	26,500	99,300	116,000	1,690,000	2,220,000
Total	286,000	303,000	432,000	446,000	1,930,000	2,030,000	37,400,000	42,400,000

Source: South Africa Regional eXplorer v2686.

Data compiled on 15 Dec 2025.

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The working age population in Matjhabeng in 2024 was 302 000, increasing at an average annual rate of 0.58% since 2014. For the same period the working age population for Lejweleputswa District Municipality increased at 0.33% annually, while that of Free State Province increased at 0.49% annually. South Africa's working age population has increased annually by 1.27% from 37.4 million in 2014 to 42.4 million in 2024.

The graph below combines all the facets of the labour force in the Matjhabeng Local Municipality into one compact view. The chart is divided into "place of residence" on the left, which is measured from the population side, and "place of work" on the right, which is measured from the business side.

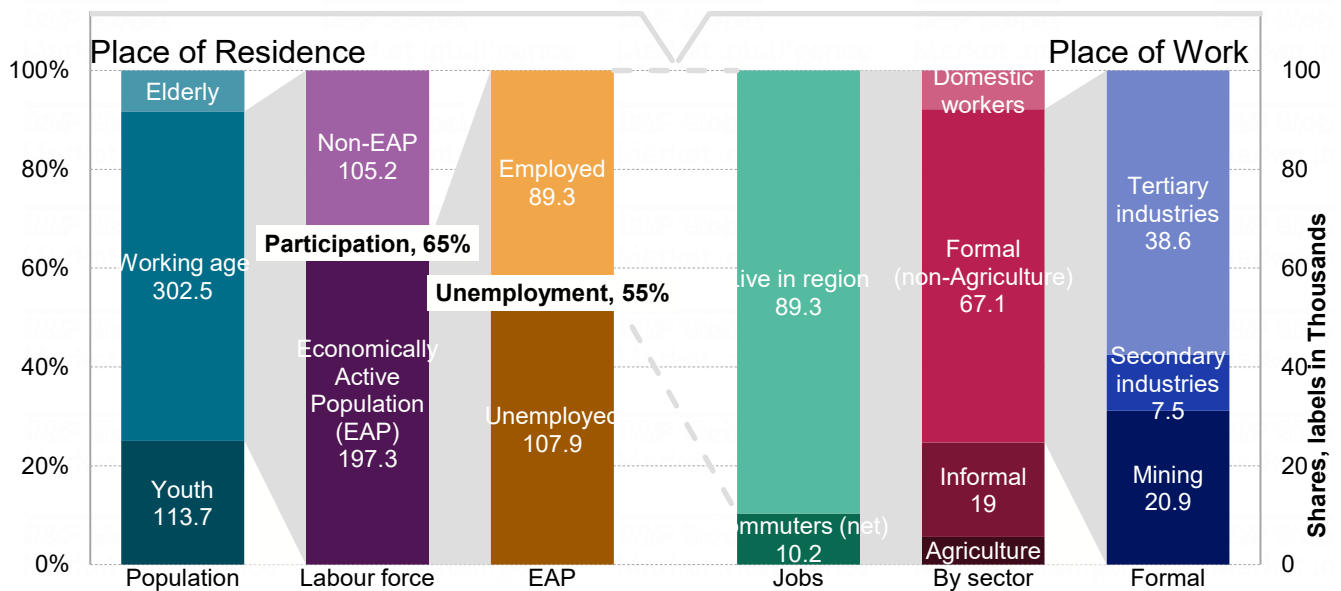


CHART 19. LABOUR GLIMPSE - MATJHABENG LOCAL MUNICIPALITY, 2024

Source: South Africa Regional eXplorer v2686.
 Data compiled on 15 Dec 2025.
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Reading the chart from the left-most bar, breaking down the total population of the Matjhabeng Local Municipality (454 000) into working age and non-working age, the number of people that are of working age is about 302 000. As per definition, those that are of age 0 - 19 (youth) or age 65 and up (pensioners) are part of the non-working age population. Out of the working age group, 65.2% are participating in the labour force, meaning 197 000 residents of the local municipality forms currently part of the economically active population (EAP). Comparing this with the non-economically active population (NEAP) of the local municipality: fulltime students at tertiary institutions, disabled people, and those choosing not to work, sum to 105 000 people. Out of the economically active population, there are 108 000 that are unemployed, or when expressed as a percentage, an unemployment rate of 54.7%. Up to here all the statistics are measured at the place of residence.

On the far right we have the formal non-Agriculture jobs in Matjhabeng, broken down by the primary (mining), secondary and tertiary industries. The majority of the formal employment lies in the Tertiary industry, with 38 700 jobs. When including the informal, agricultural and domestic workers, we have a total number of 99 700 jobs in the area. Formal jobs make up 67.4% of all jobs in the Matjhabeng Local Municipality. The difference between the employment measured at the place of work, and the people employed living in the area can be explained by the net commuters that commute every day into the local municipality.

In theory, a higher or increasing population dividend is supposed to provide additional stimulus to economic growth. People of working age tend to uphold higher consumption patterns (Final Consumption Expenditure, FCE), and a denser concentration of working age people is supposed to decrease dependency ratios - given that the additional labour which is offered to the market, is absorbed.

2.13.15. Economically active population (EAP)

The economically active population (EAP) is a good indicator of how many of the total working age population are in reality participating in the labour market of a region. If a person is economically active, he or she forms part of the labour force.

Definition: The economically active population (EAP) is defined as the number of people (between the age of 15 and 65) who are able and willing to work, and who are actively looking for work. It includes both employed and unemployed people. People, who recently have not taken any active steps to find employment, are not included in the measure. These people may (or may not) consider themselves unemployed. Regardless, they are counted as discouraged work seekers, and thus form part of the non-economically active population.

TABLE 15. ECONOMICALLY ACTIVE POPULATION (EAP) - MATJHABENG, LEJWELEPUTSWA, FREE STATE AND NATIONAL TOTAL, 2014-2024 [NUMBER, PERCENTAGE]

	Matjhabeng	Lejweleputswa	Free State	National Total	Matjhabeng as % of district municipality	Matjhabeng as % of province	Matjhabeng as % of national
2014	188,000	279,000	1,220,000	22,100,000	67.5%	15.5%	0.85%
2015	189,000	279,000	1,230,000	22,400,000	67.5%	15.4%	0.84%
2016	188,000	279,000	1,230,000	22,700,000	67.6%	15.3%	0.83%
2017	190,000	280,000	1,240,000	23,000,000	67.7%	15.4%	0.82%
2018	191,000	281,000	1,240,000	23,300,000	67.9%	15.4%	0.82%
2019	191,000	281,000	1,240,000	23,600,000	67.9%	15.4%	0.81%
2020	183,000	268,000	1,190,000	23,000,000	68.2%	15.4%	0.80%
2021	183,000	267,000	1,180,000	23,000,000	68.5%	15.5%	0.80%
2022	188,000	274,000	1,210,000	23,800,000	68.6%	15.6%	0.79%
2023	193,000	282,000	1,240,000	24,900,000	68.7%	15.6%	0.78%
2024	197,000	287,000	1,260,000	25,600,000	68.7%	15.6%	0.77%
Average Annual growth							
2014-2024	0.48%	0.30%	0.38%	1.48%			

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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Matjhabeng Local Municipality's EAP was 197 000 in 2024, which is 43.47% of its total population of 454 000, and roughly 68.75% of the total EAP of the Lejweleputswa District Municipality. From 2014 to 2024, the average annual increase in the EAP in the Matjhabeng Local Municipality was

0.48%, which is 0.182 percentage points higher than the growth in the EAP of Lejweleputswa's for the same period.

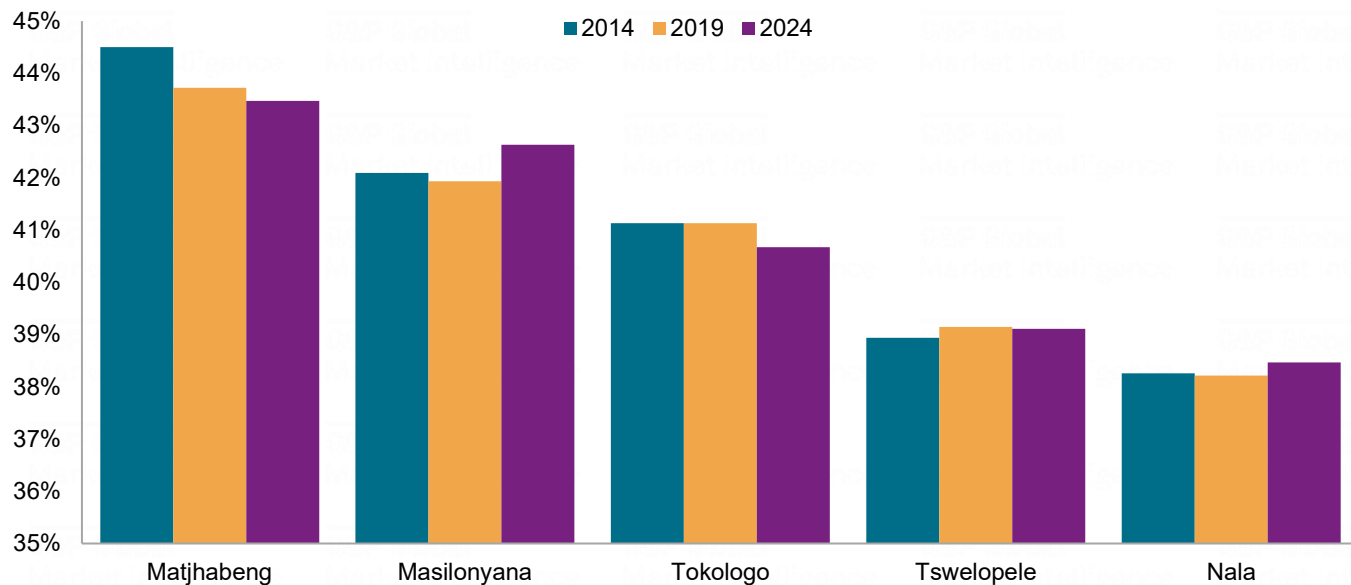


CHART 20. EAP AS % OF TOTAL POPULATION - MATJHABENG AND THE REST OF LEJWELEPUTSWA, 2014, 2019, 2024 [PERCENTAGE]

Source: South Africa Regional eXplorer v2686.
 Data compiled on 15 Dec 2025.
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In 2014, 44.5% of the total population in Matjhabeng Local Municipality were classified as economically active which decreased to 43.5% in 2024. Compared to the other regions in Lejweleputswa District Municipality, Matjhabeng Local Municipality had the highest EAP as a percentage of the total population within its own region relative to the other regions. On the other hand, Nala Local Municipality had the lowest EAP with 38.5% people classified as economically active population in 2024.

2.13.16. Labour force participation rate

Definition: The labour force participation rate (LFPR) is the Economically Active Population (EAP) expressed as a percentage of the total working age population.

The following is the labour participation rate of the Matjhabeng, Lejweleputswa, Free State and National Total as a whole.

TABLE 16. THE LABOUR FORCE PARTICIPATION RATE - MATJHABENG, LEJWELEPUTSWA, FREE STATE AND NATIONAL TOTAL, 2014-2024 [PERCENTAGE]

	Matjhabeng	Lejweleputswa	Free State	National Total
2014	65.9%	64.5%	63.0%	59.0%
2015	66.2%	64.9%	63.3%	59.2%
2016	66.2%	64.9%	63.2%	59.1%
2017	66.7%	65.4%	63.6%	59.5%
2018	66.7%	65.5%	63.6%	59.4%
2019	66.3%	65.2%	63.3%	59.4%
2020	62.9%	61.9%	60.0%	57.0%
2021	62.3%	61.3%	59.4%	56.5%
2022	63.4%	62.5%	60.6%	57.8%
2023	64.5%	63.7%	61.8%	59.5%
2024	65.2%	64.3%	62.3%	60.3%

Source: South Africa Regional eXplorer v2686.

Data compiled on 15 Dec 2025.

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The Matjhabeng Local Municipality's labour force participation rate decreased from 65.85% to 65.22% which is a decrease of -0.63 percentage points. The Lejweleputswa District Municipality decreased from 64.53% to 64.33%, Free State Province decreased from 63.02% to 62.33% and South Africa increased from 59.00% to 60.26% from 2014 to 2024. The Matjhabeng Local Municipality labour force participation rate exhibited a higher percentage point change compared to the Free State Province from 2014 to 2024. The Matjhabeng Local Municipality had a higher labour force participation rate when compared to South Africa in 2024.

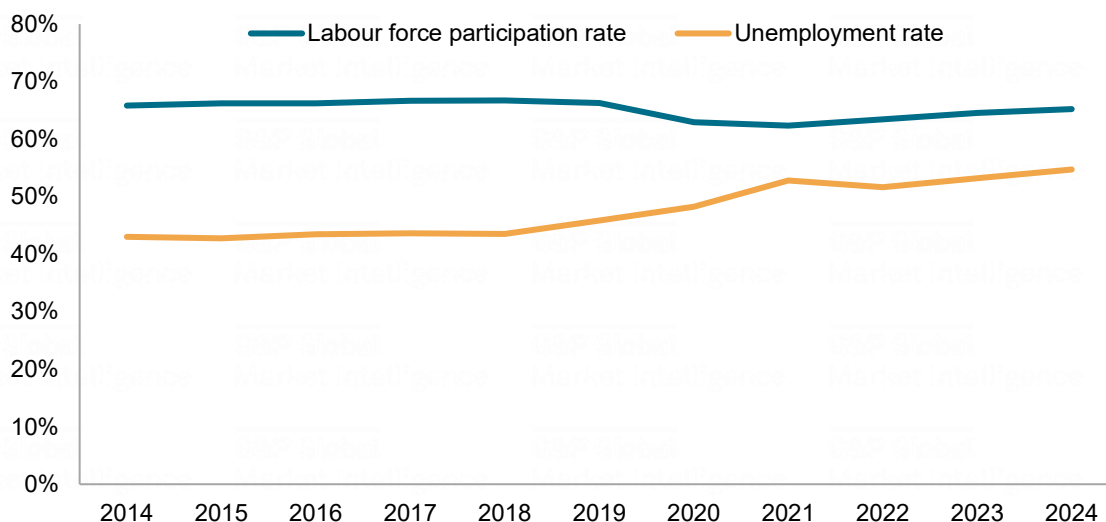


CHART 21. THE LABOUR FORCE PARTICIPATION AND UNEMPLOYMENT RATES - MATJHABENG LOCAL MUNICIPALITY, 2014-2024 [PERCENTAGE]

Source: South Africa Regional eXplorer v2686.

Data compiled on 15 Dec 2025.

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In 2024 the labour force participation rate for Matjhabeng was at 65.2% which is very similar when compared to the 65.9% in 2014. The unemployment rate is an efficient indicator that measures

the success rate of the labour force relative to employment. In 2014, the unemployment rate for Matjhabeng was 43.0% and increased overtime to 54.7% in 2024. The gap between the labour force participation rate and the unemployment rate decreased which indicates a negative outlook for the employment within Matjhabeng Local Municipality.

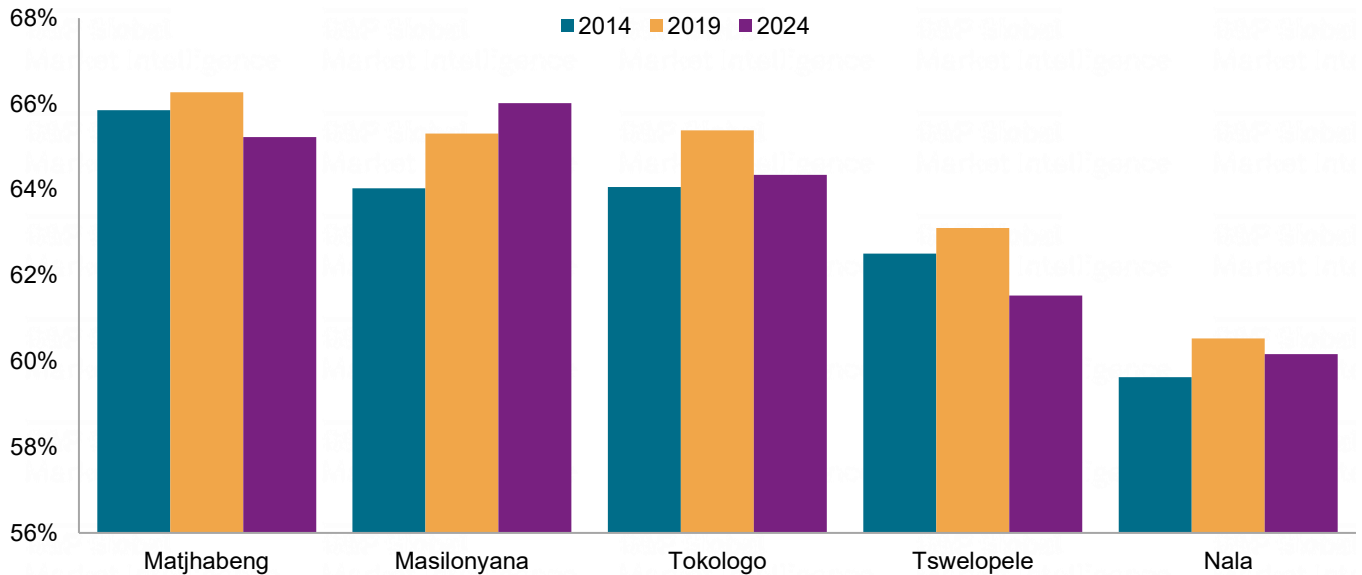


CHART 22. THE LABOUR FORCE PARTICIPATION RATE - MATJHABENG AND THE REST OF LEJWELEPUTSWA, 2019 AND 2024 [PERCENTAGE]

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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Masilonyana Local Municipality had the highest labour force participation rate with 66.0% in 2024 increasing from 64.0% in 2014. Nala Local Municipality had the lowest labour force participation rate of 60.2% in 2024, this increased from 59.6% in 2014.

2.13.17. Total employment

Employment data is a key element in the estimation of unemployment. In addition, trends in employment within different sectors and industries normally indicate significant structural changes in the economy. Employment data is also used in the calculation of productivity, earnings per worker, and other economic indicators.

Definition: Total employment consists of two parts: employment in the formal sector, and employment in the informal sector

TABLE 17. TOTAL EMPLOYMENT - MATJHABENG, LEJWELEPUTSWA, FREE STATE AND NATIONAL TOTAL, 2014-2024 [NUMBERS]

	Matjhabeng	Lejweleputswa	Free State	National Total
2014	117,000	174,000	815,000	16,500,000
2015	118,000	176,000	826,000	16,700,000
2016	117,000	173,000	819,000	16,700,000
2017	117,000	173,000	815,000	16,800,000
2018	118,000	174,000	818,000	16,900,000
2019	113,000	169,000	813,000	16,900,000
2020	104,000	156,000	770,000	16,000,000
2021	95,600	144,000	747,000	15,300,000
2022	101,000	151,000	771,000	15,800,000
2023	101,000	152,000	793,000	16,700,000
2024	99,700	151,000	794,000	17,200,000
Average Annual growth				
2014-2024	-1.60%	-1.44%	-0.26%	0.45%

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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In 2024, Matjhabeng employed 99 700 people which is 66.07% of the total employment in Lejweleputswa District Municipality (151 000), 12.55% of total employment in Free State Province (794 000), and 0.58% of the total employment of 17.2 million in South Africa. Employment within Matjhabeng decreased annually at an average rate of -1.60% from 2014 to 2024.

TABLE 18. TOTAL EMPLOYMENT PER BROAD ECONOMIC SECTOR - MATJHABENG AND THE REST OF LEJWELEPUTSWA, 2024 [NUMBERS]

	Matjhabeng	Masilonyana	Tokologo	Tswelopele	Nala	Total Lejweleputswa
Agriculture	5,590	2,200	1,360	1,750	5,240	16,150
Mining	20,900	810	36	41	805	22,615
Manufacturing	5,910	620	621	892	1,250	9,292
Electricity	427	62	21	44	44	596
Construction	4,190	397	541	550	526	6,206
Trade	19,100	2,490	2,020	2,680	4,240	30,494
Transport	3,780	322	403	426	639	5,575
Finance	10,400	911	864	1,130	1,150	14,454
Community services	21,500	2,380	2,290	2,440	3,030	31,669
Households	7,830	1,240	1,510	1,290	1,920	13,788
Total	99,700	11,400	9,660	11,200	18,800	150,839

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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Matjhabeng Local Municipality employs a total number of 99 700 people within its local municipality. Matjhabeng Local Municipality also employs the highest number of people within Lejweleputswa District Municipality. The local municipality that employs the lowest number of people relative to the other regions within Lejweleputswa District Municipality is Tokologo local municipality with a total number of 9 660 employed people.

In Matjhabeng Local Municipality the economic sectors that recorded the largest number of employment in 2024 were the community services sector with a total of 21 500 employed people or 21.6% of total employment in the local municipality. The mining sector with a total of 20 900 (21.0%) employs the second highest number of people relative to the rest of the sectors. The electricity sector with 427 (0.4%) is the sector that employs the least number of people in Matjhabeng Local Municipality, followed by the transport sector with 3 780 (3.8%) people employed.

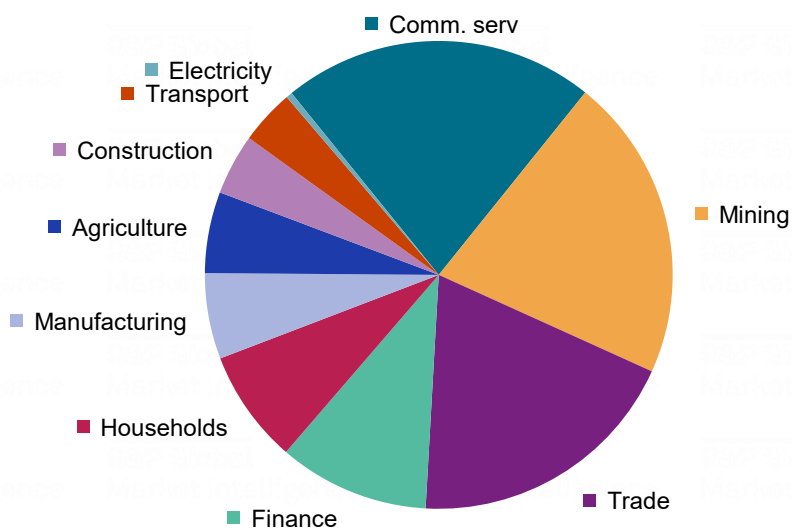


CHART 23. TOTAL EMPLOYMENT PER BROAD ECONOMIC SECTOR - MATJHABENG LOCAL MUNICIPALITY, 2024 [PERCENTAGE]

Source: South Africa Regional eXplorer v2686.
 Data compiled on 15 Dec 2025.
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2.13.18. Formal and Informal employment

Total employment can be broken down into formal and informal sector employment. Formal sector employment is measured from the formal business side, and the informal employment is measured from the household side where formal businesses have not been established.

Formal employment is much more stable than informal employment. Informal employment is much harder to measure and manage, simply because it cannot be tracked through the formal business side of the economy. Informal employment is however a reality in South Africa and cannot be ignored.

The number of formally employed people in Matjhabeng Local Municipality counted 80 600 in 2024, which is about 80.88% of total employment, while the number of people employed in the informal sector counted 19 000 or 19.12% of the total employment. Informal employment in Matjhabeng increased from 15 400 in 2014 to an estimated 19 000 in 2024.

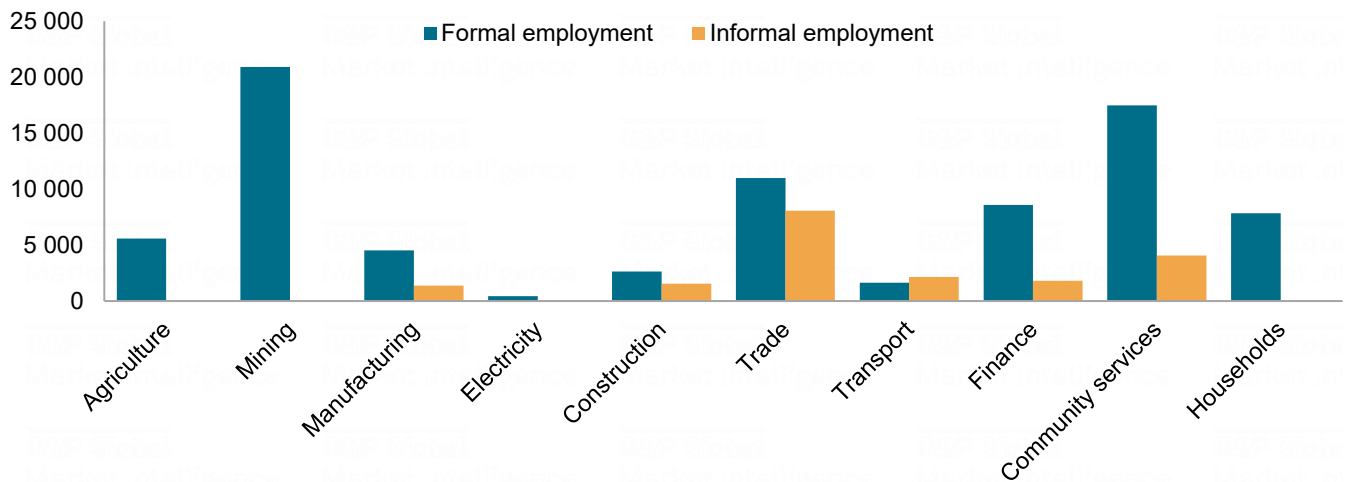


CHART 24. FORMAL AND INFORMAL EMPLOYMENT BY BROAD ECONOMIC SECTOR - MATJHABENG LOCAL MUNICIPALITY, 2024 [NUMBERS]

Source: South Africa Regional eXplorer v2686.
 Data compiled on 15 Dec 2025.
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Some of the economic sectors have little or no informal employment:

Mining industry, due to well-regulated mining safety policies, and the strict registration of a mine, has little or no informal employment. The Electricity sector is also well regulated, making it difficult to get information on informal employment. Domestic Workers and employment in the Agriculture sector is typically counted under a separate heading.

In 2024 the Trade sector recorded the highest number of informally employed, with a total of 8 070 employees or 42.36% of the total informal employment. This can be expected as the barriers to enter the Trade sector in terms of capital and skills required is less than with most of the other sectors. The Manufacturing sector has the lowest informal employment with 1 380 and only contributes 7.26% to total informal employment.

TABLE 19. FORMAL AND INFORMAL EMPLOYMENT BY BROAD ECONOMIC SECTOR - MATJHABENG LOCAL MUNICIPALITY, 2024 [NUMBERS]

	Formal employment	Informal employment
Agriculture	5,590	N/A
Mining	20,900	N/A
Manufacturing	4,530	1,380
Electricity	427	N/A
Construction	2,630	1,560
Trade	11,000	8,070
Transport	1,630	2,150
Finance	8,570	1,820
Community services	17,500	4,060
Households	7,830	N/A

Source: South Africa Regional eXplorer v2686.

Data compiled on 15 Dec 2025.

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The informal sector is vital for the areas with very high unemployment and very low labour participation rates. Unemployed people see participating in the informal sector as a survival strategy. The most desirable situation would be to get a stable formal job. But because the formal economy is not growing fast enough to generate adequate jobs, the informal sector is used as a survival mechanism.

2.13.19. Unemployment

Definition: The unemployed includes all persons between 15 and 65 who are currently not working, but who are actively looking for work. It therefore excludes people who are not actively seeking work (referred to as discouraged work seekers).

The choice of definition for what constitutes being unemployed has a large impact on the final estimates for all measured labour force variables. The following definition was adopted by the Thirteenth International Conference of Labour Statisticians (Geneva, 1982): The "unemployed" comprise all persons above a specified age who during the reference period were:

- "Without work", i.e. not in paid employment or self-employment;
- "Currently available for work", i.e. were available for paid employment or self-employment during the reference period; and
- "Seeking work", i.e. had taken specific steps in a specified reference period to seek paid employment or self-employment. The specific steps may include registration at a public or private employment exchange; application to employers; checking at worksites, farms, factory gates, market or other assembly places; placing or answering newspaper advertisements; seeking assistance of friends or relatives; looking for land.

TABLE 20. UNEMPLOYMENT (OFFICIAL DEFINITION) - MATJHABENG, LEJWELEPUTSWA, FREE STATE AND NATIONAL TOTAL, 2014-2024 [NUMBER PERCENTAGE]

	Matjhabeng	Lejweleputswa	Free State	National Total	Matjhabeng as % of district municipality	Matjhabeng as % of province	Matjhabeng as % of national
2014	80,900	114,000	400,000	5,580,000	71.0%	20.2%	1.45%
2015	80,600	114,000	398,000	5,730,000	71.0%	20.3%	1.41%
2016	81,800	115,000	404,000	5,990,000	70.9%	20.2%	1.37%
2017	82,800	117,000	416,000	6,270,000	70.6%	19.9%	1.32%
2018	83,000	117,000	419,000	6,370,000	70.8%	19.8%	1.30%
2019	87,500	122,000	423,000	6,720,000	71.9%	20.7%	1.30%
2020	88,200	122,000	408,000	6,970,000	72.2%	21.6%	1.27%
2021	96,600	132,000	424,000	7,730,000	73.0%	22.8%	1.25%
2022	97,100	133,000	428,000	8,030,000	73.0%	22.7%	1.21%
2023	103,000	140,000	442,000	8,140,000	73.7%	23.3%	1.26%
2024	108,000	147,000	463,000	8,330,000	73.6%	23.3%	1.30%
Average Annual growth							
2014-2024	2.92%	2.56%	1.48%	4.08%			

Source: South Africa Regional eXplorer v2686.

Data compiled on 15 Dec 2025.

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In 2024, there were a total number of 108 000 people unemployed in Matjhabeng, which is an increase of 27 000 from 80 900 in 2014. The total number of unemployed people within Matjhabeng constitutes 73.59% of the total number of unemployed people in Lejweleputswa District Municipality. The Matjhabeng Local Municipality experienced an average annual increase of 2.92% in the number of unemployed people, which is worse than that of the Lejweleputswa District Municipality which had an average annual increase in unemployment of 2.56%.

TABLE 21. UNEMPLOYMENT RATE (OFFICIAL DEFINITION) - MATJHABENG, LEJWELEPUTSWA, FREE STATE AND NATIONAL TOTAL, 2014-2024 [PERCENTAGE]

	Matjhabeng	Lejweleputswa	Free State	National Total
2014	43.0%	40.9%	32.9%	25.3%
2015	42.7%	40.6%	32.5%	25.6%
2016	43.5%	41.5%	33.0%	26.4%
2017	43.6%	41.8%	33.7%	27.2%
2018	43.5%	41.7%	33.7%	27.4%
2019	45.9%	43.4%	34.1%	28.4%
2020	48.2%	45.6%	34.5%	30.3%
2021	52.8%	49.5%	35.9%	33.6%
2022	51.6%	48.5%	35.5%	33.7%
2023	53.2%	49.6%	35.6%	32.7%
2024	54.7%	51.1%	36.6%	32.6%

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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In 2024, the unemployment rate in Matjhabeng Local Municipality (based on the official definition of unemployment) was 54.71%, which is an increase of 11.7 percentage points. The unemployment rate in Matjhabeng Local Municipality is higher than that of Lejweleputswa. Comparing to the Free State Province it can be seen that the unemployment rate for Matjhabeng Local Municipality was higher than that of Free State which was 36.63%. The unemployment rate for South Africa was 32.59% in 2024, which is a increase of -7.28 percentage points from 25.30% in 2014.

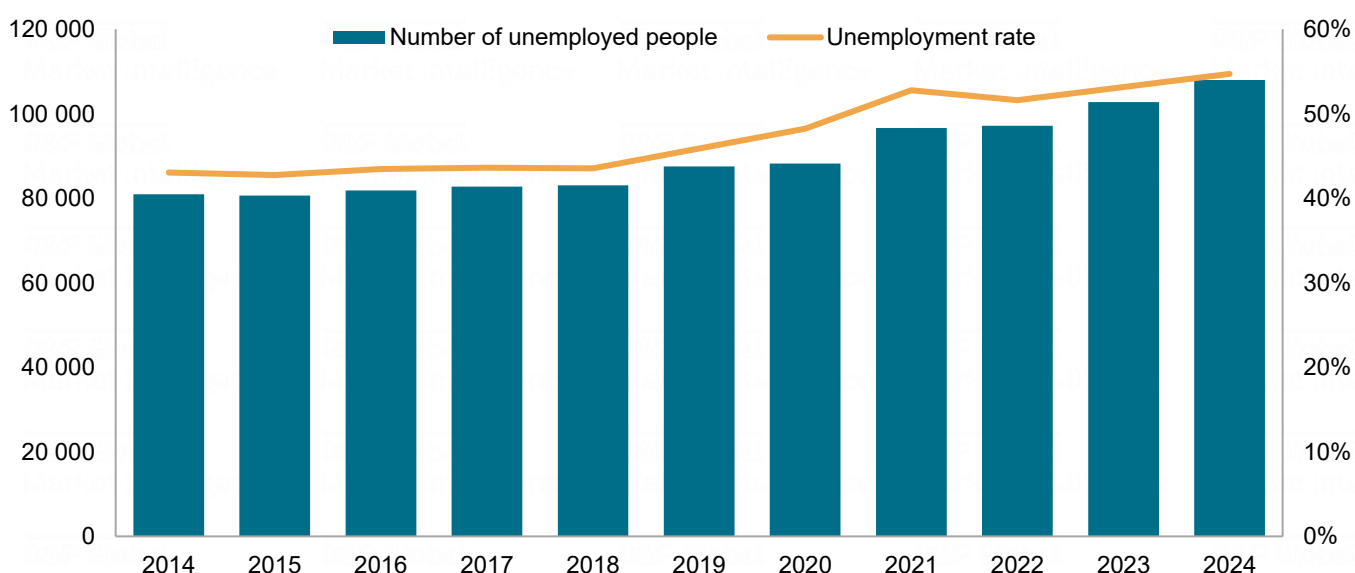


CHART 25. UNEMPLOYMENT AND UNEMPLOYMENT RATE (OFFICIAL DEFINITION) - MATJHABENG LOCAL MUNICIPALITY, 2014-2024 [NUMBER PERCENTAGE]

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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When comparing unemployment rates among regions within Lejweleputswa District Municipality, Masilonyana Local Municipality has indicated the highest unemployment rate of 56.5%, which has increased from 42.1% in 2014. It can be seen that the Tokologo Local Municipality had the lowest unemployment rate of 29.7% in 2024, this increased from 26.3% in 2014.

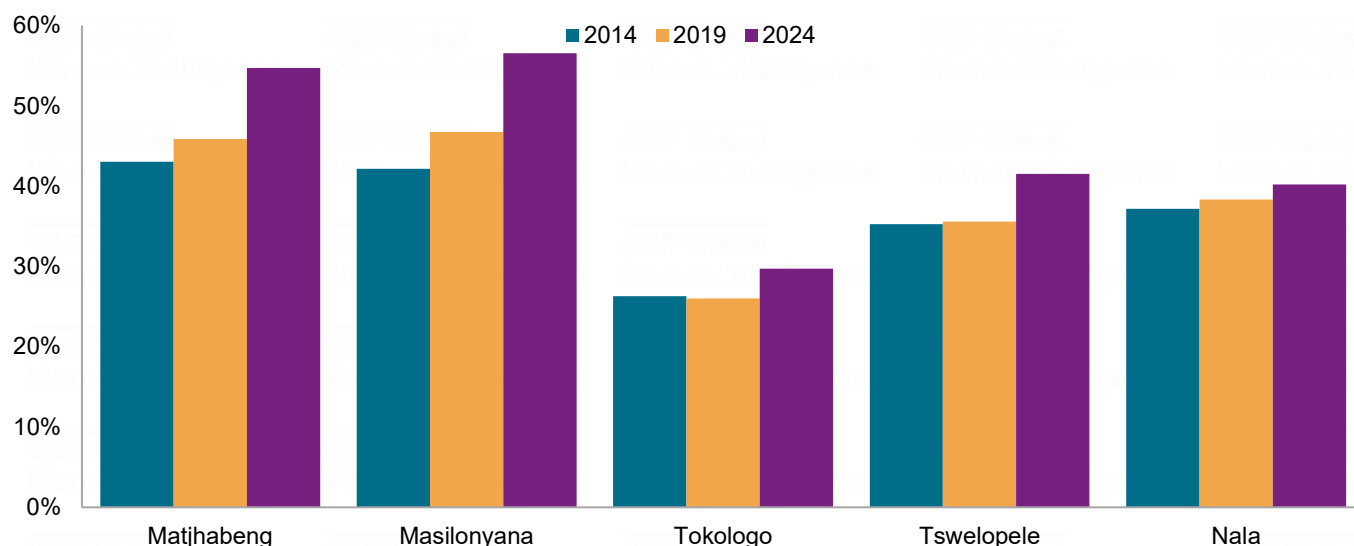


CHART 26. UNEMPLOYMENT RATE - MATJHABENG AND THE REST OF LEJWELEPUTSWA, 2014, 2019 AND 2024 [PERCENTAGE]

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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2.13.20. Income and expenditure

In a growing economy among which production factors are increasing, most of the household incomes are spent on purchasing goods and services. Therefore, the measuring of the income and expenditure of households is a major indicator of a number of economic trends. It is also a good marker of growth as well as consumer tendencies.

Number of households by income category

The number of households is grouped according to predefined income categories or brackets, where income is calculated as the sum of all household gross disposable income: payments in kind, gifts, homemade goods sold, old age pensions, income from informal sector activities, subsistence income, etc.). Note that income tax is included in the income distribution.

Income categories start at R0 - R2,400 per annum and go up to R2,400,000+ per annum. A household is either a group of people who live together and provide themselves jointly with food and/or other essentials for living, or it is a single person living on his/her own. These income

brackets do not take into account inflation creep: over time, movement of households "up" the brackets is natural, even if they are not earning any more in real terms.

TABLE 22. HOUSEHOLDS BY INCOME CATEGORY - MATJHABENG, LEJWELEPUTSWA, FREE STATE AND NATIONAL TOTAL, 2024 [NUMBER PERCENTAGE]

	Matjhabeng	Lejweleputswa	Free State	National Total	Matjhabeng as % of district municipality	Matjhabeng as % of province	Matjhabeng as % of national
0-2400	9	12	56	1,250	72.8%	16.2%	0.72%
2400-6000	115	162	674	15,700	71.0%	17.1%	0.74%
6000-12000	903	1,240	5,100	112,000	72.8%	17.7%	0.81%
12000-18000	2,220	3,030	12,600	273,000	73.0%	17.6%	0.81%
18000-30000	8,420	12,000	51,700	995,000	70.5%	16.3%	0.85%
30000-42000	11,800	17,200	76,200	1,410,000	68.5%	15.5%	0.84%
42000-54000	11,400	17,000	78,400	1,410,000	66.9%	14.5%	0.80%
54000-72000	17,100	26,000	121,000	2,040,000	65.5%	14.1%	0.84%
72000-96000	16,300	25,000	119,000	2,150,000	65.4%	13.7%	0.76%
96000-132000	16,600	25,200	118,000	2,090,000	66.0%	14.1%	0.80%
132000-192000	16,100	24,100	116,000	2,150,000	66.8%	13.9%	0.75%
192000-360000	19,300	28,400	139,000	2,660,000	68.2%	13.9%	0.73%
360000-600000	11,100	16,100	81,800	1,690,000	69.2%	13.6%	0.66%
600000-1200000	9,120	13,100	68,100	1,430,000	69.6%	13.4%	0.64%
1200000-2400000	4,360	6,360	32,800	682,000	68.6%	13.3%	0.64%
2400000+	986	1,430	6,980	137,000	69.1%	14.1%	0.72%
Total	146,000	216,000	1,030,000	19,200,000	67.5%	14.2%	0.76%

Source: South Africa Regional eXplorer v2686.

Data compiled on 15 Dec 2025.

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It was estimated that in 2024 8.00% of all the households in the Matjhabeng Local Municipality, were living on R30,000 or less per annum. In comparison with 2014's 22.15%, the number is about half. The 192000-360000 income category has the highest number of households with a total number of 19 400, followed by the 54000-72000 income category with 17 100 households. Only 9 households fall within the 0-2400 income category.

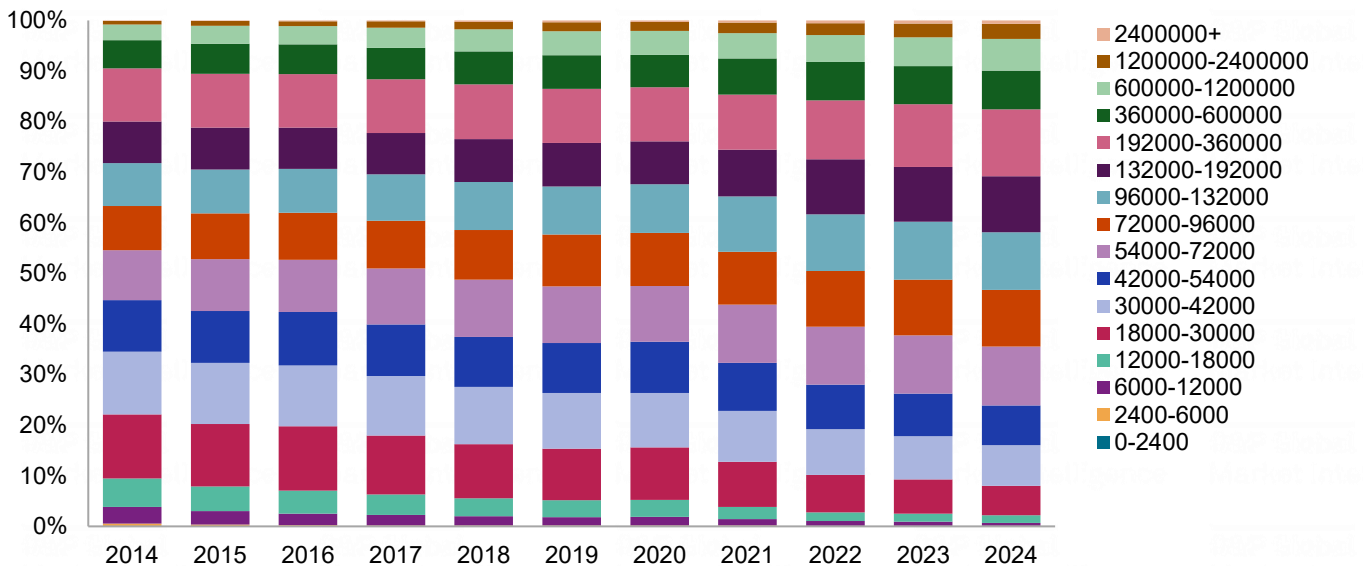


CHART 27. HOUSEHOLDS BY INCOME BRACKET - MATJHABENG LOCAL MUNICIPALITY, 2014-2024 [PERCENTAGE]

Source: South Africa Regional eXplorer v2686.
 Data compiled on 15 Dec 2025.
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For the period 2014 to 2024 the number of households earning more than R30,000 per annum has increased from 77.85% to 92.00%.

2.13.21. Annual total personal income

Personal income is an even broader concept than labour remuneration. Personal income includes profits, income from property, net current transfers and net social benefits.

Definition: Annual total personal income is the sum of the total personal income for all households in a specific region. The definition of income is the same as used in the income brackets (Number of Households by Income Category), also including the income tax. For this variable, current prices are used, meaning that inflation has not been taken into account.

TABLE 23. ANNUAL TOTAL PERSONAL INCOME - MATJHABENG, LEJWELEPUTSWA, FREE STATE AND NATIONAL TOTAL [CURRENT PRICES, R BILLIONS]

	Matjhabeng	Lejweleputswa	Free State	National Total
2014	19.0	26.9	137.8	2,938.2
2015	20.7	29.4	149.8	3,180.0
2016	21.4	30.5	159.6	3,413.6
2017	23.3	33.3	172.9	3,662.1
2018	25.3	36.4	186.9	3,913.0
2019	27.0	39.0	198.8	4,111.6
2020	26.8	38.8	196.7	4,015.2
2021	29.8	43.2	218.0	4,425.5
2022	32.7	47.7	239.3	4,830.7
2023	35.0	51.1	256.0	5,129.2
2024	37.3	54.5	272.4	5,423.9
Average Annual growth				
2014-2024	6.97%	7.30%	7.05%	6.32%

Source: South Africa Regional eXplorer v2686.
 Data compiled on 15 Dec 2025.
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Matjhabeng Local Municipality recorded an average annual growth rate of 6.97% (from R 19 billion to R 37.3 billion) from 2014 to 2024, which is less than both Lejweleputswa's (7.30%) as well as Free State Province's (7.05%) average annual growth rates. South Africa had an average annual growth rate of 6.32% (from R 2.94 trillion to R 5.42 trillion) which is less than the growth rate in Matjhabeng Local Municipality.

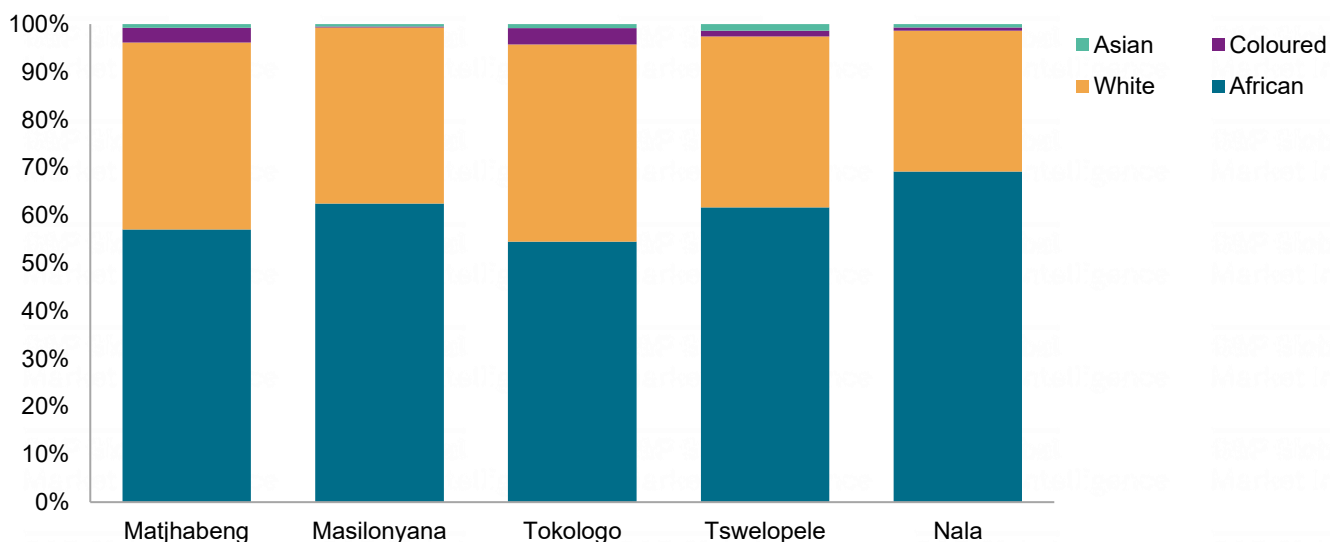


CHART 28. ANNUAL TOTAL PERSONAL INCOME BY POPULATION GROUP - MATJHABENG AND THE REST OF LEJWELEPUTSWA [CURRENT PRICES, R BILLIONS]

Source: South Africa Regional eXplorer v2686.
 Data compiled on 15 Dec 2025.
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The total personal income of Matjhabeng Local Municipality amounted to approximately R 37.3 billion in 2024. The African population group earned R 21.2 billion, or 57.01% of total personal income, while the White population group earned R 14.6 billion, or 39.10% of the total personal income. The Coloured and the Asian population groups only had a share of 3.11% and 0.77% of total personal income respectively.

TABLE 24. ANNUAL TOTAL PERSONAL INCOME - [CURRENT PRICES, R BILLIONS]

	Matjhabeng	Masilonyana	Tokologo	Tswelopele	Nala
2014	18.99	2.10	1.39	1.58	2.87
2015	20.69	2.32	1.54	1.72	3.09
2016	21.35	2.43	1.63	1.81	3.29
2017	23.28	2.69	1.78	1.98	3.60
2018	25.28	3.00	1.97	2.16	3.99
2019	26.99	3.26	2.12	2.34	4.27
2020	26.82	3.28	2.12	2.34	4.25
2021	29.80	3.70	2.34	2.63	4.76
2022	32.74	4.14	2.55	2.93	5.30
2023	35.00	4.50	2.72	3.16	5.70
2024	37.27	4.83	2.89	3.39	6.09
Average Annual growth					
2014-2024	6.97%	8.70%	7.58%	7.91%	7.83%

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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When looking at the annual total personal income for the regions within Lejweleputswa District Municipality it can be seen that the Matjhabeng Local Municipality had the highest total personal income with R 37.3 billion which increased from R 19 billion recorded in 2014. It can be seen that the Tokologo Local Municipality had the lowest total personal income of R 2.89 billion in 2024, this increased from R 1.39 billion in 2014.

2.13.22. Annual per capita income

Definition: Per capita income refers to the income per person. Thus, it takes the total personal income per annum and divides it equally among the population.

Per capita income is often used as a measure of wealth particularly when comparing economies or population groups. Rising per capita income usually indicates a likely swell in demand for consumption.

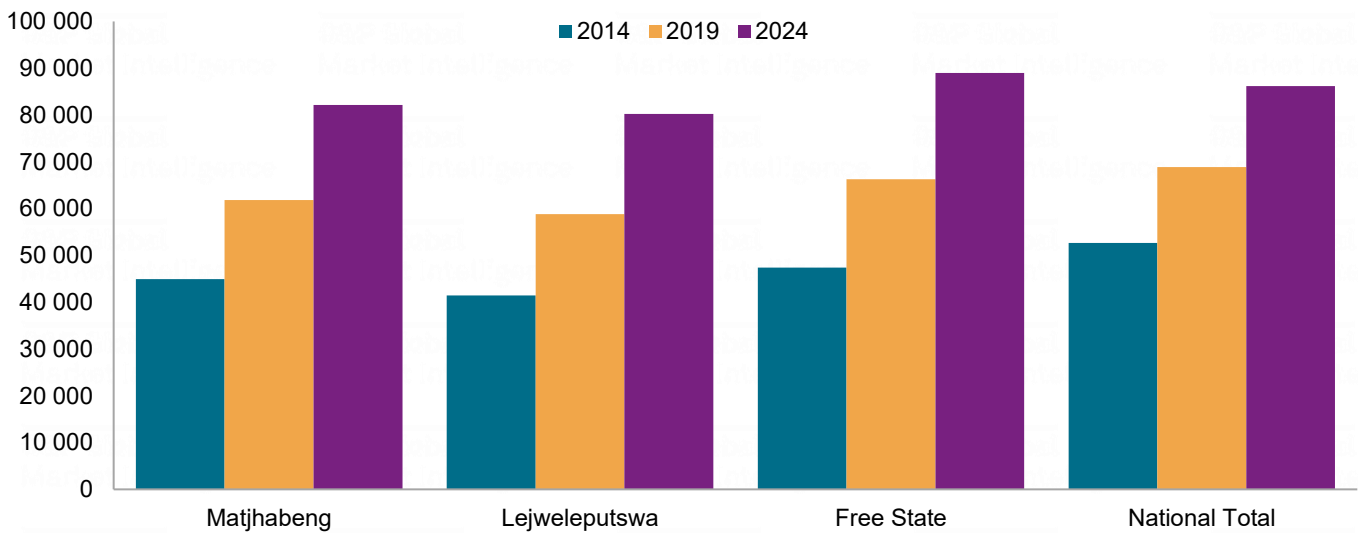


CHART 29. PER CAPITA INCOME - MATJHABENG, LEJWELEPUTSWA, FREE STATE AND NATIONAL TOTAL, 2024 [RAND, CURRENT PRICES]

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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Although the per capita income in Matjhabeng Local Municipality is R 82,100 and is lower than the Free State (R 89,000), it is more than that of the Lejweleputswa District Municipality (R 80,300). The per capita income for Matjhabeng Local Municipality (R 82,100) is lower than that of the South Africa as a whole which is R 86,200.

TABLE 25. PER CAPITA INCOME BY POPULATION GROUP - MATJHABENG AND THE REST OF LEJWELEPUTSWA DISTRICT MUNICIPALITY, 2024 [RAND, CURRENT PRICES]

	African	White	Coloured	Asian
Matjhabeng	53,200	368,000	91,900	151,000
Masilonyana	64,100	330,000	N/A	N/A
Tokologo	61,100	416,000	54,700	N/A
Tswelopele	43,900	324,000	N/A	N/A
Nala	50,800	346,000	N/A	N/A

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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Tokologo Local Municipality has the highest per capita income with a total of R 94,200. Masilonyana Local Municipality had the second highest per capita income at R 90,600, whereas Tswelopele Local Municipality had the lowest per capita income at R 65,300. In Matjhabeng Local Municipality, the White population group has the highest per capita income, with R 368,000, relative to the other population groups. The population group with the second highest per capita income within Matjhabeng Local Municipality is the Asian population group (R 151,000), where the Coloured and the African population groups had a per capita income of R 91,900 and R 53,200 respectively.

2.13.23. Index of buying power

Definition: The index of buying power (IBP) is a measure of a region's overall capacity to absorb products and/or services. The index is useful when comparing two regions in terms of their capacity to buy products. Values range from 0 to 1 (where the national index equals 1), and can be interpreted as the percentage of national buying power attributable to the specific region. Regions' buying power usually depends on three factors: the size of the population; the ability of the population to spend (measured by total income); and the willingness of the population to spend (measured by total retail sales).

TABLE 26. INDEX OF BUYING POWER - MATJHABENG, LEJWELEPUTSWA, FREE STATE AND NATIONAL TOTAL, 2024 [NUMBER]

	Matjhabeng	Lejweleputswa	Free State	National Total
Population	453,857	678,663	3,059,495	62,918,005
Population - share of national total	0.7%	1.1%	4.9%	100.0%
Income	37,271	54,475	272,353	5,423,911
Income - share of national total	0.7%	1.0%	5.0%	100.0%
Retail	8,167,200	11,584,620	56,061,729	1,450,339,000
Retail - share of national total	0.6%	0.8%	3.9%	100.0%
Index	0.01	0.01	0.05	1.00

Source: South Africa Regional eXplorer v2686.

Data compiled on 15 Dec 2025.

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Matjhabeng Local Municipality has a 0.7% share of the national population, 0.7% share of the total national income and a 0.6% share in the total national retail, this all equates to an IBP index value of 0.0065 relative to South Africa as a whole. Lejweleputswa has an IBP of 0.0095, were Free State Province has and IBP index value of 0.047 and South Africa a value of 1 relative to South Africa as a whole.

The considerable low index of buying power of the Matjhabeng Local Municipality suggests that the local municipality has access to only a small percentage of the goods and services available in all of the Lejweleputswa District Municipality. Its residents are most likely spending some of their income in neighbouring areas.

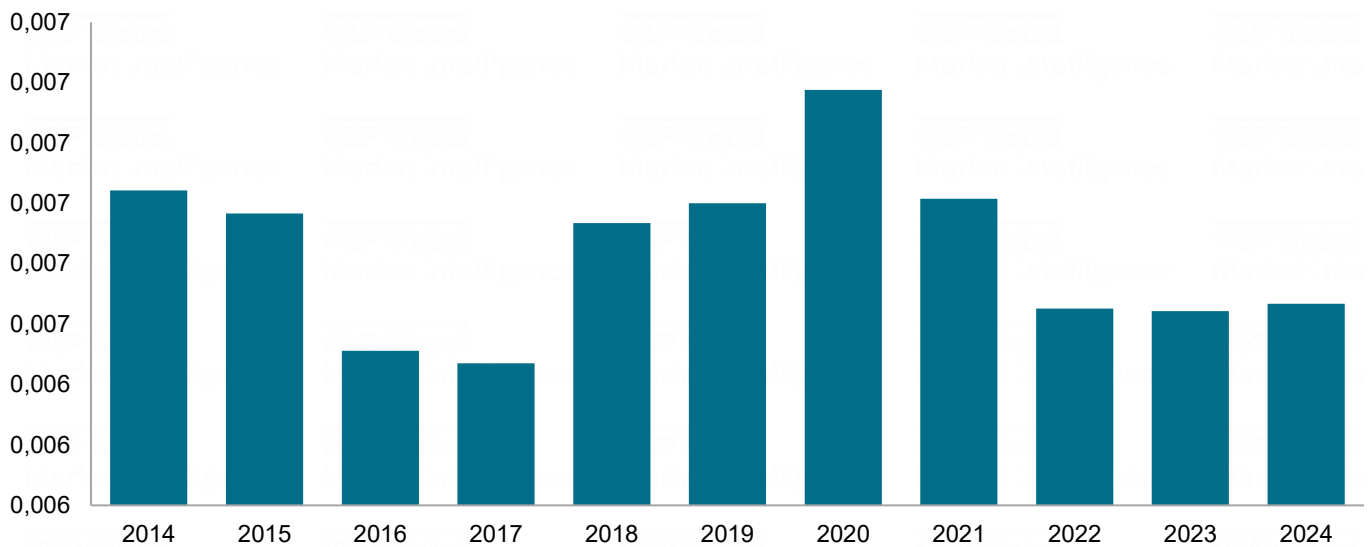


CHART 30. INDEX OF BUYING POWER MATJHABENG LOCAL MUNICIPALITY, 2014-2024 [INDEX VALUE]

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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Between 2014 and 2024, the index of buying power within Matjhabeng Local Municipality increased to its highest level in 2020 (0.006888) from its lowest in 2017 (0.006435). The buying power within Matjhabeng Local Municipality is relatively small compared to other regions and it decreased at an average annual growth rate of -0.28%.

2.13.24. Development

Indicators of development, like the Human Development Index (HDI), Gini Coefficient (income inequality), poverty and the poverty gap, and education, are used to estimate the level of development of a given region in South Africa relative to the rest of the country.

Another indicator that is widely used is the number (or percentage) of people living in poverty. Poverty is defined as the deprivation of those things that determine the quality of life, including food, clothing, shelter and safe drinking water. More than that, other "intangibles" is also included such as the opportunity to learn, and the privilege to enjoy the respect of fellow citizens. Curbing poverty and alleviating the effects thereof should be a premise in the compilation of all policies that aspire towards a better life for all.

Human development index (HDI)

Definition: The human development index (HDI) is a composite relative index used to compare human development across population groups or regions.

HDI is the combination of three basic dimensions of human development: A long and healthy life, knowledge and a decent standard of living. A long and healthy life is typically measured using life

expectancy at birth. Knowledge is normally based on adult literacy and / or the combination of enrolment in primary, secondary and tertiary schools. In order to gauge a decent standard of living, we make use of GDP per capita. On a technical note, the HDI can have a maximum value of 1, indicating a very high level of human development, while the minimum value is 0, indicating no human development.

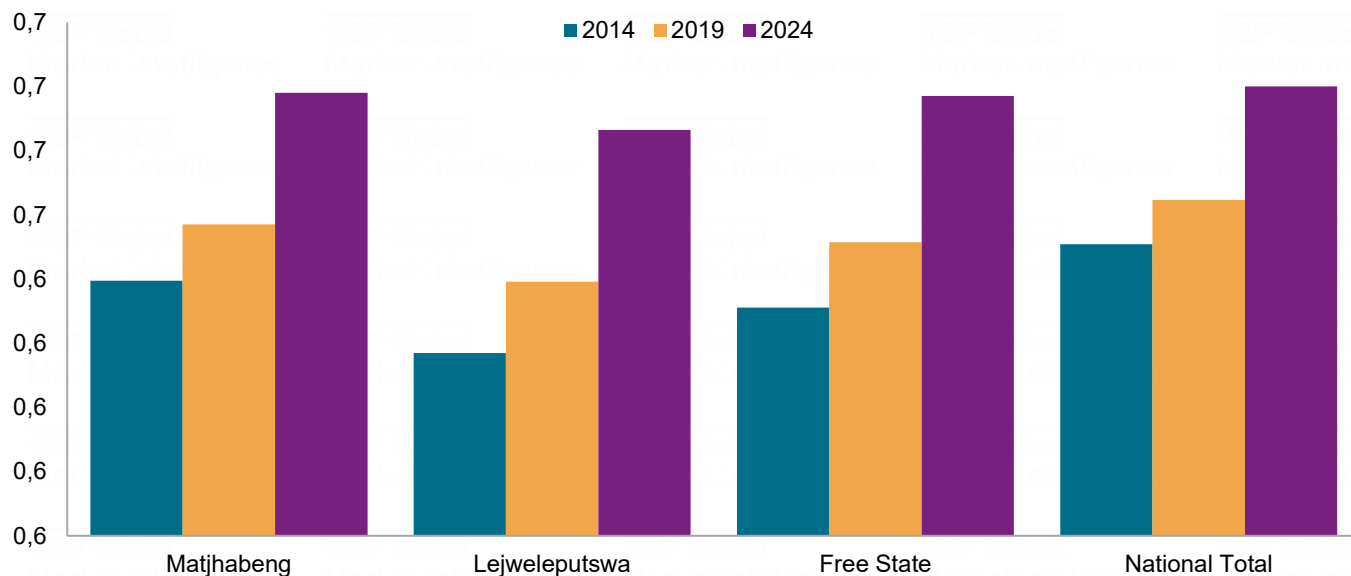


CHART 31. HUMAN DEVELOPMENT INDEX (HDI) - MATJHABENG, LEJWELEPUTSWA, FREE STATE AND NATIONAL TOTAL, 2014, 2019, 2024 [NUMBER]

Source: South Africa Regional eXplorer v2686.
 Data compiled on 15 Dec 2025.
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In 2024 Matjhabeng Local Municipality had an HDI of 0.698 compared to the Lejweleputswa with a HDI of 0.686, 0.697 of Free State and 0.7 of National Total as a whole. Seeing that South Africa recorded a higher HDI in 2024 when compared to Matjhabeng Local Municipality which translates to worse human development for Matjhabeng Local Municipality compared to South Africa. South Africa's HDI increased at an average annual growth rate of 0.73% and this increase is lower than that of Matjhabeng Local Municipality (0.88%).

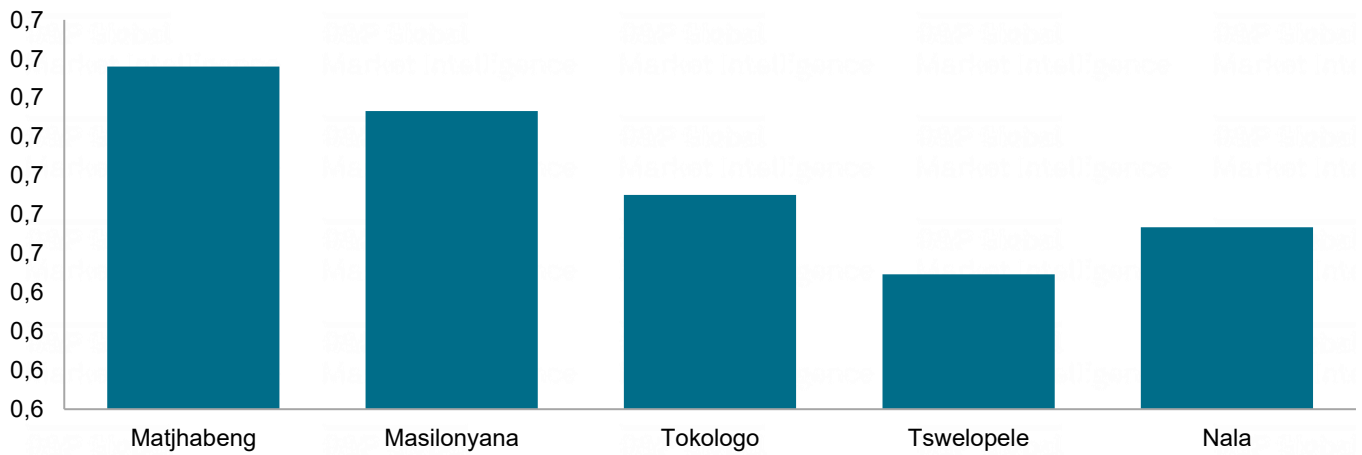


CHART 32. HUMAN DEVELOPMENT INDEX (HDI) - MATJHABENG AND THE REST OF LEJWELEPUTSWA DISTRICT MUNICIPALITY, 2024 [NUMBER]

Source: South Africa Regional eXplorer v2686.
 Data compiled on 15 Dec 2025.
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In terms of the HDI for each the regions within the Lejweleputswa District Municipality, Matjhabeng Local Municipality has the highest HDI, with an index value of 0.698. The lowest can be observed in the Tswelopele Local Municipality with an index value of 0.645.

2.13.25. Gini coefficient

Definition: The Gini coefficient is a summary statistic of income inequality. It varies from 0 to 1.

If the Gini coefficient is equal to zero, income is distributed in a perfectly equal manner, in other words there is no variance between the high and low income earners within the population. In contrast, if the Gini coefficient equals 1, income is completely inequitable, i.e. one individual in the population is earning all the income and the rest has no income. Generally this coefficient lies in the range between 0.25 and 0.70.

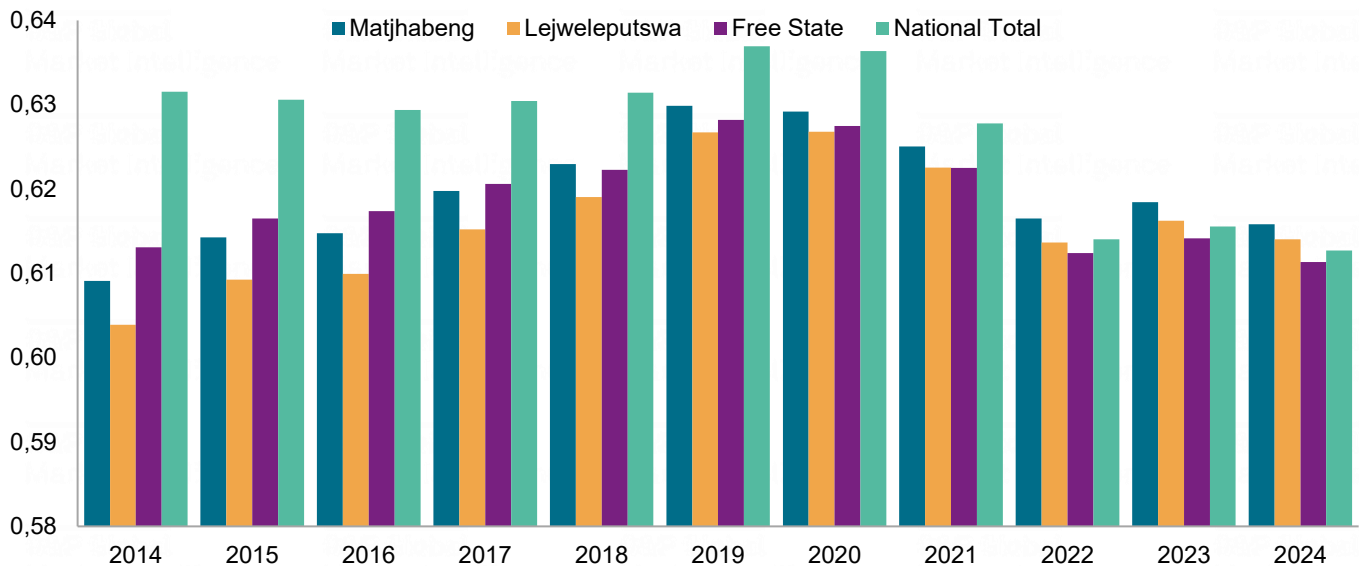


CHART 33. GINI COEFFICIENT - MATJHABENG, LEJWELEPUTSWA, FREE STATE AND NATIONAL TOTAL, 2014-2024 [NUMBER]

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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In 2024, the Gini coefficient in Matjhabeng Local Municipality was at 0.616, which reflects a marginal increase in the number over the ten-year period from 2014 to 2024. The Lejweleputswa District Municipality and the Free State Province had a Gini coefficient of 0.614 and 0.611 respectively. When Matjhabeng Local Municipality is contrasted against the entire South Africa, it can be seen that Matjhabeng has a more unequal income distribution with a higher Gini coefficient compared to the South African coefficient of 0.613 in 2024. Over the past decade there were times that it was different though. Matjhabeng Local Municipality had the highest Gini Coefficient when comparing to Lejweleputswa District Municipality, Free State Province and South Africa as a whole.

TABLE 27. GINI COEFFICIENT BY POPULATION GROUP - MATJHABENG, 2014, 2024 [NUMBER]

	African	White	Coloured
2014	0.56	0.42	0.56
2024	0.56	0.42	0.55
Average Annual growth			
2014-2024	0.06%	-0.03%	-0.14%

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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When segmenting the Matjhabeng Local Municipality into population groups, it can be seen that the Gini coefficient for the African population group increased the most amongst the population groups with an average annual growth rate of 0.06%. The Gini coefficient for the Coloured population group decreased the most with an average annual growth rate of -0.14%.

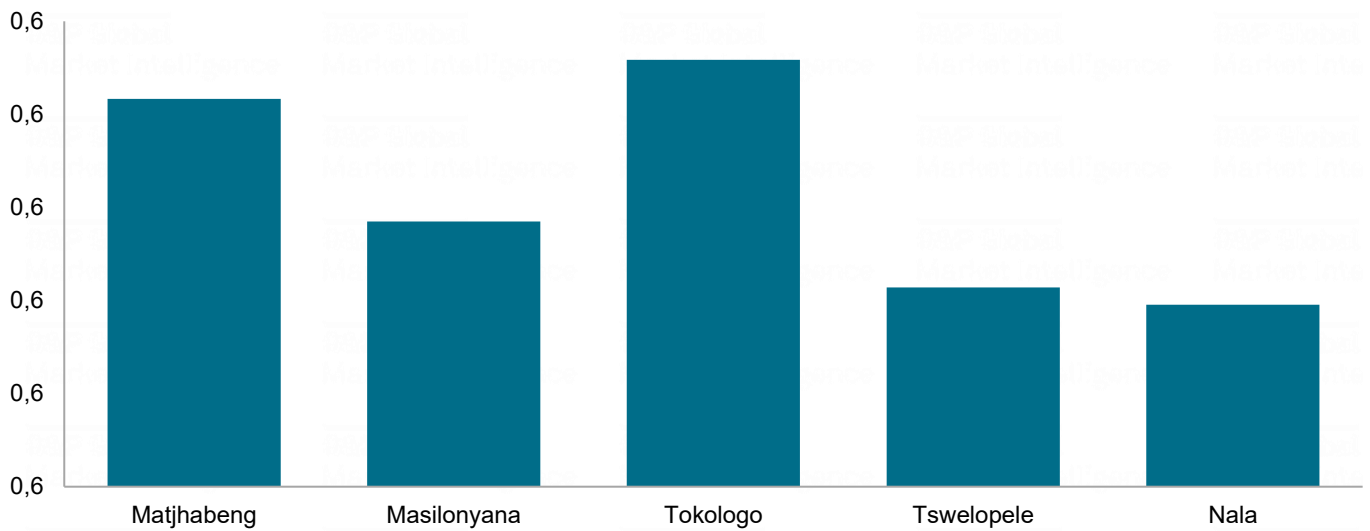


CHART 34. GINI COEFFICIENT - MATJHABENG AND THE REST OF LEJWELEPUTSWA DISTRICT MUNICIPALITY, 2024 [NUMBER]

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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In terms of the Gini coefficient for each of the regions within the Lejweleputswa District Municipality, Tokologo Local Municipality has the highest Gini coefficient, with an index value of 0.618. The lowest Gini coefficient can be observed in the Nala Local Municipality with an index value of 0.605.

2.13.26. Poverty

Definition: The upper poverty line is defined by StatsSA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other. This variable measures the number of individuals living below that particular level of consumption for the given area, and is balanced directly to the official upper poverty rate as measured by StatsSA.

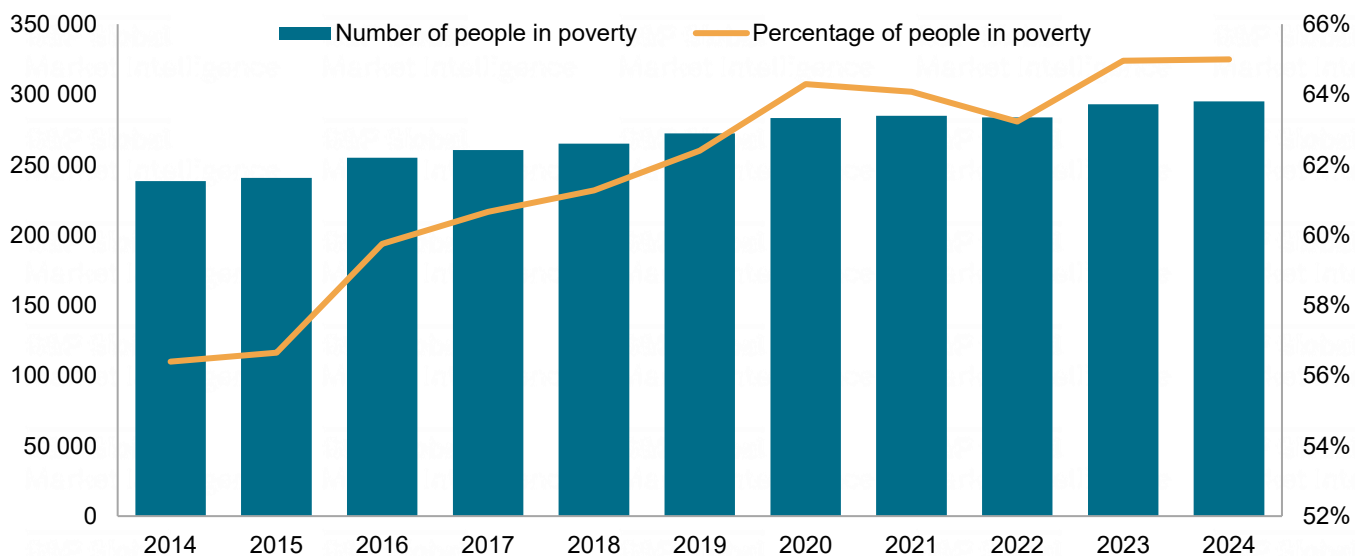


CHART 35. NUMBER AND PERCENTAGE OF PEOPLE LIVING IN POVERTY - MATJHABENG LOCAL MUNICIPALITY, 2014-2024
[NUMBER PERCENTAGE]

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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In 2024, there were 295 000 people living in poverty, using the upper poverty line definition, across Matjhabeng Local Municipality - this is 23.80% higher than the 238 000 in 2014. The percentage of people living in poverty has increased from 56.40% in 2014 to 65.00% in 2024, which indicates a increase of -8.6 percentage points.

