

MERAFONG CITY LOCAL MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN

2026-2027



VISION

“An economically sustainable, community oriented and safe city”

MISSION

“To create an enabling environment that is transparent and accountable to the community, by providing excellent, effective and efficient services”.

Table of Contents

<i>Message from the Executive Mayor:</i>	5
<i>Overview by the Municipal Manager:</i>	8
1. Executive Summary	10
1.1 Introduction.....	10
1.2 Legal Framework and Mandate	11
1.3 Cooperative Governance	12
1.3.1. National Development Plan	12
1.3.2. CoGTA – National KPAs for Municipalities	13
1.3.3. The New Growth Path	13
1.3.4. Gauteng City Region (GCR)	14
1.3.5. <i>Growing Gauteng Together 2030 (GGT 2030)</i>	14
1.3.6. West Rand District 14 Regional Outcomes	15
1.3.7. District Development Model	17
1.3.8. <i>Provincial 24-29 Medium Term Development Plan & Gauteng 13 Problems:</i>	18
1.3.8.1 <i>MDTP Strategic Approach:</i>	18
1.3.8.2 <i>Gauteng SOPA 2026 G13 Priorities plus 2</i>	19
1.3.9. The 2030 Agenda for Sustainable Development – Sustainable Development Goals.....	21
1.4. Political Vision of Merafong City Local Municipality	21
2. Section A: Vision, Mission and Core-Values	22
2.1. Vision	22
2.2. Mission	22
2.3. Values	22
2.4. SWOT Analysis	23
3. Section B: Municipal Overview and Demographics	26
3.1. Municipal Profile	26
3.2. Merafong Overview.....	29
3.3. Merafong Demographic Profile	29
3.4. Population data: West Rand Demographic Profile	30
3.4.1. Demographics Profile	32
3.4.2. Migration.....	34
3.4.3. Education Attainment in West Rand	36
3.4.4. Housing and Households.....	40
3.4.5. Service Delivery.....	44
3.4.6. Poverty in West-Rand:.....	51
3.5. Economic Developments	52
3.5.1. West-Rand Economic Performance.....	52
3.5.2. Drivers of growth in West Rand	53
3.5.3. Drivers of Growth in Locals:	54
3.4. Investment Landscape.....	56
3.4.1. Investment Trends	56
3.4.2. Local Investment Trends	57
3.5. West Rand Labour Indicators:	58
3.6. HDI Returning to Pre-Pandemic Levels:	59
3.7. Improvement in Access to Basic Services:	60
3.8. Crime Statistics.....	61
3.8.1. Composite crime index	61
3.8.2. Overall crime index	61
3.9. Environmental Analysis	64
3.10. Financial Performance Overview	66

4.	Section C: Powers and Functions of the Municipality	75
4.1	Governance Structures	75
4.2.	Municipal Council Structures	76
4.3	Council and Council Committees:	78
5.	Section D: Process Followed to Develop IDP	80
5.1.	Community Priorities for 2026 – 2027	85
5.2.	Community Priorities Submitted Per Ward: 2026/2027	87
5.3	MEC comments on the 2021/2026 (2025-2026) Integrated Development Plan.....	100
6.	Section E: Spatial Economy and Development Rationale	112
6.1.	Introduction.....	112
6.2.	The purpose of an SDF	112
6.3.	Overall principles underlying the development of an SDF	113
6.4	Municipal overview	115
6.5.	Historical context	121
6.6.	Past patterns of development	122
6.7.	Objectives, Spatial Concept and Strategies	125
6.8.	The Merafong City SDF Concept	126
6.8. a)	Nodal and Land Use Development Framework	129
6.8. b)	Mining Transition, Renewable Infrastructure and Economic Development Framework	133
6.8. c)	Transportation Framework	136
6.8. d)	Environmental Protection, Conservation, and Rural Development Framework.....	138
7.	Section F: Status Quo Assessment	140
7.1.	Institutional Development and Transformation	140
7.1.1	Organisational Resource Development:.....	140
7.1.2	Human Resources Management:	142
7.1.3	Employment Equity.....	143
7.1.4	Employee Assistance Office	144
7.1.5	Wellness and Occupational Health & Safety	146
7.1.6	Information Communication and Technology Section	147
7.1.7	Secretariat and Records Management.....	148
7.1.8	Labour Law & Litigation	149
7.2	Management and Operational Systems:	151
7.2.1	Risk Management:.....	151
7.2.2	Complaints and Management System:	155
7.2.3	Marketing and Communications.....	157
7.2.4	Parks, Cemeteries & Recreation:.....	158
7.2.5	Library Information Services:	161
7.3	Community Services.....	162
7.3.1	Health and Social Development:.....	162
7.3.2	Facilities Management and Administration:.....	168
7.3.3	Sport and Recreation:.....	171
7.4	Public Safety, Security and By-Laws Enforcement:	172
7.4.1	Public Safety, Security and Transport:	172
7.4.1.1	Traffic:.....	174
7.4.1.2	Licensing:.....	175
7.4.1.3	Security:	175
7.4.1.4	Social crime prevention:	176
7.4.2	By-Laws Enforcement Section	176
7.5	Economic Development and Urban Planning.....	178
7.5.1	Urban Planning Section: Introduction and Overview	178
7.5.2	Human Settlement.....	179

7.5.3	Service Levels for Basic Service Delivery	184
7.5.4	Local Economic Development	192
7.6	Service Delivery and Infrastructure Development	196
7.6.1	Energy and Technical Services.....	196
7.6.1.1	Electricity and Energy:	196
7.6.1.2	Bulk supply infrastructure status Risk and capacity expansion	197
7.6.1.3	Engineering Performance Indicators (Electricity)	199
7.6.1.4	Network performance and capacity status	199
7.6.2	Status Quo for Roads and Stormwater	200
7.6.3	Dolomite Risk Management Status Quo	202
7.6.4	Water, Sanitation and Wastewater.....	204
7.6.4.1	Sanitation:	208
7.6.5	Waste Management Services:	213
7.6.6	Basic Services Programmes/ Plans:	216
7.7	Public Participation and Good Governance:	219
7.7.1	Internal Audit Function:	219
7.7.2	Oversight Committee:	223
7.7.3	Ward Committees	223
7.7.4	Council Committees.....	223
7.7.5	Public Participation Strategy	224
7.8	Financial Viability	225
7.9.	Disaster Management: Sinkholes issues	228
8.	Section G: Strategic Goals, Objectives, KPI's And Targets and SDBIP	230
8.1	Key Performance Areas:.....	230
	Key Performance Areas aligned to Regional Outcomes:	230
8.2	Service Delivery and Budget Implementation Plan	231
8.3	IDP Performance Highlights 2021-2026 (5 Year Political Term of Office).....	232
9.	Section H: Municipal Policies, Strategies and Frameworks.....	246
10.	Section I: Development Strategies, Programmes, Mini-Business Plans	250
	& Capital Projects.....	250
10.1	Third Generation DDM One Plan: West Rand District Municipalities 2025.....	250
10.2	Strategic Alignment (Multiple Select)	254
10.2.1	MTDP Outcomes	255
10.2.2	Catalytic Project Development Impact: Merafong solar farm cluster	256
10.2.3	Strategic Alignment (multiple select).....	257
10.2.4	MTDP Outcomes	259
10.2.5	Catalytic project development impact: Bokamoso-Ba-Rona (Agri-Industrial Park)	260
10.3	Projects / Programmes Identified: Mini Business Plans	262
10.3.1	Technical Services: Mini Business Plans	263
10.3.2.	Energy and Waste Management: Mini Business Plans.....	301
10.3.3.	Community Services: Mini-Business Plans	307
10.3.4.	Public Safety: Mini-Business Plans	319
10.3.5	Economic Development and Urban Planning: Mini-Business Plans	323
10.3.4	Corporate and Shared Services: Mini-Business Plans	331
10.3.6	Chief Operations Officer: Mini-Business Plans.....	342
10.3.5	Political Support: Mini-Business Plans	355
10.3.7	Capital Projects and Budget	362
10.3.8	Operational Budget.....	366
10.3.8(1)	The 2026/2027 budgeted revenue by source:	366
10.3.8(2)	The 2026/2027 budgeted expenditure by source:	368

11.	Section J: Alignment with National, Provincial Objectives, Sustainable Development Goals (SDG's) & GGT 2030.....	371
12.	Section K: Programmes and Projects from Other Spheres	374
12.1	Provincial Sector Development Programmes.....	374
12.2	District Development Model (DDM) Catalytic Projects	383
12.3	Mining Social and Labour Plans.....	384
12.4	<i>Index</i>	387
12.5	ANNEXURE H22: DISASTER MANAGEMENT SECTOR PLAN	389



Message from the Executive Mayor:

It is with great honour and humility that I present the 2026/2027 Integrated Development Plan (IDP) of Merafong City Local Municipality. This plan reflects our continued journey to build a capable, developmental, and people-centred municipality, anchored in the principles of accountability, responsiveness, and transparency.

As we present this Integrated Development Plan and reflect on the work of this administration, we do so at a defining moment in the democratic life of our municipality. This is the final planning cycle of the current political term as Merafong prepares for the 2026 Local Government Elections. This moment demands reflection, not only on what remains to be done, but on what has been built, stabilised, and transformed over the past five years.

The period under review was marked by both formidable challenges and remarkable progress. We remain committed to our vision encapsulated in Merafong Vision 2035 – Reimagining Merafong, a blueprint for an inclusive, robust, and economically vibrant city. This IDP is more than a statutory obligation, it is a demonstration of our collective effort to deliver on our promises and to build trust between the municipality and the communities we serve.

During the past year, we aligned our service delivery programmes and policy focus with the Gauteng City Region priorities, the Provincial Growth and Development Strategy, and the United Nations Sustainable Development Goals. Guided by our Integrated Development Plan (IDP), we intensified our efforts toward infrastructure investment, spatial transformation, job creation, and basic service provision, ensuring that no one is left behind.

A key focus of this administration has been stabilising the financial position of the municipality and strengthening governance systems. Through structured financial recovery interventions, we strengthened the municipal control environment through policy standardisation, improved oversight capacity, enhanced capital expenditure monitoring, revenue protection interventions, and infrastructure stabilisation reforms. These measures represent a shift from reactive compliance toward structured corrective financial management.

Oversight and accountability mechanisms have also been strengthened through a more functional governance framework. The Municipal Public Accounts Committee provides focused oversight on financial management and expenditure control, supported by functional Audit and Performance Management Committees reporting regularly to Council. Section 80 Committees continue to provide structured oversight of departmental performance, reinforcing institutional accountability.

To improve financial sustainability, the municipality implemented a comprehensive Revenue Enhancement Programme “Askhokeni” including meter audits and verification, we are replacing of non-transacting meters, expansion of smart prepaid metering, debtor segmentation, strengthened credit control, and improved revenue data alignment.

In the electricity sector, a major structural milestone was achieved through the signing of the Distribution Agency Agreement with Eskom in December 2025, which will see us strengthening operational efficiency, technical oversight, and accountability in electricity distribution and provision.

In the water sector, strategic collaboration with Rand Water is advancing structural reform through the development of a Special Purpose Vehicle aimed at stabilising and professionalising the water business. These reforms have contributed to sustained universal access to basic water and measurable reductions in water losses.

We continue to implement structured audit action plans to improve compliance and strengthen financial governance, demonstrating measurable progress toward improved audit outcomes. Beyond governance and financial reform, this administration has prioritised visible and measurable infrastructure delivery across our communities.

During the reporting period, the municipality successfully completed key road and stormwater infrastructure projects that improve mobility, enhance resilience, and restore dignity to township environments.

Completed projects include:

- Khutsong Roads and Stormwater Phase 9 — delivering improved road access and stormwater management infrastructure to strengthen community safety and connectivity.
- Kokosi Roads and Stormwater Phase 4B — improving transport access and reducing flooding risk in residential areas.
- Kokosi Roads and Stormwater Phase 8B — expanding internal road networks and supporting long-term urban development.

These projects represent significant investment in township infrastructure and demonstrate the municipality’s commitment to improving everyday living conditions and supporting economic activity.

We also continued several Mayoral flagship programmes, including the Back-to-School Campaign, the GBV Awareness Campaign, and the tertiary registration support among others. These initiatives are strengthening social cohesion and improving quality of life across our communities.

Community engagement remains central to our approach. Through Mayoral Imbizos, ward-based IDP consultative sessions, and oversight mechanisms, we deepened participatory democracy and ensured that the voices of our residents shape our priorities.

While we continue to navigate complex financial pressures, legacy debt, infrastructure backlogs, and structural economic challenges, we remain resolute in confronting these realities. Our focus will intensify on rebuilding trust, strengthening institutional capacity, driving service delivery innovation, and unlocking investment opportunities to ensure that Merafong thrives.

As we close this administration, our legacy of the past five years is a municipality stabilised, governance strengthened, infrastructure delivered, services protected, and a future re-imagined. This administration does not claim perfection, but we affirm progress. We do not claim that every challenge has been resolved, but we affirm that the direction has been decisively changed.

The next administration will not inherit a municipality in crisis. It will inherit a municipality on a recovery path, with functioning governance systems, ongoing infrastructure programmes, and a clear long-term development vision anchored in Merafong Vision 2035.

I wish to extend heartfelt appreciation to the Speaker Cllr Mphitikezi, Council, our dedicated municipal administration under the leadership of our hardworking Municipal Manager Mr Mabuza, strategic partners, and most importantly, the robust residents of Merafong. It is through your support, ideas, and commitment that we continue to turn aspirations into action.

Let us move forward together, build our reimagined Merafong, the future we all deserve.

I thank you.

Cllr. Nozuko Best
Executive Mayor
Merafong City Local Municipality



Overview by the Municipal Manager:

It is my privilege to present the 2026/27 Integrated Development Plan (IDP) of Merafong City Local Municipality. The IDP remains our principal strategic planning instrument, guiding development priorities, resource allocation, and service delivery commitments in alignment with national and provincial frameworks.

The 2026/27 financial year marks a critical phase in strengthening institutional resilience, accelerating infrastructure investment, and deepening community engagement. As a municipality serving diverse communities across Carletonville, Fochville, Khutsong, Wedela, Blybank, Kokosi, Greenspark and surrounding areas, we remain committed to inclusive growth, sustainable development, and improved quality of life for all residents.

Strategic Focus for 2026/2027

Our priorities for the year ahead are informed by community consultation processes, sector planning inputs, and performance assessments. Key focus areas include:

- **Infrastructure Renewal and Maintenance:** Addressing ageing water, sanitation, electricity, and road infrastructure through targeted refurbishment programmes and improved asset management systems.
- **Financial Sustainability and Revenue Enhancement:** Strengthening revenue collection, improving debt management, and enhancing financial governance to ensure long-term fiscal stability.
- **Basic Service Delivery Improvement:** Ensuring reliable provision of water, sanitation, electricity, waste management, and roads in line with constitutional mandates.
- **Local Economic Development (LED):** Promoting investment attraction, SMME support, job creation initiatives, and economic diversification beyond traditional mining activities.
- **Good Governance and Institutional Capacity:** Enhancing compliance, audit outcomes, performance management systems, and workforce development to build a capable and ethical administration.

Responding to Key Challenges

Merafong continues to face socio-economic pressures, including unemployment, infrastructure backlogs, and financial constraints. Through prudent budgeting, strengthened intergovernmental collaboration, and improved operational efficiency, we aim to stabilise core services while laying foundations for long-term growth.

The municipality will intensify efforts to combat service delivery interruptions, improve turnaround times in resolving community queries, and implement consequence management where required to ensure accountability.

Community Participation and Partnerships

Public participation remains central to our planning process. The 2026/27 IDP reflects the voices of ward committees, community stakeholders, organised business, civil society, and traditional leadership structures. We remain committed to transparent governance and meaningful engagement.

Strategic partnerships with provincial departments, state-owned entities, private sector investors, and development agencies will be strengthened to leverage resources and technical expertise.

Commitment to Ethical and Developmental Governance

As the accounting officer, I reaffirm the administration's commitment to sound financial management, clean governance, and performance excellence. We will continue to pursue improved audit outcomes and implement corrective measures identified through oversight structures.

The 2026/27 IDP is not merely a compliance document—it is a social compact with our residents. It represents our collective commitment to sustainable service delivery, economic revitalisation, and responsive governance.

I wish to thank the Executive Mayor, Council, management team, municipal employees, and the community of Merafong for their continued cooperation and dedication. Together, we will work towards a stable, growing, and service-oriented municipality.

**Municipal Manager:
Mr. Dumisani Mabuza**

1. Executive Summary

1.1 Introduction

The aim of the Integrated Development Plan (IDP) for Merafong City is to present a coherent plan to achieve the vision of the municipality. The intention of this IDP is to link, integrate and co-ordinate development plans for MCLM which is aligned with national, provincial and district development plans and planning requirements binding on the municipality in terms of legislation.

The Integrated Development Plan (IDP) enhances integrated service delivery and development, promotes sustainable, integrated communities, providing a full basket of services, as sustainable development of communities cannot be developed in a fragmented manner. The 2025/2026 IDP Document has been prepared against the backdrop of Merafong City Local Municipality (MCLM) having notable challenges such as shrinking economy, declining financial viability, high vacancy rate and vacancies in the top management echelon.

The objectives of the Merafong City Local Municipality (MCLM) are in line with the government's aim of addressing the challenges of major socio-economic issues including poverty, inequality, climate change related disasters, safety and unemployment in the country.

The current Council assumed office in November 2021 and is faced with very challenging tasks in its 5-year term of office to develop and implement the IDP. Council constantly reviews developments and strengthens the achievements of government by working together with local communities, labour, business, religious organisations, youth and other stakeholders. The IDP serves as a single broad strategic guide for priority needs of the community and residents of MCLM, which government should implement in their term of Council. It also assists administration in preparing medium-term finance framework and annual budgets that seeks to allocate resources to address all these needs.

The IDP community needs are linked to all local, District, Provincial and National government imperatives. The IDP is not only a local government programme but the delivery plan of the entire government in particular local sphere. The annual review of this 5-year IDP should be seen as a plan of all spheres of government and not just of the municipality. Government's perspective of IDP is that of addressing all service delivery issues, with a particular interest in addressing job creation, poverty and eradicating the inequalities of the past.

MCLM specifically is challenged by the declining mining sector which has been the biggest economic sector through the years. The lingering impacts of the economic lockdowns brought about by COVID 19 which saw local businesses struggling to continue operating. MCLM is grappling with sinkhole formations which threatens the livelihoods of the residents which need considerable funding to address. MCLM also has a huge backlog in terms of maintenance of existing infrastructure to provide sustainable services.

The scale of challenges is enormous, therefore, the state and developmental local government. actively intervenes in improving the quality of life for citizens through creation of an enabling environment by use of resources to realize the objectives it sets for itself.

1.2 Legal Framework and Mandate

The Constitution of the Republic of South Africa (1996) stipulates that the local sphere of government consists of municipalities which were established for the whole of South Africa in what is referred to as wall-to-wall municipalities. The objects of local government are set out in Section 152 of the Constitution as follows:

- 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.

To realise the above, the Municipal Systems Act, 2000 (MSA) was enacted. Chapter 5 of the MSA states that a municipality must undertake developmentally oriented planning, in the form of integrated development planning, to ensure that it achieves the objects of local government as set out in the Constitution.

According to Section 25 of the MSA each municipal council must, after the start of its elected term, adopt a single, inclusive and strategic planning (IDP) for the development of the municipality which links, integrates and co-ordinates plans and considers proposals for the development of the municipality, and which aligns the resources and capacity of the municipality with the implementation of the said plan. The IDP should form the policy framework and general basis on which annual budgets will be based and should be aligned with national and provincial development plans and planning requirements.

The Local Government: Municipal Systems Act, Act 32 of 2000, also requires that local Municipalities prepare Integrated Development Plans (IDPs) that serve as a tool for the facilitation and management of development within the areas of jurisdiction. In conforming to the Act's requirements, the Council of the Merafong City Local Municipality (MCLM) has delegated the authority to the Municipal Manager to prepare the IDP.

In terms of Chapter 5 Section 34 of the same Act, it stipulates that a Municipal Council must annually review its Integrated Development Plan in accordance with an assessment of its performance measurement in terms of Section 41 and to the extent that changing circumstances so demand with a prescribed process.

The Service Delivery and Budget Implementation Plan (SDBIP) is regulated by National Treasury Circular No. 13 dated 2005 and Performance Management by Regulation 29089 dated 2006. The SDBIP gives a guide to implementation of the budget and the programmes and plans.

1.3 Cooperative Governance

The Constitution further states that the three spheres of Government are distinctive, inter-dependent and inter-related. They are autonomous but exist in a unitary South Africa and must cooperate on decision-making and must coordinate budgets, policies, and activities, particularly for those functions that cut across the spheres.

Co-operative governance means that national, provincial and local government should work together to provide citizens with a comprehensive package of services. They must assist and support each other, share information and coordinate their efforts. Implementation of policies and government programmes particularly require close cooperation between the three spheres of government.

Several policies, strategies and development indicators have been developed in line with the prescriptions of legislation to ensure that all government activities are aimed at meeting the developmental needs of local government.

The following sections outline the national, provincial and district policy directives, sector plans and legislation that set the strategic direction and with which Merafong City Local Municipality must align to ensure that government spending is directed at the pressing needs of the community and those that contribute towards economic growth.