TABLE 28. PERCENTAGE OF PEOPLE LIVING IN POVERTY BY POPULATION GROUP - MATJHABENG, 2014-2024
[PERCENTAGE]

	African	White	Coloured	Asian
2014	63.2%	0.9%	42.0%	7.5%
2015	63.5%	1.0%	41.7%	7.2%
2016	66.9%	1.3%	43.3%	8.4%
2017	67.9%	1.4%	44.3%	9.7%
2018	68.5%	1.3%	44.3%	10.7%
2019	69.7%	1.2%	44.3%	11.3%
2020	71.7%	1.2%	46.8%	13.1%
2021	71.4%	1.0%	45.8%	11.8%
2022	70.4%	0.9%	44.1%	10.6%
2023	72.3%	1.1%	45.3%	11.4%
2024	72.3%	1.0%	44.4%	10.6%

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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In 2024, the population group with the highest percentage of people living in poverty was the African population group with a total of 72.3% people living in poverty, using the upper poverty line definition. The proportion of the Coloured population group, living in poverty, decreased by -3.04 percentage points, as can be seen by the change from 42.04% in 2014 to 44.37% in 2024. In 2024 10.59% of the Asian population group lived in poverty, as compared to the 7.55% in 2014. The White and the African population group saw a decrease in the percentage of people living in poverty, with a decrease of -2.32 and -9.01 percentage points respectively.

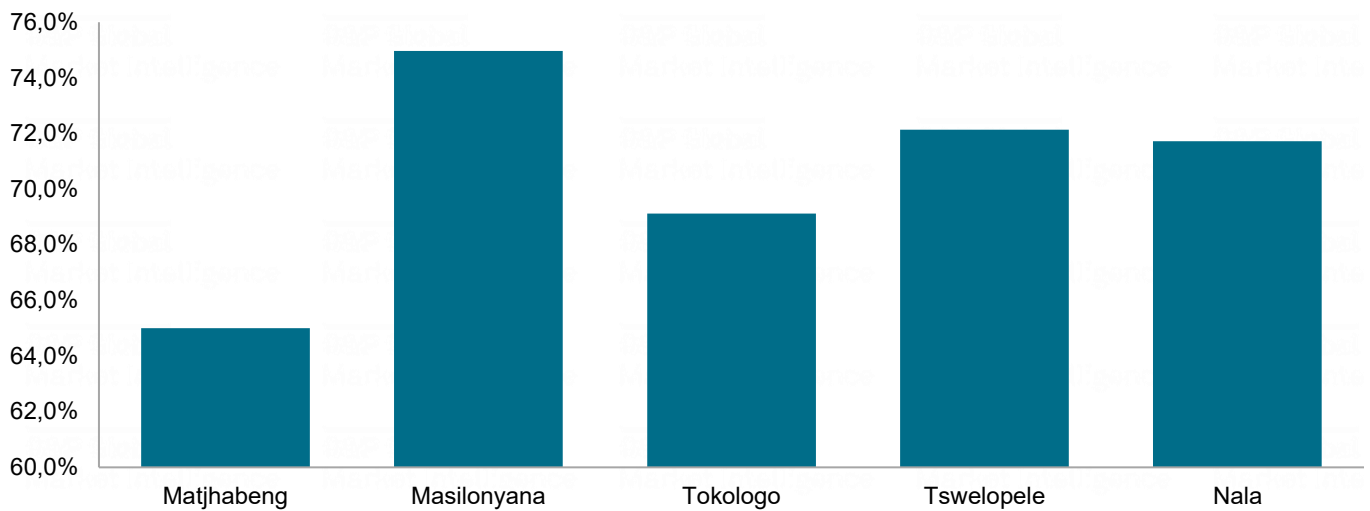


CHART 36. PERCENTAGE OF PEOPLE LIVING IN POVERTY - MATJHABENG AND THE REST OF LEJWELEPUTSWA DISTRICT MUNICIPALITY, 2024 [PERCENTAGE]

Source: South Africa Regional eXplorer v2686.
 Data compiled on 15 Dec 2025.
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In terms of the percentage of people living in poverty for each of the regions within the Lejweleputswa District Municipality, Masilonyana Local Municipality has the highest percentage of people living in poverty, with a total of 75.0%. The lowest percentage of people living in poverty can be observed in the Matjhabeng Local Municipality with a total of 65.0% living in poverty, using the upper poverty line definition.

2.13.27. Poverty gap rate

Definition: The poverty gap is used as an indicator to measure the depth of poverty. The gap measures the average distance of the population from the poverty line and is expressed as a percentage of the upper bound poverty line, as defined by StatsSA. The Poverty Gap deals with a major shortcoming of the poverty rate, which does not give any indication of the depth, of poverty. The upper poverty line is defined by StatsSA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other.

It is estimated that the poverty gap rate in Matjhabeng Local Municipality amounted to 32.1% in 2024 - the rate needed to bring all poor households up to the poverty line and out of poverty.

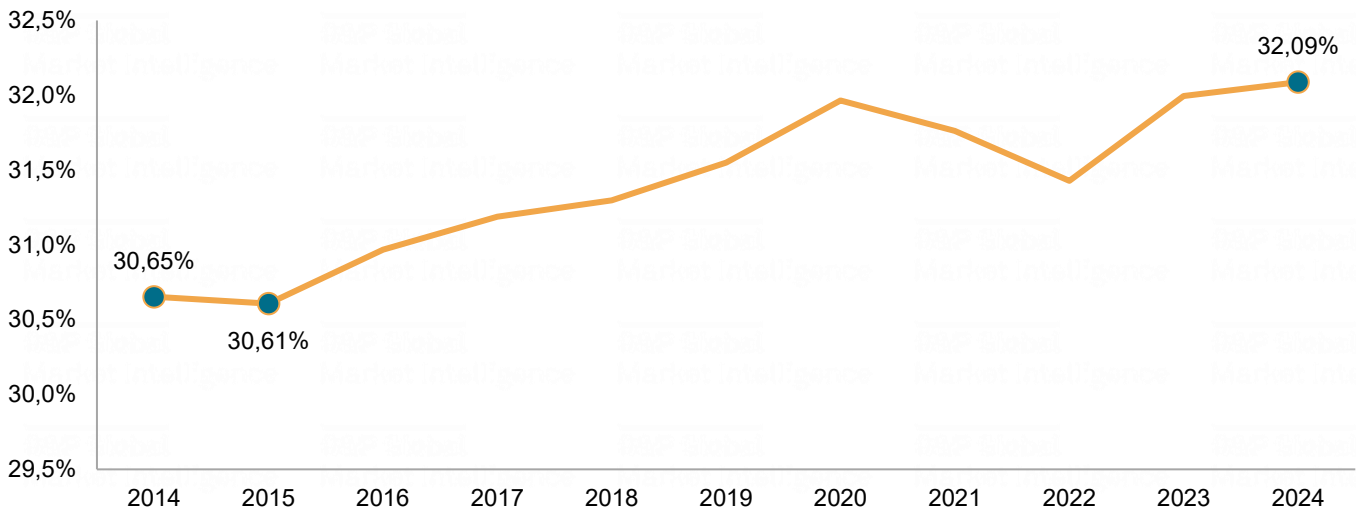


CHART 37. POVERTY GAP RATE BY POPULATION GROUP - MATJHABENG LOCAL MUNICIPALITY, 2014-2024 [PERCENTAGE]

Source: South Africa Regional eXplorer v2686.
 Data compiled on 15 Dec 2025.
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In 2024, the poverty gap rate was 32.1% and in 2014 the poverty gap rate was 30.7%, it can be seen that the poverty gap rate increased from 2014 to 2024, which means that there were no improvements in terms of the depth of the poverty within Matjhabeng Local Municipality.

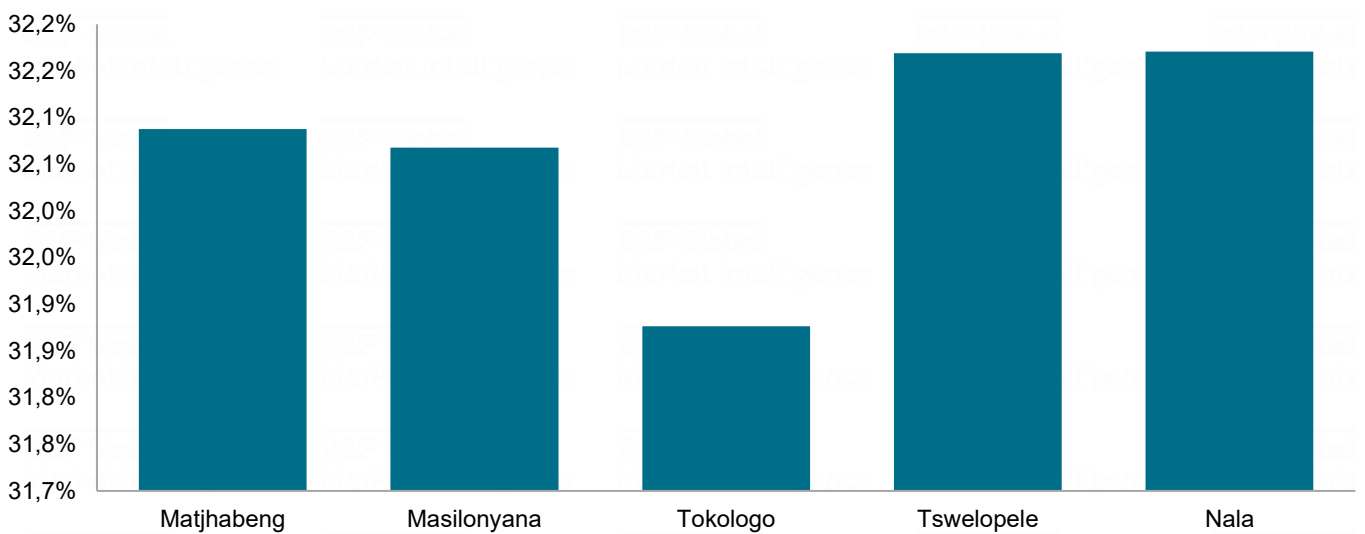


CHART 38. POVERTY GAP RATE - MATJHABENG LOCAL MUNICIPALITY AND THE REST OF LEJWELEPUTSWA, 2024 [PERCENTAGE]

Source: South Africa Regional eXplorer v2686.
 Data compiled on 15 Dec 2025.
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In terms of the poverty gap rate for each of the regions within the Lejweleputswa District Municipality, Nala Local Municipality had the highest poverty gap rate, with a rand value of 32.2%. The lowest poverty gap rate can be observed in the Tokologo Local Municipality with a total of 31.9%.

2.13.28. Education

Educating is important to the economic growth in a country and the development of its industries, providing a trained workforce and skilled professionals required.

The education measure represents the highest level of education of an individual, using the 15 years and older age category. (According to the United Nations definition of education, one is an adult when 15 years or older. S&P Global uses this cut-off point to allow for cross-country comparisons. Furthermore, the age of 15 is also the legal age at which children may leave school in South Africa).

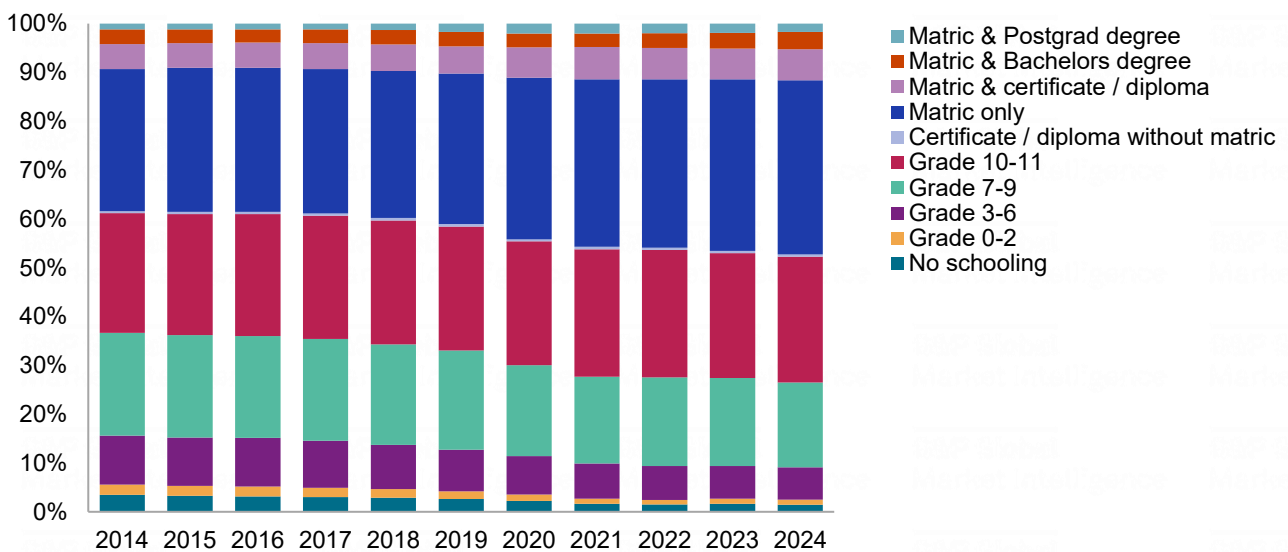


CHART 39. HIGHEST LEVEL OF EDUCATION: AGE 15+ - MATJHABENG LOCAL MUNICIPALITY, 2014-2024 [PERCENTAGE]

Source: South Africa Regional eXplorer v2686.
 Data compiled on 15 Dec 2025.
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Within Matjhabeng Local Municipality, the number of people without any schooling decreased from 2014 to 2024 with an average annual rate of -7.60%, while the number of people within the 'matric only' category, increased from 78,700 to 106,000. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 3.26%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 2.74%. Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education.

TABLE 29. HIGHEST LEVEL OF EDUCATION: AGE 15+ - MATJHABENG, LEJWELEPUTSWA, FREE STATE AND NATIONAL TOTAL, 2024 [NUMBERS]

	Matjhabeng	Lejweleputswa	Free State	National Total	Matjhabeng as % of district municipality	Matjhabeng as % of province	Matjhabeng as % of national
No schooling	4,240	10,300	50,800	1,450,000	41.3%	8.4%	0.29%
Grade 0-2	3,190	6,980	30,800	461,000	45.7%	10.3%	0.69%
Grade 3-6	19,600	36,900	159,000	2,550,000	53.1%	12.4%	0.77%
Grade 7-9	51,800	84,500	341,000	6,010,000	61.3%	15.2%	0.86%
Grade 10-11	76,700	111,000	494,000	10,500,000	69.0%	15.5%	0.73%
Certificate / diploma without matric	1,410	2,080	10,100	140,000	68.0%	14.0%	1.01%
Matric only	106,000	147,000	695,000	14,700,000	72.0%	15.3%	0.72%
Matric certificate / diploma	18,900	25,300	132,000	3,070,000	74.9%	14.3%	0.62%
Matric Bachelors degree	10,700	15,000	88,100	2,020,000	71.1%	12.1%	0.53%
Matric Postgrad degree	4,990	6,790	39,700	1,170,000	73.5%	12.6%	0.43%

Source: South Africa Regional eXplorer v2686.

Data compiled on 15 Dec 2025.

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The number of people without any schooling in Matjhabeng Local Municipality accounts for 41.31% of the number of people without schooling in the district municipality, 8.36% of the province and 0.29% of the national. In 2024, the number of people in Matjhabeng Local Municipality with a matric only was 106,000 which is a share of 72.02% of the district municipality's total number of people that has obtained a matric. The number of people with a matric and a Postgrad degree constitutes 71.13% of the district municipality, 12.10% of the province and 0.53% of the national.

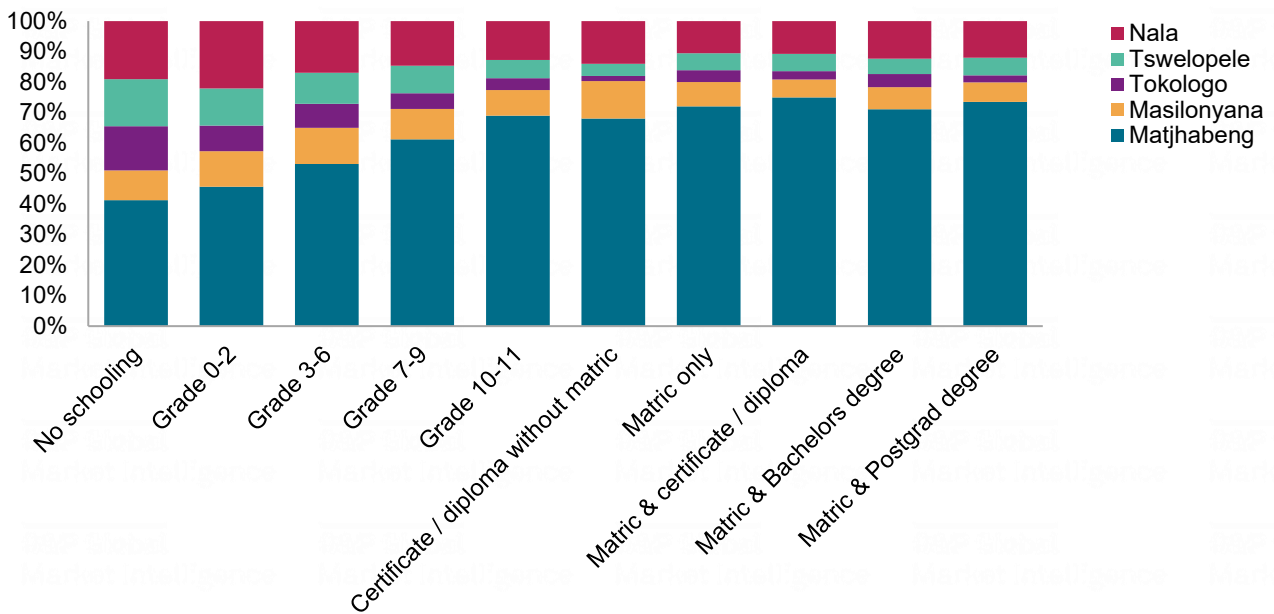


CHART 40. HIGHEST LEVEL OF EDUCATION: AGE 15+, MATJHABENG, MASILONYANA, TOKOLOGO, TSWELOPELE AND NALA 2024 [PERCENTAGE]

Source: South Africa Regional eXplorer v2686.
 Data compiled on 15 Dec 2025.
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2.13.29. Functional literacy

Definition: For the purpose of this report, S&P Global defines functional literacy as the number of people in a region that are 20 years and older and have completed at least their primary education (i.e. grade 7).

Functional literacy describes the reading and writing skills that are adequate for an individual to cope with the demands of everyday life - including the demands posed in the workplace. This is contrasted with illiteracy in the strictest sense, meaning the inability to read or write. Functional literacy enables individuals to enter the labour market and contribute towards economic growth thereby reducing poverty.

TABLE 30. FUNCTIONAL LITERACY: AGE 20+, COMPLETED GRADE 7 OR HIGHER - MATJHABENG LOCAL MUNICIPALITY, 2014-2024 [NUMBER PERCENTAGE]

	Illiterate	Literate	%
2014	44,160	262,875	85.6%
2015	43,484	264,358	85.9%
2016	43,472	265,273	85.9%
2017	42,227	268,071	86.4%
2018	40,107	273,222	87.2%
2019	37,893	278,411	88.0%
2020	34,360	285,664	89.3%
2021	29,986	293,820	90.7%
2022	28,892	298,657	91.2%
2023	29,225	301,928	91.2%
2024	28,456	306,579	91.5%
Average Annual growth			
2014-2024	-4.30%	1.55%	0.67%

Source: South Africa Regional eXplorer v2686.

Data compiled on 15 Dec 2025.

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A total of 307 000 individuals in Matjhabeng Local Municipality were considered functionally literate in 2024, while 28 500 people were considered to be illiterate. Expressed as a rate, this amounts to 91.51% of the population, which is an increase of 0.059 percentage points since 2014 (85.62%). The number of illiterate individuals decreased on average by -4.30% annually from 2014 to 2024, with the number of functional literate people increasing at 1.55% annually.

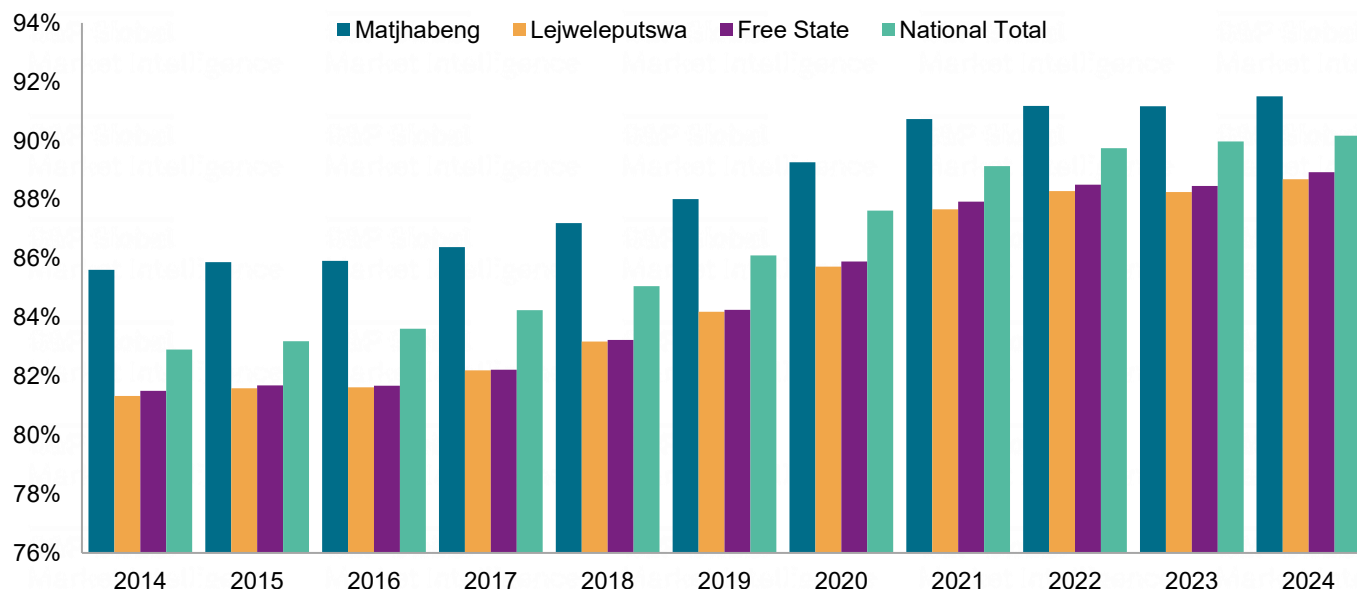


CHART 41. FUNCTIONAL LITERACY: AGE 20+, COMPLETED GRADE 7 OR HIGHER - MATJHABENG, LEJWELEPUTSWA, FREE STATE AND NATIONAL TOTAL, 2014-2024 [PERCENTAGE]

Source: South Africa Regional eXplorer v2686.

Data compiled on 15 Dec 2025.

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Matjhabeng Local Municipality's functional literacy rate of 91.51% in 2024 is higher than that of Lejweleputswa at 88.69%, and is higher than the province rate of 88.93%. When comparing to National Total as whole, which has a functional literacy rate of 90.17%, it can be seen that the functional literacy rate is lower than that of the Matjhabeng Local Municipality.

A higher literacy rate is often associated with higher levels of urbanization, for instance where access to schools is less of a problem, and where there are economies of scale. From a spatial breakdown of the literacy rates in South Africa, it is perceived that the districts with larger cities normally have higher literacy rates.

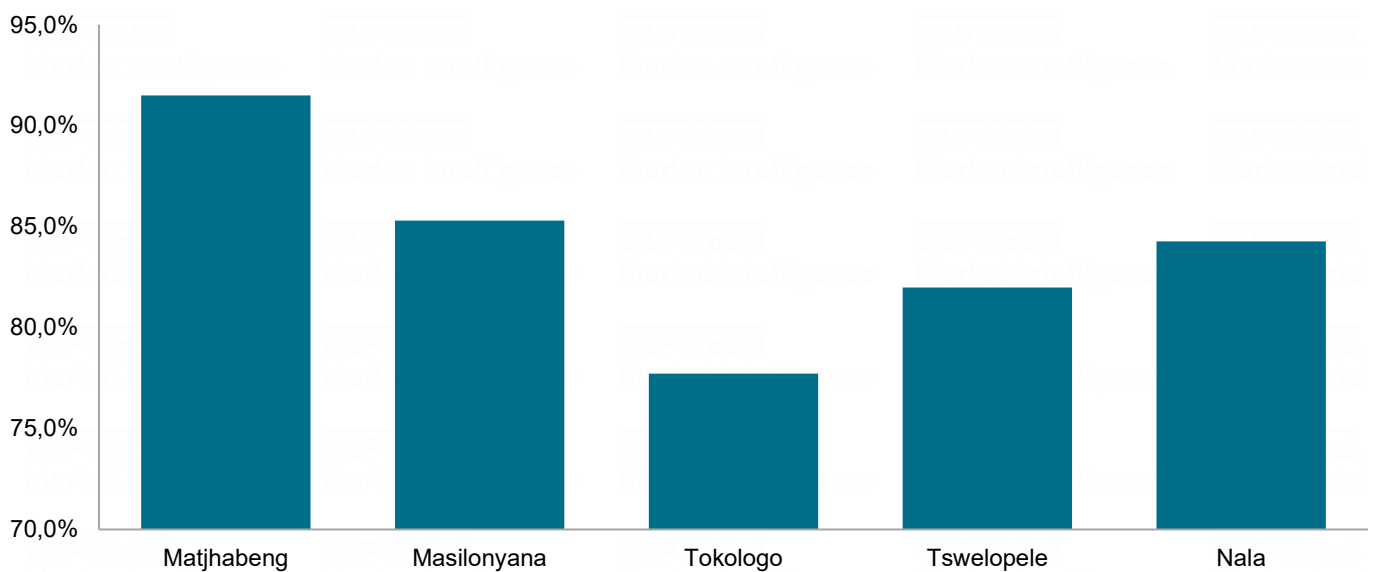


CHART 42. LITERACY RATE - MATJHABENG LOCAL MUNICIPALITY AND THE REST OF LEJWELEPUTSWA DISTRICT MUNICIPALITY, 2024 [PERCENTAGE]

Source: South Africa Regional eXplorer v2686.
 Data compiled on 15 Dec 2025.
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In terms of the literacy rate for each of the regions within the Lejweleputswa District Municipality, Matjhabeng Local Municipality had the highest literacy rate, with a total of 91.5%. The lowest literacy rate can be observed in the Tokologo Local Municipality with a total of 77.7%.

2.13.30. Population density

Definition: Population density measures the concentration of people in a region. To calculate this, the population of a region is divided by the area size of that region. The output is presented as the number of people per square kilometre.

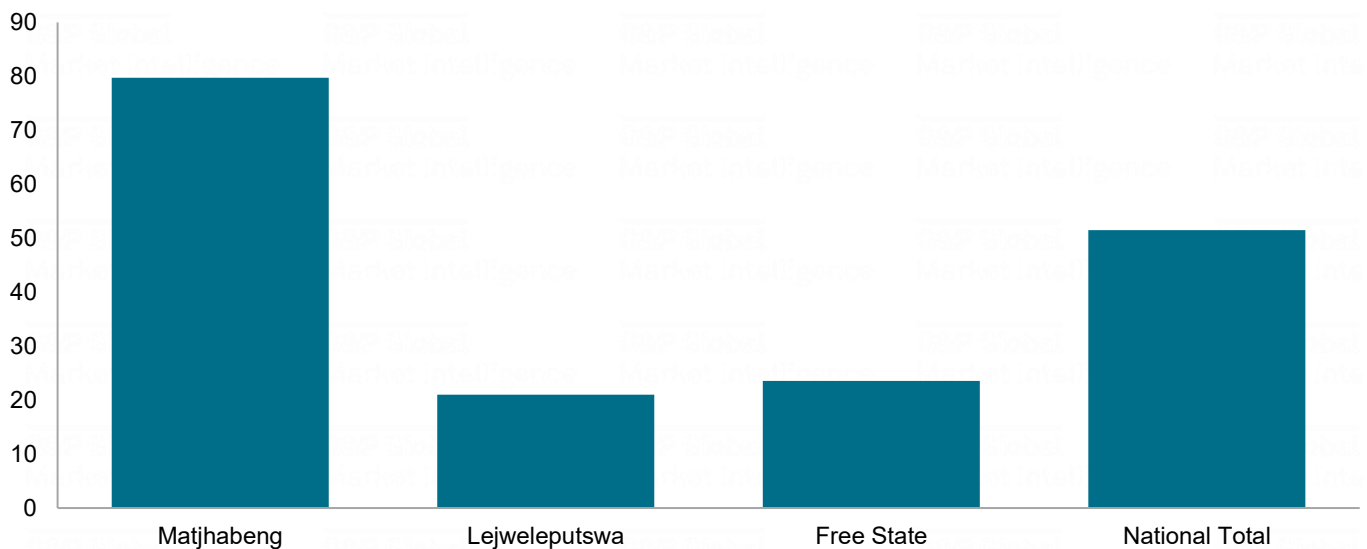


CHART 43. POPULATION DENSITY - MATJHABENG, LEJWELEPUTSWA, FREE STATE AND NATIONAL TOTAL, 2024 [NUMBER OF PEOPLE PER KM²]

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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In 2024, with an average of 79.8 people per square kilometre, Matjhabeng Local Municipality had a higher population density than Lejweleputswa (21 people per square kilometre). Compared to Free State Province (23.6 per square kilometre) it can be seen that there are more people living per square kilometre in Matjhabeng Local Municipality than in Free State Province.

TABLE 31. POPULATION DENSITY - MATJHABENG AND THE REST OF LEJWELEPUTSWA, 2014-2024 [NUMBER OF PEOPLE PER KM²]

	Matjhabeng	Masilonyana	Tokologo	Tswelopele	Nala
2014	74.25	8.20	3.31	7.89	22.09
2015	74.62	8.19	3.32	7.91	22.07
2016	75.02	8.18	3.33	7.92	22.03
2017	75.44	8.15	3.33	7.92	21.96
2018	76.03	8.14	3.33	7.93	21.90
2019	76.69	8.12	3.32	7.94	21.82
2020	77.42	8.10	3.32	7.94	21.75
2021	78.14	8.08	3.30	7.93	21.63
2022	78.85	8.04	3.28	7.92	21.49
2023	79.28	8.04	3.28	7.92	21.49
2024	79.76	8.06	3.29	7.95	21.55
Average Annual growth					
2014-2024	0.72%	-0.18%	-0.04%	0.06%	-0.25%

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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In 2024, Matjhabeng Local Municipality had a population density of 79.8 per square kilometre and it ranked highest amongst its peers. In terms of growth, Matjhabeng Local Municipality had an average annual growth in its population density of 0.72% per square kilometre per annum. It was also the region that had the highest average annual growth rate. In 2024, the region with the

lowest population density within Lejweleputswa District Municipality was Tokologo with 3.29 people per square kilometre. The region with the lowest average annual growth rate was the Nala with an average annual growth rate of -0.25% people per square kilometre over the period under discussion.

Using population density instead of the total number of people creates a better basis for comparing different regions or economies. A higher population density influences the provision of household infrastructure, quality of services, and access to resources like medical care, schools, sewage treatment, community centres, etc.

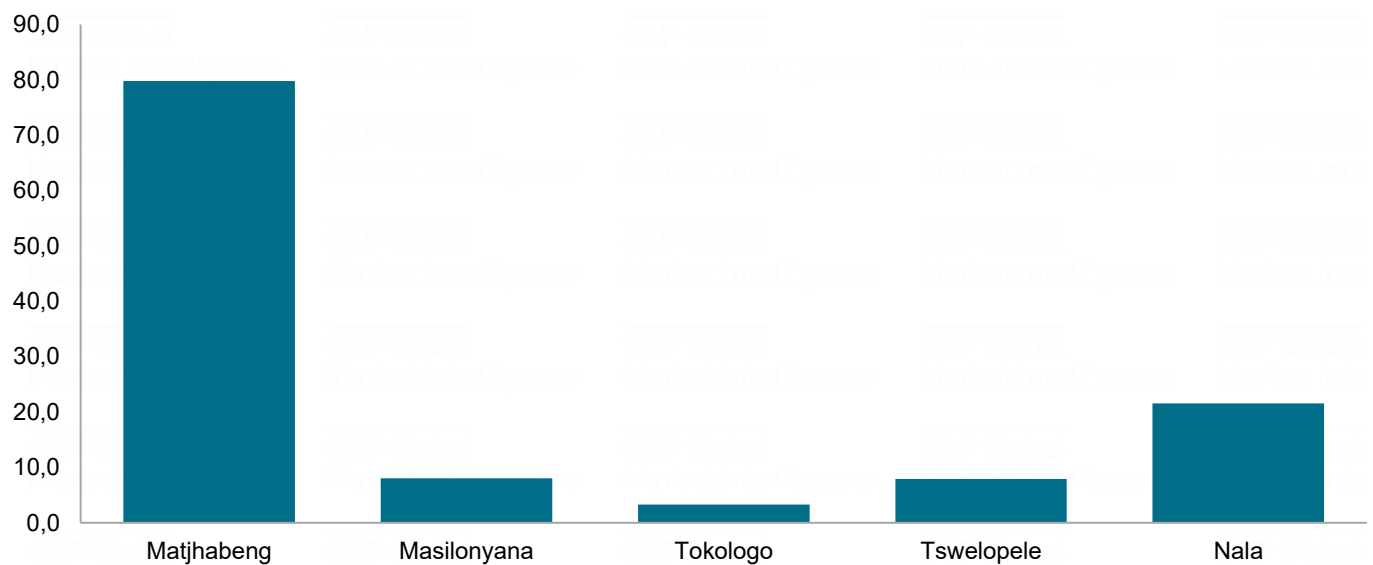


CHART 44. POPULATION DENSITY - MATJHABENG AND THE REST OF LEJWELEPUTSWA DISTRICT MUNICIPALITY, 2024 [NUMBER OF PEOPLE PER KM]

Source: South Africa Regional eXplorer v2686.
 Data compiled on 15 Dec 2025.
 © 2025 S&P Global.

In terms of the population density for each of the regions within the Lejweleputswa District Municipality, Matjhabeng Local Municipality had the highest density, with 79.8 people per square kilometre. The lowest population density can be observed in the Tokologo Local Municipality with a total of 3.29 people per square kilometre.

2.13.31. Crime

The state of crime in South Africa has been the topic of many media articles and papers in the past years, and although many would acknowledge that the country has a crime problem, very little research has been done on the relative level of crime. The media often tend to focus on more negative or sensational information, while the progress made in combating crime is neglected.

2.13.32. Composite crime index

The composite crime index makes use of the official SAPS data, which is reported in 27 crime categories (ranging from murder to crime injuries). These 27 categories are divided into two groups according to the nature of the crime: i.e. violent crimes and property crimes. S&P Global uses the (a) Length-of-sentence and the (b) Cost-of-crime in order to apply a weight to each category.

Overall crime index

Definition: The crime index is a composite, weighted index which measures crime. The higher the index number, the higher the level of crime for that specific year in a particular region. The index is best used by looking at the change over time, or comparing the crime levels across regions.

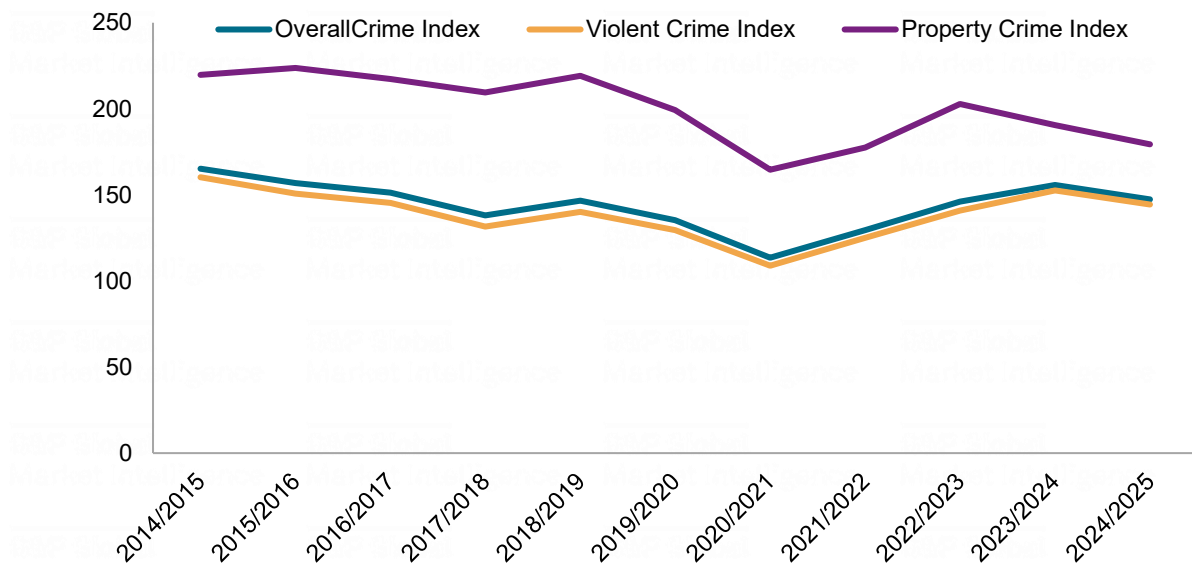


CHART 45. CRIME INDEX - CALENDER YEARS (WEIGHTED AVG / 100,000 PEOPLE) - MATJHABENG LOCAL MUNICIPALITY, 2014/2015-2024/2025 [INDEX VALUE]

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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For the period 2014/2015 to 2024/2025 overall crime has decrease at an average annual rate of 1.13% within the Matjhabeng Local Municipality. Violent crime decreased by 1.03% since 2014/2015, while property crimes decreased by 2.01% between the 2014/2015 and 2024/2025 financial years.

TABLE 32. OVERALL CRIME INDEX - MATJHABENG LOCAL MUNICIPALITY AND THE REST OF LEJWELEPUTSWA, 2014/2015-2024/2025 [INDEX VALUE]

	Matjhabeng	Masilonyana	Tokologo	Tswelopele	Nala
2014/2015	165.20	175.55	117.98	137.45	155.63
2015/2016	156.81	174.53	126.23	130.87	140.96
2016/2017	151.32	143.40	116.45	126.19	128.37
2017/2018	138.02	137.88	111.94	116.38	122.10
2018/2019	146.71	133.13	107.68	127.24	118.04
2019/2020	135.37	122.52	120.63	112.47	128.45
2020/2021	113.51	106.49	99.98	115.72	115.85
2021/2022	129.47	147.47	102.11	132.31	138.56
2022/2023	146.00	153.60	134.04	155.66	146.21
2023/2024	155.69	168.84	130.80	175.41	150.27
2024/2025	147.39	170.11	148.46	178.65	142.77
Average Annual growth					
2014/2015-2024/2025	-1.13%	-0.31%	2.32%	2.66%	-0.86%

Source: South Africa Regional eXplorer v2686.

Data compiled on 15 Dec 2025.

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In 2024/2025, the Tswelopele Local Municipality has the highest overall crime rate of the sub-regions within the overall Lejweleputswa District Municipality with an index value of 179. Masilonyana Local Municipality has the second highest overall crime index at 170, with Tokologo Local Municipality having the third highest overall crime index of 148. Matjhabeng Local Municipality has the second lowest overall crime index of 147 and the Nala Local Municipality has the lowest overall crime rate of 143. The region that decreased the most in overall crime since 2014/2015 was Matjhabeng Local Municipality with an average annual decrease of 1.1% followed by Nala Local Municipality with an average annual decrease of 0.9%.

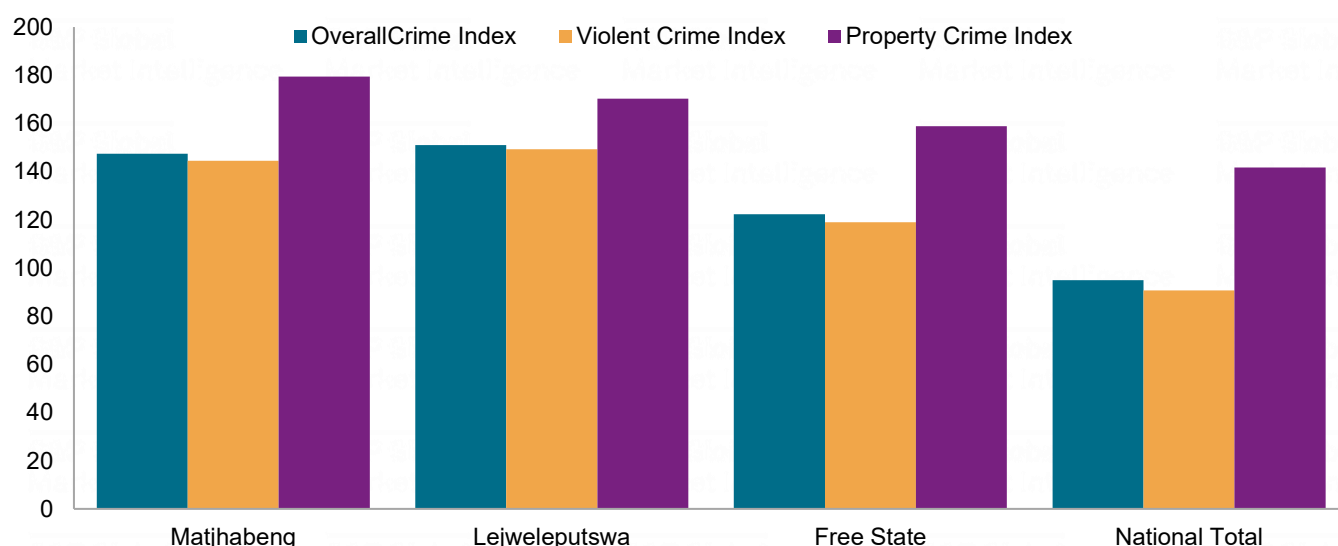


CHART 46. CRIME INDEX - CALENDER YEARS (WEIGHTED AVG / 100,000 PEOPLE) - MATJHABENG, LEJWELEPUTSWA, FREE STATE AND NATIONAL TOTAL, 2024/2025 [INDEX VALUE]

Source: South Africa Regional eXplorer v2686.

Data compiled on 15 Dec 2025.

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From the chart above it is evident that property crime is a major problem for all the regions relative to violent crime.

2.13.33. Household infrastructure

Drawing on the household infrastructure data of a region is of essential value in economic planning and social development. Assessing household infrastructure involves the measurement of four indicators:

- Access to dwelling units
- Access to proper sanitation
- Access to running water
- Access to refuse removal
- Access to electricity

A household is considered "serviced" if it has access to all four of these basic services. If not, the household is considered to be part of the backlog. The way access to a given service is defined (and how to accurately measure that specific Definition over time) gives rise to some distinct problems. S&P Global has therefore developed a unique model to capture the number of households and their level of access to the four basic services.

A household is defined as a group of persons who live together and provide themselves jointly with food and/or other essentials for living, or a single person who lives alone.

The next few sections offer an overview of the household infrastructure of the Matjhabeng Local Municipality between 2024 and 2014.

2.13.33.1. Households by dwelling type

Using the StatsSA definition of a household and a dwelling unit, households can be categorised according to type of dwelling. The categories are:

- **Very formal dwellings** - structures built according to approved plans, e.g. houses on a separate stand, flats or apartments, townhouses, rooms in backyards that also have running water and flush toilets within the dwelling. .
- **Formal dwellings** - structures built according to approved plans, i.e. house on a separate stand, flat or apartment, townhouse, room in backyard, rooms or flatlet elsewhere etc, but without running water or without a flush toilet within the dwelling.

- **Informal dwellings** - shacks or shanties in informal settlements, serviced stands, or proclaimed townships, as well as shacks in the backyards of other dwelling types.
- **Traditional dwellings** - structures made of clay, mud, reeds, or other locally available material.
- **Other dwelling units** - tents, ships, caravans, etc.

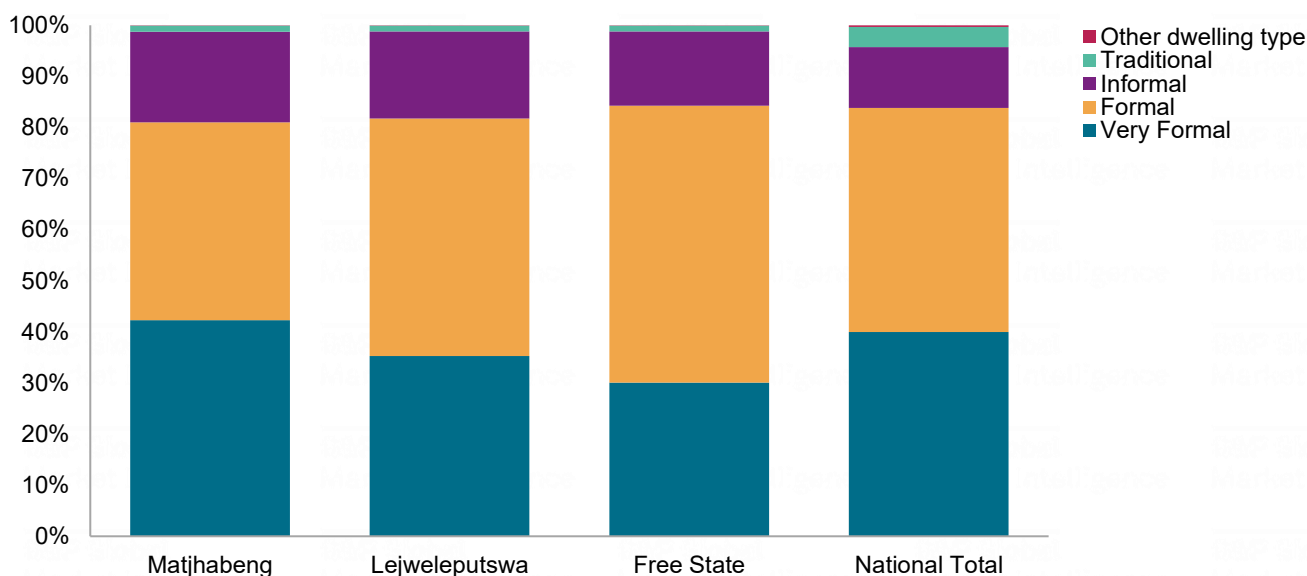


CHART 47. HOUSEHOLDS BY DWELLING UNIT TYPE - MATJHABENG, LEJWELEPUTSWA, FREE STATE AND NATIONAL TOTAL, 2024 [PERCENTAGE]

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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Matjhabeng Local Municipality had a total number of 62 300 (42.28% of total households) very formal dwelling units, a total of 57 100 (38.72% of total households) formal dwelling units and a total number of 26 200 (17.76% of total households) informal dwelling units.

TABLE 33. HOUSEHOLDS BY DWELLING UNIT TYPE - MATJHABENG AND THE REST OF LEJWELEPUTSWA, 2024 [NUMBER]

	Very Formal	Formal	Informal	Traditional	Other dwelling type	Total
Matjhabeng	62,312	57,066	26,181	1,722	104	147,386
Masilonyana	2,988	10,959	1,865	161	5	15,978
Tokologo	817	7,886	1,244	85	3	10,036
Tswelopele	2,252	10,642	2,240	186	3	15,323
Nala	8,156	14,433	5,342	373	16	28,320
Total Lejweleputswa	76,526	100,986	36,872	2,528	131	217,043

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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The region within the Lejweleputswa District Municipality with the highest number of very formal dwelling units is Matjhabeng Local Municipality with 62 300 or a share of 81.43% of the total very

formal dwelling units within Lejweleputswa. The region with the lowest number of very formal dwelling units is Tokologo Local Municipality with a total of 817 or a share of 1.07% of the total very formal dwelling units within Lejweleputswa.

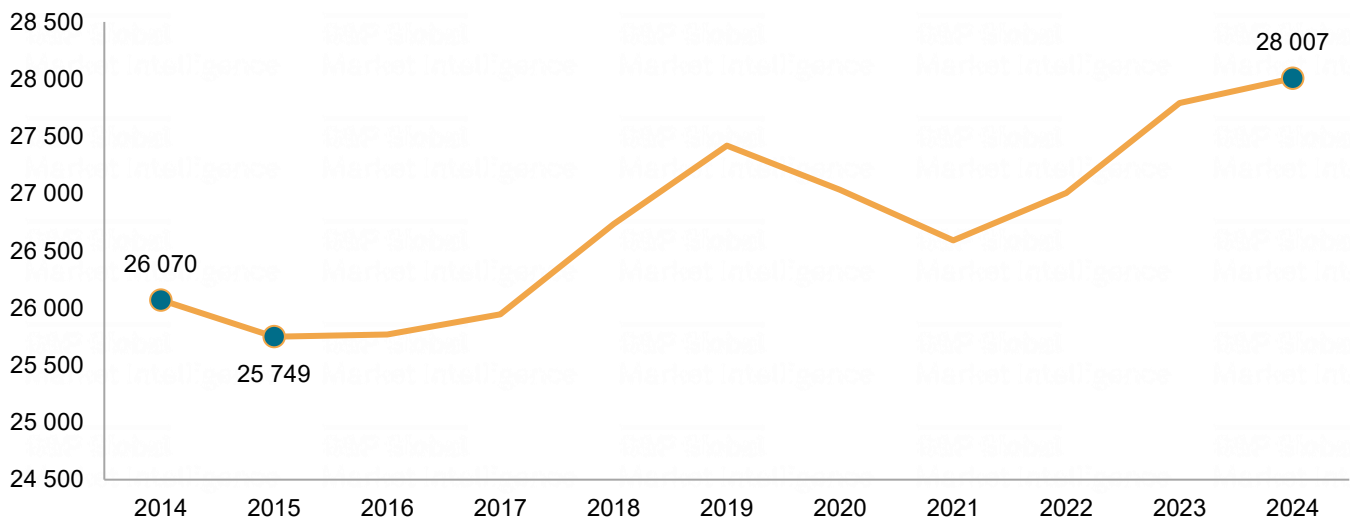


CHART 48. FORMAL DWELLING BACKLOG - NUMBER OF HOUSEHOLDS NOT LIVING IN A FORMAL DWELLING - MATJHABENG LOCAL MUNICIPALITY, 2014-2024 [NUMBER OF HOUSEHOLDS]

Source: South Africa Regional eXplorer v2686.

Data compiled on 15 Dec 2025.

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When looking at the formal dwelling unit backlog (number of households not living in a formal dwelling) over time, it can be seen that in 2014 the number of households not living in a formal dwelling were 26 100 within Matjhabeng Local Municipality. From 2014 this number increased annually at 0.72% to 28 000 in 2024.

The total number of households within Matjhabeng Local Municipality increased at an average annual rate of 1.13% from 2014 to 2024, which is higher than the annual increase of 1.56% in the number of households in South Africa.

2.13.33.2. Households by type of sanitation

Sanitation can be divided into specific types of sanitation to which a household has access. We use the following categories:

- **No toilet** - No access to any of the toilet systems explained below.
- **Bucket system** - A top structure with a seat over a bucket. The bucket is periodically removed and the contents disposed of. (Note: this system is widely used but poses health risks to the collectors. Most authorities are actively attempting to discontinue the use of these buckets in their local regions).

- **Pit toilet** - A top structure over a pit.
- **Ventilation improved pit** - A pit toilet but with a fly screen and vented by a pipe. Depending on soil conditions, the pit may be lined.
- **Flush toilet** - Waste is flushed into an enclosed tank, thus preventing the waste to flow into the surrounding environment. The tanks need to be emptied or the contents pumped elsewhere.

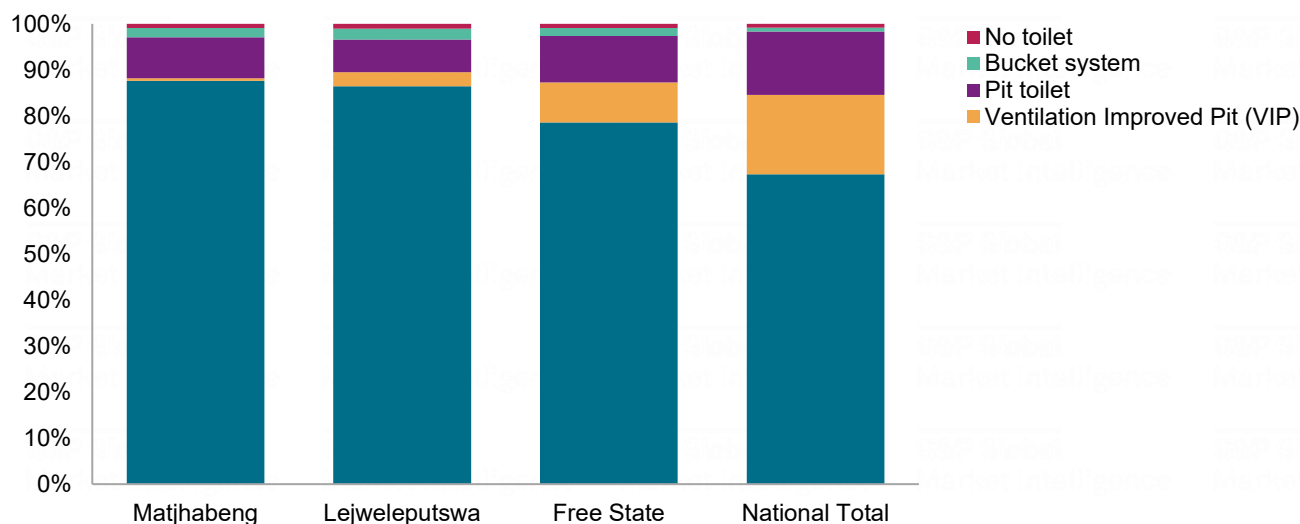


CHART 49. HOUSEHOLDS BY TYPE OF SANITATION - MATJHABENG, LEJWELEPUTSWA, FREE STATE AND NATIONAL TOTAL, 2024 [PERCENTAGE]

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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Matjhabeng Local Municipality had a total number of 129 000 flush toilets (87.63% of total households), 776 Ventilation Improved Pit (VIP) (0.53% of total households) and 13 200 (8.93%) of total households pit toilets.

TABLE 34. HOUSEHOLDS BY TYPE OF SANITATION - MATJHABENG LOCAL MUNICIPALITY AND THE REST OF LEJWELEPUTSWA, 2024 [NUMBER]

	Flush toilet	Ventilation Improved Pit (VIP)	Pit toilet	Bucket system	No toilet	Total
Matjhabeng	129,149	776	13,163	2,943	1,354	147,386
Masilonyana	14,323	162	363	884	247	15,978
Tokologo	3,460	5,468	403	462	244	10,036
Tswelopele	14,392	135	493	27	275	15,323
Nala	26,266	155	888	845	167	28,320
Total Lejweleputswa	187,589	6,696	15,310	5,162	2,286	217,043

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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The region within Lejweleputswa with the highest number of flush toilets is Matjhabeng Local Municipality with 129 000 or a share of 68.85% of the flush toilets within Lejweleputswa. The region with the lowest number of flush toilets is Tokologo Local Municipality with a total of 3 460 or a share of 1.84% of the total flush toilets within Lejweleputswa District Municipality.

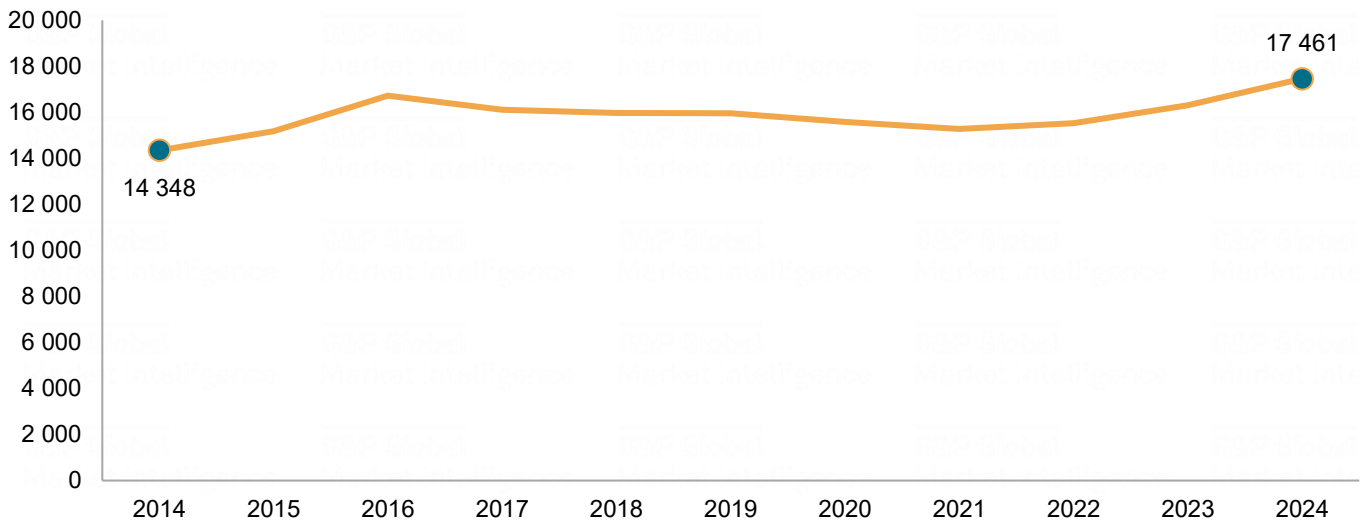


CHART 50. SANITATION BACKLOG - MATJHABENG LOCAL MUNICIPALITY, 2014-2024 [NUMBER OF HOUSEHOLDS WITHOUT HYGIENIC TOILETS]

Source: South Africa Regional eXplorer v2686.
 Data compiled on 15 Dec 2025.
 © 2025 S&P Global.

When looking at the sanitation backlog (number of households without hygienic toilets) over time, it can be seen that in 2014 the number of Households without any hygienic toilets in Matjhabeng Local Municipality was 14 400, this increased annually at a rate of 1.98% to 17 500 in 2024.

The total number of households within Matjhabeng Local Municipality increased at an average annual rate of 1.13% from 2014 to 2024, which is higher than the annual increase of 1.56% in the number of households in South Africa.

Households by access to water

A household is categorised according to its main access to water, as follows: Regional/local water scheme, Borehole and spring, Water tank, Dam/pool/stagnant water, River/stream and other main access to water methods. No formal piped water includes households that obtain water via water carriers and tankers, rain water, boreholes, dams, rivers and springs.

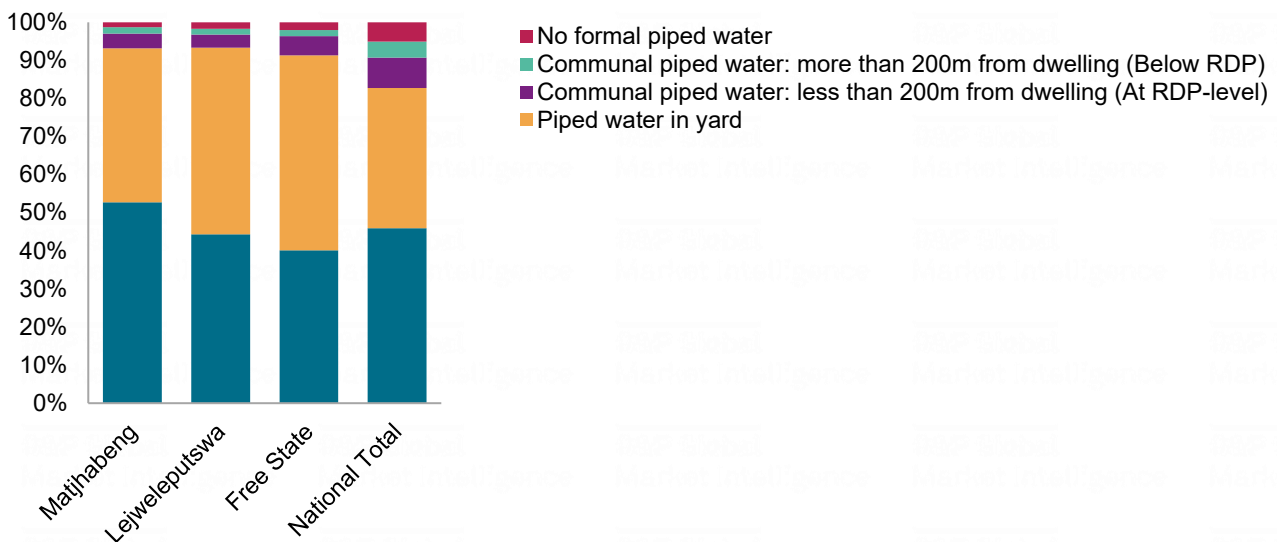


CHART 51. HOUSEHOLDS BY TYPE OF WATER ACCESS - MATJHABENG, LEJWELEPUTSWA, FREE STATE AND NATIONAL TOTAL, 2024 [PERCENTAGE]

Source: South Africa Regional eXplorer v2686.
 Data compiled on 15 Dec 2025.
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Matjhabeng Local Municipality had a total number of 77 700 (or 52.71%) households with piped water inside the dwelling, a total of 59 600 (40.43%) households had piped water inside the yard and a total number of 1 860 (1.26%) households had no formal piped water.

TABLE 35. HOUSEHOLDS BY TYPE OF WATER ACCESS - MATJHABENG AND THE REST OF LEJWELEPUTSWA, 2024 [NUMBER]

	Piped water inside dwelling	Piped water in yard	Communal piped water: less than 200m from dwelling (At RDP-level)	Communal piped water: more than 200m from dwelling (Below RDP)	No formal piped water	Total
Matjhabeng	77,691	59,594	5,790	2,452	1,859	147,386
Masilonyana	3,933	11,347	259	168	270	15,978
Tokologo	1,575	7,553	281	261	366	10,036
Tswelopele	3,147	11,397	245	29	505	15,323
Nala	9,920	16,363	895	456	688	28,320
Total Lejweleputswa	96,266	106,254	7,470	3,365	3,688	217,043

Source: South Africa Regional eXplorer v2686.
 Data compiled on 15 Dec 2025.
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The region within the Lejweleputswa District Municipality with the highest number of households that have piped water inside the dwelling is the Matjhabeng Local Municipality with 77 700 or 80.70% of the households. The region with the lowest number of households that have piped water inside the dwelling is the Tokologo Local Municipality with a total of 1 580 or 1.64% of the households.

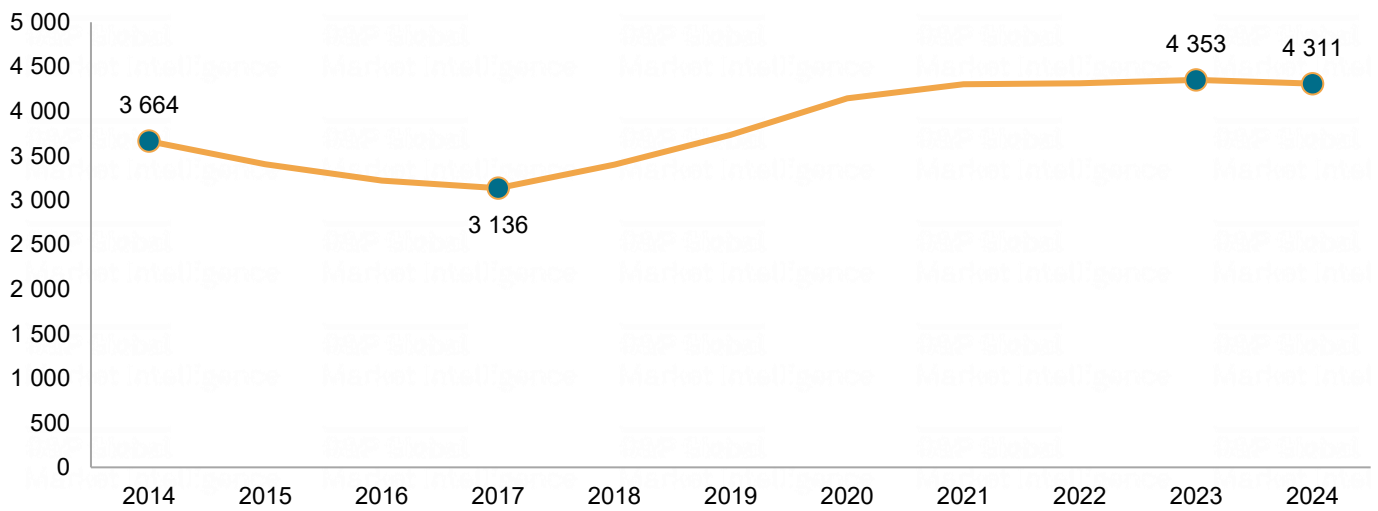


CHART 52. WATER BACKLOG - MATJHABENG LOCAL MUNICIPALITY, 2014-2024 [NUMBER OF HOUSEHOLDS BELOW RDP-LEVEL]

Source: South Africa Regional eXplorer v2686.
 Data compiled on 15 Dec 2025.
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When looking at the water backlog (number of households below RDP-level) over time, it can be seen that in 2014 the number of households below the RDP-level were 3 660 within Matjhabeng Local Municipality, this increased annually at 1.64% per annum to 4 310 in 2024.

The total number of households within Matjhabeng Local Municipality increased at an average annual rate of 1.13% from 2014 to 2024, which is higher than the annual increase of 1.56% in the number of households in South Africa.

2.13.33.3. Households by type of electricity

Households are distributed into 3 electricity usage categories: Households using electricity for cooking, Households using electricity for heating, households using electricity for lighting. Household using solar power are included as part of households with an electrical connection. This time series categorises households in a region according to their access to electricity (electrical connection).

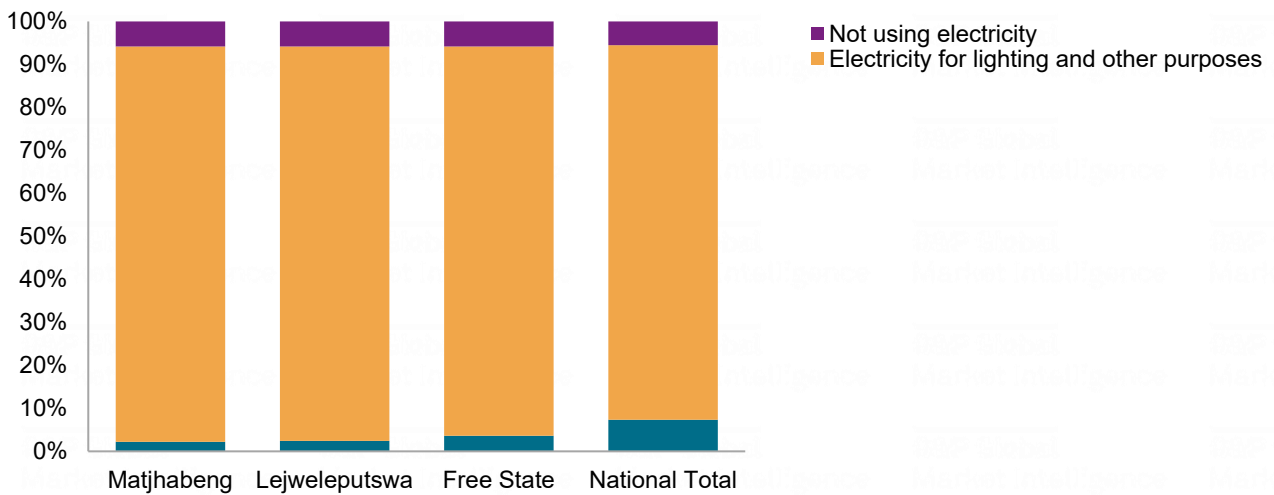


CHART 53. HOUSEHOLDS BY TYPE OF ELECTRICAL CONNECTION - MATJHABENG, LEJWELEPUTSWA, FREE STATE AND NATIONAL TOTAL, 2024 [PERCENTAGE]

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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Matjhabeng Local Municipality had a total number of 3 250 (2.21%) households with electricity for lighting only, a total of 136 000 (92.01%) households had electricity for lighting and other purposes and a total number of 8 520 (5.78%) households did not use electricity.

TABLE 36. HOUSEHOLDS BY TYPE OF ELECTRICAL CONNECTION - MATJHABENG AND THE REST OF LEJWELEPUTSWA, 2024 [NUMBER]

	Electricity for lighting only	Electricity for lighting and other purposes	Not using electricity	Total
Matjhabeng	3,253	135,608	8,524	147,386
Masilonyana	621	14,404	953	15,978
Tokologo	266	8,931	839	10,036
Tswelopele	324	14,295	704	15,323
Nala	779	25,950	1,591	28,320
Total Lejweleputswa	5,244	199,189	12,610	217,043

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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The region within Lejweleputswa with the highest number of households with electricity for lighting and other purposes is Matjhabeng Local Municipality with 136 000 or a share of 68.08% of the households with electricity for lighting and other purposes within Lejweleputswa District Municipality. The region with the lowest number of households with electricity for lighting and other purposes is Tokologo Local Municipality with a total of 8 930 or a share of 4.48% of the total households with electricity for lighting and other purposes within Lejweleputswa District Municipality.

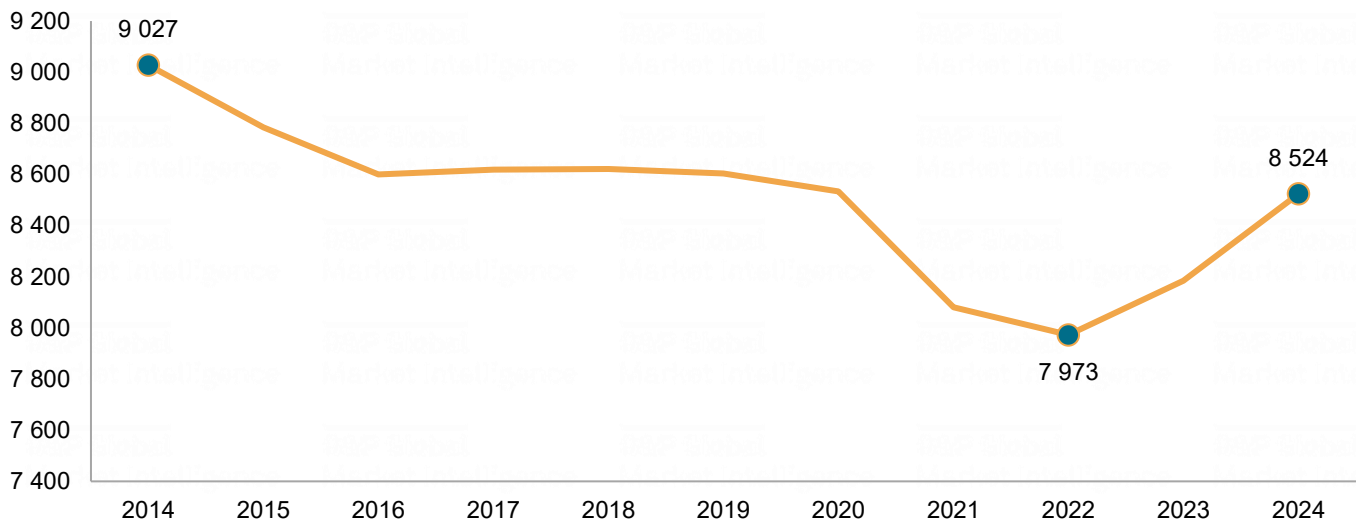


CHART 54. ELECTRICITY CONNECTION - MATJHABENG LOCAL MUNICIPALITY, 2014-2024 [NUMBER OF HOUSEHOLDS WITH NO ELECTRICAL CONNECTION]

Source: South Africa Regional eXplorer v2686.
 Data compiled on 15 Dec 2025.
 © 2025 S&P Global.

When looking at the number of households with no electrical connection over time, it can be seen that in 2014 the households without an electrical connection in Matjhabeng Local Municipality was 9 030, this decreased annually at -0.57% per annum to 8 520 in 2024.

12.13.33.4. Households by refuse disposal

A distinction is made between formal and informal refuse removal. When refuse is removed by the local authorities, it is referred to as “formal refuse removal”. Informal refuse removal is where either the household or the community disposes of the waste, or where there is no refuse removal at all. A further breakdown is used in terms of the frequency by which the refuse is taken away, thus leading to the following categories:

- Removed weekly by authority
- Removed less often than weekly by authority
- Removed by community members
- Personal removal / (own dump)
- No refuse removal

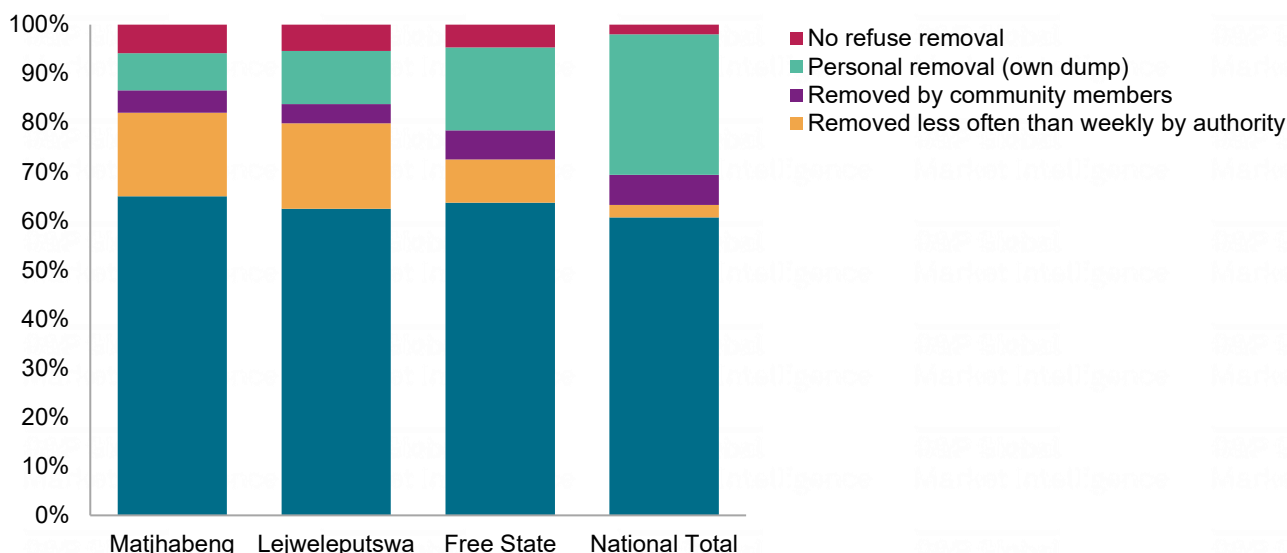


CHART 55. HOUSEHOLDS BY REFUSE DISPOSAL - MATJHABENG, LEJWELEPUTSWA, FREE STATE AND NATIONAL TOTAL, 2024 [PERCENTAGE]

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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Matjhabeng Local Municipality had a total number of 95 800 (65.00%) households which had their refuse removed weekly by the authority, a total of 25 100 (17.03%) households had their refuse removed less often than weekly by the authority and a total number of 11 200 (7.58%) households which had to remove their refuse personally (own dump).

TABLE 37. HOUSEHOLDS BY REFUSE DISPOSAL - MATJHABENG AND THE REST OF LEJWELEPUTSWA, 2024 [NUMBER]

	Removed weekly by authority	Removed less often than weekly by authority	Removed by community members	Personal removal (own dump)	No refuse removal	Total
Matjhabeng	95,803	25,094	6,727	11,170	8,592	147,386
Masilonyana	6,757	4,572	406	3,308	935	15,978
Tokologo	2,796	2,017	671	4,190	362	10,036
Tswelopele	12,861	188	246	1,422	606	15,323
Nala	17,391	5,938	478	3,349	1,163	28,320
Total Lejweleputswa	135,609	37,809	8,528	23,439	11,658	217,043

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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The region within Lejweleputswa with the highest number of households where the refuse is removed weekly by the authority is Matjhabeng Local Municipality with 95 800 or a share of 70.65% of the households where the refuse is removed weekly by the authority within Lejweleputswa. The region with the lowest number of households where the refuse is removed weekly by the authority is Tokologo Local Municipality with a total of 2 800 or a share of 2.06% of the total households where the refuse is removed weekly by the authority within the district municipality.

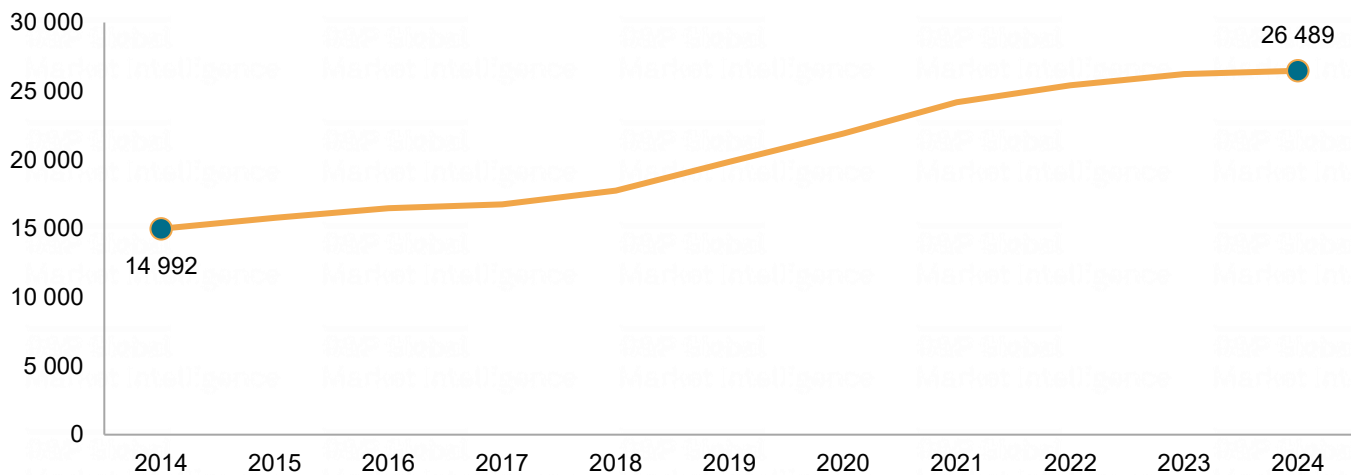


CHART 56. REFUSE REMOVAL - MATJHABENG LOCAL MUNICIPALITY, 2014-2024 [NUMBER OF HOUSEHOLDS WITH NO FORMAL REFUSE REMOVAL]

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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When looking at the number of households with no formal refuse removal, it can be seen that in 2014 the households with no formal refuse removal in Matjhabeng Local Municipality was 15 000, this increased annually at 5.86% per annum to 26 500 in 2024.

The total number of households within Matjhabeng Local Municipality increased at an average annual rate of 1.13% from 2014 to 2024, which is higher than the annual increase of 1.56% in the number of households in South Africa.

2.13.34. Tourism

Tourism can be defined as the non-commercial organisation plus operation of vacations and visits to a place of interest. Whether you visit a relative or friend, travel for business purposes, go on holiday or on medical and religious trips - these are all included in tourism.

Trips by purpose of trips

Definition: As defined by the United Nations World Tourism Organisation (UN WTO), a trip refers to travel, by a person, from the time they leave their usual residence until they return to that residence. This is usually referred to as a round trip. S&P Global likes to narrow this definition down to overnight trips only, and only those made by adult visitors (over 18 years). Also note that the number of "person" trips are measured, not household or "party trips".

The main purpose for an overnight trip is grouped into these categories:

- Leisure / Holiday
- Business

- Visits to friends and relatives
- Other (Medical, Religious, etc.)

TABLE 38. NUMBER OF TRIPS BY PURPOSE OF TRIPS - MATJHABENG LOCAL MUNICIPALITY, 2014-2024 [NUMBER PERCENTAGE]

	Leisure / Holiday	Business	Visits to friends and relatives	Other (Medical, Religious, etc)	Total
2014	27,000	17,500	177,000	25,900	248,000
2015	25,600	17,900	174,000	19,900	238,000
2016	27,000	21,500	182,000	18,100	248,000
2017	29,800	21,300	187,000	16,100	254,000
2018	33,700	20,100	191,000	16,400	261,000
2019	36,600	18,200	177,000	17,500	249,000
2020	26,200	11,000	113,000	12,400	162,000
2021	26,800	12,100	92,500	11,300	143,000
2022	45,700	23,900	122,000	18,700	210,000
2023	64,000	36,700	155,000	22,800	279,000
2024	71,700	43,900	174,000	21,300	311,000
Average Annual growth					
2014-2024	10.24%	9.62%	-0.17%	-1.92%	2.30%

Source: South Africa Regional eXplorer v2686.
 Data compiled on 15 Dec 2025.
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In Matjhabeng Local Municipality, the Leisure / Holiday, relative to the other tourism, recorded the highest average annual growth rate from 2014 (27 000) to 2024 (71 700) at 10.24%. Visits to friends and relatives recorded the highest number of visits in 2024 at 174 000, with an average annual growth rate of -0.17%. The tourism type that recorded the lowest growth was Other (Medical, Religious, etc) tourism with an average annual growth rate of -1.92% from 2014 (25 900) to 2024 (21 300).

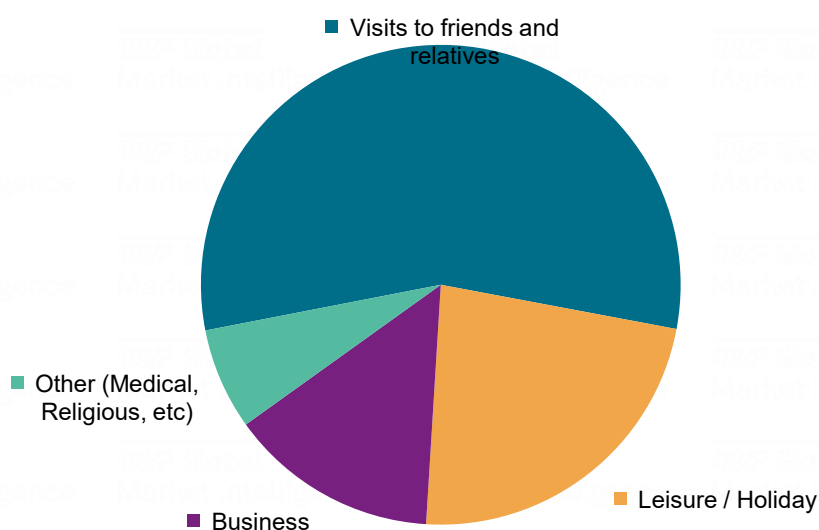


CHART 57. TRIPS BY PURPOSE OF TRIP - MATJHABENG LOCAL MUNICIPALITY, 2024 [PERCENTAGE]

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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The Visits to friends and relatives at 56.01% has largest share the total tourism within Matjhabeng Local Municipality. Leisure / Holiday tourism had the second highest share at 23.03%, followed by Business tourism at 14.12% and the Other (Medical, Religious, etc) tourism with the smallest share of 6.84% of the total tourism within Matjhabeng Local Municipality.

2.13.34.1. Origin of tourists

In the following table, the number of tourists that visited Matjhabeng Local Municipality from both domestic origins, as well as those coming from international places, are listed.

TABLE 39. TOTAL NUMBER OF TRIPS BY ORIGIN TOURISTS - MATJHABENG LOCAL MUNICIPALITY, 2014-2024 [NUMBER]

	Domestic tourists	International tourists	Total tourists
2014	171,000	77,200	248,000
2015	165,000	72,500	238,000
2016	165,000	83,200	248,000
2017	169,000	85,200	254,000
2018	174,000	87,500	261,000
2019	163,000	86,100	249,000
2020	133,000	29,300	162,000
2021	121,000	21,700	143,000
2022	160,000	50,200	210,000
2023	203,000	75,900	279,000
2024	229,000	81,800	311,000
Average Annual growth			
2014-2024	3.00%	0.58%	2.30%

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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The number of trips by tourists visiting Matjhabeng Local Municipality from other regions in South Africa has increased at an average annual rate of 3.00% from 2014 (171 000) to 2024 (229 000). The tourists visiting from other countries increased at an average annual growth rate of 0.58% (from 77 200 in 2014 to 81 800). International tourists constitute 26.29% of the total number of trips, with domestic tourism representing the balance of 73.71%.

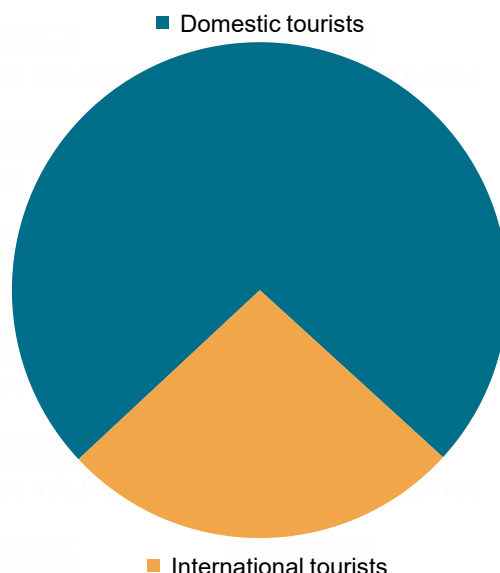


CHART 58. TOURISTS BY ORIGIN - MATJHABENG LOCAL MUNICIPALITY, 2024 [PERCENTAGE]

Source: South Africa Regional eXplorer v2686.

Data compiled on 15 Dec 2025.

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2.13.34.2. Bednights by origin of tourist

Definition: A bed night is the tourism industry measurement of one night away from home on a single person trip.

The following is a summary of the number of bed nights spent by domestic and international tourist within Matjhabeng Local Municipality between 2014 and 2024.

TABLE 40. BEDNIGHTS BY ORIGIN OF TOURIST - MATJHABENG LOCAL MUNICIPALITY, 2014-2024 [NUMBER]

	Domestic tourists	International tourists	Total tourists
2014	537,000	830,000	1,370,000
2015	503,000	838,000	1,340,000
2016	638,000	1,030,000	1,660,000
2017	776,000	1,140,000	1,910,000
2018	932,000	1,190,000	2,130,000
2019	976,000	1,220,000	2,200,000
2020	796,000	433,000	1,230,000
2021	712,000	334,000	1,050,000
2022	1,020,000	796,000	1,810,000
2023	1,330,000	1,170,000	2,490,000
2024	1,380,000	1,220,000	2,600,000
Average Annual growth			
2014-2024	9.87%	3.93%	6.63%

Source: South Africa Regional eXplorer v2686.

Data compiled on 15 Dec 2025.

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From 2014 to 2024, the number of bed nights spent by domestic tourists has increased at an average annual rate of 9.87%, in the same period the international tourists had an average annual

increase of 3.93%. The total number of bed nights spent by tourists increased at an average annual growth rate of 6.63% from 1.37 million in 2014 to 2.6 million in 2024.

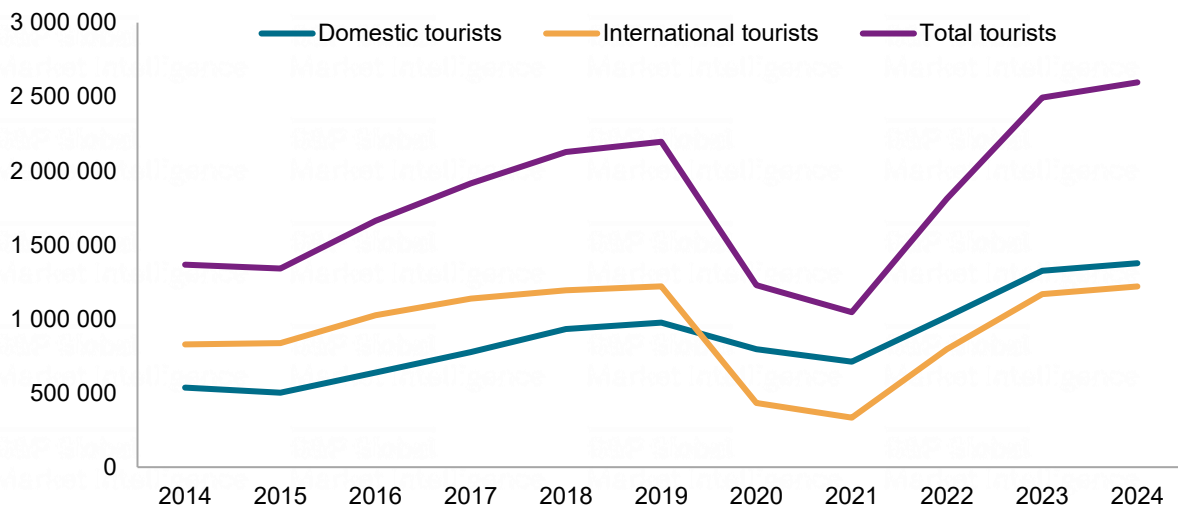


CHART 59. GROWTH IN TOURISM (USING BEDNIGHTS) BY ORIGIN - MATJHABENG LOCAL MUNICIPALITY, 2014-2024 [NUMBER]

Source: South Africa Regional Explorer v2686.
Data compiled on 15 Dec 2025.
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2.13.34.3. Tourism spending

Definition: In their Tourism Satellite Account, StatsSA defines tourism spending as all expenditure by visitors for their trip to the particular region. This excludes capital expenditure as well as the shopping expenditure of traders (called shuttle trade). The amounts are presented in current prices, meaning that inflation has not been taken into account.

It is important to note that this type of spending differs from the concept of contribution to GDP. Tourism spending merely represents a nominal spend of trips made to each region.

TABLE 41. TOTAL TOURISM SPENDING - MATJHABENG, LEJWELEPUTSWA, FREE STATE AND NATIONAL TOTAL, 2014-2024 [R BILLIONS, CURRENT PRICES]

	Matjhabeng	Lejweleputswa	Free State	National Total
2014	0.9	1.4	11.3	275.4
2015	0.8	1.2	10.4	253.9
2016	0.8	1.3	11.7	277.6
2017	0.8	1.2	11.3	264.0
2018	0.9	1.4	12.6	293.2
2019	1.3	2.1	18.9	411.3
2020	0.7	1.1	10.8	241.2
2021	0.8	1.3	13.6	290.7
2022	1.5	2.4	22.5	455.8
2023	1.5	2.6	23.8	481.0
2024	1.6	2.7	25.3	504.1
Average Annual growth				
2014-2024	6.28%	7.17%	8.37%	6.23%

Source: South Africa Regional eXplorer v2686.

Data compiled on 15 Dec 2025.

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Matjhabeng Local Municipality had a total tourism spending of R 1.62 billion in 2024 with an average annual growth rate of 6.3% since 2014 (R 881 million). Lejweleputswa District Municipality had a total tourism spending of R 2.71 billion in 2024 and an average annual growth rate of 7.2% over the period. Total spending in Free State Province increased from R 11.3 billion in 2014 to R 25.3 billion in 2024 at an average annual rate of 8.4%. South Africa as whole had an average annual rate of 6.2% and increased from R 275 billion in 2014 to R 504 billion in 2024.

Tourism spend per resident capita

Another interesting topic to look at is tourism spending per resident capita. To calculate this, the total amount of tourism spending in the region is divided by the number of residents living within that region. This gives a relative indication of how important tourism is for a particular area.

TABLE 42. TOURISM SPEND PER RESIDENT CAPITA - MATJHABENG LOCAL MUNICIPALITY AND THE REST OF LEJWELEPUTSWA, 2014,2019 AND 2024 [R THOUSANDS]

	2014	2019	2024
Matjhabeng	R 2,084	R 3,017	R 3,567
Masilonyana	R 1,964	R 3,399	R 4,675
Tokologo	R 2,424	R 3,783	R 5,457
Tswelopele	R 2,487	R 3,911	R 5,699
Nala	R 1,846	R 2,916	R 4,304

Source: South Africa Regional eXplorer v2686.

Data compiled on 15 Dec 2025.

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In 2024, Matjhabeng Local Municipality had a tourism spend per capita of R 3,570 and an average annual growth rate of 5.52%, Matjhabeng Local Municipality ranked lowest amongst all the regions within Lejweleputswa in terms of tourism spend per capita. The region within

Lejweleputswa District Municipality that ranked first in terms of tourism spend per capita is Tswelopele Local Municipality with a total per capita spending of R 5,700 which reflects an average annual increase of 8.65% from 2014.

2.13.34.4. Tourism spends as a share of GDP

Definition: This measure presents tourism spending as a percentage of the GDP of a region. It provides a gauge of how important tourism is to the local economy. An important note about this variable is that it does not reflect what is spent in the tourism industry of that region, but only what is spent by tourists visiting that region as their main destination.

TABLE 43. TOTAL SPENDING AS % SHARE OF GDP - MATJHABENG, LEJWELEPUTSWA, FREE STATE AND NATIONAL TOTAL, 2014-2024 [PERCENTAGE]

	Matjhabeng	Lejweleputswa	Free State	National Total
2014	4.1%	4.3%	5.6%	6.7%
2015	3.5%	3.6%	4.8%	5.7%
2016	3.4%	3.5%	5.0%	5.8%
2017	3.1%	3.2%	4.5%	5.2%
2018	3.5%	3.6%	4.8%	5.5%
2019	4.7%	5.0%	6.8%	7.3%
2020	2.5%	2.7%	3.9%	4.3%
2021	2.5%	2.8%	4.4%	4.7%
2022	4.5%	4.9%	6.8%	6.8%
2023	4.8%	5.2%	6.9%	6.8%
2024	4.9%	5.2%	6.9%	6.9%

Source: South Africa Regional eXplorer v2686.
Data compiled on 15 Dec 2025.
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In Matjhabeng Local Municipality the tourism spending as a percentage of GDP in 2024 was 4.87%. Tourism spending as a percentage of GDP for 2024 was 5.25% in Lejweleputswa District Municipality, 6.93% in Free State Province. Looking at South Africa as a whole, it can be seen that total tourism spending had a total percentage share of GDP of 6.86%.

2.13.35. International trade

Trade is defined as the act of buying and selling, with international trade referring to buying and selling across international border, more generally called importing and exporting. The Trade Balance is calculated by subtracting imports from exports.

2.13.35.1. Relative importance of international trade

In the table below, the Matjhabeng Local Municipality is compared to Lejweleputswa, Free State Province and South Africa, in terms of actual imports and exports, the Trade Balance, as well the contribution to GDP and the region's contribution to total national exports and imports.

TABLE 44. MERCHANDISE EXPORTS AND IMPORTS - MATJHABENG, LEJWELEPUTSWA, FREE STATE AND NATIONAL TOTAL, 2024 [R 1000, CURRENT PRICES]

	Matjhabeng	Lejweleputswa	Free State	National Total
Exports (R 1000)	1,604,768	2,265,372	12,085,546	2,029,210,156
Imports (R 1000)	494,107	1,524,897	12,241,356	1,781,375,000
Total Trade (R 1000)	2,098,875	3,790,270	24,326,902	3,810,585,156
Trade Balance (R 1000)	1,110,660	740,475	-155,810	247,835,156
Exports as % of GDP	4.8%	4.4%	3.3%	27.6%
Total trade as % of GDP	6.3%	7.3%	6.7%	51.8%
Regional share - Exports	0.1%	0.1%	0.6%	100.0%
Regional share - Imports	0.0%	0.1%	0.7%	100.0%
Regional share - Total Trade	0.1%	0.1%	0.6%	100.0%

Source: South Africa Regional eXplorer v2686.

Data compiled on 15 Dec 2025.

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The merchandise export from Matjhabeng Local Municipality amounts to R 1.6 billion and as a percentage of total national exports constitutes about 0.08%. The exports from Matjhabeng Local Municipality constitute 4.83% of total Matjhabeng Local Municipality's GDP. Merchandise imports of R 494 million constitute about 0.03% of the national imports. Total trade within Matjhabeng is about 0.06% of total national trade. Matjhabeng Local Municipality had a positive trade balance in 2024 to the value of R 1.11 billion.

CHART 60. IMPORT AND EXPORTS IN MATJHABENG LOCAL MUNICIPALITY, 2014-2024 [R 1000]

Source: South Africa Regional eXplorer v2686.

Data compiled on 15 Dec 2025.

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Analysing the trade movements over time, total trade increased from 2014 to 2024 at an average annual growth rate of 21.09%. Merchandise exports increased at an average annual rate of 20.87%, with the highest level of exports of R 1.6 billion experienced in 2024. Merchandise imports increased at an average annual growth rate of 21.81% between 2014 and 2024, with the lowest level of imports experienced in 2014.

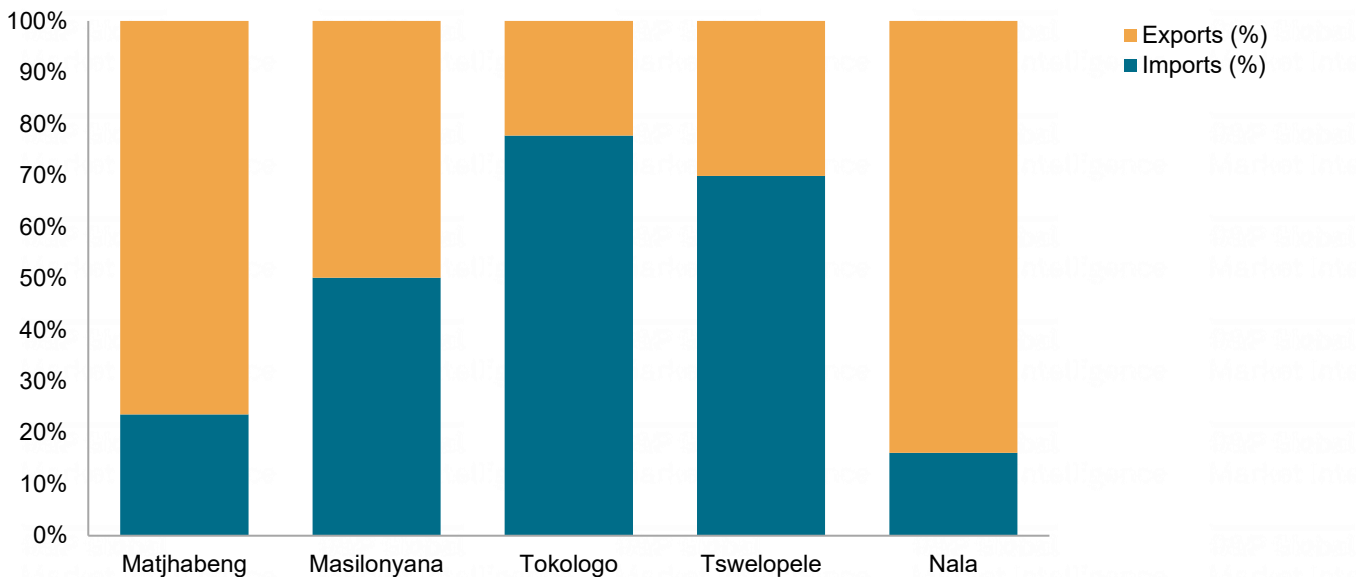


CHART 61. MERCHANDISE EXPORTS AND IMPORTS - MATJHABENG AND THE REST OF LEJWELEPUTSWA, 2024 [PERCENTAGE]

Source: South Africa Regional eXplorer v2686.
 Data compiled on 15 Dec 2025.
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When comparing the Matjhabeng Local Municipality with the other regions in the Lejweleputswa District Municipality, Matjhabeng has the biggest amount of international trade (when aggregating imports and exports, in absolute terms) with a total of R 2.1 billion. This is also true for exports - with a total of R 1.6 billion in 2024. Masilonyana had the lowest total trade figure at R 78.2 million. The Masilonyana also had the lowest exports in terms of currency value with a total of R 39 million exports.

2.14. Educational Facilities

As reflected in the plan below, there are presently a total of 275 educational facilities in Matjhabeng Local Municipality. These are made up of the following:

- Adult Basic Education and Training Facilities
- Early Childhood Development Facilities
- Further Education and Training Facilities
- Rural/Farm Schools
- Private School
- Public Schools

In terms of the existing provision of educational facilities measured against the proposed standards, the anticipated need is indicated in the table below.

Urban Area	Population	Required	Provided	
------------	------------	----------	----------	--

		1 per 7 000	1 per 500	Primary	Secondary	Vacant school sites
Allanridge/Nyakallong	19 337	3	2	4	2	8
Odendaalrus/Kultwanong	63 743	9	5	10	7	22
Welkom/Thabong	211 011	28	17	31	11	37
Virginia/Meloding	66 208	9	5	15	6	21
Hennenman/Phomolong	24 167	3	2	4	2	12
Ventersburg/Mmamahabane	11 260	2	1	3	1	5

Backlog of educational facilities per area according to Council of Scientific and Industrial research guideline

2.15. Disaster Management

This situational analysis will provide a comprehensive overview of the disaster management landscape in Matjhabeng Local Municipality, helping stakeholders to develop and enhance their strategies for mitigating, responding to, and recovering from disasters.

2.15.1. Legislation that informs the development of Disaster Management Plan:

2.15.1.1. Disaster Management Act No. 57 of 2002

Streamlines and unify disaster management and promotes a risk reduction approach particularly at provincial and local levels. It eliminates the confusion around disaster declaration and addresses current legislative gaps.

2.15.1.2. Fire Brigade Services Act (Act 99 of 1987)

Its main purpose is to regulate fire services, ensuring they are properly organized and managed at the local government level, with oversight from national and provincial authorities. The Act also outlines qualifications and experience for fire officers and governs the operational aspects of fire brigades to enhance public safety and effective firefighting

2.15.1.3. Veld and Forest Act (ACT 101 of 1998)

Its primary purpose is to prevent and combat wildfires by regulating activities that could cause veld fires, promote fire prevention measures, and facilitate coordinated firefighting efforts. The Act also includes danger periods, impose fire restrictions, and enforce penalties for non-compliance, thereby helping to conserve natural vegetation and protect the environment and property from fire damage.

2.15.1.4. Safety at Sport and Recreation Events Act (Act 2 of 2010)

Is a South African law designed to ensure the safety and security of spectators and participants at sport and recreational event. The Act provides a legal framework for event organizers to implement appropriate safety measures, including crowd control, emergency preparedness, and risk management. It also establishes responsibilities for various roles players-such as event

organizers, security personnel, and law enforcement-to maintain order and protect public safety during events. The law aims to minimize risks and prevent incidents that could endanger lives or property at such gatherings.

2.15.1.5. National Disaster Management Framework (Notice 654 of 2005)

The framework provides guidelines for the development of the provincial and municipal disaster management frameworks.

2.15.1.6. Local Government Municipal Systems Act No. 32 of 2000

Chapter 5, Section 26 (g) of the act, stipulates that a municipal Integrated Development Plan must reflect an applicable disaster management plan.

2.15.2. Status quo analysis

Matjhabeng Local Municipality has an existing disaster management plan that was reviewed and approved on the 30th of May 2023 as an annexure to the Final IDP. The Fire Management Plan is also in its draft state awaiting to be approved. The Municipality has a disaster management focal person who is responsible for disaster management issues and implementation of the plan.

The Matjhabeng Local Municipality Disaster Management status quo report indicates that there is full coverage of the national coverage Sim Based Radio, thus making sending and receiving communication possible anywhere in South Africa. This is covered by mobile coverage.

2.15.3. Status quo of sector plans

Sector plan	Status quo	Adopted/approved
Disaster Management plan	Reviewed	30 May 2023
Fire Management plan	Still a draft	Still to be approved

2.15.4. List of Major Hazards

Hazard	Potential Consequences
Animal disease	Most animal disease emergencies present little direct threat to human health, however the cost in purely economic terms may be particularly significant. Many rural residents rely on their animals and subsistence, and there are several larger animal-based industries in the province.

Fire (veld/structural)	Loss of life, (loss of breadwinner), severe injury, loss of homes, loss of crops, stock losses, loss of grazing land, loss of income, disruption of economy. Stretching of the emergency response capability.
Flood/severe storm, rainfall and landslides	Loss of life, (loss of breadwinner), severe injury, loss of homes, loss of stock, loss of oncome, increased risk of disease.
Hazardous material	Loss of life, (loss of breadwinner), severe injury, evacuation of large areas, fires, explosions, ground and air pollution. Road and rail transport traveling through the province carrying dangerous chemicals and corrosive substances poses the threat of a significantly dangerous accident
Human Epidemic	Loss of life, (loss of breadwinner), extended illness, loss of employment because of absenteeism, over-taxing of the medical response capability.
Major infrastructure failure	Loss of electrical power causing lack of heating, lack of refrigeration, limited fuel supplies, loss of employment through closures of industry. Loss of communications, leading to severe impact on the Provincial disaster co-ordination ability. Loss of telephone, fax, computer (internet), automated teller machines, electronic sales.
Major transportation	Loss of life, (loss of breadwinner), severe injury, loss of income, stretching of response and medical capability. Transport could involve aircraft, trains, tour coaches, school busses, taxi, or heavy transport vehicles.
Terrorist activity	Loss of life, (loss of breadwinner), severe injury, loss of income . Combination of the consequences from all other hazards dependent upon the type of terrorist activity employed.
Water contamination	Increased disease, loss of life, loss of stock, pressure on health facilities.
Heat wave	Excessive drought, loss of crops, diseases, loss of life.
Extreme cold	Loss of livestock, loss of crops, diseases.
Hostage/hijack incidents	Loss of human life, economic loss
Snow	Economic loss, loss of human life, livestock and infrastructure.

2.15.5. Disaster Management overview on Institutional Arrangements

Role/Activity/Project	Responsible Dept.	Linkage with DM Plan	Budget and funding source	Timelines	Comments
Establishment of Matjhabeng Disaster Management Centre incorporating a fire satellite station	MIG, Community Services	<ul style="list-style-type: none"> • Preparedness • Response • Recovery/ rehabilitation • Mitigation • Relieve 	R 21 000 000.00	2024/2025 to 2026/2027	To be registered on MIG projects

Procurement of Special Fleet and equipment for Fire and Disaster Management	MIG, Community Services	<ul style="list-style-type: none"> • Preparedness • Response • Recovery/ rehabilitation • Mitigation • Relieve 	R 17 000 000.00	2024/2025 to 2026/2027	Make application for grant funding
Upgrade of the Fire Training Academy	MIG, Community Services	<ul style="list-style-type: none"> • Preparedness • Response • Recovery/ rehabilitation • Mitigation • Relieve 	R 5 000 000.00	2024/2025 to 2026/2027	Make application for grant funding

2.16. Level of Governance

The Matjhabeng Local Municipality is made up of 36 wards and its Council consists of 36 directly elected ward Councillors and 36 proportionally elected Councillors. In keeping and efficiently and seamless communication with communities, the ward Councillor chairs ward committees as part of promoting participatory democracy. In the Municipality's commitment to ward-based planning, we have completed the process of electing ward committees in all 23 wards in the locality such as to ensure proper consultation cascades even to the basic units in our community. Below is the detailed outline of the party seat allocation that compose Council of Matjhabeng Local Municipality as determined by the Independent Electoral Commission and general votes each party received for inclusion for representation in Council.

Party Name	Total valid votes	Total valid votes/Quota	Round allocation	Remainder	Ranking of remainder	Round of allocation	Total Party seats
African Christian Democratic Party	913	0,3841	0	0,3841	9	0	0
African Content Movement	560	0,2356	0	0,2356	12	0	0
African Democratic Change	4 267	1,7951	1	0,7951	3	1	2
African National Congress	92 640	38,9735	38	0,9735	1	1	39
African People's Convention	689	0,2899	0	0,2899	10	0	0
African Transformation Movement	1 434	0,6033	0	0,6033	4	1	1
Agency For New Agenda	211	0,0888	0	0,0888	18	0	0
Congress Of the People	1 117	0,4699	0	0,4699	6	1	1
Democratic Alliance	37 654	15,8410	15	0,8410	2	1	16
Economic Freedom Fighters	19 999	8,4135	8	0,4135	7	1	9
Forum 4 Service Delivery	520	0,2188	0	0,2188	13	0	0
Independent Civic Organisation of South Africa	291	0,1224	0	0,1224	16	0	0
Independent South African National Civic Organisation	3 571	1,5023	1	0,5023	5	1	2
Inkatha Freedom Party	369	0,1552	0	0,1552	15	0	0
Patriotic Alliance	937	0,3942	0	0,3942	8	0	0

Patriotic Front of Azania	402	0,1691	0	0,1691	14	0	0
Power Of Africans Unity	226	0,0951	0	0,0951	17	0	0
Vryheid front Plus	5 334	2,2440	2	0,2440	11	0	2
Total	171 134		65			7	72

Source: Independent Electoral Commission: Local Government results 2021

Party Name	Ward		PR		Total (Ward + PR)	
	Total % valid votes	Total % valid votes	Total % valid votes	Total % valid votes	Total % valid votes	% Total valid votes
African Christian Democratic Party	454	0,52%	459	0,53%	913	0,53%
African Content Movement	0	0,00%	560	0,65%	560	0,32%
African Democratic Change	2 113	2,44%	2 154	2,49%	4 267	2,46%
African National Congress	46 035	53,08%	46 605	53,88%	92 640	53,48%
African People's Convention	433	0,50%	256	0,30%	689	0,40%
African Transformation Movement	729	0,84%	705	0,82%	1 434	0,83%
Agency For New Agenda	85	0,10%	126	0,15%	211	0,12%
Congress Of The People	424	0,49%	693	0,80%	1 117	0,64%
Democratic Alliance	18 785	21,66%	18 869	21,82%	37 654	21,74%
Economic Freedom Fighters	9 906	11,42%	10 093	11,67%	19 999	11,55%
Forum 4 Service Delivery	249	0,29%	271	0,31%	520	0,30%
Independent	2 078	2,40%	-	-	2 078	1,20%
Independent Civic Organisation OfSouth Africa	87	0,10%	204	0,24%	291	0,17%
Independent South African National Civic Organisation	1 801	2,08%	1 770	2,05%	3 571	2,06%
Inkatha Freedom Party	82	0,09%	287	0,33%	369	0,21%
Patriotic Alliance	422	0,49%	515	0,60%	937	0,54%
Patriotic Front Of Azania	215	0,25%	187	0,22%	402	0,23%
Power Of Africans Unity	102	0,12%	124	0,14%	226	0,13%
Tikwana Youth Power	0	0,00%	-	-	0	-
Vryheidsfront Plus	2 720	3,14%	2 614	3,02%	5 334	3,08%
Total Valid Votes	86 720	100,00%	86 492	100,00%	173 212	100,00%
Total Spoilt Votes	1 259		1 259		2 518	
Total Votes Cast	87 979		87 751		175 730	
Total Voter Turnout					88 387	

Source: Independent Electoral Commission: Local Government results 2021

Party	Ward/List order	Surname	Full Name	Seat type
AFRICAN DEMOCRATIC CHANGE	PR (1)	TSHABANGU	SELLO ENERST	LC PR
AFRICAN DEMOCRATIC CHANGE	PR (2)	MAILE	LEBEKO JOHN	LC PR
AFRICAN NATIONAL CONGRESS	41804001	MPHORE	ISAAC PELOKGOPO	LC ward
AFRICAN NATIONAL CONGRESS	41804002	NTHUBA	PHEELLO VICTOR	LC ward
AFRICAN NATIONAL CONGRESS	41804004	MOHAPI	LERATO ANDREW	LC ward
AFRICAN NATIONAL CONGRESS	41804005	HELEPI	ABRAHM BASSIE	LC ward
AFRICAN NATIONAL CONGRESS	41804006	KHEPENG	MOUPA ANTHONY	LC ward
AFRICAN NATIONAL CONGRESS	41804007	XABA-MONJOVO	NOMTHANDAZO EVELYN	LC ward

AFRICAN NATIONAL CONGRESS	41804008	SOTENJWA	VERONICA	LC ward
AFRICAN NATIONAL CONGRESS	41804010	RAMALEFANE	SANKANE JIM	LC ward
AFRICAN NATIONAL CONGRESS	41804011	TSUINKE	SIPHO ELIAH	LC ward
AFRICAN NATIONAL CONGRESS	41804012	MOSHOEU	ZACHARIAH SABATA	LC ward
AFRICAN NATIONAL CONGRESS	41804013	THELINGOANE	TSHOKOLO JACOB	LC ward
AFRICAN NATIONAL CONGRESS	41804014	MOPELA	RATSIE HARRINGTON	LC ward
AFRICAN NATIONAL CONGRESS	41804015	MOTLATSI	SECHABA HERBERT	LC ward
AFRICAN NATIONAL CONGRESS	41804016	MOLULA	ITUMELENG PATRICK	LC ward
AFRICAN NATIONAL CONGRESS	41804017	KHALIPHA	THANDISA	LC ward
AFRICAN NATIONAL CONGRESS	41804018	MARUPING	ITUMELENG ISAAC	LC ward
AFRICAN NATIONAL CONGRESS	41804019	RAMATISA	PASEKA THOMAS	LC ward
AFRICAN NATIONAL CONGRESS	41804020	MONTOELI	DROSSY BOTSWANA	LC ward
AFRICAN NATIONAL CONGRESS	41804021	NTONI	KHULUKAZI MARTHA	LC ward
AFRICAN NATIONAL CONGRESS	41804022	MAKALIANE	CHAROL LERATO	LC ward
AFRICAN NATIONAL CONGRESS	41804023	TLAKE	KGORAI RUBBEN	LC ward
AFRICAN NATIONAL CONGRESS	41804024	MPHIKELELI	MANENE ALFRED	LC ward
AFRICAN NATIONAL CONGRESS	41804026	MOKHOTHU	SAMUEL MPHONG	LC ward
AFRICAN NATIONAL CONGRESS	41804028	MOSIA	TSUPANE JOSEPH	LC ward
AFRICAN NATIONAL CONGRESS	41804029	NKONE	NTEBALLENG PORTIA	LC ward
AFRICAN NATIONAL CONGRESS	41804030	MOLEFI	MOETI	LC ward
AFRICAN NATIONAL CONGRESS	41804031	MOKHOMO	HLOBOHANG ABEL	LC ward
AFRICAN NATIONAL CONGRESS	41804036	HANISI	CLEMENT	LC ward
AFRICAN NATIONAL CONGRESS	PR (1)	RADEBE	MATINTE CHRISTINA	LC PR
AFRICAN NATIONAL CONGRESS	PR (2)	DITHEBE	ANGELIQUE	LC PR
AFRICAN NATIONAL CONGRESS	PR (3)	MOIPATLE	KABOTSA SARAH VENOLIA	LC PR
AFRICAN NATIONAL CONGRESS	PR (4)	MASINA	XOLILE NOMPUMELELO	LC PR
AFRICAN NATIONAL CONGRESS	PR (5)	RADEBE	MPOLAILE LYDIA	LC PR
AFRICAN NATIONAL CONGRESS	PR (6)	KHALIPHA	THANDUXOLO DAVID	LC PR
AFRICAN NATIONAL CONGRESS	PR (7)	SETABELA	MARABANE LILIAN	LC PR
AFRICAN NATIONAL CONGRESS	PR (8)	STOFILE	BHEKE	LC PR
AFRICAN NATIONAL CONGRESS	PR (9)	BUTI	MOJALEFA PATRICK	LC PR
AFRICAN NATIONAL CONGRESS	PR (10)	MANESE	SIPHO DAVID	LC PR
AFRICAN NATIONAL CONGRESS	PR (11)	MAILE	PULE EDWIN	LC PR
AFRICAN TRANSFORMATION MOVEMENT	PR (1)	TAU	RANTJANA DAVID	LC PR
CONGRESS OF THE PEOPLE	PR (1)	NQEOBO	MOOKHO ELISA	LC PR
DEMOCRATIC ALLIANCE	41804003	BADENHORST	MARGARETHA JOHANNA	LC ward
DEMOCRATIC ALLIANCE	41804009	DU PLESSIS	JOHANNES MARTHINUS	LC ward
DEMOCRATIC ALLIANCE	41804025	VAN ROOYEN	MARIA SOPHIA	LC ward
DEMOCRATIC ALLIANCE	41804027	BOTHA	GERHARD PAUL	LC ward
DEMOCRATIC ALLIANCE	41804032	STEYN	RENÉ	LC ward
DEMOCRATIC ALLIANCE	41804033	MALHERBE	COREEN	LC ward
DEMOCRATIC ALLIANCE	41804034	JANSE VAN RENSBURG	WERNER HENDRIK	LC ward
DEMOCRATIC ALLIANCE	41804035	DANSEY	E	LC ward
DEMOCRATIC ALLIANCE	PR (1)	BOTHA	PETRUS FRANCOIS	LC PR
DEMOCRATIC ALLIANCE	PR (2)	FANDELEKI	A	LC PR
DEMOCRATIC ALLIANCE	PR (3)	BERNADO	AYANDA FLORENCE	LC PR
DEMOCRATIC ALLIANCE	PR (4)	LETLHAKE	THABISO WILLIAM	LC PR
DEMOCRATIC ALLIANCE	PR (5)	SCHOEMAN	ABIGAIL	LC PR
DEMOCRATIC ALLIANCE	PR (6)	PRESENTE	LUTTIGA NOMBUYISELO	LC PR
DEMOCRATIC ALLIANCE	PR (7)	JACOBS	ELLIS JAQUELINE	LC PR
DEMOCRATIC ALLIANCE	PR (8)	NEL	JESSICA	LC PR
ECONOMIC FREEDOM FIGHTERS	PR (1)	KHETSI	LEBOHANG ELLEN	LC PR
ECONOMIC FREEDOM FIGHTERS	PR (2)	DYANTYI	AKHONA	LC PR
ECONOMIC FREEDOM FIGHTERS	PR (3)	SITHOLE	ANGELINE MPHONYANE	LC PR
ECONOMIC FREEDOM FIGHTERS	PR (4)	MACINGWANE	T	LC PR

ECONOMIC FREEDOM FIGHTERS	PR (5)	LETSELE-SETLHABI	SEIPATI VERONICAH	LC PR
ECONOMIC FREEDOM FIGHTERS	PR (6)	JAMA	BONAKELE LUCAS	LC PR
ECONOMIC FREEDOM FIGHTERS	PR (7)	HESS	SIBONGILE	LC PR
ECONOMIC FREEDOM FIGHTERS	PR (8)	MOALOSI	TSEDISO EPHRAIM	LC PR
ECONOMIC FREEDOM FIGHTERS	PR (9)	PHIRI	EMILY PEGGY	LC PR
INDEPENDENT SOUTH AFRICAN NATIONAL CIVIC ORGANISATION	PR (1)	RANTSO	MOLAHLEHI JACOB	LC PR
INDEPENDENT SOUTH AFRICAN NATIONAL CIVIC ORGANISATION	PR (2)	MAHLAKU	MANGALI ELISA	LC PR
VRYHEIDSFRONT PLUS	PR (1)	PIENAAR	S	LC PR
VRYHEIDSFRONT PLUS	PR (2)	PRETORIUS	HERMANUS STEPHANUS	LC PR

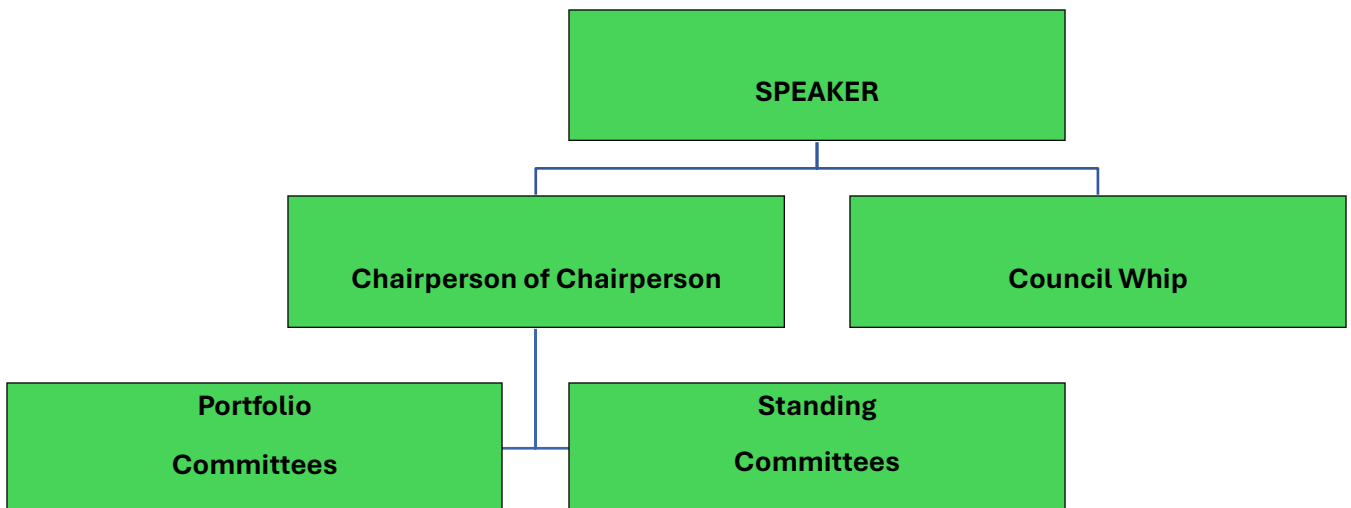
Source: Independent Electoral Commission: Local Government results 2021

The Ward Councillors as Chairpersons of ward committees convene constituency meetings monthly, to ensure that communities are well informed about service delivery issues and also to ensure their full participation in providing guidance in so far as their needs and council planning is concerned. The mandate for local government as enshrined in our Constitution (section 152) is to among others:

- Promote democratic and accountable government for local communities.
- Ensure the provision of sustainable services to communities.
- Promote a safe and healthy environment which are climate resilient and
- Encourage community participation in local government.

Keeping in line with the above and promotion of good governance, the Council has undertaken separation of power between the legislative and administrative arms of governance. This process has sought to establish sound and independent oversight for expedient response to municipal mandate. It remains this Council's commitment to pertinent level of participation, accountability, and broad representation oversight by legislative arm.

The Municipality has the following outline of governance structure:



2.16.1. The Speaker of Council

The Speaker (Cllr. Bheke Stofile) is the Head of the Legislative Arm of Council and plays a coordinated and management role in relation to Section 79 Standing Committees. Other responsibilities of the Speaker, as legislated, include:

- Performing the duties and exercising the powers delegated to the Speaker.
- Ensuring that the Council meets at least quarterly.
- Maintaining order during meetings.
- Ensuring compliance with the Code of Conduct by Councillors and,
- Ensuring that Council meetings are conducted in accordance with the rules and orders of the Council.
- Presiding at meetings of the Council.

2.16.2. The Chief Whip of the Council

The Chief Whip (Cllr. Marabane Setabela) plays a critical role in the overall system of governance to sustain cohesiveness within the governing party and maintain relationships with other political parties. The Chief Whip is required to:

- Ensure proper representation of all political parties in the various committees.
- Maintain sound relations with the various political parties represented in Council.
- Attend to disputes between political parties and build consensus.

2.16.3. The Executive Mayor

The Executive Mayor as elected by Council is (Cllr. Thanduxolo David Khalipha). The functions, power and responsibilities of the Executive Mayor are assigned by legislation, in terms of section 56 of the Municipal Structures Act and Chapter 7 of the MFMA, as well by resolutions of Council passed from time to time to allocate specific responsibilities to the Executive Mayor. Provided that the legislation permits sub-delegation, or Council has authorized the power to sub-delegate in respect of Council delegations of authority made to the Executive Mayor, the Executive Mayor may sub-delegate such functions to the Mayoral Committee Members or Standing Committees.

2.16.4. Chairperson of Chairpersons

The Chair of Chairs (Cllr. Pheello Nthuba) is responsible for coordinating the work of all Section 79 Committees and works closely with and Chairpersons Committees.

2.16.5. Chairpersons of Section 80 Portfolio Committees

Section 80 Committee	Chairperson
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Finance	Cllr. HA Mokhomo
Integrated Development Planning, Performance, Monitoring and Evaluation	Cllr. ML Radebe
Local Economic Development, Small Business, Agriculture and Tourism	Cllr. MP Buti
Corporate Services and Good Governance	Cllr. ZS Moshoeu
Special Programs including women, Children, elderly, people living with disability	Cllr. T Monjovo-Xaba
Sports, Arts and Culture	Cllr. KSV Moipatle
Community Services and Public Safety	Cllr. KR Tlake
Infrastructure and Technical Services	Cllr. XN Masina
Human Settlement, Land Use Management and Spatial Planning	Cllr. MC Radebe
Fleet, Disaster Management and Service Delivery	Cllr. SJ Ramalefane

Section 79 Portfolio Committees perform an oversight role by monitoring the delivery and outputs of the Executive. These committees do not have any delegated decision-making powers. Functions include:

- Reviewing, monitoring, and evaluating departmental policies.
- Reviewing and monitoring city plans and budgets.
- Considering quarterly and annual departmental reports.

Section 79 Committee (Standing)	Chairperson
Municipal Public Accounts Committee	Cllr. T Thelingoane
Dispute Resolutions	Cllr. P Ramatisa
Rules and Ethics	Cllr. B Stofile
Standing Committee of Chairpersons	Cllr. P Nthuba
AD-HOC Naming and Renaming	Cllr. I Maruping

2.16.6. Multi-party Whipery

The Multi-party Whipery consists of all political parties represented in Council. Each party selects among its Councillors a party whip, who are responsible for the management of their individual party representatives, discipline and ensures that there is efficient cross-party coordination of Council political work. This will ensure the smooth and efficient running of political work of Council. The current Council consists of eight political parties namely: African Christian Democratic Change, African National Congress, African Transformation Movement, Congress of the People, Democratic Alliance, Economic Freedom Fighters, Independent South African National Civic Organization and Freedom Fron Plus.

	MEMBER	DESIGNATION	POLITICAL PARTY
1.	Cllr. Marabane Lesenyelo	CHAIRPERSON	ANC
2.	Cllr. Rene Steyn	COMMITTEE MEMBER	DA

3.	Cllr. Coreen Malherbe	COMMITTEE MEMBER	DA
4.	Cllr. Thomas Macingwane	COMMITTEE MEMBER	EFF
5.	Cllr. Elisa Mahlaku	COMMITTEE MEMBER	ISANCO
6.	Cllr. Sello Tshabangu	COMMITTEE MEMBER	ADEC
7.	Cllr. Hermanus Pretorius	COMMITTEE MEMBER	VF+
8.	Cllr. David Tau	COMMITTEE MEMBER	ATM
9.	Cllr. Mookho Nqeobo	COMMITTEE MEMBER	COPE

2.16.7. Administrative Structure

The Municipality as guided by the Municipal Systems Act, 32 of 2000, Municipal Structures Act, 117 of 1998, and Municipal Finance Management Act, 56 of 2000, has been able to complete the restructuring of its top organizational structure.

This is covered in more detail under 3.9. Organizational Design and Redesign.

2.16.7.1. Powers and Functions

The Municipal Manager appointed by Council in terms of section 82 of the Municipal Structures Act, 117 of 1998, and is designated as Accounting Officer and Administrative Head. He is also the Chief Information Officer of the municipality and is responsible for managing the Promotion of Access to information Act, 2 of 2000 requirements. The responsibilities of the Municipal Manager include the management of financial affairs and service delivery in the municipality. The Municipal Manager is assisted by the Executive Directors, who are head of seven (7) municipal departments. Municipality has structured its departments in such a way that each has an Executive Director appointed under Section 56 of Municipal Systems Act, 32 of 2000, for its core functions. Alignment of these functions are such that they enable a swift attainment of all or strategic and operational targets.

Position	Name and surname
Acting Municipal Manager	Dr. Vuyo Adonis
Chief Financial Officer	Mr. Thabo Panyani
Executive Director – Strategic Support Services	Mr. Tumelo Makofane
Acting Executive Director – Corporate Services and Good Governance	Mr. Ntsikelelo Mtirara
Acting Executive Director – Infrastructure	Mr. Thabo Mthombeni
Executive Director – Local Economic Development	Dr. Sefako Ramphoma
Acting Executive Director – Human Settlement	Me. Mmase January-Moletsane
Acting Executive Director – Community Services	Me. Frieda McBetty

2.16.7.2. Employment Equity Plan

Council to maximize the capacity of the municipality to serve the community of Matjhabeng, has committed to achieve all the employment equity goals and objectives as guided by the Municipal Systems Act, 32 of 2000. All these are clearly articulated in the Employment Equity Plan which is reviewed and reported annually as annexure to the IDP document.

2.16.7.3. Skills Development Plan

The Municipality aligns itself with the requirements of the Skills Development Act of 1998, which clearly states that the employer must plan and implement learning programs that will enable employees to acquire skills and qualifications that will enhance their performance at contribute to the organization's optimum functioning. Workshop Skills Plan (WSP) is an annexure to the Integrated Development Plan. In addition, Chapter 5 of Municipal Staff Regulations (No. 890: September 2012), provides for skills development planning, implementation, review and funding. It inter alia states:

“The determination of municipal skills needs; priorities and budgets must be-

- Developed once every five years at the commencement of the Integrated Development Planning process and may be reviewed annually thereafter.
- Aligned to the strategic planning cycles associated with the Integrated Development Plan, Municipal Plan, Human Resource Planning, and Performance Management cycle.”

2.16.8. Stakeholder Consultations

The Office of the Executive Mayor is embarking on an extensive interaction program with numerous stakeholders with the intention to build social partnerships that will improve on adequate and broad community-based planning. This places all stakeholders and communities the center of our planning for the next five years. This consultation is greatly strengthened by the ongoing election of ward committee which will be included in this document one the Office of the Speaker complete the process. 36 Wards have already elected ward committees, a further process of allocation of portfolios as led by Ward Councillors will be concluded in finalization of this process. These committee list will be included here once completed and received from the Office of the Speaker.

Business Community	
Host LED Summit	Business opportunities for women in business
Fair land distribution and equal allocation for all people	Have an Investment Summit
Consider skills transfer	No more outsourcing of basis services

Equal opportunities for business providers and payments	Pay business providers within reasonable time (30 Days) in event of non-payment, municipality must issue notice
Municipality to develop 100 new businesses	Mayor's Office to report back quarterly on new developments and challenges
Payment of Sedibeng and Eskom to be prioritized	Businesses must pay for services to help Municipality deliver services
Inspection to be made before any payment	Input on the economic cluster to revitalize LED

Traditional Leaders

Water Challenge Due to Rain	Encourage patients to pay services
Road maintenance	Cleaning services
Refuse Removal	Use of social media to communicate
Repair Sewer Treatment Plant	Deliver quality service
Job creation	Implement By-laws
Provincial Government to assist with yellow Fleet	Cleaning campaigns
Respect Covid-19 regulations	Humble, respect and work with people

Sports Fraternity/Federations

Upgrading and maintaining of facilities	Security at Sports facilities
Forge unity and maintain partnership with sportsfraternity	Honour outstanding Sports Stars, both legends and current stars
Revive Sports, Arts and Culture	Promote Sports, Arts and Culture
Host quarterly consultations	There are no facilities in Ventersburg and Allanridge
Venue and funding for softball	Utilize open spaces for sports activities
Organize Annual Sports Summit	Sports Council

Goldfields TVET College and Central University of Technology

Memorandum of understanding between Goldfields TVET College and Matjhabeng Local Municipality	In-service or vocational training
Awarding of Assets by harmony	Find Capacity Investors
Increased focus on skills development	Link students with economic opportunities in our space
Raise awareness of the Entrepreneur Centre through office Ward Councillors	Goldfields TVET College to expand to Ventersburg, Hennenman and Odendaalsrus to accommodate number of applicants

Business Forum

Fixing of potholes	Reliable refuse collection
Correct billing	Sewer Spillage to be attended to and avoid pumping into stormwater drainages
Smart City/ Safe City initiative	Adjustment on the Rate and taxes charged
Explore the growth in the engineering sector in Matjhabeng	Build Social Partnerships for development

Tourism attraction to be focal point in LED	Commission a technical report on critical issues for intervention
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Department of Health	
Access road to Bophelong road	Fix stormwater drainages and canal
Access Roads to Farms	Blading and gravelling of roads
Signages directing to local Clinics	Approve that we can setup signages for Clinics
Security at Clinics	All Clinics in our vicinity
Minor plumbing and electricity challenges at Clinic	All Clinics e.g. Pipe burst in Riebeeckstad Clinic
Site identification for Clinics	Provide available sites for Clinics

Disabled people of South Africa	
Accessible RDP Houses	People with disability to get houses that accommodate their disability
Self-help Group workshop Premises	Allocate sites or old municipal buildings for such this
Employment (EPWP, CWP and Municipality)	Municipality must comply with the 7% recommendation for future employment
Accessible service delivery and information to people with disability	Conduce working environment for people with Disability (Braille for reading and universal access to buildings)
Establish disability desk for Municipality	Fast track establishment of the Municipal desk
Preferential procurement	For persons with disabilities and previously disadvantaged

Welkom United Taxi Associated
1. Construction and maintenance of roads
<ul style="list-style-type: none"> • Constantia needs to be re-constructed from entrance to end of the street • Road Between Indoor Sports Centre to Setshabelo Primary School needs Maintenance • Dan Khoabane Street needs maintenance • Thedingoane Street needs maintenance for whole street
2. Pick-up point and Drop-off point
<ul style="list-style-type: none"> • Constantia Road, Nkoane Road and Mangosuthu Buthelezi Road are not user friendly at all for the taxis to off load and pickup • Side Parking with Shelters needs to be erected on the above-mentioned roads for the convenience of the Taxi Industry and the commuters as well as other road users
3. Welkom CBD
<ul style="list-style-type: none"> • The roads in this area also not user friendly at all for the taxi industry and commuters
4. Mothusi Road

<ul style="list-style-type: none"> All the streets along the Mothusi Road need to have Drop-off and Pick-up points to be user friendly both for taxi Industry and the commuters
5. Erection of taxi ranks
<ul style="list-style-type: none"> Kort Street Rank needs construction to meet the required standards for the taxi industry
<ul style="list-style-type: none"> Erect Taxi Rank at Bongani Hospital
<ul style="list-style-type: none"> Erect Taxi Rank in Thabong Far East, Corner Nkoane and Mangosuthu Roads.

Kgatelopele Taxi Associations
1. Erection and upgrading of taxi rank
<ul style="list-style-type: none"> Temporary taxi rank in Odendaalsrus as the one being used currently is in an unsafe area
<ul style="list-style-type: none"> Taxi rank in Kutlwanong has been used for commuters
<ul style="list-style-type: none"> Safety concerns at the taxi rank in Kutlwanong
<ul style="list-style-type: none"> Meter and transformer at the Kutlwanong taxi rank not working
<ul style="list-style-type: none"> No electricity at the rank
2. Rehabilitation of roads
<ul style="list-style-type: none"> Du Plessis Street (from R34 K6 TO R34 near Tshepong) needs to be rehabilitated
<ul style="list-style-type: none"> The roads need to be resealed and potholes closed. Paving from K7 TO K10
3. Shelter for Commuters
<ul style="list-style-type: none"> Some main streets need shelters for commuters
4. Relocation of temporary use
<ul style="list-style-type: none"> Relocation to ERF: temporary use of the erf formally used by Greyhound bus services for parking or the Stand opposite Dr. Makgata

2.16.9. Consolidated Community Priorities

Water

Most fundamental challenges ranged from continuous pipe bursts, water, replacement of water meters, connection to individual dwellings and communal taps for informal settlements. These are because of aging water infrastructure and the asbestos pipes in the municipality. The billing system and discrepancies on estimates applied in billing and turnaround time for correction of the same came as sharp concern more especially in suburbs. The municipality is exploring alternative measures to curb the loss of water because of these challenges and bypass/illegal connections like prepaid meters and zonal meters with technologies that assist in early detection of leaks and pipe bursts.

Sanitation

The Municipality serves approximately 126 068 households (Census 2022) in its entire area of jurisdiction comprising six (6) Towns and six (6) Townships. The Sewer network comprises of 1 534km with 25 929 manholes, 57 pump stations and 12 WWTW. The Municipality is experiencing various challenges such theft and vandalism, illegal mining activities, misuse of sewer, aging infrastructure, illegal mining etc.

The main problem as highlighted under sanitation is overall collapse of sewer lines, sewer spillages, sewer pumped into stormwater channels/canals contaminating environment. Eradication of bucket system to avoid further air quality contamination around informal settlements.

Electricity

Under electrical challenges confronting communities in Matjhabeng the following were raised as key challenges. Electrification of newly formalized settlements, fixing of streetlights, erection of high mast lights and maintenance of the existing ones, combating cable theft to reduce the effect on communities. The Municipality needs to increase its substations that are already at a maximum.

Roads and stormwater

Roads in the municipality remain a concern as raised by a consistent number of people. Challenges range from potholes, resealing of roads, need for paving, tarred roads and mostly blading and graveling of streets. Naming and renaming of streets are an issue also needing urgent attention. The main cause of all our road challenges is because of water and sewer spillages that affect the quality and durability of our roads. We also are faced with the need for replacement of stolen stormwater lids and the increasing need for stormwater canal/drainages.

Waste management

Inconsistent collection of waste resulting in huge heaps of illegal dumping is a consistent outcry from communities and the need to have necessary specialized trucks for waste management. Communities encouraged that each town must have their own trucks to ensure the backlog on this matter is addressed urgently. Municipality must improve how it manages its landfill sites to ensure compliance with all environmental laws.

Human Settlements

Challenges in this area of priority are formalization of informal settlement, land grabs, connection of service to settlements, title deeds and the need for RDP housing. Pressing need for deregistration and registration of sites as well availing sites. Development of gap market housing and mixed development as well as rental stock. Student Accommodation is also one area that the municipality is looking to address, ensure provision of serviced sites, social housing and attend to all unfinished projects.

LED (Local Economic Development)

The Local economic development challenges as raised previously range from support, training, and funding of SMMEs, need for SLPs (Social Labor Plans), creating an environment for investor confidence, timeous payment for services rendered to the municipality. Need for business sites, food security, food gardens, job creation shopping complexes or centers. Communities also raised the need for operational stalls for small businesses around the CBD and township economy as an area needing attention. Furthermore, they appreciated initiatives to draw more investors to our area and expressed satisfaction with the steady progress of cleaning our CBD. The municipality has identified 3 economic corridor which among others include reviving Phakisa raceway and taking advantage of all LED opportunities that will come with that. We are confronted with increasing unemployment rate because of the closure of mines, and we need to create new industries for the creation of jobs.

Education

Need for more TVET colleges in our towns, experiential training, bursaries, and continued support with NSFAS funding. Diversifying mechanisms for education by building empowerment centers to provide training, rehabilitation, and skilling of different sectors in our communities. Key to this is the need for CUT to expand its faculties to accommodate all relevant courses to our economic development (Agriculture, engineering etc).

Health

Communities are calling for refurbishment and expansion of the Regional Hospital and access to the 24hrs service Clinics, erection of new health facilities, improved access to health care facilities by expanding service hours for all Clinics and employment of more staff to manage the substantial numbers that make use of the public health System.

Community facilities

Establishment of multipurpose centers, church facilities, sports facilities, community halls which is a key challenge also raised by Councillors as a problem for them when they need to have community meetings. A major concern in this regard is the maintenance of existing facilities. The municipality has taken a decision to renovate all its community halls and request sister departments to assist in building new ones in areas that do not have them, including sports facilities. We therefore must appoint more security officers to guard existing and new ones against vandalism and improve on maintenance.

Safety and Security

Visible policing, new Police stations to cater for the growing developments in various towns and the enforcement of By-laws are major challenges raised. We should also prioritize the guarding of our key infrastructures against vandalism and theft. Cleaning of open spaces and renovations of abandoned buildings to reduce crime as some are used as a haven for thugs and drug syndicates. These buildings can be turned into support facilities for the victims of Gender Based violence and educational centres to rehabilitate perpetrators. Areas like Nyakallong, Kutlwanong, Meloding, Mmamahabane, Bronville/Hani-Park and Far East of East of Thabong (Sunrise) area need new Police Stations that can accommodate the growth in communities residing there.

2.16.9.1. Community priorities for 2026/2027 financial year

WARD 1		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> Leakages and replacement of meters Provision of infrastructure and service Boreholes are not functioning. Groenpunt/Matebetsi project not finished 	<ul style="list-style-type: none"> Entire ward Groenpunt/Matebetsi
2. Sanitation	<ul style="list-style-type: none"> Collapsed infrastructure. Sewer spillage (manhole) 	<ul style="list-style-type: none"> Entire Ward
3. Electricity	<ul style="list-style-type: none"> Fix High Mast lights Need to add 4 more High mast lights 	<ul style="list-style-type: none"> Entire Ward
4. Road and stormwater	<ul style="list-style-type: none"> Roads need to be bladed or graveled Need for gravelling, paving and storm water. Fix potholes 	<ul style="list-style-type: none"> Groenpunt Old location & Phahameng Entire Ward
5. Waste management	<ul style="list-style-type: none"> Collapsed sewer network. Need for Dustbin Clean dumping sites 	<ul style="list-style-type: none"> Entire Ward Entire Ward
6. Human settlement	<ul style="list-style-type: none"> Deregistration of sites Land redistribution Need for tittle deeds More RDP houses needed for the elderly, youth and vulnerable groups. (ate least 150 houses) 	<ul style="list-style-type: none"> Build RDP Houses at Groen Punt and remaining Areas For youth in the Ward House number 1059 Phahameng Mmamahabane Mmamahabane

7. LED	<ul style="list-style-type: none"> • SMME support, training, and funding • Business Sites • Youth development skills programme • Create lasting and dignified jobs for the youth • Temporary employment for volunteers at graveyard 	<ul style="list-style-type: none"> • Entire Ward
8. Education	<ul style="list-style-type: none"> • Learnership programmes • Establishing a 24hrs media Centre that will assist in job, funding and University application. • Build High School 	<ul style="list-style-type: none"> • Entire Ward • Between Groenpunt and thola ngwana
9. Health	<ul style="list-style-type: none"> • Maintenance, refurbishment, and erection of new facilities 	<ul style="list-style-type: none"> • Expand Mmamahane Clinic • Build new Clinic between Groenpunt
10. Community facilities	<ul style="list-style-type: none"> • Maintenance, refurbishment, and erection of new facilities • Reconstruction of Mmamahabane Hall • Centre for the disabled • New site for graveyard • Urgent need to fence the graveyard. 	<ul style="list-style-type: none"> • Fencing of Local Stadium • Reconstruct Mmamahabane Hall • Entire Ward
11. Safety and security	<ul style="list-style-type: none"> • Visible Policing at municipal Facilities • Build New Police Station 	<ul style="list-style-type: none"> • Entire Ward • Mmamahabane

WARD 2 Phomolong		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> • Fix leakages and replace meters • Fix Water Pressure Challenge 	<ul style="list-style-type: none"> • Entire Ward • Slahluwe Ext 1
2. Sanitation	<ul style="list-style-type: none"> • Sewer Spillages 	<ul style="list-style-type: none"> • Entire Ward
3. Electricity	<ul style="list-style-type: none"> • Fixing of streetlights • Installation of high-mast lights 	<ul style="list-style-type: none"> • Area of Kheleng High School • Entire ward
4. Road and stormwater	<ul style="list-style-type: none"> • Resealing of tarred Road • Graveling of streets • Need for paving of access roads with storm-water drainages • Concrete layering or paving project incomplete 	<ul style="list-style-type: none"> • Entrance of Phomolong • All streets • All streets
5. Waste management	<ul style="list-style-type: none"> • An illegal dumping site near their property • inconsistent refuse collection • Provide Dustbins 	<ul style="list-style-type: none"> • Entire Ward
6. Human settlement	<ul style="list-style-type: none"> • Tittle Deeds • Deregistration and registration of Sites • A need for building of RDP Houses • Rezoning of site 	<ul style="list-style-type: none"> • Entire Ward
7. LED	<ul style="list-style-type: none"> • SMME support, training and funding 	<ul style="list-style-type: none"> • Entire Ward
8. Education	<ul style="list-style-type: none"> • Bursaries, Learnerships and Internships • Assistance with NSFAS application 	<ul style="list-style-type: none"> • Entire Ward
9. Health	<ul style="list-style-type: none"> • 2 Mobile Clinics • Build Clinic • Construction of a nearby clinic 	<ul style="list-style-type: none"> • Lesilo and Madichakane area • Kheleng next to Royal Stars Ground
10. Community facilities	<ul style="list-style-type: none"> • Development of sports fields and parks in the area • Grass Cutting 	<ul style="list-style-type: none"> • Next Kweetsa Primary School (Tigers Grounds)
11. Safety and security	<ul style="list-style-type: none"> • Visible Policing and By-law enforcement • Build Police Station 	<ul style="list-style-type: none"> • Entire Ward • Skoti Mpathe VD

WARD 3 Hennenman and Whites		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> Water Leakages Replacement of worn-out meters Low water pressure resulting in water cut Correct Billing Installation of water meters 	<ul style="list-style-type: none"> Hennenman and Whites Installing of water meters in all unmetered areas spoornet
2. Sanitation	<ul style="list-style-type: none"> Ablution facilities in town Collapsed Sewer network 	<ul style="list-style-type: none"> Upgrading of sewer outflow station in Hennenman Whites and Hennenman spoornet
3. Electricity	<ul style="list-style-type: none"> Need for replacement/maintenance of High mast lights Need for fixing of streets lights Installation of electrical/prepaid meters 	<ul style="list-style-type: none"> Entire ward Hennenman and Whites
4. Road and stormwater	<ul style="list-style-type: none"> Need for replacement of road signs Need for graveling of streets Repair of speed humps Need for paving of access roads Need for fixing of potholes Blading and Graveling of roads Paving of Streets Resealing of main roads 	<ul style="list-style-type: none"> Hennenman and Whites. Totius, Maryna, Steyn and Schlebusch streets. Hennenman and Whites. Hennenman, Whites and Tiger Milling with specific reference to Dr van der Bijl road. Hennenman, i.e. Steyn, Maryna, Voortrekker and Beyers streets
5. Waste management	<ul style="list-style-type: none"> Clean Illegal dumping Sites Inconsistent refuse collection 	<ul style="list-style-type: none"> Entire ward
6. Human settlement	<ul style="list-style-type: none"> Provision of Sites Provision of RDP Houses Need for title deeds Deregistration and registration of sites 	<ul style="list-style-type: none"> Whites
7. LED	<ul style="list-style-type: none"> SMME support, training and funding Business Sites Job creation Opportunities Establishment of commonage and animal pound 	<ul style="list-style-type: none"> Entire Ward Whites
8. Education	<ul style="list-style-type: none"> Bursaries, Learnerships and internships Skills Development Programs 	<ul style="list-style-type: none"> Entire Ward
9. Health	<ul style="list-style-type: none"> Maintenance, refurbishment, and erection of new facilities 	<ul style="list-style-type: none"> Entire Ward
10. Community facilities	<ul style="list-style-type: none"> Need for community bridge Maintenance, refurbishment, and erection of new facilities Refurbishment of taxi rank Refurbishment of sports facility Refurbishment of community hall Rebuilding of sport fields Establishment of youth golf club Grass cutting Clean open spaces 	<ul style="list-style-type: none"> Entire Ward
11. Safety and security	<ul style="list-style-type: none"> Visible policing By-law enforcement Police station Security at power station 	<ul style="list-style-type: none"> Entire ward Hennenman and Whites

WARD 3 Phomolong		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> Water Leaks Replacement of worn-out meters Low water pressure resulting in water cut Correct Billing Installation of water meters 	<ul style="list-style-type: none"> Motseki, extension 5 and 6. Entire ward
2. Sanitation	<ul style="list-style-type: none"> Bucket eradication Collapsed Sewer network Building of toilets Sewer outflow 	<ul style="list-style-type: none"> Phomolong Motseki
3. Electricity	<ul style="list-style-type: none"> Need for replacement/maintenance of High mast lights Need for fixing of streets lights Installation of electrical/prepaid meters 	<ul style="list-style-type: none"> Phomolong Motseki
4. Road and stormwater	<ul style="list-style-type: none"> Need for replacement of road signs Repair gravel roads and maintain the graveyard. Need for paving of access roads Need for fixing of potholes Paving of Streets Resealing of main roads Establishing a formal road infrastructure A problem of stormwater drainage Install speed humps 	<ul style="list-style-type: none"> Entire ward Near Phomolong library
5. Waste management	<ul style="list-style-type: none"> Illegal dumping sites inconsistent refuse collection 	<ul style="list-style-type: none"> Phomolong
6. Human settlement	<ul style="list-style-type: none"> Provision of Sites Provision of RDP Houses Title deeds Deregistration and registration of sites 	<ul style="list-style-type: none"> Motseki. Motseki and Phomolong
7. LED	<ul style="list-style-type: none"> SMME support, training, and finding Business Sites Job creation Opportunities Establishment of commonage and animal pound 	<ul style="list-style-type: none"> Entire Ward
8. Education	<ul style="list-style-type: none"> Bursaries, Learnerships and internships Skills Development Programs 	<ul style="list-style-type: none"> Entire Ward
9. Health	<ul style="list-style-type: none"> Need for a new clinic Need to operate a clinic for 24 hours 	<ul style="list-style-type: none"> Entire Ward Employing qualified local nurses
10. Community facilities	<ul style="list-style-type: none"> Need for community bridge Refurbishment of taxi rank Refurbishment of sports facility Refurbishment of community hall Grass cutting Clean open spaces 	<ul style="list-style-type: none"> Entire Ward Entire Ward old Fire Station Motseki Taxi-rank in Phomolong Phomolong Phomolong Community Hall.
11. Safety and security	<ul style="list-style-type: none"> Visible policing By-law enforcement Police station 	<ul style="list-style-type: none"> Working closely with CPF to protect Municipal infrastructure Strengthening of Municipal security and By-Law enforcement to ensure proper enforcing of Municipal by-laws. Promulgation of fines in order for fines to be issued by by-law enforcement department Creating a facility to provide safe parking for heavy duty vehicles currently parking in

WARD 4		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> • Need for water reticulation 	<ul style="list-style-type: none"> • All Rezoned squatter camps
2. Sanitation	<ul style="list-style-type: none"> • Eradication of bucket systems • Collapsed sewer lines • Sewer spillages 	<ul style="list-style-type: none"> • Z Bazaar in Eureka Park • White City and lower Calabria • Entire Ward
3. Electricity	<ul style="list-style-type: none"> • Need for fixing of all High mastlights • Electrification and development of farms 	<ul style="list-style-type: none"> • Entire Ward • Calabria and White city • All Farms in the Ward up to whites
4. Road and stormwater	<ul style="list-style-type: none"> • Need for paving of roads • Need for speed humps 	<ul style="list-style-type: none"> • Makoko Drive and Sampi Street(Humps) • Entire Ward
5. Waste management	<ul style="list-style-type: none"> • Illegal dumping • Inconsistent refuse removal 	<ul style="list-style-type: none"> • All over the Ward especially White city and lower Calabria
6. Human settlement	<ul style="list-style-type: none"> • Need for registration andderegistration of site • Need for reconstruction ofdilapidated 2 room houses • Rezoning of farm intoresidential area 	<ul style="list-style-type: none"> • Calabria • White City
7. LED	<ul style="list-style-type: none"> • SMME support, training, andfunding • Business sites and Business growth for existing businesses 	<ul style="list-style-type: none"> • Entire Ward
8. Education	<ul style="list-style-type: none"> • Need for bursaries, learnerships 	<ul style="list-style-type: none"> • Youth of the entire Ward
9. Health	<ul style="list-style-type: none"> • Maintenance, refurbishment, and erection of new facilities 	<ul style="list-style-type: none"> • Clinic in Calabria
10. Community facilities	<ul style="list-style-type: none"> • Need for community hall • Need for renovation of stadium 	<ul style="list-style-type: none"> • Meloding Stadium • Parks in Eureka and White City • Calabria • Blading of Sports Grounds in ward
11. Safety and security	<ul style="list-style-type: none"> • Visible Policing and By-lawenforcement • Anti-Drugs and Gang Campaigns 	<ul style="list-style-type: none"> • Entire Ward