1.3.1. National Development Plan

The plan envisions a South Africa where everyone feels free yet bounded to others; where everyone embraces their full potential, a country where opportunity is determined not by birth, but by ability, education, and hard work.

Realizing such a society will require transformation of the economy and focused efforts to build the country's capabilities. To eliminate poverty and reduce inequality, the economy must grow faster and in ways that benefit all South Africans. Young people deserve better educational and economic opportunities, and focused efforts are needed to eliminate gender inequality. Promoting gender equality and greater opportunities for young people are integrated themes that run throughout the NDP.

There is a burning need for faster progress, more action and better implementation. The future belongs to all of us. The NDP is a vision for every South African, requiring action, change and sacrifice from all sectors of society.

1.3.2 Background to the National Development Plan

In May 2010 President Jacob Zuma appointed the National Planning Commission, an advisory body made up of 26 experts drawn largely from outside the government, to draft a vision and national development plan.

The commission's Diagnostic Report, released in June 2011, set out South Africa's achievements and shortcomings since 1994. It identified a failure to implement policies and an absence of broad partnerships as the main reasons for slow progress, and set out nine primary challenges:

1. Too few people work.
2. The quality of school education for black people is poor.
3. Infrastructure is poorly located, inadequate and under-maintained.
4. Spatial divides hobble inclusive development.
5. The economy is unsustainably resource intensive.
6. The public health system cannot meet demand or sustain quality.
7. Public services are uneven and often of poor quality.
8. Corruption levels are high.
9. South Africa remains a divided society.

1.3.2. CoGTA – National KPAs for Municipalities

Department of Cooperative Governance and Traditional Affairs (CoGTA) assess the progress made by municipalities against five Key Performance Areas (KPAs) and crosscutting interventions adopted in the 5-Year Local Government Strategic Agenda. The five KPAs that form the basis of the assessments are:

- NKPA 1:** Municipal Transformation and Organisational Development.
- NKPA 2:** Basic Service Delivery
- NKPA 3:** Local Economic Development (LED)
- NKPA 4:** Municipal Financial Viability and Management; and
- NKPA 5:** Good Governance and Public Participation.

1.3.3. The New Growth Path

This National Policy Framework deals specifically with issues such as creating decent jobs, reducing inequality and defeating poverty through “a restructuring of the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth”. Important and of practical consequence to local government, are the specific job drivers that have been identified:

1. Substantial public investment in infrastructure both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy.
2. Targeting more labour-absorbing activities across the main economic sectors – the agricultural and mining value chains, manufacturing and services.
3. Taking advantage of new opportunities in the knowledge and green economies;
4. Leveraging social capital in the social economy and the public services; and
5. Fostering rural development and regional integration.

1.3.4. Gauteng City Region (GCR)

The Gauteng City Region has a long-term vision of building a Metropolitan System of Governance, realised through working in a seamless way and characterised by high levels of coordination and integrated planning.

The GCR's vision is:

“An integrated city region, characterised by social cohesion and economic inclusion; the leading economy on the continent underpinned by smart, sustainable and social-economic development.”

The West-Rand District in which Merafong City Local Municipality is located, has been identified as the western development corridor and is expected to contribute to the region through the creation of new industries, economic nodes and cities.

The Development of the GCR is anchored on the Transformation, Modernisation and Re-Industrialisation programme as listed on section 1.3.5 below.

1.3.5. Growing Gauteng Together 2030 (GGT 2030)

In response to the global and domestic challenges that confront the province, the government has committed to a plan of Growing Gauteng Together 2030 – or GGT 2030, as it is referred to. The plan reflects a collective vision for the GCR in a decade's time, and beyond, in that it also highlights priority actions and measures of success.

The GGT 2030 plan of action is about executing the seven priorities with specific 162 interventions towards the Gauteng of our dreams, “The Gauteng We Want”.

The GGT 2030 plan of action, sets out the vision for the Gauteng of 2030, guided by the principles and priorities contained in the Freedom Charter, the NDP, the Manifesto, and work carried out to date as part of Gauteng's Transformation, Modernisation and Reindustrialisation (TMR) programme. It is also guided by the following overarching policy, strategies, commitments and policy directives:

- **At an international level**, the Sustainable Development Goals (SDGs), the New Urban Agenda (NUA), the Paris Climate Agreement (COP 21), and the AU's Agenda 2063.
- **At a national level**, the Medium-Term Strategic Framework (MTSF), the Integrated Urban Development Framework (IUDF) and the National Spatial Development Framework (NSDF).
- **At a provincial level**, the Gauteng Spatial Development Framework (GSDF) 2030 and the Gauteng-City Region Integrated Infrastructure Master Plan (GIIMP).
- **At a local level**, Municipal Growth and Development Strategies, Integrated Development Plans (IDPs) and Spatial Development Frameworks (SDFs).

The GGT2030 reflects how the GCR seeks to address the fundamental problems facing the residents of Gauteng:

- Unemployment
- Poverty and hunger
- Crime and Substance abuse
- Climate change.
- Unsustainable growth and economic crises.
- Migration.
- Flight and displacement.
- Health
- Inequality.
- Social exclusion.
- Lack of decent work and social protection.
- Political instability, insecurity and violent conflicts.

Premier’s Panyaza Lesufi pronouncement when introducing the new cabinet (7 October 2022) – said “we have decided to elevate certain areas of the GGT 2030 blueprint, which we feel are non-negotiable, between now and the end of the sixth administration.

We need to ensure:

1. Economic recovery and reconstruction, and the repositioning of the Gauteng Economy
2. Strengthening the immediate fight against crime, corruption, vandalism, and lawlessness is another critical area we need to prioritise.
3. Changing the living conditions in townships, informal settlements, and hostels is also one of our imperatives” TISH.
4. Prioritising the Health and Wellness of the people of Gauteng and.
5. Strengthening the capacity of state to deliver services. Merafong Municipality considers and appreciates this developmental focus and in this 5-year planning cycle will align itself with these imperatives of the Gauteng Province and their urgency.

1.3.6 West Rand District 14 Regional Outcomes

Merafong City Local Municipality under the West Rand District Municipality (WRDM) in its planning also considers and aligns itself with the 14 WRDM outcomes.

Below are the outlined fourteen (14) outcomes of the West Rand Region:

	Regional Outcome 1 <i>Basic Service Delivery Improvement</i>		Regional Outcome 2 <i>Accountable Municipal Administration</i>
	Regional Outcome 3 <i>Skilled, Capacitated, Competent and Motivated Workforce</i>		Regional Outcome 4 <i>Ethical Administration and Good Governance</i>
	Regional Outcome 5 <i>Safe Communities</i>		Regional Outcome 6 <i>Educated Communities</i>
	Regional Outcome 7 <i>Healthy Communities</i>		Regional Outcome 8 <i>Sustainable Environment</i>
	Regional Outcome 9 <i>Build Spatially Integrated Communities</i>		Regional Outcome 10 <i>Socially Cohesive Communities</i>
	Regional Outcome 11 <i>Reduced Unemployment</i>		Regional Outcome 12 <i>Economic Development</i>
	Regional Outcome 13 <i>Robust Financial Administration</i>		Regional Outcome 14 <i>Institutional Planning and Transformation</i>

1.3.7. District Development Model

The President in the 2019 Presidency Budget Speech (2019) identified that the “pattern of operating in silos” is a challenge which led “to lack of coherence in planning and implementation and has made monitoring and oversight of government’s programme difficult”.

Uncoordinated planning and budgeting are not sufficiently transforming the Apartheid spatial form, thereby perpetuating poor service delivery in Gauteng Province. Coordination and alignment are not adequately addressed as a process of structured and systematic dialogue within government, private sector, and the community with a view to bringing about integrated action by the state and other stakeholders to achieve common objectives and maximize development impact.

Over 25 years of democracy there have been several attempts at steering development towards communities in a coordinated manner, with a view of maximizing impact and delivering cohesive, sustainable, and safe communities. These have included the War on Poverty, Urban Renewal Programme (URP), the Integrated Sustainable Rural Development Programme (ISRDP), the Comprehensive Rural Development Programme (CRDP), District level Planning and Implementation Management Support Centre, the Local Government Turnaround Strategy and the Back to Basics.

All of which sought to improve the quality of life for all through impactful delivery. There have also been recent reforms as directed by the National Treasury budgeting processes, including the Built Environment Performance Plans (BEPPs) processes and the Integrated Urban Development Framework (IUDF), all of which are facilitating for better spatial targeting and alignment of government investment spending.

Despite all these attempts horizontal and vertical silos persist. A review of the ISRDP notes that “there is no coordination because some projects are implemented by national departments which are not in the IDP of local municipalities”. According to the review “national departments lack information on municipal planning because they do not involve the local sphere”.

This has been compounded by the fact that gradually over the 25 years of democracy there has been a growing social distance between government and the people.

The consequence has been non-optimal delivery of services and diminished impact on the triple challenges of poverty, inequality, and unemployment. It is against this background that the Presidency called for the roll-out of the new District Development Model Approach: “Khawuleza-One Plan”.

1.3.8 Provincial 24-29 Medium Term Development Plan & Gauteng 13 Problems:

1.3.8.1 MDTP Strategic Approach:

The MTDP 2024–2029 aligns with the goals and objectives of the NDP and the minimum programme of priorities of the GNU. The NDP remains South Africa’s long-term country plan towards 2030 and is aligned with its international commitments.

The MTDP 2024–2029 is the medium-term plan towards the achievement of the NDP, replacing the Medium-Term Strategic Framework (MTSF) by aligning with international naming conventions and emphasising development outcomes.

Government has set five goals for the next five years, which are:

- A dynamic, growing economy;
- A more equal society, where no person lives in poverty;
- A capable state delivering basic services to all citizens;
- A safe and secure environment; and
- A cohesive and united nation.

To achieve these goals, the MTDP 2024-2029 identifies three Strategic Priorities which will be implemented across the state:

- Strategic Priority 1: Drive inclusive growth and job creation.
 - Focuses on rapid, inclusive and sustainable economic growth to create jobs and serves as the Apex Priority.
- Strategic Priority 2: Reduce poverty and tackle the high cost of living.
 - Aims to reduce poverty and tackle the high cost of living and ensure that social assistance is leveraged for local economic development.
- Strategic Priority 3: Build a capable, ethical and developmental state.
 - Aims to build a capable, ethical and developmental state, which is critical for the success of the other two Strategic Priorities. The rights of women, youth and persons with disabilities (WYPD) must be mainstreamed across all three priorities.

These three Strategic Priorities, with a set of policy choices and priority interventions, will be implemented across all government and overseen and monitored by the centre of government. This approach aims to focus effort and resources behind an ambitious but achievable set of goals that can drive delivery while presenting a clear vision for the society we want to create.

While they do not displace other programmes and commitments, they are essential to the economic growth agenda and should be prioritised for immediate implementation. This approach also requires collaboration with non-state role players, including business, labour and civil society.

1.3.8.2 Gauteng SOPA 2026 G13 Priorities plus 2

- **G1 – Water:**

Provincial Outcome - Enhanced energy and water security in Gauteng

Intervention to achieve outcome – Ensure the implementation of the Revised Gauteng Energy Security Strategy

- **G2 – Cable theft and vandalism:**

Provincial Outcome - A modernised and capable state, with professional and meritocratic public servants

Intervention to achieve outcome - Build integrated, modern, and efficient public service systems and processes

- **G3 - Non-Functional Traffic Lights:**

Provincial Outcome – A GCR that is more compact and more complex in its make-up, and improves economic inclusion

Intervention to achieve outcome - Investment in the development of industrial and economic infrastructure, and prioritise the economic development of townships, deteriorating areas, and peri-urban areas

- **G4 – Potholes:**

Provincial Outcome – A GCR that is more compact and more complex in its make-up, and improves economic inclusion

Intervention to achieve outcome - Investment in the development of industrial and economic infrastructure, and prioritise the economic development of townships, deteriorating areas, and peri-urban areas

- **G5 - Crime and Lawlessness:**

Provincial Outcome - Decent employment through inclusive economic growth

Intervention to achieve outcome - Revitalize CBDs into vibrant economic hubs

- **G6 - Mushrooming of Informal Settlements:**

Provincial Outcome – Expanded access to adequate and inclusionary housing

Intervention to achieve outcome - Provide access to inclusionary human settlement opportunities, with a focus on townships, informal settlements, and hostels.

- **G7- Electricity:**

Provincial Outcome - Enhanced energy and water security in Gauteng

Intervention to achieve outcome – Ensure the implementation of the Revised Gauteng Energy Security Strategy

- **G8 - Gender Based Violence and Femicide:**

Provincial Outcome - A modernised and capable state, with professional and meritocratic public servants

Intervention to achieve outcome – Build integrated, modern, and efficient public service systems and processes

- **G9 - Drug Abuse:**

Provincial Outcome - Poverty and hunger in the GCR eliminated

Intervention to achieve outcome – Implement a ‘single window’ urban poverty and hunger elimination approach – with improved targeting via a multidimensional, integrated approach

- **G10 - Our Hospitals and Clinic:**

Provincial Outcome - A GCR that is more compact and more complex in its make-up, and improves economic inclusion

Intervention to achieve outcome – Strengthen social infrastructure investment and delivery

- **G11 - Lack of School:**

Provincial Outcome - Expand access to early childhood development

Intervention to achieve outcome – Improve ECD access and service delivery and strengthen cross-department and inter-government coordination

- **G12 - Failing Infrastructure and CBDs:**

Provincial Outcome - Decent employment through inclusive economic growth

Intervention to achieve outcome – Investment in the development of industrial and economic infrastructure, and prioritise the economic development of townships, deteriorating areas, and peri-urban areas

- **G13 – Unemployment:**

Provincial Outcome - Decent employment through inclusive economic growth

Intervention to achieve outcome – Investment in the development of industrial and economic infrastructure, and prioritise the economic development of townships, deteriorating areas, and peri-urban areas

- **G13 Plus 2: Disaster Management (Sinkholes, Climate Change, etc.):**

Provincial Outcome -

Intervention to achieve outcome -

1.3.9 The 2030 Agenda for Sustainable Development – Sustainable Development Goals

In 2015 all member states of the United Nations adopted the 2030 Agenda for Sustainable Development. The 17 Sustainable Development Goals (SDGs) are a call for action by all countries developed and developing in a global partnership. The SDGs recognise that ending poverty and other deprivations must go hand in hand with strategies that improve health and education, reduce inequality, and spur economic growth including addressing the effects of climate change and working to preserve our natural assets. The figure that follows highlights the SDGs that must be used as a guideline for all planning directives in South Africa.



1.4 Political Vision of Merafong City Local Municipality

Merafong City Local Municipality has fully aligned its political vision to the fourteen (14) Regional Outcomes as outlined above. Merafong City acknowledges that the fourteen outcomes commit the Municipality towards building a South Africa that is united, non-racial, non-sexist democratic and prosperous in character. A clarion call by the National democratic revolution that dictates that we should develop concrete programmes to address poverty, to create jobs and grow an inclusive, productive economy to address the persisting problems of unemployment, poverty, and inequalities through radical economic transformation.

2. Section A: Vision, Mission and Core-Values

The Vision, Mission and Core Values of Merafong were reviewed during the Strategic Planning Session held on the 17th & 18th May 2023. This was done by a joint sitting between management and the political leadership. The Vision, Mission and Values were confirmed as follows:

2.1 Vision

“An economically sustainable, community oriented and safe city”

2.2 Mission

“To create an enabling environment that is transparent and accountable to the community, by providing excellent, effective and efficient services”

2.3 Values

- **Accountable** : Constitutionally Democratic Responsibility
- **Transparency** : Open, Good Governance
- **Responsive** : Empathetic to Community Needs, Caring, Empowering, Enabling, Facilitating
- **Integrity** : Honest, Reliable Conduct
- **Professionalism** : Knowledge-driven, Non-partisan, Ethical, Flexible, Teamwork, Inclusiveness
- **Excellence** : Effective, Efficient, Enhanced, Innovative, Above Average Performance

2.4 SWOT Analysis

Merafong Municipality held a Strategic Planning Session in May 2023 where the SWOT Analysis was adopted. This was done by a joint sitting between management and the political leadership. A SWOT analysis undertaken was concluded and presented as outlined in the table below:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Institutional knowledge and skills • Ability to provide basic services (water at 99%, sewer at 90%, electricity at 93%) • Quality in project execution 	<ul style="list-style-type: none"> • Water and electricity losses • Inefficient operations (e.g., wastewater treatment, deviations from operational plans) • Poor / delayed start & execution of operational / maintenance plans • Lack of infrastructure master plans • Long turnaround times due to lack of stores support to infrastructure repairs • Aging infrastructure not complying with dolomitic conditions • Lack of modern technology for technical consumption management • Slow response to Call Centre service requests [inadequate Call Centre setup] • Backlogs in key staff appointments • Lack of succession planning & skills development • Poor execution of assigned / delegated powers and functions • Lack of LED strategy and ERRP implementation plan, and sectoral plans • Lack of law enforcement for land use management and building control • Lack of tools of the trade for staff • Disjointed mode of operation among municipal departments / sections • Lack of Capital & Infrastructure Planning capacity • Non-collection of solid waste in some areas • Performance management not cascaded to lower graded employees • Poor application / inconsistency of discipline • Lack of adequate infrastructure asset security • Weak contract management (security, traffic fines, leased vehicles, etc.) • Lack of optimal facilities management • Lack of back power / generator for essential and income-generating services (e.g., NaTIS) • Low tariff structure (e.g., on impounding of vehicles)

	<ul style="list-style-type: none"> • Lack of visibility of traffic officers and wardens • Poor maintenance of waste management equipment • Generally poor maintenance of community facilities and open spaces
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Recruitment of New Skills into the Institution • Alternative funding sources (e.g., Provincial and National Relief Funds) • Capacity building through District Municipality programmes • Synergies presented by IGR (MISA, MoU with GPG Roads, SRAC) • Full Call Centre setup from provincial government • District Development Model's Catalytic Programme and Projects • Economic spin-offs from way leave-based infrastructure developments • Access to National and Provincial Housing Subsidy System • Integration of sustainable human settlements • SEZ and other catalytic programmes • Tapping into disaster funds to manage dolomite / sinkholes risk • Mining CSI support programmes • Job creation programmes • Financial turnaround strategies that appear to yield positive results • Empowerment of SMMEs in the manufacturing sector • Security of infrastructure assets and return on investment estate management • Recreational facilities in existing dams / water bodies • New urban note (Elijah Barayi) • Township economic development facilitation 	<ul style="list-style-type: none"> • Risk of reduced conditional grants due to under-performance • Reduction in equitable share due to failure to curb water (over 38%) and electricity (over 64%) distribution losses • Fresh water pollution with untreated sewer • Vandalism of Infrastructure • Community unrests due to infrastructure breakdowns and incomplete projects • Dolomite-related sinkholes • Loss of electricity distribution license due to inadequate maintenance to industry standards • Infrastructure damages by non-adherence to way leave conditions • Mushrooming of informal settlements • Illegal occupation of municipal land • Proliferation of foreign-owned businesses that contravene by-laws • Contravention of by-laws by manufacturing businesses • Increasing number of indigent households due to unemployment • Focus on unfunded mandates • Loss of infrastructure assets • Illegal dumping is a health hazard • People living and making business on waste dumps • Non-compliant waste transfer station in Fochville is a health hazard •

PESTLEI ANALYSIS

Element	Issues affecting operating environment
Political	<ul style="list-style-type: none"> Political stability due to absence of threats of unravelling coalitions seen in neighbouring municipalities
Economic	<ul style="list-style-type: none"> The primarily mining economy is declining, and there is lack of new investments in the area Lack of SMME development Lack of investors guide to Merafong City Global economic structure shifts due to economic power relations among superpowers
Social	<ul style="list-style-type: none"> Substance abuse, homelessness are increasing Extortion of infrastructure contractors Threats of sinkholes affects communities' homes and livelihoods Contact and property crime levels in the community is high
Technological	<ul style="list-style-type: none"> Technological advances are abounded, yet municipality lags behind in the use of technology (e.g. CP3, ERP, CAD, AI, etc.) Online marketing and trading by municipalities is crucial for better customer service, and reputation management
Legislative / Legal	<ul style="list-style-type: none"> Adherence is required to such legislation and policy frameworks as NEMA, SPLUMA, Local Government: FIDPM; CIDB Act, MFMA, and prescripts that govern the provision of basic services (water, electricity, waste, roads, etc.)
Environmental / Ecological	<ul style="list-style-type: none"> Consideration needed for climate change, and management of biodiversity Threat of deteriorating usable land due dolomite-created sinkholes
International	<ul style="list-style-type: none"> Competition for city investment and residence is global, thus requires international benchmarking

3. Section B: Municipal Overview and Demographics

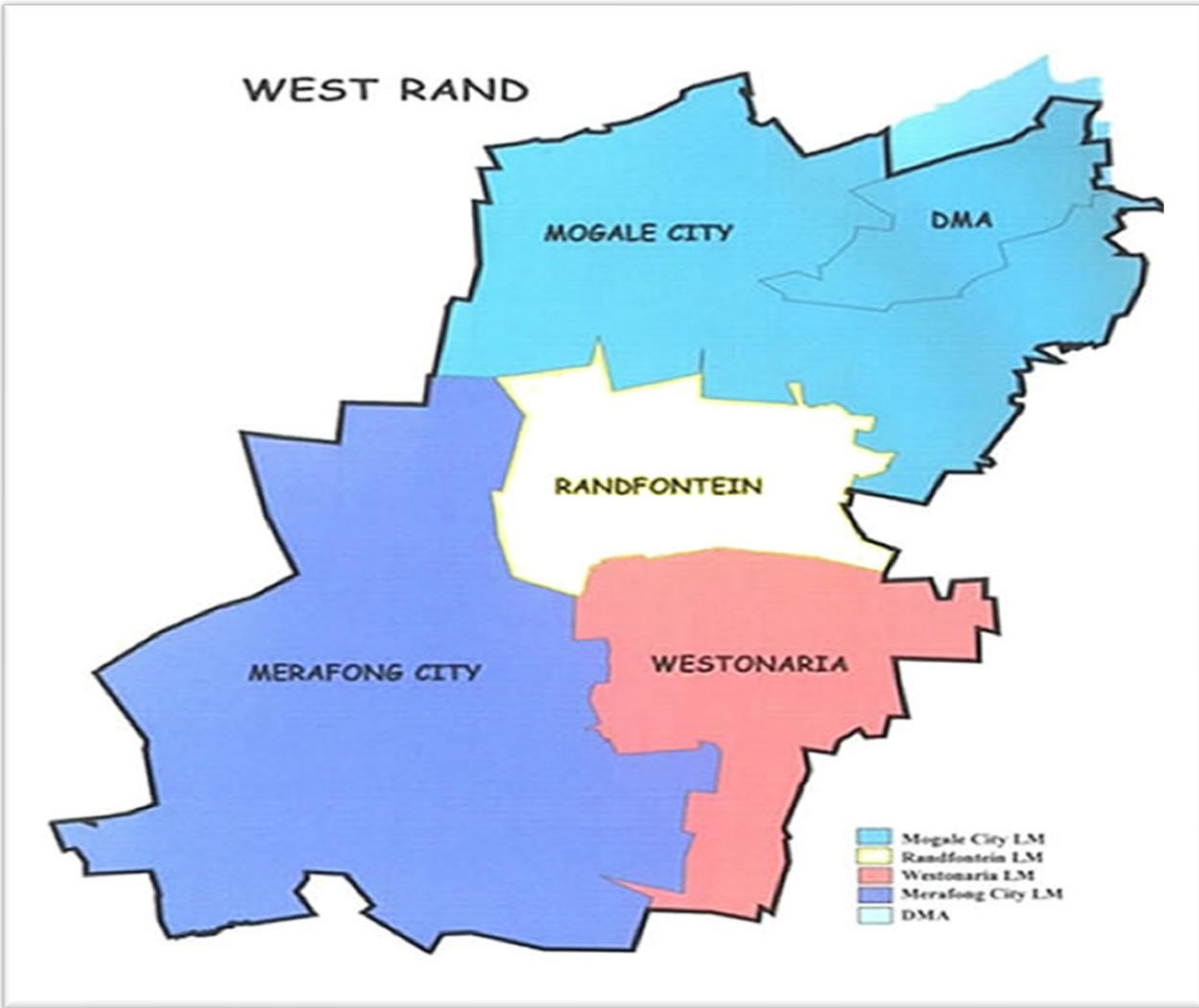
3.1 Municipal Profile

Merafong City Local Municipality is a Category B municipality with an Executive Mayor Governance system. The Executive Mayor is supported by the Deputy Executive Mayor and 10 full time Mayoral committee members who are responsible for heading their respective portfolios. The Mayoral Committee members chair their respective Section 80 Committees to which specific departments report.

The Speaker is the Chairperson of Council and is responsible for overseeing the functioning of Council and its committees. The office of the Speaker is further responsible for the establishment and functioning of ward committees.

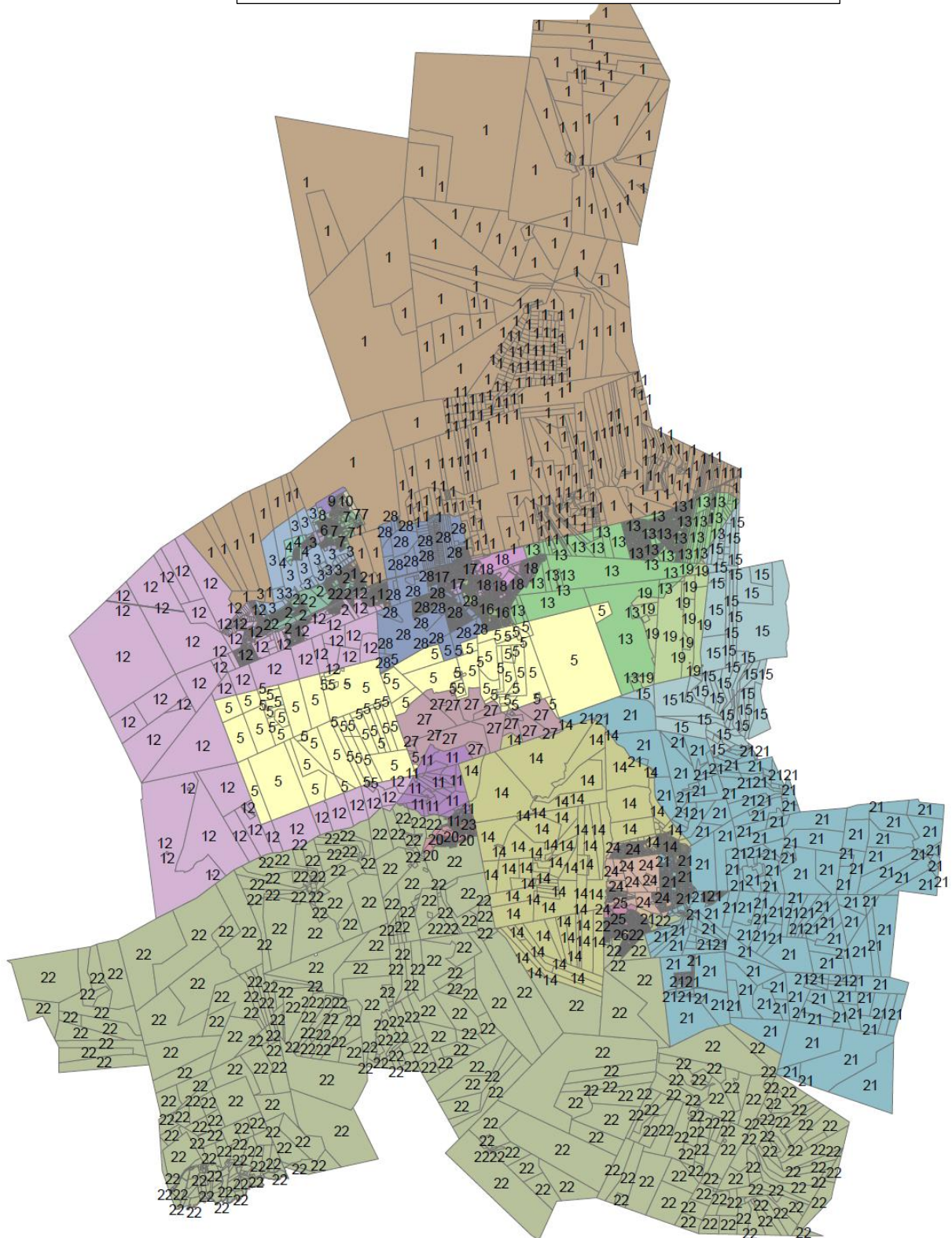
The Chief Whip is responsible for ensuring compliance to the code of conduct by Councillors. MCLM consists of 28 wards in terms of Section 18 (3) of the local government: Municipal Structures Act, 1998 (Act 117 of 1998) which constitutes 28 Ward Councillors and 24 Proportional Representative Councillors.

The following map depicts the location of Merafong City Local Municipality within the West Rand District Area:



The following map below represents the 28 wards within the jurisdiction of Merafong City Local Municipality:

MERAFONG CITY WARDS DEMARCATION



3.2 Merafong Overview

Merafong City Local Municipality (GT 484) is a category B municipality as defined in the Municipal Structures Act. The area size of the municipality is 1631, 7km² and it comprises of twenty-eight (28) wards. MCLM is situated in the South-western part of Gauteng Province and form a part of West Rand District Municipality which consists of four local municipalities namely: Mogale City, Rand West Municipality and Merafong City. MCLM incorporates the following areas:

- Carletonville
- Khutsong
- Fochville
- Kokosi
- Greenspark
- Welverdiend
- Wedela
- Blybank
- Mining Towns

3.3 Merafong Demographic Profile

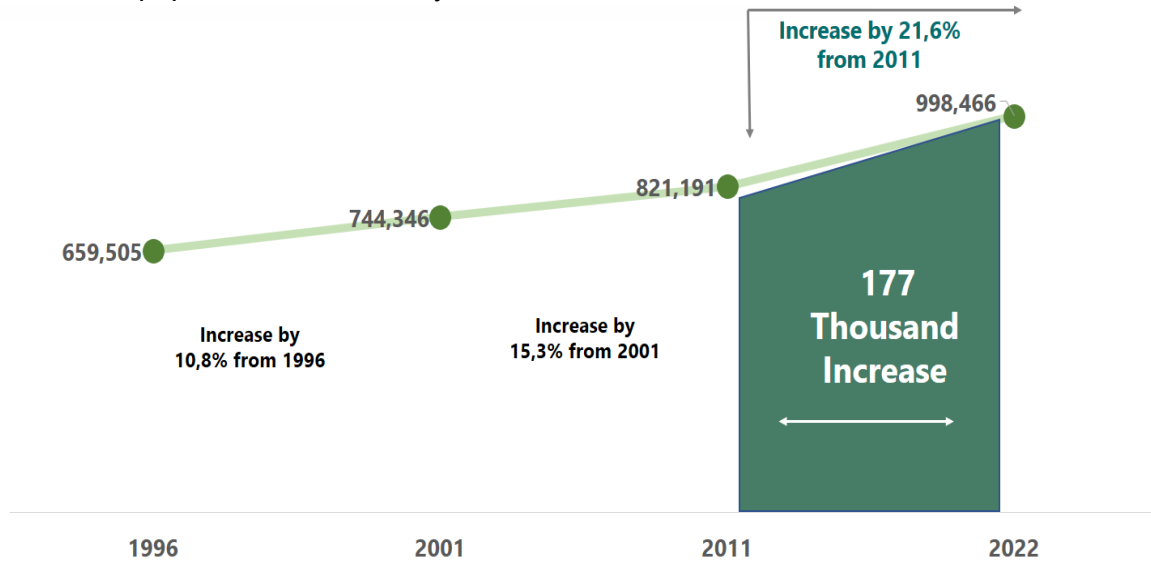
Population statistics are normally collected by way of a Census, however because Censuses are usually a huge logistical exercise, many Countries conduct a Census once every 5 to ten years. Between Censuses administrative data is collected by various agencies about population, events such as births, deaths and cross-border migration and these agencies are allowed to produce and use this data. The most recent Census was undertaken in 2022 and some of the results have been released by Statistics South Africa. The relevant variables that have been released were used in the current planning.

There are other suppliers of statistical information recognised in the country such as the Socio-Economic Review Outlook (SERO). The Gauteng Socio-Economic Review and Outlook (SERO) publication provides an in-depth analysis of socio-economic indicators for the world, South Africa, Gauteng, and its municipalities. These statistics and economic indicators were also released in 2022 and reviewed in 2025, also used in this IDP review. This information was used to supplement the Census 2022.

The make-up population of any geographical area is the cornerstone of the development process, as it affects economic growth through the provision of labour and entrepreneurial skills and determines the demand for production output. Examining population dynamics is essential to gaining an accurate perspective of those who are likely to be affected by any prospective development or project.

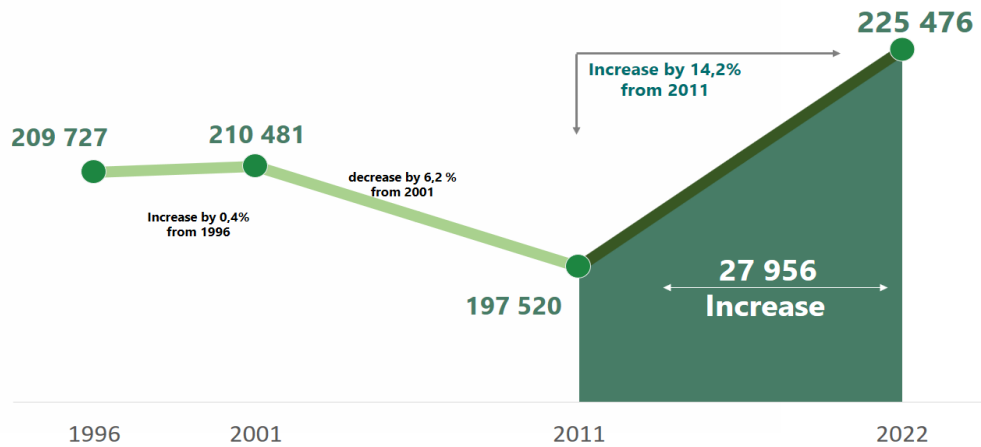
3.4 Population data: West Rand Demographic Profile

- West Rand population increased by **21,6** from 2011 to 2022.



Source: Statssa, Census 2022

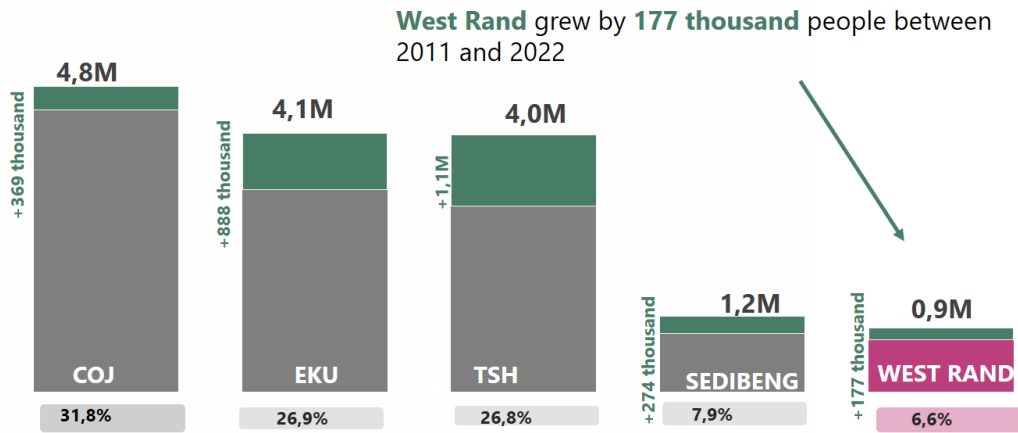
- Merafong population increased by **14,2 %** from 2011 to 2022.



Source: Statssa, Census 2022

- West Rand is the least populated District in Gauteng with 0,9 million (988 466) people.

Population by District, 2022

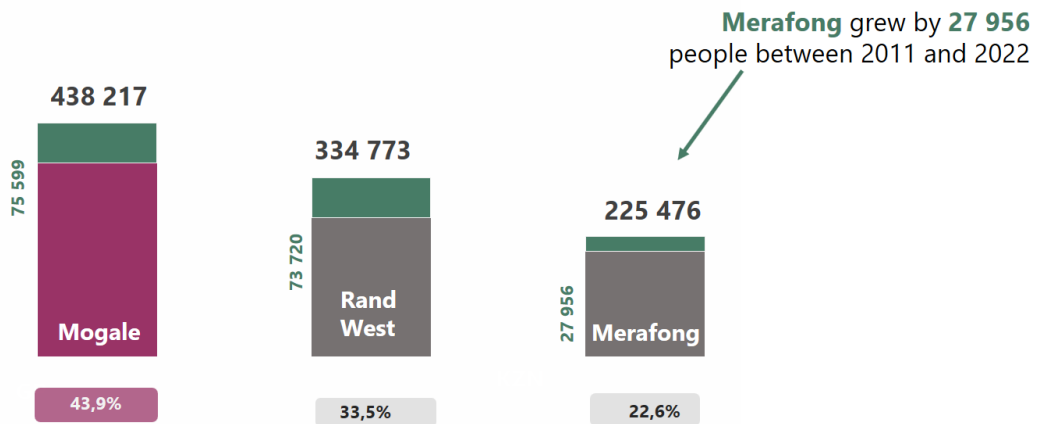


Source: Statssa, Census 2022

- Merafong City is the least populated Municipality in West Rand with 225 476 people.

G90

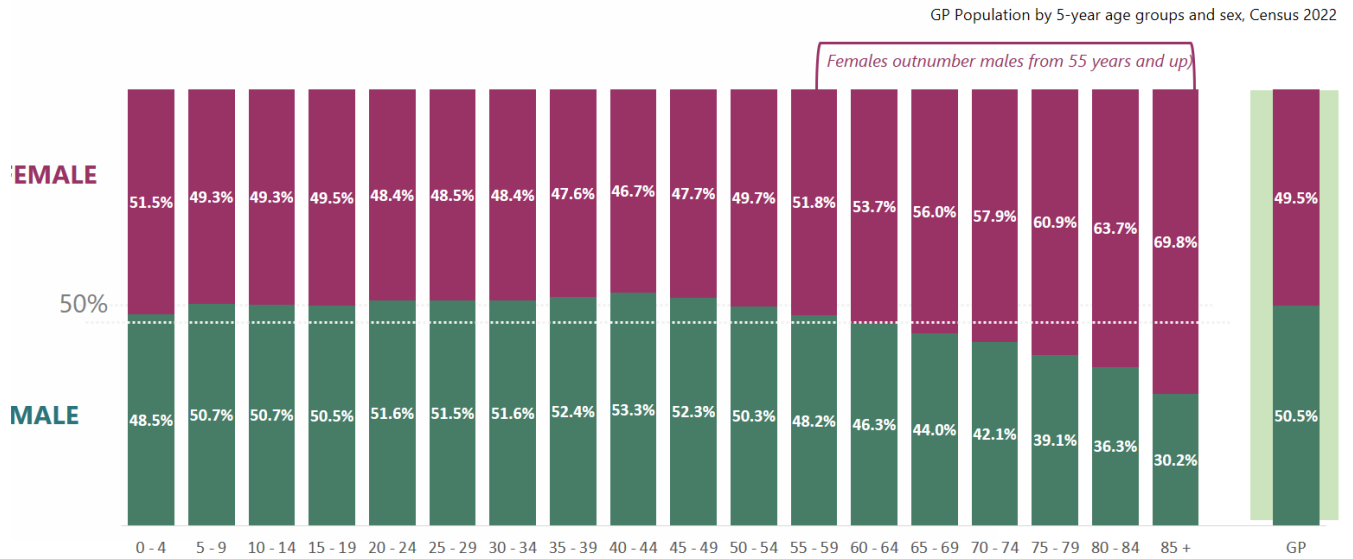
Population by Municipality 2022



Source: Statssa, Census 2022

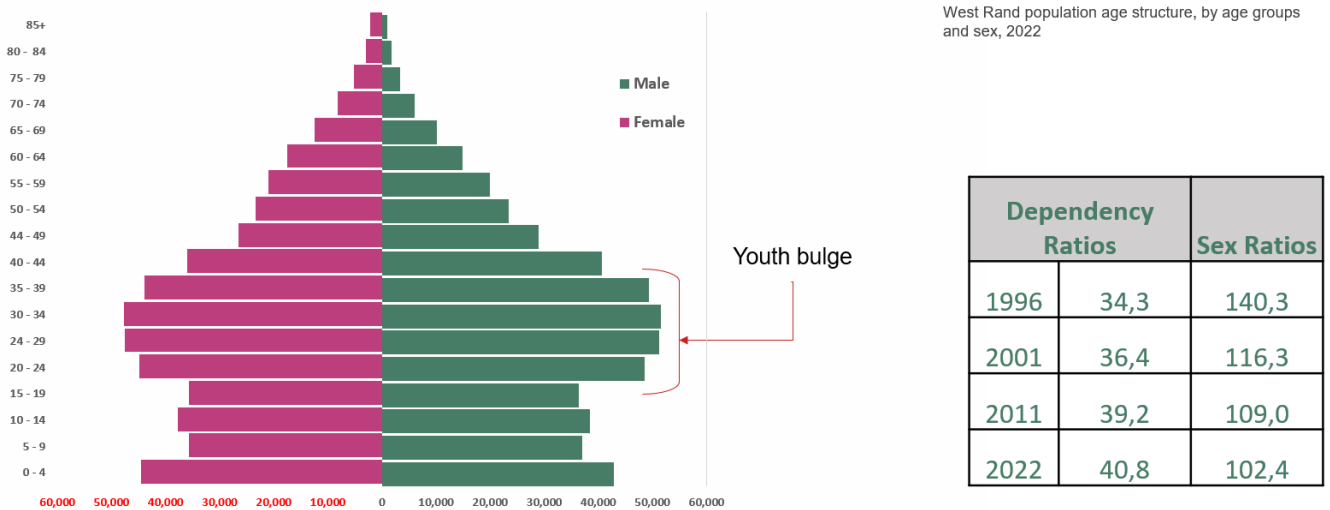
3.4.1 Demographics Profile

- At 53,3% the highest proportion of males are aged between 40-44 in Gauteng relative to females.