WARD 5		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> Water leakages and replacing of meters Fix Meters 	<ul style="list-style-type: none"> Melody, Senzela and Sloja Nkandla and old hostels
2. Sanitation	<ul style="list-style-type: none"> Collapsed sewer networks 	<ul style="list-style-type: none"> Merriespruit Complex and old Hostels
3. Electricity	<ul style="list-style-type: none"> Maintenance of high mast lights and Street lights Fix meters Attend meter Bypassing 	<ul style="list-style-type: none"> Entire Ward Meters at old Merriespruit Merriespruit and Goldstein Hostel
4. Road and stormwater	<ul style="list-style-type: none"> Need for resealing of all tarred roads Need to erect speed humps Fix 4 stormwater systems Paving of streets 	<ul style="list-style-type: none"> Entire ward 1417 Musa Street Moshweshwe street
5. Waste management	<ul style="list-style-type: none"> Clean Illegal dumping Site Attend inconsistent refuse collection Provide dustbins 	<ul style="list-style-type: none"> Entire Ward
6. Human settlement	<ul style="list-style-type: none"> Need for residential and church sites Rebuilding of dilapidated houses and toilets Tittle deeds Deregistration and Registration of Sites 	<ul style="list-style-type: none"> Next to Meloding taxi rank
7. LED	<ul style="list-style-type: none"> SMME support, training and funding Need for shopping mall Need for business sites Refurbish vandalized Municipal Buildings for business complex Monitor Stall at the ranks 	<ul style="list-style-type: none"> Entire Ward
8. Education	<ul style="list-style-type: none"> Need for skills/Youth development centre Allocate Bursaries Per Ward Seta Trainings Support for disability School 	<ul style="list-style-type: none"> Gold Stein hostel Allocate Bursaries Equally Youth in the ward
9. Health	<ul style="list-style-type: none"> Expand Clinic 	<ul style="list-style-type: none"> Meloding Clinic
10. Community facilities	<ul style="list-style-type: none"> Maintenance, refurbishment, and erection of new facilities (Halls and Library) Grass Cutting and Tree Cutting 	<ul style="list-style-type: none"> Entire Ward
11. Safety and security	<ul style="list-style-type: none"> Visible Policing and By-law enforcement Security at the Clinic Security at the Library 	<ul style="list-style-type: none"> Entire Ward Meloding Clinic All Municipal Buildings All government Facilities

WARD 6		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> Water leakages and replacing of meters 	<ul style="list-style-type: none"> Marematlou, Dieketseng and Melodinghigh VDs
2. Sanitation	<ul style="list-style-type: none"> Collapsed sewer networks and spillages 	<ul style="list-style-type: none"> Marematlou and Meloding VDs Connect Dieketseng VD
3. Electricity	<ul style="list-style-type: none"> Fix and erect high mast lights 	<ul style="list-style-type: none"> Entire Ward Erect high mast light at Marematlou
4. Road and stormwater	<ul style="list-style-type: none"> Need for paving and graveling Need for speed humps Fixing of potholes Resealing of Roads Blading and graveling 	<ul style="list-style-type: none"> Entire Ward
5. Waste management	<ul style="list-style-type: none"> Illegal dumping Inconsistent refuse removal Provide Dustbins 	<ul style="list-style-type: none"> Entire Ward
6. Human settlement	<ul style="list-style-type: none"> Residential Sites RDP Houses Title deeds 	<ul style="list-style-type: none"> Formalize OR Tambo section Entire Ward Entire Ward
7. LED	<ul style="list-style-type: none"> SMME support, training and funding Corporatives Bring NYDA, SEDA offices 	<ul style="list-style-type: none"> Entire Ward
8. Education	<ul style="list-style-type: none"> Need for skills Centre Bursaries, Learnerships and internships 	<ul style="list-style-type: none"> Entire Ward
9. Health	<ul style="list-style-type: none"> Maintenance, refurbishment of Clinic 	<ul style="list-style-type: none"> OR Tambo Clinic
10. Community facilities	<ul style="list-style-type: none"> Maintenance, refurbishment, and expansion of Multipurpose Indoor Centre Close unnecessary passages Grass cutting 	<ul style="list-style-type: none"> Phase 2 of the Project Entire ward
11. Safety and security	<ul style="list-style-type: none"> Visible Policing and By-law enforcement Satellite Police Station Close Passages 	<ul style="list-style-type: none"> OR Tambo Entire Ward

WARD 7		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> Need for house connections Replace worn-out meters 	<ul style="list-style-type: none"> Whole of Albany Entire
2. Sanitation	<ul style="list-style-type: none"> Fix sewer spillages Bucket Eradication for 27 sites Need for sewer network 	<ul style="list-style-type: none"> Pump station Unit 3 and Joe Slovo
3. Electricity	<ul style="list-style-type: none"> Need 2 High mast lights Fix and maintenance of High mast light Reinstall High mast light 	<ul style="list-style-type: none"> Joe Slovo and unit 3 Entire Ward Save more area
4. Road and stormwater	<ul style="list-style-type: none"> Need for sidewalks on existing roads (for disabled citizens) Fix road (inaccessible) Need for paving and tarring of roads Need for grading of roads Cleaning and erection of stormwater canals and drainages 	<ul style="list-style-type: none"> Entire Ward Joe Slovo and Albany area Urgent attention for Albany and Madukuza Street 1607 Entire Ward
5. Waste management	<ul style="list-style-type: none"> Illegal dumping Inconsistent refuse removal Provision of Dustbins 	<ul style="list-style-type: none"> Entire Ward
6. Human settlement	<ul style="list-style-type: none"> Sites, RDP Houses Title deeds Deregistration and registration of sites 	<ul style="list-style-type: none"> Entire Ward
7. LED	<ul style="list-style-type: none"> SMME support, training and funding Skills development programmes 	<ul style="list-style-type: none"> Entire Ward

8. Education	<ul style="list-style-type: none"> • Need for skills Centre • Bursaries, Learnerships and internships 	<ul style="list-style-type: none"> • Old Phamisanang • For Youth, Elderly and Disabled
9. Health	<ul style="list-style-type: none"> • Build Clinic or 24hrs Medical Centre 	<ul style="list-style-type: none"> • Albany Area
10. Community facilities	<ul style="list-style-type: none"> • Grading of sports ground • Need hall • Grass cutting 	<ul style="list-style-type: none"> • Entire Wars • Space to be Identified
11. Safety and security	<ul style="list-style-type: none"> • Visible Policing and By-law enforcement • Mobile Police Station 	<ul style="list-style-type: none"> • Around Ward • Albany Area

WARD 8		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> • Fix and replace old meters 	<ul style="list-style-type: none"> • Entire Ward
2. Sanitation	<ul style="list-style-type: none"> • Sewer Spillages 	<ul style="list-style-type: none"> • Entire Ward
3. Electricity	<ul style="list-style-type: none"> • Need for working High Mast lights • 21 houses are not connected with electricity 	<ul style="list-style-type: none"> • Entire Ward
4. Road and stormwater	<ul style="list-style-type: none"> • Need for fixing of potholes • Need for speed humps • Need for storm water drainagesystems • Resealing of roads • Paving of roads • Cleaning and Maintenance of Stormwater canals and Drainages 	<ul style="list-style-type: none"> • Entire Ward • Paving in Saaiplas and Harmony Project • Entire Ward
5. Waste management	<ul style="list-style-type: none"> • Illegal Dumping • Provide Dustbins • Refuse Collection 	<ul style="list-style-type: none"> • Entire ward
6. Human settlement	<ul style="list-style-type: none"> • RDP Houses • A need to allocate residential sites • Tittle deeds 	<ul style="list-style-type: none"> • Paving in Saaiplas and Harmony Project • Entire ward • Entire ward
7. LED	<ul style="list-style-type: none"> • SMME support, training and funding • Corporative • Agricultural land • Ensure people in Nkandla and Masimong pay for services 	<ul style="list-style-type: none"> • Entire Ward • Entire Ward • Harmony and Saaiplas area
8. Education	<ul style="list-style-type: none"> • Bursaries, Learnerships and internships • Buildings of Harmony be converted into a university • Need for a college 	<ul style="list-style-type: none"> • Entire ward
9. Health	<ul style="list-style-type: none"> • Need for Security for safety of the facilities 	<ul style="list-style-type: none"> • Secure the Clinic
10. Community facilities	<ul style="list-style-type: none"> • Need for swimming pool • Development of youth center • Need for library • Need for sports facility • Office for the ward Councillor • Need a Community Hall • A multi-purpose centre be a priority • Grass Cutting and trees 	<ul style="list-style-type: none"> • Entire Ward
11. Safety and security	<ul style="list-style-type: none"> • Need for satellite police station • Visible policing services 	<ul style="list-style-type: none"> • X5 • Entire Ward

WARD 9		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> • Fire Hydrant valve leakages • Correct billing 	<ul style="list-style-type: none"> • All ward 9
2. Sanitation	<ul style="list-style-type: none"> • Fixing and maintenance of Sewer spillages • Sewage manhole covers stolen • Collapsed sewer networks 	<ul style="list-style-type: none"> • Merriespruit, old Virginia • Whole of ward 9
3. Electricity	<ul style="list-style-type: none"> • Need for replacement/maintenance of robots • Maintenance of High Mast lights • Repair Streetlights • Replacement of electricity cables • Decrease electricity tarrifs 	<ul style="list-style-type: none"> • CBD and town • Entire Ward • Kitty
4. Road and stormwater	<ul style="list-style-type: none"> • Need for maintenance of storm water drainage systems • Need for resealing of roads • Fixing of Potholes 	<ul style="list-style-type: none"> • Entire Ward
5. Waste management	<ul style="list-style-type: none"> • Inconsistent Refuse collection • Cleaning of open spaces • Attend to entrance of the dumping area • Virginia Refuse Station needs to be fixed 	<ul style="list-style-type: none"> • Entire Ward
6. Human settlement	<ul style="list-style-type: none"> • Demolition of site • Title Deeds • Deregistration and registration • Re-zone open spaces to parks • Closing of collapsed buildings 	<ul style="list-style-type: none"> • Amajuba lodge • Entire Ward
7. LED	<ul style="list-style-type: none"> • SMME support, training, and funding • Provision of Business sites • Conversion of old municipal building to be used by local business 	<ul style="list-style-type: none"> • Entire Ward
8. Education	<ul style="list-style-type: none"> • Bursaries, Learnerships and internships • Training or Skills Centre (Use one of municipal sites to build of use old building) 	<ul style="list-style-type: none"> • Entire Ward
9. Health	<ul style="list-style-type: none"> • Maintenance, refurbishment, and erection of new facilities • Clinic at Municipal Building 	<ul style="list-style-type: none"> • Entire Ward
10. Community facilities	<ul style="list-style-type: none"> • Refurbishment of municipal buildings • Refurbishment and fencing of all sports facilities • Cemetery • Library needs Maintenance • Grass cutting 	<ul style="list-style-type: none"> • Entire Ward
11. Safety and security	<ul style="list-style-type: none"> • Law enforcement and security at refuse site • Law enforcement on all roads • Need and strengthening of neighborhood watch 	<ul style="list-style-type: none"> • All Wards in Virginia

WARD 10, 25 and 28 Riebeeckstad		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> • Fix leakages and replace worn- out meters • Water scarcity • Inaccurate estimates for meter readings 	<ul style="list-style-type: none"> • Entire ward
2. Sanitation	<ul style="list-style-type: none"> • Need for maintenance of the Wastewater Treatment plant • Collapsed sewer network 	<ul style="list-style-type: none"> • Kutloanong Wastewater treatment plant • Entire Ward, 108 Jansons way, 25 Alan street
3. Electricity	<ul style="list-style-type: none"> • Need for High mast lights • Maintenance and repairs of existing High mast lights • Maintenance and repairs of streetlights • Increases on electricity tariffs • Installation of solar lights • Discrepancies in electricity kilowatt readings between Thabong and Riebeeckstad 	<ul style="list-style-type: none"> • K9 • Entire Ward • Riebeeckstad
4. Road and stormwater	<ul style="list-style-type: none"> • Need for construction of roads, sidewalks and storm water canals • Need for construction of speed humps • Need for resealing and fixing of potholes in all streets • Blading and gravelling of streets or Paving • Drain blockages • Needs road resurfacing 	<ul style="list-style-type: none"> • Geneva • Riebeeckstad • All units in Riebeeckstad • All Streets in K9 <ul style="list-style-type: none"> • Norman Street
5. Waste management	<ul style="list-style-type: none"> • Inconsistent waste collection • Illegal Dumping removal • Provision of Dustbins 	<ul style="list-style-type: none"> • Entire Ward
6. Human settlement	<ul style="list-style-type: none"> • Need for business and residential sites • Deregistration and Registration of sites • Title Deeds 	<ul style="list-style-type: none"> • Entire Ward
7. LED	<ul style="list-style-type: none"> • Need for SMMEs Support, training and Funding 	<ul style="list-style-type: none"> • Entire ward
8. Education	<ul style="list-style-type: none"> • Need for Primary school • Bursaries, Learnerships and Internships • Maintenance of Riebeeckstad library. 	<ul style="list-style-type: none"> • K9 • Entire Ward
9. Health	<ul style="list-style-type: none"> • Need to extend working hours • Need for Building new Clinic 	<ul style="list-style-type: none"> • Geneva Clinic • Riebeeckstad (Identify Space)
10. Community facilities	<ul style="list-style-type: none"> • Need for a new community hall • Need for refurbishment of the public swimming pool • Need for public sports facility • Need for grass cutting 	<ul style="list-style-type: none"> • Riebeeckstad and K9 • Riebeeckstad • Multipurpose Sports Centre in Riebeeckstad (Identify space) • Usave and Abalia Townhouses, Norman Street (Tar Road), and 21 Central.
11. Safety and security	<ul style="list-style-type: none"> • Visible Policing and Expansion of existing one • Provision of Support for CPF 	<ul style="list-style-type: none"> • Entire Ward • Riebeeckstad Police Station • Entire Ward

WARD 11		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> • Installation of communal taps • Leakages and Meters • 	<ul style="list-style-type: none"> • Dubai informal settlements • Entire Ward
2. Sanitation	<ul style="list-style-type: none"> • Need for Bulk sewer 	<ul style="list-style-type: none"> • Ext 15, Dubai and MaQueens Park and Rethuseng settlements
3. Electricity	<ul style="list-style-type: none"> • Need for electrical connection • Need for solar system to backup electricity • Unaffordable electricity tariffs 	<ul style="list-style-type: none"> • Rethuseng (200 sites), Winnie Park, Dubai and Ma-Queens Park
4. Road and stormwater	<ul style="list-style-type: none"> • Fix potholes • Reseal of roads • Paving of roads • Graveling of Roads • Clean stormwater canals and drainages • Flooding 	<ul style="list-style-type: none"> • Entire Ward • Reseal Ascension Street, Elite Street • Pave Ext 15 and Reinfuse Mark and • White house area • Entire ward • Dubai informal settlements
5. Waste management	<ul style="list-style-type: none"> • Inconsistency of refuse removal • Irregular waste collection • Illegal dumping • Need for dustbins 	<ul style="list-style-type: none"> • Entire Ward
6. Human settlement	<ul style="list-style-type: none"> • Deregistration of Sites • Allocation of sites • Need for RDP Houses • Issuing of tittle deeds 	<ul style="list-style-type: none"> • Entire ward
7. LED	<ul style="list-style-type: none"> • SMME support, training, and funding 	<ul style="list-style-type: none"> • Entire Ward
8. Education	<ul style="list-style-type: none"> • Bursaries • Build Primary and Secondary Schools 	<ul style="list-style-type: none"> • Entire Ward • Ext 15 Primary • Winnie Park Secondary School
9. Health	<ul style="list-style-type: none"> • Build Clinic 	<ul style="list-style-type: none"> • Between Ext 15 and Winnie Park
10. Community facilities	<ul style="list-style-type: none"> • Maintenance of Stadium and Community Hall • Build New Hall • Establishment of parks 	<ul style="list-style-type: none"> • Entire ward • Ext 15
11. Safety and security	<ul style="list-style-type: none"> • Build New Police • Security and fencing of Graveyard 	<ul style="list-style-type: none"> • Between Ext 15 and Winnie Park • Fencing of old Graveyard • Security for both Graveyards

WARD 12		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> • Water leakages and replacing of worn-out meters • Water Connection to sites 	<ul style="list-style-type: none"> • Entire Ward • Sandton Informal settlement
2. Sanitation	<ul style="list-style-type: none"> • Collapsed Sewer network • Sanitation for sites 	<ul style="list-style-type: none"> • Entire ward • Sandton Informal Settlement
3. Electricity	<ul style="list-style-type: none"> • Need for streetlights • Maintenance and repair of Highmast lights • Electrification of Sand to informal Settlement • Need for robots and streetlights 	<ul style="list-style-type: none"> • Mokoena street, Miltus street, Fixane street, Fonya street and rest of the ward • Entire Ward • Sandton Informal Settlement • Nkoane Road and 2010 four way stop
4. Road and stormwater	<ul style="list-style-type: none"> • Need for tarring of roads • Need for resealing of roads • • Need for graveling of roads • Need for Paving of roads • Speed Humps • Construction of stormwater canal • • Opening of water canal 	<ul style="list-style-type: none"> • Through the Ward • Eve Street, Mhetwa Street and Tsiu Matsepe street • Entire ward • Mattock street, Benoni street, Entire Afghanistan, 100 women and Phokeng • Main road • Canal next to Mmantshebo and others around the ward • Next to Mazibuko house in Oppenheimer Park
5. Waste management	<ul style="list-style-type: none"> • Illegal dumping • Inconsistent refuse removal • Provision of Dustbins 	<ul style="list-style-type: none"> • Entire Ward

6. Human settlement	<ul style="list-style-type: none"> • Allocation of sites • Formalization of Informal settlement • Tittle deeds • Need for RDP houses 	<ul style="list-style-type: none"> • T6 and Sandton • Sandton Informal Settlement • Phokeng and Afghanistan • Sandton Informal Settlement
7. LED	<ul style="list-style-type: none"> • SMME support, training and funding • Business Sites • ICT Hub 	<ul style="list-style-type: none"> • Entire Ward
8. Education	<ul style="list-style-type: none"> • Bursaries 	<ul style="list-style-type: none"> • Entire Ward
9. Health	<ul style="list-style-type: none"> • Build a clinic 	<ul style="list-style-type: none"> • Identify Space
10. Community facilities	<ul style="list-style-type: none"> • A need to build a community hall • Grass cutting and maintenance 	<ul style="list-style-type: none"> • Identify Space • Entire ward
11. Safety and security	<ul style="list-style-type: none"> • Need for Police Station 	<ul style="list-style-type: none"> • Oppenheimer Park

WARD 13		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> • Need taps for 390 Sites • 2 Communal Taps • 12 Communal Taps • Water leakages • Need for Jojo tanks 	<ul style="list-style-type: none"> • Freedom Square • Next to Mataereng I/S • Gugulethu • Entire ward
2. Sanitation	<ul style="list-style-type: none"> • Collapsed sewer network • Tariffs increase 	<ul style="list-style-type: none"> • Freedom Square • Entire ward
3. Electricity	<ul style="list-style-type: none"> • Need 2 High mast Lights • Need 1 High Mast Lights • Need Street Lights 	<ul style="list-style-type: none"> • Gugulethu • Far East Multipurpose Centre • Constantia, Joe Slovo, Nkoane & Albertina Sisulu Roads
4. Road and stormwater	<ul style="list-style-type: none"> • Need for paving • Graveling and blading of all Streets • Need Storm water 	<ul style="list-style-type: none"> • Tau-Tau Street • THB 204, 206, 207, 208 • THB 180, 183, 185, 186, 187 • THB 189, 190, 191, 192 • THB 194, 198, & 556 • THB 209, 210, 211, 212, 929 • THB 1037, 1032, 1033, 1035, 1036 • THB 1039, 1040 • THB 650, 651, 652 • THB 677, 678, 680, 681, 682 • THB 635, 636, 637, 638, 643 • THB 669, 670, 671, 672, 67 • THB 612, 659, 660, 658, 609, 664, 665, 666. • Gravel all Streets • Constantia & Joe Slovo roads, Tau Street
5. Waste management	<ul style="list-style-type: none"> • Illegal Dumping and • Inconsistent refuse collection • 	<ul style="list-style-type: none"> • Entire Ward
6. Human settlement	<ul style="list-style-type: none"> • Abandoned sites • Building of houses • Need for sites • Tittle deeds • Need for business and residential sites • Formalize informal settlements 	<ul style="list-style-type: none"> • All Area, Duma street • All Area • Nest to Mataereng, Freedom Square and Those living in backyards
7. LED	<ul style="list-style-type: none"> • SMME support, training and funding • Food Gardening Project Support • Jojo tanks and water • Establishment of a Food Factory • Establish MK Performance Plant 	<ul style="list-style-type: none"> • Entire Ward • 2 Projects • Erf 690 (Bronville Area) • Welkom Airport Area
8. Education	<ul style="list-style-type: none"> • Bursaries, Learnerships and Internships 	<ul style="list-style-type: none"> • Entire Ward
9. Health	<ul style="list-style-type: none"> • Maintenance, refurbishment, and erection of new facilities • Need for a clinic 	<ul style="list-style-type: none"> • Expand the nearby Clinic or erect a bigger one in the ward that caters for more people • Entire ward
10. Community facilities	<ul style="list-style-type: none"> • Fencing • Grass Cutting 	<ul style="list-style-type: none"> • Fencing of Phumlani Cemetery
11. Safety and security	<ul style="list-style-type: none"> • Visible Policing and By-law enforcement • Mobile Police Station • Build new police station in the Far east area of Thabong 	<ul style="list-style-type: none"> • Entire Ward

WARD 14		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> Water leaks and urgent meter replacement Communal taps Need for boreholes 	<ul style="list-style-type: none"> Entire Ward
2. Sanitation	<ul style="list-style-type: none"> Collapse of sewer lines Clear sewer spillage 	<ul style="list-style-type: none"> Entire Ward
3. Electricity	<ul style="list-style-type: none"> Need to have more high mast lights and to fix the existing ones Need for Solar Systems 	<ul style="list-style-type: none"> Entire Ward All schools
4. Road and stormwater	<ul style="list-style-type: none"> Cleaning of Stormwater canals to ensure flow of water Graveling of Streets Paving of Streets Stormwater canals 	<ul style="list-style-type: none"> Entire ward
5. Waste management	<ul style="list-style-type: none"> Illegal Dumping No refuse removal Provision of Dustbins 	<ul style="list-style-type: none"> Entire Ward and house number 14847 Dichokoleteng Entire Ward
6. Human settlement	<ul style="list-style-type: none"> Need for sites Deregistration and registration of sites RDP Houses Tittle Deeds Need house subsidies 	<ul style="list-style-type: none"> Gugulethu Entire Ward
7. LED	<ul style="list-style-type: none"> SMME support, Training, and funding 	<ul style="list-style-type: none"> Entire ward
8. Education	<ul style="list-style-type: none"> Bursaries, Learnerships and internships 	<ul style="list-style-type: none"> Students and graduates
9. Health	<ul style="list-style-type: none"> Maintenance, refurbishment, and erection of new facilities 	<ul style="list-style-type: none"> Clinic Services
10. Community facilities	<ul style="list-style-type: none"> Need for community hall Need to fix the Parks Grass Cutting Sports Grounds 	<ul style="list-style-type: none"> Entire Ward Next to Dr Ngcobo Sports Grounds Mazibuko Street
11. Safety and security	<ul style="list-style-type: none"> Visible Policing and Mobile Police station 	<ul style="list-style-type: none"> Entire Ward

WARD 15		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> Water leakages Replacement of water meters Installation of water meters 	<ul style="list-style-type: none"> Entire Ward and 18757 near nanabolela Motlatsi Informal Settlement Dichocolateng
2. Sanitation	<ul style="list-style-type: none"> Collapsed sewer network and spillages Sewer spillage ,(mainhole) 	<ul style="list-style-type: none"> Entire Ward 18758 Mokhoabane Street
3. Electricity	<ul style="list-style-type: none"> Maintenance of high mast light Fix Load Reduction Problem when rainy and windy Cable theft 	<ul style="list-style-type: none"> Unit 3 to 5
4. Road and stormwater	<ul style="list-style-type: none"> Need for graveling of streets Paving of streets Resealing of roads Need for stormwater canal Storm water drainage blocked 	<ul style="list-style-type: none"> Entire Ward Bontes street Joe Slovo street
5. Waste management	<ul style="list-style-type: none"> Illegal dumping Inconsistent refuse collection 	<ul style="list-style-type: none"> Entire Ward
6. Human settlement	<ul style="list-style-type: none"> Need for rezoning of informal settlements Need for deregistration of abandoned sites Registration of RDP Houses Need for allocation of sites Re-allocation of abandoned sites 	<ul style="list-style-type: none"> Entire Ward Unit 1 near ZCC
7. LED	<ul style="list-style-type: none"> SMME Support, training, and funding Database for SMMEs registration 	<ul style="list-style-type: none"> Entire Ward

8. Education	<ul style="list-style-type: none"> Bursaries, Learnerships and Internships 	<ul style="list-style-type: none"> Entire ward
9. Health	<ul style="list-style-type: none"> Maintenance, refurbishment of clinic 	<ul style="list-style-type: none"> Bophelong Clinic
10. Community facilities	<ul style="list-style-type: none"> Maintenance of the Far East Hall Need for sports field Greening of parks Grass Cutting 	<ul style="list-style-type: none"> Entire ward
11. Safety and security	<ul style="list-style-type: none"> Visible Policing, Police station By-law enforcement 	<ul style="list-style-type: none"> Four-way stop next Mphatlalatsane Entire Ward

WARD 16		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> Need for 12 communal taps Fix water leaks Replace worn-out meters Water is not available 	<ul style="list-style-type: none"> Dipuding Thandanani Covid 19 Entire ward House number 3364, 3365 and 12957.
2. Sanitation	<ul style="list-style-type: none"> Collapsed Sewer network Sewer spillages Need for toilets 	<ul style="list-style-type: none"> Entire Ward
3. Electricity	<ul style="list-style-type: none"> Repair and maintenance of streetlights and high mast light Electrification of 110 houses No electricity 	<ul style="list-style-type: none"> Ext 7,8,9,10 & 11 Next to house number 29216 Block 6 (Thandanani) Setshabelo and Orange groove House number 12909
4. Road and stormwater	<ul style="list-style-type: none"> Need for paving of roads Need for resealing and repair of streets Need for speed humps Cleaning Storm water canals and Drainages Graveling of streets Construct Stormwater channels 	<ul style="list-style-type: none"> Entire Ward Reseal Kabi Street, lesiba street, timothyndaki and Tiheli Street Speed humps 29200 and 29157 Setshabelo, orange groove and Mangosuthu canals Cravel all unpaved streets Setshabelo and Block 6 (39398)
5. Waste management	<ul style="list-style-type: none"> Illegal dumping Inconsistent refuse collection 	<ul style="list-style-type: none"> Entire ward
6. Human settlement	<ul style="list-style-type: none"> Deregistration of sites and Formalization of informal settlements 	<ul style="list-style-type: none"> Formalize Phumla Mqashi, Paneng, Maxhoseng, Thandanani, Covid and waterfall Deregister and registration of sites all affected sites in ward
7. LED	<ul style="list-style-type: none"> SMME Development, Training, and funding Register Labour intensive Projects 	<ul style="list-style-type: none"> Youth, Women, and elderly in the ward Create Jobs for the unemployed
8. Education	<ul style="list-style-type: none"> Assistance with FET college applications Bursaries, Learnerships and internships Skills Development Initiatives 	<ul style="list-style-type: none"> Youth, Women, and elderly persons
9. Health	<ul style="list-style-type: none"> Need for a new clinic Employ health workers 	<ul style="list-style-type: none"> Ext 8
10. Community facilities	<ul style="list-style-type: none"> Need for Sports ground and Parks Renovate Indoor Sports Centre Build a Arts Centre 	<ul style="list-style-type: none"> Entire Ward Sports Centre
11. Safety and security	<ul style="list-style-type: none"> Satellite or Mobile Police Station, Visible Policing and By-law enforcement Improve the CPF 	<ul style="list-style-type: none"> Setshabelo Entire ward

WARD 17		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> Water leaks, replacement of infrastructure Need for boreholes No water meter readings 	<ul style="list-style-type: none"> New meters at area of Peter Mokaba Unit Entire Ward
2. Sanitation	<ul style="list-style-type: none"> Collapsed sewer networks Need for Toilets Sewer flooding 	<ul style="list-style-type: none"> Need of replacement of sewerage at the area of Ndoyisile Xhamfu Mangosuthu road House number 8555
3. Electricity	<ul style="list-style-type: none"> Need for high mast light Unregistered electricity box 	<ul style="list-style-type: none"> Mangosuthu next to graveyard house number 27508
4. Road and stormwater	<ul style="list-style-type: none"> Need for paving of streets Need for repairing of roads 	<ul style="list-style-type: none"> Tisha Vanga section (7 streets), Peter Mokaba (18 streets), Ndoyisile Xamfu (11 streets), Solomon Mahlangu (11 Street) Between Togo and Buthelezi Street, crossroads between Nkoane and Joe Slovo, between Nkoane and Buthelezi Street
5. Waste management	<ul style="list-style-type: none"> Illegal dumping sites Inconsistent refuse collection 	<ul style="list-style-type: none"> Entire Ward
6. Human settlement	<ul style="list-style-type: none"> Sites allocation Need RDP Houses Need for title deeds Deregistration of site 26327 Verification of abandoned sites 	<ul style="list-style-type: none"> Entire Ward
7. LED	<ul style="list-style-type: none"> SMME support, training, and funding Need for Youth development skills programs 	<ul style="list-style-type: none"> Entire Ward
8. Education	<ul style="list-style-type: none"> Need for Bursaries Need a Library Need for a Xhosa school 	<ul style="list-style-type: none"> Entire Ward
9. Health	<ul style="list-style-type: none"> Maintenance, refurbishment, and erection of new facilities 	<ul style="list-style-type: none"> Entire ward
10. Community facilities	<ul style="list-style-type: none"> Need for fencing of cemeteries Need for a shopping center Grass cutting 	<ul style="list-style-type: none"> Entire ward
11. Safety and security	<ul style="list-style-type: none"> Need for a modern police station with fire and ambulances stationed. Visible Policing (theft and burglary) 	<ul style="list-style-type: none"> Entire ward

WARD 18		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> Replace water meters (Old/Stolen) Repair Water leak Water Connections Stolen water meters 	<ul style="list-style-type: none"> Entire Ward K2 & K5, Block 1, 2 & 4 Areas Car Washes
2. Sanitation	<ul style="list-style-type: none"> Sewer network dysfunctional, as a result there are sewer spillages all over ward Dysfunctional outfall sewer line Dysfunctional Wastewater treatment Plant and dysfunctional pumps Unblocking of Manholes Installation of outside toilets 	<ul style="list-style-type: none"> Entire Ward K2 & K5 Areas K8

3. Electricity	<ul style="list-style-type: none"> • Repair High mast lights and streetlights • Installation of High mast lights • Register unregistered Meters • Create an ESKOM office 	<ul style="list-style-type: none"> • Entire Ward • 3710 K5, 10234 K2 and ZCC
4. Road and stormwater	<ul style="list-style-type: none"> • Repair of potholes • Reseal tarred roads • Upgrade roads to tarred and/ or paved roads • Repair Paving where water doesn't flow when it rains • Speedhumps • Clean Stormwater canals and drainages 	<ul style="list-style-type: none"> • Entire ward, in particularly in busy areas like shopping centres, schools and churches • K2 and K5 • Block 2 & 7
5. Waste management	<ul style="list-style-type: none"> • Remove Illegal dumping • Install warning signs • Inconsistent refuse collection • Allocate Dustbins 	<ul style="list-style-type: none"> • ENTIRE WARD • Block2, Block7 and K5
6. Human settlement	<ul style="list-style-type: none"> • Allocate Sites (Residential and Business) • Need for RDP houses • Rezone Residential sites where businesses are operational • De-registrations and registrations of sites • Issue registered title deeds and assist residents without deed to obtain such • Subsidies residents affected by underground water eg collapsing structures as a result of underground water • Allocate land for small scale farming • Establishment of old sites 	<ul style="list-style-type: none"> • Entire ward
7. LED	<ul style="list-style-type: none"> • Allocate sites for entrepreneurs (Where an economic activity is envisaged) i.e. Issue Permission to occupy/Lease of Agreement • Provide support to SMMEs i.e. Funding and otherwise build stall at the taxi rank for hawkers • Revive local economy 	<ul style="list-style-type: none"> • Entire Ward
8. Education	<ul style="list-style-type: none"> • Provide Bursaries, Learnerships and placement opportunities for graduates • Build a Skills Centre • Ensure safety access to schools by eliminating bushes around and all over critical institutions • Career Exhibitions • Improve conditions of ECD centers 	<ul style="list-style-type: none"> • Entire Ward
9. Health	<ul style="list-style-type: none"> • Clean cemetery yards • Clean zoned parks • Improve condition of our Clinic • Improve access to the clinic • Mobile Clinic visits around the ward 	<ul style="list-style-type: none"> • Entire Ward
10. Community facilities	<ul style="list-style-type: none"> • Refurbishment of Kutlwano hall • Rebuild the Indoor sport center • Refurbish the local stadium • Fencing of old graveyard sites • Bring back all sporting codes • Mobile office for ward councillor • Remove High grown Grass / Clump of shrubs • Clean cemetery yards 	<ul style="list-style-type: none"> • Entire Ward
11. Safety and security	<ul style="list-style-type: none"> • Ensure security of municipal facilities to prevent vandalism 	<ul style="list-style-type: none"> • Entire Ward

WARD 19		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> • Fix water leaks and replace water meters • Connection water meters • Reservoir is not functional and is affecting water supply • Access to water 	<ul style="list-style-type: none"> • Entire and house number 578 Riverside • LA Wesi • AME and Dihwai VD for the Reservoir • Local library

2. Sanitation	<ul style="list-style-type: none"> Collapsed sewer network Fix leakages Close the manhole for a health and safety of the kids 	<ul style="list-style-type: none"> Entire Ward
3. Electricity	<ul style="list-style-type: none"> Needs to fix high mast lights and also erect new ones Need for traffic lights at intersections 	<ul style="list-style-type: none"> Entire ward
4. Road and stormwater	<ul style="list-style-type: none"> Fix Potholes, Resealing Roads Need for a 3km road paving (area of numbers beginning with 19) Blading and Graveling of streets Cleaning of Stormwater canals Finish the Stormwater canal and erect two more Speedhumps Fix the dam side 	<ul style="list-style-type: none"> Entire Ward Finish Water canal between AME and Community Hall VD Construct two canals at Dihwai and Mokhothu sections 35 Speedhumps throughout the ward Riverside dam disaster
5. Waste management	<ul style="list-style-type: none"> Illegal dumping Inconsistent refuse collection Provide Dustbins 	<ul style="list-style-type: none"> Entire Ward
6. Human settlement	<ul style="list-style-type: none"> Need for relocation of residential sites Need for sites RDP Houses (Vulnerable Groups) 2 Unfinished Houses Rebuild for Burnt Houses Title deeds Deregistration and registration of sites Renovation of Elderly Houses FLISP Subsidy Extend the two room houses Build for the flooded houses 	<ul style="list-style-type: none"> SANCO Ville Purchase a Farm (Wesselrust 58/Leclusia 70/ Uitkyk 258) between Odendaal and Allanridge for sites 5000 or more. Rezone unutilized land Entire Ward Sale Family 2192 and Selaocoe Family 2465 Nchoko Family 867 Entire Ward Whole Ward Maqhekung Zone (AME VD) For all unfinished houses
7. LED	<ul style="list-style-type: none"> Need for piloting small scale milling SMME Support, training and Funding Hlasela containers Industrial Park Agricultural Learnerships and land for commonages Job creation through EPWP program Employment for locals 	<ul style="list-style-type: none"> Nyakallong
8. Education	<ul style="list-style-type: none"> Need for learnerships and bursaries Need for technical high school, TVET college or satellite 	<ul style="list-style-type: none"> Nyakallong
9. Health	<ul style="list-style-type: none"> Maintenance, refurbishment, and erection of new facilities 	<ul style="list-style-type: none"> Nyakallong
10. Community facilities	<ul style="list-style-type: none"> Need for a playgrounds for kids and sports facilities. Government Complex (Hlasela Centre) (NYDA, SASSA, home Affairs, SEDA and NYDA) Refurbishment of the local Stadium Creation and maintenance of Parks Fire Station and Traffic Court Grass Cutting 	<ul style="list-style-type: none"> Nyakallong Nyakallong Stadium Entire Ward Station in Nyakallong Allanridge
11. Safety and security	<ul style="list-style-type: none"> Visible policing, By-law enforcement and new satellite Police station 	<ul style="list-style-type: none"> Nyakallong

WARD 20

PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> Fix leaks and replace infrastructure K1 	<ul style="list-style-type: none"> Entire Ward
2. Sanitation	<ul style="list-style-type: none"> Collapsed sewer network Sewer Spillages Proper toilets Respond to all blockages of sewer within 24 hours 	<ul style="list-style-type: none"> Entire Ward Block 7 K3 and K4 Entire ward

3. Electricity	<ul style="list-style-type: none"> • Fix all high mast lights • Fix street lights • Install high mast lights • Replace bulbs on all the street lights • Need for 2 High mast lights • Electricity problem(Constant power off) 	<ul style="list-style-type: none"> • Entire ward • Matsitsa street and Du Plessis road • Block 6, K1, and block 7 • Entire ward • Block 1 Peake Street, • K3 and K4
4. Road and stormwater	<ul style="list-style-type: none"> • Install 3km paved road • Need for speed humps • All roads to be graveled and graded • Storm water canals • Fix Madika tared road • Fix potholes • Fix Seranyane street • Apply G5 to all gravel roads • Install culvert bridge 	<ul style="list-style-type: none"> • All Main Roads • Entire ward, Ntlatseng Street next to Thusanong Primary school • All streets • Storm Water canal from ward 22, 20 and 18 • Madika street • Mathafeni street • Seranyane street • Entire ward • Block 5 and block 6
5. Waste management	<ul style="list-style-type: none"> • Clean all illegal dumping • Constant refuse removal • Need for skip bins 	<ul style="list-style-type: none"> • Entire ward
6. Human settlement	<ul style="list-style-type: none"> • Maintenance of the 3 roomed houses • Need for RDP Houses • Need for Deregistration and registration of sites • Provision of tittle deeds • Residential sites • Need toilets for 3 room houses in Block 7 	<ul style="list-style-type: none"> • Block 7 • Anglo Gold sites • Entire Ward
7. LED	<ul style="list-style-type: none"> • SMME support, training, and funding • SLP Projects and mining house contribution to community • Skills development Centre for youth • Subcontracting for locals on running projects • Need for permanent jobs 	<ul style="list-style-type: none"> • Entire ward
8. Education	<ul style="list-style-type: none"> • Bursaries, Internships and learnership • Need for technical college 	<ul style="list-style-type: none"> • Entire Ward
9. Health	<ul style="list-style-type: none"> • Maintenance, refurbishment, and erection of new facilities 	<ul style="list-style-type: none"> • Entire Ward
10. Community facilities	<ul style="list-style-type: none"> • Fix all sports facilities • Build a community sports Centre with a community hall • Maintain and cutting of tall grass • Cutting of trees 	<ul style="list-style-type: none"> • Entire Ward
11. Safety and security	<ul style="list-style-type: none"> • Need for fencing of municipal offices • Visible Policing • Police station 	<ul style="list-style-type: none"> • Kutlwanong • K3 and K4 Cable theft

WARD 21		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> • Fix water leaks and • Replace infrastructure and meters 	<ul style="list-style-type: none"> • Entire Ward • K5 and K6
2. Sanitation	<ul style="list-style-type: none"> • Collapsed sewer network 	<ul style="list-style-type: none"> • K5, K6 and K8
3. Electricity	<ul style="list-style-type: none"> • Need for 10 high mast lights • Fix Street Lights and High mastlights 	<ul style="list-style-type: none"> • K5, K6 and K8 • Duplessis • 5390 K6
4. Road and stormwater	<ul style="list-style-type: none"> • Maintenance of water canals • Blading and Gravelling of Roads • Resealing Streets • Paving of Streets 	<ul style="list-style-type: none"> • Entire Ward • Entire Ward • Clinic Street • Old Cemeteries and School Street including K5,6 and 8
5. Waste management	<ul style="list-style-type: none"> • Need for dustbins • Clean Illegal Dumping • Refuse Removal • 	<ul style="list-style-type: none"> • Entire Ward

6. Human settlement	<ul style="list-style-type: none"> • Need for rezoning of Erven for residential sites • Tittle Deeds • RDP Houses • Toilets 	<ul style="list-style-type: none"> • Ervin 6271/6272 and Space next to Sqhobong High School • Entire Ward • K8 and K6
7. LED	<ul style="list-style-type: none"> • SMME support, training, and funding • Youth Job Opportunities • Technical 	<ul style="list-style-type: none"> • Entire Ward • Identify space in the ward
8. Education	<ul style="list-style-type: none"> • Bursaries, Learnerships and internships 	<ul style="list-style-type: none"> • Entire Ward
9. Health	<ul style="list-style-type: none"> • Maintenance, refurbishment, and erection of new facilities 	<ul style="list-style-type: none"> • Bophelong Clinic
10. Community facilities	<ul style="list-style-type: none"> • Library • Grass Cutting 	<ul style="list-style-type: none"> • K6
11. Safety and security	<ul style="list-style-type: none"> • Visible Policing, By-law enforcement and Police station 	<ul style="list-style-type: none"> • K5

WARD 22		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> • Need for JoJo tanks and communal taps • Connection of water meters • Installation of boreholes 	<ul style="list-style-type: none"> • Entire Ward • K10 phase 2 • K10 Phase 1
2. Sanitation	<ul style="list-style-type: none"> • Removal of bucket system • Collapsed sewer networks • Renovate toilets 	<ul style="list-style-type: none"> • Entire Ward • K4, K9 Bazabaza, K7 and next to Mr. Molapokatsi • K7 toilets
3. Electricity	<ul style="list-style-type: none"> • Need for 10 High mast lights 	<ul style="list-style-type: none"> • High mast lights K10 phase 1
4. Road and stormwater	<ul style="list-style-type: none"> • Maintenance of roads and stormwater • Need for Gravelling, Blading, Paving and tarred roads • Erection of stormwater 	<ul style="list-style-type: none"> • K10 and K7 • Entire Ward • K9 Du Plessis, K7 to K4(Stormwater canals)
5. Waste management	<ul style="list-style-type: none"> • Inconsistent refuse removal collection • Provide Dustbins • Illegal Dumping Sites 	<ul style="list-style-type: none"> • Entire ward • Entire ward • All open spaces
6. Human settlement	<ul style="list-style-type: none"> • Need Commonage • Formalization of informal settlement • RDP houses • Tittle deeds • Registration and Deregistration of Sites • Allocation of stands properly 	<ul style="list-style-type: none"> • Entire Ward • Phase 2 • Skolong Unit • K10
7. LED	<ul style="list-style-type: none"> • SMME support, training and funding • Agriculture business and workshops • No water for livestock, concern was about the land, bylaws, safety of livestock • Water for plants and chickens 	<ul style="list-style-type: none"> • Entire Ward • Kulkail
8. Education	<ul style="list-style-type: none"> • Build Primary School • Training Centre • Bursaries, Learnership and internships • Need a centre for the disabled 	<ul style="list-style-type: none"> • School in K10 • K7 • Entire Ward
9. Health	<ul style="list-style-type: none"> • Need for Clinic 	<ul style="list-style-type: none"> • Clinic in K10
10. Community facilities	<ul style="list-style-type: none"> • Refurbishment of centre • Maintenance of community hall • Gravelling of soccer field • Need for Sporting Grounds • Illegal Dumping Sites 	<ul style="list-style-type: none"> • Love Life Centre • Entire Ward • Phase 2
11. Safety and security	<ul style="list-style-type: none"> • Need for new Police Station 	<ul style="list-style-type: none"> • Kutlwanong

WARD 23		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> Water connection 	<ul style="list-style-type: none"> Extension 18,19 and 20 Maseru area
2. Sanitation	<ul style="list-style-type: none"> Need for construction of toilets Replacement of pit toilets Fixing of sewer line 	<ul style="list-style-type: none"> Entire ward Maseru area
3. Electricity	<ul style="list-style-type: none"> Need for electrical connection Need for 20 High mast lights Electrical cable theft 	<ul style="list-style-type: none"> Extension 18, 19 and 20 Entire Ward, Maseru area
4. Road and stormwater	<ul style="list-style-type: none"> Need for paving of roads Need for tarring of roads Gravelling of Streets 	<ul style="list-style-type: none"> Entire Ward
5. Waste management	<ul style="list-style-type: none"> Remove Illegal dumping Inconsistent refuse collection 	<ul style="list-style-type: none"> Entire ward
6. Human settlement	<ul style="list-style-type: none"> Sites, Housing, and title deeds 	<ul style="list-style-type: none"> Entire ward
7. LED	<ul style="list-style-type: none"> SMME support, training, and funding 	<ul style="list-style-type: none"> All SMMEs in the ward
8. Education	<ul style="list-style-type: none"> Bursaries, learnerships and internships High School 	<ul style="list-style-type: none"> Ext 19
9. Health	<ul style="list-style-type: none"> Maintenance, refurbishment, and erection of new facilities 	<ul style="list-style-type: none"> Extend Hani Park Clinic
10. Community facilities	<ul style="list-style-type: none"> Need for establishment of multipurpose Centre 	<ul style="list-style-type: none"> Ext 15
11. Safety and security	<ul style="list-style-type: none"> Visible policing, by law enforcement and build police station 	<ul style="list-style-type: none"> Ext 15

WARD 24		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> • Need for communal taps • Need water meters • Fixing of pipe burst and leakages • Drilling of boreholes 	<ul style="list-style-type: none"> • Hani Park
2. Sanitation	<ul style="list-style-type: none"> • Need for construction of sewer system/repairing of sewer system • Sewer lines pass through the yards • Cleaning of Schools Septic tanks 	<ul style="list-style-type: none"> • Hani Park
3. Electricity	<ul style="list-style-type: none"> • Need working High mast light • Fixing of 1 vandalized High mastlight • Need for electrical connection 	<ul style="list-style-type: none"> • Hani Park
4. Road and stormwater	<ul style="list-style-type: none"> • Need for paving & graveling of roads • Need for storm water drainages 	<ul style="list-style-type: none"> • Hani Park
5. Waste management	<ul style="list-style-type: none"> • Illegal dumping • Inconsistent refuse collection • Provision of Dustbin 	<ul style="list-style-type: none"> • Entire Ward
6. Human settlement	<ul style="list-style-type: none"> • Need for allocation of sites • Land commonages • Rezoning of the un-utilized school sites for residential sited • Build Primary School • Tittle Deeds • RDP Houses • Deregistration and registrationof abandoned sites 	<ul style="list-style-type: none"> • Informal settlements in Hani Park • Entire Ward
7. LED	<ul style="list-style-type: none"> • Need for business site • SMMEs support, training, andfunding • Small scale mining support forSMMEs • Agricultural support, training and funding 	<ul style="list-style-type: none"> • Entire Ward
8. Education	<ul style="list-style-type: none"> • Bursaries, Learnerships and internships • Proper infrastructure maintenance at school • Building of school 	<ul style="list-style-type: none"> • Entire ward • Ouma Tsopo Primary School
9. Health	<ul style="list-style-type: none"> • Maintenance, refurbishment, and erection of new facilities 	<ul style="list-style-type: none"> • Hani Park
10. Community facilities	<ul style="list-style-type: none"> • Need for church facility • Need for sports ground • Grass and tree cutting 	<ul style="list-style-type: none"> • Hani Park
11. Safety and security	<ul style="list-style-type: none"> • Visible policing and By-lawenforcement • Police Station • Police Patrols 	<ul style="list-style-type: none"> • Hani Park • Hani Park • All Farms

WARD 25 Phokeng & 2010		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> No water Running water Fix leaks and replace meters Prepaid meters Need for boreholes 	<ul style="list-style-type: none"> Entire Ward 2010
2. Sanitation	<ul style="list-style-type: none"> Collapsed sewer network and spillages Need for toilets 	<ul style="list-style-type: none"> Entire Ward Phokeng and 2010
3. Electricity	<ul style="list-style-type: none"> LED Streetlights No lights Need for maintained and working High mast lights Need for installation of blanket prepaid metering system Need for repairing of streetlights 	<ul style="list-style-type: none"> Entire Ward
4. Road and stormwater	<ul style="list-style-type: none"> Resealing of roads Paving gravel roads Need for resealing of potholes Provision for tarred road Speedhumps Roads must cater for the disabled 	<ul style="list-style-type: none"> Entire Ward
5. Waste management	<ul style="list-style-type: none"> No refuse removal 	<ul style="list-style-type: none"> Entire ward
6. Human settlement	<ul style="list-style-type: none"> Need for title deeds RDP houses Provision of Sites Need for church sites 	<ul style="list-style-type: none"> Entire Ward
7. LED	<ul style="list-style-type: none"> SMME support, training, and funding Business Sites Investor attraction for job creation Establishment of a waste to energy, food and innovation green space 	<ul style="list-style-type: none"> Entire Ward
8. Education	<ul style="list-style-type: none"> Bursaries, Learnerships and Internships Need for a multi-purpose skills development center 	<ul style="list-style-type: none"> Youth and graduates in the Ward Entire Ward
9. Health	<ul style="list-style-type: none"> Maintenance, refurbishment, and erection of new facilities Need for Clinic 	<ul style="list-style-type: none"> Expand or Build new Clinic
10. Community facilities	<ul style="list-style-type: none"> Need for community hall Need for Sports ground Need for parks Pruning of trees Cleaning of empty sites Cutting of grass and trees 	<ul style="list-style-type: none"> Area to be identified Solomon Park
11. Safety and security	<ul style="list-style-type: none"> Visible Policing and By law enforcement Community Policing forum Police Station CCTV Cameras for safety 	<ul style="list-style-type: none"> Entire Ward

WARD 25 Riebeeckstad		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> • Fix leaks and replace meters • Need for boreholes • Water scarcity • Inaccurate estimates for meter readings 	<ul style="list-style-type: none"> • Entire ward
2. Sanitation	<ul style="list-style-type: none"> • Collapsed sewer network and spillages • No electricity 	<ul style="list-style-type: none"> • Entire ward • Anemoon Street House No 3, 5 and 7
3. Electricity	<ul style="list-style-type: none"> • LED Streetlights • Need for maintained and working High mast lights • Need for installation of blanket prepaid metering system • Need for repairing of streetlights • Increases in electrical tariffs • Need for solar lights • Discrepancies in electricity kilowatt readings 	<ul style="list-style-type: none"> • Entire Ward • Riebeeckstad industrial, (Blenheim Avenue) • Riebeeckstad
4. Road and stormwater	<ul style="list-style-type: none"> • Repair and resealing of roads • Paving gravel roads • Need for resealing of potholes • Provision for tarred road • Speedhumps • Roads must cater for the disabled • Drain blockages • Needs road resurfacing 	<ul style="list-style-type: none"> • Entire Ward • Blenheim Avenue, • Clyde Avenue, Nelson street, Hoffman, Lomia street, Hercules street, Holden Avenue, • Berthold street, Camillia Street, Craib Avenue, Elma Place, Flora, Gluckman Avenue, Jasons way and service lanes, Kannaugh street, Louis road, Mclean street, Nathaniel street, Robert street, Ventura street • Entire ward
5. Waste management	<ul style="list-style-type: none"> • Inconsistent refuse collection 	<ul style="list-style-type: none"> • Entire ward
6. Human settlement	<ul style="list-style-type: none"> • Need for church sites • Need for residential sites • RDP houses • Provision of Sites 	<ul style="list-style-type: none"> • Entire ward
7. LED	<ul style="list-style-type: none"> • SMME support, training, and funding • Business Sites • Investor attraction for job creation • Establishment of a waste to energy, food and innovation green space 	<ul style="list-style-type: none"> • Entire ward
8. Education	<ul style="list-style-type: none"> • Bursaries, Learnerships and Internships • Need for a multi-purpose skills development center • Maintenance of Riebeeckstad Library 	<ul style="list-style-type: none"> • Entire ward
9. Health	<ul style="list-style-type: none"> • Maintenance, refurbishment, and erection of new facilities 	<ul style="list-style-type: none"> • Expand or Build new Clinic
10. Community facilities	<ul style="list-style-type: none"> • Need for community hall • Need for Sports ground • Pruning of trees • Cleaning of empty sites • Cutting of grass and trees 	<ul style="list-style-type: none"> • Area to be identified
11. Safety and security	<ul style="list-style-type: none"> • Visible Policing and Bylaw enforcement • Community Policing forum • Police Station • CCTV Cameras for safety 	<ul style="list-style-type: none"> • Entire ward

WARD 26		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> Water leaks and old meters 	<ul style="list-style-type: none"> Entire Ward
2. Sanitation	<ul style="list-style-type: none"> Collapsed Sewer network A need for installation of new large sewer pipes. 	<ul style="list-style-type: none"> Entire Ward
3. Electricity	<ul style="list-style-type: none"> Need for High mast lights 	<ul style="list-style-type: none"> Entire Ward Next to 8225 and between 8183 and 8189
4. Road and stormwater	<ul style="list-style-type: none"> Maintenance of roads Need for tarring of roads. Need for resealing of streets. Painting of street names and humps Need for speed humps 	<ul style="list-style-type: none"> South and West Street Entire Ward
5. Waste management	<ul style="list-style-type: none"> Illegal Dumping Inconsistent refuse collection Cleaning of dumping area 	<ul style="list-style-type: none"> Entire Ward Near Lehlakeng Apostle Church
6. Human settlement	<ul style="list-style-type: none"> Need for allocation of sites. Need for allocation of title deeds Need for rezoning of sites 	<ul style="list-style-type: none"> Entire Ward
7. LED	<ul style="list-style-type: none"> SMMEs training Mini industrial area Need for food security. Need for youth employment programmes 	<ul style="list-style-type: none"> Entire Ward Thuhloane
8. Education	<ul style="list-style-type: none"> Bursaries, Learnerships and internships 	<ul style="list-style-type: none"> Entire Ward
9. Health	<ul style="list-style-type: none"> Refurbishment of clinic Maintenance, refurbishment, and erection of new facilities 	<ul style="list-style-type: none"> Mojabeng Clinic Entire Ward
10. Community facilities	<ul style="list-style-type: none"> Need for recreational parks for children Refurbishment of stadium Need for sports facility 	<ul style="list-style-type: none"> Entire ward Zuka Baloyi Stadium
11. Safety and security	<ul style="list-style-type: none"> Visible Policing and By-law enforcement Cleaning of open Spaces 	<ul style="list-style-type: none"> Entire ward

WARD 27		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> Burst Pipe/ Valves – Turnaround time to be quicker. Jojo tanks to be checked and filled Water leakages Water shedding Estimates billing 	<ul style="list-style-type: none"> Full Ward Paballong Nassan street, 123 Jasson street
2. Sanitation	<ul style="list-style-type: none"> Need for repairing of serviceline Paballong sewerage issues 	<ul style="list-style-type: none"> Koppie Allen, Nyala Street, Stateway, Hope Street, Volksweg, Harrison Street, Graham Street, Rietbok, Murray Street, Pringle Street, Haarlem Street, De Mist Paballong Sewerage issues
3. Electricity	<ul style="list-style-type: none"> Need for maintained High mast lights Protection of Sub Stations Replacement of Street Lights 	<ul style="list-style-type: none"> Entire Ward Protection of Sub Stations Replacement of Street Lights
4. Road and stormwater	<ul style="list-style-type: none"> Need for fixing/cloning of Potholes Road infrastructure Resealing of the roads 	<ul style="list-style-type: none"> Entire Ward, main roads Entrance of Paballong Janson street
5. Waste management	<ul style="list-style-type: none"> Illegal Dumping Inconsistent refuse collection 	<ul style="list-style-type: none"> Entire Ward Middle block skipped
6. Human settlement	<ul style="list-style-type: none"> Allocation of sites 	<ul style="list-style-type: none"> Paballong
7. LED	<ul style="list-style-type: none"> Revitalizing of Business area To be upgraded with play area for kids/Community To be cleaned and upgraded with play area for kids/Community Development and employment of youth 	<ul style="list-style-type: none"> Super Spar Complex Graham Street Park Harrison Street Park

8. Education	<ul style="list-style-type: none"> • Upgrading of School • Youth Development skills programmes 	<ul style="list-style-type: none"> • Paballong • Entire Ward
9. Health	<ul style="list-style-type: none"> • Need for clinic 	<ul style="list-style-type: none"> • Dagbreek
10. Community facilities	<ul style="list-style-type: none"> • Need for cleaning and maintaining public facilities. • Need for Sports Centre • Tree Trimming and grass cutting 	<ul style="list-style-type: none"> • Entire Ward
11. Safety and security	<ul style="list-style-type: none"> • Improve safety and security • Need for erection of gates and security at main street entrances. • Need for visible Policing and amobile Police Station • Guard houses to be put at hot-spots for cable theft 	<ul style="list-style-type: none"> • Entire Ward

WARD 28		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> • Burst Pipe/ Valves – Turnaround time to bequicker. • Replacement of old Meters and installation • Inconsistent water cuts • Water leakages 	<ul style="list-style-type: none"> • entire Ward • Phakathi street
2. Sanitation	<ul style="list-style-type: none"> • Need for repairing of serviceline • Sewer spillages 	<ul style="list-style-type: none"> • Entire Ward • 1319 Presbetarian, Bereng, Maphira
3. Electricity	<ul style="list-style-type: none"> • Need for high mast lights and installation of cameras • Protection of Substations • Replacement of Streetlights • Fix High Mast lights • Electricity cuts 	<ul style="list-style-type: none"> • Entire Ward • Tisha Vanga By – Pass • Near Bongani Circle
4. Road and stormwater	<ul style="list-style-type: none"> • Need for fixing and cloning of potholes • Speedhumps • Water flooding 	<ul style="list-style-type: none"> • entire ward • Tladi and mzilikazi
5. Waste management	<ul style="list-style-type: none"> • Illegal dumping sites • Service Delivery • Inconsistent refuse removal • Need for skip bins 	<ul style="list-style-type: none"> • Sites to be cleared and cut – Will reduce dumping • Infrequent picking up of black bags, need to stick to schedule. • Municipal sidewalk trees to be cut
6. Human settlement	<ul style="list-style-type: none"> • Need for sites • Dilapidate houses that share wall and have foundation problem. Some have one door • Renovate State own hose in Mxi • Dilapidated houses • Build new houses for burnt houses 	<ul style="list-style-type: none"> • Development of the area next to bongani • Build RDP Houses for all elderly people
7. LED	<ul style="list-style-type: none"> • Business Sites • Youth development workshops 	<ul style="list-style-type: none"> • Not filled to be distributed with plans • To be upgraded with play area for kids/Community • To be cleaned and upgraded with playarea for kids/Community
8. Education	<ul style="list-style-type: none"> • Upgrading of School 	<ul style="list-style-type: none"> • Paballong
9. Health	<ul style="list-style-type: none"> • Need for mobile clinic 	<ul style="list-style-type: none"> • Identify site and put in motion to build clinic
10. Community facilities	<ul style="list-style-type: none"> • Need for Cleaning and maintaining for public facilities • Need for gravel sports ground • Need for recreational facilities • Fun park • Tree Trimming 	<ul style="list-style-type: none"> • Entire ward • Identify and build a sports area with sufficient fields and change houses
11. Safety and security	<ul style="list-style-type: none"> • Visible policing and mobile police station • Guard houses to be put up at hot spots for cable theft 	<ul style="list-style-type: none"> • Entire ward

WARD 28 Riebeeckstad		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> Burst Pipe/ Valves – Turnaround time to be quicker. Replacement of old meters Incorrect billing through estimates Water scarcity Water leakages. 	<ul style="list-style-type: none"> Entire ward
2. Sanitation	<ul style="list-style-type: none"> Need for repairing of service line Collapsed sewer networks and spillages 	<ul style="list-style-type: none"> Entire ward
3. Electricity	<ul style="list-style-type: none"> Replacement of Streetlights Increases in electrical tariffs high-mast lights or solar lights No electricity 	<ul style="list-style-type: none"> Entire ward Anemoon Street House No 3, 5 and 7
4. Road and stormwater	<ul style="list-style-type: none"> Need for fixing and cloning of potholes Need for repair and paving of roads Need for Blading and gravelling of Streets Clear road markings and more road signs Drain blockages Needs road resurfacing 	<ul style="list-style-type: none"> Entire ward
5. Waste management	<ul style="list-style-type: none"> Illegal dumping sites Service Delivery Provision of Dustbins Inconsistent Refuse collection 	<ul style="list-style-type: none"> Entire ward
6. Human settlement	<ul style="list-style-type: none"> Stands/Sites Need for tittle Deeds Deregistration and registration of sites Need for residential SITES 	<ul style="list-style-type: none"> Entire ward-
7. LED	<ul style="list-style-type: none"> Business Sites SMME support, training and funding Investor and funding attraction for Job creation 	<ul style="list-style-type: none"> Entire ward
8. Education	<ul style="list-style-type: none"> Upgrading of school facilities Maintenance of Riebeeckstad Library 	<ul style="list-style-type: none"> Entire ward
9. Health	<ul style="list-style-type: none"> Need for functional clinic 	<ul style="list-style-type: none"> Entire ward
10. Community facilities	<ul style="list-style-type: none"> Need for Cleaning and maintaining public facilities 40 000 capacity Stadium Refurbish the Riebeeckstad Golf Club Cleaning of open spaces, Tree cutting/felling and grass cutting 	<ul style="list-style-type: none"> Entire ward Usave and Abalia Townhouses, Norman Street (Tar Road)
11. Safety and security	<ul style="list-style-type: none"> Visible policing and mobile police station Guard houses to be put up at hot spots to fight cable theft 	<ul style="list-style-type: none"> Entire ward

WARD 29		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> Replacement of meters Fixing of water leaks 	<ul style="list-style-type: none"> Phahameng section Entire ward
2. Sanitation	<ul style="list-style-type: none"> Collapsed Sewer network Attend to all spillages 	<ul style="list-style-type: none"> Entire ward
3. Electricity	<ul style="list-style-type: none"> Fix all High mast lights Provision of Solar System Expand sewer pump station 	<ul style="list-style-type: none"> Entire Ward
4. Road and stormwater	<ul style="list-style-type: none"> Need for paving of streets Need for resealing of streets Need for graveling of streets Cleaning of Stormwater canal and drainages 	<ul style="list-style-type: none"> Entire Ward
5. Waste management	<ul style="list-style-type: none"> Illegal dumping Inconsistent waste collection Provision of dustbins 	<ul style="list-style-type: none"> Entire Ward
6. Human settlement	<ul style="list-style-type: none"> RDP Housing Thokoza (Fixthokoza houses) Tittle deeds Sites especially for Youth Thokoza wetland 	<ul style="list-style-type: none"> Thokoza Entire Ward Entire Ward Entire Ward
7. LED	<ul style="list-style-type: none"> Need for a food garden SMME Support, Training, and funding Wifi for all households 	<ul style="list-style-type: none"> Kotoki ground Entire Ward
8. Education	<ul style="list-style-type: none"> Bursaries, Learnerships and internships Jojo tanks for all Schools in Thabong 	<ul style="list-style-type: none"> Entire Ward
9. Health	<ul style="list-style-type: none"> Maintenance, refurbishment of new facilities Connect JoJo Tank 	<ul style="list-style-type: none"> Thabong Clinic
10. Community facilities	<ul style="list-style-type: none"> Build Ward Councillor Office Playing Grounds Prioritize Multi-purpose Project behind Bongani Hospital Renovate Zuka baloi Stadium Grass Cutting 	<ul style="list-style-type: none"> Kotoki Entire ward and kotoki Behind Bongani Hospital
11. Safety and security	<ul style="list-style-type: none"> Mobile Station 	<ul style="list-style-type: none"> Old Thabong Police Station

WARD 30		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> Need for replacement of water meters. Fix all water leaks and burst pipes Water shedding 	<ul style="list-style-type: none"> Entire Ward
Sanitation	<ul style="list-style-type: none"> Collapsed sewer network Sewer spillages 	<ul style="list-style-type: none"> Throughout the Ward Constantia Road and house number 724
3. Electricity	<ul style="list-style-type: none"> Cable theft Street lights Installation of High mast lights Electricity cut off (load shedding) 	<ul style="list-style-type: none"> Entire Ward
4. Road and stormwater	<ul style="list-style-type: none"> Damaged roads and potholes Need for repairing of streets Need for blading and graveling of Streets Need for paving of streets 	<ul style="list-style-type: none"> Chalele street, Mmatso street, Lechekostreet, Morake street Ikaneng, Motloi (2km), Mmatso street, Lereko street
5. Waste management	<ul style="list-style-type: none"> Illegal dumping sites Inconsistent waste collection Need for skip bins 	<ul style="list-style-type: none"> Entire ward
6. Human settlement	<ul style="list-style-type: none"> Need for replacing asbestos roofing Need for title Deeds Deregistration and Registration of Sites Provision of Residential Sites 	<ul style="list-style-type: none"> Entire Ward

7. LED	<ul style="list-style-type: none"> • SMME support, training and funding • Youth Development programmes 	<ul style="list-style-type: none"> • Entire Ward
8. Education	<ul style="list-style-type: none"> • Bursaries, learnerships and internships 	<ul style="list-style-type: none"> • Entire Ward
9. Health	<ul style="list-style-type: none"> • Maintenance, refurbishment, and erection of new facilities • Need for a mobile clinic • Screening of people i.e. TB • Need for nursing school 	<ul style="list-style-type: none"> • Entire Ward
10. Community facilities	<ul style="list-style-type: none"> • Need for office for Ward Councillor • Maintenance, refurbishment, and erection of new facilities 	<ul style="list-style-type: none"> • Entire Ward
11. Safety and security	<ul style="list-style-type: none"> • Visible Policing, CPF and By-law enforcement 	<ul style="list-style-type: none"> • Entire Ward

WARD 31		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> • Leakages and ageing meters • Fix water leakages • Poor quality of water 	<ul style="list-style-type: none"> • Entire Ward
2. Sanitation	<ul style="list-style-type: none"> • Collapsed Sewer infrastructure • Sewer spillages 	<ul style="list-style-type: none"> • Entire Ward
3. Electricity	<ul style="list-style-type: none"> • Need for repair of streetlights • Need for repairing of highmast lights • Need for 10 High Mast Lights • Electricity load reduction 	<ul style="list-style-type: none"> • Constantia road, Thelingoane road, Thuhloane road and James Ngake Road • Moeletsi Rental hostel, Jantoro Rental hostel and Seutloadi street
4. Road and stormwater	<ul style="list-style-type: none"> • Need for 3 km paving of roads • Need for Tarred Roads • Blading and graveling of Streets • Resealing of Roads • Clean Stormwater canals and drainages 	<ul style="list-style-type: none"> • Mosiako street, Thebeko street, Seutloadi street, Church Avenue, Gani street and all entrances to rental units • Chume Street • Entire Ward
5. Waste management	<ul style="list-style-type: none"> • Illegal Dumping • No refuse Collection • Provision of Dustbins 	<ul style="list-style-type: none"> • Entire Ward
6. Human settlement	<ul style="list-style-type: none"> • Need for sites • Need site for youth center • Housing and title deeds • Land next to Hostel be made Residential Sites 	<ul style="list-style-type: none"> • Entire Ward
7. LED	<ul style="list-style-type: none"> • SMME support, training and funding • Attraction of investors for Job creation • Small Business be given Agricultural land • Business Site • Community members not employed 	<ul style="list-style-type: none"> • Entire Ward
8. Education	<ul style="list-style-type: none"> • Bursaries, Learnerships and Internships 	<ul style="list-style-type: none"> • Youth and Graduates in the Ward
9. Health	<ul style="list-style-type: none"> • 24hrs Operational Clinic 	<ul style="list-style-type: none"> • Area between Dube and TCC
10. Community facilities	<ul style="list-style-type: none"> • Maintenance of hall • Blading of Sports Grounds around the ward 	<ul style="list-style-type: none"> • Thabong Community Centre • Entire Ward
11. Safety and security	<ul style="list-style-type: none"> • Visible Policing 	<ul style="list-style-type: none"> • Entire ward

WARD 32		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> • Inconsistent water cuts • Need to repair water leakages • Backfilling after fixing a burst pipe • Urgent inspection and replacement of all faulty, missing, or stolen water meters • Installation of smart water meters • Water billing on estimated water readings • Open excavations 	<ul style="list-style-type: none"> • Entire Ward

2. Sanitation	<ul style="list-style-type: none"> • Collapsed sewer lines • Sewer spillages all over the yard • Installation of wrong sizes of sewer pipes which worsen the problem • Delayed sewer responses • Repeated sewer failure 	<ul style="list-style-type: none"> • Entire Ward
3. Electricity	<ul style="list-style-type: none"> • Non-functioning of streetlights • Electric infrastructure instability • Smart meter roll out • Install smart poles (integrated streetlights, CCTV, Wi-Fi, and environmental sensors) • Installation of silent alarms • Fitting of secure locking mechanisms • Replacement and upgrade of all streetlights, including conversion to LED or solar • Replacement of streetlight bulbs • Shepard security to be appointed to install cameras on the streetlights. • No electricity on weekends • Power station opened, thieves temper with electric cables 	<ul style="list-style-type: none"> • Entire Ward • Next to number 27 Lindy street
4. Road and stormwater	<ul style="list-style-type: none"> • Potholes and road deterioration • Lack of resurfacing program • Storm water failures • Restoration of road signage and road markings • Restoration and upgrading of storm water drains and some need upgrading • Installation of speed bumps • Full re-surfacing and rehabilitation of critical streets 	<ul style="list-style-type: none"> • Entire Ward • Elizabeth Eybers Avenue & Petrus Bosch Avenue intersection • Koppie Aleen road, between Mikro Ave and Badenhorst street, Zomba Street, streets surrounding Orion School entrances • Cactus street, stateway service lace, Dooren near CBD, Van Bruggen Avenue, 15th street, 12th street, Petrus Bosch Avenue, zomba street, Power road (industrial area), Twist street and De Villiers street. DF Malherbe Street, Opperman Street
5. Waste management	<ul style="list-style-type: none"> • Inconsistent waste collection • Clearing of illegal dumping and Veld • Vacant lots be cleared of such debris and rubbish • Backfilling and restoration of all open excavations across Ward 32. 	<ul style="list-style-type: none"> • Entire Ward • Mikro Avenue and at intersection across Koppie Alleen, Constantia Road and Welkom Clinic surrounds • Peter Pan Park and closure of Rapid Crescent, Heron Crescent, Dove Crescent, Mirage Crescent (adjacent to railway tracks)
6. Human settlement	<ul style="list-style-type: none"> • Provision of Sites • Illegal occupation of flats • Illegal buildings and unlawful conversions • Dangerous abandoned structures • Illegal conversion of houses to student accommodation • Urgent attention to abandoned Amogelang Mall through demolishing 	<ul style="list-style-type: none"> • Entire Ward
7. LED	<ul style="list-style-type: none"> • SMME support and funding • SMMEs to be given opportunities through tenders • Lack of measurable economic outcomes 	<ul style="list-style-type: none"> • Entire Ward
8. Education	<ul style="list-style-type: none"> • Broad youth development programmes 	<ul style="list-style-type: none"> • Entire Ward
9. Health	<ul style="list-style-type: none"> • Clinic maintenance and healthcare infrastructure 	<ul style="list-style-type: none"> • Entire ward

10. Community facilities	<ul style="list-style-type: none"> • Municipal flats deteriorating • Grass cutting and public space neglect • Parks and public infrastructure • Need for maintenance of parks and open spaces. • Need for sports and recreational centre with soccer and netball fields/courts • Restoration of the play park • Repair and replacement of broken pre-concrete fencing • Refurbishment of the swimming pool • Maintenance of ablution facilities 	<ul style="list-style-type: none"> • Entire Ward
11. Safety and security	<ul style="list-style-type: none"> • Lack of municipal safety planning • Visible Policing • Strengthen CPF operations by introducing CPF Safe Zones through partnerships with SAPS, Security Companies, and Ward Committees • Install CCTV cameras 	<ul style="list-style-type: none"> • Entire Ward • Public parks and shopping areas • Electrical substations and mini-sub

WARD 33		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> • Correct billing, water leaks and interruptions (water schedule) 	<ul style="list-style-type: none"> • Entire ward
2. Sanitation	<ul style="list-style-type: none"> • Collapsed sewer lines • Sewer spillages 	<ul style="list-style-type: none"> • Entire ward • St Helena, Checkers
3. Electricity	<ul style="list-style-type: none"> • Fixing and maintaining of streetlights 	<ul style="list-style-type: none"> • Entire Ward
4. Road and stormwater	<ul style="list-style-type: none"> • Prioritizing fixing of all roads 	<ul style="list-style-type: none"> • Entire Ward
5. Waste management	<ul style="list-style-type: none"> • Consistent and timeous Refuse Collection 	<ul style="list-style-type: none"> • Entire Ward
6. Human settlement	<ul style="list-style-type: none"> • Provision of 500 residential sites 	<ul style="list-style-type: none"> • Entire Ward
7. LED	<ul style="list-style-type: none"> • Skills Training Programs • SMME support, training and funding 	<ul style="list-style-type: none"> • Entire Ward
8. Education	<ul style="list-style-type: none"> • Training For youth and Elderly 	<ul style="list-style-type: none"> • Entire Ward
9. Health	<ul style="list-style-type: none"> • Upgrading, refurbishment of clinics 	<ul style="list-style-type: none"> • To be identified
10. Community facilities	<ul style="list-style-type: none"> • Youth sports facility • Maintenance of Parks • Build a hall • Build Empowerment Centre • Tree cutting and pruning 	<ul style="list-style-type: none"> • Entire Ward • Lake view
11. Safety and security	<ul style="list-style-type: none"> • Visible Policing • Drug and Substance Abuse Campaigns • Fence the lake 	<ul style="list-style-type: none"> • Entire Ward

WARD 34		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> • Leakage and meter replacements • Correct Billing • Water cuts 	<ul style="list-style-type: none"> • Entire Ward
2. Sanitation	<ul style="list-style-type: none"> • Collapsed sewer 	<ul style="list-style-type: none"> • Entire Ward
3. Electricity	<ul style="list-style-type: none"> • Repairing streetlights • Need for a high Mast light • Electricity cuts 	<ul style="list-style-type: none"> • Entire Ward
4. Road and stormwater	<ul style="list-style-type: none"> • Fixing of Potholes • Resealing of roads • Clean stormwater canals and drainages 	<ul style="list-style-type: none"> • Flamingo • Entire Ward
5. Waste management	<ul style="list-style-type: none"> • Illegal dumping 	<ul style="list-style-type: none"> • Entire Ward
6. Human settlement	<ul style="list-style-type: none"> • Allocation of residential sites and business sites 	<ul style="list-style-type: none"> • Entire Ward
7. LED	<ul style="list-style-type: none"> • SMME support, training, and funding • Ward Based Information sessions 	<ul style="list-style-type: none"> • Entire Ward
8. Education	<ul style="list-style-type: none"> • Bursaries • Refurbishment of Schools • Training Centers 	<ul style="list-style-type: none"> • Entire Ward
9. Health	<ul style="list-style-type: none"> • Need for a clinic 	<ul style="list-style-type: none"> • Entire Ward
10. Community facilities	<ul style="list-style-type: none"> • Need for public library • Expanding the Hall into a multi-purpose Sports facility • Refurbishment of hall • Grass cutting and trees 	<ul style="list-style-type: none"> • Entire Ward • Flamingo hall
11. Safety and security	<ul style="list-style-type: none"> • Visible policing 	<ul style="list-style-type: none"> • Entire Ward

WARD 35 Western Holdings		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> Need for water connection Need for water meters 	<ul style="list-style-type: none"> Entire ward
2. Sanitation	<ul style="list-style-type: none"> Need for replacement of sewer line Finalization of procurements for sewage stations (already in administration but not approved) Cleaning of manholes 	<ul style="list-style-type: none"> Entire ward
3. Electricity	<ul style="list-style-type: none"> Repairing of high mast lights Repairing of streetlights Informal settlers to be electrified 	<ul style="list-style-type: none"> Entire ward Western Holdings
4. Road and stormwater	<ul style="list-style-type: none"> Need for gravel road Fixing of potholes Need for resealing of tarred road Speedhump and pedestrian Crossing 	<ul style="list-style-type: none"> Entire ward
5. Waste management	<ul style="list-style-type: none"> Illegal dumping and non-collection of waste Clean illegal Dumping 	<ul style="list-style-type: none"> Entire ward
6. Human settlement	<ul style="list-style-type: none"> Formalizing informal settlements and allocating sites Transferring property from Harmony De-Politising the issuing of sites and township establishment Selling and buying of vacant sites that are between houses Building of RDP houses 	<ul style="list-style-type: none"> Skomplaas & Ext 2, western holdings Skomplaas plotting site and giving people title deeds Entire Ward Western Holdings
7. LED	<ul style="list-style-type: none"> SMME support to be decentralized Issuing informal trading permit and creating by-laws Brings Trainings to ward 	<ul style="list-style-type: none"> Offices Different transportation hubs
8. Education	<ul style="list-style-type: none"> Bursaries Safe access to school Better school facilities (bathrooms, sport grounds) Installing water tanks for continual school operations Solar panels Rebuilding of School 	<ul style="list-style-type: none"> Paved walkway from residential areas to all school especially Eldoret that passed the landfill site. T.S Matlatletsa & Western Holding Primary (open space next to school to be developed as sport ground) Western Holdings Primary
9. Health	<ul style="list-style-type: none"> Expansion of clinics—Container clinics (mobile) Accessibility of health care practitioners 	<ul style="list-style-type: none"> Jabulani, Western Holding On site temporary visits by government health practitioners.
10. Community facilities	<ul style="list-style-type: none"> Need to renovate stadium Blading of Soccer and Netball Grounds Establishment of a family park Cleaning of Sidewalks Refurbishment – Building of Stadium Grass cutting 	<ul style="list-style-type: none"> Western Holding stadium
11. Safety and security	<ul style="list-style-type: none"> Visible Policing and By-law enforcement Joint CPF Committee establishment by ward based not SAPS sector based. 	<ul style="list-style-type: none"> Entire ward

WARD 35 Reahola		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> Need for water connection Need for water meters 	<ul style="list-style-type: none"> Entire ward
2. Sanitation	<ul style="list-style-type: none"> Need for replacement of sewer line Finalization of procurements for sewage stations (already in administration but not approved) 	<ul style="list-style-type: none"> Entire ward
3. Electricity	<ul style="list-style-type: none"> Need for High mast lights Electricity cuts 	<ul style="list-style-type: none"> Entire ward
4. Road and stormwater	<ul style="list-style-type: none"> Need for gravel road Fixing of potholes Need for resealing of tarred road Roads infrastructure 	<ul style="list-style-type: none"> Stateway to Reahola Entire ward
5. Waste management	<ul style="list-style-type: none"> Illegal dumping and non-collection of waste Clean illegal Dumping 	<ul style="list-style-type: none"> Entire ward
6. Human settlement	<ul style="list-style-type: none"> Formalizing informal settlement Relocation of Reahola Residents De-Politising the issuing of sites and township 	<ul style="list-style-type: none"> Reahola so that each unit can have their own municipal account Reahola Complex Residents

	<ul style="list-style-type: none"> establishment Selling and buying of vacant sites that are between houses Land allocation 	
7. LED	<ul style="list-style-type: none"> SMME support to be decentralized Issuing informal trading permit and creating by-laws Brings Trainings to ward 	<ul style="list-style-type: none"> Entire ward
8. Education	<ul style="list-style-type: none"> Bursaries Safe access to school Solar panels 	<ul style="list-style-type: none"> Entire ward Reahola Creche
9. Health	<ul style="list-style-type: none"> Container clinics (mobile) Accessibility of health care practitioners 	<ul style="list-style-type: none"> Entire ward Reahola - On site temporary visits by government health practitioners.
10. Community facilities	<ul style="list-style-type: none"> Maintenance and refurbishment of facilities Establishment of a family park Cleaning of Sidewalks Grass cutting 	<ul style="list-style-type: none"> Reahola community center Per every VD
11. Safety and security	<ul style="list-style-type: none"> Visible Policing and By-law enforcement Joint CPF Committee establishment by ward based not SAPS sector based. 	<ul style="list-style-type: none"> Entire ward

WARD 35 Odendaalsrus		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> Need for water connection Need for water meters 	<ul style="list-style-type: none"> 745 sites – Phomolong village Odendaalsrus
2. Sanitation	<ul style="list-style-type: none"> Need for replacement of sewer line Finalization of procurements for sewage stations (already in administration but not approved) Cleaning of manholes 	<ul style="list-style-type: none"> Der Vyver Street, Bridger Street and Reahola Althea Way, Akacia Lane, Hospital Park x 2 (ward 36), Whole ward
3. Electricity	<ul style="list-style-type: none"> Repairing of streetlights Repair High mast lights 	<ul style="list-style-type: none"> Entire ward
4. Road and stormwater	<ul style="list-style-type: none"> Need for gravel road Fixing of potholes Need for resealing of tarred road Speedhump and pedestrian Crossing Traffic management 	<ul style="list-style-type: none"> Phomolong and Jabulani Village Odendaalsrus to Correctional prison R34 Place a traffic officer to control traffic for Kids going to school
5. Waste management	<ul style="list-style-type: none"> Illegal dumping and non- collection of waste Clean illegal Dumping 	<ul style="list-style-type: none"> Entire ward
6. Human settlement	<ul style="list-style-type: none"> Formalizing informal settlement De-Politising the issuing of sites and township establishment Selling and buying of vacant sites that are between houses 	<ul style="list-style-type: none"> Entire ward
7. LED	<ul style="list-style-type: none"> SMME support to be decentralized Issuing informal trading permit and creating by-laws Bring Trainings to ward 	<ul style="list-style-type: none"> Offices in Odendaalsrus Different transportation hubs
-8. Education	<ul style="list-style-type: none"> Bursaries Safe access to school Better school facilities (bathrooms, sport grounds) Installing water tanks for continual school operations Solar panels Rebuilding of School 	<ul style="list-style-type: none"> Paved walkway from residential areas to all school especially Eldoret School that passed the landfill site. Odensia, T.S Matlaletsa Primary school
9. Health	<ul style="list-style-type: none"> Expansion of clinics–Container clinics (mobile) Accessibility of health care practitioners 	<ul style="list-style-type: none"> Jabulani Onsite temporary visits by government health practitioners.
10. Community facilities	<ul style="list-style-type: none"> Maintenance and refurbishment of facilities Blading of Soccer and Netball Grounds Establishment of a family park Cleaning of Sidewalks Refurbishment – Building of Stadium Grass cutting 	<ul style="list-style-type: none"> Old Freddie's Mines sporting ground (Odendaalsrus) Per every VD
11. Safety and security	<ul style="list-style-type: none"> Visible Policing and By-law enforcement Joint CPF Committee establishment by ward based not SAPS sector based. 	<ul style="list-style-type: none"> Entire ward

WARD 36 Allanridge		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> Need for replacement of galvanized water pipes Installation of water Provision of drinking water 	<ul style="list-style-type: none"> Entire ward Extension 2
2. Sanitation	<ul style="list-style-type: none"> Collapsed sewer network Provision of sanitation and sewer network at new sites 	<ul style="list-style-type: none"> Entire ward
3. Electricity	<ul style="list-style-type: none"> Streets lights are not working Need for High mast lights Provision of electricity 	<ul style="list-style-type: none"> Entire ward
4. Road and stormwater	<ul style="list-style-type: none"> Maintenance of speed humps Need for paving of streets Need for resealing for streets Reconstruction of Paving Road Reconstruction Need for graveling of roads 	<ul style="list-style-type: none"> Entire ward
5. Waste management	<ul style="list-style-type: none"> Illegal dumping Inconsistent refuse collections Procurement of dustbins 	<ul style="list-style-type: none"> Entire ward
6. Human settlement	<ul style="list-style-type: none"> Allocation of sites Building of RDP houses Build houses for community with flooded houses 	<ul style="list-style-type: none"> Entire ward, extension 2
7. LED	<ul style="list-style-type: none"> SMME support Need for commonage Release Municipal Agricultural land to local corporative, farmers and livestock owners 	<ul style="list-style-type: none"> Entire ward
8. Education	<ul style="list-style-type: none"> Need for NSFAS and Bursaries, Establish TVET college Need for school Need for a church Need a fibre (internet) 	<ul style="list-style-type: none"> Entire ward
9. Health	<ul style="list-style-type: none"> Maintenance and refurbishment of existing facilities Need for Clinic 	<ul style="list-style-type: none"> Entire ward
10. Community facilities	<ul style="list-style-type: none"> Maintenance and refurbishment of facilities (municipal offices) Need of SASSA offices and home affairs Need for mobile clinic Repair of stadium Need for old age and orphanage center community hall not accessible Need for indoor sports and arts center Need of playgrounds Maintenance and cleaning of parks Grass cutting and trees 	<ul style="list-style-type: none"> Entire ward
11. Safety and security	<ul style="list-style-type: none"> Visible policing and By-law enforcement Upgrading of police satellite and increasing of staff Fencing Municipal offices and associated gates to improve security and control access 	<ul style="list-style-type: none"> Entire ward

WARD 36 Nyakallong		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> Need for replacement of galvanized water pipes Provision of drinking water 	<ul style="list-style-type: none"> Entire ward
2. Sanitation	<ul style="list-style-type: none"> Collapsed sewer network Provision of sanitation and sewer network at new sites Fixing of sewer lines 	<ul style="list-style-type: none"> Entire ward
3. Electricity	<ul style="list-style-type: none"> Need to fix High mast lights Provision of electricity 	<ul style="list-style-type: none"> Entire ward

4. Road and stormwater	<ul style="list-style-type: none"> • Need for speed humps • Need for paving of streets • Need for resealing for streets • Reconstruction of Paving • Road Reconstruction • Need for graveling of roads 	<ul style="list-style-type: none"> • Nyakallong – Entire ward
5. Waste management	<ul style="list-style-type: none"> • Illegal dumping • Inconsistent refuse collections • Procurement of dustbins 	<ul style="list-style-type: none"> • Entire ward
6. Human settlement	<ul style="list-style-type: none"> • Need to complete allocation of sites • Building of houses • Issuing title deeds • Need to start allocation of sites next to Nyakallong Police Station (100 sites) • Complete building of RDP houses • Develop Selosecha (services) 	<ul style="list-style-type: none"> • Entire ward
7. LED	<ul style="list-style-type: none"> • SMME support • Need of commonage • Release Municipal Agricultural land to local corporative, farmers and livestock owners 	<ul style="list-style-type: none"> • Entire ward
8. Education	<ul style="list-style-type: none"> • Bursaries, • Establish TVET college • Need of school • Need of crèche • Need of community Centre 	<ul style="list-style-type: none"> • Entire ward • Kalkuil Village and Nyakallong
9. Health	<ul style="list-style-type: none"> • Maintenance and refurbishment of existing facilities • Need for Clinic 	<ul style="list-style-type: none"> • Entire ward
10. Community facilities	<ul style="list-style-type: none"> • Maintenance and refurbishment of facilities (community hall) • Need of SASSA offices • Old age and orphanage center • Need of indoor sports and arts center • Need of playgrounds • Need of church sites • Maintenance and cleaning of parks • Request for rehabilitation centers • Grass cutting 	<ul style="list-style-type: none"> • Entire ward
11. Safety and security	<ul style="list-style-type: none"> • Visible policing and By-law enforcement • Upgrading of police satellite and increasing of staff • Fencing of Municipal offices and associated gates to improve security and control access of Municipal facilities 	<ul style="list-style-type: none"> • Nyakallong

WARD 36 Odendaalsrus		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water	<ul style="list-style-type: none"> • Need for replacement of galvanized water pipes • Provision of drinking water 	<ul style="list-style-type: none"> • Entire ward
2. Sanitation	<ul style="list-style-type: none"> • Collapsed sewer network • Provision of sanitation and sewer network at new sites 	<ul style="list-style-type: none"> • Entire ward
3. Electricity	<ul style="list-style-type: none"> • Need for High mast lights • Provision of electricity 	<ul style="list-style-type: none"> • Allanridge town, Odendaalsrus (Hospital Park, Eldorie)
4. Road and stormwater	<ul style="list-style-type: none"> • Need for speed humps • Need for paving of streets • Need for resealing for streets • Reconstruction of Paving • Road Reconstruction • Need for graveling of roads 	<ul style="list-style-type: none"> • Entire ward • Odendaalsrus CBD main entrance
5. Waste management	<ul style="list-style-type: none"> • Illegal dumping • Inconsistent refuse collections • Procurement of dustbins 	<ul style="list-style-type: none"> • Entire ward
6. Human settlement	<ul style="list-style-type: none"> • Need to complete allocation of sites and building of RDP houses 	<ul style="list-style-type: none"> • Entire ward

7. LED	<ul style="list-style-type: none"> • SMME support • Need of commonage • Release Municipal Agricultural land to local corporative, farmers and livestock owners 	<ul style="list-style-type: none"> • Entire ward
8. Education	<ul style="list-style-type: none"> • Bursaries, • Establish TVET college 	<ul style="list-style-type: none"> • Entire ward
9. Health	<ul style="list-style-type: none"> • Maintenance and refurbishment of facilities 	<ul style="list-style-type: none"> • Entire ward
10. Community facilities	<ul style="list-style-type: none"> • Maintenance and refurbishment of facilities (municipal office & community hall) • Old age and orphanage center • Need of indoor sports and arts center • Need of playgrounds • Need of church sites • Maintenance and cleaning of parks • Grass cutting 	<ul style="list-style-type: none"> • Entire ward
11. Safety and security	<ul style="list-style-type: none"> • Visible policing and By-law enforcement • Upgrading of police satellite and increasing of staff • Fencing of Municipal offices and associated gates to improve security and control access of Municipal facilities 	<ul style="list-style-type: none"> • Entire ward

Chapter 3: Vision, Objectives and Strategies

3.1. Our Vision

Focusing on the identified needs, development issues, priorities and predetermined objectives that are aligned to National Development Plan and climate change policy framework, the common aspirations and local identity of all concerned parties which gives a form of a picture of the “preferred future”, a statement that describes how the future will look like if the municipality achieves its ultimate aims and is reflected in the following shared vision statement that drives us towards a compelling future:

“By being a benchmark developmental municipality in service delivery excellence”.

It must be worth noting that the Matjhabeng Local Municipality is embarking on the process of envisioning a smart Matjhabeng Local Municipality towards 2050. This is a process that is taking strategic considerations on:

TECHNOLOGY 4.0	Smart technology innovation, scientific advancement and digitally enabled engineers.
PEOPLE 4.0	Smart digitally inclined human capital.
INFRASTRUCTURE 4.0	Smart integrated, digitally connected and economic infrastructure.
ECONOMY 4.0	Shared, sustainable and inclusive digital economy.
GOVERNANCE 4.0	Smart governance and institutional capacity for implementing 4IR.
INDUSTRY 4.0	Production and commercialization of smart digital technologies, intellectual property and innovation.

The following repositioning and transformation strategic pillars are the firm drivers of the considerations above.

- Sound Leadership Development
- Service Delivery Factors
- Sounds Financial Management
- Local Economic Development
- Good Governance
- Institutional Capacity
- Human Capital Development and
- Property Development

The planning on the strategic foresight for the Municipality will through this envisioning process will explore a plethora of possibilities for Matjhabeng towards 2050. It is to be anticipated that a significant paradigm shifts in the planning outlook and the delivery of excellent and uninterrupted service in Matjhabeng Local Municipality will be the thrust of this journey. The Municipality will in the next review explore these opportunities, create a firm foundation, harness strategic

partnerships to build resilient future for its citizenry. These will amongst others be achieved through the development of a Municipal turnaround strategy, economic growth and plan towards 2030 and actioning of numerous sector plans to better inform the Municipal five-year strategic plan.

The municipality will within the time focus on the following high priority sectors to spearhead the desired outcome

- Heritage and Tourism
- Sustainable Energy
- Rural Development
- Agriculture
- Manufacturing
- Enterprise Development and
- Mining

These can be possible through set enablers within the context of smart economy which presents the municipality with possibilities and opportunities to diversify and improve beneficiation. The municipality will fully explore the below enablers and open up to any other smart investment in future to acclimatize with goal trends for smart cities.

- Renew Energy
- Smart Water Management
- New Age Agriculture
- Smart Resilience and Green Infrastructure
- Land Use and Rezoning
- Smart New Technology for Fast, Reliable Railway Services
- Smart Waste to Energy
- Entrepreneurship Development
- SMME and Innovation Hubs
- Modernization of Electricity Grid
- Geospatial Data
- Public Participation
- Community-Centered Art, Heritage and Culture
- Smart Skills Creation

All these endeavours are to find smart solutions to the challenges the municipality and its communities are confronted with, such as poverty, unemployment, and economic inclusion. Matjhabeng is committed to work with its citizenry towards a smart city in 2050.



3.2. Our Mission Statement

A variety of activities and services to the residents of the municipality on a continuous basis. What is shared amongst us is a strong sense of mission that brings approximately two thousand three hundred employees together. A statement of the overall purpose of the municipality, it describes what municipality, for whom the municipality do it, and the benefit they derive, and is reflected in the following shared mission:

- By being a united, non-racial, non-sexist, transparent, responsible municipality.
- By providing municipal services in an economic, efficiency and effective way.
- By promoting a self- reliant community through the promotion of a culture of entrepreneurship.
- Be creating a conducive environment for growth and development.
- Climate Resilient Municipality.

These are firmly confirmed by our commitment to the actualization of the basic Values and Principles of public service as enshrined in the Constitution of our country, chapter 10 section 195(a)-(i)

- A high standard of professional ethics must be promoted and maintained.
- Efficient, economic and effective use of resources must be promoted.
- Public administration must be development oriented.
- Services must be provided impartially, fairly, equitably and without bias.
- People's needs must be responded to, and the public must be encouraged to participate in policymaking.
- Public administration must be accountable.
- Transparency must be fostered by providing the public with timely, accessible and accurate information.
- Good human-resource management and career-development practices, to maximize human potential, must be cultivated.
- Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation.

3.3. Mayoral Strategic Priorities

The Executive Mayor in his inaugural address to council, made strategic commitments to improve service delivery and expedite developments, key to address what the outline of the below Mayoral priorities. Significant progress has been made in the pursuit of these priorities anchored on the need to build internal capacity as well as the procurement of necessary equipment (tools of trade) as enablers for the achievement of the rest of the priorities.

- Road maintenance
- Local Economic Development
- Replacement of Ageing Infrastructure (water and sanitation)
- Achieve housing accreditation
- Build internal capacity and professionalize the municipality
- Develop climate change strategy, adaptation and mitigation
- Improve Private-Public Partnerships for growth and development
- Economic Corridors linking six towns
- Economic Infrastructure and Investment

- Hospitals
- University
- New city
- New clinic
- Increase number of schools by 5 – including technical schools
- Agriculture

The municipality is committed to attaining all its set priorities, objectives and targets while gathering all wisdom from global trends that present us with the opportunities of improved growth and development. This has been seen in the sterling work of the Executive Mayor on advocacy and resource mobilization for council to meet its obligation and primary responsibility.

3.4. SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Skilled professionals 	<ul style="list-style-type: none"> • Working in silos
<ul style="list-style-type: none"> • All governance structures have been established 	<ul style="list-style-type: none"> • Lack of records management
<ul style="list-style-type: none"> • Adequately staffed units 	<ul style="list-style-type: none"> • Inadequate planning
<ul style="list-style-type: none"> • Adhering to compliance timelines (approval of the IDP and the Budget, submission of the daft AFS) 	<ul style="list-style-type: none"> • Lack of consequences management
	<ul style="list-style-type: none"> • No corporate identity
	<ul style="list-style-type: none"> • No communication protocols
	<ul style="list-style-type: none"> • Lack of supervision
	<ul style="list-style-type: none"> • Failure to collect revenue
<ul style="list-style-type: none"> • Under spending MIG 	
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Support from national and provincial departments 	<ul style="list-style-type: none"> • Manual system
<ul style="list-style-type: none"> • Mining town 	<ul style="list-style-type: none"> • Ghost or unaccounted employees
<ul style="list-style-type: none"> • Newly established Hulqimum plant along R30 	<ul style="list-style-type: none"> • Duplication of functions
<ul style="list-style-type: none"> • National and provincial support and interventions 	<ul style="list-style-type: none"> • Lack of succession planning
	<ul style="list-style-type: none"> • Poor implementation of skills development (no skills audits)
	<ul style="list-style-type: none"> • Crime and vandalism of municipal infrastructure
	<ul style="list-style-type: none"> • Increase of population that requires services that are not paying for
	<ul style="list-style-type: none"> • Closing of mines creating high unemployment

3.5. Key Developmental challenges

- Ageing road infrastructure
- Decaying water infrastructure resulting in high water loss.
- Ageing and vandalism of street lighting infrastructure
- Availability of residential sites for low- and high-income housing
- Low economic growth and High unemployment rate particularly amongst youth
- Ageing service delivery vehicles
- High levels of crime
- Climate change effects (Storms, Flooding, and droughts)

3.6. Back to basics

Municipalities are mandated to provide effective and efficient quality services to the residents and stakeholders in the city. Whilst tremendous progress has been made there are areas that would require additional effort to ensure that acceptable delivery standards are reached. To assist municipalities to achieve acceptable levels of services, the Department of Corporate Governance has implemented a Back-to-Basics program which all municipalities have to subscribe to. The program is directed at servicing the people and is built on four priorities. The Back-to-Basics program identifies 4 priority areas of intervention as immediate priorities for transformation, to encourage all municipalities to be functional centers of good governance as listed below:

- **Priority 1:** Get all municipalities out of a dysfunctional state and at the very least be able to perform the basic functions of local government.
- **Priority 2:** Support municipalities that are at a minimum basic level of performance to progress to a higher path.
- **Priority 3:** Supporting and incentivizing municipalities that are performing well to remain there.
- **Priority 4:** Targeted and vigorous response to corruption and fraud, and a zero-tolerance approach to ensure that these practices are rooted out.

The institutionalization of the Back to Basics would be via a performance management system to recognize and reward good governance based on performance measures, such as:

- Basic Services.
- Local Economic Development.
- Institutional Capacity.

- Financial Management.
- Good Governance, Transparency, and Accountability; and
- Public Participation

All three spheres of government have an important role to play in ensuring well-functioning municipalities. Back to basics is the framework for government collective action.

3.7. Integrated Development Plan Development Process Plan

This process plan is based on the unique character and circumstances of Matjhabeng Local Municipality, taking due cognizance of the process plan requirements as outlined in the Municipal Systems Act (Section 34) and guidelines for Integrated Development Planning provided by National Department of Cooperative Governance. In order to ensure certain minimum quality standards of the Integrated Development Plan and a proper coordination between and within spheres of government, the preparation of the IDP Process Plan has been regulated in the Municipal Systems Act, no. 32 of 2000. The preparation of the IDP Process Plan, which is in essence the IDP Process sets out in writing, requires adoption by the Council. This plan must include the following, amongst others:

- A programme specifying the time frames for the different planning steps.
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, civil society, and other role players in the Integrated Development Plan Drafting Process.
- An indication of the organizational arrangements for the Integrated Development Plan Process.
- Binding Process and planning requirements, i.e., policy and legislation; and
- Mechanisms and procedures for vertical and horizontal alignment

3.7.1. Integrated Development Plan/Budget timetable 2026/2027

ITEM NO.	STAGES IN THE IDP/BUDGET AND PMS PROCESS	PROCESS	RESPONSIBILITY	TIMEFRAME
1.	PLANNING/ PREPARATORY PHASE	Establish organisational structures (Planning Team, IDP/Budget Steering Committee, Technical Committee & IDP Rep Forum)	Municipal Manager	July 2025 to August 2025
		Development of Draft IDP/Budget, and PMS: assessment of previous IDP/Budget process plan activities and performance issues to ensure legislative compliance	Executive Mayor, Municipal Manger, Executive Committee, Mayoral Committee, Council	July 2025 to August 2025

		Tabling of the final IDP/Budget and PMS Process Plan before Council for approval	Executive Mayor and Council	End August 2025
		Advertisement of the approved IDP, Budget & PMS Process Plan in local newspapers and municipal website	Municipal Manager, Executive Director Strategic Support Service/IDP Manager	Beginning of September 2025
2.	RESEARCH, INFORMATION COLLECTION AND ANALYSIS	IDP AND BUDGET PROCESSES		
		Assessment: Assessment of the existing level of development, backlogs; Institutional analysis; Key development priorities	IDP/Budget Steering Committee	September 2025 to October 2025
		Consultation: Consultation of the IDP processes to Ward Cllrs and Ward Committees on ward-based community priorities	Executive Mayor Municipal Manager, Executive Committee, and Mayoral Committee	September 2025 to October 2025
		PERFORMANCE MANAGEMENT (PMS) PROCESS		
		Submit 1 st Quarter Performance Report to Council	Executive Mayor	October 2025
3.	VISION, OBJECTIVES AND STRATEGIES	IDP AND BUDGET PROCESS		
		Review of municipal strategies, objectives, goals/targets	All Departments	December 2025 to January 2026
4.	DEVELOPMENT OF PROGRAMMES & PROJECTS AND INTEGRATION AND CONSOLIDATION	IDP PROCESS		
		Designs of project proposals, setting of project objectives, targets, and indicators.	All Departments	January 2026 to February 2026
		Integration of sector plans into the IDP to address community basic service needs e.g., water, roads, electricity etc.	All Departments	January 2026 to February 2026
		BUDGET PROCESS		
		Revision of the 2025/2026 approved MTREF (operating and capital budget) for adjustments.	Chief Financial Officer	December 2025 to January 2026
		Consolidation, integration and prioritization of projects submitted in accordance with the IDP priorities.	Chief Financial Officer	February 2026 to March 2026
		Prepare draft budget for the ensuing year 2026/2027 and the projections for the two outeryears (MTREF).	All Departments	February 2026 to March 2026
		Review budget related policies, e.g. Tariff; Credit & Debtors control management, Rates, Indigent.	Chief Financial Officer	February 2026
		Review of the five-year financial strategy – modelling and forecasts	Chief Financial Officer	March 2026
		Development of capital programme and projects prioritisation/rationing model in line with council key priorities	Chief Financial Officer	March 2026
PERFORMANCE MANAGEMENT (PMS) PROCESS				

		Table 2024/2025 Draft Annual Report before Council	Executive Mayor	January 2026
		Submit Section 72 (Mid-year) Report to Executive Mayor	Municipal Manager	January 2026
		Table the section 72 (Mid-year) report to Council	Municipal Manager	January 2026
5.	APPROVAL, ADOPTION AND PUBLICATION	IDP AND BUDGET PROCESS		
		Tabling of 2025/2026 adjustment budget before Council.	Executive Mayor	February 2026
		Tabling of draft IDP and Budget 2026/2027 to IDP/Budget Steering Committee.	Municipal Manager	March 2026
		Tabling of draft IDP 2026/2027 before Council	Executive Mayor	March 2026
		Tabling of draft operating and capital budget, Sec 16 (2) MFMA together with draft resolution and related policies before Council.	Executive Mayor	March 2026
		Make public the draft IDP and Budget in local newspapers, municipal website, libraries, municipal unit offices and invite public representations.	Strategic Support Services; Finance Directorates	April 2026
		Consultations: Community participation meetings on draft IDP and Budget with key stakeholders, Traditional Authorities, other municipalities, provincial and national departments	Executive Mayor Municipal Manager and Executive Committee, and Mayoral Committee	April 2026 to May 2026
		IDP Representative Forum	Executive Mayor Municipal Manager and Executive Committee, and Mayoral Committee	May 2026
		MPAC OVERSIGHT REPORT		
		Table oversight report to Council after consideration of the 2024/2025 Annual Report.	MPAC	March 2026
		Make public the oversight report within seven (7) days of the adoption of the annual report.	Municipal Manager	April 2026
		PERFORMANCE MANAGEMENT (PMS) PROCESS		
		Tabling of the 2025/2026 3 rd Quarter Performance report before Council	Executive Mayor	April 2026
		IDP AND BUDGET PROCESS		
Consolidation of feedback from public participation process and incorporation thereon into the final IDP and Budget.	All directorates	May 2026		

		Table the final IDP 2026/2027 before Council for approval	Executive Mayor	May 2026
		Council to consider approval of the operating and capital budget for the 2025/2026 – 2026/2027 financial years (MTREF) in terms of section 24 of the MFMA with council resolution.	Executive Mayor	May 2026
		Submit the approved final IDP to the MEC of CoGTA within 10 days after approval.	Municipal Manager Strategic Support Services/IDP Unit	June 2026
		Submit the approved operating and capital to National and Provincial Treasuries in both printed and electronic copies and publicise the documents on the municipal website.	Municipal Manager, Chief Financial Officer	June 2026
		Publicise the approved final IDP and Budget in local newspapers, municipal website, libraries and municipal unit offices.	Strategic Support Services/ Finance Directorates	June 2026
PERFORMANCE MANAGEMENT (PMS) PROCESS				
		Municipal Manager to submit the 2025/2026 draft SDBIP to the Executive Mayor.	Municipal Manager	14 days after the approval of Budget
		Executive Mayor approves the 2025/2026 SDBIP	Executive Mayor	28 days after the approval of the IDP and Budget
		Approval of 2025/2026 performance agreements	Executive Mayor/ Municipal Manager	28 days after the approval of the budget Budget
		Submit 2025/2026 Performance Agreements to MEC co-operative governance and traditionalaffairs.	Executive Mayor	14 after the approval ofthe SDBIP

3.8. Key Performance Areas, Objectives, Strategies and Key Performance Indicators

Key Performance Areas	Focus Area	Objective	Strategy	Key Performance Indicator	Baseline	Annual Target
Basic Services	Sewer networks and Wastewater treatment works, developmental and maintenance	Supporting the delivery of municipal services to the right quality and standard	Sumps cleaned at pump stations to reduce risk of flooding and extend life of mechanical equipment	Number of sumps cleaned around Matjhabeng	2	2
			Identify and replace 50 damaged or stolen manhole covers without resale value to cover open manholes and reduce risk of damage to public and equipment	Number of manholes covers replaced around all six (6) towns	84	50
			Upgrading of Outfall Sewer line	Percentage of Upgrades completed on outfall sewer line from Theronia Waste Water Treatment Works (WWTW) to Sand-river	0%	40%
			Develop Service Master plan and planning designs where applicable for storm water, sewer and water services by analysing existing networks and do planning designs for future projects subject to availability of budget.	Number of Stormwater Master Plans developed and approved	0	1
	Water networks and maintenance programs		Develop Service Master plan and planning designs where applicable for Pavement Management Systems Master Plan by analysing existing networks and do planning designs for future projects subject to availability of budget.	Number of Water Reticulation Master Plans developed and approved	0	1
			Develop Service Master plan and planning designs where applicable for Pavement Management Systems Master Plan by analysing existing networks and do planning designs for future projects subject to availability of budget.	Number of Pavement Management Systems Master Plan developed and approved.	0	1
			Refurbishment of aging infrastructure	Number of hydrants and valves repaired	6	20
				Number of dysfunctional water meters replaced (Households)	562	100
				Number of household connections, meters and extension networks provided	10	20
				Number of reports compiled on water conservation demand management	12	12
			Water quality testing to ensure that households have access to clean drinkable water	Number of drinking water samples tested.	506	720
			Basic Services	Roads and Ancillaries and developmental and maintenance programs	Supporting the delivery of municipal services to the right quality and standard	Clean 13.5km of lined storm water channels in Matjhabeng.
Clean 4km of unlined storm water channels in Matjhabeng.	Kilometers of unlined stormwater channels cleaned in Matjhabeng.	12.339km				4km

			Maintenance of Virginia Municipal Offices.	Percentage of repairs completed on Virginia Office	0%	100%
			Maintenance of Kutlwanong Municipal Offices.	Percentage of repairs completed on Kutlwanong Office	0%	100%
			Maintenance of Allanridge Municipal Offices.	Percentage of repairs completed on Allanridge Office	0%	100%
			Maintenance of Thabong Municipal Offices.	Percentage of repairs completed on Thabong Municipal Office	0%	100%
			Maintenance of Phomolong Community Hall.	Percentage of repairs completed on Phomolong Community Hall.	0%	100%
			Maintenance of Toronto Recreation Hall.	Percentage of repairs completed on Toronto Recreation Hall	0%	100%
			Maintenance of Nyakallong Community Hall in Allanridge.	Percentage of repairs completed on Nyakallong Community Hall	0%	100%
			Maintenance of Kutlwanong Community Hall.	Percentage of repairs completed on Kutlwanong Community Hall	0%	100%
			Upgrading of Meloding Stadium	Percentage of upgrades completed on Meloding Stadium	0%	100%
Basic Services	Roads and ancillaries developmental and maintenance programs	Supporting the delivery of municipal services to the right quality and standard	Maintenance of Ventersburg Community Hall.	Percentage of repairs completed on Ventersburg Community Hall	0%	100%
			Maintenance of Old Far East Community Hall in Thabong Ward 15.	Percentage of repairs completed on Toronto Recreation Hall	0%	100%
			Maintenance of Flamingo Recreation Hall in Welkom.	Percentage of repairs completed on Flamingo Recreation Hall	0%	100%
			Maintenance of TS Du Plessis and Ballroom halls.	Percentage of repairs completed of refurbishments on TS Du Plessis and Ballroom Halls	0%	100%
			Maintenance the Meloding Community Hall.	Percentage of repairs completed on Meloding Community Hall	0%	100%
		To enable municipality to have big storage area for keeping materials & equipment in larger quantities to have them readily available for service delivery purposes.	Refurbish 4 th Street Municipal Stores and Office block.	Percentage of refurbishment at 4 th Street Stores completed.	0%	10%
Basic Services		Supporting the delivery of municipal mechanical services	Maintenance of Welkom mechanical workshop at 4 th Street Industrial area.	Percentage of repairs completed at Welkom Mechanical workshop.	0%	100%

		to the right quality and standard.				
	Roads and ancillaries developmental and maintenance programs	Supporting the delivery of municipal services to the right quality and standard	Patch 15 800m ² of potholes in formal roads to reduce deterioration and ensure safe usage thereof (m ²).	Square meters of potholes in formal roads patched to reduce deterioration and ensure safe usage thereof.	10 303.3m ²	15 800 m ²
			Rebuild portion of Ndaki road that has been damaged by stormwater in Thandanani (2010) and provide the necessary stormwater drainage	Kilometers portion of Ndaki road and stormwater drainage system constructed between Lois Street in Thandanani (2010) and Tosa College	0km	3km
			Blade 135km of gravel and dirt roads to enhance driving comfort.	Kilometres of dirt roads bladed to enhance driving comfort.	142.662km	135km
			Construction of multi-purpose community center	Percentage of multi-purpose community center constructed (multi-year project)	35%	100%
			Fencing of municipal cemeteries	Number of cemeteries fenced	0	1
			Provision of Ablution Facilities for Municipal Cemeteries	Number of ablution facility provided for municipal cemeteries	0	1
			Refurbishment of Public Parks	Number of public parks refurbished	0	2
			Maintenance of Parks Sport and Recreation office	Percentage repair and maintenance of Parks Sport and Recreation office completed	0%	50%
Basic Services	Electricity distribution	Supporting the delivery of municipal services to the right quality and standards	Welkom- Provide and install 20MVA 132KV transformer at Urania Substation. (multi-year project)	Percentage of work completed for the provision and installation of substation (Phase 4)	31%	75%
			Welkom- Install thirteen (13) High mast lights:	Number of high mast lights installed in Welkom.	0	13
			Provision of new high mast lights in Meloding, Hani Park and Bronville.	Number of high mast lights installed in Meloding, Hani Park and Bronville.	0	10
			Provision and Installation of Street lights along Constantia Road.	Number of streetlights installed in Constantia Road.	0	10
			Upgrading and provision of streetlights along Mothusi Road.	Number of streetlights upgraded in Mothusi Road.	0	10
			Repair and maintenance of streetlights to full functionality	Number of streetlights repaired and maintained.	2526	2500
			Repair and maintenance of high mast lights to full functionality	Number of high mast lights repaired and maintained.	346	300

			Develop Service Master plan and planning designs where applicable for supply of electricity	Number of developed Electrical Master Plan that is based on the Sectoral Plans and NRS069 compliant	0	1
			Unplanned outages restored within industry standard timeframes	Percentage of unplanned outages that are restored to supply within industry standard timeframes.	97%	95%
Basic Services	Executive Director Infrastructure Financial Recovery Plan (FRP)	Financial Recovery Plan (FRP) – Stabilisation phase	Develop Maintenance Plans (Infrastructure) in line with the draft and final budget.	Number of maintenance plans developed and approved in line with the draft and final budget	0	2
			Budget Committee Meetings	Percentage of attendance of Budget Committee Meetings attended by the Executive Director – Infrastructure	0%	95%
			MSCOA Meetings	Percentage of attendance of MSCOA Meetings attended by the Executive Director – Infrastructure	0%	95%
			Procurement Plans	Number of procurement plans developed in line with the draft and final budget, submitted to SCM.	1	2
			Adjudication Meeting	Percentage of attendance of Bid Adjudication Meetings attended by the Executive Director – Infrastructure	0%	95%
Basic Services	Development Planning	Creating a conducive environment for economic development	SDF submitted to council as part of the reviewed 2027/2028 IDP (Sector Plans)	Number of Spatial Development Plans reviewed and approved by Council.	1	1
			Formalization of informal settlements by means of land development applications (In-situ upgrading, subdivision, rezoning, amendment of general plan and/or township establishment)	Number of approved land development applications	0	2
	Development Control		Issuing of contravention notices	Number of reports on contravention notices issued	4	4
	Senior Manager: Spatial Planning		Municipal Planning Tribunal Meetings	Number of Municipal Planning Tribunal Meetings attended	2	4
			Land use development applications	Number of reports on land use development applications approved by the MPT	2	4
	Building Control		Issuing of contravention notices	Number of reports on contravention notices issued	4	4
			Approval of building plans applications	Number of reports on building plans applications approved	4	4
			Conducting building inspections	Number of building inspections conducted	2000	2080
			Approval of outdoor advertising applications	Number of reports on the approval of outdoor advertising applications	4	4
	Human Settlement		Supporting the delivery of municipalservices to the right quality and standard	Monitoring of incomplete subsidy houses in all 6 Matjhabeng towns	Number of progress reports on incomplete subsidy houses	2
Disposal of 3 000 sites		Number of sites disposed		537	2545	

			Review of the Human Settlements Sector Plans 2026/2027 – 2031/2032	Number of HSSPs reviewed	1	1
Basic Services	Executive Director -Human Settlement Financial Recovery Plan (FRP)	Financial Recovery Plan (FRP) – Stabilisation phase	Budget Committee Meetings	Percentage of attendance of Budget Committee Meetings attended by the Executive Director – Human Settlement	0%	95%
			MSCOA Meetings	Percentage of attendance of MSCOA Meetings attended by the Executive Director – Human Settlement	0%	95%
			Procurement Plans	Number of procurement plans developed in line with the draft and final budget, submitted to Supply Chain Management unit.	1	2
			Adjudication Meeting	Percentage of attendance of Bid Adjudication Meetings attended by the Executive Director – Human Settlement	0%	95%
Basic Services	Master Plans	Supporting the delivery of municipal services to the right quality and standard	Develop Service Master plan and planning designs where applicable for security, cemeteries, fleet management and disaster master plans	Number of Security Master Plan developed and approved.	0	1
				Number of Disaster Management Plan reviewed.	1	1
				Number of Fire Preparedness Plans developed and approved.	0	1
				Number of developed and approved Cemeteries Masterplans.	0	1
				Number of developed and approved Sport & Recreation Facilities Master Plan.	0	1
				Number of developed and approved Fleet Management Master Plan	0	1
	Cemeteries, Sport and Recreational Facilities	Maintenance of Green Open Spaces	Number of trees cared for	2608	2500	

	Waste Management		Resolution of weekly backlog	Percentage of households and businesses waste removal backlogs serviced within 72 hours	14%	50%
			Solid Waste collection from each household on a weekly basis.	Percentage of households and businesses with access to basic level solid waste removal	60%	75%
			Identify the illegal dumping hotspots and develop maintenance programme	Number of illegal dumping sites cleared by 30 June 2027	228	300
			Establishment of 1 Community Compost Centers in Matjhabeng	Number of compost site established	1	1
			Review of the Integrated Waste Management Plan	Number of Integrated Waste Management Plan reviewed	0	1
			Establishment of a new landfill site in Virginia Town (Ward 8)	Number of a new landfill site established in Virginia Town	0	1
			Procurement and Installation of Awareness Campaign Boards in all Towns and Townships	Number of procured and installed awareness campaign boards in all towns and townships	0	108
			Development of Allanridge, Odendaalsrus and Henneman landfill sites to meet minimum legal requirements	Number of landfill sites in Allanridge, Odendaalsrus and Henneman developed to meet minimum legal requirements	0	3
Basic Services	Disaster Management and Fire Services		Refurbishment of existing control rooms	Number of existing control rooms refurbished.	0	2
			Renovation of existing fire stations in Ward 27 & Ward 9	Number of existing fire station refurbished.	0	2
			Fire engines procured	Number of fire engines procured.	0	1
			Revitalising fire services	Number of reports on the household levied R15 levy tariff per month on rates & taxes for purposes of revitalising fire services	0	4
Basic Services	Fleet Management		Advise and facilitate the conversion of mechanical workshops into state-of-the-art facilities.	Number of mechanical workshops refurbished.	0	3
			Establishment of a Fleet Control Room with a Comprehensive Fleet Management System	Number of control rooms established	0	1
			Ensure effective Fleet Management operations within the municipality	Number of developed and approved Fleet Management Policy	0	1
			Establish a Fleet Management Committee	Number of Meetings held with committee per quarter	0	4
			Ensure sufficient provision of fuel products (Diesel/ Petrol) for all municipal fleet at all necessary times	Percentage of availability of fuel product	90%	100%
Basic Services			Road safety awareness campaigns.	Number of awareness campaigns hosted.	12	4

	Traffic Management and Security Services		Upgrading and maintenance of a vehicle pound in Odendaalsrus	Number of established vehicle pound.	2	1
			Upgrading of Back Office System	Number of traffic reports submitted to finance department	4	4
			Compliance with the National Road Traffic Act Conduct k78 roadblocks	Number of roadblocks or checkpoints conducted.	21	20
			Painting of road markings & erecting or replacing of road traffic signs	Kilometers of street/road painted by 30 June 2027	0	10km
				Number of road traffic signs identified and installed	0	100
			Guarding and protection of municipal buildings and infrastructure.	Number of electronic systems installed at municipal infrastructure	109	10
			Provide training on the current FETC: Road Traffic Law Enforcement qualification NQF Level 4	Number of students trained by 30 June 2027	71	50
			K78 trailer procured	Number of K78 trailer procured	1	1
			Test ground for EOv	Number of established test ground for EOv (examiner of driver licences)	0	1
			Training College fenced	Number of training college fenced (Phase 1)	0	1
			Training College Canteen	Number of training college canteen established	0	1
			Parking Meter installed	Number of installed parking meter systems in Welkom, Virginia and Odendaalsrus	0	3
			Pro Laser speed cameras and alcohol breath analysers calibrated	Number of 3 x Pro Laser speed cameras and alcohol breath analysers calibrated	0	3
			1 x Draeger alcohol breath analyser Calibrated	Number of the 1 x Draeger alcohol breath analyser Calibrated	0	1
Basic Services	Executive Director - Community Services Financial Recovery Plan (FRP)	Financial Recovery Plan (FRP) - Stabilisation phase	Budget Committee Meetings	Percentage of attendance of Budget Committee Meetings attended by the Executive Director – Community Services	0%	95%
			MSCOA Meetings	Percentage of attendance of MSCOA Meetings attended by the Executive Director – Community Services	0%	95%
			Procurement Plans	Number of procurement plans developed in line with the draft and final budget, submitted to Supply Chain Management unit.	1	2
			Adjudication Meeting	Percentage of attendance of Bid Adjudication Meetings attended by the Executive Director – Community Services	0%	95%

Local Economic Development	Trade and Investment	Creating a conducive environment for economic development	Private sector partnership development	Number of formalized partnerships facilitated	0	2	
			Stakeholder engagement & local economy	Number of scheduled meetings held with potential investors	0	4	
		Creating a conducive environment for economic development	LED strategy reviewed and approved (Should fall under all FAs) (Sections divide amongst the FAs)	Number of LED Strategy chapter drafted and approved by 30 June 2027	1	1	
		Creating a conducive environment for economic development	Enhance the investment and marketing	Number of hosted summit or indaba (Investment/ SMME/ Farmers) by 31 December 2026	1	1	
	Project Management	Creating a conducive environment for economic development	Catalytic Projects Implementation	Stakeholder engagement & local economy	Number of Established Matjhabeng Local Economic Development Forum (MLEDF)	1	1
			Review of LED Strategy (consolidation of all the LED chapters)	Creation of conducive relationship with formal & informal businesses	Number of formal businesses visited	20	20
				Number of informal industries assisted with land/ sites	4	4	
				Number of LED strategy approved by June 2027	1	1	
	Micro Small and Medium Enterprises (MSME)	Creating a conducive environment for economic development	LED strategy reviewed and approved (Should fall under all FAs) (Sections divide amongst the FAs)	Number of LED Strategy chapter drafted and approved by 30 June 2027	1	1	
			Development of Micro Small and Medium Enterprises (MSME)	Number of Micro Small and Medium Enterprises (MSME) facilitated with grant/funding applications by 30 June 2027	4	4	
			Facilitate capacity development of (MSME)	Number of workshops conducted to assist the MSMEs by 30 June 2027	4	4	
			Informal Trading Support	Number of exhibitions held by 30 June 2027	2	2	
			Development & Support of Informal Trading	Number of Spaza Shop and food handling vendors' permits facilitated	16	32	
				Number of Salon and Car wash bays permits facilitated	16	32	
			Revenue Enhancement (Outcome)	Percentage of revenue collected from Hawkers and Informal Street traders	0%	75%	
			Agriculture and Rural Development	Improve access to market for emerging farmers	Number of established businesses visited to introduce emerging farmers to the market by 30 June 2027	4	4
				Facilitation of agricultural education programme	Number of workshops and trainings facilitated for beneficiaries by 30 June 2027	4	8

				Number of meetings held with commonage committee members	20	16
			Farmers supported program for agro processing	Number of workshops conducted on agro processing by 30 June 2027	1	1
			Agricultural land of farmers facilitated	Number of applications for farm beneficiaries facilitated by 30 June 2027	10	10
			Revenue Enhancement (Outcome)	Record of collection from commonage and individual farms.	0%	75%
	Minerals and Energy		Optimize the utilization of Social Labour Plan (SLP) and corporate social responsibility (CSI) funding for economic diversification programmes	Number of SLP and/ or CSI projects facilitated by 30 June 2027	2	2
			Policy on Small Scale Mining	Number of policy developed on Small-Scale Mining	0	1
			SLP and CSI projects implemented	Number of SLP / CSI projects implemented by 30 June 2027	2	2
	Tourism		Tourism Development	Number of Tourism Marketing Material developed	1	1
				Number of tourism awareness campaigns by 30 June 2027	2	2
				Number of tourism events facilitated by 30 June 2027	2	2
			LED strategy reviewed and approved (Should fall under all FAs) (Sections divide amongst the FAs)	Number of LED Strategy chapter drafted and approved by 30 June 2027	1	1
	Facilities Management		Allocation of commercial properties to SMMEs	Number of beneficiaries allocated stalls by 30 June 2027	4	4
				Number of market stalls visited and assisted	20	20
			Facilitation of education programme	Number of meetings held with stall's committee members	8	8
				Number of workshops and trainings facilitated for occupants by 30 June 2027	0	2
			Revenue Enhancement (Outcome)	Record of collection from municipality facilities managed by LED	0%	75%
	Executive Director - Corporate Services	Financial Recovery Plan (FRP) - Stabilisation phase	Budget Committee Meetings	Percentage of attendance of Budget Committee Meetings attended by the Executive Director	0%	95%
			mSCOA Meetings	Percentage of attendance of mSCOA Meetings attended by the Executive Director	0%	95%

	Financial Recovery Plan (FRP)		Procurement Plans	Number of procurement plans developed in line with the draft and final budget, submitted to Supply Chain Management unit.	1	2		
			Adjudication Meeting	Percentage of attendance of Bid Adjudication Meetings attended by the Executive Director	0%	95%		
Financial Management	Assets Management	Ensuring sound financial management and accounting	To ensure that the Asset register is Generally Recognized Accounting Practices compliant and reconcile with the General Ledger	Number of GRAP compliant asset register submitted to auditor general for audit by 31 August 2026	1	1		
				Number of verifications conducted on the asset register submitted to auditor general for audit by 31 August 2026	1	1		
				Number of reconciliations completed between the fixed asset register and the general ledger submitted to auditor general for audit by 31 August 2026	1	1		
				Number of maintenance plans developed and approved in line with the draft budget & final Budget	0	2		
	Accounting Services				Submit draft Annual Financial Statements for audit	Number of Draft annual financial statements submitted to auditor general for audit by 31 August 2026	1	1
					To ensure sound financial management and accounting	Number of mSCOA compliant 2027/2028 draft budget and budget funding plan submitted to provincial Treasury	1	1
						Number of draft budget related policies reviewed and approved	13	13
						Number of mSCOA compliant 2027/2028 final budget and budget funding plan submitted to provincial Treasury	1	1
						Number of final budget related policies reviewed and approved	13	13
						Number of mSCOA compliant 2027/2028 adjustment budget submitted to provincial Treasury	1	1
						Percentage of attendance of Budget Committee Meetings attended by the Chief Financial Officer	0%	95%
						Percentage of attendance of mSCOA Meetings attended by the Chief Financial Officer	0%	95%
						Number of MFMA section 71 reports submitted to Provincial Treasury	12	12
						Number of MFMA section 52(d) quarterly performance reports on implementation of the	4	4

	Supply Chain Management		To ensure that all procurement processes are done in accordance with legislation	budget and the financial situation of the municipality submitted to Provincial Treasury		
				Number of MFMA section 72(1) mid-year budget and performance assessment reports submitted to Provincial Treasury	1	1
				Number of reviewed Supply Chain Management policy submitted for approval	1	1
				Number of supply chain management deviation reports submitted	4	4
				Number of Supply Chain Management contracts registers updated	4	4
				Number of procurement plans developed and approved in line with the draft budget & final Budget	1	2
				Number of reports on the implementation of the procurement plan	0	4
				Percentage of attendance of Bid Adjudication Meetings attended by the Chief Financial Officer	0%	95%
	Number of irregular expenditure registers updated	0	4			
	Revenue / Credit Control Management		To ensure that all revenue due to the municipality is collected, well managed and accounted for.	Percentage of monthly collection rate	52%	75%
				Number of monthly billing reports compiled	12	12
				Number of Indigent registers updated	12	12
				Number of supplementary valuation roll implemented	1	1
Expenditure Management		To ensure that municipal expenditure is well managed	Number of cost containment reports compiled	0	4	
Public Participation	Office of the Mayor	Putting people and their concerns first	Facilitate Social cohesion Activities	Number of National Days' activities hosted (Mandela Day, Human Rights Day, Women's Day Heritage Day, Reconciliation Day, World Aids Day etc.)	6	5
				Number of Youth Programmes held (Including Youth Month Celebrations)	8	8
				Number of Executive Mayor's Imbizos	12	12
				Number of Moral Regeneration campaigns held	6	4
				Number of HIV/Aids campaigns held	4	4
				Number of activities for Women & Children held	2	2
				Number of activities for elderly people and men held	2	2

	Integrated Development Plan	Putting people and their concerns first	To encourage the involvement of communities in municipal budgeting and planning processes	Number of draft Integrated Development Plans developed, reviewed and adopted.	1	1	
				Number of final Integrated Development Plan developed, reviewed, and adopted.	1	1	
					Number of Integrated Development Process Plan developed and adopted.	1	1
	Office of the Speaker	Putting people and their concerns first	Functionality of ward committees	Number of ward plans produced	0	36	
				Number of reports from ward committees produced and submitted	104	108	
				Number of performance management reports submitted to office of the Speaker quarterly	0	4	
				Number of reports on skills audit program conducted	0	1	
				Number of reports on Council resolutions communicated to ward committees	0	4	
				Percentage of appraisals awarded to ward committees (on the cleanliness, reporting, etc.)	0	100%	
				Number of reports on community meetings held by a ward councillor to address community programmes and developmental matters	159	144	
				Convene council meetings at least four times as per the approved schedule four times per year	Number of approved Council meetings convened in 2026/2027 financial year	4	4
				Council meetings attendance (Special and Ordinary Council)	Percentage of councillors attending Council meetings	0%	95%
				Facilitate drafting of the oversight report for 2025/2026 financial year	Number of MFMA section 129 oversight reports on annual reports considered and adopted by Council.	1	1
					Number of special oversight reports submitted to Council	2	2
				Community Participation	Number of Community Participation programs held	2	4
				Establishment of MPAC	Number of Municipal Public Accounts Committee (MPAC) meetings convened per quarter	4	4
				Capacity Building	Number of ward committees trainings conducted	2	2
					Number of councillors training conducted	0	2
					Number of ward committees established	36	36
		Communication			Number of Communications Strategy approved by Council.	1	1

Good Governance, Accountability and Transparency		Promoting transparency, and accountability good governance,	Review the Municipal Communication strategy annually.	Number of Municipal Branding completed (All Municipal buildings in all six units, Municipal Fleet Main entry/exit points of all six units)	0	6
				Number of outdoor adverts publicized. (Outdoor Advertising: Screens and billboards, bridges, traffic circles, street poles)	0	6
				Number of reports on printed and digital media distributed (Posters, flyers, newspaper articles and notices)	4	4
				Number of reports on Publications sent/shared/released in Local, provincial, and national media internal newsletter, quarterly	4	4
				Number of Social media communication shared via Facebook, WhatsApp, Twitter, Instagram and municipal website.	98	200
				Number of established Matjhabeng external and internal newsletter (Matjhabeng News)	0	1
				Number of quarterly reports on crisis and emergency communicated (Disasters and unforeseen circumstances)	1	4
				Number of Radio and television interviews and running advertisements conducted.	11	6
				Number of Community awareness conducted (Taxi branding, drawing on public walls, stadiums, bridges and municipal buildings, loud hailing on strategic dates, roadshows, and blitz, tv screens, information boards at strategic points).	15	7
				Number of corporate identities printed/procured and distributed to the officials (name tags and uniforms)	0	45
Risk Management			To ensure effective risk management withing the municipality	Number of Risk Management policy approved.	1	1
				Number of Risk Management Strategy approved.	1	1
				Number of Risk Management Implementation Plan Approved.	1	1
				Number of Risk Assessments conducted.	4	4
				Number of Risk Management Charter approved.	1	1
				Number of Risk Management Committee meetings held.	4	4

				Number of risk awareness campaign conducted.	2	2
				Number of Risk Registers developed and updated (Strategic, Operational, Fraud, ICT, OHS and Projects).	6	6
				Number of progress reports against the Risk Management Plan prepared.	4	4
	Internal Audit		Review the efficiency and effectiveness of municipal systems of internal control	Number of developed Risk Based Internal Audit plan.	1	1
				Number of internal audit reports compiled.	4	4
				Number of developed internal audit methodology.	1	1
				Number of Audit Committee meetings held.	4	4
				Number of Internal Audit Charter developed and approved.	1	1
				Number of Internal Audit reports on implementation of the coverage plan.	4	4
				Number of reviewed quality assurance and improvement program.	1	1
				Number of progress reports submitted to the accounting officer	4	4
				Number of Audit Committee Charter developed and approved	1	1
Good Governance, Accountability and Transparency	Information Technology	Information Technology enables and drives the municipality to reach its objectives	Business Continuity and Disaster Recovery Solution Implementation	Number of Business Continuity and Disaster Recovery Solution implementation on the CLOUD	0	1
			Enterprise Financial System Upgrade	Number of system upgrades conducted on the Financial System (Cashdrawer System Upgrade, SolarApp System Upgrade and Budget Management Module Upgrade)	3	3
			LAN Optimization	Number of LAN optimization implemented (LAN Switches and Re-cabling and Cabling Upgrade from CAT 5 to CAT 7)	1	1
			DIGITAL Transformation sub-projects	Number of digital transformation sub-projects implemented (Automated Internal Audit	0	3

				System, Automated Performance Management System and Risk Management System)		
			Information Security Management	Number of Security Awareness and Training conducted and Implementation of an Information Security Architecture	1	4
			Audit Compliance	Number of reports on audit recommendations implemented. (Mitigate Audit Findings in accordance with Auditor General Recommendation).	2	4
Good Governance, Transparency and Accountability	Performance Management Systems	Promoting good governance, transparency, and accountability	Methodology to improve performance management, monitoring, and improvement to achieve overall organizational objectives	Number of SDBIP developed and approved by the Executive Mayor.	1	1
				Number of adjusted SDBIP developed and approved by Council.	1	1
				Number of performance agreements for Section 56/57 managers coordinated and signed.	8	8
				Number of performance assessments conducted for Section 56/57 managers.	0	2
				Number of annual reports developed, submitted to AGSA, and tabled to council for approval.	1	1
				Number of PMS risk registers updated and submitted to risk unit.	4	4
				Number of quarterly reports on internal audit queries responded to and addressed within the required time frame.	4	4
				Number of MFMA section 52(d) quarterly performance reports on implementation of the budget and the financial situation of the municipality submitted in Council.	4	4
				Number of MFMA section 72(1) mid-year budget and performance assessment reports submitted to the Council, Provincial and National Treasury.	1	1
				Number of repeat findings in Office of the Municipal Manager	0	5
				Number of troika meetings held	4	4
				Number of Multi-Party Whippery meetings held.	4	4
	Council whip					
Monitoring and Evaluation	To measure progress towards achieving program	Monitoring and Evaluation Framework	Number of Monitoring and Evaluation framework approved by council.	0	1	
		Monitoring and Evaluation quarterly reports	Number of M&E quarterly reports submitted to EXCO and MAYCO	0	4	

		goals. Identifying areas for improvement and adjusting program activities.	Monitoring and Evaluation Workshops	Number of Monitoring and Evaluation workshops held.	0	5
Good Governance, Transparency and Accountability	Executive Director - Strategy Support Services Financial Recovery Plan (FRP)	Financial Recovery Plan (FRP) - Stabilisation phase	Budget Committee Meetings	Percentage of attendance of Budget Committee Meetings attended by the Executive Director	0%	95%
			mSCOA Meetings	Percentage of attendance of mSCOA Meetings attended by the Executive Director	0%	95%
			Procurement Plans	Number of procurement plans developed in line with the draft and final budget, submitted to Supply Chain Management unit.	1	2
			Adjudication Meeting	Percentage of attendance of Bid Adjudication Meetings attended by the Executive Director	0%	95%
Institutional Capacity	Organizational Planning	Building institutional resilience and administrative capability	Review the Organizational structure and identify critical positions to capacitate the Local Municipality	Number of reviewed organizational structure	0	1
	Human Resources Planning		Review the current Human Resources Plan	Number of Human Resources Plan reviewed and approved	0	1
			Review Human Resource Policies	Number of HR policy manual reviewed and approved	1	1
			Cascading of individual performance management system	Number of performance agreements developed for incumbents in positions from level 2 to level 7/6	3	100
	Recruitment, selection, and placement		Recruit and select in line with the approved Organizational Structure and Budget	Percentage of critical advertised positions filled	100%	100%
	Employment Equity		Design and implementation of Employment Equity Plan	Number of Employment Equity Plans reviewed and approved	1	1
	Training and development		Implementation of Training Interventions in line with the Workplace Skills Plan	Number of beneficiaries trained	200	160
			Workplace Integrated Learning (interns/apprentices)	Number of learners placed in the municipality.	36	60
	Employee Wellness		Develop a revised Health and Wellness Plan	Number of Health and Wellness Plan revised	1	1
			Conduct 24 Life Skill Awareness Programme sessions/campaigns	Number of awareness sessions or campaigns conducted	24	24
			Provision of counselling services to distressed employees and pauper applicants	Percentage of counselling sessions conducted for employees	100%	100%
			Provide at least pauper burial services to destitute people and unknown corpses	Number of reports on destitute people and unknown corpses provided with pauper Burials, quarterly	4	4

	Legal Services Management		Litigation cases instituted by and against MLM in 2026/2027 MFMA Circular 88 KPIs (C11 and C12)	Percentage of litigation cases instituted by the municipality in 2026/2027	45%	40%
				Percentage of litigation cases instituted against the municipality in 2026/2027	0%	40%
			Facilitate the review of all municipal policies	Number of reviewed or amended policies	0	2
			Facilitate the process of promulgation and review of all municipal By-Laws	Number of Promulgated and reviewed By-laws	11	21
	Labour Relations		Utilize the Local Labour Forum as a consultative/negotiations forum to facilitate and sustain effective relations, ultimately enhancing service delivery	Number of approved schedule of meetings per year	1	1
			Attend arbitrations and implement all arbitration awards	Percentage of arbitration awards resolution implemented and finalized	100%	100%
			To report suspensions longer than three months. MFMA Circular 88 KPI (GG5.1)	Number of active suspensions longer than three months	0	4
	Occupational Health and Safety		Conduct safety awareness programmes	Number of safety awareness programmes conducted	12	16
			Conduct safety inspections	Number of safety inspections conducted	98	160
				Percentage of incidents reported to department of Labour	0%	100%
Institutional Capacity	Customer Care Services	Building institutional resilience and administrative capability	To initiate the development of Electronic Customer Care Management System.	Number of Electronic Customer Care Management System initiated.	0	1
	Secretarial Services		Develop a monitoring report for all corporate services facilities to be refurbished	Number of monitoring report on the corporate service facilities refurbished	0	1
	Council Administration		To convene EXCO and MAYCO meetings. MFMA Circular 88 KPI (C2)	Number of EXCO and MAYCO meetings convened	0	12
			To convene portfolio committee (Section 80) meetings. MFMA Circular 88 KPI (C3)	Number of Portfolio Committee meetings convened	0	12
	Executive Director - Corporate Services Financial Recovery Plan (FRP)	Financial Recovery Plan (FRP) – Stabilisation phase	Budget Committee Meetings	Percentage of attendance of Budget Committee Meetings attended by the Executive Director	0%	95%
			mSCOA Meetings	Percentage of attendance of mSCOA Meetings attended by the Executive Director	0%	95%
			Procurement Plans	Number of procurement plans developed in line with the draft and final budget, submitted to Supply Chain Management unit.	1	2
			Adjudication Meeting	Percentage of attendance of Bid Adjudication Meetings attended by the Executive Director	0%	95%

3.8.2. FINANCIAL RECOVERY PLAN – KEY PERFORMANCE INDICATORS (KPIs) (STABILISATION PHASE)

MATJHABENG LOCAL MUNICIPALITY FRP IMPLEMENTATION PLAN						
NO	FOCUS AREA	KEY ACTIVITIES	RESPONSIBLE	START DATE	END DATE	KEY PERFORMANCE INDICATOR
PILLAR 3: FINANCIAL MANAGEMENT						
1	Funded Budget and Budget Spending Limits	100% reduction in unauthorised expenditure.	CFO	01-Jul-26	30-Jun-27	Funded budget based on the budget funding plan.
		Implement the adjusted budget, linked to the FRP parameters and budget spending limits, to reduce the operating deficit.	CFO	01-Jul-26	30-Jun-28	Realisation of the target surplus as per the FRP financial model.
		Implement the budget funding plan.	CFO	01-Jul-26	30-Jun-28	Realisation of the target surplus as per the FRP financial model and budget funding plan parameters.
		Preparation and approval of the 2027/28 MTREF in full alignment with the FRP.	CFO	01-Jul-26	30-Jun-27	Approved 2027/28 MTREF Budget consistent with FRP parameters.
2	Revenue Management: Billing	Source and update contact details for all consumer accounts and issue bills, with all relevant information (i.e. amounts due and banking details for payment) digitally to save on the cost of physical bills.	CFO	01-Jul-26	30-Jun-27	100% of consumers billed monthly on actual volumes consumed.

		Create smart metering implementation plan for budgeted and funded meters (available meters) and budget for procurement of additional meters to resolve 15 100 problematic water meters identified.	CFO	01-Jul-26	30-Jun-27	Atleast a 50% reduction in 15 100 problematic meters.
		Prioritise smart meter implementation based on cost-benefit analysis where data is available (i.e. addressing indigent customers with high debtor balances as a result of consuming in excess of approved policies).	CFO	01-Jul-26	30-Jun-27	Meters installed where revenue exceeds cost or reduces uncontrollable and irrecoverable costs (i.e. indigents). Improved margins and improved collection rates.
3	Indigent Management:	Implement smart meters to restrict consumption of indigent qualifying households in line with the approved policy.	CFO	01-Jul-26	30-Jun-27	Approved smart meter roll out plan for indigent households.
		Implement indigent management system and carry out regular profiling of indigents to confirm that beneficiaries qualify for free basic services received.	CFO	01-Jul-26	30-Jun-28	Implemented indigent management system. Indigent profiles up to date and reflective of latest available information relating to indigent status.
4	Debtors Management	Assess feasibility of re-instating cashiers office and consider alternative engagement platforms as a point of contact for queries and payments.	CFO	01-Jul-26	30-Jun-27	Reduction in queries and improvement in collection rate (refer FRP parameters)

		Perform ongoing data cleansing, profiling and segmentation of all debtors according those that can and cannot pay and implement credit control according to the category.	CFO	01-Jul-26	30-Jun-27	Improvement in collection rate in line with FRP parameters. Recovery of 50% of arrears long outstanding debtor balance.
5	Cost-reflective Tariffs	Monitor performance and carry out annual cost of supply study for all trading services. Implement an affordability assessment and introduce cost reflective tariffs. If not affordable, phase in the increase over the next 3 years by a maximum of CPI plus 5%.	CFO	01-Oct-26	30-Jan-27	Cost reflective tariffs.
6	Cost Containment	Carry out an assessment of payments to contractors against progress to date and approved SCM budgets and identify contractors that have been paid in excess of tender awarded values or in excess of progress made to date. Investigate overpayments and take corrective action where required except where a variation order or extension is approved in accordance with SCM policy.	CFO	01-Jul-26	30-Jun-27	Tenders paid according to the awarded prices.
		40% reduction in non-core expenditure relating to: Use of consultants and professional services (including legal services and security), vehicles used for political office-bearers, travel and subsistence, domestic accommodation,	CFO	01-Jul-26	30-Jun-27	Implemented Cost Containment Policy 40% reduction in non-core expenditure.

		sponsorships, events and catering, communication, conferences, meetings and study tours and any other related expenditure items.				
		Include cost containment targets in performance contracts.	Director: Corporate Services	01-Jul-26	30-Jun-27	Cost containment targets included in performance contracts.
		Implement consequence management enforcement on non-adherence to the cost containment policy.	Director: Corporate Services	01-Jul-26	30-Jun-27	CFO's report to the Accounting Officer on all financial misconduct and consequence management implemented.
7	Creditor Management and Debt restructuring	Factor repayments into the cash flow forecast to reduce long outstanding amounts owing.	CFO	01-Jul-26	30-Jun-28	No expenditure approved outside of the cashflow projections. All expenditure in line with the cashflow projections.
		Pay the lesser of the monthly expenditure incurred and the monthly amount collected for electricity and water services on a monthly basis to Eskom and Vaal Central Water respectively to curb any increases in the balance outstanding.	CFO	01-Jul-26	30-Jun-27	0% increase in current amounts owing.
		Implement an Eskom Debt Relief Compliance Matrix and reinstate compliance with the Eskom Debt Relief Program.	CFO	01-Jul-26	30-Jun-28	Monthly reporting and adherence on the debt relief program according to the terms and conditions of Circular 124.

8	Cashflow Management	Improve cash flow by enhancing debtor management and reducing creditor balances to achieve 2 months cash in the bank.	CFO	01-Jul-26	30-Jun-28	2 month cash in the bank.
		Implement a system of expenditure control where no expenditure/ order is authorised unless it is provided for in the cash flow management system.	CFO	01-Jul-26	30-Jun-28	All expenditure authorised within cashflow management system.
		CFO to report on weekly basis to Management on cashflow projections.	CFO	01-Jul-26	30-Jun-28	No expenditure approved outside of the cashflow projections. All expenditure in line with the cashflow projections.
9	Conditional Grants	100% spent on the grant.	CFO	01-Jul-26	30-Jun-28	100% spending on conditional grants
		Re-instate cash reserves to ensure that unspent conditional grant are cash backed.	CFO	01-Jul-26	30-Jun-28	Unspent conditional grants are cash backed.
		No new overspending nor counterfunding on operational grants.	CFO	01-Jul-26	30-Jun-28	RO overspent on operational grants and no co funding undertaken by the municipality.

10	Supply Chain Management Compliance and Value for Money Procurement:	Demand Management, test market values before any tender is advertised. Develop own pricelist and analyse yearly to ensure value for money procurement.	CFO	01-Jul-26	30-Jun-28	Demand management report with own pricelist developed and implemented.
		Institutionalise the processes of the procurement processes and training on SCM Policy and SOP's.	CFO	01-Jul-26	30-Jun-28	Zero audit findings for non-compliance with SCM regulations.
		Interest and penalties (Fruitless and wasteful) expenditure be reduced by 40%.	CFO	01-Jul-26	30-Jun-28	40% reduction in fruitless and wasteful expenditure.
		100% alignment to procurement that is linked to the cashflow.	CFO	01-Jul-26	30-Jun-28	All payments made are as per the cash flow forecast.
		Develop and implement a centralised, controlled inventory management system to replace neglected stores. This system will include secure storage facilities, access controls and regular stock monitoring to ensure that frequently required materials are available and safeguarded against vandalism or misuse.	COO	01-Jul-26	30-Jun-28	100% availability of daily operational inventory items. Zero incidents of vandalism or theft reported.