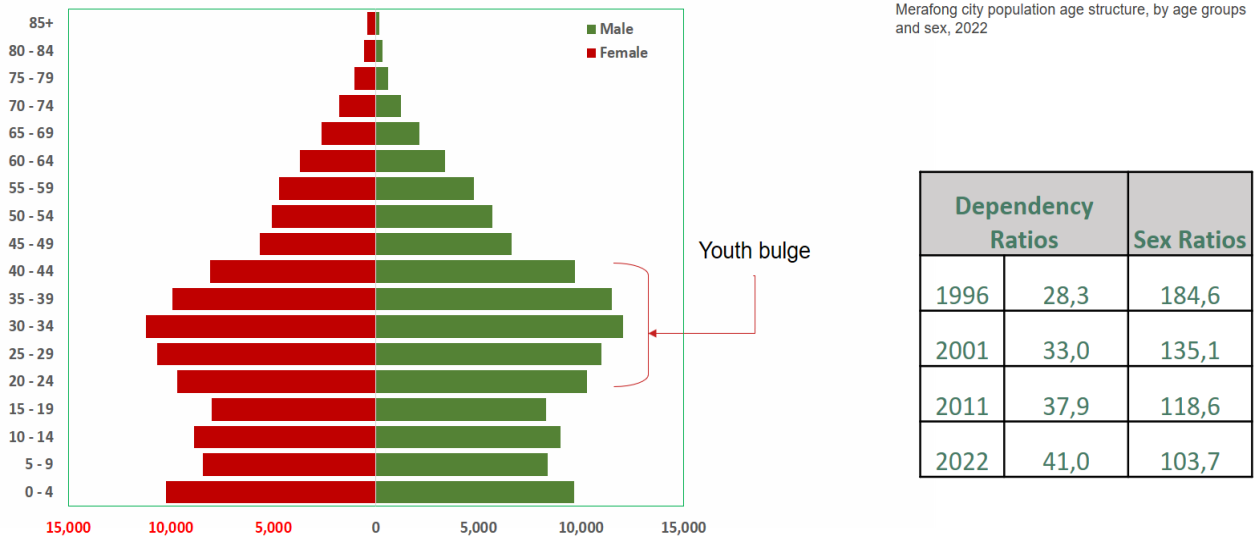
Source: Statssa, Census 2022

- The majority of people living in the West Rand District are youth.



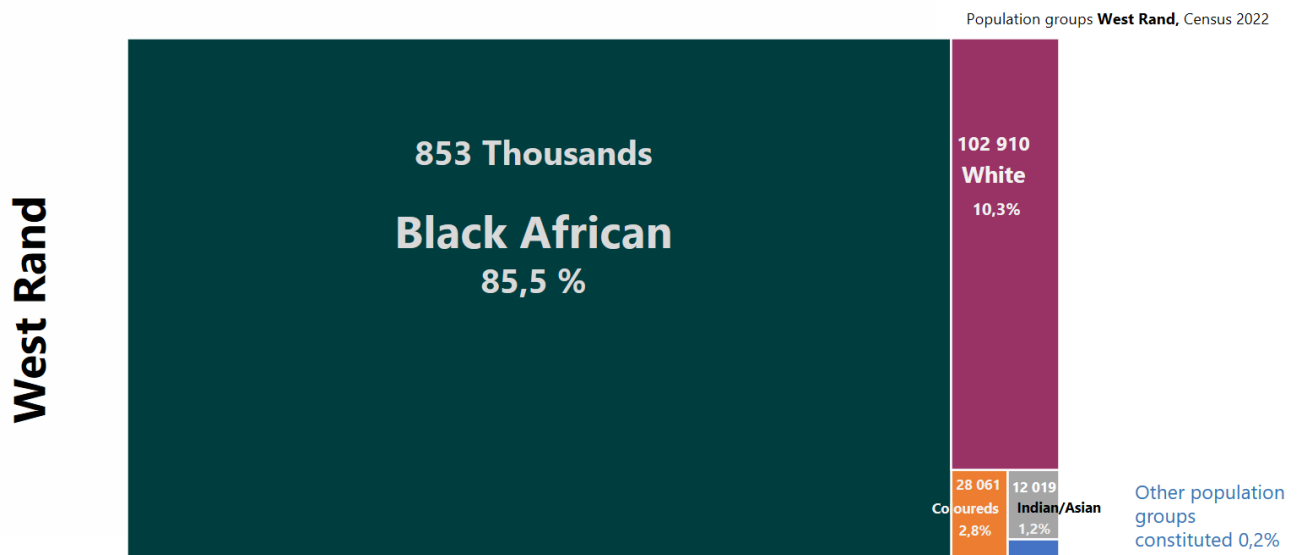
Source: Statssa, Census 2022

- The majority of people living in Merafong City Municipality are youth.



Source: Statssa, Census 2022

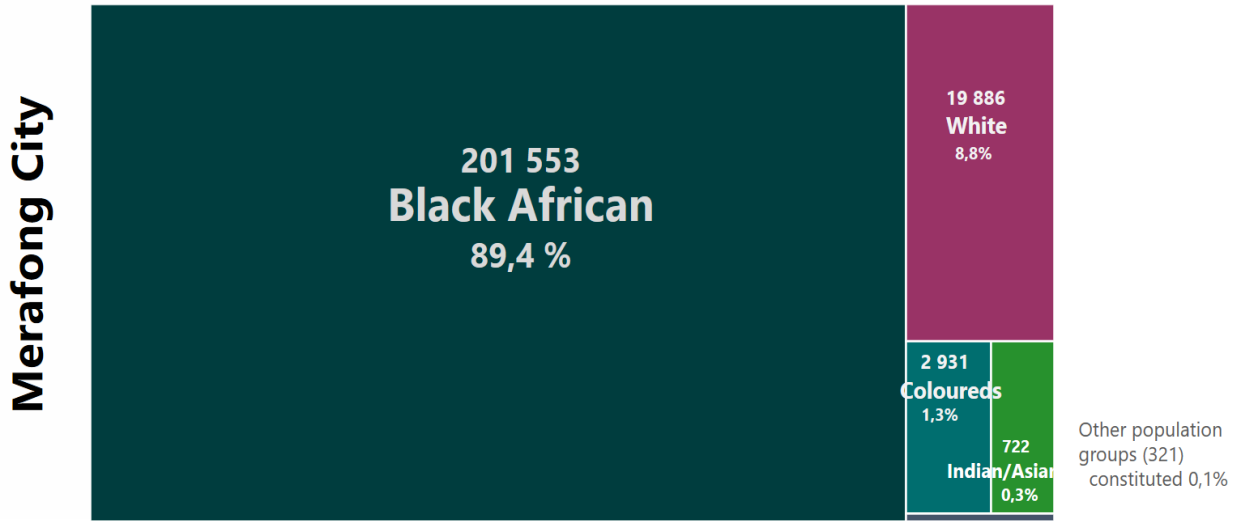
- At **85,5%** the **Black African** population group constitutes the largest proportion of West Rand's population, followed by **White (10,3%)** and **Coloured (2,8%)**.



Source: Statssa, Census 2022

- At **89,4%** the **Black African** population group constitutes the largest proportion of Merafong's population, followed by **White (8,8%)** and **Coloured (1,3%)**.

Population groups Merafong, Census 2022

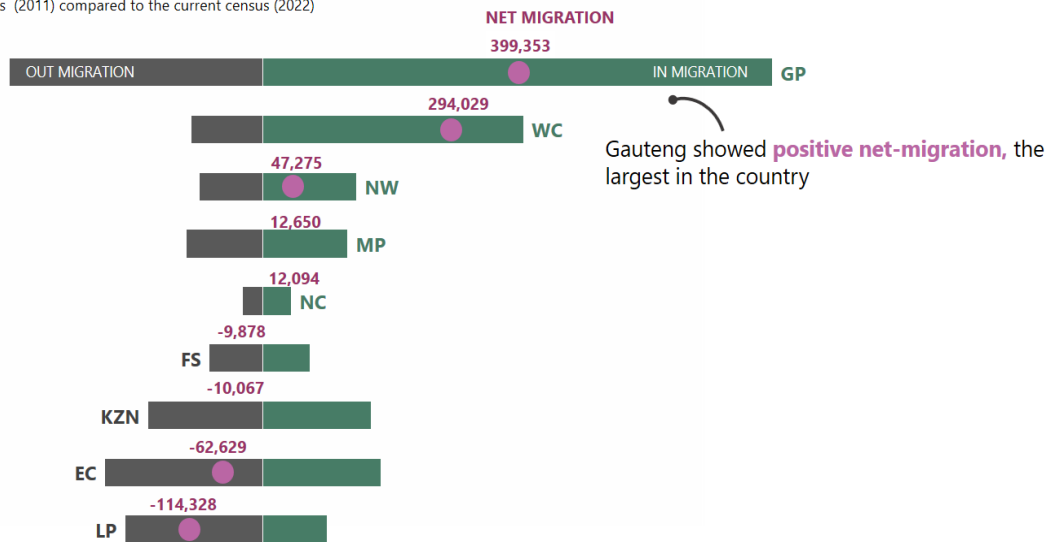


Source: Statssa, Census 2022

3.4.2 Migration

- Between 2011 and 2022 Gauteng gained net amount of almost 400 000 persons moving from other Provinces.

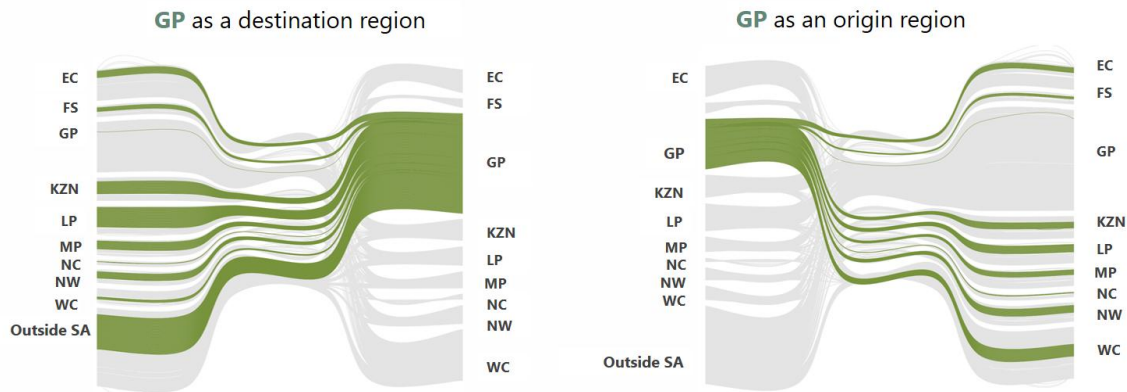
Residence in the previous census (2011) compared to the current census (2022)



Source: Statssa, Census 2022

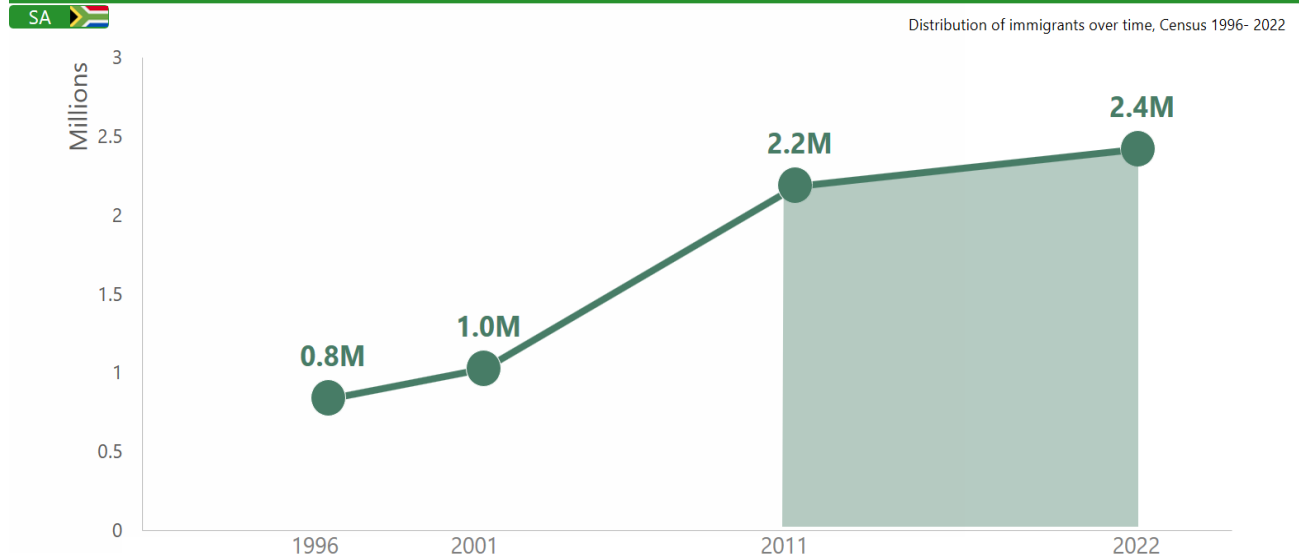
- Strongest migration flows from Limpopo Province were to the Gauteng Province, while the biggest stream out of Gauteng Province was to Western Cape Province.

Residence in the previous census (2011) compared to the current census (2022)



Source: Statssa, Census 2022

- The number of immigrants (persons born outside South Africa) in 2022 have more than doubled when compared with 2001, and increased slightly between 2011 and 2022.

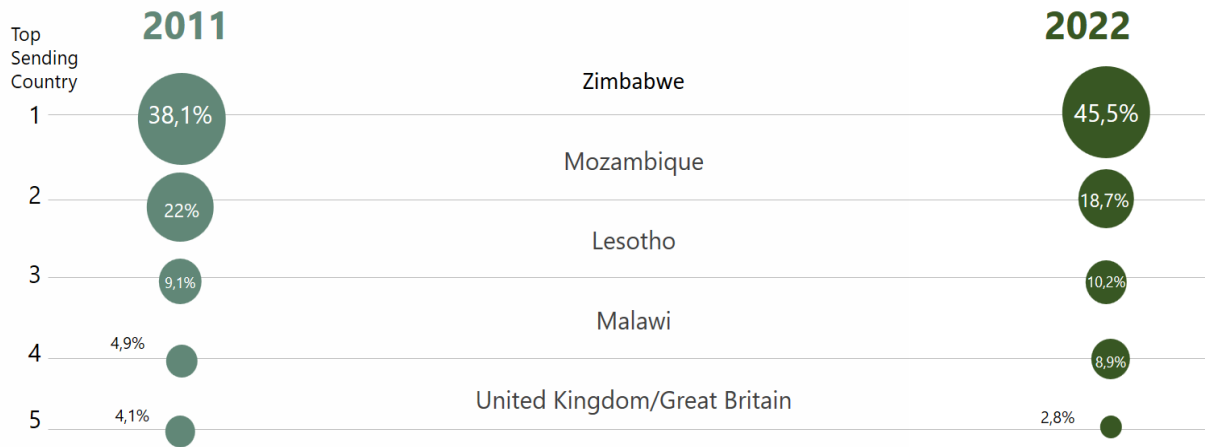


Source: Statssa, Census 2022

- The top five sending countries remained the same between the two Census periods and represent more than 85% of all migrants in 2022.



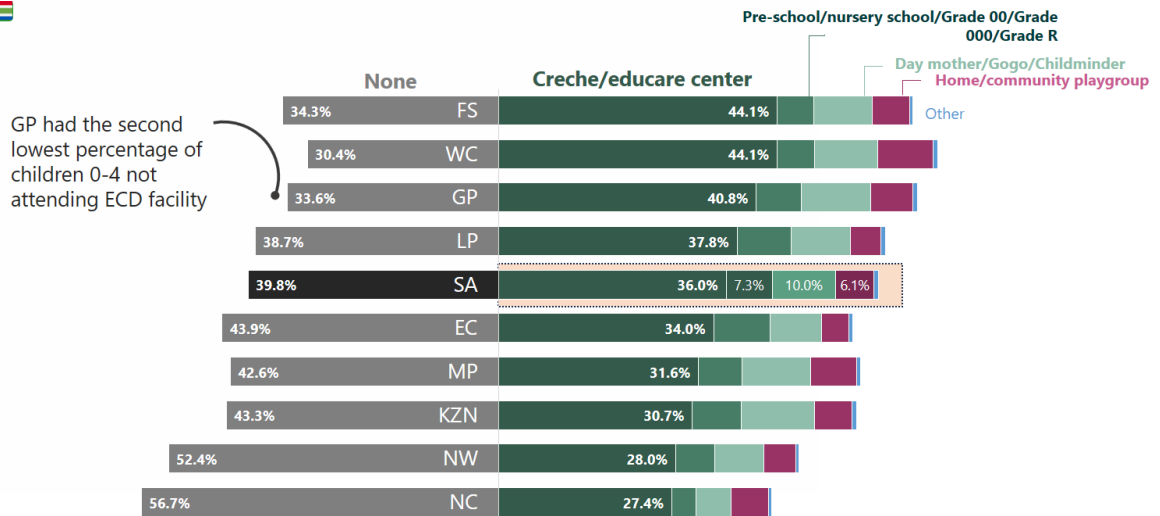
Distribution of top 5 sending countries to South Africa, Census 2011 and 2022



Source: Statssa, Census 2022

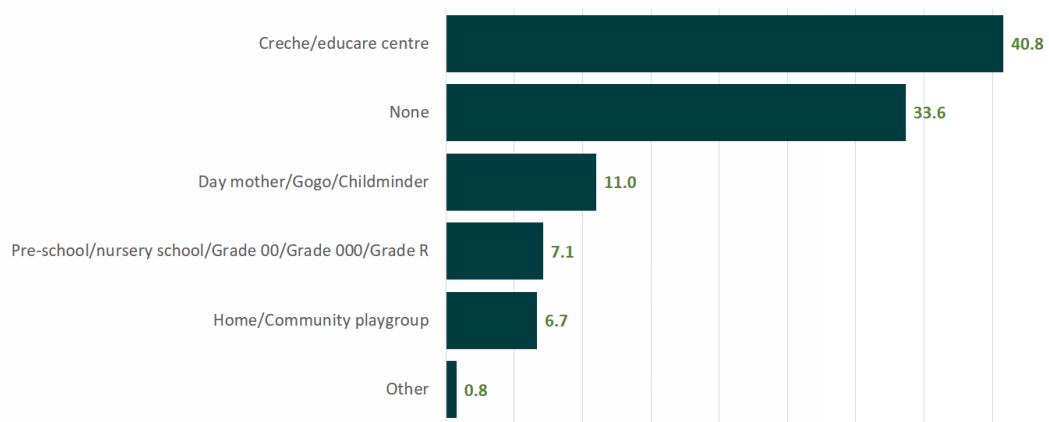
3.4.3 Education Attainment in West Rand

- Six out of ten children aged 0-4 years had access to some form of early childhood development (ECD) program



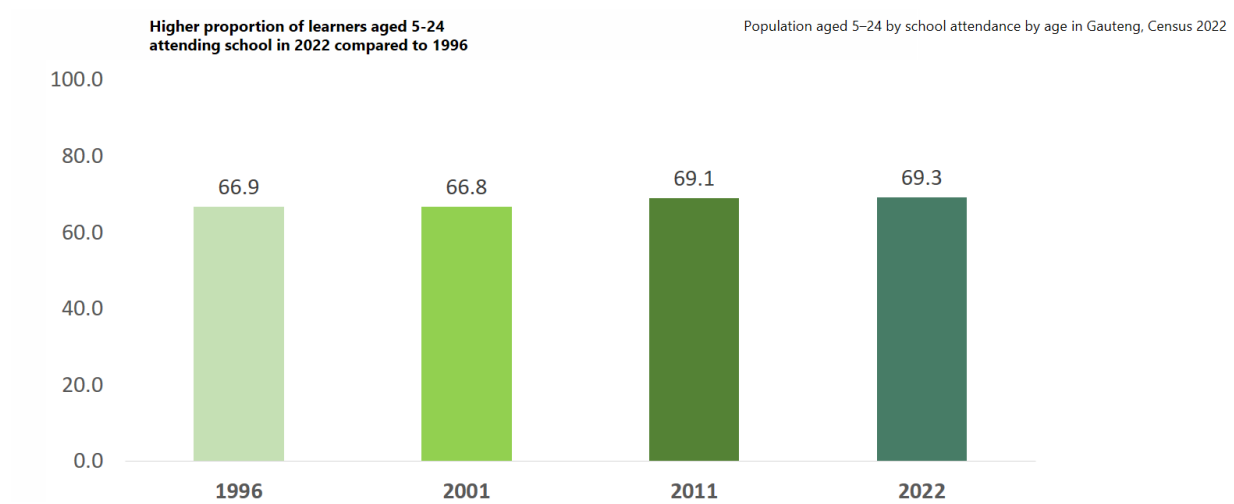
Source: Statssa, Census 2022

- 66% of children aged 4-0 in Gauteng had access to some form of early childhood development (ECD) program.