11	Financial Control	Consider the implementation of an asset management system to address management and control findings in relation to asset management.	CFO	01-Jul-26	30-Jun-28	Effective and compliant mSCOA asset management to support and enhance service delivery implemented successfully.
		Implementation of FRP to restore financial sustainability, improve governance and ensure service delivery to improve solvency of the Municipality over the stabilization and sustainability phase.	CFO	01-Jul-26	30-Jun-28	Improvement in solvency ratio.
		Prepare, review and finalise the audit pack by end of July of the next financial year for submission to AG.	CFO	01-Jul-26	31-Jul-27	No audit overruns due to information not being available upfront to the AG. No audit findings in relation to reconciliations to financial statements.
12	mSCOA	Carry out a cost benefit analysis on required modules and prioritize implementation in line with budget availability. Prioritise the implementation of the budget and planning module within the financial system.	CFO	01-Jun-26	30-Jun-27	mSCOA compliant ERP implementation progress.
PILLAR 4: SERVICE DELIVERY						

1	Planning Protocols and Frameworks - Strategic Asset Management	Approve the Draft Water & Sanitation Masterplan, Draft Electricity Masterplan and Draft Waste Management Masterplan	ED: Infrastructure & Community Services	01/07/2026	30/07/2027	Water & Sanitation Masterplan, Electricity Masterplan and Waste Management Services
		Develop the Electricity Demand Side Management Plan	ED: Infrastructure	01/07/2026	30/07/2027	Demand Side Management Plan
		Develop a Roads & Stormwater Masterplan	ED: Infrastructure	01/07/2026	30/07/2027	Roads and Stormwater Masterplan
		Develop an Asset Management Plans for Water & Sanitation, Roads and Stormwater, Electricity Services and Waste Management Services	ED: Infrastructure	01/07/2026	30/07/2027	Asset Management Plans for services
		Develop an O & M Plan Water & Sanitation, Roads and Stormwater, Electricity Services and Waste Management Services	ED: Infrastructure	01/07/2026	30/07/2027	O & M Plans for services
2	Infrastructure efficiency - repairs and maintenance	Allocate adequate budget (min of 8% of the carrying value of PPE) for repairs & maintenance. Increase by at least 100% of the previous financial year's allocation	CFO	01/07/2026	30/07/2027	Budget report
		Implement identified repairs & maintenance projects based on approved O & M Plans for water services, roads & stormwater, electricity services, waste management services; facilities management and municipal rental stock	ED: Infrastructure	01/07/2026	30/07/2027	Operations and maintenance budget
3	Infrastructure resilience - Water Services	Install check meters	ED: Infrastructure	01/07/2026	30/06/2027	Check meter installation report

		Compare billing information with consumption readings taken from the check meters	ED: Infrastructure	01/07/2026	30/06/2027	Volume comparison / variance report
		Maintain optimum operating pressure	ED: Infrastructure	01/07/2026	30/06/2027	Monthly operating pressure report
		Maintain reduced minimum night flows	ED: Infrastructure	01/07/2026	30/06/2027	Minimum night flows report
		Use 8% MIG top slice to implement O&M plan	ED: Infrastructure	01/07/2026	30/06/2027	O&M Plan Implementation Report utilising MIG
		Meter another 15,000 unmetered properties (backlog will now be 37,560 meters)	ED: Infrastructure	01/07/2026	30/06/2027	Metering of unmetered areas report
		Determine the number & frequency of leaks and pipe bursts per discreet zone	ED: Infrastructure	01/07/2026	30/06/2027	Frequency of pipe burst per discreet zone
		Conduct Top Consumer Audit	ED: Infrastructure	01/07/2026	30/06/2027	Top Consumer Audit Report
		Undertake a study to determine consumption patterns of indigents	ED: Infrastructure	01/07/2026	30/06/2027	Water services consumption report for indigents
4	Sanitation Services	Implement industrial effluent tariff	ED: Infrastructure	01/07/2026	30/06/2027	Industrial Effluent Tariff
		Implement provisions of industrial effluent contained in the Water Services Bylaw	ED: Infrastructure	01/07/2026	30/06/2027	Bylaw Enforcement Report
		Completion of the Ministerial Directive projects on pump stations, sewer networks and WWTW rehabilitation as per the approved project implementation plan	ED: Infrastructure	01/07/2026	30/06/2027	Completion of projects as per project implementation plan

5	Infrastructure Resilience - Electricity Services	Conduct consumption baseline assessments of council owned infrastructure including traffic lights, street lights, WWTW and water & sewer pump stations	ED: Infrastructure	01/07/2026	30/06/2027	Energy Baseline Report	Efficiency Assessment Report
		Use 8% MIG top slice to implement O&M plan	ED: Infrastructure	01/07/2026	30/06/2027	O&M Implementation Report utilising MIG	Plan Report
		Install check meters at Eskom off take points	ED: Infrastructure	01/07/2026	30/06/2027	Check meters installation report	
		Compare billing information with consumption readings taken from check meters	ED: Infrastructure	01/07/2026	30/06/2027	Monthly comparison/variance report	volume
		Apply to National Treasury to fund meter replacement programmes	ED: Infrastructure	01/07/2026	30/06/2027	Report on National Treasury application	
		Undertake consumer audit to establish completeness of customer database in the billing information	ED: Infrastructure	01/07/2026	30/06/2027	Customer audit report	
		Undertake meter audit of all consumers	ED: Infrastructure	01/07/2026	30/06/2027	Meter audit report	
		Implement load management (e.g. rehabilitate and operationalize remote geyser and streetlight control)	ED: Infrastructure	01/07/2026	30/06/2027	Load management report	
		Undertake audit of top consumers to enable comparison to be made on manufacturing/business processes with electricity consumption	ED: Infrastructure	01/07/2026	30/06/2027	Top consumer audit report	

		Metering additional 5,000 unmetered properties (backlog will now be 1,280)	ED: Infrastructure	01/07/2026	30/06/2027	Metering of unmetered areas report
		Replace old, dysfunctional / malfunctioning meters for commercial and industrial customers	ED: Infrastructure	01/07/2026	30/06/2027	Meter replacement report
6	Waste Management	Install new and service / rehabilitate & maintain existing weighbridges	ED: Community Services	01/07/2026	30/06/2027	Weighbridge maintenance report
		Fence Henneman and Allanridge landfills and implement appropriate security measures	ED: Community Services	01/07/2026	30/06/2027	Landfills access control reports
		Fence Odendaalsrus landfill and Virginia transfer station and implement appropriate security measures	ED: Community Services	01/07/2026	30/06/2027	Landfills access control reports
		Manage all the landfills as per license conditions and applicable waste management regulations	ED: Community Services	01/07/2026	30/06/2027	Landfills compliance management report
		Update the 2023 study that determined landfill airspace	ED: Community Services	01/07/2026	30/06/2027	Landfill airspace report
		Implement 2 more waste minimisation and waste diversion programmes	ED: Community Services	01/07/2026	30/06/2027	Waste minimization and waste diversion implementation report
		Introduce 2 x Buy Back Centres	ED: Community Services	01/07/2026	30/06/2027	Buy Back Centres Implementation Report

		Develop the new landfills for Henneman and Virginia	ED: Community Services	01/07/2026	30/06/2027	Progress report
7	Roads & Stormwater	Fix 15,800 square metres potholes in strategic and high accident prone areas based on the outcome of the condition assessment from the Rural Roads Asset Management System	ED: Infrastructure	01/07/2026	30/06/2027	Extent of pothole fixed report
		Service and maintain 5,5km of stormwater systems	ED: Infrastructure	01/07/2026	30/06/2027	Stormwater systems maintenance report
8	Traffic Management	Install parking meter systems in Welkom, Virginia and Odendaalsrus	ED: Community Services	01/07/2026	30/06/2027	Parking management system report
		Calibrate the 3 x Pro Laser speed cameras and alcohol breath analysers	ED: Community Services	01/07/2026	30/06/2027	Calibration certificates
		Calibrate the 1 x Draeger alcohol breath analyser	ED: Community Services	01/07/2026	30/06/2027	Calibration certificate
		Mark roads without or faded road markings in Welkom, Virginia, Odendaalsrus, Ventersburg, Henneman and Allanridge	ED: Community Services	01/07/2026	30/06/2027	Road markings implementation report

		Mark roads without any road markings in Welkom, Virginia, Odendaalsrus, Ventersburg, Henneman and Allanridge	ED: Community Services	01/07/2026	30/06/2027	Road markings implementation report
		Maintain traffic lights	ED: Infrastructure	01/07/2026	30/06/2027	Traffic lights maintenance report
		Market the training college	ED: Community Services	01/07/2026	30/06/2027	College enrolment
		Traffic Department to enforce traffic management policies and legislation	ED: Community Services	01/07/2026	30/06/2027	Bylaw enforcement report
9	Fresh Produce Market	Ring-fence the surplus	CFO	01/07/2026	30/06/2027	Budget report
		Re-invest the surplus to the Fresh Produce Market implement activities and projects captured in the approved Business Plan	CFO	01/07/2026	30/06/2027	Monthly project implementation progress report
10	Fire Services	Levy R15 levy tariff per household per month on rates & taxes, ring fence it, and use it for purposes of revitalising fire services	CFO	01/07/2026	30/06/2027	Fire tariff income report
11	Local Economic Development	Review and approve LED Strategy	ED: LED	01/07/2026	30/06/2027	Reviewed LED Strategy Report
		Rehabilitate vandalized facilities	ED: LED	01/07/2026	30/06/2027	Facilities Management Report
		Municipality to secure the R17m required for the SEZ implementation process	ED: LED	01/07/2026	30/06/2027	Feasibility Study for SEZ

		Construction of Auction and Impound Facility – collaborate with Harmony who is offering R2,5million towards the construction of this facility	ED: LED	01/07/2026	30/06/2027	Progress Report
		Development of closed mines into tourism products and museums – convert appropriate shafts into tourism destination	ED: LED	01/07/2026	30/06/2027	Progress Report
		Develop Business Centre and establish businesses - conversion of Du Plessis Street and Nkoane Road into business streets - rezoning of land	ED: LED	01/07/2026	30/06/2027	Rezoned land
		Leasing of property to Lejwe Le Putswa Development Agency (LDA)	ED: LED	01/07/2026	30/06/2027	Lease agreement
		Signing of SLA with Lejwe Le Putswa Development Agency (LDA)	ED: LED	01/07/2026	30/06/2027	Signed SLA
12	Fleet Management	Implement a comprehensive fleet management solution	ED: Community Services	01/07/2026	30/06/2027	Fleet management report
		Improve capacity at the mechanical workshops - undertake a study to determine resources required for optimum capacity at the mechanical workshops	ED: Community Services	01/07/2026	30/06/2027	Fleet availability report

		Re-establish 2 more mechanical workshops that were non-functional & resource them appropriately	ED: Community Services	01/07/2026	30/06/2027	Mechanical workshop[s] revitalization plan
13	Capital Projects	Municipality must spend 100% of allocated grants	ED: Community Services	01/10/2025	30/06/2027	Monthly expenditure per grant
		Monthly performance evaluation of service providers responsible for execution of grant funded projects	ED: Community Services	01/10/2025	30/06/2027	Project performance against project implementation plan
PILLAR 1: GOVERNANCE						
1	Governance Model (Council and Oversight Structures/ Committees	Include implementation of Council resolutions in performance agreements of Senior Managers and monitor execution of the council resolutions.	MM	2026/07 31	Monthly	Implementation of 90 per cent of all council resolutions by 30/10/2026. Hold 100 per cent of senior managers accountable for council resolution implementation.
		Recover 100 per cent of the R 600 000 owed by councillors by the end of the Council term. Claim any outstanding amounts from pension fund of Councillors owing before any payments are done to Councillors.	CFO	31/07/2026	30/10/2026	Provide monthly monitoring of Councillors consumer accounts
		Recover 100 per cent of R 19,8 million owed by staff through payroll deductions/payment arrangements by end of the FRP Intervention period	CFO	31/07/2026	2027/06/30	Monitoring the current account statement of employees.

		Refer all relevant financial misconduct matters to DB as and when it is identified.	MM	2026/03/02	Monthly	Monitor 100 per cent of financial misconduct matters correctly referred to the Disciplinary Board
		Include implementation of Council resolutions in performance agreements of all executive directors.	ED: Corporate Services	01-Nov-25	Annually	Number of reports on the Council resolutions implemented by 30 June 2027
		Develop a declaration of interests register for Councillors and relevant Officials to capture disclosed interests as well as action taken where required.	MM	31-Jan-26	Annually	Number of declaration of interest register updated by 30 June 2027
2	Risk Management	Council must ensure that the Fraud Prevention Policy and Fraud Response Plan, Anti-Fraud and Anti-Corruption Strategy, and the Whistle Blowing Policy is implemented. Aspects relating to risk management must be included as KPI's in the Performance Agreements of Management.	ED: Strategic Support Services	2026/07/01	Monthly	Implementation of approved Risk Management Policy and Strategy and other Risk Related Policies.
		Include monitoring and evaluating of risk management as KPI's in the Performance Agreements of Management.	ED: Strategic Support Services	2026/07/01	2026/09/30	Facilitate that risk management is integrated into the performance agreements of management to promote a risk-aware culture and accountability with

						SMART risk management objectives.
		Undertake the approval by Council of the Disaster Recovery and Business Continuity Plan.	ED: Strategic Support Services	2026/02/27	N/A	Facilitate that the Disaster Recovery Plan and Business Continuity Plan is approved by Council by 28 November 2025 to provide a comprehensive framework for responding to disruptions and ensuring business continuity.
3	Contract Management	Warrant continuous legal compliance and internal control mechanisms. Conduct regular meetings of contracts management committee to ensure that there is effective communication between departments pertaining to contracts management.	ED: Strategic Support Services	2026/03/01	Monthly	Track 100 percent of contract related issues through committee discussions and departmental collaboration.
		User Departments must undertake to allocate experienced and qualified project managers to manage the implementation of projects.	ED: Infrastructure	2026/03/01	30/06/2027	Measure 95% of projects delivered on time, within budget and to the required quality standards.

		Put in place an approved Performance Management Framework which includes contract management.	ED: Corporate Services	2026/07/01	Annually	100% of contract management processes integrated into the performance management framework
		Consult with the ICT business unit to make provision for contracts management software	ED: Strategic Support Services	01-Feb-26	2026/09/31	Facilitate effective consultation with the ICT business unit to provide contracts management software and solutions, enhancing contract management efficiency and effectiveness.
		Review all current contracts to determine legality and whether there is value for money.	Manager: Internal Audit	01-Mar-26	30-Jun-26	Undertake a 100 per cent review of current contracts if they comply with relevant laws, regulations and standards.
		Ensure redesign of organisational structure to appropriately locate and capacitate contract management.	ED: Corporate Services	01-Apr-26	30-Nov-26	Determine the feasibility of In-house capacity versus outsourcing of the security service.
		Conduct regular audits and reviews of contract management activities, identify potential risks and implement corrective actions.	ED: Corporate Services	2026/03/01	2027/06/01	Monitoring the number of corrective actions implemented following audits and reviews on contract management , including the time take to resolve contract

						management related matters.
		Utilise ICT tools and Systems to ensure contracts management.	ED: Strategic Support Services	05/01/2026	31/05/2027	80 per cent of contract management processes automated through ICT tools and systems.
	Contract Management	Council must bill Ntiyiso market related rental for the space occupied by the service provider since the occupation of the Building followed by monthly rentals.	CFO	2026/03/01	Monthly	Undertake the monthly delivery of rental bills to Ntiyiso to ensure 100 per cent collection of monthly rental for sustainable rental revenue collection.
4	By-laws	Quarterly reporting to Council on the enforcement and revenue generation of existing by-laws	ED: Community Services	02-Jan-26	31-Jul-26	Facilitate the 100 per cent implementation and enforcement of all municipal promulgated by-laws.
		Conduct an assessment of existing by-laws to determine necessity to review by-laws an or develop additional by-laws	ED: Community Services	01-Jul-26	30-Nov-26	By-laws aligned with the strategic objectives of the municipality. Sustainable service delivery supported by regulatory measures
5	Systems of Delegation	Review and implement the delegations of authority to ensure adherence to statutory requirements as follows: Delegations should follow a clear line of authority.	ED: Corporate Services	2026/01/02	30/05/2026	System of Delegation reviewed

		Warrant that the system of delegations follows a hierarchical line to ensure a clear chain of command and accountability				
		MM to sub-delegate powers and functions to heads of directorates	ED: Corporate Services	2026/07/01	2026/06/30	A compliance rate of 100 per cent must be warranted that heads of directorates operate within their delegated powers.
		Maintain an updated delegation register that outlines the delegations and sub-delegations to heads of directorates, ensuring clarity and transparency in decision-making authority and accountability.	ED: Corporate Services	2026/06/30	Monthly	Train and develop the heads of directorates to ensure that they are 100 per cent aware and understand their delegations and sub-delegations, including their decision-making authority.
5	ICT Strategy and Governance	Identify and budget for an off-site recovery facility	ED: Strategic Support Services	2026/02/27	2026/05/29	ICT Disaster Recovery Plan and Business Continuity Plan developed and implemented.
			ED: Strategic Support Services	2026/06/30	2026/11/30	Off-site ICT recovery facility identified and functioning.
		2025/2026 ICT Policies requires to be approved by Council	ED: Strategic Support Services	31-May-26	30-Nov-26	Updated ICT Policies finalised and approved by Council.

		Appointment of ICT technician on a full time basis to address ICT matters of the Municipality.	ED: Corporate Services	01-Nov-25	31-May-26	An approved Organogram indicating the number of technicians required.
		Establish MLM Policy Management Committee to take stock of and monitor institutional policy development and implementation.	ED: Strategic Support Services	2026/04/01	30/06/2026	Well-resourced ERP system plan developed and implemented
		Make provision for a budget and establish an off-site ICT recovery facility.				
		Establish an Enterprise Resource Planning system to provide for automated business processes.	ED: Strategic Support Services	2026/03/02	31/08/2026	30 percent increase in employee productivity due to streamlined processes and automated workflows.
		Provide a budget to establish a call centre and commence call centre operations	ED: Strategic Support Services	01/04/2026	30/04/2027	Establish a call centre provided with resources and operational
		Conduct a comprehensive assessment of the current ICT infrastructure systems and processes to identify gaps and areas of improvement.	ED: Strategic Support Services	01-Mar-26	30-Oct-26	Draft a high quality assessment report with actionable recommendations after engagement with relevant stakeholders.
		Regular assessment of security vulnerabilities that the municipalities may be exposed to.	ED: Strategic Support Services	2026/03/02	Daily	Monthly reporting on vulnerability management and remediation.

		Budgetary provision to address replacement of aged servers.	CFO	01-Mar-26	30-Jul-26	Request budget provisioning to address the replacement of aged servers ,promoting infrastructure stability, security and efficiency.
6	UIF&W	The municipality must implement a multi-pronged approach that includes training of officials, tightening of the control environment and implementation of consequence management.	MM	2026/02/27	30/11/2026	Assessments to be conducted to 100 per cent Senior Managers to determine their accountability, adherence to governance and accountability frameworks and their responsiveness to audit and risk management recommendations.
		Section 32 investigations must be conducted to address UIF&W as and when it is identified. Consequence management must be implemented if any individuals are found liable	MM	2026/02/27	30/11/2026	100 per cent of section 32 investigations completed within the the stabilisation timeframe and 100 per cent consequence management actions implented against liable individuals.
7	Audit Action Plan	Continuous Implementation of post audit action plans to prevent qualified audit opinions for the 2026/2027 and outer financial years.	ED: Strategic Support Services	2026/07/01	Monthly	Undertake 100 per cent effective implementation of post-audit action plans to address audit findings and recommendations whilst promoting

						organisational improvement.
		Performance agreements of senior managers must include audit action plan implementation to ensure consequence management for slow or non-implementation of post audit action plans.	MM	2026/07/31	2026/08/31	100 per cent of Senior Managers with performance agreements must have KPI's that includes implementation of audit action plan
8	Internal Audit	Investigations by an external independent body on allegations of fraud and corruption must be conducted.	ED: Strategic Support Services	2026/03/02	2026/08/31	Facilitate 100 per cent investigations by an independent external party on allegations of fraud and corruption to promote transparency ,accountability and justice
		Quartely reports to Council on the implementation of the internal audit plan	ED: Strategic Support Services	2026/03/02	Quaterly	undertake the quaterly submission of reports to Council on the implementation of the internal audit plan
9	Powers and Functions	The municipality must monitor all cost-benefit analyses on the impact of the underfunding and lack of funding on the finances of the municipality.	CFO	2026/02/02	2026/05/29	100 per cent monitoring and mitigation of financial risks associated with underfunding and lack of funding.

		Put in place mandate agreements for performing the delegated mandates from the District and Provincial Government.	ED: Community Services	30-May-26	30-Nov-26	Undertake 100 per cent drafting of mandate agreements for the performance of delegated mandates from the District and Provincial Government, to promote clarity accountability and effective service delivery.
		Engage the Department of Transport with the support from CoGTA for the transfer of the function of the Traffic Academy.	ED: Community Services	2026/02/02	2026/06/30	Finalisation of a MoU between the DOT ,the Municipality and CoGTA outlining the terms and conditions of the function transfer by end March 2026.
10	Litigation and Contingent Liabilities	Assess which matters should be defended and the cost to the municipality on default judgements.	ED: Corporate Services	2026/02/02	Weekly	Effect assessment and management of litigation defence and associated costs, minimising the financial impact of default judgements on the municipality
		Develop a litigation management plan to manage litigations, including strategies for settlement, mediation or litigation.	ED: Strategic Support Services	02-Feb-26	30-May-26	Undertake 80% of litigations resolved through settlements, mediation on litigation, within eight months.

		Prioritise the monthly Payment of ESKOM and Vaal Central Water.	CFO	2026/02/02	Monthly	Prioritise the timely monthly payment of ESKOM and Vaal Central Water and track the percentage of penalties avoided through timely payments.
		Open tender process for appointment of a panel of attorneys must be conducted every three years.	ED: Corporate Services	2026/03/31	2026/07/31	Put in place a transparent and competitive tender process for the appointment of a panel of attorneys every three years to promote fairness, equity and value for money.
		Avoid non-payment of service providers as this leads to Mora Interest which is Fruitless and Wasteful Expenditure.	CFO	2026/02/02	Monthly	Guarantee the timely payment of service providers within 30 days to minimise Mora interest and fruitless and wasteful expenditure.
		Undertake continued compliance to Supply Chain Management Regulations and Policy	ED: Corporate Services	2026/02/02	Monthly	100 per cent of procurement processes adhering to the municipality's SCM policy and SCM Regulations.

		Draft a legal services framework agreement that defines the scope of work, establish pricing and applicable discounts and defines the metrics to evaluate performance of attorneys.	ED: Corporate Services	2026/03/01	2026/06/30	Establish a comprehensive legal services framework agreement that outlines the scope of work, pricing, discounts and performance evaluation for attorneys.
		Undertake the management of litigation related risks to make informed decisions about litigation strategy and allocation of resources.	ED: Corporate Services	2026//02/02	Monthly	Effectively manage litigation related risks, enabling informed decision-making on litigation strategies and resource allocation towards containment of litigation costs.
		Undertake stabilization of the legal services unit to minimize litigation risks against the municipality	MM	2026/02/02	2026/03/02	Measure the stability of the legal services unit staff, including turnover rates and vacancy filling times as well as client satisfaction with legal services provided by the unit.
		Monitor that the expenditure on legal fees is effectively managed and overspending is prevented.	ED: Corporate Services	2026/02/02	Monthly	Track that there is 0 per cent incidents where legal fees expenditure exceeds the budgeted amount.

		Review and rectify the court default judgements against the municipality to minimise further financial losses.	ED: Corporate Services	2026/02/02	2026/08/31	Undertake a 100 per cent default judgements rectified through settlement or mediation.
		Develop a comprehensive plan to manage as well as reduce the contingent liability associated with ongoing litigations	ED: Corporate Services	2026/02/02	2026/10/30	Develop and implement a comprehensive plan to manage and reduce the the contingent liability associated with ongoing litigations.
11	Immovable Property	Conduct a thorough immovable property audit to identify underutilized and vacant land to enable disposal or repurposing for more effective use.	ED: Corporate Services	2026/02/02	2026/06/30	Conduct a comprehensive immovable property audit to identify property which is underutilised to enable an open, fair and transparent process of disposal or repurposing for mor effective use
		Review the Land Disposal Policy for Council approval.	ED: Corporate Services	01-Mar-26	30-Apr-26	Land Disposal Policy updated and approved by Council.
		Develop and implement a maintenance program for residential rental stock and other Council owned immovable properties.	ED: Corporate Services	01-Jun-26	31-Jan-26	Maintenance program developed for rental stock.
		Establishment of a dedicated property management unit to effectively manage immovable property and oversee property maintenance, repairs and renovations and to manage sales, leases and rentals.	ED: Corporate Services	2026/02/02	2026/07/31	Establish a dedicated property management unit to effectively manage immovable property of the municipality and oversee a comprehensive suit of

						services such as sales, leases, rentals ,repairs and maintenance.
		Undertake cost benefit study to determine whether to own or dispose the municipal rental stock	ED: Human Settlements & Planning	01-Mar-26	30-Nov-26	Conduct a S 76 to 78 of the MSA study for reporting to Council on the best mechanism of providing the municipal service.
		Explore Public-Private Partnerships to develop and manage immovable properties.	ED: Corporate Services	2026/02/02	31/08/2026	Identify a minimum of 10 potential opportunities for immovable property development and management and assess its viability.
		The review of the organisational structure of Shared Services must integrate and reflect the management of Council owned immovable properties.	ED: Corporate Services	01-Apr-26	30-Nov-26	Establish an Immovable Property Management Unit to deal with the full management of Council owned immovable properties.
		Development of a rental adjustment formula to determine rental adjustments taking into account market rates, inflation and other relevant factors	ED: Corporate Services	2026/02/02	30/04/2026	Develop and implement a rental adjustment formula to determine a fair and market-related rental adjustments considering market rates, inflation and other relevant factors.

		Implement property management systems to streamline property management, improve efficiency and reduce costs.	ED: Corporate Services	2026/03/31	2026/08/31	Monitor 50 per cent improvement in process efficiency, reduced processing times and increased productivity.
		Secure municipal immovable properties.	ED: Corporate Services	2026/02/02	2026/06/30	Undertake the securing of municipal immovable properties to prevent unauthorised access, damage or occupation.
		Retrofit all the units and buildings and install energy efficient fittings	ED: Human Settlements & Planning	01/07/2026	30/06/2027	Energy efficient programme
		Install prepaid meters	ED: Human Settlements & Planning	01/07/2026	30/06/2027	Meter installation report
		Formalization of townships - 1 x township	ED: Human Settlements & Planning	01/07/2026	30/06/2027	Formalization of townships report
PILLAR 2: INSTITUTIONAL						
1	Operating Model	Develop a Process Plan on the review of the Operating Model	ED: Corporate Services	01/06/2026	30/06/2026	Reviewed Operating Model in line with the Municipal Staff Regulations and organisational strategy by the end of the 2026/2027 financial year

		Review the Operating Model in line with the Municipal Staff Regulations which should include: A cost-benefit analysis of operating model options.	ED: Corporate Services	01/07/2026	31/12/2026	
		Develop a sourcing plan in line with municipal financial capabilities.	ED: Corporate Services	01/01/2027	01/04/2027	Approved Sourcing Plan
		Table the reviewed Operating Model for Council approval by May 2027	ED: Corporate Services	01/04/2027	01/05/2027	Council Approved Model Resolution Operating Model
		Roll out a communication plan to inform and train employees on the changes to the operating model, including new roles, processes, and tools	ED: Corporate Services	01/06/2027	01/12/2027	Communication Plan & Implementation Report

2	Organisational Structure	Review the organisational structure based on the work study outcomes including defining new roles, responsibilities, reporting lines, and a governance framework to ensure the structure enables the new strategy and complies with the Municipal Staff Regulations.	ED: Corporate Services	01/05/2026	31/05/2026	Reviewed Organisational Structure
		Consult with LLF during the assessment and review process.	ED: Corporate Services	01/05/2026	31/05/2026	Approved and implemented organisational structure with reduced number of posts based on work-study outcomes by end of the 2026/27 financial year
		Finalise the review of job descriptions and job evaluation in line with the final revised organisational structure	ED: Corporate Services	01/06/2026	30/06/2026	
		Develop a process plan to implement the approved organisational structure including placement of staff.	ED: Corporate Services	01/06/2026	30/06/2026	Approved Council Structure Resolution Attendance Register of Council workshop Reviewed Job descriptions and Job Evaluations Approved Process Plan

		Consider the implementation of section 189 of Labour Relations Act on the jobs that are not required in consultation with Labour.	ED: Corporate Services	01/07/2026	30/06/2027	Analysis Report on jobs not required LLF Minutes
		Develop a Recruitment Plan to implement the approved organisational structure within available budget, and tabled at LLF for consultation.	ED: Corporate Services	01/06/2026	30/06/2026	Approved Recruitment Plan
		Fill posts identified in the Recruitment Plan by end of June 2027.	ED: Corporate Services	31/06/2026	30/06/2027	Recruitment Report Appointment Letters
		Municipality to request support from DCoG and SALGA in the review and implementation of the structure throughout the structure review process..	MM	01/10/2027	30/06/2026	Letter of request
		Request intervention by SALGA on the finalization of the Wage Curve.	MM	01/04/2026	30/04/2026	Letter of request
3	Employee Costs	Develop a Recruitment Plan for areas where overtime is as a result of staff shortages, based on available budget.	ED: Corporate Services	1/6/2026	30/06/2025	Approved Recruitment Plan for high overtime posts

		Develop an Overtime procedure on the application and approval for overtime by end of May 2026.	ED: Corporate Services	01/04/2026	30/06/2027	20% (R8m) reduction of overtime (R39.9m to R31.9m) by June 2027 Overtime Dashboard
		Establish a monthly overtime dashboard to track expenditure.	ED: Corporate Services	01/04/2026	31/05/2026	Overtime Dashboard
		Generate and present monthly reports to management, showing a cumulative reduction in overtime expenditure, with the ultimate goal of not exceeding R32 million annually.	ED: Corporate Services	31/05/2026	Monthly	Monthly Overtime Expenditure Report
		Monthly reporting on overtime spending by each department to Executive Management .	ED: Corporate Services	31/05/2026	Monthly	Overtime Dashboard
		HR to monitor compliance to Overtime Policy and provide monthly reports to Executive management.	ED: Corporate Services	31/05/2026	Monthly	Overtime Policy Report Executive Management Meeting Minutes
		Conduct workshop to managers/supervisors and staff on the revised overtime policy.	ED: Corporate Services	31/05/2026	30/09/2026	Attendance Register of Overtime Policy Workshop

		Disciplinary steps to be taken for non-compliance to the Overtime Policy including disciplinary action for managers/supervisors who approve unauthorised overtime or for employees who work unapproved overtime.	MM	01/06/2026	Monthly	Disciplinary Cases Report Letters of Disciplinary notices
		Regularly revise the overtime policy in line with the legislative imperatives.	ED: Corporate Services	31/05/2026	Annually	Approved Reviewed Overtime Policy
		The municipality should actively apply for specific grants from national or provincial government that are designated for capacity building and financial management improvements (e.g., interns) by June 2026.	CFO	01/04/2026	30/06/2026	Fill funded posts with revenue-generating posts to reduce current Acting positions to 50% of funded vacant posts by June 2026
		Managers to investigate and formally address cases of excessive or patterned absenteeism within their teams.	ED: Corporate Services	1/5/2026	30/06/2026	100% Compliance with Leave Absenteeism Disciplinary Policy Report cases instituted

		Develop leave registers for all departments and managed by managers for monthly reconciliation with leave processed.	ED: Corporate Services	1/5/2026	30/06/2026	Departmental Leave Registers Monthly leave reconciliation reports
		Conduct leave audit to identify weaknesses in the municipality's internal controls, allowing for the implementation of stronger, more transparent processes to prevent future abuse.	ED: Strategic Support Services	1/5/2026	30/06/2026	Leave Audit Report
		Disciplinary steps to be taken for non-compliance to the Leave Policy including disciplinary action for managers/supervisors who do not efficiently manage leave and patterned absenteeism.	MM	01/06/2026	Monthly	100% Compliance with Leave Policy
		Ring-fencing of pensions and other third-party funds deducted from employees and pay over to the institutions when due.	CFO	01/06/2026	Monthly	Expenditure Report

		A formal report detailing the findings, including a gap analysis and proposed revised salary grades for all roles to be tabled to council for adoption.	MM	01/05/2026	30/06/2026	Council Resolution Approved Remuneration Report
		Based on the review findings, develop a corrective action Plan that outlines specific steps to adjust salaries and address the pay disparity and present the plan for approval by council. This plan should include a clear communication strategy for all key stakeholders.	ED: Corporate Services	01/07/2026	30/07/2026	Approved Corrective Action Plan
		Allocate budget based on the outcomes of the directive from DCoG where necessary, by June 2026.	CFO	01/07/2026	30/07/2026	Budget Report
		Start with the implementation of the new salary structure	CFO	01/07/2026	30/07/2026	New Salary Structure Implementation Report

		<ul style="list-style-type: none"> The recruitment process for EPWP intake must strictly adhere to the EPWP National Guidelines and Ministerial Determinations. 	MM	01/07/2026	Annually	Annual EPWP Recruitment Report Appointment Letters
4	Performance Management	Regular compliance monitoring and reporting at Executive Management meetings two weeks before the submission deadline.	ED: Corporate Services	01/05/2026	Quarterly	PMS Compliance Status Report Executive Management Committee minutes
		<p>Performance Agreements for Executive Managers and the Municipal Manager should include the following key performance indicators:</p> <ul style="list-style-type: none"> *Risk Mitigation within set deadlines *Audit Action Plan implementation within set deadlines *Council Resolutions implementation within set deadlines *Financial Recovery Plan implementation within set deadlines *Implementation of the HR Strategy within set deadlines 	MM	01/05/2026	Annually	Revised Signed Performance Agreements

		Conduct mandatory training sessions for all employees on performance management, including setting SMART goals, providing feedback, and conducting fair assessments.	ED: Corporate Services	01/01/2026	30/06/2026	Training attendance register Training presentation
		All Heads of Departments (HoDs) to submit the performance agreements for all lower-level staff (levels 7-6) and for acting positions.	ED: Corporate Services	01/05/2026	30/05/2026	Submitted performance Agreements
		Completion of all performance assessments within set deadlines.	ED: Corporate Services	01/07/2026	Bi-annually	Completed Performance Assessments
		Review and simplify the existing policy to make it more user-friendly and clearer, with the focus on clarifying responsibilities, timelines, and the consequences of non-compliance.	ED: Corporate Services	01/07/2026	30/10/2026	Approved Policy Reviewed

		HR to provide compliance reporting two weeks before submission deadlines as an early-warning system, tabled at Executive Management meetings.	ED: Corporate Services	01/06/2026	30/07/2026	100% submission compliance rate on performance management (approved agreements, and bi-annual assessments)
		Directorates and Departmental heads to account on non-compliance and provide corrective actions before submission deadlines.	ED: Corporate Services	01/08/2026	30/06/2027	Directorates and Departmental PMS Corrective Action Plans
		Consequence management for those who do not achieve targets.	MM	01/07/2026	30/06/2027	Organisational performance improved to 85% achievement of set KPIs for 2025/26 and to 90% for 2026/27 Disciplinary reports
		No bonuses to be paid during this period of financial recovery.	MM	01/07/2026	30/06/2027	Expenditure Report on COE
5	Filling of critical posts	Develop a Recruitment Plan prioritising core/service delivery, revenue-generating posts and manage the staffing process within allocated compensation budget.	ED: Corporate Services	01/05/2026	30/06/2026	Approved Recruitment Plan

		Identify whether existing staff can be redeployed or trained to fill some of the vacant roles, especially in the understaffed departments, to relieve pressure.	Departmental Heads	01/04/2026	30/07/2026	Assessment Report
		Investigate the possibility of secondment on critical position by July 2026.	Departmental Heads	01/04/2026	30/07/2026	Investigation Report on possible secondments
		Develop a recruitment process workflow management tool to address bottlenecks which includes a simplified, expedited process with stricter deadlines for shortlisting, interviews, and offer letters by July 2026.	ED: Corporate Services	01/04/2026	30/07/2026	Posts filled within 6-months of being vacant and funded Approved recruitment workflow
		Provide monthly recruitment status report to Executive Management with corrective action plans and MM intervention where panel members don't prioritise the recruitment planned dates.	ED: Corporate Services	01/10/2025	Monthly	Posts filled within 6-months of being vacant and funded

		Develop a Corporate Calendar with review of the number of meetings being held at the Municipality, avoiding ad hoc meetings that destabilises planned meetings.	MM	2026/01/05	31/05/2026	Reviewed Corporate Calendar
		Review delegations on the recruitment process to avoid all posts below Executive Management being approved by the MM	MM	01/04/2027	30/06/2027	Reviewed Recruitment Delegations
		Develop a recruitment process flow that should include verification of the following before advertising: existence of post on the structure availability of budget critical nature of the post	ED: Corporate Services	01//04/2026	30/07/2026	Posts filled within 6-months of being vacant and funded
		Develop a Retention Strategy and Policy	ED: Corporate Services	2026/01/10	30/10/2026	Improved Staff morale Approved Retention Strategy and Policy
		Review and resolve the status of employees acting more than 3years in line with the applicable prescripts.	ED: Corporate Services	2026/01/10	30/10/2026	Acting Positions Status and Resolution Report

6	Skills and competencies	Conduct a skills audit to identify the specific skills and roles needed to maintain essential services (e.g., water reticulation, electricity maintenance, solid waste collection) and improve revenue collection (e.g., meter readers, credit controllers).	ED: Corporate Services	2026/01/05	30/05/2026	Skills Audit finalised by end of May 2026
		Assess all employees on bursary (employee study assistance) to determine the status of their studies	ED: Corporate Services	01/03/2026	30/04/2026	Annual Internal Bursary Monitoring Report
		Implement corrective measures in line with contractual obligations.	ED: Corporate Services	30/04/2026	31/05/2026	Letters to non-compliant employees
		Provide an annual monitoring report to the Executive Management meeting.	ED: Corporate Services	10/01/2026	30/11/2026	Annual Monitoring Report
		Implement all training in line with the Workplace Skills Plan.	ED: Corporate Services	2026/01/07	30/06/2026	Training Implementation Report
		Compulsory MFIP training for the Senior Manager without the minimum post requirement by December 2026.	ED: Corporate Services	01/10/2026	30/11/2026	100% of Senior Managers meet the Minimum Competency levels by the end of the 2026/27

7	Staff Discipline	Review the use of internal Presiding Officers or include the duty in the Performance Agreements	MM	01/02/2026	30/06/2026	Finalise pending disciplinary cases by the end of the 2025/26 financial year
		Establish a culture of Consequence Management and ensuring disciplinary processes are functional and fair	MM	01/02/2026	30/06/2026	Average Case Turnaround Time
		All new cases should be finalised within the prescribed timelines	MM	01/07/2026	30/06/2027	100% of new cases finalised within prescribed timelines
8	Key HR Policies and Procedures	Develop a Policy Review and Management Policy	ED: Corporate Services	01/04/2026	30/08/2026	Policies reviewed annually
		Establish a Policy Review Committee with departmental representation to review all outdated policies.	ED: Corporate Services	2026/01/02	30/08/2026	Appointment letters and approval submission
		Undertake HR policy awareness sessions for existing staff.	ED: Corporate Services	01/04/2026	30/08/2026	100% compliance with HR Policies
		Newly appointed staff should be made aware of existing policies during the induction process.	ED: Corporate Services	01/04/2026	30/08/2026	Induction Reports
		Disciplinary action should be taken against non-adherence to policies.	MM	01/04/2026	Quarterly	Disciplinary cases Report Letters of Disciplinary notices

		Quarterly compliance monitoring to be conducted by HR unit.	ED: Corporate Services	01/04/2026	Quarterly	Quarterly Compliance Report
		Develop a Retention Strategy and Policy with internal advertising where there are qualified internal candidates by October 2026.	ED: Corporate Services	01/09/2026	01/10/2026	Approved Retention Strategy and Policy
9	Labour Relations	Develop and adopt clear and mutually agreed-upon protocol for communication between the employer and unions, especially for urgent matters that cannot wait for a scheduled LLF meeting.	ED: Corporate Services	01/05/2026	30/05/2026	Approved Communication Protocols LLF
		Adherence to the LLF's terms of reference in terms of meeting schedules, quorum requirements, and the consequences of non-attendance.	MM	01/05/2026	Monthly	LLF Minutes
		Establish a joint management-union task team to address all outstanding grievances. This team should have a mandate to resolve a specific number of grievances within a set timeframe and within the applicable prescripts.	MM	01/06/2026	01/10/2026	Task Team Appointment letters Joint Managent-labour Task Team Terms of Reference

		Arrange training sessions for both management and union representatives on topics such as conflict resolution, negotiation skills, and the legal framework of labour relations.	ED: Corporate Services	2026/01/08	30/8/2026	Training Report Attendance Register
10	HR Strategy	All departmental heads incorporate the HR Strategy's objectives into their operational and performance plans.	MM	2026/01/06	Annually	APPROVED OPERATIONAL Plans
		Conduct training sessions for all managers and supervisors on the key principles of the HR Strategy, their roles in its implementation, and how to use the new performance management or recruitment tools.	ED: Corporate Services	2026/01/11	2026/01/12	Training Report Attendance Register
		Ensure that the performance contracts of all senior managers and departmental heads include KPIs directly linked to the implementation of the HR Strategy.	MM	2026/01/06	2026/01/07	Performance Agreements
11	Physical Verification of Staff and Qualifications:	Conduct regular staff verification against the payroll.	CFO	2026/01/06	Bi-Annually	Staff Verification Report
		Conduct verification for qualifications during the recruitment process in an economical manner such as the use of SAQA.	ED: Corporate Services	2026/01/06	Monthly	100% verified qualifications for recruited employees Qualification Verification Report

11	Occupational Health and Safety	Conduct training on proper use and maintenance of PPEs.	ED: Corporate Services	01/01/2026	31/12/2027	100% Compliance with OHS regulations by the end of the end of the 2026/27 financial year
12	Occupational Health and Safety	Develop action plans on assessment findings and prohibition notices issued by Dept of Labour by end July 2026.	ED: Corporate Services	01/01/2026	31/07/2026	Action Plans for non-compliant Buildings
		Conduct regular medical check-ups as prescribed by the OHS regulations.	ED: Corporate Services	01/01/2026	31/12/2027	Medical Checks reports
		Appoint departmental OHS representatives and establish OHS Committees.	ED: Corporate Services	2026/01/07	31/12//2027	Letters of appointment
		Conduct an assessment of buildings OHS Compliance.	ED: Corporate Services	2026/01/07	31/12//2027	Number of compliant OHS compliant buildings.
		Develop action plans on findings and prohibition notices issued by Dept of Labour.	ED: Corporate Services	2026/01/07	31/12//2027	Approved Action Plan to implement Prohibition Notices recommendations
		100% compliance with COIDA payments as when due.	ED: Corporate Services	01/07/2026	30/06/2027	100% Compliance with COIDA
13	Records Management	Conduct a review of the File Plan by July 2026.	ED: Corporate Services	2026/01/05	30/11/2026	100% Compliance with Records Management Policy

		Finalise consultation on the reviewed Records Management Policy with the LLF and table it to Council for approval.	ED: Corporate Services	2026/01/06	30/06/2026	LLF Approved Minutes Management Policy. Records
		All employees, particularly those handling administrative tasks, must attend a compulsory training session on the new policy and the manual records protocol.	ED: Corporate Services	2026/01/06	30/06/2026	Training Report Attendance Register
		Disciplinary action should be instituted against departmental heads for non-compliance to Records Management policy.	ED: Corporate Services	2026/01/06	Quarterly	Disciplinary Outcomes Discipline Notice letters
		Assessment report with action plans to be presented at the Executive Management meeting by end of June 2026.	ED: Corporate Services	2026/01/06	30/06/2026	Assessment Report Executive Management Meetings minutes
		Implement corrective action plan by end of 2026/27.	ED: Corporate Services	30/6/2026	30/06/2027	Implementation Report
14	Change Management	Request SALGA to provide support on the following: *Develop a Change Management Strategy and Plan *Establishing and training of a Change Management Team	MM	01/04/2026	30/06/2026	Change Management Strategy and Plan developed and approved by 2026/27.

		Council approval of the Change Management Strategy and Plan by 30 June 2026	MM	01/06/2026	30/06/2026	Change Management Strategy and Plan developed and approved by 2026/27.
		Quarterly reporting on the implementation of the Change Management Strategy and Plan.	ED: Corporate Services	01/11/2026	Quarterly	Quaterly Monitoring Report

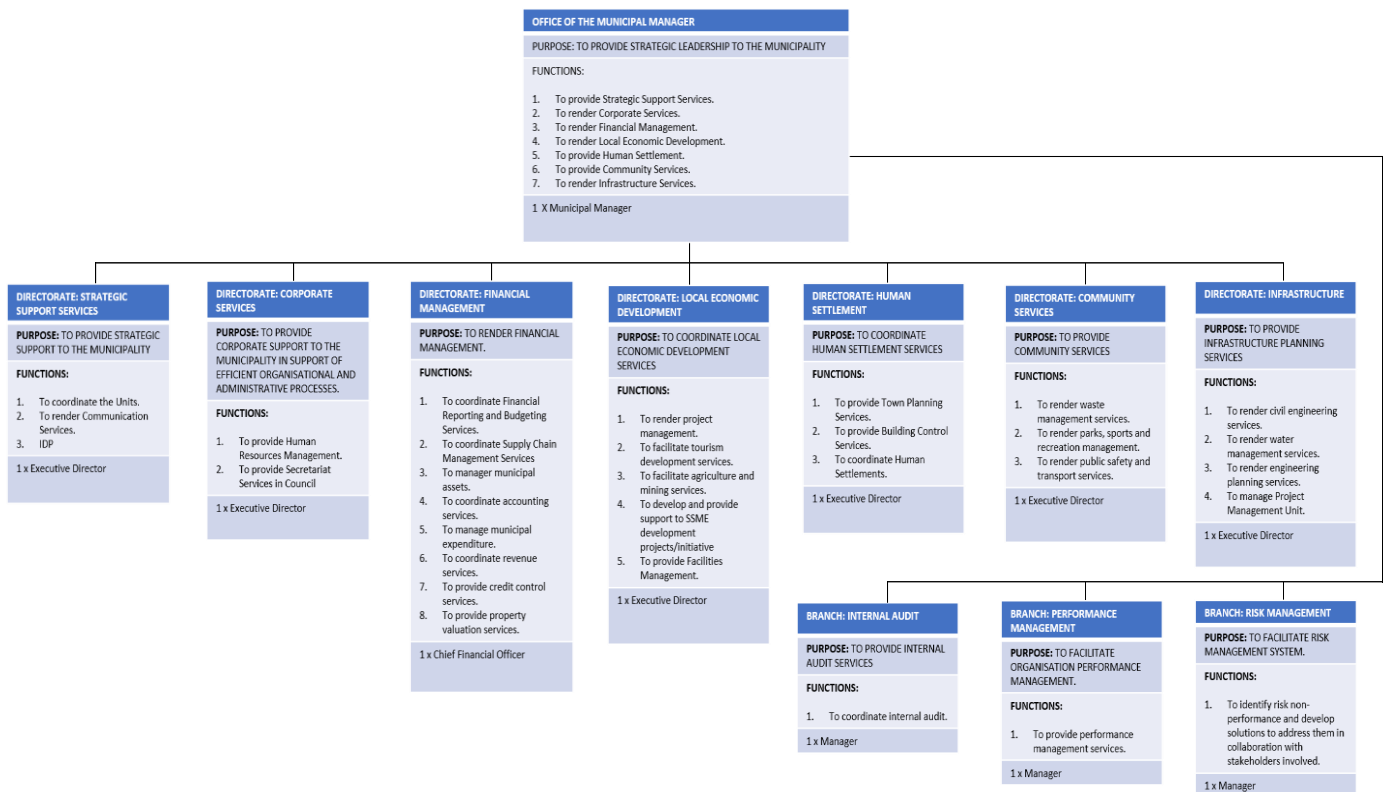
3.9. Organizational Design and Re-design

Matjhabeng Local Municipality is structured into directorates to give effect to its constitutional and legislative mandate. The directorates are responsible for governance, institutional support, financial management, service delivery, and developmental functions in support of the Integrated Development Plan (IDP).

3.9.1 Directorate Composition and Functional Focus

The Municipality operates through the following directorates:

- **Office of the Municipal Manager** – Provides overall coordination, strategic oversight, and organisational leadership.
- **Strategic Support Services** – Responsible for the coordination of support units, communication services, and the IDP function.
- **Corporate Services and Good Governance** – Responsible for council administration, legal services, facilities management, human resources, and governance support.
- **Financial Services** – Responsible for budgeting, financial management, revenue management, and financial reporting.
- **Local Economic Development** – Responsible for facilitating local economic development programmes.
- **Human Settlements** – Responsible for housing planning, delivery facilitation, and related programmes.
- **Community Services** – Responsible for parks, sports and recreation, social services, and solid waste management.
- **Infrastructure** – Responsible for the planning, construction, and maintenance of municipal infrastructure, including roads, stormwater, water, and sanitation services.



3.9.2 Staff Establishment and Capacity Profile

3.9.2.1 Overall Staff Establishment

The Municipality has an approved staff establishment of 3 995 posts. As of December 2025, 1 938 posts were filled and 2 057 posts were vacant, resulting in an overall staff utilization rate of 49%.

This staffing profile reflects ongoing institutional capacity constraints, which impact on the Municipality’s ability to implement IDP programmes and achieve service delivery targets.

The directorate-level staffing position is summarized below:

Directorate	Approved Posts	Filled Posts	Vacancies	% Utilisation
Infrastructure	1 311	535	776	41%
Community Services	1 863	934	929	50%
Human Settlements	117	45	72	38%
Financial Services	279	166	113	59%

Corporate Support Services	277	135	142	49%
Local Economic Development	22	20	2	91%
Strategic Support Services	35	14	21	40%
Office of the Municipal Manager	38	21	17	72%
Political Office	53	68	(15)	128%
TOTAL	3 995	1938	2 057	49%

The staffing analysis indicates that **Infrastructure and Community Services** have the highest vacancies and remain the most capacity-constrained directorates.

3.9.2.2 Workforce Planning and Organizational Design Review

The Municipality is reviewing its staff establishment to align with the Municipal Systems Act Staff Regulations and the Prototype Staff Establishment Project. The purpose of the review is to ensure appropriate organizational alignment and adequate capacity to support service delivery.

The reviewed organizational structure is awaiting Council approval, after which the required submissions to the MEC will be affected in accordance with legislative requirements.

3.9.3 Conclusion

The Municipality continues to experience institutional capacity constraints due to high vacancy levels and ongoing staff attrition. The approval and implementation of the reviewed organizational structure, together with targeted workforce stabilization measures, are necessary to strengthen institutional capacity and support the effective implementation of the IDP.

Chapter 4: Development of Programmes and Projects

4.1. Introduction

The Capital Infrastructure Investment Framework is a response to ensure that capital budget and related operational funds are structured according to the strategic objectives and related outputs as discussed above. Secondly, that its funding allocation responds to national and provincial directives within the context of the Municipal developmental realities.

The Capital Infrastructure Investment Framework is the means through which capital projects are identified and prioritized for implementation in the following financial year and medium-term period (3 years). The objectives of the CIIF are to:

- Contribute towards the eradication of service delivery backlogs, especially in poor and marginalized areas by prioritizing projects in these locations.
- Ensure the improved management of the existing infrastructure, with more attention given to road and streetlighting maintenance.
- Improve service delivery through infrastructure and services that are planned, delivered, and managed in an objective and structured manner.
- Direct future public and private investment, by aligning capital budget requirements of departments as defined in the Integrated Development Plan's Sector Plans.
- Make a positive impact towards improving the local economy. To this extent, the municipality -intends to spend 70% of the capital budget here below to and among local businesses.

4.2. Infrastructure Investment/ Capital 2026-2029

4.2.1. Municipal Infrastructure Grant Funded Projects

4.2.1.1 Municipal Infrastructure Grand Schedule 5B Projects

ITEM NO.	PROJECT NAME	WARD NO.	CURRENT STATUS	COMMENTS/NOTES	PROJECT VALUE	BUDGET 2026/2027	BUDGET 2027/2028	BUDGET 2028/2029
ROADS AND STORMWATER								
MIG 1	Construction of 3 km Paved roads and storm water drainage in Ward 2: Phomolong	2	Registered	Project Close- out	R 31 460 707,78	R 143 750,00	-	-
MIG 2	Construction of 3 km paved roads and storm water drainage in Ward 13: Thabong	13	Registered	Project Close- out	R 30 187 834,06	R 278 739,13	-	-
MIG 3	Construction of 3 km paved roads and storm water drainage in Ward 10: Kutlwanong	10	Registered	Project Close- out	R 31 673 211,45	R 133 250,59	-	-
SANITATION AND WATER								
MIG 4	Upgrading of wastewater treatment works phase 2 in Kutlwanong	18	Registered	Project Close- out	R 19 099 081,55	R 437 781,87	-	-
MIG 5	Meloding(Virginia) replacement of 6.1km bulk-water pipeline from Merriespruit to Meloding	7 & 9	Registered	Project Close- out	R 64 305 724,85	R 471 908,25	-	-
MIG 6	Thabong (Welkom): Replacement of 1,675km bulk water pipeline in Ward 12 Constantia Road (MIS:554297)	Ward 12	Not registered	Approved for registration	R 36 329 452,54	R 35 778 941,81	R 550 510,73	-
MIG 7	Thabong (Welkom): Replacement of 3,961km bulk water pipeline - Ward 12 & 16 (MIS:554172)	Ward 12 & 16	Not registered	Approved for registration	R 80 111 100,46	R 20 193 374,87	R 59 917 725,59	-
MIG 8	Kutlwanong Water Conservation and Water Demand Management		Not registered	None	R 63 354 829,00	-	R 31 263 589,29	R 32 091 239,71
MIG 9	Bronville Water Conservation and Water Demand Management		Not registered	None	R 25 000 000,00	-	R 6 314 335,00	R 18 685 665,00
MIG 10	Hani Park Water Conservation and Water Demand Management		Not registered	None	R 89 764 149,29	-	R 11 174 305,22	R 32 804 102,72

ITEM NO.	PROJECT NAME	WARD NO.	CURRENT STATUS	COMMENTS/NOTES	PROJECT VALUE	BUDGET 2026/2027	BUDGET 2027/2028	BUDGET 2028/2029
MIG 11	Nyakallong Water Conservation and Water Demand Management			None	R 35 974 362,52		R 4 231 560,23	R 31 742 802,29
MIG 12	Thabong Water Conservation and Water Demand Management (Project 8)	1	Not registered	None	R 35 974 362,52	-	-	R 9 339 632,03
MIG 13	Meloding/ Virginia Water Conservation and Water Demand Management	19 and 36	Not registered	None	R 47 000 000,00	-	-	R 2 500 000,00
MIG 14	Water Conservation and Water Demand Management		Not registered	None	R 22 000 000,00	-	-	R 2 990 104,26
STADIUMS/ COMMUNITY FACILITIES								
MIG 15	Construction of Multi-Purpose Community Centre in Ward 23	23	Registered	Project progress is at 35%	R 39 723 398.01	R 27 954 255,86	-	-
MIG 16	Meloding (Virginia): Upgrading of the stadium Phase 1 (MIS:551572)	4	Registered	Project	R 19 320 685,07	R 5 116 374,44	R 14 204 310,63	-
MIG 17	Meloding Upgrading of Stadium Phase 2	4	Not registered	None	R 18 388 085,34	-	R 8 194 042,67	R 10 194 042,67
OPERATION AND MAINTENANCE								
MIG 18	Repair and Rehabilitation of Water Infrastructure	Various	Not Registered	10% MIG top slice towards operation and Maintenance of water infrastructure (FRP requirement)	R16 536 300,00	-	R16 536 300,00	-
MIG 19	Repair and Rehabilitation of Water Infrastructure	Various	Not Registered	10% MIG top slice towards operation and Maintenance of water infrastructure (FRP requirement)	R17 076 000,00	-	-	R17 076 000,00

4.2.1.1 Municipal Infrastructure Grand Schedule 6B Projects

ITEM NO.	PROJECT NAME	WARD NO.	CURRENT STATUS	COMMENTS/NOTES	PROJECT VALUE	BUDGET 2026/2027	BUDGET 2027/2028	BUDGET 2028/2029
SANITATION AND WATER								
MIG 6B 1	Meloding (Virginia): Refurbishment of Hoos Sewer Pumpstation (Phase 1) (Schedule 6B) (MIS:563251)	9	Registered	None	R 33 922 117,03	R 23 962 651,91	-	-

ITEM NO.	PROJECT NAME	WARD NO.	CURRENT STATUS	COMMENTS/NOTES	PROJECT VALUE	BUDGET 2026/2027	BUDGET 2027/2028	BUDGET 2028/2029
MIG 6B 2	Relocation Collapsed of Clay and Asbestos Cement Sewage Pipes in Old Thabong, Wards 26, 29 and 31 (Schedule 6B)	26,29 and 31	Registered	None	R 24 078 776,30	R 24 078 776,30	-	-
MIG 6B 3	Repair and Rehabilitation of Water Infrastructure (Schedule 6B)		Not registered	8% MIG top slice towards operation and Maintenance of water infrastructure (FRP requirement)	R 6 379 440,00	R 6 379 440,00	-	-
MIG 6B 4	Relocation Collapsed of Clay and Asbestos Cement Sewage Pipes in Welkom (Schedule 6B)	32	Not registered	None	R 12 294 908,09	R 12 294 908,09	-	-

4.2.1.1 Water Services Infrastructure Grant Funded Projects

ITEM NO.	PROJECT NAME	WARD NO.	CURRENT STATUS	COMMENTS/NOTES	PROJECT VALUE	BUDGET 2026/2027	BUDGET 2027/2028	BUDGET 2028/2029
WSIG 1	Construction of Outfall sewer line from Theronia WWTW to Sand-River	33	Planning	The project to be implemented in 2026/2027	R 65 000 000.00	R19 000 000.00	R 28 350 000.00	R 17 650 000.00
WSIG 2	Replacement of asbestos cement pipes (AC) and galvanized steel pipes in Welkom (WC-WDM)	33, 32, 34	Construction	Close-out and retention	R 45 674 314.25	R 4 000 000.00	-	-
WSIG 3	Phakisa to Voortrekker pipeline replacement		Planning	Replacement of the bulk water pipeline	R 93 453 538.35	-	-	-

4.2.3. Budget Facility for Infrastructure (BFI)

ITEM NO.	PROJECT NAME	WARD NO.	CURRENT STATUS	COMMENTS/NOTES	PROJECT VALUE	BUDGET 2026/2027	BUDGET 2027/2028	BUDGET 2028/2029
BFI 1	Replacement of Asbestos Cement and Galvanised Steel pipes in Matjhabeng	All	Planning	The project to be implemented when funding is approved by National Treasury	R2,439,367,024	-	-	-
BFI 2	Matjhabeng Electricity Infrastructure Upgrade & Energy Security Programme	All	Planning	Initial funding proposal to be submitted to the National Treasury in April 2026	R9,490,000.00	-	-	-

4.2.4. Human Settlements Development Grant (HSDG)

Sub Intervention	Housing Typology	HSS Project Description	Project Type	Total Annual Budget
INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	Free Standing	Allanridge 239 Project (Bheki Construction) - Phase 1	Progress Payment Housing Project	R2 745 000
INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	Free Standing	Hennenman 100 Matjhabeng. Ggs Housing Trust – HSC	Peoples Housing Process (IRDP)	R183 000
INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	Free Standing	Hennenman 111Amkelo Land Rest 2013/14(Apolo Const 2010/2011 - Hennenman - 106 units	Project Linked Housing Project on Existing Sites	R772 000
INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	-	Hennenman 111Amkelo Land Rest 2013/14(Apolo Const 2010/2011 - Hennenman - 5 units	Project Linked Housing Project on Existing Sites	R915 000
INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	-	Hennenman 300 Letsema Services (2006/2007) - Phase 1	Progress Payment Housing Project	R183 000
SOCIAL_RENTAL - 3.3a COMMUNITY RESIDENTIAL UNITS CONVERTED / UPGRADED	Free Standing	Hostel Welkom Hostel G –	Hostel Upgrading Project	R20 000 000
INCREMENTAL - 2.2a INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 1: PLANNING AND SERVICES	-	Matjhabeng Kutlwanong Ext 13 2925 (k10) Water and Sewer - Phase 1	IRDP - Site Development Phase	R10 450 000
INCREMENTAL - 2.2a INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 1: PLANNING AND SERVICES	-	Phakisa Mega Project - Water And Sewer Reticulation - Phase 1	Informal Settlements Upgrading (UISP)	R12 000 000
INCREMENTAL - 2.2a INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 1: PLANNING AND SERVICES		Ventersburg 100 Mixed Development – Infrastructure	IRDP - Housing Construction Project Linked	R4 150 000

INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	Free Standing	Ventersburg 100 Mixed Development – Topstructure	IRDP - Housing Construction Project Linked	R732 000
INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	-	Ventersburg 200 Mohlaleli Constr. (2010/11) - Phase 1	Progress Payment Housing Project	R1 300
INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	Free Standing	Virginia 100 Units (2020/21) - Phase 1	IRDP - Housing Construction Project Linked	R4 575 000
INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	Free Standing	Virginia 1494 Subs. CALABRIA - 150 SUBSIDIES	Progress Payment Housing Project	R1 830 000
INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	-	Virginia 1494 Subs. CALABRIA - 738 SUBSIDIES	Progress Payment Housing Project	R3 660 000
INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	-	Welkom 100 Thabong/ Siyakha Development Trust (2006/07) - Phase 1	Peoples Housing Process (IRDP)	R1 100
INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	-	Welkom 104 Baruch Building Constr 2008/2009 - Phase 1	Progress Payment Housing Project	R1 300
INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	Free Standing	Welkom 200 M2M Projects Incompl. 2013/14 (Ithuteng Consultancy Cc 2010/2011 - Phase 1	Progress Payment Housing Project	R1 830 000
INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	-	Welkom 250 PLS (Bheki Constr) - Phase 1	Progress Payment Housing Project	R1 830 000
INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	Free Standing	Welkom 381 Double Step 2014Project (Devinfra Trust) - Phase 1	Progress Payment Housing Project	R1 830 000
INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	-	Welkom 62 Military Veterans Lois Construction (Ithuteng Consultancy) - Phase 1	Special Projects	R1 830 000

INCREMENTAL - 2.2a INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 1: PLANNING AND SERVICES	Free Standing	Welkom Hani Park (Thabong Ext 18) 5000 Water and Sewer –	IRDP - Site Development Phase	R10 100 000
INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	Free Standing	Welkom Rheederspark 100 Units - Phase 1	IRDP - Housing Construction Project Linked	R7 440 150
INCREMENTAL - 2.2a INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 1: PLANNING AND SERVICES	-	Welkom Thabong Ext 6. 7. 8.9.10 & 11 (Dichocolateng) 1478 Water and Sewer - Phase 1	IRDP - Site Development Phase	R1 400 000
INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	Free Standing	Allanridge 113 - Phase 1	IRDP - Housing Construction Project Linked	R8 235 000

ISUPG: Informal Settlements Upgrading Grant

Municipality	Informal Settlement Name	Property Description	Project Name	
MATJHABENG	Rethuseng, Mattharantleng (Bronville) and Ext 20 1&2	Thabong Ext 25	Matjhabeng: Water and Sewer for 800 sites in Thabong Ext 25 Homestead	3200000
MATJHABENG	Baipehing	Phomolong Ext 5	Matjhabeng: Water and Sewer for 854 sites in Hennenman, Phomolong	10000000
MATJHABENG	Phokeng block 1&2 and Kgotha	Thabong Ext 27	Water and Sewer for 873 sites in Welkom, Thabong Ext 27 (Phokeng)	1000000
MATJHABENG	Freedom Square & C Section	Thabong/Bronville Ext 26	Matjhabeng Selatile Moloi -Water and Sewer for 390 sites in Welkom Thabong/Bronville Ext 26 (Freedom Square) - Phase 1	9600000
MATJHABENG	N1 Gugulethu	Farm Doornpan 772 & Helderwater 494	Matjhabeng: DoornPan N1 Township Est (Phase)	6695667,5

4.2.5. Ministerial Interventions – Sanitation Projects – Sewer Networks

ITEM NO.	PROJECT NAME	WARD NO.	CURRENT STATUS	TIME FRAMES		COMMENT/ NOTES	PROJECT VALUE
MI 1	Repair and unblocking of sewer network and dilapidated or collapsed network in Thabong	12, 14, 15, 16, 17	Construction	18-11-25	23-04-26	Actual progress in percentage (%) as of February 2026 is 58%	R 140 821 542,82
MI 2	Repair and unblocking of sewer network and dilapidated or collapsed network in Thabong	17 & 13	Construction	06-12-23	30-04-26	Actual progress in percentage (%) as of February 2026 is 79%	R 27 742 075.48
MI 3	Repair and unblocking of sewer network and dilapidated or collapsed network in Welkom	27,32,33 & 34	Construction	03-04-23	04-08-26	Actual progress in percentage (%) as of February 2026 is 69%	R 143 800 834.35
MI 4	Repair and unblocking of sewer network and dilapidated or collapsed network in Henneman	3	Construction	06-12-23	06-02-27	Actual progress in percentage (%) as of February 2026 is 44%	R 75 550 699.15
MI 5	Repair and unblocking of sewer network and dilapidated or collapsed network in Bronville & Hani Park	11,23, 24, 31 & 32	Construction	03-04-23	26-02-26	Actual progress in percentage (%) as of February 2026 is 98%	R 100 973 145.37
MI 6	Repair and unblocking of sewer network and dilapidated or collapsed network in Thabong	26,28,29, 30 &31	Construction	11-12-23	01-06-26	Actual progress in percentage (%) as of February 2026 is 72%	R 73 146 730.58
MI 7	Repair and unblocking of sewer network and dilapidated or collapsed network in Kutlwanong	18,20,21, & 22	Construction	03-04-23	23-07-26	Actual progress in percentage (%) as of February 2026 is 63%	R134 616 671.48
MI 8	Repair and unblocking of sewer network and dilapidated or collapsed network in Bronville	11	Site establishment, appointment of CLOs & labourers	18 months	-	-	R45 893 669.18
MI 9	Repair and unblocking of sewer network and dilapidated or collapsed network in Flamingo	34	Site establishment, appointment of CLOs & labourers	20 months	-	-	R59 364 024.72
MI 10	Repair and unblocking of sewer network and dilapidated or collapsed network in Naudeville	33	Site establishment, appointment of	24 months	-	-	R52 238 779.40

			CLOs & labourers				
MI 11	Repair and unblocking of sewer network and dilapidated or collapsed network in Rheederpark	34	Site establishment, appointment of CLOs & labourers	24 months	-	-	R89 923 600.86

4.2.5.1. Ministerial Interventions – Sanitation Projects – Sewer pump stations

New appointments for Sewer pump stations

Sewer pump station

ITEM NO.	PROJECT NAME	WARD NO.	CURRENT STATUS	TIMEFRAMES		COMMENT/ NOTES	PROJECT VALUE
MI 1	Refurbishment of the Bandediens, Hertzog, Hennenman Main sewer pump station	3	-	-	-	Actual progress in percentage (%) as February 2026 The Bandediens, 89% Hertzog, 90% Hennenman Main 57%	R12 136 410.00

4.2.5.2. Ministerial Interventions – Sanitation projects -Waste water Treatment Works

ITEM NO.	PROJECT NAME	WARD NO.	CURRENT STATUS	TIMEFRAMES		COMMENT/ NOTES	PROJECT VALUE
MI 2	Refurbishment of Kutlwanong WWTW	10	Construction	18-09-23	31-03-26	Actual progress in percentage (%) as February 2026 is 99%	R 112 264 913.44
MI 3	Thabong Phase 1B – Refurbishment	31	Construction	18-09-23	31-03-26	Actual progress in percentage (%) as February 2026 is 98%	R 128 448 901.09

4.2.5.3. Summary of estimated financial budget and actual expenditure

Summary, end of Jan 2026	Rev 0 May 2023	Jan 2026	Jan 2026	Jan 2026
Section	Baseline	Est Final Budget	Total Spent to date	Monthly Spent
Sewer Network	R 1,140,918,938.65	R 2,267,457,352.42	R 513,038,135.12	R1,294,620.56
WWTW	R 844,228,317.00	R 1,304,956,192.02	R 214,329,877.40	R 0.00

Pump Station	R 296,227,836.00	R 407,445,899.99	R 219,758,472.85	R 0.00
Sub Total, Contractors & PSP's	R 2,281,375,091.65	R 3,979,859,444.43	R 947,126,485.37	R 1,294,620.56
Network – Emergency Works	R 0.00	R 255,505,874.13	R 255,505,874.13	R 0.00
Total (Contractors & PSP's incl Emergency)	R 2,281,375,091.65	R 4,235,365,318.56	R 1,202,632,359.50	R 1,294,620.56

4.2.5.4. Monthly planned cash flow for February 2026 - March 2026

2026/2025 FY Plan	Feb 2026	March 2026
		Est Final Budget
Sewer Network (Construction & Fees)	R 33,147,099.39	R 31,908,949.00
WWTW (Construction & Fees)	R 641,220.68	R 641,220.67
Pump Station (Construction & Fees)	R 936,405.94	R 936,405.94
Grand Total (Construction & Fees)	R 34,724,726.01	R 33,486,575.61

4.2.6. Integrated National Electrification Programme Grant Funded Projects

ITEM NO.	PROJECT NAME	WARD NO.	CURRENT STATUS	COMMENTS/NOTES	PROJECT VALUE	BUDGET 2026/2027	BUDGET 2027/2028	BUDGET 2028/2029
INEP 1	Welkom Reinstatement of the 20 MVA 132KV/6.6Kv vandalised Urania substation at Bronville town area	11	Under construction	Contractor is on site, progress is at 44%	R 148 000 000.00	R 12 412 000.00	R 20 904 000.00	R 15 000 000.00
INEP 2	WELKOM Provision and Installation of a Bulk supply Overhead Line Bronville and Extension 15 Thabong	11	Planning	To ensure the effectiveness of the medium voltage distribution networks	R 3 507 397,96	-	-	-

4.2.6.1. Eskom Capital Project 2023 to 2025 financial years

2025/26											
Province	District Munic	Local Munic	Project Name	Gazetted Planned Capex (Vat Excl)	Gazetted Planned Capex (VAT incl)	Planned Connections	YTD	Coordinates		Project Status (latest approved)	Project Type
Free State	DC18_Lejweleputswa	FS184_Matjhabe ng	Meloding Unit 3	R 120 000,00	R 138 000,00	0	0	27° 58' 59.5"	26° 49' 08.5"	DRA	Pre-engineering
Free State	DC18_Lejweleputswa	FS184_Matjhabe ng	Meloding Unit 7	R 100 000,00	R 115 000,00	0	0	28° 58'415.8"	26° 49' 22.5"	DRA	Pre-engineering
Free State	DC18_Lejweleputswa	DC18_Lejweleputswa	Nyakallong Ext 5	R 200 000,00	R 230 000,00	0	0				Pre-engineering
Free State	DC18_Lejweleputswa	DC18_Lejweleputswa	Infills	R 108 000,00	R 124 200,00	8	23				Infills
Total				R 528 000,00	R 607 200,00	8	23				
2026/27											
Province	District Munic	Local Munic	Project Name	Gazetted Planned Capex (Vat Excl)	Gazetted Planned Capex (VAT incl)	Planned Connections	Coordinates		Project Status (latest approved)	Project Type	
Free State	DC18_Lejweleputswa	FS184_Matjhabe ng	Nyakallong Extension 5	R 1 638 000,00	R 1 883 700,00	84	27° 58' 59.5"	26° 49' 08.5"	DRA	Household	
Free State	DC18_Lejweleputswa	FS184_Matjhabe ng	Meloding Unit 3	R 1 404 000,00	R 1 614 600,00	72				Household	
Free State	DC18_Lejweleputswa	FS184_Matjhabe ng	Meloding Unit 7	R 656 000,00	R 754 400,00	32				Household	
Free State	DC18_Lejweleputswa	FS184_Matjhabe ng	Allanridge Ext 2	R 250 000,00	R 287 500,00	214				Pre-engineering	
Free State	DC18_Lejweleputswa	FS184_Matjhabe ng	Hennenman Rural SS 20MVA Transformer Phase 2 Electrical work(1st year)	R 2 111 287,60	R 2 427 980,74	6	28° 58'415.8"	26° 49' 22.5"	DRA	Infra-sub	
Free State	DC18_Lejweleputswa	FS184_Matjhabe ng	Matjhabeng Infills	R 270 000,00	R 310 500,00	20				Infills	
Total				R 6 329 287,60	R 7 278 680,74	428					
2027/28											
Province	District Munic	Local Munic	Project Name	Gazetted Planned Capex (Vat Excl)	Gazetted Planned Capex (VAT incl)	Planned Connections	Coordinates		Project Status (latest approved)	Project Type	
Free State	DC18_Lejweleputswa	FS184_Matjhabe ng	Allanridge Ext 2	R 5 000 000,00	R 5 750 000,00	250	27° 58' 59.5"	26° 49' 08.5"	DRA	Household	
Free State	DC18_Lejweleputswa	FS184_Matjhabe ng	Thabong Sandton Ext	R 100 000,00	R 115 000,00	30				Pre-engineering	
Free State	DC18_Lejweleputswa	FS184_Matjhabe ng	Infills	R 270 000,00	R 310 500,00	20				Infills	
Total				R 5 370 000,00	R 6 175 500,00	300					

4.2.7. Municipal Disaster Recovery Grant

ITEM NO.	PROJECT NAME	WARD NO.	CURRENT STATUS	COMMENTS/NOTES	PROJECT VALUE	BUDGET 2026/2027	BUDGET 2027/2028
FIRE AND RESCUE SERVICES							
DRG 1	Refurbishment of Welkom and Virginia Fire Stations	27,9	In progress	-	R 10 000 000	R10 000 000	-

4.2.8. Own Funded Projects

ITEM NO.	PROJECT NAME	WARD NO.	CURRENT STATUS	COMMENTS/NOTES	PROJECT VALUE	BUDGET 2026/2027	BUDGET 2027/2028
OF 1	Repair portion of Ndaki road that has been damaged by stormwater in Thandanani (2010) Thabong and provide the necessary stormwater drainage system to improve traffic flow.	25	Construction phase	Contractor terminated, awaiting SCM processes to be concluded	R 7 935 050.76	R 7 935 050.76	-
OF 2	Rehabilitation of Du Plessis Street in Kutlwanong	18, 19, 22	Construction phase	Project is currently at construction phase and will be completed this Financial Year. Project progress is at 80%	R 6 968 027.13	R 6 968 027.13	-
OF 3	Repair of water leak on the bulk line from Riebeeckstad to Odendaalsrus.	35	Construction	Estimated 13 major leaks on the line that supply water to Odendaalsrus. This contributes to shortage of water as they continue to discharge high volume of water to the field.	R 9 000 000	R 9 000 000	-
OF 4	Drilling of Boreholes in all 36 Wards of Matjhabeng Local Municipality.	All	6 Boreholes are in construction. 30 are out on tender.	SCM has issued orders to contractors to commence	R 24 000 000	R 24 000 000	-
OF 5	Resealing of 3 km road in Stateway	32 & 33	Planning	25mm asphalt reseal	R6 700 000	R6 700 000	-
OF 6	Resealing of 3 km road in Long Road	32 & 33	Planning	25mm asphalt reseal	R6 700 000	R6 700 000	-
OF 7	Resealing of 3 km road in Koppie Alleen	27	Planning	25mm asphalt reseal	R6 700 000	R6 700 000	-
OF 8	Resealing of 3 km road in Tempest	27	Planning	25mm asphalt reseal	R6 700 000	R6 700 000	-

ITEM NO.	PROJECT NAME	WARD NO.	CURRENT STATUS	COMMENTS/NOTES	PROJECT VALUE	BUDGET 2026/2027	BUDGET 2027/2028
OF 9	Resealing of 3 km road in Constantia	-	Planning	25mm asphalt reseal	R 4 000 000	R 4 000 000	-
OF 10	Resealing of 3 km road in Ndaki	-	Planning	25mm asphalt seal	R 4 000 000	R 4 000 000	-
OF 11	Resealing of 3 km road in Nkoane	12, 31, 30 & 26	Planning	25mm asphalt seal	R 4 000 000	R 4 000 000	-
OF 12	Resealing of Dr Van Der Bijl Street		Planning	-	R11 700 000	R11 700 000	-
OF 13	Resealing of 3 km road in Power Road	32	Planning	25mm asphalt seal	-	-	-
OF 14	Resealing of 3 km road in Meloding entrance	5	Planning	25mm asphalt seal	-	-	-
ELECTRICITY							
OF 15	Upgrading at Industries and Step-up substations	-	Planning	-	R40 million	R40 million	-
OF 16	Upgrading of power supply for Vaal Central Project Thabong WWT	-All wards	Planning	-Funding requierd to reinstate the upgraded electrical connection to this installation that is vandalised.	R146 million-	-R146million	-
WASTE MANAGEMENT							
OF 17	Establishment of new landfill sites	8,10	The site has been identified.	-	R250 000 000	-	R10 000 000
OF 18	Procurement and Installation of Awareness Campaign Boards	9, 11, 32, 36	Specifications developed. Request for procurement submitted	-	R 6 000 000	FRP dependent	R 1 000 000
OF 19	Refurbishment of landfill sites to meet minimum compliance requirements	11, 36	Scope of works developed	-	R 9 000 000	FRP dependent	R 3 000 000
OF 20	Establishment of Waste Transfer Stations	11, 16, 25, 32, 33, 34	Planning	-	R 10 000 000	FRP dependent	R 4 500 000
OF 21	Establishment of Community Compost Centers	9,11, 16, 25, 33, 34	Planning	-	R 5 000 000	FRP dependent	R1 000 000
PARKS, SPORTS & RECREATION							
OF 22	Appointment of a service provider to supply and erect a brick fence at Phumlani Cemetery	17	Procurement	To enable an effective cemetery management service.	R20 000 000	R5 000 000	R15 000 000

ITEM NO.	PROJECT NAME	WARD NO.	CURRENT STATUS	COMMENTS/NOTES	PROJECT VALUE	BUDGET 2026/2027	BUDGET 2027/2028
OF 23	Appointment of a service provider to supply and erect a brick fence at Welkom Cemetery	35	Procurement	To enable an effective cemetery management service.	R15 000 000	R2 000 000	R10 000 000
OF 24	Repair and maintenance of Welkom Swimming Pool	34	Planning: Development of scope and project plan	To create an enabling environment for the promotion of sport by developing and maintaining community facilities	R14 000 000	R7 000 000	R7 000 000
OF 25	Repair and maintenance of Bronville Swimming Pool	34	Planning: Development of scope and project plan	To create an enabling environment for the promotion of sport by developing and maintaining community facilities	R700 000	R400 000	R300 000
OF 26	Painting of outside walls of Far-East Multi-purpose sport facility	13	Planning: Development of scope and project plan	To create an enabling environment for the promotion of sport by developing and maintaining community facilities	R1 000 000	R500 000	R500 000
OF 27	Repair of the roof of Meloding Multi-purpose sport facility	6	Planning: Development of scope and project plan	To create an enabling environment for the promotion of sport by developing and maintaining community facilities	R700 000	R350 000	R350 000
OF 28	Greening of two (2) parks	12,14	Planning: Development of scope and project plan	To create an enabling environment for recreation by the community	R2 000 000	R1 000 000	R1 000 000
OF 29	Fencing of Welkom Central Park	32	Scope of works and BoQ developed	-	R3 500 000	R1 500 000	R2 000 000
FLEET MANAGEMENT							
OF 30	Facilitate and advise on the construction, refurbishment and upgrading of the Welkom, Odendaalsrus and Virginia Workshop facilities	9, 32, 36	Planning and part execution	Market Analysis in progress	R 47 500 000	R2 500 000	R 45 000 000
OF 31	Establishment of a Fleet Management System	-	Tender for the appointment of a service provider advertised	Must include a fuel management system, fleet tracking system	R50 000 000	R10 000 000	R40 000 000
TRAFFIC LAW ENFORCEMENT							
OF 32	Upgrading of Operational Centre	All wards	Planning	-	R 2 000 000	R 1 000 000	R 1 000 000

ITEM NO.	PROJECT NAME	WARD NO.	CURRENT STATUS	COMMENTS/NOTES	PROJECT VALUE	BUDGET 2026/2027	BUDGET 2027/2028
OF 33	Upgrade of the Traffic Training Academy	All wards	Planning	Traffic academy must meet the requirements to facilitate the phasing in of the 3-year qualification.	R 5 000 000	R 3 000 000	R 2 000 000
OF 34	Installation of security systems	All wards	In progress		R 70 000 000	R 36 000 000	R36 000 000
OF 35	Construct and upgrade security and alarm systems at pump stations and sewerage works to reduce theft and damage to infrastructure	All wards	Planning	Regular dysfunctional pump stations and WWTW due to theft and vandalism. Expensive to repair.	R30 000 000	R15 000 000-	R15 000 000
FIRE AND DISASTER MANAGEMENT							
OF 36	Establishment of the Matjhabeng Disaster Management Centre incorporating a Fire satellite station	All wards	In progress	-	R 21 000 000	R21 000 000 (MIG)	-
OF 37	Upgrade of the Fire Training Academy	All wards	Planning	-	R 8 000 000	R 4 000 000	R 4 000 000
OF 38	Procurement of Special Fleet and equipment for Fire and Disaster Management	All wards	In progress	-	R 20 000 000	R 10 000 000	R 10 000 000
OF 39	Nyakallong disaster(flooding)	19&36	Construction	Ongoing	R3 000 000	R1 000 000	-
COMMUNITY SERVICES (FACILITIES)							
OF 40	Refurbishment of Flamingo Sport Centre	34	Planning	-	R1 000 000-	-	R1 000 000
OF 41	Refurbishment of Toronto Sport Centre	33	Planning	-	R500 000	-	R500 000
OF 42	Refurbishment of Vuyo Charles Stadium	28	Planning	-	R2 000 000	R1 000 000	R1 000 000
OF 43	Refurbishment of Zuka Baloyi Stadium	26	Planning	-	R500 000 000	R500 000 000	-
OF 44	Refurbishment of Bronville Stadium	11	Planning	-	R3 000 000	R1 000 000	R2 000 000
CORPORATE SERVICES (FACILITIES)							
OF 45	Refurbishment of Thabong Community Centre	31	Advertised	Planning	R 2 000 000,00	R 2 000 000,00	-

ITEM NO.	PROJECT NAME	WARD NO.	CURRENT STATUS	COMMENTS/NOTES	PROJECT VALUE	BUDGET 2026/2027	BUDGET 2027/2028
OF 46	Refurbishment of Kutlwanong community hall	-	Re-advertise	Planning	R 1 000 000,00	R 1 000 000,00	-
OF 47	Refurbishment of Mmamahabane community hall	1	Re-advertise	Planning	R 500 000,00	R 500 000,00	-
OF 48	Refurbishment of Phomolong community hall	2	Advertised	Planning	R 500 000,00	R 500 000,00	-
OF 49	Refurbishment of Theatre	-	-	Planning	-	-	-
LOCAL ECONOMIC DEVELOPMENT							
OF 50	Development of Special Economic Zone near Virginia	24,33 & 35	Phase 01 – Studies Intervention has been made through Office of the Presidency. The project might receive compliance exemptions.	Mafumo Consulting and Technical Steering Committee comprised of MLM, Free State Province, DTIC, and National Government (DPME)	R20B	R 17M (ISA) and PPP	TBC
OF 51	Development of Integrated Airport with Cargo and Logistic Hub with Flamingo Township	35	Phase 01 – Studies Tender awarded (Feasibility Study Phase).	Sebastian Investments and Logistics (Pty) Ltd and the Matjhabeng Technical Steering Committee	R18B	Private Funding	TBC
OF 52	Operation and Development of Integrated Event and Sport Facility and Facility Management	35	Phase 01 - Tender Specification Drafting and awaiting Council review for rescinding of previous resolution and Lease Authorization.	Project was initially authorized for DESTEA and its agencies, however, no positive outcome of the signing of the MoU. An Item to rescind the previous resolution for internal SCM process to secure Investors.	TBC	Private Funding	TBC
OF 53	Refurbishment of the Facility	32	Implementation - Phase – construction Projects anticipated to be completed in March to April 2025.	LDA through the Technical Steering Committee comprising of DTIC, MLM, LDM/LDA	TBC	R 49M (MLM & DTIC)	TBC
OF 54	Development of Thabong Industrial Green Estate to cater for SMME and Start-Ups facilities	30 & 31	Phase 01 – Feasibility Studies	Services to be outsourced at risk for infrastructure fund raising	R300M	R 2,5M (MLM)	TBC
OF 55	Establishment of DMO for aggressive marketing and tourism enhancement	All	Phase 01 – Sourcing of a competent partner for DMO operation	The DMO carry the responsibility of Tourism Marketing and raise necessary funding for its operations.	TBC	R 300 000 (MLM)	TBC
OF 56	Development of mixed Development in portion 2-3-4-5 & Rem of portion of Erf 8836 of Welkom Ext 17	27	Due diligence Phase Undergoing due diligence and conceptualization stage. Will need budget for	Services to be outsourced for Infrastructure service fund raising	TBC	Project Preparation Funding (ISA) & CIG	TBC

ITEM NO.	PROJECT NAME	WARD NO.	CURRENT STATUS	COMMENTS/NOTES	PROJECT VALUE	BUDGET 2026/2027	BUDGET 2027/2028
			Feasibility Studies and fund raising				
OF 57	Development Master Plan for Neighborhood Development in Township	All	Due diligence Phase Undergoing due diligence and conceptualization stage. Will need budget for Feasibility Studies.	Services to be outsourced for the development of precinct plans and business plans to unlock NDG Funding	R2.5M	R 2,4m (MLM)& R100k (NDPP)	TBC
OF 58	LED strategy review	All	ToR developed	To be outsourced	-	R 1.5m (MLM)	-
OF 59	Hosting of investment Event	All	Event planned on annual basis	Services to be arranged using both internal teams and outsourced teams for marketing and mobilisation of stakeholders	-	R 500 000 (MLM)	R 500 000 (MLM)
OF 60	Airport (Catalytic Project)	-	-	-	-	-	-
OF 61	Agri-Projects	-	-	-	-	-	-

4.2.6. Projects Implemented by Other Organs of State

4.2.6.1. National Agriculture, Land Reform & Rural Development Sector Plan Inputs

The Lejweleputswa District Rural Development plan has been endorsed and signed by the District Executive Mayor on 31/10/2017. This portion of the document is the Department of Agriculture Land Reform and Rural Development's Sector plan to the Integrated Development Plan of the Lejweleputswa District Municipality. This DRDP fulfil the requirements vested in DALRRD by SPLUMA sec 7(e)(ii) and sec 12(2)(a) of the Spatial Planning and Land Use Management Act, 16 of 2013 (see below) where it is required that we support Municipal Planning:

“Sec 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.”