Source: Statssa, Census 2022

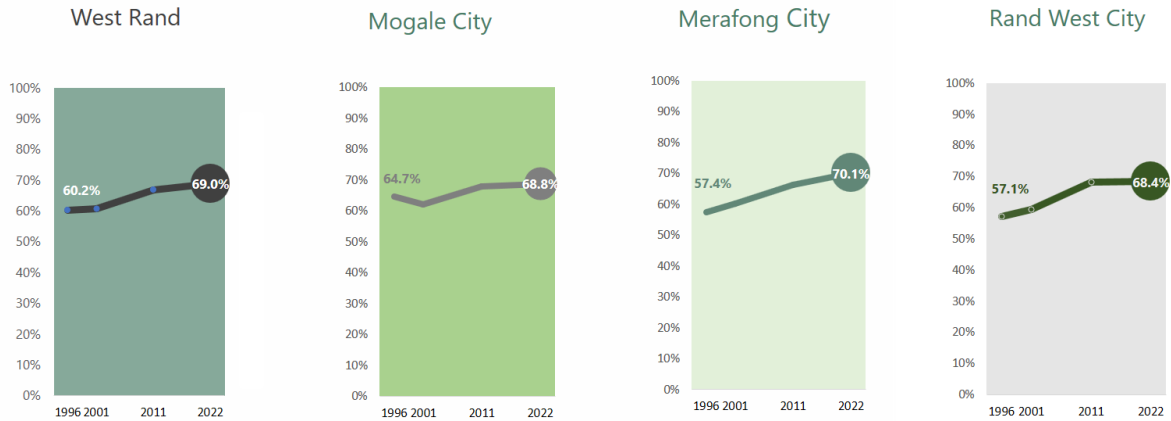
- Persons aged 5-24 years attending school increased by 2,5 percentage points from 66,9% in 1996 to 69,3% in 2022.



Source: Statssa, Census 2022

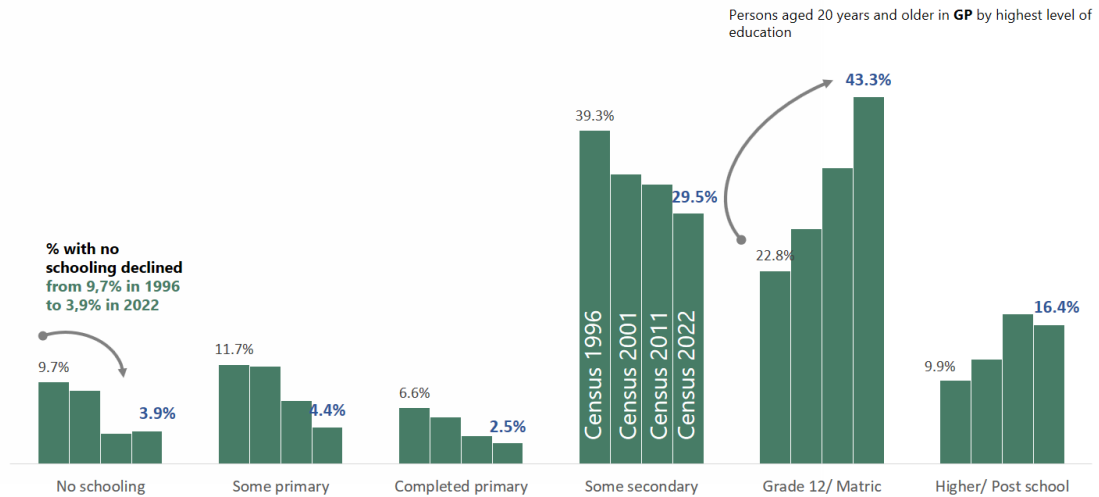
- Persons aged 5-24 years attending school increased by 8,8 percentage points in West Rand from 60,2% in 1996 to 69,0% in 2022. Merafong City had the highest increase of 12,7 percentage points.

Population aged 5-24 years school attendance, Census 1996–2022



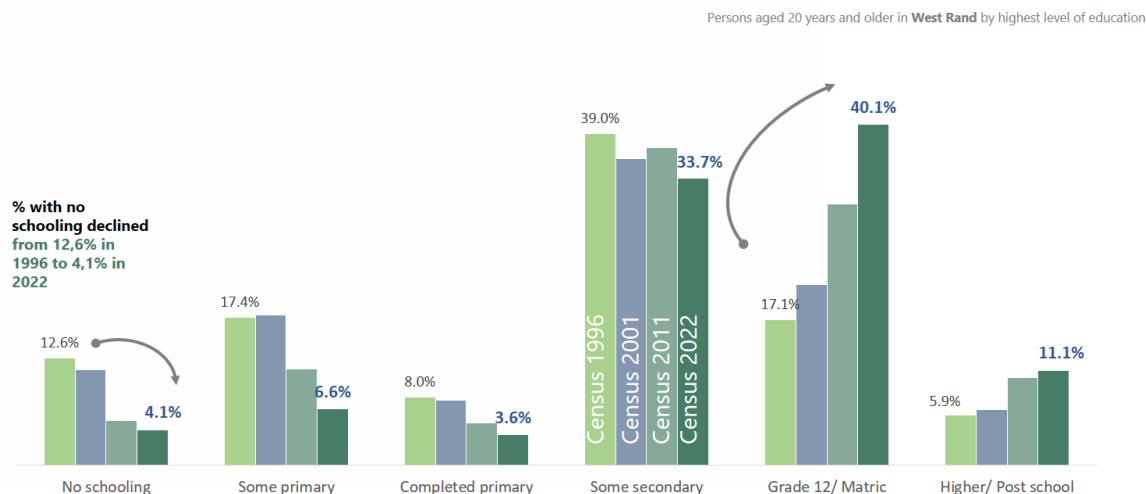
Source: Statssa, Census 2022

- About 4 out of 10 persons aged 20 years and above have completed Grade 12/Matric in Gauteng in 2022.



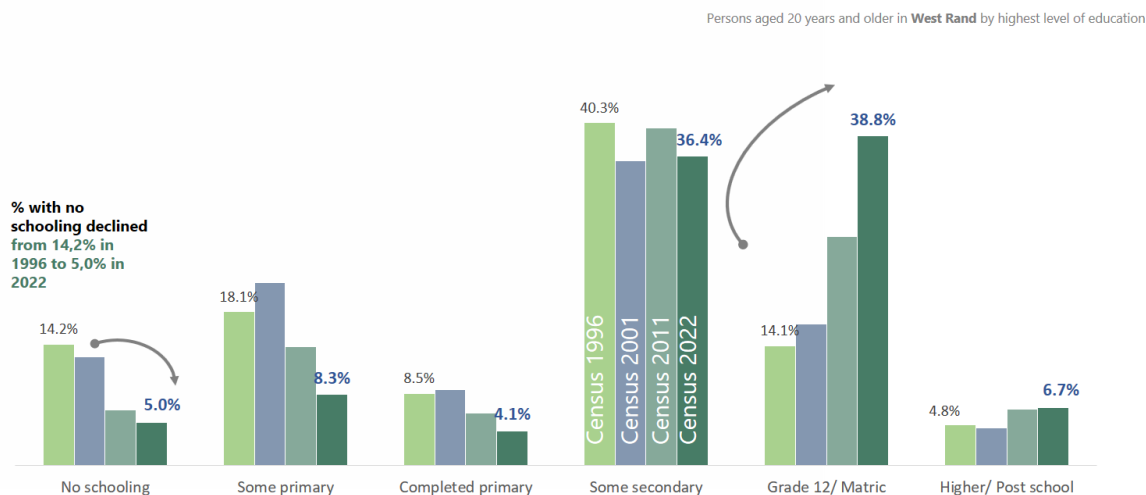
Source: Statssa, Census 2022

- Approximately 40 out of 100 persons aged 20 years above completed Grade 12/Matric in the West Rand District in 2022.



Source: Statssa, Census 2022

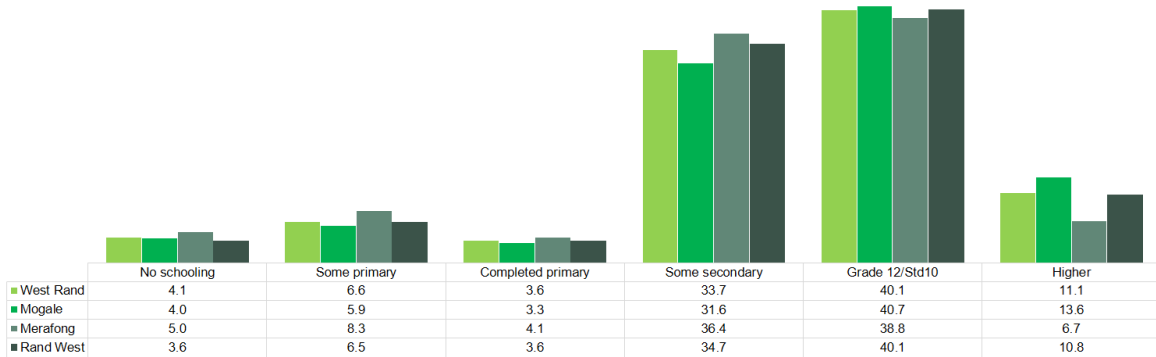
- Approximately 39 out of 100 persons aged 20 years above completed Grade 12/Matric in the Merafong City Municipality in 2022.



Source: Statssa, Census 2022

➤ Most of persons aged 20 years and above in Merafong had Grade 12 (38,8%)

Population aged 20 years by Highest level of education, Census 2022

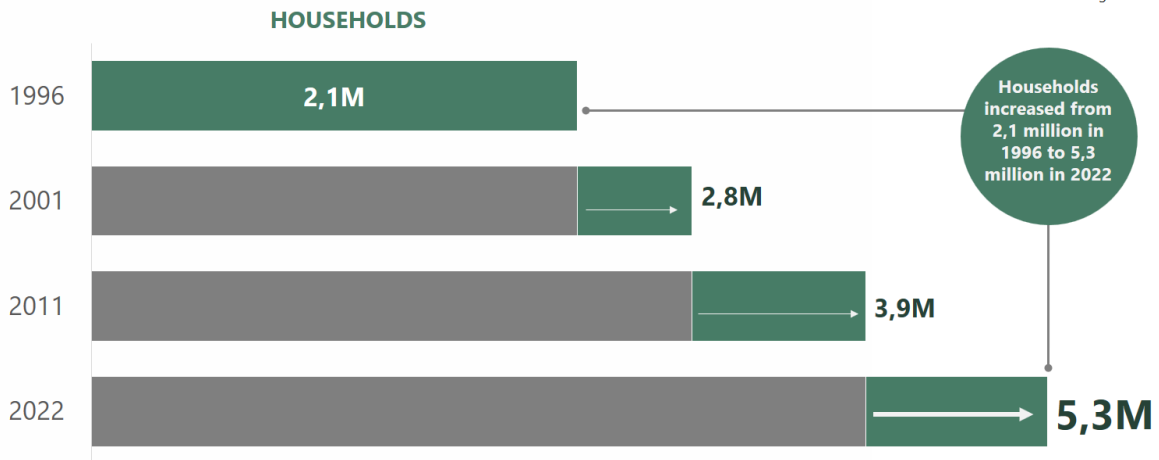


Source: Statssa, Census 2022

3.4.4 Housing and Households

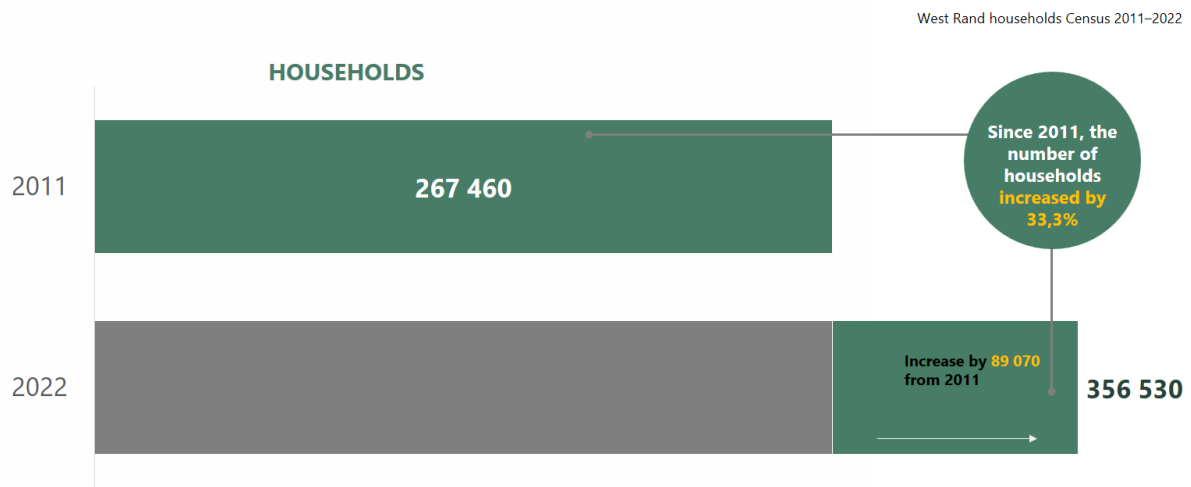
➤ Gauteng Households increased from 2,1 million in 1996 to 5,3 million in 2022.

Households in Gauteng 1996-2022



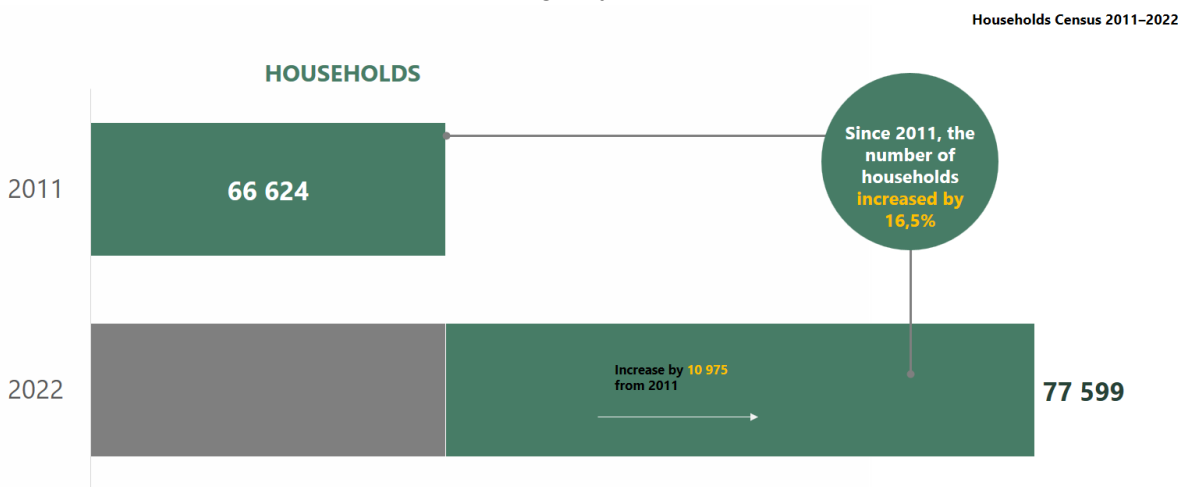
Source: Statssa, Census 2022

- There were about 357 thousands households in West Rand 2022.



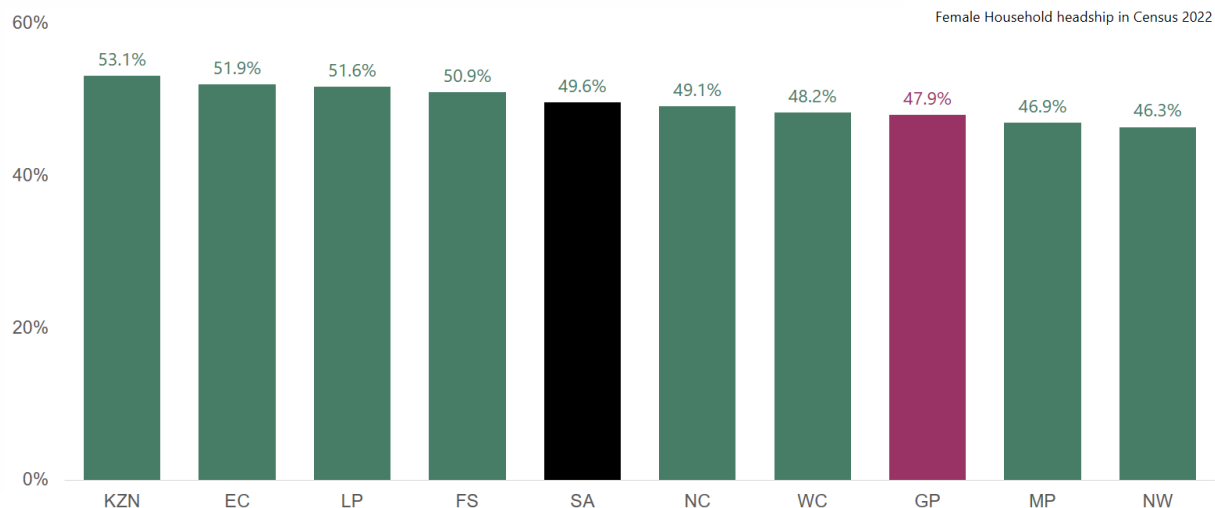
Source: Statssa, Census 2022

- 77 599 thousand households in Merafong City 2022.



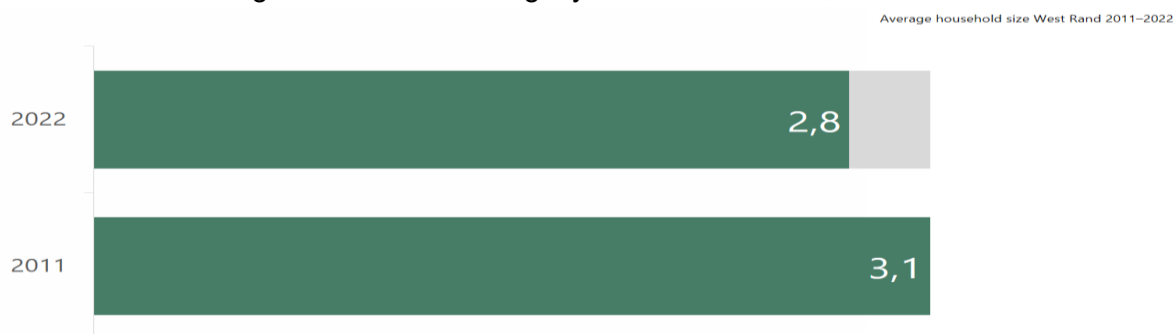
Source: Statssa, Census 2022

- There were slightly lower percentage of female-headed households in **Gauteng (47,9%)** than male headed households.



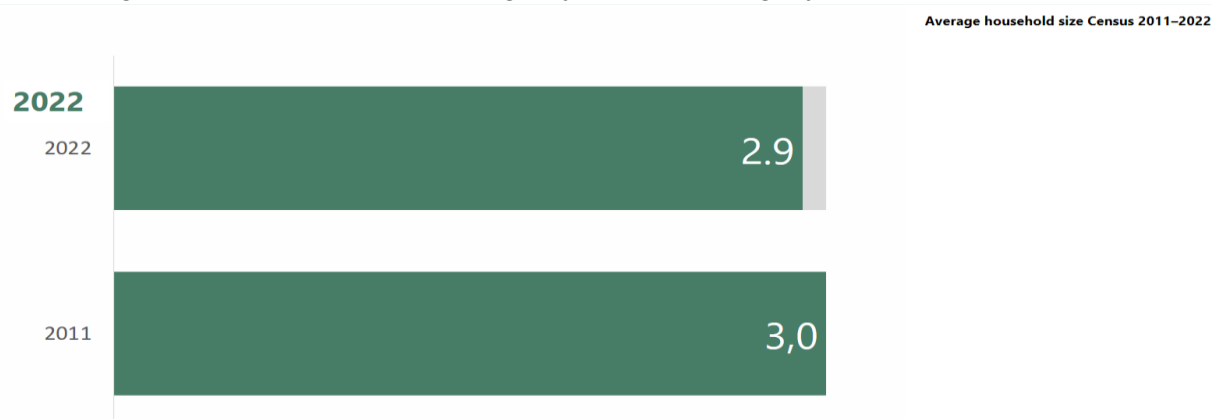
Source: Statssa, Census 2022

- West Rand's average household size slightly decreased from 3,1 in 2011 to 2,8 in 2022.



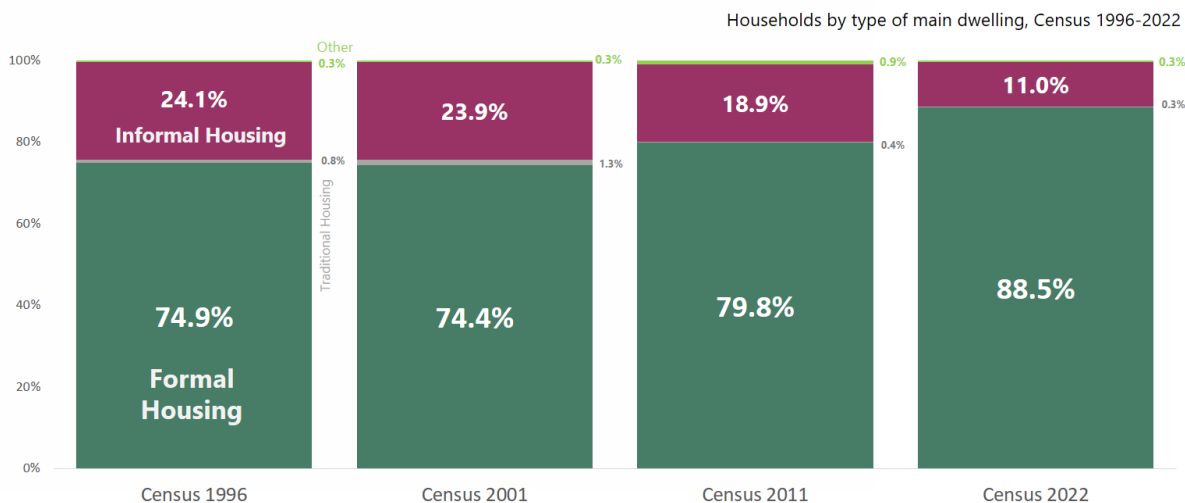
Source: Statssa, Census 2022

- Average household size in Merafong City decreased slightly between 2011 and 2022.