This document forms part of the current Integrated Development Plan cycle for the 2025/2026 financial year and serves as a sector plan for both the Integrated Development Plan as well as the Spatial Development Framework as approved by the Council of Lejweleputswa District Municipality.

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

Functional regions, Focus areas, Agri-hub and the FPSU's of the Lejweleputswa RDP

The following key projects are proposed within the Matjhabeng Local Municipality to unlock the economic potential of the rural areas as well as creating better linkages between urban

and rural areas. Through some of the key projects, poverty will be alleviated and access to markets will be more accessible for the rural poor.

Focus Regions

The proposed projects have been clustered into the functional region groups and each focus area identified has particular projects linked to it which combines with the main commodities of that particular Functional Region.

There are twelve (12) main focus regions within the Lejweleputswa District (7, 8, and 9 of which are in Matjhabeng LM) which are located around the following important towns or nodes in the district in terms of the Lejweleputswa District Rural Development Plan:

Table 1: Proposed Projects

FOCUS REGION	EXISTING PROJECTS	PROPOSED PROJECTS	FUNCTIONAL REGION - EVIDENT	TOWNS
Focus Region 1	Fruit	Grain, Fruit & Sunflowers	Mixed (Across all regions)	Hoopstad and surrounds
Focus Region 2	N/a	Grain, Poultry, Beef & Vegetables	Mixed (Across all regions, excluding fruits and oils)	Bothaville and surrounds
Focus Region 3	Red Meat, Vegetables & Other Projects	Beef & Game	Meats (Beef, Mutton, Game)	Winburg and eastern rural areas
Focus Region 4	Piggery	Beef & Vegetables	Meats (Beef, Mutton, Game)	Brandfort towards Soutpan
Focus Region 5	N/a	Vegetables, Poultry & Beef	Mixed (Across all regions, excluding fruits)	Bultfontein
Focus Region 6	Grain – Maize	Grain, Poultry, Vegetables, Beef & Sunflowers	Mixed (Across all regions, excluding fruits)	Wesselsbron towards Welkom
Focus Region 7	Red Meat	Grain, Sunflowers, Beef, Poultry & Vegetables	Mixed (Across all regions)	Odendaalsrus, Allan Ridge and Rural Areas
Focus Region 8	N/a	Game & Poultry	Mixed (Across all regions, excluding fruits and oils)	Ventersburg and towards the east
Focus Region 9	N/a	Grain, Beef & Game	Mixed (Across all regions, excluding fruits and oils)	Theunissen towards Welkom
Focus Region 10	Red Meat	Beef & Game	Meats (Beef, Mutton, Game)	Verkeerdevlei and rural surrounds
Focus Region 11	Red Meat	Beef, Vegetables & Game	Mixed (Across all regions, excluding fruits and oils)	Dealesville and rural surrounds; and
Focus Region 12	Red Meat	Beef & Game	Meats (Beef, Mutton, Game)	Hertzogville and Boshoff region

LEJWELEPUTSWA DISTRICT RURAL DEVELOPMENT PLAN

Focus Region 1:

Hoopstad and surrounds
Existing Projects: Fruit
Proposed Projects: Grain, Fruit & Sunflowers

Focus Region 2:

Bothaville and surrounds
Proposed Projects: Grain, Poultry, Beef & Vegetables

Focus Region 3:

Winburg and eastern rural areas
Existing Projects: Red Meat, Vegetables & Other Projects
Proposed Projects: Beef & Game

Focus Region 4:

Brandfort towards Soutpan
Existing Projects: Piggery
Proposed Projects: Beef & Vegetables

Focus Region 12:

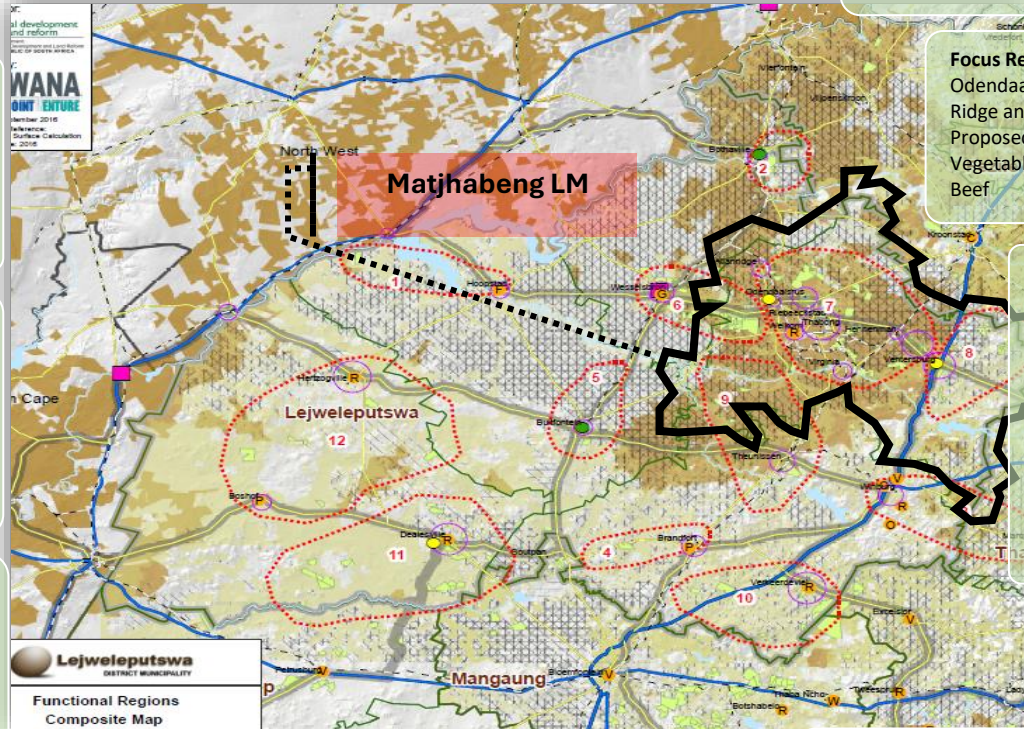
Hertzogville and Boshof region
Existing Projects: Red Meat
Proposed Projects: Beef & Game

Focus Region 11:

Dealesville and rural surrounds
Existing Projects: Red Meat
Proposed Projects: Beef, Vegetables & Game

Focus Region 10:

Verkeerdelei and rural surrounds
Existing Projects: Red Meat
Proposed Projects: Beef & Game



Focus Region 5:

Odendaalsrus, Allan Ridge and Rural Areas
Proposed Projects: Vegetables, Poultry & Beef

Focus Region 6:

Wesselsbron towards Welkom
Existing Projects: Grain – Maize
Proposed Projects: Grain, Poultry, Vegetables, Beef & Sunflowers

Focus Region 9:

Theunissen towards Welkom
Proposed Projects: Grain, Beef & Game

Focus Region 8:

Ventersburg and towards the east
Proposed Projects: Game & Poultry

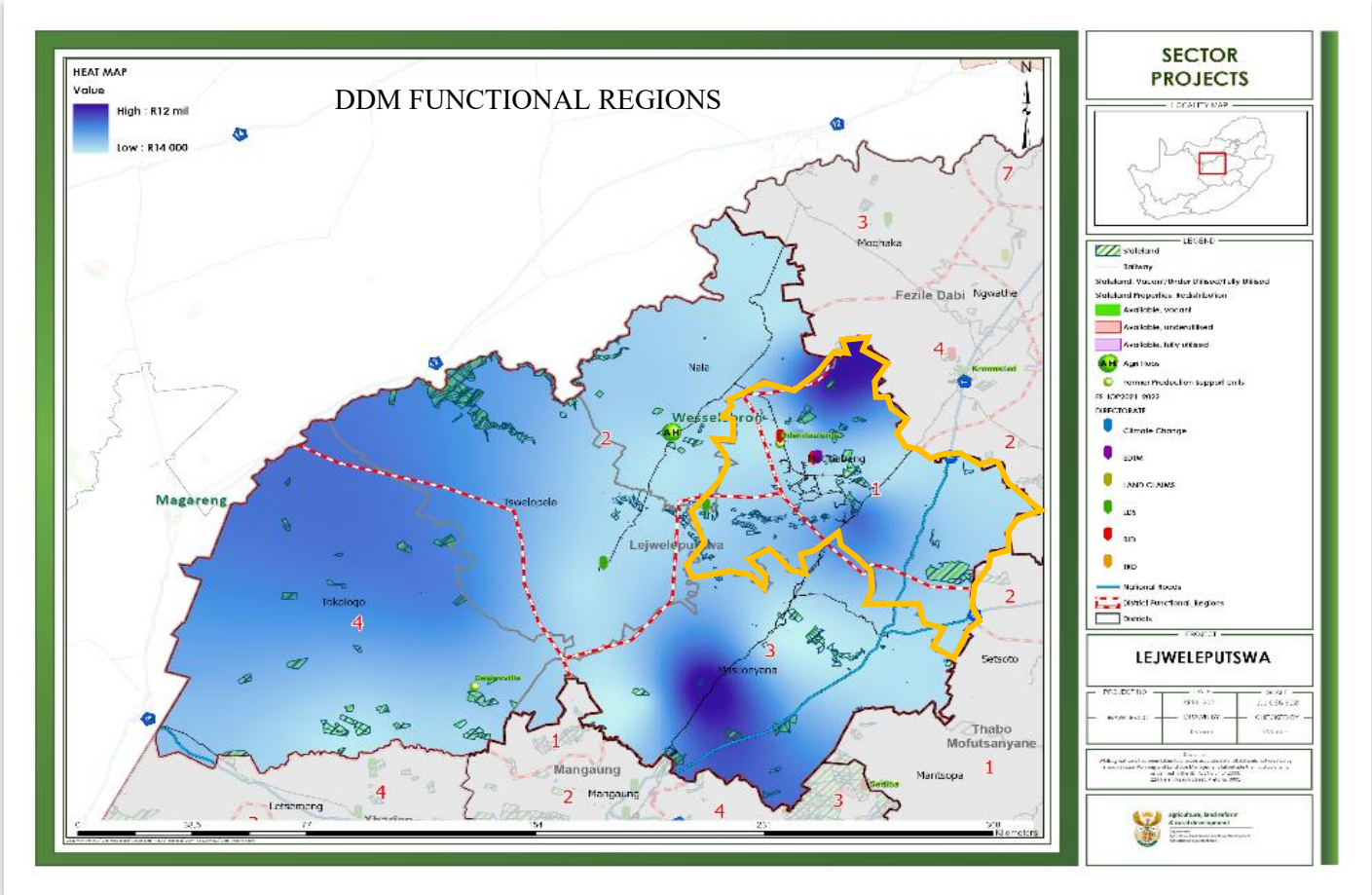
Focus Region 7:

Odendaalsrus, Allan Ridge and Rural Areas
Existing Projects: Red Meat
Proposed Projects: Grain, Sunflowers, Beef, Poultry & Vegetables

The Lejweleputswa District has Six commodity functional regions (protein, game, cereal, fats and oils, fruit and vegetables and poultry) identified as economic and sustainable enablers toward the vision, strategy and drivers.

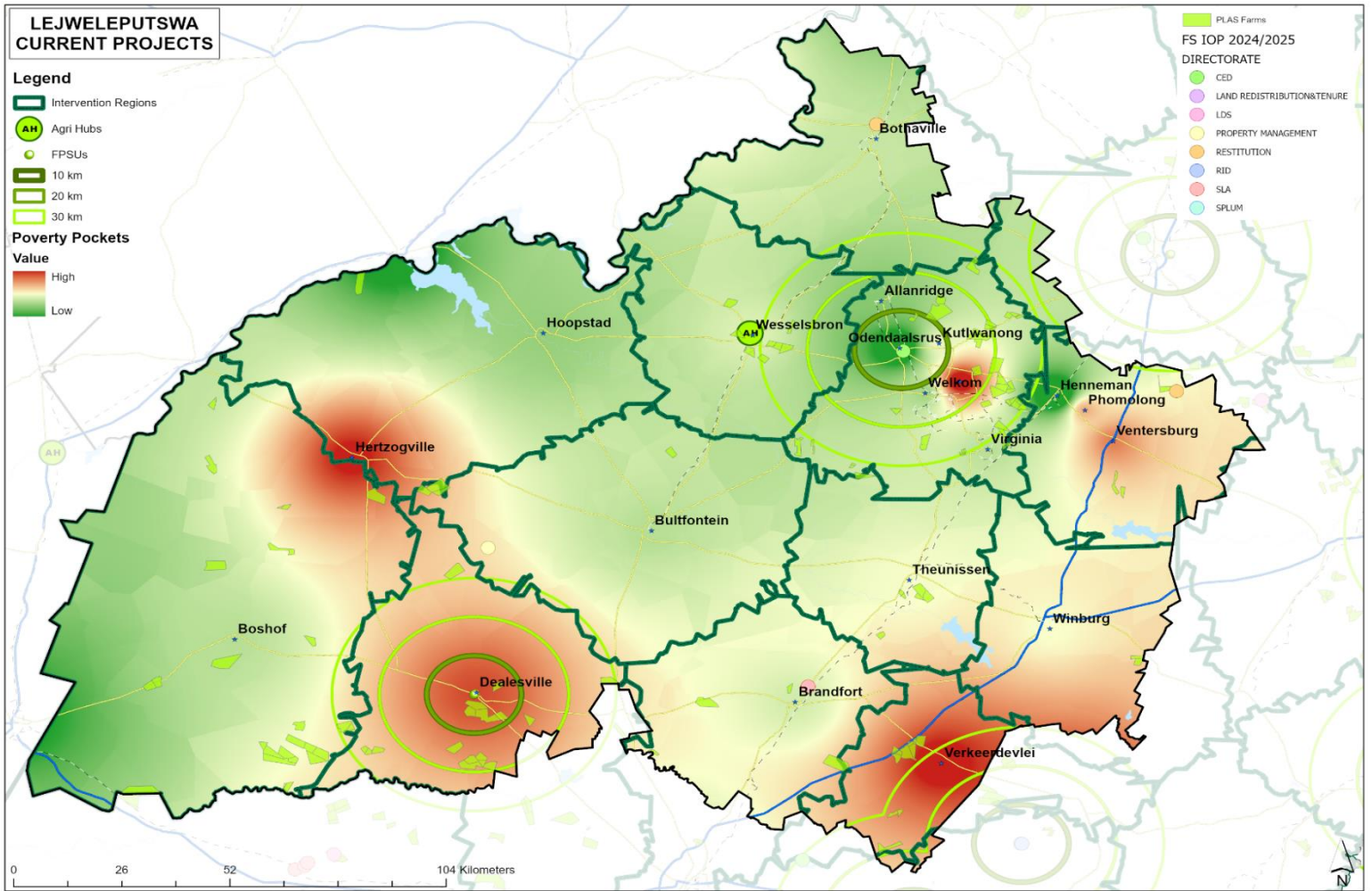
In terms of the District Development Model (DDM) 2021, the district has four functional regions as illustrated on the Sector Projects map below.

There is an Agri-hub located at Wesselsbron and an FPSU in Odendaalsrus. Other proposed FPSU's as per RDSP are to be situated in Bothaville, Virginia and Dealesville.



Map 2: Expenditure Heatmap- Sector projects for Matjhabeng 2024/25

Map 3: Lejweleputswa District Municipality projects (DALRRD,2024)



4.2.6.2. Department of Agriculture, Land Reform and Rural Development

Project name	Area		Coordinates/ property description	Timeframes		Progress/Milestone	Actual budget		
	Location	Ward		Start date	End date		2024/2025	2025/2026	2026/2027
Odendaalsrus FPSU	Odendaalsrus	TBC	26.69107920080 - 27.87738329200	TBC	TBC	Planning	R3 760 000	TBC	TBC
Wa Rona Food Enterprise Pty Ltd	Matjhabeng LM	TBC	TBC	TBC	TBC	Planning	R734,249.00	TBC	TBC

4.2.6.3. Department of Water and Sanitation

Project name	Area		Coordinates/ property description	Timeframes		Progress/ Milestone	Actual budget		
	Location	Ward		Start date	End date		2026/2027	2027/2028	2028/2029
Matjhabeng Bulk sewer (Welkom) - Sewer Intervention	Matjhabeng	Thabong, Hennenman, Kutlawong, Welkom, Odendaalsrus	27°57'55.9"S 26°49'52.6"E	Oct-22	Mar-29	Progress: 86%	R265,499,000.00	R259,832,000.00	R272,642,000.00

4.2.6.4. National Department of Forestry, Fisheries and The Environment

Project name	Area		Coordinates/ property description	Timeframes		Progress/Milestone	Actual budget		
	Location	Ward		Start date	End date		2026/2027	2027/2028	2028/2029
FS Youth Graduate Programme Inhouse Model	Matjhabeng LM	-	-	2025/2026	2027/2028	Implementation Phase	R271.04 undergraduate and R350.00 postgraduate daily stipend for 20 graduates	Recruitment conducted annually	Recruitment conducted annually
Lejweleputswa Greening Inhouse Programme (recruitment of 500 participants, 100 per local municipality)	Tswelopele LM Tokologo LM Masilonyana LM Nala LM Matjhabeng LM	-	-	February 2026	August 2026	Under Planning Phase	-	-	-

4.2.6.5. Department of Public Works and Infrastructure (Project Management Unit)

Project name	Area		Coordinates/ property description	Timeframes		Progress\ Milestone	Actual budget		
	Location	Ward		Start date	End date		2024/2025	2025/2026	2026/2027
Welkom: Riebeeckstad (Thandanani) New Clinic	Welkom		New Clinic	09 July 2021	31 March 2025	89%	Client Department	Client Department	Client Department
Welkom: Rheederpark New Clinic	Welkom		New Clinic	06 Dec. 2021	31 March 2025	84%	Client Department	Client Department	Client Department
Welkom: Leboneng Special School: Hostel	Welkom		New Hostel	28 February 2019	25 January 2025	97%	Client Department	Client Department	Client Department

4.2.6.6. Provincial Department of Education

Project name	Area		Coordinates/ property description	Timeframes		Progress/ Milestone	Actual budget (Estimated)		
	Location	Ward		Start date	End date		2025/2026	2026/2027	2027/2028
LEJWELEPUTSWA DISTRICT									
Construction of a hostel (Leboneng Special School)	Matjhabeng Local Municipality/ Welkom	25	Erf 14104 and 14107 Welkom	2019/02/28	2026/04/30	Under Construction	R2 000 000	R2 000 000	-
Construction of a Primary School	Matjhabeng Local Municipality/ Welkom	24	Erf 34489 Hani Park, Welkom	2026/09/01	2028/08/30	In planning	R20 000 000	R40 000 000	R30 000 000
Construction of a Primary School	Matjhabeng Local Municipality/ Welkom	34	Erf 6882 Thabong, Welkom	2026/09/01	2028/08/30	In planning	R20 000 000	R40 000 000	R30 000 000
Construction of a Primary School	Matjhabeng Local Municipality/ Odendaalsrus	22	Erf 9475 Kutwanong K9, Odendaalsrus	2026/09/01	2028/08/30	In planning	R20 000 000	R40 000 000	R30 000 000

4.2.6.7. Human Settlements Projects

PLANNED HUMAN SETTLEMENT PROJECT – OCTOBER 2024																		
								PROJECT READINESS										
No	Settlement Name	Town/ Farm	Property Description	Wards	No. of Stands Required	Coordinates	Status	Land Acquisition Required?	Geotec h Report Done	EIA Done	Bulk Services Available	SDF Compliant	IDP	ESKOM/ MATJHABENG ELECTRICAL	Township Establishment/Re- layout (amendmend of General Plan) Required	Layout Plan/Re- layout Done	General Plan Approved	Relocation Required
1	Phomolong Ext. 5 & 6	Phomolong	Erven 3995 - 5689 Phomolong	2	1642	28° 0'39.40"S 27° 4'9.76"E	Township already established	No	Yes	Yes	Incomplete	Yes	Yes	YES	No	Yes	Yes	No
2	Bareng Informal Settlement	Meloding	Erf 375 Meloding	5	15	28° 7'46.11"S 26°53'56.93"E	Formalization required	No	Yes	Yes	No	Yes	Yes		Yes	No	No	No
3	Mk Square Informal Settlement	Meloding	Erf 2169 Meloding	5	73	28° 7'55.21"S 26°53'43.86"E	Needs relocation	No	No	No	No	No	Yes		No	No	No	Yes
4	Mattharantleng Informal Settlement	Meloding	Erven 2139, 6633 - 6656, 6658 - 6667 Meloding	7	35	28° 8'11.69"S 26°53'23.89"E	Township already established	No	Yes	Yes	Incomplete	Yes	Yes		No	N/a	Yes	No
5	Phelindaba Informal Settlement	Meloding	Portion 17 of the farm Merriespruit 219, Ventersburg	7	9	28° 7'56.36"S 26°53'36.94"E	Needs relocation	No	No	No	No	No	Yes		No	No	No	Yes
6	Tiptop & Zack Bazaar Informal Settlement	Meloding	Erf 20729 Meloding	4	8	28° 7'58.10"S 26°54'29.68"E	Needs relocation	No	No	No	No	No	Yes		No	No	No	Yes
7	Rethuseng Settlement	Thabong	Erven 32181 - 32370, 38834 - 38937 Thabong Extension 15	11	294	27°59'25.02"S 26°49'48.01"E	Township already established	No	Yes	Yes	YES	Yes	Yes		No	N/a	Yes	No

8	Tjovitjo	Thabong	Erven 38273 - 38278, 38343 - 38344, 38346, 38349 - 38350 Thabong Extension 25	11	1120	27°59'4.97"S 26°50'28.38"E	Further formalization required	No need	Yes	Yes	No	Yes	Yes		Yes	No	No	No In-situ upgrading
9	Ext 20 1&2 Informal Settlement	Thabong	Erf 32704 Thabong Ext. 19 & 35429 Thabong Ext. 20	23	521	27°58'40.23"S 26°49'22.73"E & 27°59'1.62"S 26°49'7.58"E	Formalization done, General Plans Approved	No	Yes	Yes	No	Yes	Yes		No	Yes	Yes	No
10	Freedom Square & C Section Informal Settlement	Thabong	Erven 30108 - 30503, Portions 1/28068, Portion 10 - 19 of Erf 28068, 1/28069, Portions 10 - 15 of Erf 28069, Portions 2 - 9 of Erf 28069, Portions 6 - 9 of Erf 28068 Thabong Extension 26	13	500	27°58'28.04"S 26°49'40.06"E	Township already established	No	Yes	Yes	Incomplete	Yes	Yes	Yes	No	Yes	Yes	No
11	Thabong (T6)	Thabong	Erven 12730 - 12885, 12887 - 13129, 13131 - 13278, 13505 - 13517, 13519 - 13526, 13529 - 13677, 13884 - 13923, 13925 - 13992, 13995 - 14019, 14046 - 14096 & 14098 Thabong	12	880	27°57'24.71"S 26°48'7.65"E	Township already established	No	Yes	Yes	Incomplete	Yes	Yes	No	No	Yes	Yes	No
12	Phumlani – (Ramaphosa)	Thabong	Erven 21536 - 21949 Thabong	16	269	27°57'30.52"S 26°49'17.23"E	Township already established	No	Yes	Yes	Incomplete	Yes	Yes		No	Yes	Yes	No
13	Rheederpark	Welkom	Erf 658 & Erf 1190 Rheederpark & portion of the Remainder of the farm Vlakvei 121, Welkom	35	± 1500	27°56'40.20"S 26°42'19.99"E & 27°56'54.75"S 26°42'34.44"E & 27°57'0.17"S 26°42'43.69"E	Formalization required & partial relocation required	Yes	No	No	No	No	No		Yes	No	No	Partially

14	Alma (Speelmanville)	Welkom	Portion 1 & Remainder of the farm Mealie Bult 146, Welkom	35	± 2000	27°57'3.60"S 26°45'43.04"E	Formalization required	Yes	No	No	No	Yes	No		Yes	No	No	No, land donation
15	Phokeng / Mabitleng / Dipoding / Monna Ha Latwe	Thabong	Erven 39814 & 39365 Thabong Ext. 27 & Remainder of the farm Kijknou 81, Welkom. 3958 & 39484	16, 25	± 2450	27°56'37.57"S 26°49'29.65"E & 27°56'45.36"S 26°49'50.43"E	Formalization required & partial relocation required	No	No	No	No	Yes	Yes		Yes	No	No	Partially
16	Gugulethu N1 (Informal Settlement)	Thabong	The farm Doornpan 772, Ventersburg	13	± 3000	27°58'16.65"S 26°50'52.63"E	TSE underway	No	Yes	Yes	No	Yes	Yes		Yes	Draft (Phase 1)	No	Partially
17	Tosa Informal Settlement	Thabong	Erf 14099 Thabong	25	500	27°57'1.84"S 26°48'17.93"E	Formalization required	No	Yes	Yes	No	Yes	Yes		Yes	No	No	No
18	Maqueenspark	Bronville	Portion 1 of the farm Homestead 668, Ventersburg	11	1500	27°59'56.86"S 26°49'41.51"E	Formalization required	No	No	No	No	Yes	Yes		Yes	No	No	No
19	Sandton	Thabong	Erven 21968 - 22270 Thabong	12	40	27°57'2.33"S 26°48'35.06"E	Properties already exist	No	Yes	Yes	No	Yes	Yes		No	Yes	Yes	No
20	Nyakallong (Sancoville)	Allanridge	Portion 8 of the farm Uitkyk 258, Odendaalsrus	19	500	27°46'59.58"S 26°39'9.99"E & 27°47'2.16"S 26°39'48.50"E	Formalization required	No	No	No	No	Yes	Yes		Yes	No	No	No
21	Waterfront	Thabong	Erf 21753 Thabong Ext. 9	16	200	27°57'28.34"S 26°48'50.53"E	Needs relocation	No	No	No	No	Yes	Yes		No	No	No	Yes
22	Dubai	Bronville	Erven 2568 - 2597, 2599 - 2660 Bronville Ext. 9	11	193	27°59'35.58"S 26°49'22.11"E		No	Yes	Yes	No	Yes	Yes		Yes	Yes	No	No
23	School Sites	Thabong	Erf 39385 Thabong Ext. 27	16	224	27°57'1.36"S 26°49'36.77"E		No	Yes	Yes	No	Yes	Yes		Yes	No	No	No
	School Sites	Thabong	Erf 29248 Thabong	16	115	27°57'2.00"S 26°49'53.31"E		No	Yes	Yes	No	Yes	Yes		Yes	No	No	No

24	Covid-19 (School Site)	Thabong	21378	16	130	27°57'38.99"S 26°49'26.79"E		No	Yes	Yes	No	Yes	Yes		Yes	No	No	No
26	Matareng	Thabong	Erven 32379 - 32399, 32401 - 32436 Thabong	13	50	27°58'22.57"S 26°50'5.62"E		No	Yes	Yes	No	Yes	Yes		No	Yes	Yes	No
27	Meloding Extension On Farm Christiana 452	Meloding	The farm Christiana 452, Ventersburg	4	1259 Households – 1215 Businesses – 30 Institutions – 3 Churches – 4 Schools – 2	28° 8'35.72"S 26°54'25.77"E		No	No	No	No	Yes	Yes		Yes	Yes	No	No
28	Saaiplaas 100	Virginia	Erven 6656 - 6665, 6671 - 6755, 6773 - 6783 Virginia Ext. 14	8	100	28° 8'13.22"S 26°53'24.81"E		No	Yes	Yes	No	Yes	Yes		No	No	Yes	No
29	Hennenman 111 Amkelo Land Rest 2013/14	Hennenman	Erven 1489 - 1684 Hennenman	3	129	27°57'51.05"S 27° 1'28.42"E		No	Yes	Yes	No	Yes	Yes		No	Yes	Yes	No
30	Matjhabeng Kutlwanong Ext 13 2925 (K10) Water And Sewer - Phase 1	Kutlwanong	Erven 91343 - 94299 Kutlwanong Extension 13	22	2957	27°51'19.04"S 26°44'4.41"E		No	Yes	Yes	Incomplete	Yes	Yes		No	Yes	Yes	No
32	Ventersburg 100 Mixed Development - Top Structure & Infrastructure	Ventersburg	Erven 593 - 645 Ventersburg	1	100	28° 4'45.92"S 27° 7'27.18"E		No	Yes	Yes	No	Yes	Yes		No	No	Yes	No
33	Virginia Unit 3 & 7 Top Structure & Electricity	Meloding	Erf 22265 Meloding & 12434 Meloding	6 & 7	106	28° 8'24.17"S 26°53'41.86"E		No	Yes	Yes	Incomplete	Yes	Yes		No	Yes	Yes	No
34	Welkom Hani Park 5000 Sewer Network	Thabong	Hani Park	23 & 24	5000	27°59'4.67"S 26°49'26.78"E		No	Yes	Yes	Incomplete	Yes	Yes		No	Yes	Yes	No

35	Welkom Rheederspark 100 Top Structures	Rheederspark	100 sites	35	100			No	Yes	Yes	Incomplete	Yes	Yes		No	Yes	Yes	No
36	Welkom Thabong Ext 27 (Phokeng) Water And Sewer For 873 Sites - Phase 1	Thabong	Thabong	25	873	27°56'51.64"S 26°49'4.02"E		No	Yes	Yes	No	Yes	Yes		No	Yes	Yes	No
37	Welkom Thabong Ext 6. 7. 8.9.10 & 11 (Dichocolateng) 1478 Water And Sewer - Phase 1	Thabong	Thabong	12 - 17	1478	27°57'29.17"S 26°49'18.65"E		No	Yes	Yes	Incomplete	Yes	Yes		No	Yes	Yes	No
38	Allanridge 300 - Ext 2	Allanridge	Allanridge	19	300	27°44'59.69"S 26°38'16.56"E		No	Yes	Yes	No	Yes	Yes		No	Yes	Yes	No
39	Nyakallong 100 sites	Nyakallong	Nyakallong	8	100	-27.775057, 26.647882		NO	YES	YES	NO	YES	YES	PENDING	NO	YES	YES	NO
40	marobe Land Resitition EXT 12 &13	Odendaalsrus			390			no	Yes	Yes		Yes	Yes					
41	Nyakallong 82 Relocation	Nyakallong	Nyakallong	19 &36	113													

4.2.7. Other

Item No	Project Name	Implementing Agent	Project Value	Current status	Comments
O 1	Refurbishment of the Virginia way from Virginia to Meloding (6.6km)	Provincial Department of Roads and Transport	R60 000 000	Planning	To be verified if Province will support
O 2	Upgrade of R730 Thabong Interchange	SANRAL	R800 000 000	Design Stage	Project has been suspended until funds are available
O 3	Matjhabeng Municipality: Provide and install an Energy Efficient Street, High Mast and Building lighting Infrastructure for the Matjhabeng Municipal Area.	GIZ/ EEDSM	R18,000,000 And R5,000,000	Implementation Stage	Under execution
O 4	Sunelex 500 MVA PV Plant Project	MLM, DMRE, National Treasury	R9 billion	TR 1 Stage and feasibility	TR 1 Stage and feasibility
O 5	Development of the Airport (Sebastein Company)	MLM, DOE, National Treasury	R10 Billion	License application made to the South African Civil Aviation Authority	Site establishment took place, technical studies underway

4.2.8. Unfunded Projects

ITEM NO.	PROJECT NAME	WARD NO.	CURRENT STATUS	COMMENTS/NOTES	PROJECT VALUE	BUDGET 2026/2027	BUDGET 2027/2028
MUNICIPAL BUILDINGS							
UP 1	Extension of the main Municipal Building and construction of new Council chambers	32	Planning	Current chambers and offices are not addressing requirements of councilors and officials.	R50 000 000	R25 000 000	R25 000 000
UP 2	Refurbishment of all Municipal facilities	All	Planning	Nyakallong community hall Allanridge Community Hall Odendaalsrus Community Hall Thabong indoor sports Centre Meloding Community Hall VirginiaTown Hall Ventersburg Town hall Welkom Club Rovers Club Ernest Oppenheimer Old Far East Hall Hennenman community hall.	-	-	-
Municipal services (water, sewer and electricity)							
UP 3	Service 10 business stands 9520, Welkom	32	Planning	-	R 1 000 000	-	-
UP 4	Service 11 light industrial stands in X39, Welkom	32	Planning	Sewer and water to be constructed to enable development of the stands.	R 3 000 000	-	-
UP 5	7de-laan incorporation (Odendaalsrus)	36	Planning	Old Mine infrastructure.		-	-
UP 6	Service 23 light industrial area in Thabong Constantia Road	30	Planning	Stands needed by SMME's for businesses.	R 6 000 000	-	-
UP 7	Procure Water Pressure Reduction System (PRV) to reduce the occurrence of burst pipes	All	Planning	No PRV's in Welkom and Thabong to regulate water pressure on old water networks.	R 9 000 000	-	-
UP 8	Data logging of bulk water meters to monitor consumption trends, trigger alarms and calculate losses due to pipe bursts	All	Planning	Procurement of 5 Data Loggers as part of Demand Management Water	R 1 500 000	-	-
COMMUNITY AND RECREATIONAL FACILITIES							
UP 9	Greening of Central Park and Virginia Gardens	32, 9	Planning: Development of scope and project plan	To promote greening of public open spaces	R1 600 000	-	-

UP 10	Supply and delivery of a Cemetery Information Management System	All wards	Planning	To ensure effective administration and recordkeeping of burials as mandated by the Births and Deaths Registration Act 1992 as amended.	R1 500 000	-	-
UP 11	Construction of Riebeeckstad Swimming Pool	25	Procurement of materials	To create an enabling environment for the promotion of sport by developing and maintaining community facilities	R40 000 000	-	-
UP 12	Repair and maintenance of Mimosa Park	35,36	Planning	To create an enabling environment for the promotion of sport by developing and maintaining community facilities	R5 000 000	-	-
UP 13	Appointment of a service provider to supply and erect a concrete palisade fence at Hennenman Cemetery	2	Planning: Development of scope and project plan	To enable an effective cemetery management service.	R3 000 000	-	-
UP 14	Appointment of a service provider for the repair and maintenance of the municipal nursery in Virginia	9	Planning: Development of scope and project plan	To promote the greening of public open spaces	R10 000 000	-	-
UP 15	Build an outdoor community gym	11,23	Planning	-	R30 000 00	-	-
UP 16	Repair and maintenance of Parks Sport and Recreation offices	32	Planning: Development of scope and project plan	To create an enabling environment for the rendering of a service to the community	R500 000	-	-
UP 17	Upgrading of Vuyo Charles Stadium	28	Planning	Upgrade the facility to meet SAFA standards	R34 000 000	-	-
UP 18	Refurbishment of Thabong Swimming Pool		Planning	Dilapidated	R2 200 000	-	-
UP 19	Erection of information boards in all sport and recreation facilities	Various wards	Planning	To comply with legislation	R350 000	-	-
UP 20	Upgrading of Kopano Indoor Sport Centre	16	Planning	Facility to include <ul style="list-style-type: none"> • Track • Grand stand • Softball court • Netball courts • Soccer field 	R100 000 000	-	-
WASTE MANAGEMENT							
UP 21	Phase 2 of the roll out of National project on the upgrading of		Planning	-	-	-	-

	Odendaalsrus Landfill site						
UP 22	Closing and rehabilitation of the Hennenman Landfil site		Planning	-	-	-	-
ROADS AND ANCILLARIES							
UP 23	Thabong: Construct Dr. Mnyandu Crescent	15	Planning	-	R 4 000 000	-	-
UP 24	Thabong: Construct 3.6 km of roads (Mosunkutu, Molohe, Dr. Makhelemele, South/West, Mofubetsoana, James Ngake, Mmatsa and Modikeng Street	26	Planning	-	R22 000 000	-	-
UP 25	Thabong: Upgrading of old gravel roads to concrete paving blocks	26	Planning		R 28 000 000	-	-
UP 26	Thabong: Construct 2 km of roads Mmolai Street, George Mooi Street, Lebogang Street, Motshei Street, Tsotetsi Street, Bakodi Street and Mokgomo Street	29	Planning	-	R 4 682 315.19	-	-
UP 27	Phomolong: Formalise Radebe Road & Basil Read	2	Planning	-	R 9 000 000	-	-
UP 28	Thabong: Pave Moshoeshoe Street, Mike Selloane Street, N.J Ntolo Street, Mlangeni Street, Morolong Street, Mathe Street	14	Planning	-	R15 000 000	-	-
UP 29	Construction of 3km paved roads and stormwater drainage	1-36	Design	To address problematic roads where residents cannot access their houses during wet weather and to improve mobility	R 3 300 000 000.00	-	-
UP 30	Rehabilitation of Vanderstel Road (virginia)	8	Planning	-	R 6 000 000.00	-	-

UP 31	Rehabilitation of Queensway Road. (Virginia)	8	Planning	-	R 6 000 000.00	-	-
UP 32	Construction of stormwater drainage pipes in Ward 16 at Setshabelo School in Thabong	16	To commence immediately supplier delivers material	Will be done under maintenance	R1 400 000.00	-	-
UP 33	Construction of stormwater drainage at the entrance of Thabong in Ward 30	30	Project in construction	Will be done under maintenance	R1 000 000.00	-	-
UP 34	Repair stormwater drainage at Mxi retention dam in Ward 29	29	To commence immediately supplier delivers material	Will be done under maintenance	R2 000 000.00	-	-
UP 35	Construction of stormwater drainage with block paving at THAB07 in Thabong Ward 26	26	Project on hold; Municipality to surface all Municipal Road with tar or paving with the assistance of ISA funds.	Will be done under maintenance	R13 00 000.00	-	-
UP 36	Lifting of Fiskaal street and associated stormwater drainage	33	Tender period elapsed. Tender to be re-advertised	-	R 1 300 000.00	-	-
UP 37	Construction of 150m long collapsed Municipal Stormwater channel on the Church premises at 166 Long Road, Welkom.	33	Sent Bill of Quantities to Supply Chain Management for appointment of a service provider from a panel of contractors	Will be done under maintenance	R2 500 000.00	-	-
UP 38	Repair portion of James Moroka Road that has been damaged by sewer in Thabong to improve traffic flow	14	Contract dispute: order of the contractor has been cancelled. Contractor to be appointed from the resealing tender.	-	R 1 434 707.74	-	-
UP 39	Resealing of Tarred roads in Matjhabeng	All	The Project is on hold; Municipality to surface all Municipal Road with tar or paving with the assistance of National Treasury (BFI) funds.	-	R7 000 000 000	-	-
UP 40	Upgrading of gravel roads to block paved	All	Municipality to upgrade all Municipal gravel roads with tar or paving with the assistance DBSA partner a District program	-	R4 000 000 000	-	-
UP 41	Rehabilitate portion of Macheke street in Nyakallong		Planning	Project requires funding	R 1 000 000.00	-	-

UP 42	Rehabilitate portions of Frans du Toit and Dr, van de Bijl streets in Hennenman	3	Planning	Project requires funding	R 1 000 000.00	-	-
ELECTRICITY							
ADMINISTRATION AND STRATEGIC PLANNING							
UP 43	Matjhabeng Energy Efficiency residential load	All	Planning	Council benefiting from the time of use tariffs	R 5 819 726.00	R 5 819 726.00	-
UP 44	Energy Master Plan	All	Planning	Compilation of Electrical Master Plan in accordance with SDF (that needs to be completed) and NRS 069 regulations	R8 000 000.00	R8 000 000.00	-
UP 45	MLM TID role over	All	Tender Stage	Installation and upgrading of existing prepaid meters in all towns as required by the NRS 047 & 048 and to TID Compliant	R 8 000 000.00	R 8 000 000.00	-
UP 46	AMR Bulk Consumer Meter conversion and upgrading	All	Planning	Installation and upgrading of Bulk AMR for bulk consumers meters in all towns as required by the NRS 047 & 048	R 50 000 000.00	R 50 000 000.00	-
UP 47	Implementation of Smart Metering System	All	Tender Stage	Installation and upgrading of Smart prepaid meters in all towns as required by the NRS 047 & 048	R 150 000 000.00	R 100 000 000.00	R 50 000 000.00
UP 48	MATJHABENG Ring fencing and Asset Evaluation of the Matjhabeng Electrical Engineering Services Department - All 6 Towns	All	Planning	To ensure effective and efficient electrical service delivery to the community of the Matjhabeng Municipality that comply to the NERSA licensing requirements.	R 5 344 337.00	R 5 344 337.00	-
UP 49	WELKOM Quality of supply	All	Planning	To ensure that a good quality of supply is provided to the community	R 4 384 247.00	R2 630 548.00	R 648 867.00
DISTRIBUTION LOW AND MEDIUM VOLTAGE							
UP 50	Hennenman land restitution project	-	Planning 361 Stands to be electrified	Eskom intakes point and NMD needs to be upgraded and increased. Electrical medium voltage networks must be upgraded to an estimated value of 7m	R 23 606 000.00	R7 000 000.00	R 16 000 000.00
UP 51	Virginia Extension 10Kitty	-	Planning 178 Stands to be electrified	Eskom intakes point and NMD needs to be upgraded and increased. mv and lv infrastructure stolen	R 43 188 000.00	R 35 000 000.00	R 8 188 000.00
UP 52	Virginia Extension 13Kitty	-	Planning 237 Stands to be electrified	MV and LV infrastructure stolen	R 10 902 000.00	-	R10 902 000.00

UP 53	Virginia Saaiplaas	-	Planning 361 Stands to be electrified	Eskom intakes point and NMD needs to be upgraded and increased. Mv and lv infrastructure stolen	R 16 606 000.00	-	R16 606 000.00
UP 54	Welkom NAUDEVILLE EXT 2	-	Planning 318 to be electrified	Eskom intakes point and NMD needs to be upgraded and increased. Mv and lv infrastructure stolen and needs to be replaced at an estimated cost	R 19 628 000	R 1 000 000	R14 628 000
UP 55	Welkom Flamingo (up market)	-	Planning 351 Stands to be electrified	Electrical intake substations will be required to be built for the proposed project to an estimated amount of R65M	R 111 146 000	R95 000 000	R16 146 000
UP 56	Welkom Flaming Park X5	-	Planning 14 Stands to be electrified	Electrical intake substation will be required to be built for the proposed project to an estimated amount OF R95M	R 644 000.00	R 664 000.00	-
UP 57	Welkom Flaming Park X2	-	Planning 392 Stands to be electrified	-	R 18 032 000.00	-	R18 032 000.00
UP 58	Welkom Flaming Park X3	-	Planning 52 Stands to be electrified	-	R 2 392 000.00	-	R 2 392 000.00
UP 59	Welkom Re Electrification of Naude Ville X2 330 stands	32	Planning	To ensure the effectiveness of the medium voltage distribution networks	R18 341 180.00	R 9 170 590.00	R 9 170 590.00
UP 60	WELKOM Alma development	27,10	Planning	To ensure the effectiveness of the medium voltage distribution networks	R1 931 261.00	R 6 377 087.00	R 6 377 087.00
UP 61	HENNENMAN Ring electrical supply 11kV Atlas Street	3	Planning	To ensure the effectiveness of the medium voltage distribution networks	R 562 508.00	R 562 508.00	-
UP 62	HENNENMAN Ring electrical supply 11kV Goud Street	3	Planning	To ensure the effectiveness of the medium voltage distribution networks	R 669 753.00	R 669 753.00	-
UP 63	ODENDAALSRUS Provision and installation of a 11Kv electrical main electrical supply to Hospitalpark from Sub 1A (1.7km)	35	Planning	To ensure the effectiveness of the medium voltage distribution networks	R 4 04 610.00	R 4 047 610.00	-
UP 64	ODENDAALSRUS Upgrade electrical supply to Du Plessis Single	36	Planning	To ensure the effectiveness of the medium voltage Distribution networks	R 210 443.00	R 210 443.00	-
UP 65	ODENDAALSRUS Complete 11kV electrical ring feed in CBD Area (Odendaal	36	Planning	To ensure the effectiveness of the medium voltage distribution networks	R 236 749.00	R 236 749.00	-

	Street)						
UP 66	ODENDAALSRUS Replace stolen 11kV Medium Voltage Supply cable between Sub 8 and Mini Substation MS 17B Industrial Area	35	Planning	To ensure the effectiveness of the medium voltage distribution networks	R 1 203 675.00	R 1 203 675.00	-
UP 67	ODENDAALSRUS Replace stolen 11kV Medium Voltage Supply cable between Sub 1A and Mini Substation MS5	36	Planning	To ensure the effectiveness of the medium voltage distribution networks	R 717 422.00	R 717 422.00	-
UP 68	ODENDAALSRUS Replace 11kV Medium Voltage Supply ring feeder cable between Sub 18 MS 18A and MS18 Eldorie	36	Planning	To ensure the effectiveness of the medium voltage Distribution networks	R 2 539 548.00	R 2 539 548.00	-
UP 69	ODENDAALSRUS Upgrading of overhead electrical networks that was damaged due theft and vandalism	35,36	Planning	To ensure the effectiveness of the medium voltage distribution networks	R 19 075 277.00	R 6 358 425.00	R6 358 425.00
UP 70	WELKOM Ring feed Vista &Bongani Hospital	28	Planning	To ensure the effectiveness of the medium voltage distribution networks	R 3 395 161.00	-	R 3 395 161.00
UP 71	WELKOM ST Helena upgrading of cable distribution network	32	Planning	To ensure the effectiveness of the medium voltage distribution networks	R 2 805 918.00	R 1 052 219.00	R1 052 219.00
UP 72	VIRGINIA Upgrading of electrical ring feed 11kV to Fauna Park	9	Planning	To ensure the effectiveness of the medium voltage distribution networks	R 2 200 892.00	R1 052 219.00	R1 149 672..00

UP 73	VIRGINIA Upgrading of electrical ring feed 11kV to Baobab Str	9	Planning	To ensure the effectiveness of the medium voltage distribution networks	R 350 739.00	R 350 739.00	R 315 665.00
UP 74	VIRGINIA Upgrading of electrical ring feed 11kV to Virginia and Harmony	8	Planning	To ensure the effectiveness of the medium voltage distribution networks	R 1 094 308.00	R 526 109.00	R 568 198.00
UP 75	WELKOM Upgrading of the StHelena Electrical distribution network	32	Planning	To ensure the effectiveness of the medium voltage distribution networks	R 8 618 943.00	R 6 865 244.00	R 1 052 219.00
UP 76	WELKOM DMRE Electrification Extension X15 X9 Thabong Bronville Phase 6	12	Planning	To ensure the effectiveness of the medium voltage distribution networks	R 7 316 719.00	R5 563 020.00	R1 753 698.00
UP 77	WELKOM Provision and Installation of a Bulk supply Overhead Line Bronville and Extension 15 Thabong	12	Planning	To ensure the effectiveness of the medium voltage distribution networks	R 3 507 397.00	R1 753 698.00	R1 753 698.00
UP 78	WELKOM Upgrading medium voltage network Flamingo Park	34	Planning	To ensure the effectiveness of the medium voltage distribution networks	R 2 104 438.00	R 1 052 219.00	R 1 052 219.00
UP 79	WELKOM Upgrading medium voltage network Stateway new Businesses	32,33	Planning	To ensure the effectiveness of the medium voltage distribution networks	R 11 478 756.00	R 5 579 951.00	R 3 985 679.00
UP 80	WELKOM Upgrading medium voltage network EXT9 &15	12	Planning	To ensure the effectiveness of the medium voltage distribution	R 2 104 438.00	R1 052 219.00	R 1 052 219.00
UP 81	WELKOM Upgrading medium voltage network CivicCentre	32	Planning	To ensure the effectiveness of the medium voltage distribution networks	R 7 683 203.00	R 7 683 203.00	-
UP 82	WELKOM Upgrading medium voltage network Industrial Area	27	Planning	To ensure the effectiveness of the medium voltage Distribution networks	R 5 101 669.00	R 5 101 669.00	-
UP 82	HENNENMAN Replace overhead transmission lines in Fabrik street	3	Planning	To ensure the effectiveness of the medium voltage distribution networks	R 385 813.00	-	R 385 813
UP 83	WELKOM Rehabilitation of low voltage reticulation Phase 1 Bedelia	33	Planning	To ensure the effectiveness of the medium voltage distribution networks	R 2 893 603.00	R 139 904.00	R 1 753 698.00

UP 84	WELKOM Ext 19 LT electrical reticulation upgrade	12	Planning	To ensure the effectiveness of the medium voltage distribution networks	R1 155 658.00	R526 109.00	R629 549.00
UP 85	WELKOM Flamingo Park LT Electrical distributionupgrade	34	Planning	To ensure the effectiveness of the medium voltage distribution networks	R 1 728 485.00	R876 849.00	R 851 636.00
UP 86	WELKOM Upgrade of SCADA system and the Control Room at CBD Substation	27,32,33,34,35	Planning	Ensure control overremote substations	R 18 341 180	R9 876 020.00	R 6 472 800.00
STREETLIGHTS							
UP 87	PHOMOLONG Provision and installation of Street Lighting for main entrance road 6013.29 meters	2,3	Planning	To ensure an effective service and adhere to road ordinances as well SANS regulations	R 1 963 163.00	R 654 387.00	R 654 387.00
UP 88	NYAKALLONG Provision and installation of Street Lighting for main entrance road 1416.16 meters	36,19	Planning	To ensure an effective service and adhere to road ordinances as well SANS regulations	R 482 335.00	R 482 335.00	-
UP 89	MMAMAHABANE Provision and installation of Street Lighting for main entrance road 4089.42 meters	1	Planning	To ensure an effective service and adhere to roadordinances as well SANS regulations	R 1 335 079.00	R 445 026.00	R 445 026.00
UP 90	MELODING Provision and installation of Street Lighting for main entrance road 5882.04 meters	4,5,6,7,9	Planning	To ensure an effective service and adhere to roadordinances as well SANS regulations	R 1 758 359.00	R 586 119.00	R 586 119.00
UP 91	KUTLWANONG Provision and installation of Street Lighting for main entrance road 1128.54 meters	18,20,22,10	Planning	To ensure an effective service and adhere to road ordinances as well SANS regulations	R 368 436.00	-	-
UP 92	KUTLWANONG Provision and installation of 118 Solar Street Lighting in Kutlwanong	18,20,22,11	Planning	To ensure an effective service and adhere to road ordinances as wellSANS regulations	R 4 655 838.00	R 4 655 838.00	-

UP 93	THABONG: NKOANE ROAD Provision and installation of Street Lighting for main entrance road 6294.79 meters	16,17,26,29	Planning	To ensure an effective service and adhere to road ordinances as well SANS regulations	R 2 055 072.00	-	R 2 055 072.00
UP 94	THABONG: MANGOSUTHU BUTHELEZI ROAD Provision and installation of Street Lighting for main entrance road 1936.4 meters	14	Planning	To ensure an effective service and adhere to road ordinances as well SANS regulations.	R 632 179.00	-	R 632 179.00
UP 95	THABONG: PHAKATI ROAD Provision and installation of Street Lighting for main entrance road 1959.05 meters	28	Planning	To ensure an effective service and adhere to road ordinances as well SANS regulations	R 639 574.00	-	R 639 574.00
UP 96	THABONG: NDAKI ROAD Provision and installation of Street Lighting for main entrance road 7225.81 meters	26	Planning	To ensure an effective service and adhere to road ordinances as well SANS regulations	R 2 359 042.00	-	R 2 359 042.00
UP 98	THABONG: MOTHUSI ROAD Provision and installation of Street Lighting for main entrance road 2124.26 meters	29,31	Planning	To ensure an effective service and adhere to road ordinances as well SANS regulations	R 693 511.00	R 693 511.00	-
UP 99	THABONG: CONSTANTIA ROAD Provision and installation of Street Lighting for main entrance road 2124.26 meters	30,12,14,31	Planning	To ensure an effective service and adhere to road ordinances as well SANS regulations	R1 875 627.00	R1 875 627.00	-
UP 100	HENNENMAN Provision and installation of two (2) high mast lights for Phomolong	2,3	Planning	To ensure a safe living environment in the previous disadvantage areas	R1 269 774.00	R 634 887.00	R 634 887.00

UP 101	VIRGINIA Provisioning and installation of Two(2) high mast lights in Saaiplaas	8	Planning	To ensure a safe living environment in the previous disadvantage areas	R1 269 774.00	R 634 887.00	R 634 887.00
UP 102	VIRGINIA Provision and installation of High mast and streetlights in Virginia	4,8,9	Planning	To ensure a safe living environment in the previous disadvantage areas	R1 202 160.00	-	R 526 109.00
UP 103	VIRGINIA Provisioning and installation of Two (2) high mast lights Meloding	4,5,6,7,9	Planning	To ensure a safe living environment in the previous disadvantage areas	R1 269 774.00	R 634 887.00	R 634 887.00
UP 104	VIRGINIA Provisioning and installation of Ten high mast lights Meloding Albany	7	Planning	To ensure a safe living environment in the previous disadvantage areas	R 6 348 870.00	R1 587 217.00	R 1 587 217.00
UP 105	ODENDAALSRUS Provision and installation of Ten (10) high mast lights in Odendaalsrus Ward 35	35	Planning	To ensure a safe living environment in the previous disadvantage areas	R 6 348 870.00	R1 587 217.00	R 1 587 217.00
UP 106	ODENDAALSRUS Provision and installation of Thirteen (13) high mast lights in Kutlwanong	10,18,20,21,22	Planning	To ensure a safe living environment in the previous disadvantage areas	R 8 253 531.00	R 2 063 382.00	R 2 063 382.00
UP 107	ALLANRIDGE Provision and installation of Six (6) high mast lights in Nayakalong	36	Planning	To ensure a safe living environment in the previous disadvantage areas	R 3 809 322.00	R 952 330.00	R 952 330.00
UP 108	WELKOM Five (5) High mast lights Hani Park, Bronville	11,12,23	Planning	To ensure a safe living environment in the previous disadvantage areas	R 3 174 435.00	R 793 608.00	R 793 608.00
UP 109	WELKOM One (1) High mast lights Phomolong Ext2	35	Planning	To ensure a safe living environment in the previous disadvantage areas	R 634 887.00	-	R 634 887.00
UP 110	WELKOM Seven (7) High mast lights Welkom Reitz Park Ward 27	27	Planning	To ensure a safe living environment in the previous disadvantage areas	R4 444 209.00	R1 111 052.00	R 2 222 104.00
UP 111	WELKOM 26 High mast lights Thabong	11,13,12,14,15,16,17,23,25,26,29,30,31,27	Planning	To ensure a safe living environment in the previous disadvantage areas	R16 507 062.00	R4 126 765.00	R8 253 530.00
UP 112	VENTERSBURG Three (3) High Mast Lights in Mmamahabane	1	Planning	To ensure a safe living environment in the previous disadvantage areas	R1 904 661.00	R 476 165.00	R 952 330.00

UP 113	VENTERSBURG Upgrading of streetlights	1	Planning	To ensure an effective service and adhere to road ordinances as well SANS regulations	R 212 197.00	-	R212 197.00
UP 114	HENNENMAN Upgrading of streetlights in Hennenman Town	3	Planning	To ensure an effective service and adhere to road ordinances as well SANS regulations	R 231 458.00	-	R231 458.00
UP 115	ODENDAALSRUS Provision and installation of Streetlights Mimosa Way	36	Planning	To ensure an effective service and adhere to road ordinances as well SANS regulations	R 350 739.00	R 35 739.00	-
UP 116	WELKOM Central Park lighting	32	Planning	To ensure an effective service and adhere to road ordinances as well SANS regulations	R 210 443.00	R 210 443.00	-
UP 117	WELKOM Koppie Alleen Street replacement stolen and vandalized streetlight infrastructure and the reinstallation thereof so to minimize the theft of the electrical cable installations.	33	Planning	To ensure an effective service and adhere to road ordinances as well SANS regulations	R 3 950 408.00	R 3 950 408.00	-
UP 118	Matjhabeng Municipality Provide and install a streetlight management system for the Matjhabeng Municipal Area.	All wards	Planning	To ensure an effective service and adhere to road ordinances as well SANS regulations	R16 930 320.00	R4 232 580.00	R 8 465 160.00
ELECTRICAL WORKSHOP							
UP 119	WELKOM Mini-Substation Replacement	12,32	Planning	Ensure sustainable infrastructure	R 1 915 565.00	R 638 521.00	R 638 521.00
UP 120	Reinstate stolen vandalized electrical Substation in the Odendaalrus Unit	36	Planning	Ensure sustainable infrastructure and reinstatement of stolen and vandalized infrastructure	R 85 185 169.00	R 28 395 056.33	R 28 395 056.33
UP 121	Reinstate stolen vandalized electrical Substation in the Allanridge Unit	36	Planning	To safeguard Council from theft and vandalism of property	R 65 888 508.00	R 21 962 836.00	R 21 962 836.00

UP 122	Reinstate stolen vandalized electrical Substation in the Welkom Unit	34,33,27,28,32,29,26,30,31	Planning	To safeguard Council from theft and vandalism of property	R 914 324 271.87	R 304 774 757.29	R 304 774 757.29
UP 123	Reinstate stolen vandalised electrical Substation in the Bronville Unit	11	Planning	To safeguard Council from theft and vandalism of property	R 22 466 319.50	R 7 488 773.17	R 7 488 773.17
UP 124	Reinstate stolen vandalized electrical Substation in the Riebeeckstad Unit	25	Planning	To safeguard Council from theft and vandalism of property	R 44 890 290.25	R 14 963 430.08	R 14 963 430.08
UP 125	Reinstate stolen vandalized electrical Substation in the Virginia Unit	5,9,8	Planning	To safeguard Council from theft and vandalism of property	R 269 155 235.50	R 89 718 411.83	R 89 718 411.83
UP 126	Reinstate stolen vandalised electrical Substation in the Hennenman Unit	3	Planning	To safeguard Council from theft and vandalism of property	R 70 310 160.50	R 23 436 720.17	R 23 436 720.17
UP 127	Reinstate stolen vandalized electrical Substation in the Ventersburg Unit	1	Planning	To safeguard Council from theft and vandalism of property	R 13 083 481.30	R 4 361 160.43	R 4 361 160.43
DEVELOPMENT PLANNING							
UP 128	Township Establishment on the farm Christiana 452, Ventersburg	4	Planning	Pre-liminary layout done	R 3 250 000.00	R 2 000 000.00	R 1250 000 00.00
UP 129	Township Establishment on Portion 1 of the farm Homestead 668, Ventersburg	11	Planning	Pre-liminary layout done	R 2 500 000.00	R 1 750 000.00	R 750 000.00
UP 130	Partial Amendment of General Plan SG No.	11	Planning	Controlled densification and formalization. Pre-liminary layout done. Precinct Plan for are done.	R 500 000.00	R 500 000.00	-

	739/1992 (Erven 2568 – 2597 & 2599 – 2660 Bronville Extension 9)						
UP 131	Re-layout of School Site into residential properties: Erf 39484 Thabong	25	Planning	School site relinquished back to the Municipality by the FSDoE	R 500 000.00	-	-
UP 132	Re-layout of School Site into residential properties: Erf 39588 Thabong	25	Planning	School site relinquished back to the Municipality by the FSDoE	R 500 000.00	-	-
UP 133	Re-layout of School Site into residential properties: Portion of Erf 29839 Thabong only	23	Planning	School site relinquished back to the Municipality by the FSDoE	R 500 000.00	-	-
UP 134	Re-layout of School Site into residential properties: Erf 3212 Nyakallong	19	Planning	School site relinquished back to the Municipality by the FSDoE	R 500 000	-	-
UP 135	Re-layout of School Site into residential properties: Erf 3825 Nyakallong	19	Planning	School site relinquished back to the Municipality by the FSDoE	R 500 000.00	-	-
UP 136	Re-layout of School Site into residential properties: Erf 3826 Nyakallong	19	Planning	School site relinquished back to the Municipality by the FSDoE	R 500 000.00	-	-
UP 137	Township Establishments on the Remainder of the farm Kijknou 81, Welkom District	16 & 25	Identified Need	Informal settlements located on municipal owned land demarcated for residential expansion inside urban edge	R 3 000 000.00	-	-
COMMUNICATIONS							
UP 138	Matjhabeng Newsletter (print and digital)	All wards	The study and conceptualization of the project are completed. The funds and budget allocation could not be confirmed to enable	-	R 2 000 000.00	R 2 000 000.00	-

			initiation of procurement processes.				
Engineering Planning Water and Sanitation Bulk Services							
UP139	Township Farm Christiana 452, Ventersburg, Water and Sanitation Bulk Services	-	Planning	-	-	-	-
UP140	Township on Portion 1 of the farm Homestead 668, Ventersburg, Water and Sanitation Bulk Services.	-	Planning	-	-	-	-
UP141	Homestead A and B Water and Sanitation Bulk Services	11 & 23	Planning	-	-	-	-
UP142	Thabong proposed EXT 28 - 31 water and Sanitation Bulk Services		Planning	-	-	-	
UP143	Freedom Square Sewer Bulk Services	13	Planning	-	-	-	-
UP144	Incremental-2.2a integrated residential development programme: phase 1: planning and services(welkom Hani park (thabong ext 18) 5000 water and sewer -	-	Planning	-	-	-	-
UP145	Matjhabeng: doornpan N1 township east (phase), Water and Sanitation Bulk Services.	-	-	-	-	-	-
UP146	Bronville (Dubai) Water and Sewer Bulk Services	11	-	-			
Engineering Planning Electrical Bulk Services for new Townships							

UP147	Township Farm Christiana 452, Ventersburg, Electrical Bulk Services	-	Planning	-	-	-	-
UP148	Township on Portion 1 of the farm Homestead 668, Ventersburg, Electrical Bulk Services.	-	Planning	-	-	-	-
UP149	Homestead A and B Electrical Bulk Services	11 & 23	Planning	-	-	-	-
UP150	Thabong proposed EXT 28 – 31 Electrical Bulk Services	-	Planning	-	-	-	-
UP151	Electrification of G- Hostel 760 Units Project	31	-	-	-	-	-
UP152	Bronville (Dubai) Electrical Bulk Services	11	-	-	-	-	-
UP153	Electrification of Saaiplass (100) Project	8	-	-	-	-	-
UP154	Maintenance of Bulk Services in Allanridge Extension EXT 3	36	-	-	-	-	-
LOCAL ECONOMIC DEVELOPMENT							
UP 155	Thabong Industrial Estate	TBC	<u>Due diligence Phase</u> Undergoing due diligence and conceptualization stage. Will need budget for Feasibility Studies in the coming Financial Year	-	R 2,5M	-	-
UP156	Destination management Organization	TBC	<u>Due diligence Phase</u> Due diligence and setting up of necessary structures. Will also need funding to setup a website for the DMO and aggressive marketing through Social Media Handles. CSI letter have been issued requesting funding support.	-	R 500 000	-	-

UP157	Development of Mixed Used Development	TBC	Due diligence Phase Due diligence completed. Will need budget for Feasibility Studies in the coming Financial Year	-	-	-	-
UP158	Development Master Plan for Neighborhood Development in Township		Due diligence Phase Undergoing due diligence and conceptualization stage. Will need budget for Feasibility Studies.	-	-	-	-
MAYORAL PRIORITIES							
UP159	Hospitals	-	Planning	-	-	-	-
UP160	University	-	Planning	-	-	-	-
UP161	New clinic	-	Planning	-	-	-	-
UP162	Increase number of schools by 5 – including technical schools	-	Planning	-	-	-	-

4.2.9. Infrastructure Asset Maintenance Programmes

ITEM NO.	PROJECT NAME	WARD NO.	CURRENT STATUS	COMMENT/ NOTES	PROJECT VALUE	BUDGET 2024/2025	BUDGET 2025/2026	BUDGET 2026/2027
ELECTRICITY								
IAMP 1	WELKOM Upgrading breakers and isolators 132KVreticulation.	32	Planning	To ensure an effective and safe 132kV Distribution network	R1 480 840.00	R 878 849.00	R 583 991.00	-
IAMP 2	WELKOM Main intake test,upgrade and repairs to 132KV	32	Planning	To ensure an effective and safe 132kV Distribution network	R1 006 879.00	R 637 708.00	R 369 171.00	-
ADMINISTRATION AND STRATEGIC PLANNING								
IAMP 3	HENNENMAN Upgrading of loadcontrol	3	Planning	Council benefiting from the time of use tariffs	R 1 315 274.00	R1 315 274.00	-	-
IAMP 4	ODENDAALSRUS Upgrading of load control	1	Planning	Council benefiting from the time of use tariffs	R 175 369.00	R 175 369.00	-	-

IAMP 5	VIRGINIA Upgrading of load control system Virginia	9	Planning	Council benefiting from the time of use tariffs	R 360 739.00	R 360 739.00	-	-
IAMP 6	WELKOM Upgrading load control Welkom	32,33,	Planning	Council benefiting from the time of use tariffs	R 701 479.00	R 701 479.00	-	-
IAMP 7	MATJHABENG Upgrading of remote meter reading software for the Matjhabeng Electrical Engineering Services Dep	All	Planning	Ensuring that use is made of the saving that will be obtained with the implementation of the time of use tariffs that was approved by the NERSA	R 31 885.00	R 31 885.00	-	-
IAMP 8	MATJHABENG Conduct a Risk assessment for the Electrical Engineering Services in terms of the OHS Act 85/1993	All	Planning	To ensure a safe working environment for the Electrical Engineering Services Department	R 263 054.00	R 263 054.00	-	-
IAMP 9	WELKOM Quality of supply	All	Planning	To ensure that a good quality of supply is provided to the community	R 4 384 247.00	R 2 630 548.00	R 1 277 589.00	R 525 109.00
IAMP 10	Matjhabeng Installation of smart meters	All	Not Registered	Improve revenue collection and deal with bypass connection	-	-	-	-
IAMP 11	Matjhabeng installation of Zonal meters	All	Not Registered	Early detection of burst pipes and usage patterns	-	-	-	-
DISTRIBUTION LOW AND MEDIUM VOLTAGE								
IAMP 12	ODENDAALSRUS Upgrade electrical distribution boxes	35,36	Planning	To ensure the effectiveness of the medium voltage distribution networks	R 158 110.00	R 105 406.00	R 52 703.00	-
IAMP 13	VENTERSBURG Provision and installation protection relays	1	Planning	Insuring a safe working environment	R 131,527.00	R 131 527.00	-	-
IAMP 14	HENNENMAN Provision and installation protection relays	3	Planning	Insuring a safe working environment	R 424 395.00	-	R175 369.00	R 249 025.00
IAMP 15	VIRGINIA Upgrading of protection relays	4,8,9	Planning	Insuring a safe working environment	R 852 297.00	R 150 818.00	R 350 739.00	R 350 739.00
IAMP 16	ODENDAALSRUS Upgrading of protection relays	35,36	Planning	Insuring a safe working environment	R 850 544.00	R 526 109.00	R 324 434.00	-

IAMP 17	WELKOM Upgrading of protection relays	27,32,33,34,35	Planning	Insuring a safe working environment	R 1 867 187.00	R 622 395.00	R 622 395.00	R 622 395.00
IAMP 18	VIRGINIA Provision and installation of remote Electrical metering systems	8,9	Planning	Ensuring that use is made of the saving that will be obtained with the implementation of the time of use tariffs that was approved by NERSA	R 315 655.00	R 52 610.00	R 263 054.00	-
IAMP 19	ODENDAALSRUS Provision and installation of remote Electrical metering systems	35,36	Planning	Ensuring that use is made of the saving that will be obtained with the implementation of the time of use tariffs that were approved by NERSA	R 1510 817.00	R 1 324 083.00	R 186 733.00	-
IAMP 20	WELKOM Provision and installation of remote Electrical metering systems	27,32,33,34,35	Planning	Ensuring that use is made of the saving that will be obtained with the implementation of the time of use tariffs that were approved by NERSA	R 3 332 024.00	R 1 110 674.00	R 1 110 674.00	R 1 110 674.00

ITEM NO.	PROJECT NAME	WARD NO.	CURRENT STATUS	COMMENT/ NOTES	PROJECT VALUE	BUDGET 2024/2025	BUDGET 2025/2026	BUDGET 2026/2027
IAMP 21	MATJHABENG Testing and verification of all large electrical consumer connections to the NRS 058 regulations in all towns by a SANAS approved authority		Planning	Ensuring that use is made of the saving that will be obtained with the implementation of the time of use tariffs that were approved by NERSA	R 6 563 218.00	R 2 187 739.00	R 2 187 739.00	R 2 187 739.00
REVENUE PROTECTION								
IAMP 22	VENTERSBURG Provision and installation of Smart pre-paid electrical meters	1	Planning	To ensure that an effective and efficient service is rendered	R 192 906.00	R 192 906.00	-	-
IAMP 23	HENNENMAN Provision and installation of Smart pre-paid electrical meters	3	Planning	To ensure that an effective and efficient service is rendered	R 192 906.00	R 192 906.00	-	-
IAMP 24	VIRGINIA Upgrading of Smart-paid electrical metering system	4,8,9	Planning	To ensure that an effective and efficient service is rendered	R 210 443.00	R 210 443.00	-	-
IAMP 25	ODENDAALSRUS Upgrading of Smart-paid electrical metering system	35,36	Planning	To ensure that an effective and efficient service is rendered	R 368 276.00	R 157 832.00	R 210 443.00	-
IAMP 26	ALLANRIDGE Provision and installation of Smart	36	Planning	To ensure that an effective and efficient service is rendered	R 192 906.00	R 149 064.00	R 43 842.00	-
IAMP 27	WELKOM pre-paid metering upgrade	27,32,33,34,35	Planning	To ensure that an effective and efficient service is rendered	R 2 327 240.00	R 2 327 240.00	-	-
HIGHMAST LIGHTS AND STREET LIGHTS								
IAMP 28	MATJHABENG Upgrading lighting Othello Road	32	Planning	To ensure an effective service and adhere to road ordinances as well SANS regulations	R 87 684.00	R 87 684.00	-	-
IAMP 29	MATJHABENG Maintenance of Street Lights	-	O&M	To ensure an effective service and adhere to road ordinances as well SANS regulations	R 5 000 000.00	R 5 000 000.00	-	-
IAMP 30	MATJHABENG Maintenance of High Mast Lights	-	O&M	To ensure an effective service and adhere to road ordinances as well SANS regulations	R 8 000 000.00	R 8 000 000.00	-	-

ITEM NO.	PROJECT NAME	WARD NO.	CURRENT STATUS	COMMENT/ NOTES	PROJECT VALUE	BUDGET 2024/2025	BUDGET 2025/2026	BUDGET 2026/2027
ELECTRICAL WORKSHOP								
IAMP 31	MATJHABENG Testing and repair all Electrical Installation that is property of the Matjhabeng in terms of the SANS10142-1 regulations		Planning	To ensure that electrical installation of Council buildings adhere to the SANS 10142 regulations	R 2 227 589.00	R 1 526 109.00	R 350 739.00	R 350 739.00
IAMP 32	HENNENMAN Provision and installation of security systems at electrical Substations	3	Planning	To safeguard Council from theft and vandalism of property	R 87 684.00	R 87 684.00	-	-
IAMP 33	VENTERSBURG Provision and installation of security systems at electrical Substations	1	Planning	To safeguard Council from theft and vandalism of property	R 1 178 916.00	R 1 178 916.00	-	-
IAMP 34	ALLANRIDGE Provision and installation of security systems at electrical Substations	36	Planning	To safeguard Council from theft and vandalism of property	R 187 684.00	R 187 684.00	-	-
IAMP 35	VIRGINIA Provision and installation of security systems at electrical Substations	4,8,9	Planning	To safeguard Council from theft and vandalism of property	R 1 178 877.00	R 1 140 295.00	R 38 581.00	-
IAMP 36	ODENDAALSRUS Provision and installation of security systems at electrical Substations	35,36	Planning	To safeguard Council from theft and vandalism of property	R 1 185 751.00	R 1 117 848.00	R 67 903.00	-
IAMP 37	WELKOM Substation security and remote-control system	27,32,3 3,34,35	Planning	To safeguard Council from theft and vandalism of property	R 15 081 804.00	R 5 027 268.00	R 5 027 268.00	R 5,027,268
IAMP 38	HENNENMAN Upgrading of substationbuildings	3	Planning	Ensure sustainable infrastructure	R 1 438 424.00	R 87 684.00	R 1 350 739.00	-

ITEM NO.	PROJECT NAME	WARD NO.	CURRENT STATUS	COMMENT/ NOTES	PROJECT VALUE	BUDGET 2024/2025	BUDGET 2025/2026	BUDGET 2026/2027
IAMP 39	VIRGINIA Upgrading of substation buildings	4,8,9	Planning	Ensure infrastructure sustainable	R 1 315 274.00	R 263 054.00	R526,109	R526,109
IAMP 40	ODENDAALSRUS Upgrading Main substation	36	Planning	Ensure infrastructure sustainable	R 1 175 369.00	R 1 175 369.00	-	-
IAMP 41	ALLANRIDGE Upgrading Main substation	36	Planning	Ensure infrastructure sustainable	R 19 752 043.00	R 19 752 043.00	-	-
IAMP 42	ALLANRIDGE Emergency work to be done on all substation in Allanridge	36	Planning	Ensure infrastructure sustainable	R 1 350 739.00	R 1 350 739.00	-	-
IAMP 43	WELKOM Revamp main sub-structures	32	Planning	Ensure infrastructure sustainable	R 2 263 054.00	R 1 131 527.00	R 1 131 527.00	-

4.2.10. Mining Houses Projects

Mining House Programmes

The purpose of the Mineral and Petroleum Resources Development Act, 2002, Act No 28 of 2002, is amongst others to transform the mining and production industries. In order to ensure effective transformation in this regard, the Act requires the submission of the Social and Labour Plan as a pre-requisite for the granting of mining or production rights. The Social and Labour Plan is a concerted effort to address the promotion of economic growth and the development of minerals and petroleum, thereby enhancing the platform for the creation of jobs, which will result in strengthening the social and economic welfare of all South Africans.