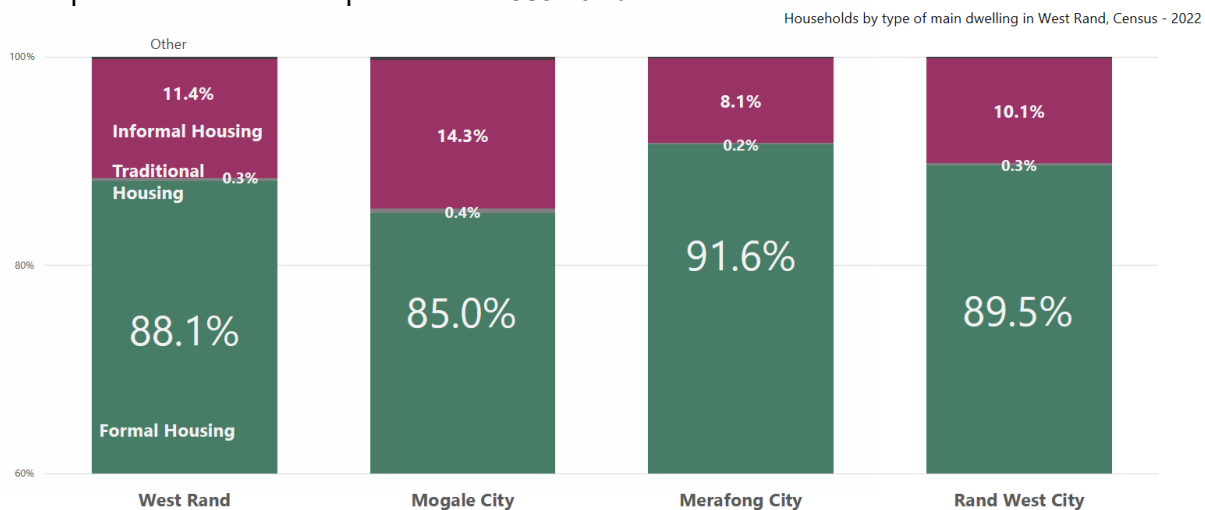
Source: Statssa, Census 2022

- Households that resided in formal dwellings increased by **13,6 percentage points** from **74,9% in 1996 to 88,5% in 2022 in Gauteng.**



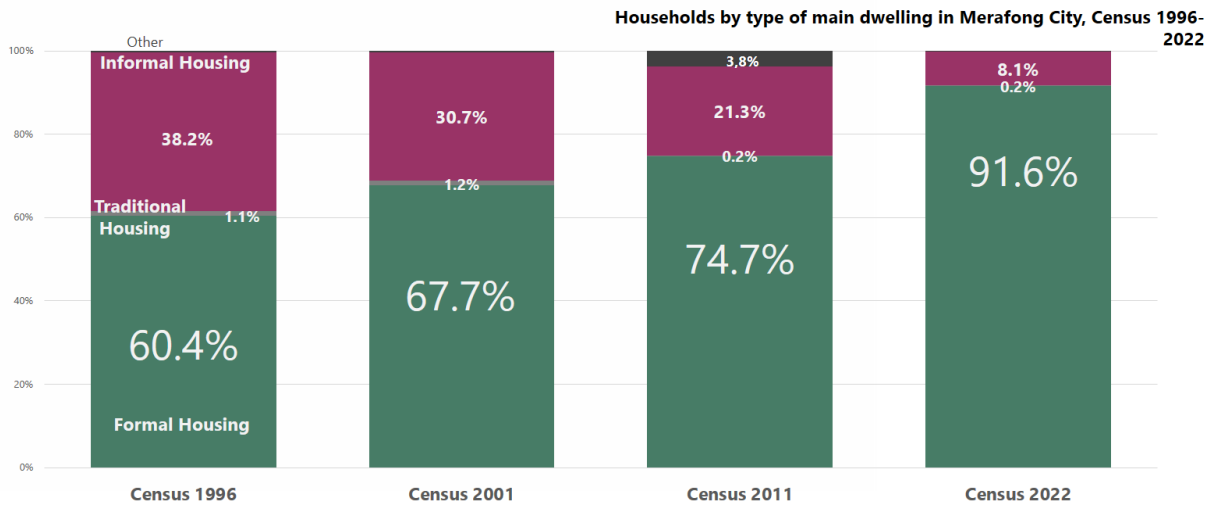
Source: Statssa, Census 2022

- There were more households that resided in formal dwellings in Merafong City in 2022 as compared to other municipalities **in West Rand.**



Source: Statssa, Census 2022

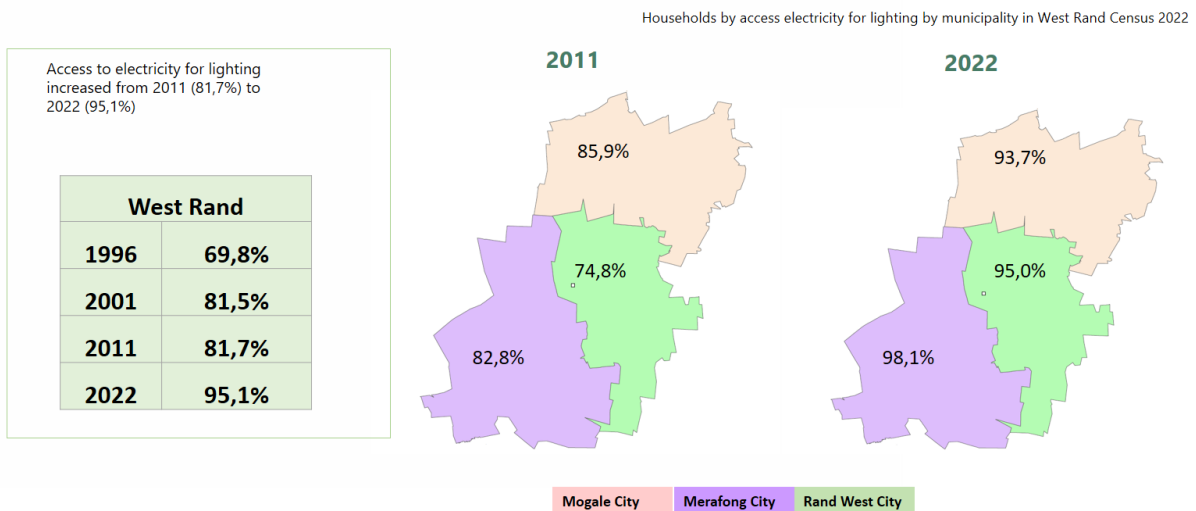
- Households that resided in formal dwellings increased from **60,4% in 1996 to 91,6% in 2022 in Merafong City.**



Source: Statssa, Census 2022

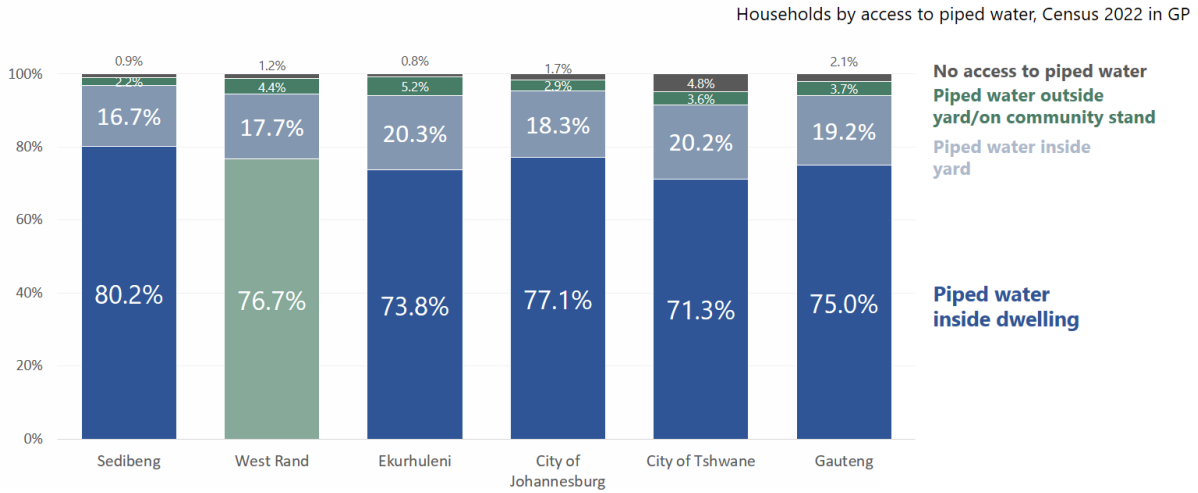
3.4.5 Service Delivery

- All Municipalities in West Rand had more than **90%** of households having access to electricity for lighting in 2022. Merafong City had an increase from **82,8% in 2011 to 98,1% in 2022.**



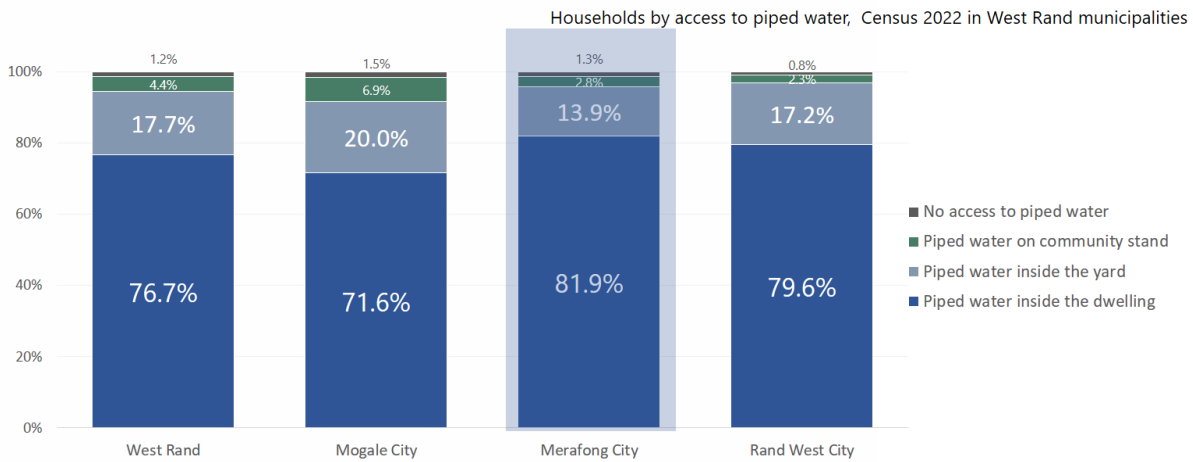
Source: Statssa, Census 2022

- West Rand District had the third highest (**76,7%**) proportion of households with access to piped water inside dwelling.



Source: Statssa, Census 2022

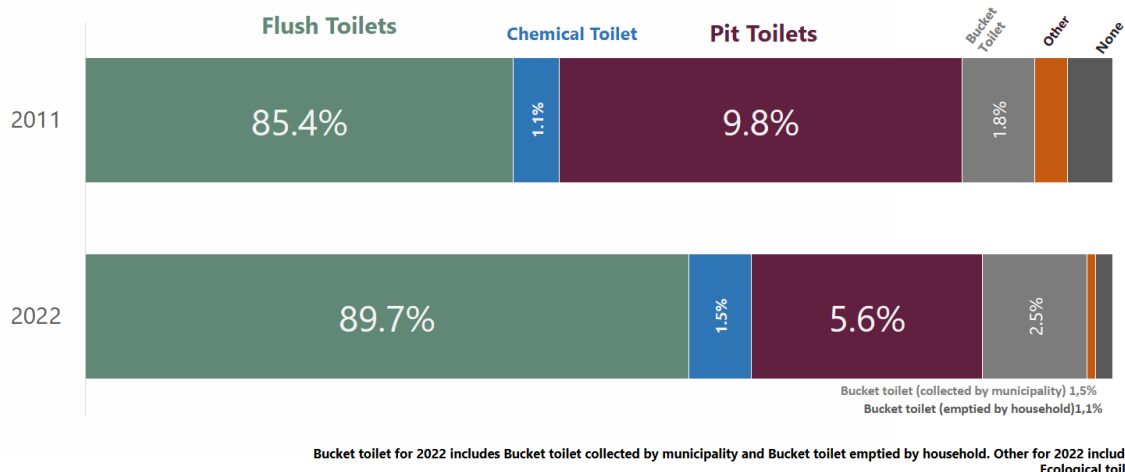
- Merafong City had the highest (**81,9%**) proportion of households with access to piped water inside the dwelling.



Source: Statssa, Census 2022

- Households using flush toilets increased by **4,3** percentage points between 2011 and 2022 in Gauteng.

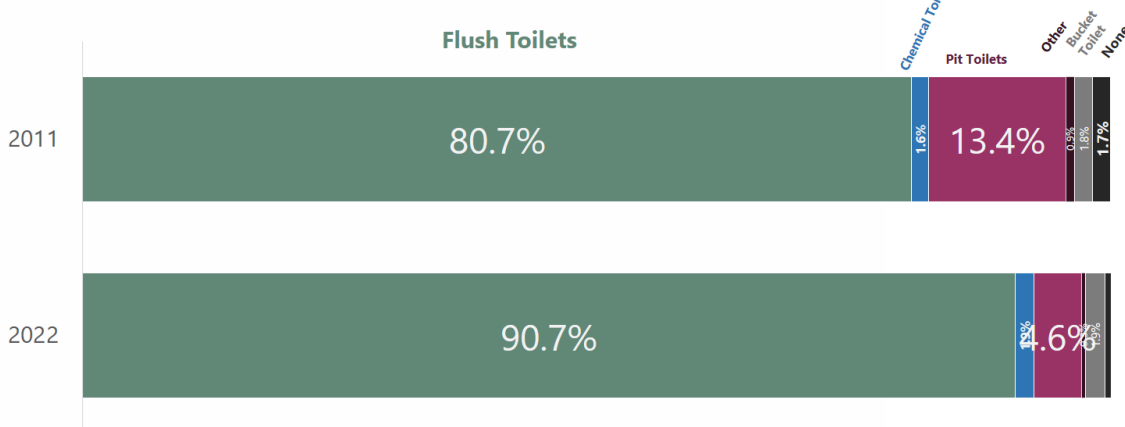
Households by type of toilet facility households by type of toilet facility, Census 2011-2022



Source: Statssa, Census 2022

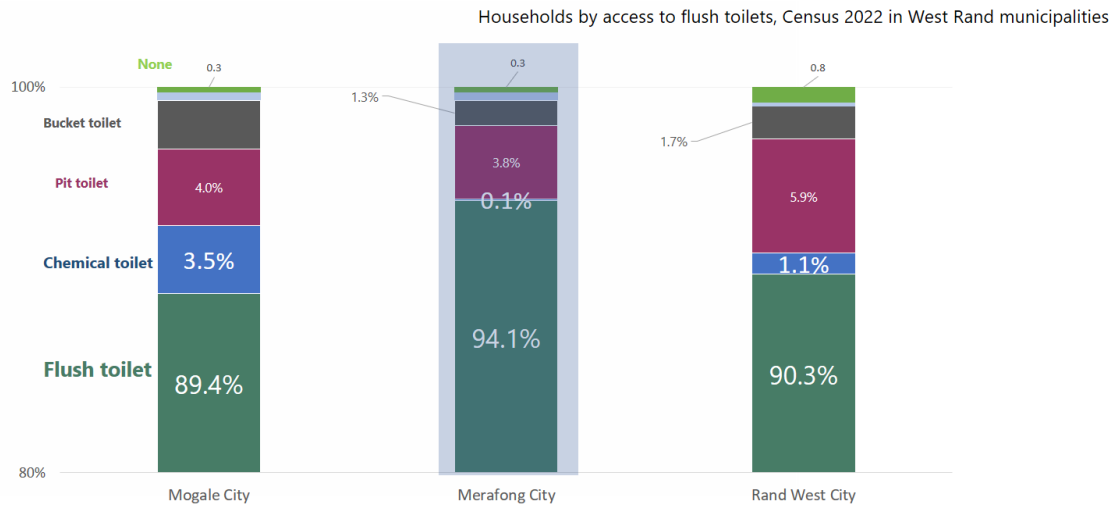
- Households using flush toilets increased by **10** percentage points between 2011 and 2022 in West Rand.

West Rand Households by type of toilet facility , Census 2011-2022



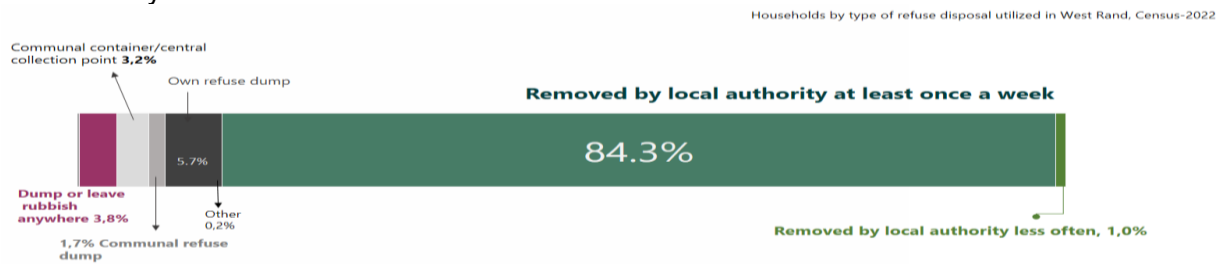
Source: Statssa, Census 2022

- Households in Merafong City (**94,1**) had the highest access to flush toilets than other municipalities.



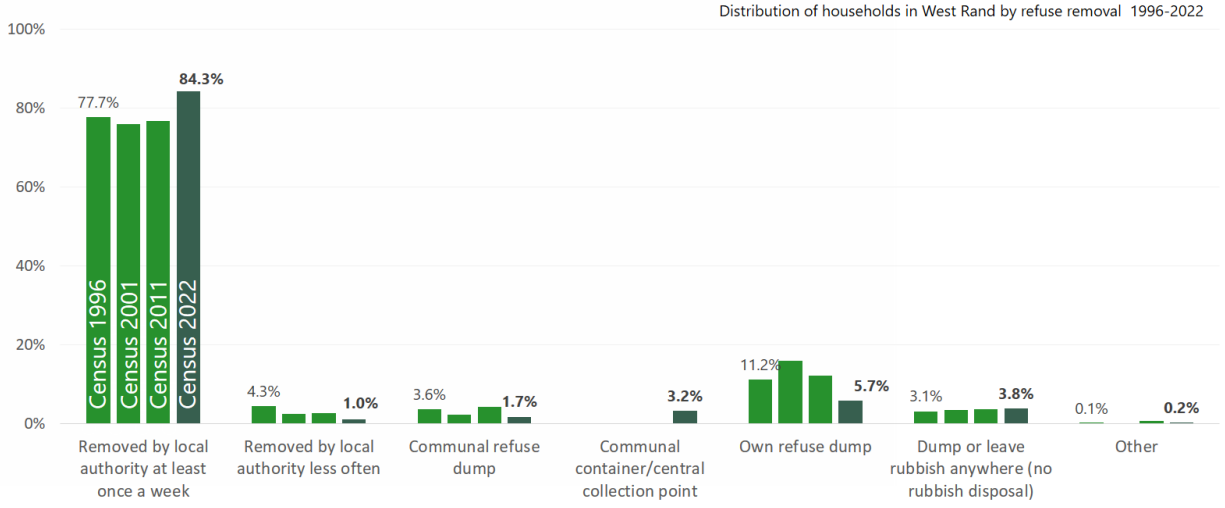
Source: Statssa, Census 2022

- Approximately 84,3% of households in West Rand had their refuse removed by a local authority once a week.



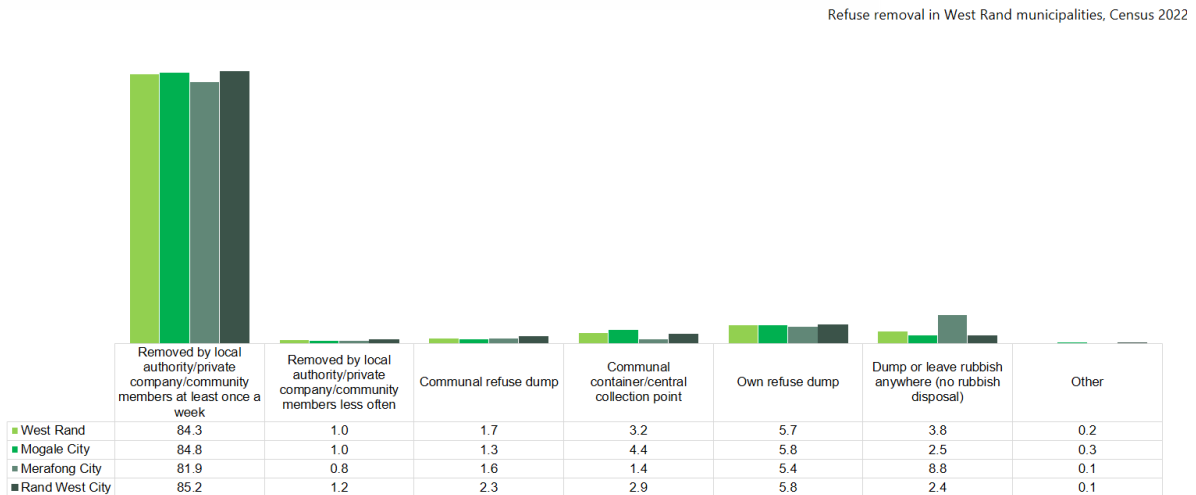
Source: Statssa, Census 2022

- Refuse removal by local authority at least once a week increased from **77,7%** in 1996 to **84,3%** in 2022 in West Rand.



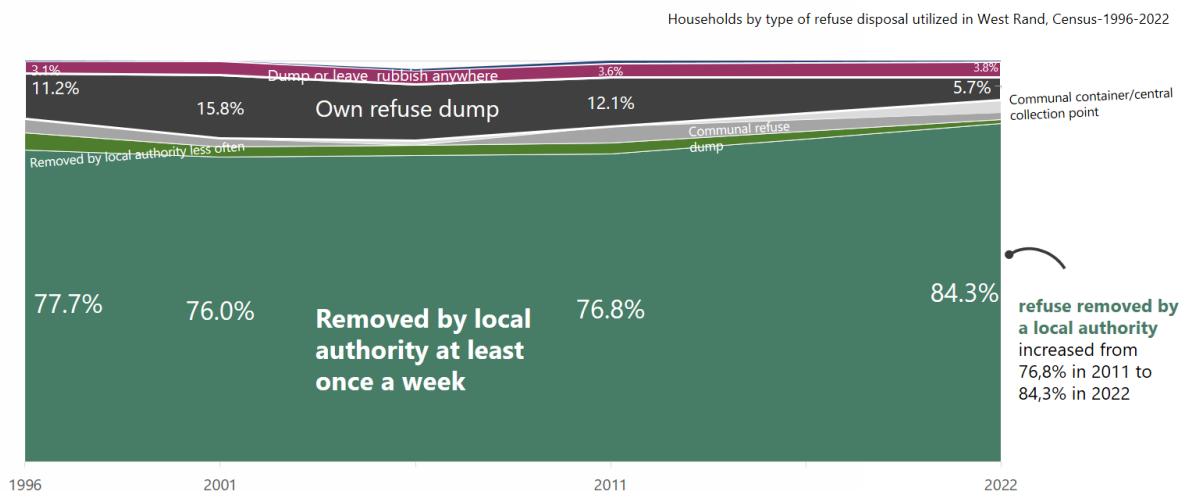
Source: Statssa, Census 2022

- Merafong City had the lowest percentage of Refuse removal by local authority at least once a week as compared to other municipalities.



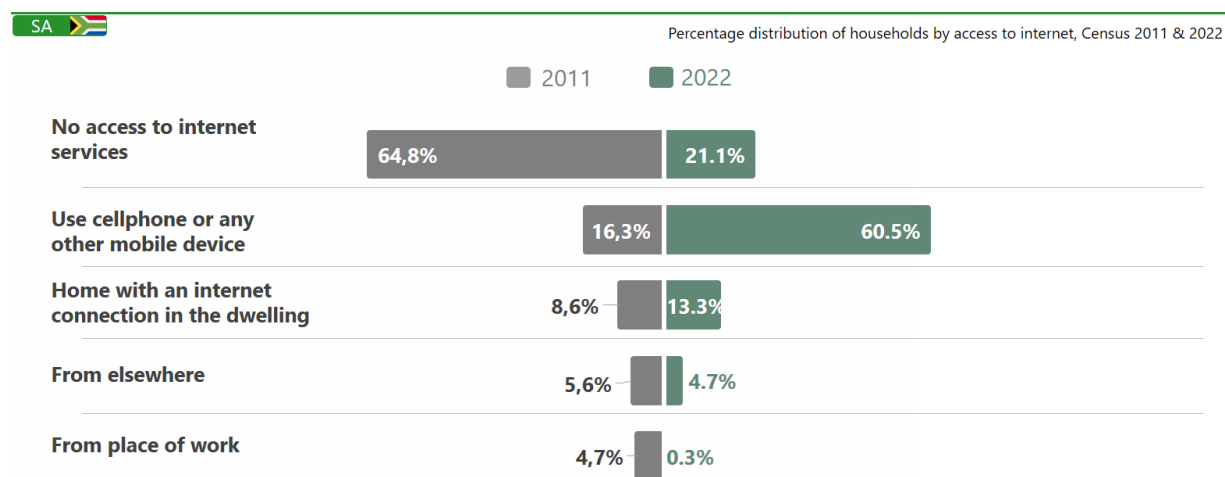
Source: Statssa, Census 2022

- The proportion of Households that have own refuse dump decreased from 11,2% in 1996 to 5,7% in 2022 in the West Rand District.



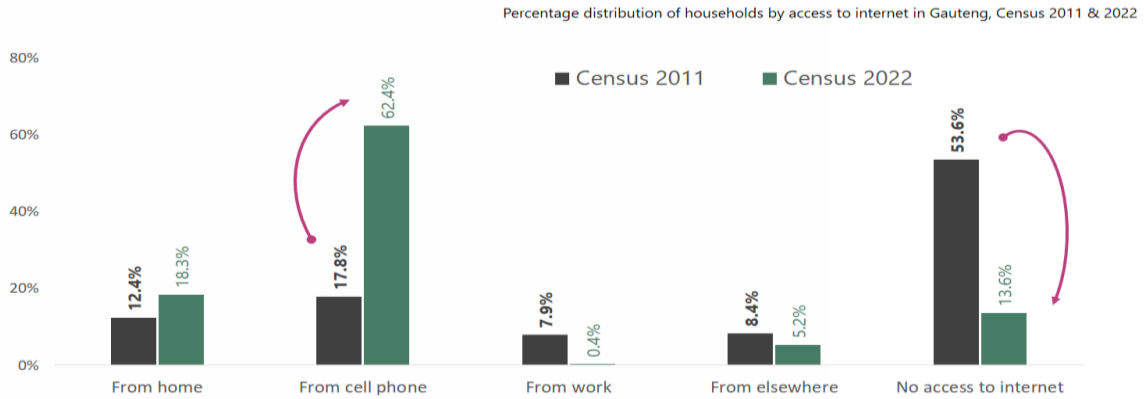
Source: Statssa, Census 2022

- Increased internet penetration over the period 2011 to 2022 in South Africa.



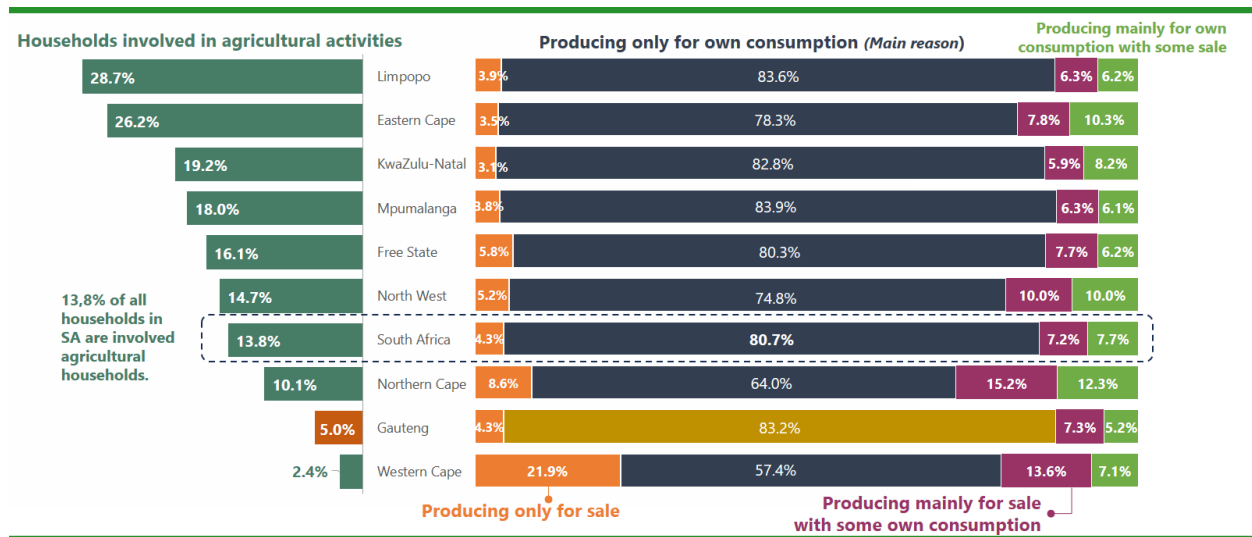
Source: Statssa, Census 2022

- Households with no access to internet declined by 40 percentage points, from 53,6% in 2011 to 13,6% in 2022 in Gauteng Province.



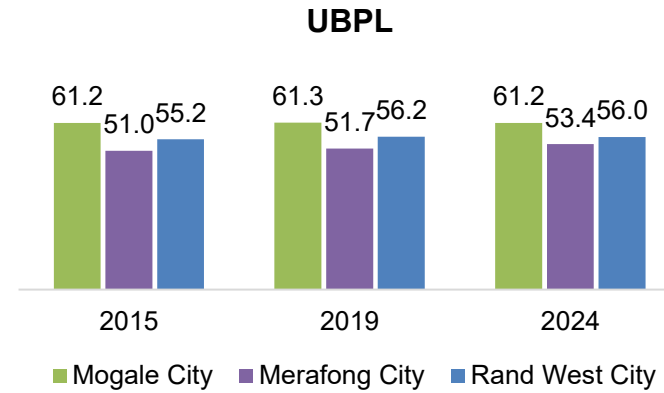
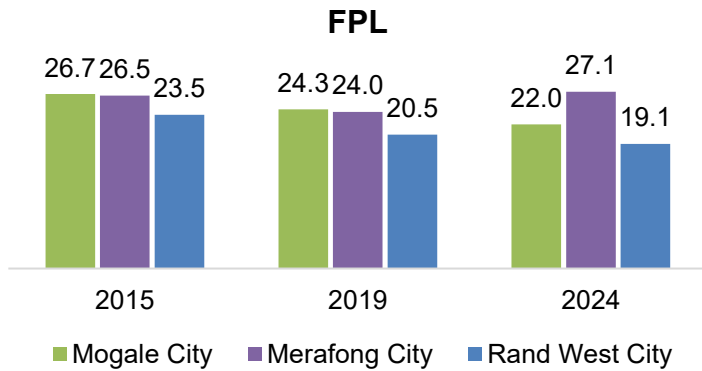
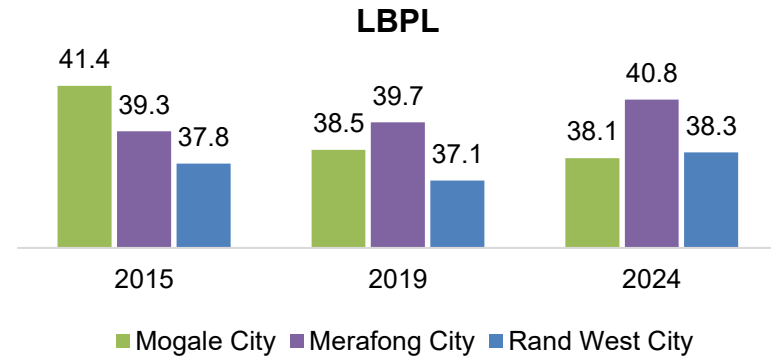
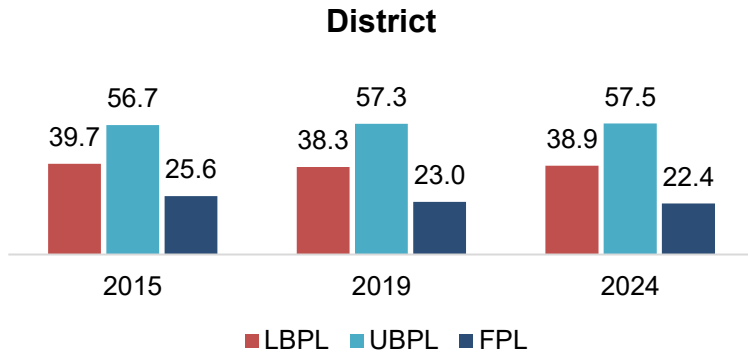
Source: Statssa, Census 2022

- Most households reported agricultural activity for own consumption.



Source: Statssa, Census 2022

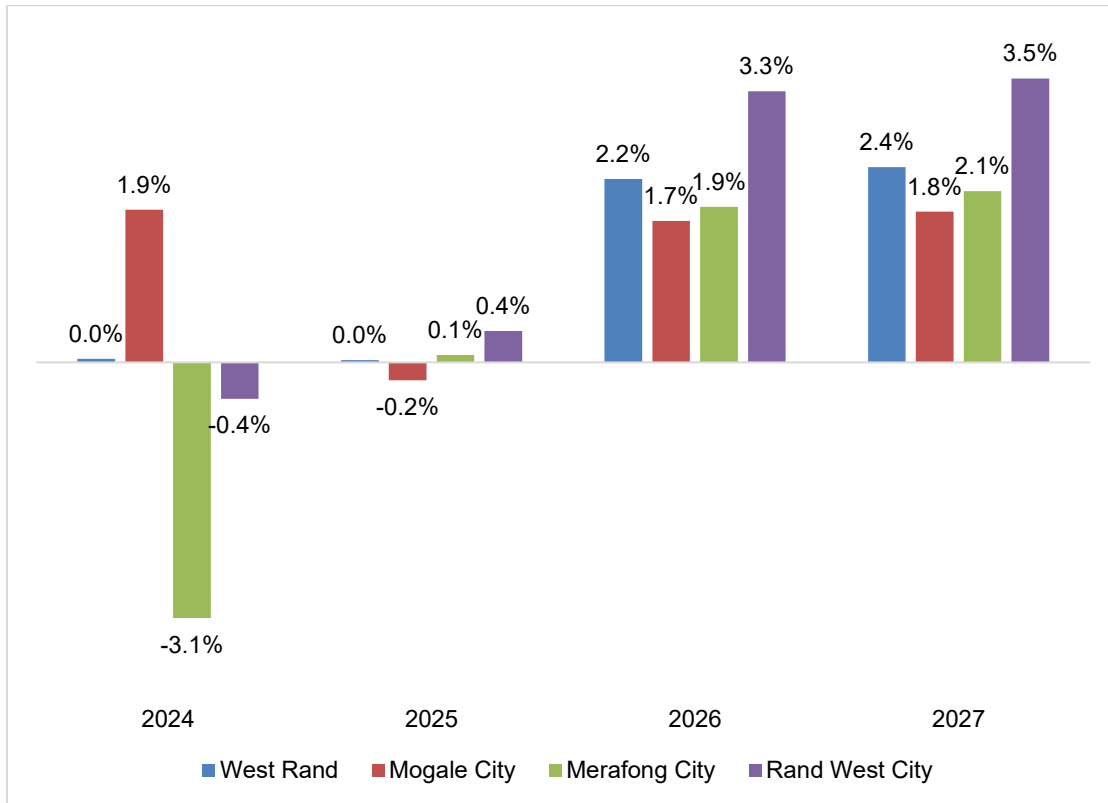
3.4.6 Poverty in West-Rand:



Source: Quantec EasyData, 2025

3.5. Economic Developments

3.5.1 West-Rand Economic Performance

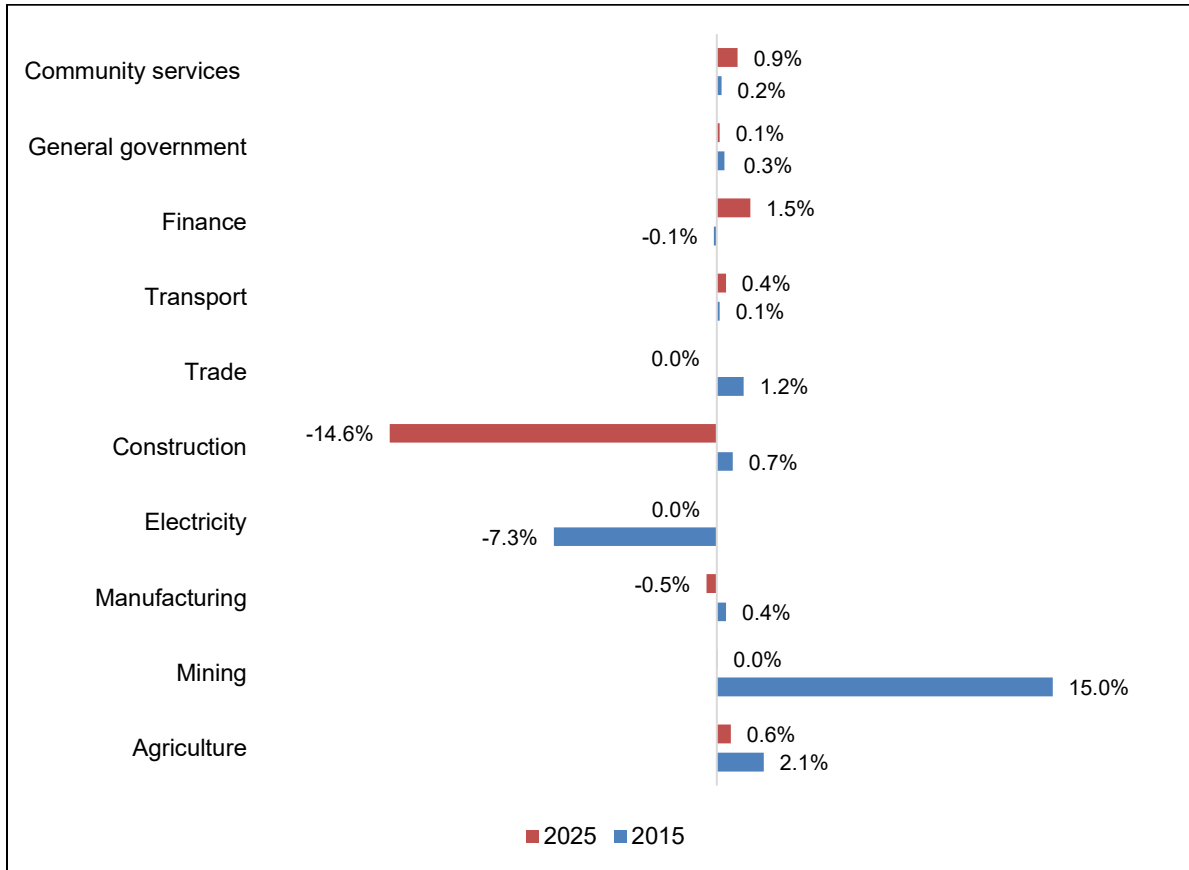


Source: Quantec EasyData, 2025

- Economic growth for the district is estimated to be muted in 2025 as in 2024.
- Due to declines in Mogale City that offset growth in Merafong and West Rand City.

3.5.2 Drivers of growth in West Rand

West Rand Sector Activity

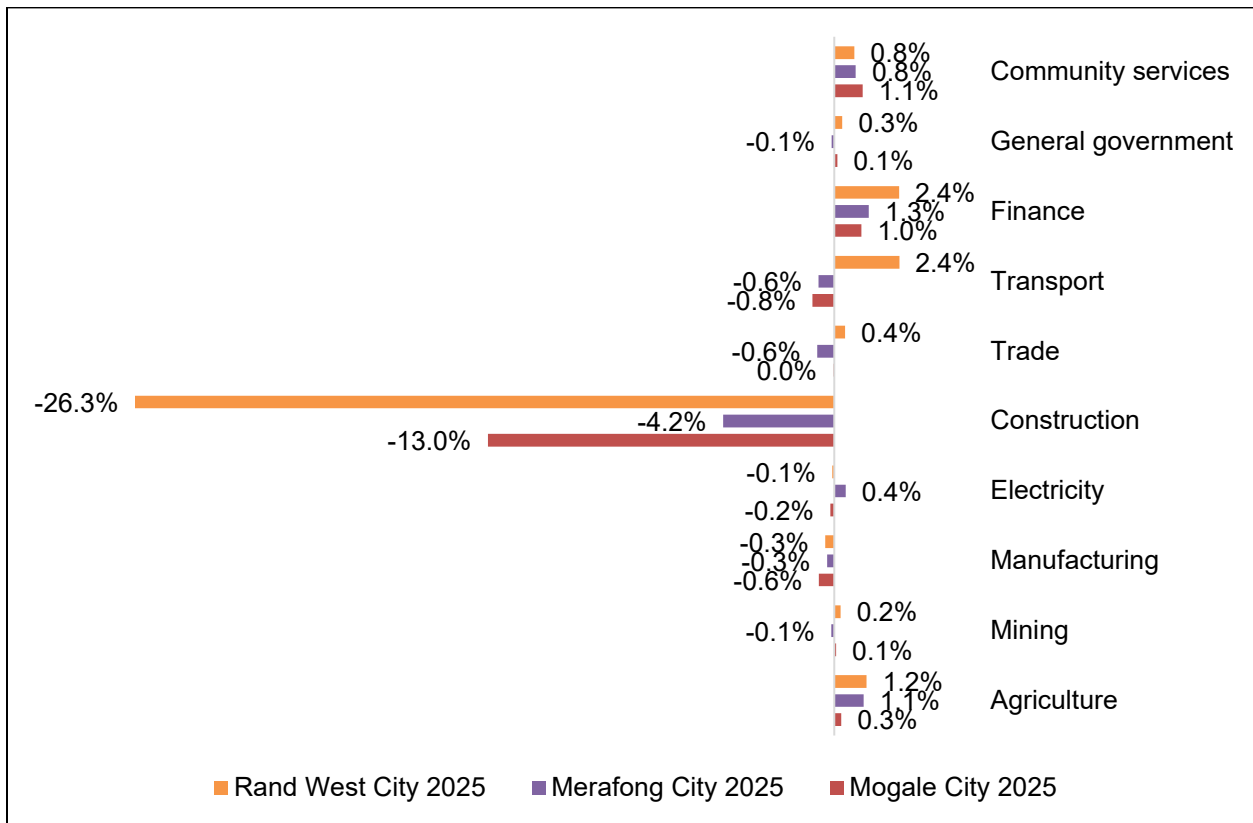


Source: Quantec EasyData, 2025

- In 2025, the construction sector had the biggest decline of 14,6%, while trade and mining were muted,
- The sectors that most offset the declines in the district were the community services (0.9%) and finance (0.5%).