According to Sections 23, 24 and 25 of the Act, mining companies must submit a Social and Labour Plan when applying for mining rights, and the local economic development (LED) of the SLP must be aligned with the local and district municipality Integrated Development Plan (IDP). The alignment between the Social Labour Plan and Integrated Development Plan's local economic development initiatives provides a platform for investment opportunity, economic growth, poverty reduction and infrastructure development. The Social and Labour Plan requires all mining companies to develop the Human Resource Development Plan, a Mine Community Development Plan, Housing and Living Conditions Plan, Employment Equity Plan the implementation of processes to manage downscaling and retrenchments and financial provisions for the implementation of the social and labour plan.

The above programmes are aimed at promoting employment and advancement of the social and economic welfare of all South Africans whilst ensuring economic growth and socio-economic development. The management of downscaling and/or closure is aimed at minimizing the impact of commodity cyclical volatility, economic turbulence, and physical depletion of the mineral or production resources on individuals, regions or local economies. This chapter in the IDP is meant specifically to respond to this requirement of the above-mentioned legislation in making sure that all player in the Mining and Quarry Extraction Industry are compliant and their Social and Labour Plans, in particular Community Development Project are geared toward Local Economic Development. This plan is five (5) year renewable based on the negotiations with a mining house, the municipality, and the Department of Mineral Resources. Other small mining and quarrying

operations Social Labour Plans projects will be included in the Integrated Development Plan as and when they make applications to Department of Mineral Resources and when the Integrated Development Plan is reviewed annually.

IDP Reference Number	Company Name	Area of Operation	Project Name	Type of Project	Budget/ Estimate Budget
1.	OMV Crushers Virginia (Pty) Ltd 10032 MR	Virginia and Welkom (Bronville)	Community bursaries (Local Economic Development)	Educational	R 200 000
2.	Ingwe Jelani	Allanridge	Renovation of Nyakallong Hall	Community	R 600 000
3.	Seboho Trading (PTY) LTD	The remainder of the farm Petrus Hennenman 596 in the magisterial district of Hennenman in the free state	Identification of Project in process	TBC	R 250 000
4.	Fiona Mining Enterprise	The farms Ventersburg Dorpsgronden 354, Hmaburg 473, Wonder Heuvel 250, Pietersrust 91, and Groenpunt 96, in the administrative district of Ventersburg, Free State Province	Identification of projects in process	TBC	R 150 000
5.	TETRA 4. Virginia Gas Project Tetra4 (Renenrgen)	Meloding/Virginia Virginia/Meloding	Renovation of the Meloding community hall including refurbishment of the community gym	LED/Community Development	R 592 321,58
6.	Sibanye Stillwater	Welkom, Odendaalsrus	Refurbishment of Welkom Taxi Rank with Market Stalls	Infrastructure Development	R 7 000 000
			Refurbishment of Market Stalls in Welkom and Odendaalsrus CBD	Infrastructure Development	R 7 000 000
			Development of Enterprise Development Hub	Infrastructure Development	R 30 000 000
			Procurement and installation of Portable Mobile Market Stalls	LED/Infrastructure Development	R 8 000 000
7.	Harmony Mine	Welkom, Odendaalsrus and Virginia	Development of Sand River Route	LED/Infrastructure Development	R 2 500 000
			Funding operations at sports Virginia	LED	R 2 500 000
			Development of Impound facility in Odendaalsrus	LED/Infrastructure Development	R 2 000 000
			Development of Science Park	LED/Infrastructure	R 2 500 000
8.	Taung Gold	Odendaalsrus	Development of Enterprise Development Centre	LED/Infrastructure Development	R 2 000 000
		New SLP Cycle to be developed for 2025 to 2026			

9.	Samada Diamond Mine	Not operational (New SLP to be compiled when company becomes operational again)
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Other small mining and quarrying operations' SLP projects will be included in the IDP as and when they make applications to Department of Mineral Resources and when IDP is reviewed annually.

4.2.11. Lejweleputswa District Municipality Projects

REF	IDP Strategic Objective	Strategies	Project Name	Location
LDM1	To provide students from outside the Matjhabeng area with accommodation to enable them to further their studies at institutions of higher learning	Engage Matjhabeng local Municipality and partner with the private sector	Student Accommodation PPP/Student Residence at CUT	Welkom
LDM2	Build International Convention Centre in Matjhabeng to enable the district to host international events and attract tourists	Use donated land in Matjhabeng local municipality	Convention Centre & Hotel (ICC)	Welkom
LDM3	Establish a Techno-Park in Welkom to attract Investors	By constructing and setting up Techno-Park	Welkom Techno-Park	Welkom
LDM4	Refurbishment of the airport to approved ACSA standards	Rework the tarmac, upgrade the tower, put lights, and fence the perimeter	Welkom Airport and Aviation School	Welkom
LDM5	Create an Industrial Park in Thabong	Turn the informal manufacturing site into a formal industrial park	Thabong Industrial Park	Thabong
LDM6	WWTW & pump stations to be fitted with solar panels	Get a buy-in from all local municipalities to install solar panels to save electricity	Solar PV to Power WWTW & Pump station	All Locals
LDM7	Install solar panels at all municipal buildings	Save local municipalities electricity	Rooftops and Car pots PV System	All Locals
LDM8	To generate energy from the decomposition of organic material	Decompose solid waste from wastewater treatment plants at LMs to generate electricity	Biogas to Energy from WWTP	All Locals
LDM9	Remove harmful bacteria from water from sewer plants	Set up recycling plants at all local municipalities	Wastewater Recycling	All
LDM10	To attract tourists in the region	Upgrade Phakisa Freeway to international standards to enable it to attract international competitions	Phakisa Freeway	Odendaalsrus
LDM11	Promote Arts, science and culture	Partner with Private sector to create film industry in Matjhabeng local municipality	Film Studio	Welkom
			Willem Pretorius	Ventersburg
			Farmer Production Support Unit	Odendaalsrus
LDM12	Ensure effective management of waste recycle	Introduce buy back centres at the regional landfill site	Waste Management and Recycling	Welkom

LDM13	To develop mixed housing	Provide mixed housing in 5 local municipalities to address housing backlog in our district	Mixed Housing Development	All
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Chapter 5 – Spatial Development Framework

5.1. Background

Sections 28(3) and 29 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000), read together with Section 20 of the Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013), and Section 11 of the Matjhabeng Municipal Land Use Planning By-law, 2015, require local municipalities to prepare a Spatial Development Framework (SDF). The SDF serves as a strategic, indicative, and flexible forward-planning instrument that guides land development decisions and provides a coherent set of policies, principles, and directives for spatial development.

A reviewed version of the 2013 Matjhabeng SDF, namely the Matjhabeng Local Municipality SDF (2022/2023 – 2027/2028) was adopted on 30 May 2023 as sector plan under the 2023/2024 IDP of the Municipality.

It is of outmost importance that the IDP and the SDF be aligned to provide strategic guidance in Municipal developments to impact meaningfully on future planned development patterns. In addition, the SDF impact other various departments in different line departments such as Human Settlement, Finance, Infrastructure and Community Services as development affects all other line departments.

The SDF reflects the prevailing spatial status quo and articulates the municipality's long-term spatial vision, development principles, and spatial restructuring objectives. The SDF provides a framework to guide and coordinate public and private investment, inform municipal sectoral plans, and identify strategic development nodes and corridors, integration zones, open space systems, areas requiring more detailed local or precinct-level planning and a Special Economic Zone (SEZ). The focus of the SDF is on 'things-that-can-be-mapped' while the IDP deals with the full scope of municipal management including budgeting, institutional resourcing etc.

5.2. Vision

The vision of the municipality is *"To be a benchmark developmental Municipality in service delivery excellence"*. The vision of the SDF is *"A thriving municipality, harnessing the opportunities in both the agricultural and tourism sector to sustain its residents and develop its town"*. The SDF vision supports the municipal vision by translating the goal of being a benchmark developmental municipality into a clear spatial strategy that promotes efficient and equitable service delivery. By prioritising well-located land, infrastructure investment, and targeted development in the agricultural and tourism sectors amongst others, the SDF drives inclusive

economic growth, optimises resource allocation, and strengthens long-term sustainability. In doing so, it provides practical spatial guidance that aligns development decisions with the Municipality's strategic objectives and reinforces service delivery excellence.

5.3. Key Spatial Objectives

The SDF seeks to:

- Restructure apartheid spatial patterns.
- Promote compact urban form and prevent urban sprawl.
- Prioritise infrastructure investment in strategic nodes and corridors.
- Protect environmentally sensitive and high agricultural value land.
- Promote economic diversification and investment.
- Improve access to social facilities and public transport.
- Strengthen rural-urban linkages.

5.4. Spatial Structuring Elements

The MSDF identifies a structured spatial framework consisting of:

Development Nodes

- Primary urban node(s) serving as administrative and economic centres.
- Secondary and local nodes supporting neighbourhood-level services.
- Rural service nodes supporting farming communities and small settlements.

These nodes concentrate development, investment, and services to ensure efficiency and sustainability.

Development Corridors

Strategic movement corridors are identified to:

- Facilitate economic activity
- Improve connectivity between settlements
- Support public transport systems
- Encourage corridor-based development

Urban Edge

An Urban Edge is delineated to:

- Prevent uncontrolled urban sprawl
- Protect agricultural and environmentally sensitive land

- Promote infill development and densification
- Improve infrastructure efficiency

Environmental Management Areas

The SDF protects:

- Critical Biodiversity Areas
- Watercourses and wetlands
- Agricultural high-potential land
- Mining-affected areas requiring rehabilitation

Environmental sustainability is embedded as a cross-cutting principle in all spatial planning decisions.

5.5. Human Settlement Strategies

The SDF supports:

- Densification within existing urban areas
- Infill development
- Mixed-use development
- Integration of subsidised housing with economic opportunities
- Improved access to social services and public transport

The approach prioritises restructuring settlements to reduce travel distances and improve quality of life.

5.6. Economic Development

The SDF promotes:

- Strengthening existing economic nodes
- Supporting mining-related and diversified (post-mining) economic activities
- Promoting agricultural value chain
- Encouraging SMME development
- Leveraging strategic transport infrastructure (Welkom Airport & Main Routes)
- Supporting tourism and heritage-based economic development

Land use management decisions must support economic resilience and diversification.

5.7. Infrastructure and Service Delivery Alignment

The SDF aligns spatial priorities with infrastructure investment planning.

Key principles include:

- Infrastructure first approach
- Prioritisation of bulk services within existing urban areas

- Upgrading aging infrastructure
 - Avoiding infrastructure extension beyond the urban edge unless strategically justified
 - Supporting sustainable service delivery models
- Spatial planning decisions must be informed by infrastructure capacity and long-term financial sustainability.

5.8. Rural Development and Agricultural Protection

The SDF recognises the importance of:

- Protecting high-potential agricultural land
- Supporting emerging farmers
- Managing rural settlements
- Controlling non-agricultural fragmentation
- Regulating renewable energy developments

Rural areas are to be managed to balance economic opportunity with environmental protection.

5.9. Land Use Management and Implementation

The SDF provides spatial policy guidance for:

- Land use applications
- Rezoning and subdivision
- Consent uses
- Township establishment
- Infrastructure investment decisions

It informs the Land Use Scheme and serves as a statutory reference in all planning decisions.

Implementation is supported through:

- Capital Investment Framework alignment
- Intergovernmental coordination
- Monitoring and performance evaluation
- Periodic review in line with IDP cycles

5.10. Proposed Amendments for Inclusion in the SDF Review

The forthcoming review of the Municipal Spatial Development Framework (MSDF) will focus on strengthening implementation, improving spatial alignment with infrastructure planning, and ensuring full compliance with national and provincial requirements.

Key amendments will include refinement of the Urban Edge based on updated infrastructure capacity and approved human settlement projects. The SDF will be more closely aligned with the Sewer Master Plan, other infrastructure master plans, and the Capital Investment Framework to ensure that spatial priorities directly inform capital budgeting.

Renewable energy planning will be formally incorporated, including identification of suitable areas for Solar PV and Battery Energy Storage Systems (BESS), alignment with Renewable Energy Development Zones (REDZ), and integration with national energy policy and municipal energy initiatives.

The review will update demographic and economic data, incorporate the LED Strategy, investment projects, SEZ refinements, Agri-park proposals, rural development initiatives, and post-mining land use strategies. Densification zones, restructuring zones for social housing, informal settlement upgrading priorities, student accommodation pressures, and Priority Housing Development Areas will be clearly identified.

Environmental and agricultural overlays will be strengthened, including biodiversity areas, conservation areas, high-potential agricultural land, landfill sites and expansion areas, and Eskom bonded land. The SDF will also incorporate the Housing Sector Plan, precinct planning requirements, and guidance for necessary amendments to the Land Use Scheme.

Mapping will be comprehensively improved using updated Land Use Scheme data, clearly distinguishing existing land uses from proposed developments, and including additional regional, infrastructure, tourism, renewable energy, agricultural, and informal settlement maps.

The reviewed SDF will be tested against the IDP Assessment Report and aligned with the District Development Model, National and Provincial SDFs, sector departments, surrounding municipalities, and key stakeholders. A new SDF Process Plan will be prepared for Council approval, and the adopted SDF will be published in the Provincial Gazette in accordance with legislative requirements.

5.11. Conclusion

The SDF remains the Municipality's primary spatial planning instrument and provides a structured framework for sustainable development. Its integration into the IDP ensures that:

- Spatial planning and budgeting are aligned
- Infrastructure investment supports spatial restructuring
- Economic development is spatially targeted

- Environmental sustainability is protected
- Development decisions are legally defensible and policy-consistent

The proposed amendments identified for inclusion in the SDF review will enhance spatial responsiveness, improve infrastructure alignment, strengthen environmental protection, and promote economic resilience.

The review process will ensure that the SDF remains a dynamic and implementable instrument guiding sustainable municipal development over the long term.

CHAPTER 6: Financial Strategy

6.1. Introduction

This chapter reflects the three-year financial plan for Matjhabeng Local Municipality as per the requirements of section 26(h) of the Municipal Systems Act 32 of 2000 read with Regulation 2(3) of the Local Government: Planning and Performance Regulations, 2001.

The Financial Plan will reflect the budget projection for the MTREF, financial resources available for capital project developments and operational expenditure, a financial strategy that defines sound financial management and expenditure control, as well as ways and means of increasing revenues and external funding for the municipality and its development priorities and objectives. The aforementioned plan and strategies will contribute and ensure the achievement of financial viability.

6.2. Medium-Term Revenue and Expenditure Framework (MTREF)

The budget is prepared and compiled within the MTREF. MTREF sets out the economic context and assumptions that inform the compilation of the budget for the next three years. However, it is reviewed annually to ensure that each year's budget is affordable and sustainable over at least the medium term.

The National Treasury Circulars states that municipal revenues and cash flows are expected to remain under pressure in 2022/23 (MTREF) and so municipalities must adopt a conservative approach when projecting their expected revenues and cash receipts. During the tariff setting process we carefully considered affordability of tariff increases especially as it relates to domestic consumers while considering the level of services versus the associated cost, we aimed at balancing the affordability to poorer households and other customers.

The main challenges experienced during the compilation of the 2026/27 MTREF can be summarized as follows:

- The ongoing difficulties in the national and local economy.
- Aging and poorly maintained water, roads and electricity infrastructure.
- The need to re-prioritize projects and expenditure within the existing resource envelope given the cash flow realities and declining cash position of the municipality;
- The increased cost of bulk water and electricity (due to tariff increases from Vaal Central Water board and Eskom), which is placing upward pressure on service tariffs to residents. Continuous high tariff increases are not sustainable - as there will be point where services will no longer be affordable.

- The facilities of the municipality are not properly maintained due to the low revenue collected on the rental of these facilities this can largely be attributed to the tariffs not being cost reflective.
- Wage increases for municipal staff that continue to exceed consumer inflation, as well as the need to fill critical vacancies;
- Producing a funded budget.
- Affordability of capital projects from own funding.
- Availability of affordable capital/borrowing.

6.3. Budget Assumptions

The following assumptions and parameters were considered in setting out the MTREF:

- Consumer Price Index (CPIX) is forecasted to be 3.4%. (Source: Reserve Bank and National Treasury, MFMA Circular 132 and 134)
- GDP growth is projected to average 1.8% and growth in household expenditure is expected to improve to 1.2%. (Source: Reserve Bank and National Treasury, MFMA Circular 132 and 134)
- Increase in Vaal Central Water Board tariffs by 9,5%
- National Energy Regulator of South Africa (NERSA) approved tariff increase of 9,01% 2026/2027 for Eskom Bulk Tariff increases (NERS Media Statement & MFMA Circular 134)
- Employee Related Cost in respect of the 2026/27 financial year increase as per the salary and wage collective agreement is based on average CPI percentage for the period 1 February 2024 until 31 January 2025, plus 0.75 per cent, thus a 4.75% increase.
- Revenue Enhancement and Improved debt collection
- Municipal Debt Relief Programme
- Maximization of revenue generation of the municipal revenue base.
- Historical data in terms of municipal budgets and audited annual financial statements.
- Financial Recovery Plan in terms of Section 139 (a) and (c) of the Municipal Finance Management Act.
- Guiding circulars form National Treasury MFMA Budget Circular No. 132, including previous guiding circulars.

The average pay rate of 75% has been determined by the following factors: -

- Historical consumers pay rate per customer group and per service.

- Organ of state debt – Initiatives by NT, enforcing of credit control measures and strengthening relationships.
- Improving the effectiveness of revenue management processes and procedures to ensure that all revenues owed are collected.
- Implementing tariffs that reasonably reflect the cost associated with rendering the service, cost-reflective tariffs.
- Roll-out of smart metering solution.
- Financial Recovery Plan in terms of Section 139 (a) and (c) – Financial Model
- Promulgation and implementation of municipal policies and by-laws.

6.4. Operating Revenue Framework

For the municipality to achieve the set targets in terms of service delivery it needs to generate sufficient revenue. The financial state of affairs of the municipality necessitates difficult decisions to be made in terms of tariff increases, cost containment measures and balancing expenditure against planned realistic revenues. Efficient and effective revenue management is thus crucial.

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

- National Treasury's guidelines and macroeconomic policy;
- Growth and continued economic development;
- FRP financial model, budget targets and spending limits.
- Efficient revenue management, which aims to ensure 90% annual collection rate for property rates, 90% collection rate for electricity and an average of 65% per cent for other key service charges;
- Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
- Achievement of full cost recovery of specific user charges especially in relation to trading services;
- Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service;
- The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA);
- Increase ability to extend new services and recover costs;
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policies of Matjhabeng Local Municipality.
- Municipal By-laws

The following table is a summary of the 2025/2026 MTREF (classified by main revenue source):

FS184 Matjhabeng - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Revenue											
Exchange Revenue											
Service charges - Electricity	2	643 783	777 383	823 170	939 762	897 542	897 542	746 949	998 964	1 183 756	1 221 636
Service charges - Water	2	481 074	509 393	495 898	633 687	560 165	560 165	480 506	627 187	621 854	641 753
Service charges - Waste Water Management	2	174 579	218 034	232 095	250 389	250 389	250 389	214 758	267 917	277 283	286 156
Service charges - Waste Management	2	105 970	133 312	142 105	162 414	162 414	162 414	133 625	173 783	178 088	183 787
Sale of Goods and Rendering of Services	2	30 109	23 013	24 261	38 098	38 098	38 098	6 756	26 469	27 660	28 545
Agency services	2	-	-	-	-	-	-	-	-	-	-
Interest	2	-	-	-	-	-	-	-	-	-	-
Interest earned from Receivables	2	347 727	461 476	525 501	426 526	426 526	426 526	436 244	577 558	603 549	622 862
Interest earned from Current and Non Current Assets	2	10 318	5 836	5 592	5 472	5 472	5 472	6 716	6 101	17 517	18 077
Dividends	2	41	49	57	42	42	42	42	62	65	67
Rent on Land	2	-	-	-	-	-	-	-	-	-	-
Rental from Fixed Assets	2	20 624	21 915	24 187	51 666	51 666	51 666	20 833	26 469	27 575	28 457
Licence and permits	2	256	325	1 014	244	244	244	503	1 106	1 156	1 193
Special rating levies	2	-	-	-	-	-	-	-	-	-	-
Construction Contract Revenue	2	-	-	-	-	-	-	-	-	-	-
Development Charges	2	-	-	-	-	-	-	-	-	-	-
Operational Revenue	2	4 349	3 496	4 450	560 915	560 915	560 915	10 945	444 009	13 260	13 684
Non-Exchange Revenue											
Property rates	2	408 090	824 092	504 331	516 354	516 354	516 354	398 645	695 966	549 957	750 557
Surcharges and Taxes	2	-	-	-	-	-	-	-	47 000	-	-
Fines, penalties and forfeits	2	1 993	2 464	5 761	31 780	31 780	31 780	2 636	6 285	6 567	6 778
Licences or permits	2	-	-	-	-	-	-	-	-	-	-
Transfer and subsidies - Operational	2	636 814	691 284	738 185	781 418	781 418	781 418	781 294	819 204	841 586	868 516
Interest	2	52 510	72 142	84 756	57 820	57 820	57 820	72 553	10 661	-	-
Fuel Levy	2	-	-	-	-	-	-	-	-	-	-
Operational Revenue	2	-	-	-	-	-	-	-	-	-	-
Gains on disposal of Fixed and Intangible Assets	2	-	-	25 410	80 000	80 000	80 000	-	66 716	70 719	72 982
Other Gains	2	58	95	-	-	-	-	-	-	-	-
Discontinued Operations		-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		2 918 296	3 744 309	3 636 774	4 536 590	4 420 848	4 420 848	3 313 006	4 795 456	4 420 591	4 745 052
Expenditure											
Employee related costs	2	1 005 242	990 433	1 122 585	1 051 160	1 051 160	1 051 160	869 968	1 152 988	1 237 445	1 277 043
Remuneration of councillors	2	9 512	10 216	9 590	43 417	40 452	40 452	7 800	42 621	44 174	45 588
Bulk purchases - electricity	2	626 574	742 645	871 992	848 251	848 251	848 251	958 298	907 992	977 484	1 008 763
Inventory consumed	2,8	651 543	355 914	859 266	1 322 156	1 295 470	1 295 470	498 057	891 177	703 635	726 151
Debt impairment	2,3	-	-	-	255 959	255 959	255 959	-	718 844	351 437	362 683
Depreciation, amortisation and impairment	2	250 766	62 014	235 235	279 381	279 381	279 381	-	259 430	507 451	255 957
Interest, Dividends and Rent on Land	2	332 178	242 872	147 453	206 612	156 311	156 311	179 683	147 453	147 453	152 171
Contracted services	2	153 723	164 560	163 017	129 277	150 419	150 419	79 597	155 827	137 694	142 100
Transfers and subsidies	2	753	-	-	1 494	698	698	26	-	-	-
Irrecoverable debts written off	2	-	-	1 568 102	100 000	100 000	100 000	(182 141)	37 574	1 970	2 033
Operational costs	2	236 347	157 071	162 246	276 907	216 148	216 148	124 715	210 936	229 141	236 473
Disposal of Fixed and Intangible Assets	2	-	2 070	-	-	-	-	-	-	-	-
Other Losses	2	(99 108)	395 360	(65 627)	-	-	-	-	-	-	-
Total Expenditure		3 167 529	3 123 154	5 073 858	4 514 614	4 394 248	4 394 248	2 536 004	4 524 842	4 337 883	4 208 964
Surplus/(Deficit)		(249 233)	621 155	(1 437 085)	21 977	26 600	26 600	777 001	270 615	82 708	536 088
Transfers and subsidies - capital (monetary allocations)	6	126 604	191 831	196 888	148 301	148 301	148 301	104 370	115 155	204 123	210 655
Transfers and subsidies - capital (in-kind)	6	4 217	-	32 000	-	-	-	245	-	-	-
Surplus/(Deficit) after capital transfers & contributions		(118 412)	812 986	(1 208 196)	170 278	174 901	174 901	881 617	385 770	286 831	746 743
Income Tax		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after income tax		(118 412)	812 986	(1 208 196)	170 278	174 901	174 901	881 617	385 770	286 831	746 743
Share of Surplus/Deficit attributable to Joint Venture		-	-	-	-	-	-	-	-	-	-
Share of Surplus/Deficit attributable to Minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		(118 412)	812 986	(1 208 196)	170 278	174 901	174 901	881 617	385 770	286 831	746 743
Share of Surplus/Deficit attributable to Associate		-	-	-	-	-	-	-	-	-	-
Intercompany/Parent subsidiary transactions		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	1	(118 412)	812 986	(1 208 196)	170 278	174 901	174 901	881 617	385 770	286 831	746 743

Table 2 (Table A4 Budgeted Financial Performance – revenue and expenditure) reflects the operating revenue which excludes the capital transfers and contributions which is in line with the Municipal Budget and Reporting Regulations. The inclusion of these revenue sources will distort the calculation of the operating surplus/ (deficit).

The main sources of revenue are property rates, service charges and transfers recognized as operational.

6.4.1. Property Rates

The estimated revenue from Property Rates for 2026/27 is R695 966 000, representing a 7% increase over the 2025/26 financial year. The escalation rates for property rates are designed to balance revenue generation with affordability for property owners. The escalation is linked to an increase in billing completeness and in the correction of General Valuation Roll (GVR) categorization to be achieved through the property zoning and valuation audit. (*Source: VR Recon; FRP: Financial Model*)

6.4.2. Service charges

The service charges for the 2026/27 budget amount to R2 067 851 141, representing 43% of the revenue budget funded by service charges. The escalation rates for service charges are based on the implementation of cost reflective tariffs, ensuring that all properties are billed for all services, carrying out meter readings and billing on actual volumes consumed, implementing smart meters and other targeted operational efficiencies achieved through FRP Implementation. Service charges include revenue from the sale of electricity, water, sanitation, and refuse.

The increase in electricity revenue is guided by the Cost of Supply Study (CoS), NERSA guidelines, and National Treasury. Additionally, electricity tariffs are subject to approval by NERSA based on the municipal cost of supply study. NERSA approved a tariff increase of 11,3%.

The estimated electricity revenue is R998 963 876. The estimated revenue from Water is R627 187 434 which represents an escalation of 12% from the 2025/2026. . The estimated revenue from Sanitation and Refuse service charges is R267 917 618 and R173 783 213.

Surcharges and Taxes

A surcharge of 25% to be levied for industrial usage, R47 000 000.

6.4.3. Operational Transfers and Grant receipts

Transfers recognized as operational receipts are the second largest revenue source, amounting to R819 204 000 for the 2026/27 financial year as per the draft Division of Revenue (DoRA) Bill 2025. The operational transfers and grants for the 2026/27 budget year are as follows: The Equitable share allocation is a grant which supplement the municipality's own revenue for the provision of the necessary basic level of services to each poor household within their jurisdiction.

Grants	2026/2027 Allocation
Equitable Share Grant (EQS)	R813 898 000
Finance Management Grant (FMG)	R3 000 000
Expanded Public Works Grant	R2 306 000

6.4.4. Other Revenue Sources

The total amount for other revenue sources is R 1 061 589 616 and consist of:

Rental of facilities and equipment	R26 468 653
Interest earned - external investments	R6 101 235
Interest earned - outstanding debtors	R577 558 444
Dividends received	R61 752
Fines, penalties and forfeits	R6 284 673
Licenses and permits	R1 106 352
Other revenue	R444 008 507

6.4.5. Gains on disposal of PPE

The municipality intends to finalize the disposal of assets during the 2026/27 financial year. The projected revenue from the disposal of assets is R66 716 000. This projected revenue will be used to fund capital projects and local economic development.



6.5. Proposed Tariff Increases

The setting of cost-reflective tariffs is required by Section 74(2) of the Municipal Systems Act, which is intended to ensure that municipalities set tariffs that enable them to recover the full cost of rendering the service. Cost-reflective tariffs form the basis of compiling a credible budget. The National Treasury Tool was used to calculate the proposed tariff increases.

- The 25% increase in water tariffs is informed by the tariff analysis. The revised tariff remains not fully cost-reflective; therefore, a phased implementation over the Medium-Term Revenue and Expenditure Framework (MTREF) is proposed.
- The municipality is implementing a basic water fee of R550.00 for commercial, industrial customers, and government departments.
- The overall electricity tariff is increasing by 11,3% per NERSA approval.
- The property rates tariff increases by 7%.
- The refuse tariff is increasing by 7%.
- The sewerage tariff is increasing by 7%.
- Other revenue is increasing by 7%.

The table below provides information on the proposed tariff increases for the service charges. The average tariff increase for rates will be 7%. The estimated tariff increase for water will be 9.5% and electricity will be increased with an overall average 11.3 %. The tariff increases for sewerage and refuse will be at 7%.

Tariff increases – Revenue 2026/2027

Revenue category	Average tariff increases
Rates	7%
Water	9.5 %
Electricity	11.3%
Sewerage	7%
Refuse	7%

The general tariffs will be increased with 7%.

The implementation of cost-reflective tariffs is imperative for the municipality to be financially sustainable. A phased-in approach should be followed over the MTREF in terms of setting cost-reflective tariffs and ensuring that the full cost is recovered.

The municipality commenced with the implementation of the winter and summer tariffs for electricity in the 2014/15 financial year. A comprehensive tariff study was performed on the electricity tariff to ensure full cost recovery. The proposed overall average tariff increase for electricity will be 11.3%. The municipality will continue implementing the winter, summer tariff as well as Inclining Block Tariffs (IBT) during the 2026/27 financial year as well as the outer years.

The municipality, however, still experience challenges in performing a fully cost reflective study on other tariffs. Therefore, in considering the drafting of the budget in the 2026/27 financial year our tariffs must be cost reflective notwithstanding the CPIX and regulations by National Treasury. This is in consideration of improving the revenue from the collection of these facilities as well as the quality of services provided by the municipality. To this extent all departments of the municipality will be required to evaluate their tariffs so that they are cost-reflective and market related. The cost-reflective tariffs will be phased in.

6.6. Operating Expenditure Framework

The Municipality therefore has a great challenge of providing basic services to its population with limited resources.

FS184 Matjhabeng - Table A4 Budgeted Financial Performance (revenue and expenditure)

Expenditure											
Employee related costs	2	1 005 242	990 433	1 122 585	1 051 160	1 051 160	1 051 160	869 968	1 152 988	1 237 445	1 277 043
Remuneration of councillors	2	9 512	10 216	9 590	43 417	40 452	40 452	7 800	42 621	44 174	45 588
Bulk purchases - electricity	2	626 574	742 645	871 992	848 251	848 251	848 251	958 298	907 992	977 484	1 008 763
Inventory consumed	2,8	651 543	355 914	859 266	1 322 156	1 295 470	1 295 470	498 057	891 177	703 635	726 151
Debt impairment	2,3	-	-	-	255 959	255 959	255 959	-	718 844	351 437	362 683
Depreciation, amortisation and impairment	2	250 766	62 014	235 235	279 381	279 381	279 381	-	259 430	507 451	255 957
Interest, Dividends and Rent on Land	2	332 178	242 872	147 453	206 612	156 311	156 311	179 683	147 453	147 453	152 171
Contracted services	2	153 723	164 580	163 017	129 277	150 419	150 419	79 597	155 827	137 694	142 100
Transfers and subsidies	2	753	-	-	1 494	698	698	26	-	-	-
Irrecoverable debts written off	2	-	-	1 588 102	100 000	100 000	100 000	(182 141)	37 574	1 970	2 033
Operational costs	2	236 347	157 071	162 246	276 907	216 148	216 148	124 715	210 936	229 141	236 473
Disposal of Fixed and Intangible Assets	2	-	2 070	-	-	-	-	-	-	-	-
Other Losses	2	(99 108)	395 360	(65 627)	-	-	-	-	-	-	-
Total Expenditure		3 167 529	3 123 154	5 073 858	4 514 614	4 394 248	4 394 248	2 536 004	4 524 842	4 337 883	4 208 964

6.6.1. Employee Related Cost & Councillor Remuneration

The budgeted employee-related cost is R1 152 987 870, and Councillor Remuneration is budgeted at R42 272 237.

6.6.2. Bulk Purchases – Electricity

The budgeted amount for bulk electricity purchases is R907,991,851; the increase is in line with the FRP financial model. Eskom is increasing the bulk municipal tariff by 9,01%.

6.6.3. Water Inventory

Starting from the 2021/22 financial year, municipalities are advised to budget and account for bulk water purchases as inventory in accordance with GRAP 12. Municipalities must include water in their budgets as an inventory item under the 2021/222 Medium-Term Revenue and Expenditure Framework (MTREF), after which water will no longer be classified as a bulk purchase. The budgeted amount for water inventory is R627 187 434.

The budgeted inventory amount is R891 177 387 for the 2026/27 financial year.

6.6.4. Contracted Services

Contracted services consist of outsourced services, consultants and professionals, and contractors. Included in the contractors is a portion relating to repair and maintenance. The total budget for contracted services is R155 827 012.

6.6.5. Other Expenditure

Other General Expenditure relates to the municipality's operational costs. The budgeted amount is R210 936 135.

6.6.6. Depreciation and Debt Impairment

The budget for debt impairment is R718 843 679, and depreciation is R259 429 744 for the 2026/27 financial year.

6.6.7. Repairs and Maintenance

The budgeted amount for repairs and maintenance for the 2026/27 financial year is R346 517 870.

Inventory Consumed (Project Maintenance)	R248 861 955
Contracted Services	R92 635 268
Operational Costs	R5 020 647
Total Repairs and Maintenance Expenditure	R346 517 870

Repairs and Maintenance are a key cost driver when setting cost reflective tariffs. The budgeted amount for the repairs and maintenance was determined by the total municipal assets and infrastructure maintenance plans.

6.7. Capital Budget

The Capital Budget for the 2026/27 financial year is R121 167 847 and is funded by grants and own funding. The sources of funds for the capital budget are as follows:

Schedule 5B of the Division of Revenue Bill 2026

Source of Funding	Amount
Municipal Infrastructure Grant	R75 755 847
Water Services Infrastructure Grant	R23 000 000
Integrated National Electrification Grant	R12 412 000
Own Funding	R10 000 000
Total Capital Budget	R121 167 847

6.8. Financial Resources for Capital Projects and Operating Expenditure

Section 18 (1) of the Municipal Finance Management Act 56 of 2003 states that an annual budget may only be funded from realistically anticipated revenues to be collected; cash-backed accumulated funds from previous years' surpluses not committed for other purposes; borrowed funds, but only for the capital budget. The capital projects are funded from grants. The main source of funding are grants such as the Municipal Infrastructure grant. The capital budget is funded by grants and own funding. The municipality's capital replacement reserve must reflect the accumulated provision of internally generated funds designated to replace aging assets.

The operating expenditure is funded from operating income which consist of assessment rates, trading services, grant income and other income e.g. rental income and fines.

6.9. Financial Strategy

The revenue collection rate of the municipality for the past financial years varied between 55% and 60%, which resulted in a negative cash flow position. The current ratio of the municipality is presently at 0.32:1, which indicates that the current assets of the municipality are insufficient to cover its current liabilities. A current ratio in excess of 2:1 is considered healthy.

During the 2024/2025 financial year the municipality received an qualified audit opinion. The municipality developed an audit query action plan to address the issues raised in the audit report and to also ensure that the issues do not re-occur in the future.

The following strategies have been employed to improve financial management efficiency and the financial position of the municipality.

6.10. Budget Funding Plan

The principle objective of the BFP is to ensure financial viability and sustainability of the municipality, a funded budget and to subsequently ensure its ability to meet its obligations in terms of the SDBIP and IDP.

- Implementation of the Revenue Enhancement Strategy by increasing the revenue base of the municipality.
- Implementation of Cost-Reflective Tariffs.
- Rejuvenate disconnection project (Operation Patala and Operation Kwala) with a revenue protection unit in place to monitor reconnections and disconnections.
- Revenue Collection Campaign and Mayoral Imbizo's.
- Installation of new meters in unmetered areas and replacement of faulty meters.
- Implementation and roll-out of smart prepaid metering system for water and electricity.
- Review budget related policies
- Implementation of municipal by-laws.
- Implementation of the Valuation Roll
- Reconciliation between the billing system and the valuation roll.
- Encouraging investment in the municipality and region.

6.11. Revenue Raising Strategy

In order for Matjhabeng Local Municipality to improve the quality of the services provided it will have to generate the required revenue. The municipality's anticipated revenue is based on a collection rate of 75%. The municipality aspires to improve their collection rate to 90%. A revenue strategy has been developed to ensure the improved collection rate is achieved.

The municipality's revenue strategy is built around the following key components of Revenue Raising Strategy:

- Implementation of the Revenue Enhancement Strategy by increasing the revenue base of the municipality.
- Rejuvenate disconnection project (Operation Patala) with a revenue protection unit in place to monitor reconnections and disconnections.
- Installation of new meters in unmetered areas and replacement of faulty meters.
- Implementation and installation of Automated meter reading (AMR) meters.
- Review budget related policies
- Implementation of the Supplementary Valuation Roll
- Reconciliation between the billing system and the valuation roll.
- Review the tariffs for services rendered to ensure that tariffs are cost reflective

6.12. Asset Management Strategy

An asset management strategy was identified to maintain the audit. The strategy will involve the identification and verification of all assets, capturing of all the assets onto an integrated asset management system, maintenance of the system and the production of an asset register which is GRAP compliant.

6.13. Financial Management Strategy

The following are more of the significant programmes identified to address the financial management strategy.

- Develop and implement budget as per legislative framework
- Review finance policies
- Review of finance structure
- Training and development of finance staff as well as the rest of the municipality
- Unqualified audit report
- Improve debt collection
- Data purification
- Accurate billing

6.14. Financial Management Systems

- Solar: The main financial management system used by Matjhabeng Local Municipality for processing and managing financial transactions.
- Ideal: A prepaid system used to manage and process prepaid services such as electricity and water purchases.
- Cash Draw: A payment processing system used by municipal cashiers to receive and record payments from customers.
- Payday: The payroll system used by the salary department to process employee salaries and related payroll functions.

6.15. Cost containment plan

- Implement the approved Cost Containment Policy.
- Reduce catering for internal meeting, catering to only be provided for meetings with external parties which are in excess of 5 hours.
- Reduce outsourcing by implementing a needs assessment has been conducted which confirms lack of internal capacity.
- Bookings on accommodation only on return trips in that exceed 500kms.
- Implement measure where no expenditure/ order is authorized unless it is provided for in the cash backed budget.
- Resuscitate and implement Matjhabeng Newsletter.
- Establishment and implementation of a litigation strategy.
- Establish a cashflow committee (comprising Exco) wherein cash flow is frequently communicated.

6.16. Status quo for adoption of Financial Management policies

Name of the policies	Date reviewed	Date adopted
Tariff policy	28 May 2026	28 May 2026
Rates policy	28 May 2026	28 May 2026
Credit control and debt collection policy	28 May 2026	28 May 2026
Debt writes off policy	28 May 2026	28 May 2026
Indigent policy	28 May 2026	28 May 2026
SCM policy	28 May 2026	28 May 2026

Budget policy (Virement Policy)	28 May 2026	28 May 2026
Cost containment policy	28 May 2026	28 May 2026
Liability, Investment and Cash management policy	28 May 2026	28 May 2026
Asset management policy	28 May 2026	28 May 2026
Unallocated receipts policy	28 May 2026	28 May 2026
Meter reading policy	28 May 2026	28 May 2026
Travelling and subsistence policy	28 May 2026	28 May 2026
Account payable policy	28 May 2026	28 May 2026

6.17. Auditor general finding 2024/2025 financial year audit outcome.

6.17.1. Basis for Qualified Opinion

AUDIT PARAGRAPH	ROOT CAUSE(S)	AUDIT ACTIONS
Service charges	Use of estimated billing for water and electricity owing to the inability to read meters to obtain actuals.	<ul style="list-style-type: none"> • Establish and implement a functional task team to replace and procure meters. • Facilitate the availability of funds through internal and external sources for the procurement of meters. • Replacement of malfunctioning, damaged and unreadable water and electricity meters. • Engage meter readers to facilitate monthly meter readings
Bulk purchases	Use of estimated billing for water and electricity owing to the inability to read meters to obtain actuals, which is the amount used to calculate bulk purchases in line with the costing model.	<ul style="list-style-type: none"> • Establish and implement a functional task team to replace and procure meters. • Facilitate the availability of funds through internal and external sources for the procurement of meters.

		<ul style="list-style-type: none"> • Replacement of malfunctioning, damaged and unreadable water and electricity meters. • Engage meter readers to facilitate monthly meter readings
Net cash flow from operating activities	Uncertain of the limitation reported by the auditor, which is unsubstantiated.	<ul style="list-style-type: none"> • Escalate the matter through channels established through the Public Audit Act.
Net cash flow from investing activities	Uncertain of the limitation reported by the auditor, which is unsubstantiated.	<ul style="list-style-type: none"> • Escalate the matter through channels established through the Public Audit Act.
Net changes and assets	Casting differences on the statement of changes in assets.	<ul style="list-style-type: none"> • Engage service provider on the formulas and casting of the accounting file.

6.18. Audit Action Plan is an annexure to IDP

Chapter 7: Institutional Capacity and Performance Management System

7.1. Introduction

Performance Management Systems (PMS) provides decision makers with the ability to draw on casual linkages between the choice of policy priorities, resourcing, programmes, the services actually delivered and the ultimate impact on communities. PMS provides answers to the “so what” question, thus addressing the accountability concerns of stakeholders and give unit or sectional managers information on progress toward achieving stated targets and goals. It also provides substantial evidence as the basis for any necessary corrections in policies, programmes, or projects. Its main aim is to help improve performance and achieve the desired results, by measuring and assessing performance to effectively manage the outcomes and associated outputs known as development results.

Section 19(1) of the Municipal Structures Act states that a municipal council must strive within its capacity to achieve the objectives set out in Section 152 of the Constitution, Section 19(1) of the same Act stipulates that a municipal council must annually review its overall performance in achieving the objectives referred to in subsection 19(1). The performance Management System (PMS) is one of the mechanisms through which Matjhabeng Local Municipality aims to improve organisational and individual performance to enhance service delivery. The Performance Management Framework for Matjhabeng Local Municipality comprises of two components, namely:

- Organisational Performance Management and,
- Individual Performance Management for Section 56/57 employees

The Organisational PMS is a tool used to measure the performance of the municipality regarding development priorities and objectives outlined in the IDP. Once the municipality starts to implement its IDP, it is important to monitor that:

- The delivery is happening as planned in the SDBIP,
- The municipality is using its resources most efficiently,
- It is producing the quality of delivery envisaged.

The PMS Framework Policy has been developed and reviewed annually. The municipality's Monitoring and Evaluation Framework will be developed for 2026/2027 to ensure the following areas are addressed through monitoring:

- Early warning reports are produced,
- Quarterly analysis reports are produced,

- Municipal Evaluation Plan is developed,
- Evaluations are conducted,
- Projects verification is conducted,
- Excellence Awards are bestowed to the best performing department/section.

7.2. Legislative Framework for Performance Management

Legislation that governs performance management in local government includes Local Government: Municipal Systems Act 2000 (Act 32 of 2000), Local Government: Municipal Planning and Performance Management Regulations, 2001, Local Government Municipal Finance Management Act 53 of 2003 and Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006, Provincial Monitoring and Evaluation Framework 2009, National Evaluation Policy 2011.

7.2.1. Municipal Systems Act, 2000 (Act 32 of 2000)

Chapter 6 of the MSA requires all municipalities to promote a culture of performance through the following:

- Developing a performance management system,
- Setting targets, monitor and review performance based on indicators linked to the IDP,
- Publish an annual report on performance management for the Councillors, Staff, the public and other spheres of government,
- Incorporate and report on a set of general indicators prescribed nationally by the Minister responsible for Local Government,
- Conduct an internal audit on performance before tabling the report,
- Have the annual performance report audited by the Auditor-General,
- Involve the community in setting indicators and targets and reviewing municipal performance.

7.2.2. Municipal Planning and Performance Management Regulations, 2001 (MPPR)

The MPPR, published by the Department of Provincial and Local Government (DPLG), which requires a municipality to ensure that its PMS complies with the requirements of the MSA, demonstrate the operation and management of the PMS, clarify financial year roles and responsibilities, as well as ensure alignment with employee performance management and the IDP processes.

7.2.3. Municipal Finance Management Act, 2003 (Act 56 of 2003)

The MFMA requires a municipality to develop a Service Delivery and Budget Implementation Plan (SDBIP) based on specific targets and performance indicators derived from the IDP, thus linking the IDP, Performance Management System and budget. Section 67 of the MSA regards the monitoring, measuring, and evaluation of performance of staff as a platform to develop human resources and to develop an efficient and effective culture. The MFMA further requires the Executive Mayors to ensure that the performance agreements of Section 57 employees comply with the requirements of the MSA to promote sound financial management and are linked to measurable performance objectives, approved with the budget and included in the Service Delivery and Budget Implementation Plan (SDBIP).

7.2.4. Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006

The then DPLG now Cooperative Governance and Traditional Affairs, in August 2006, promulgated Regulations for Section 57 managers, on how the performance of the municipal manager, should prepare reports, review, improve and reward performance. The Regulations provide for the conclusion of performance agreements and personal development plans.

7.2.5. Implementation and Reporting on the Organisational Performance Management System

Performance Management System (PMS) is a tool that reflects the level of the implementation of the IDP and the role played by individual staff members in the process. It involves the translation of the IDP and sector plans into the Service Delivery and Budget Implementation Plan (SDBIP). The SDBIP further translate the IDP into municipal or corporate score cards with quarterly targets. The Municipal Manger is the custodian of the SDBIP Score Cards and agrees with the Executive Mayor as a representative of the employer on the aspects of the scorecard.

7.2.6. Provincial Monitoring and Evaluation Framework

The Provincial Monitoring and Evaluation Framework is a guiding document to ensure that all public institutions in the province develop M&E Framework and establish M&E units that will monitor the performance of the institution and produce early warning.

Monitoring and Evaluation involves collecting. Analysing and reporting data on inputs, activities, outputs, outcomes and impacts as well as external factors in a way that supports effective

management. Monitoring aims to provide managers, decision makers and other stakeholders with regular feedback on progress in implementation and results and early indicators of problems that need to be corrected. It usually reports on actual performance against what was planned or expected.

7.2.7. National Evaluation Policy Framework: November 2011

The Policy Framework seeks to:

- Foreground the importance of Evaluation.
- Provide for an institutionalized system across government linking to planning and budget.
- Provide common language and conceptual base for evaluation in government.
- Indicate clear roles and responsibilities related to evaluation.
- Improve the quality of evaluation.
- Ensure the utilization of evaluation findings to improve performance.

The purpose underlying is:

- Improving policy programme **performance**, providing feedback to managers.
- Improving **accountability** for where public spending is going and the difference it makes.
- Improving **decision-making**, e.g. on what is working or not working.
- Increasing **knowledge** about what works and what does not with regards to a public policy, plan, programme or project.

7.2.8. Financial Recovery Plan

A Financial Recovery Plan (FRP) under Section 139(5) (a) and (c) of the Constitution was invoked at Matjhabeng Local municipality (MLM), located in the Lejweleputswa District of the Free State Province. The core to the municipality's financial health is its dependency on its economic base, and Matjhabeng exemplifies this, where the erosion of its economic core has led to cascading failures in its financial, institutional, and service delivery systems.

The Free State High Court ordered Matjhabeng Local Municipality (MLM) to prepare a Financial Recovery Plan (FRP). This includes fulfilling its obligations to submit requests to the Municipal Financial Recovery Services (MFRS) of National Treasury and consulting with the mayor, in line with section 139 of Local Government: Municipal Finance Management Act (MFMA) act 56 of 2003.

On 31 October 2024, the Free State PEC resolved to intervene in terms of Sections 139(5)(a) and (c) of the Constitution by imposing a Mandatory FRP. The FRP must be prepared in terms of Chapter 13 of the MFMA and must bind the municipality in the exercise of its legislative and executive authority to the extent necessary to solve the financial crisis.

The FRP was noted by council on the 27 August 2025, and the implementation start date was the **01 November 2025**.

The FRP will be undertaken and implemented in phases, namely:

Phase 1: Rescue phase (6 – 12 months) – This phase focuses on the most critical aspects of rescuing the municipality from its immediate and most pressing challenges. (01 November 2025 – 31 October 2026)

Phase 2: Stabilisation phase (13 – 24 months) – This phase focuses on areas that are depleting the municipality's financial resources while taking a deeper focus on governance, service delivery and institutional pillars.

(01 November 2026 – 31 October 2027)

Phase 3: Sustainability phase (25 months and onwards) – This phase focuses on building on institutionalising the efforts of previous phases in order to prevent a regression in performance and ensure that the municipality is able to continue as a going concern in a viable and sustainable manner. The aim in this phase is to improve the long-term financing strategy, implement revenue enhancement and maximisation strategies and improve efficiencies in service delivery through innovative and technological solutions. In summary, this phase has, as an outcome, the functioning of the Municipality as intended in the Constitution and other legislation.

(01 November 2027 – 31 October 2028)

The implementation responsibility should also be operationalised and institutionalised, whereby the key focus areas and activities outlined in the Plan should be cascaded to all relevant municipal officials and included in their respective performance agreements, as mentioned earlier. It is also important that a “portfolio of evidence” is retained throughout the implementation of the FRP to enable assessment of the results and to ensure accountability and ownership of the process. In respect of financial resources required to support the implementation of the FRP, the key will be the restructuring of the budget, implementing the revenue enhancement initiatives and commitment to stringent expenditure controls, particularly on non-essentials and non-revenue generating activities, including addressing the current governance challenges highlighted and prevalent at the municipality.

This FRP encourages a strong political and organisational will to implement the following:

(a) The adoption and implementation of a comprehensive change management programme, consisting of the presence of uncontaminated and strong change agents to address the following focus areas:

i. Consequence management: The lack of consequence management and accountability arrangements are systemic and symptomatic of a municipality where oversight is lacking, and political interference is prevalent.

ii. Capacity development: An extensive mentorship, coaching, training, and change management effort is required. A skills audit, new staff structure, well trained and equipped elected officials and adherence to codes of conduct, consequence management and accountability would be a minimum first step moving forward.

(b) Intervention team to assist with the implementation of the FRP has been appointed. The team led by the Provincial EXCO Representative and will be at Matjhabeng until May 2028.

Key Issues Established

Key issues were highlighted during Status Quo Assessment and were presented under the four municipal pillars of sustainability stated below:

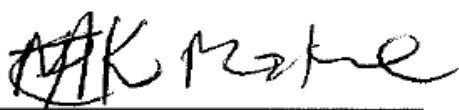
1. Financial health.
2. Service Delivery.
3. Governance.
4. Institutional stability and capability

Approval of the FRP

This FRP is submitted by the NT MFRS in terms of section 141(4)(c) of the MFMA.

I, Moses Ketso Makume, MEC for Finance, in the Free State Province, approve this Financial Recovery Plan for Matjhabeng Local Municipality in terms of section 143(2) of the Municipal Finance Management Act, No. 56 of 2003 ("the MFMA"), as a binding Financial Recovery Plan for the mandatory intervention approved by the Provincial EXCO on 30 October 2024 in terms of section 139 of the MFMA and section 139(5) of the Constitution of the Republic of South Africa, 1996. I further confirm that I have verified that the processes set out in section 141 of the MFMA has been followed and that the criteria contained in section 142 of the MFMA were met in the preparation of this financial recovery plan.

Signed on this 22 day of OCTOBER in 2025.



Moses Ketso Makume
MEC for Finance

7.3. Role players in the Management of Performance Management

The role players that manage performance management system of the municipality, include the following:

7.3.1. Internal Audit

The Internal Audit Services plays an internal performance auditing role, which includes monitoring the functioning of the PMS and compliance to legislative requirements. Its role is also to assist the municipality in validating the evidence provided by the Executive Directors in support of the performance achievements.

7.3.2. Performance Audit Committee

The Committee monitors the quality and integrity of the Performance Management System, to ensure quality and consistency in the application of the evaluating norms and standards. The committee further provides impartial recommendations on performance ratings to the Mayoral Committee following the completion of objective appraisals.

7.3.3. Evaluation Panel

The evaluation panel evaluates the performance of section 57 employees, including the Municipal Manager's performance through approval of their final performance ratings.

7.3.4. Executive Mayor and Members of the Mayoral Committee

The Executive Mayor and Members of the Mayoral Committee manage the development of the municipal PMS and oversee the performance of the Municipal Manager and the executive directors.

7.3.5. Council and Section 79 Committee

Section 79 Committee plays an oversight role and consider reports from council on the functioning of different portfolios and the impact on the overall objectives and performance of the municipality.

7.3.6. Supply Chain Management

Manage the performance monitoring process of service providers. Its role its is also to enhance service delivery and performance.

7.3.7. Community

The community plays a role in the PMS through the annual IDP consultation processes, which is managed by the office of the Speaker, working in close collaboration with the IDP and public participation unit.

7.3.8. Auditor General

The Auditor General audits legal compliance and performance processes. Its role is also to provide warning signals of the under-performance which can provide pro-active and timely interventions.

7.4. Reports

The legislative framework requires that the municipality should develop reports at particular intervals that must be submitted to various institutions for validation and monitoring. The table below outlines a summary of the reports that should be developed in the municipality.

Report Type	Description
Monthly reports	Section 71 of the MFMA requires that reports be prepared. A financial report is prepared based on municipal programmes and projects.
Quarterly SDBIP reporting	<p>The SDBIP is a key management, implementation, and monitoring tool, which provides operational content to the end-of-year service delivery targets, set in the budget and IDP. It determines the performance agreements for the municipal Manager, Top Managers and other levels of staff, whose performance can then be monitored through Section 71 monthly reports and evaluated through the annual report process.</p> <p>The SDBIP information on revenue will be monitored and reported monthly by the Municipal Manager in terms of Section 71(1) (a) and (e). For example, if there is lower than anticipated revenue and an overall cash shortage in a particular month the municipality may have to revise its spending downwards to ensure that it does not borrow more than anticipated. More importantly, such information requires the municipality to take urgent remedial steps to ensure it improves on its revenue collection capacity if the municipality wants to maintain its levels of service delivery and expenditure.</p> <p>Section 1 of the MFMA states that the SDBIPs is a detailed plan approved by the Executive Mayor of a municipality in terms of service delivery and should make projections for each month revenue to be collected, by source, as well as the</p>

	operational and capital expenditure, by vote. The service delivery targets, and performance indicators need to be reported on quarterly (MFMA, 2003).
Mid-year budget and Performance report	Section 72 of the MFMA requires the Accounting Officer to prepare and submit a report on the performance of the municipality during the first half of the financial year. The report must be submitted to the Executive Mayor, National Treasury as well as the relevant Provincial Treasury and COGTA. As with all other reports this is a crucial report for the Council to consider mid-year performance and what adjustments should be made, if necessary.
Annual Performance report (Section 46)	Section 46 of the MSA states that a municipality must prepare for each financial year, a performance report that reflects the following: <ul style="list-style-type: none"> • The performance of the municipality and each external service provided during that financial year;
	<ul style="list-style-type: none"> • A comparison of the performance referred to in the above paragraph with targets set for and performances in the previous financial year; and • Measures to be taken to improve the performance. <p>The performance report must be submitted at the end of the financial year and will be made public as part of the annual report in terms of Chapter 12 of the MFMA.</p> <p>The publication thereof will also afford the public an opportunity to judge the performance of the municipality against the targets set in the various planning instruments.</p>
Annual report	<ul style="list-style-type: none"> • Every municipality and every municipal entity under the municipality's control is required the annual financial statements of the municipality or municipal entity as submitted to the Auditor-General for audit (and, if applicable, consolidated annual financial statements); • the Auditor-General's audit report on the financial statements; • an assessment by the Accounting Officer of any arrears on municipal taxes and service charges; • particulars of any corrective action taken or to be taken in response to issues raised in the audit reports; • any explanations that may be necessary to clarify financial year issues in connection with the financial statements; • any information as determined by the municipality, or, in the case of a municipal entity, the entity or its parent municipality;

	<ul style="list-style-type: none"> • any recommendations of the municipality’s audit committee, or, in the case of a municipal entity, the audit committee of the entity or of its parent municipality; • an assessment by the Accounting Officer of the municipality’s performance against the measurable performance objectives for revenue collection and foreach vote in the municipality’s approved budget for the relevant financial year; • an assessment by the Accounting Officer of the municipality’s performance against any measurable performance objectives set in terms the service delivery agreement or other agreement between the entity and its parent municipality; • the annual performance report prepared by a municipality; <p>Any other information by Section 121 to prepare an annual report for each financial year, which must include:</p> <ul style="list-style-type: none"> • as may be prescribed. <p>Section 127 prescribes the submission and tabling of annual reports. This section also gives provision for the following:</p> <ol style="list-style-type: none"> 1. The Accounting Officer of a municipal entity must, within six months after the end of a financial year, submit the entity’s annual report for that financial year to the Municipal Manager of its parent municipality, 2. The Executive Mayor of a municipality must, within seven months after the end of a financial year, table in the municipal council the annual report of the municipality and of any municipal entity under the municipality’s sole or shared control; 3. If the Executive Mayor, for whatever reason, is unable to table in the council the annual report of the municipality, or the annual report of any municipal entity under the municipality’s sole or shared control, within seven months after the end of the financial year to which the report relates, the mayor must: <ol style="list-style-type: none"> a. submit to the Council a written explanation setting out the reasons for the delay, together with any components of the annual report that are ready; b. submit to the Council the outstanding annual report or the outstanding components of the annual report as soon as may be possible.
Oversight report	<p>The Council of a municipality must consider the municipality’s annual report (and that of any municipal entity under the municipality’s control), and in terms of Section 129, within two months from the date of tabling of the annual report, must adopt an oversight report containing the Council’s comments, which must include a statement whether the Council:</p>

	<ul style="list-style-type: none"> a) has approved the annual report with or without reservations; b) has rejected the annual report; or c) has referred the annual report back for revision of those components that can be revised. <p>In terms of Section 132, the following documents must be submitted by the Accounting Officer to the provincial legislature within seven days after the municipal council has adopted the relevant oversight report:</p> <ul style="list-style-type: none"> a) the annual report (or any components thereof) of each municipality and each municipal entity in the province; and b) all oversight reports adopted on those annual reports. It is important to note that the Oversight Committee working with these reports should be chaired by the opposition party.
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7.5. Conclusion

The performance management system links both the organizational and individual performance management to ensure that there is seamless integration with the performance of the municipality and performance of section 57 Managers.

Chapter 8: Integration and Consolidation

8.1. Integrated Sector Involvement

One of the challenges identified during the assessment of the Integrated Development Plans was a lack of integration of various programmes in the Integrated Development Plan. This lack of integrating could be attributed to many factors-one of them is an inability to identify and demonstrate relationships among various sector plans. This is because in most instances sector plans are normally developed as a standalone plan independent from one another. This results to fragmented programmes and projects that are not aligned or contributing to the vision of a municipality.

At the core of the system of local government is the ability of a municipality to coordinate and integrate programmes of other government spheres and sectors implemented in their space. This role is very critical given that all government programmes and services are delivered in municipal space. In this regard, the integrated development planning process becomes a vehicle to facilitate integrated development and ensure that local government outcomes

contained in the White Paper on Local Government are attained.

The approaches and plans to achieve these outcomes are contained in various national and provincial legislations and policy frameworks. National departments, through legislation and policies, express government priorities, strategies, plans and programmes. The legislation and policies also require municipalities to develop sector-specific plans to guide the rendering of certain services. For the purpose of this framework, these sector plans are grouped into two main categories, namely sector plans providing overall development vision of the municipality and sector plans that are service oriented.

8.2. Sector plans providing for overall development of the municipality

Most of these sector plans provide socio-economic vision and transformation vision of the municipality-they are mandatory as required by the Municipal Systems Act 32 of 2000. In terms of the Municipal Systems Act, 32 of 2000 the following sector plans must be part of the Integrated Development Plan:

- Spatial Development Framework.
- Local Economic Development Plan.
- Disaster Management Plan.
- Institutional Plan; and
- Financial Plan.

Although the Municipal systems act, 32 of 2000 mandates the inclusion of these plans in the Integrated Development Plan, one of the challenges is that the relationship among these plans is not clearly defined. This has resulted to some municipalities viewing them as attachments to the Integrated Development Plans as opposed to being an integral component of the Integrated Development Plans.

8.3. Sector plans provided for and regulated by sector specific legislation and policies

Various national legislations and policies provide for the development of service delivery related sector plans to regulate and guide the delivery of certain services in municipalities. These plans include amongst others:

- Water Services Development Plan
- Spatial Development Framework
- Land Use Scheme
- Precinct Plan

- Integrated Waste Management Plan
- Integrated Transport Plan
- Integrated Human Settlement Plan
- Integrated Energy Plan
- Sport and Recreation Plan
- Integrated HIV/AIDS Plan
- Integrated Gender Equity Plan
- Migration Integrated Development Plan; and
- Covid-19 Impact Management Plan
- Environmental Management Plan
- Sport & Recreation Facilities Management Plan
- Tree Management Policy
- Air Quality Management Plan
- Disaster Management Plan
- Security Master Plan

During this phase of the Integrated Development Plan formulation, true meaning is given to the process of integrated development planning. With the designed projects for implementation in mind, the integration phase aims to align these different project proposals firstly with specific deliverables from the Integrated Development Plan formulation and secondly with certain legal requirements. More specifically, the projects must be aligned with the agreed objectives and strategies to ensure transparency as well as with the available financial and institutional resources to ensure implementation.

Furthermore, the projects also need to be aligned with national and provincial legal requirements to ensure uniformity and compatibility with government strategies and programmes. The National and Provincial Planning and Development Fora played a crucial role in aligning the IDP's and the National and Provincial development plans and strategies

Instead of arriving at a simplified "to do" list for the next financial year, the aim is to formulate a set of consolidated and integrated programmes for implementation, specifically focusing on contents, location, timing, and responsibilities of key activities. The integration requirements are divided into three broad categories namely:

- Integrated sector programmes

- Internal planning programmes; and
- External policy guideline requirements

Integrated sector programmes form the basis for preparing of budgets and future sectoral business plans. From the project planning and design sheets it was possible to compile a list of sector specific projects from the multi-sectoral Integrated Development Plan projects. The sectoral programmes to projects representing both sector components as well as the following directorates are within the municipality:

- Office of the Office of the Municipal
- Directorate Strategic Support Services
- Directorate Infrastructure
- Directorate Corporate Services
- Directorate Local Economic Development and Support Services
- Directorate Finance Services
- Directorate Community Services

It is important to note that these programmes do not only make provision for Integrated Development Plan related projects but also other project costs and activities to create a comprehensive picture for budgeting purposes.

8.4. Current Status of Internal Planning Programmes

To set up close links between planning and budgeting as well as between planning and implementation, several internal planning programmes are required. These plans, however, do not only serve as a framework for managing finances, but it also sets the groundwork for regular management information in respect of monitoring progress and performance. Finally, it also demonstrates compliance of the Integrated Development Plan with spatial principles and strategies, and which serves as a basis for spatial coordination of activities and for land use management decisions. The status and annexure numbers of the relevant internal planning programmes is indicated in the table below:

8.4.1. Current Status of Internal Planning Programmes

Below is the status of all the sector plans in the municipality:

Sector Plans	Current Status	Date of noting/approval by Council
Long-Term Planning		
Sanitation Master Plan	Approved	2025
Water Master Plan	Needs to be developed	-
Water and Sanitation Reliability Plan		June 2023
Electricity Master Plan	Electricity Master plan is 95% complete	Not adopted
Roads and Stormwater Master Plan	Needs to be developed	Not developed
Land Use Scheme	Approved	23 August 2023
Climate Change Adaptation Plan	Not in place	-
Open Space Master Plan	Not in place	-
Environmental Management Plan	Reviewed	May 2023
Solid Waste Master Plan	Not developed	Require services of external service provider to develop
Facility Master Plan	Not in place	-
Infrastructure Asset Management Plan	Not in place	-
Air Quality Management Plan	Not developed	Require services of external service provider to develop
Medium-Term Planning		
Spatial Development Framework	In use	May 2023
Rural Development Plan	In Place. To be taken to Council for noting	
Local Economic Development Strategy	Reviewed	May 2023
Tourism Plan	Is in place. Adopted in 2017 and is to be reviewed in the current financial year	-
Water Services Development Plan	Last draft was in 2012 Funding needs to be allocated, and a consultant must be appointed.	Approved 2012 Requires a review
Disaster Management Plan	Reviewed	May 2023
Fire Management Plan	Draft in place, still at EXCO for consideration	-
Contingency Plan	Draft in place, still at EXCO for consideration	-
Veld Fire Plan	Draft in place, still at EXCO for consideration	-
Integrated Waste Management	Needs to be reviewed	May 2023

Plan		
Integrated Human Settlement Plan	Plan in place	May 2023
Public Participation Strategy	A policy is being used as guideline. A strategy needs to be developed as a requirement. Engage with CoGTA-Good Governance Unit in assisting with the development of the Strategy.	-
Communication Strategy	Strategy in place	May 2023
Communication and Media Policy	Draft in place	May 2023
Human Resource Strategy	No Plan in place, All HR policies are outdated.	-
Energy Conservation Strategy	EEDSM and business plans were submitted to DMRE	08 August 2023
Water Demand Strategy	Not in place	-
Workplace Skills Plan	Workplace Skills Plan	WSP 2026/2027 to be submitted to LGSETA by 30 April 2026.
Employment Equity Plan	Employment Equity Plan	Draft EE Plan compiled.
Financial Plan	Up to date, reviewed annually.	
Capital Investment Plan	Integrated into the document	Chapter 4
Pavement Management Plan	The district is currently implementing the RRAMS program.	-
Rural Roads Assets Management Systems	Approved	May 2023
Operational Plan	Being developed	-
Procurement Plans	Not in place	-
Precinct Plans	Bronville Masimong Precinct Plans – A103/2013 dd. 26 September 2013 Virginia Merriespruir 3 & Central Precinct Plans – A132/2016 dd. 13 December 2016	
HIV/Aids Plan	Not in place	-
Performance Management System Framework	Up to date	
Fleet Management Plan	Needs to be developed	-
Fraud Response Plan	Needs to be developed	-
Landfill Management Plan	Not developed	Require services of external service provider to develop
Security Master Plan	Under development	
Cemetery Master Plan		

8.5. External Policy Guidelines requirements

To complete the integration phase of the Integrated Development Plan, it is necessary to check

consistency with policy guidelines of certain cross-cutting dimensions. This requires the formulation of several programmes which assess the effect or impact of project proposals in relation to poverty reduction and gender equity, environmental practices, economic development, and employment generation, the prevention of the spreading of HIV / AIDS as well as the prevention of the scourge of the COVID-19 Pandemic

8.5.1. Current Status of External Policy Guidelines Programmes

External Policy Guideline Requirements	Current Status
Not in place, need to be developed and approved by council.	

Chapter 9: Approval, Adoption and Publication

9.1. Introduction

This document contains the draft Integrated Development Plan 2026/2027 of the municipality and was formulated over a period of nine months, taking into consideration the views and aspirations of the entire community. The draft Integrated Development Plan provides the foundation for development and will form the basis of the planning process for the next financial year.

9.2. Adoption

The draft Integrated Development Plan must by law be adopted by a municipal council within ninety days before the start of the new financial year. The adoption must be resolved by a full council in a meeting which is open for the public and the media.

9.3. Invitation for Comments

To ensure transparency of the integrated development plan process everybody is given the chance to raise concerns regarding the contents of the draft Integrated Development Plan 2026/2027 for a period of twenty-one days. All national and provincial departments are firstly given a chance to assess the viability and feasibility of project proposals from a technical perspective. More specifically, the spheres of government are responsible for checking the compliance of the draft Integrated Development Plan in relation to legal and policy requirements, as well as to ensure vertical coordination and different sector participation.

Since the operational activities of the local municipality will have a certain effect and possible impact on surrounding areas, adjacent local and district municipalities are also given the opportunity to raise any concerns in respect of possible contradicting types of development and to ensure the alignment of Integrated Development Plans. This exercise will be conducted through the district IDP forum.

Finally, all residents and stakeholders will also be given the opportunity to comment on the contents of the draft Integrated Development Plan 2026/2027, as they are directly affected. The final IDP 2026/2027 will be publicized for a period of 14 days to give notice to the public of the adoption of the plan, publicize the summary of the plan and that copies of or extracts from the plan are available for public inspection at a specified place.

9.4. Approval

After all the comments are incorporated in the final Integrated Development Plan 2026/2027 document, the Council would adopt the document. The final Integrated Development Plan 2026/2027, together with all the appendices, annexures, and the Budget 2026/2027, as required by legislation will be adopted by Council on the 03 June 2026. The adopted document will be submitted to the Member of the Executive Council: Corporate Governance and Traditional Affairs in the Free State, as required by the Municipal Systems Act, 32 of 2000.

ANNEXURES

Local Economic Development Strategy

Spatial Development Framework

Land Use Management Scheme

Human Settlement Sector Plan

Organisational Structure

Work Skills Plan

Sanitation Master Plan

Water Service Development Plan

Electrical Master Plan

Rural Road Asset Management System

Communication Strategy

Communication and Media Policy

Infrastructure Master Plan

Public Participation Policy

Precinct Plans

Integrated Waste Management Plan

Environmental Management Plan

Disaster Management Plan

Fire Management Plan

Emergency Contingency Plan

Veld Fire Plan

Financial Recovery Plan

Cemetery Master Plan

Security Master Plan

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