3.5.3 Drivers of Growth in Locals:

West Rand Sector Activity

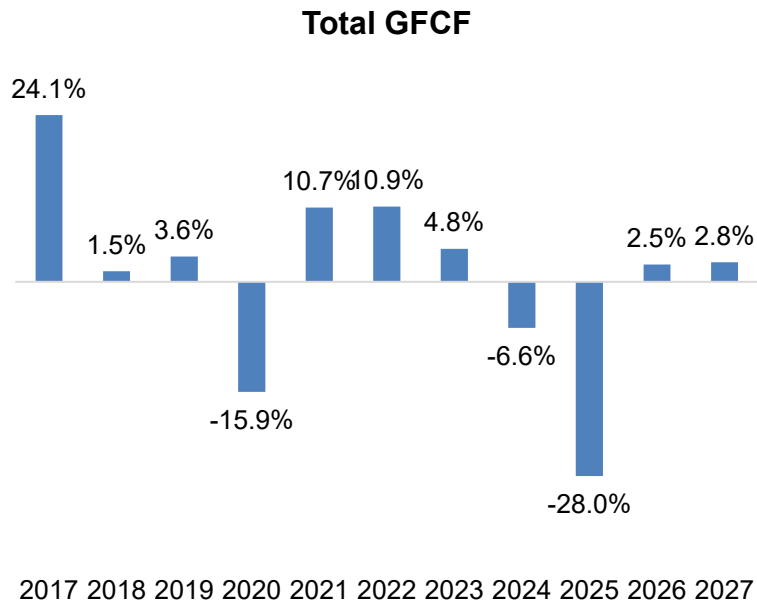


Source: Quantec EasyData, 2025

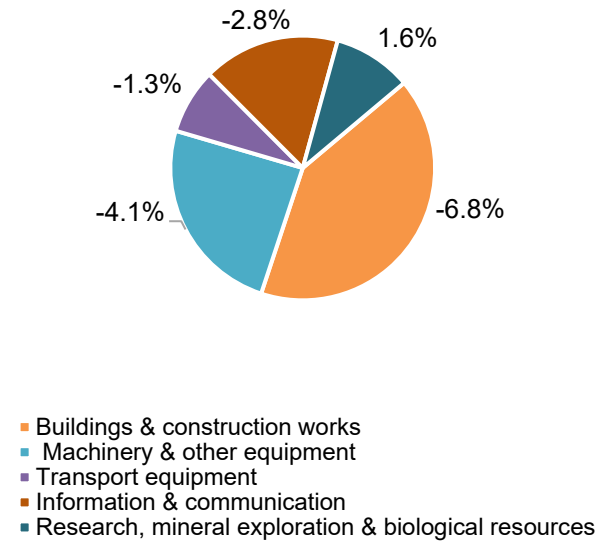
- The biggest growth came from the community services activity.
- While the biggest decline came from construction sector.

3.4. Investment Landscape

3.4.1 Investment Trends



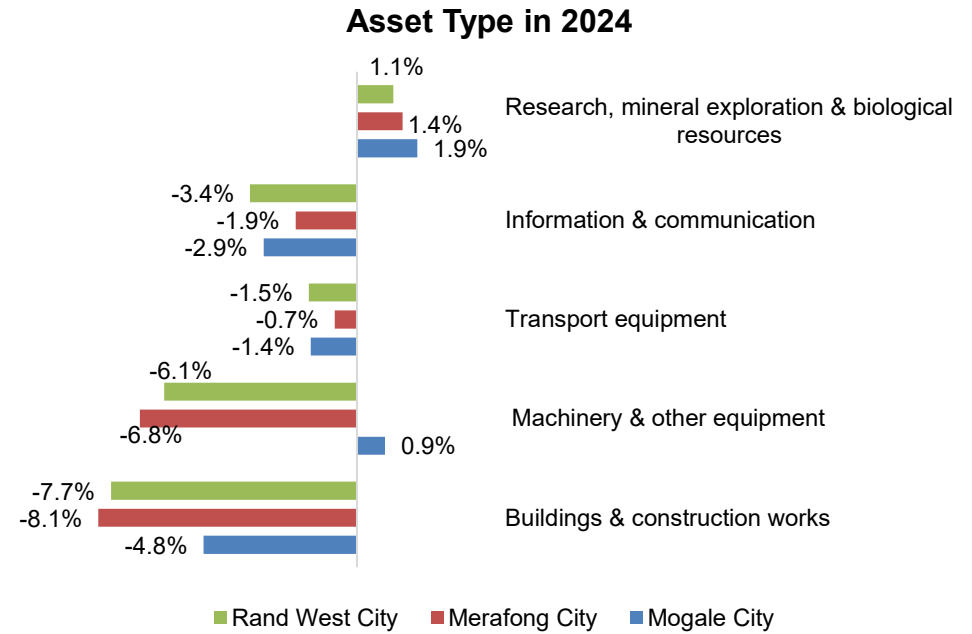
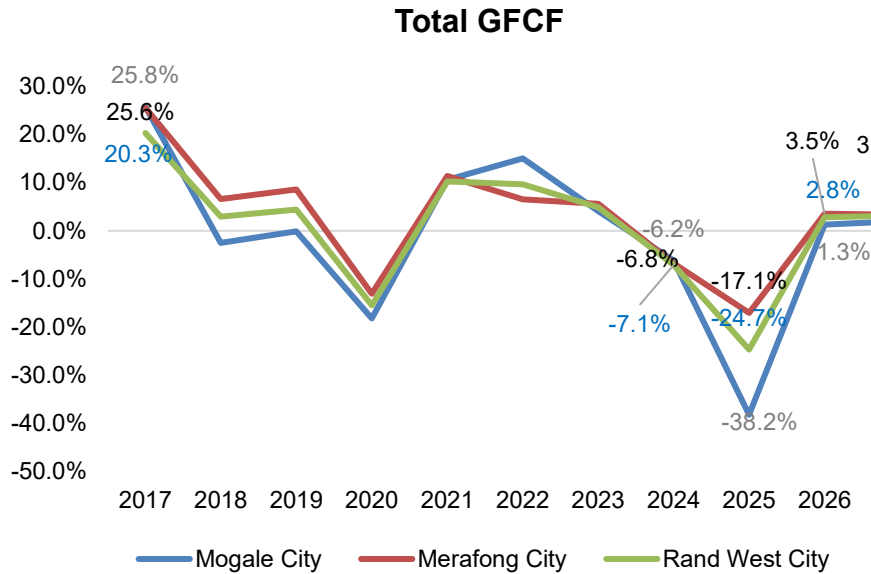
GFCF by Asset type in 2024



Source: Quantec EasyData, 2025

- For most of the review period, investment growth remained in positive territory.
- Then there were declines in the 2020, then in 2024 GFCF declined by 6.6%. In 2025 investment is estimated to contract further by 45.4%.

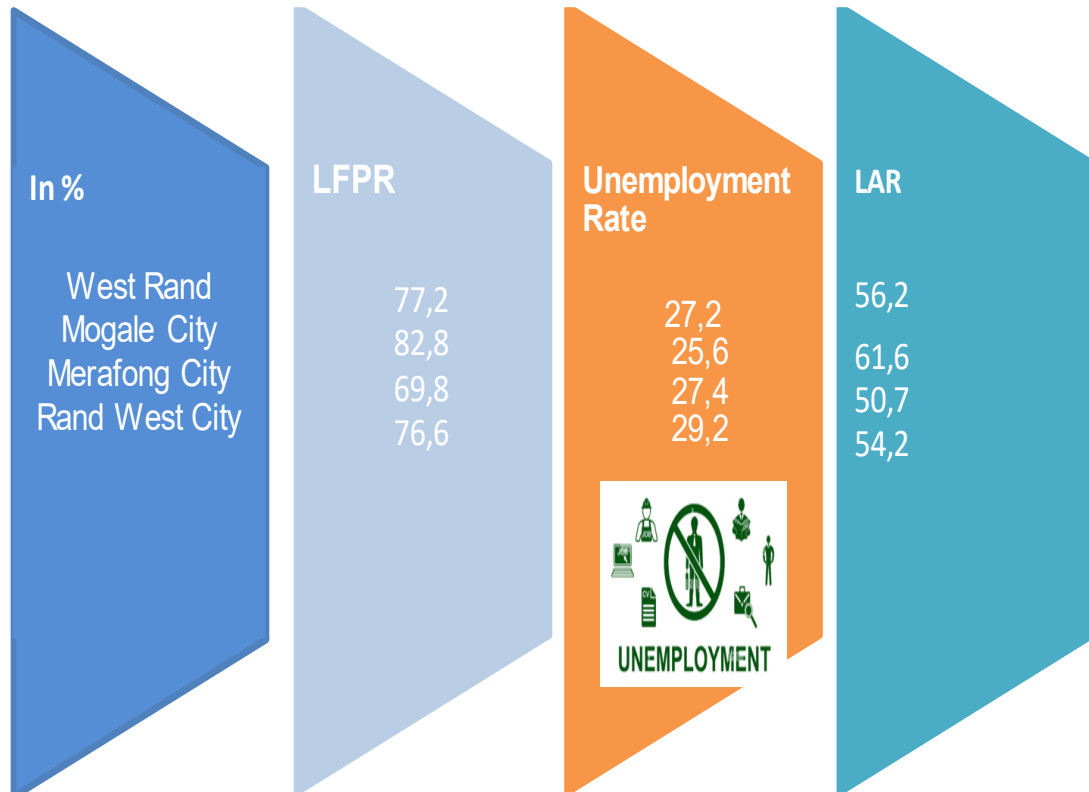
3.4.2 Local Investment Trends



Source: Quantec EasyData, 2025

- In 2025, total GFCF in Mogale City, Merafong City and Rand West City is estimated to contract by 38.2%, 17.1% and 24.7% respectively, before rebounding by 1.3%, 3.5% and 2.8% in 2026.
- In 2024, all local municipalities contracted and all asset types declined except for research, mineral exploration & biological resources and machinery & other equipment which recorded increases in all 3 local municipalities.

3.5 West Rand Labour Indicators:

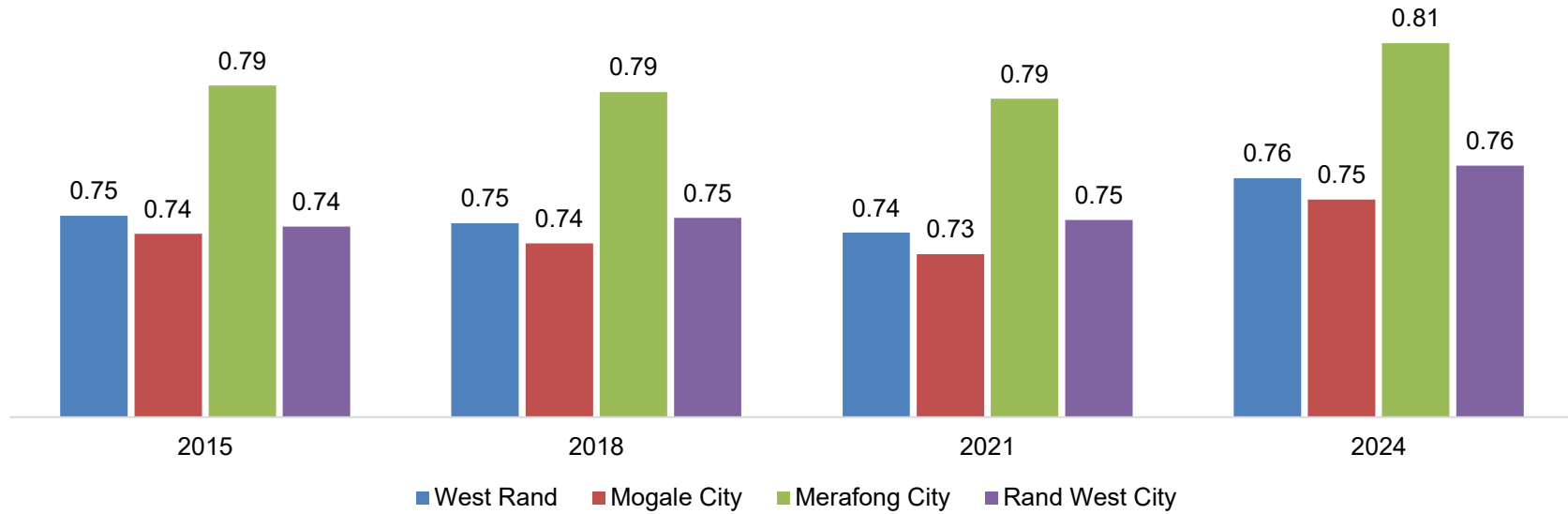


Source: Quantec EasyData, 2025

- The districts unemployment recorded 27.7% in 2025. lower than that of the province and country.
- Rand West City had the highest unemployment rate.

3.6 HDI Returning to Pre-Pandemic Levels:

HUMAN DEVELOPMENT INDEX:

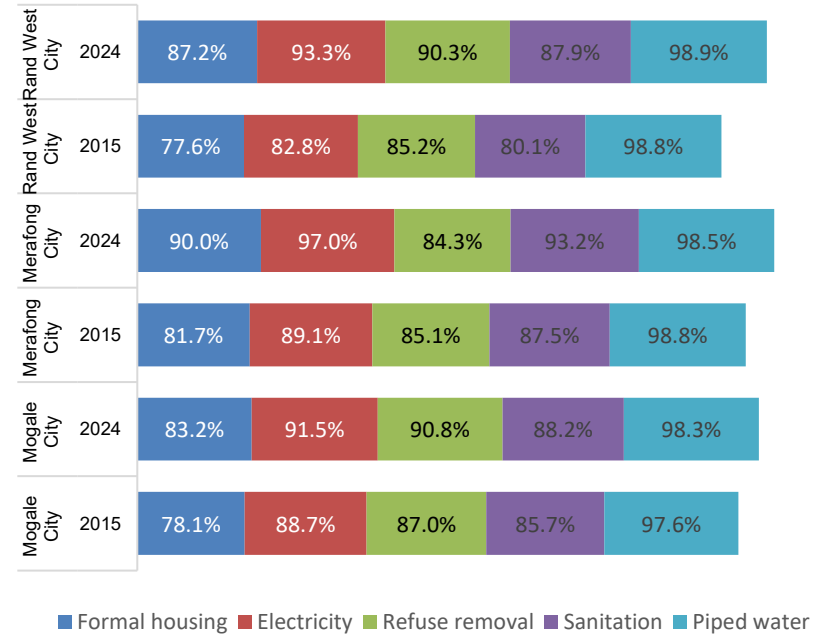
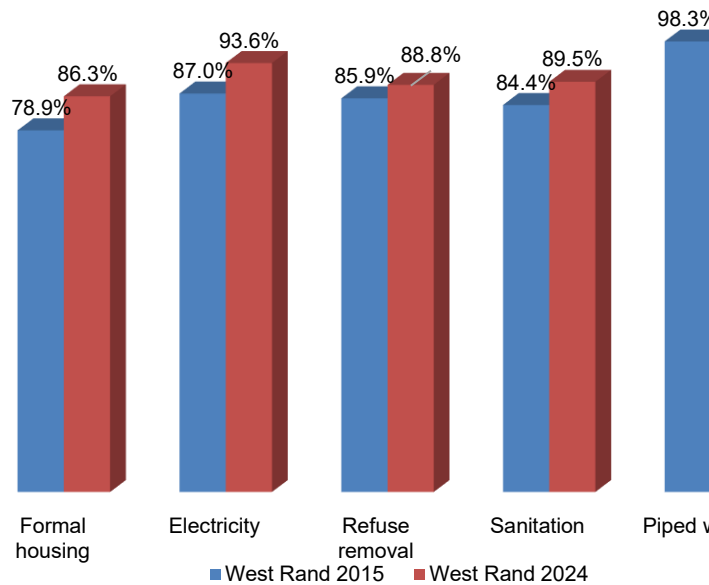


Source: Quantec EasyData, 2025

- The district's index increased from 0.75 in 2015 to 0.76 in 2024.
- In 2024, Merafong, had the highest HDI in the district, at 0.81, followed by Rand West City at 0.76 and Mogale City at 0.75

3.7 Improvement in Access to Basic Services:

Access to Basic Services



Source: Quantec EasyData, 2025

- The district has experienced improvements across all components of basic services access, with the highest coverage observed for piped water.
- However, notable growth was recorded in access to formal housing, increasing from 78.9% in 2015 to 86.3% in 2024, driven by substantial gains in Rand West City and Merafong City.

3.8 Crime Statistics

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.

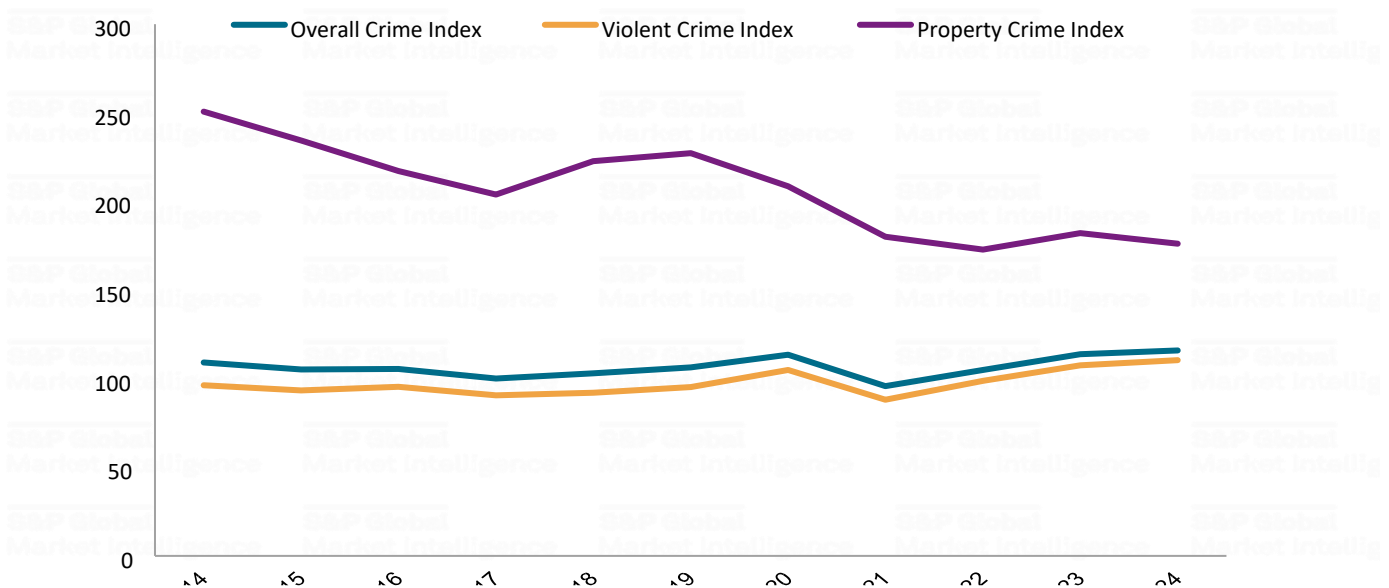
3.8.1 Composite crime index

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.

3.8.2 Overall crime index

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.



Crime index - calendar years (weighted avg / 100,000 people) - Merafong City Local Municipality, 2013/2014-2023/2024 [Index value]

Source: S&P Global - 2024

For the period 2013/2014 to 2023/2024 overall crime has increase at an average annual rate of 0.61% within the Merafong City Local Municipality. Violent crime increased by 1.39% since 2013/2014, while property crimes decreased by 3.47% between the 2013/2014 and 2023/2024 financial years.

Overall crime index - Merafong City Local Municipality and the rest of West Rand, 2013/2014-2023/2024 [Index value]

	Merafong City	Mogale City	Rand West City
2013/2014	109.12	122.63	114.74
2014/2015	105.12	122.69	111.76
2015/2016	105.52	136.41	116.76
2016/2017	100.05	134.75	110.76
2017/2018	103.00	130.78	111.51
2018/2019	106.32	118.34	110.42
2019/2020	113.52	110.90	109.73
2020/2021	95.78	92.53	95.79
2021/2022	104.94	110.13	110.53
2022/2023	113.76	103.96	116.49
2023/2024	115.91	96.47	111.71
Average Annual growth			
<u>2013/2014-2023/2024</u>	<u>0.61%</u>	<u>-2.37%</u>	<u>-0.27%</u>

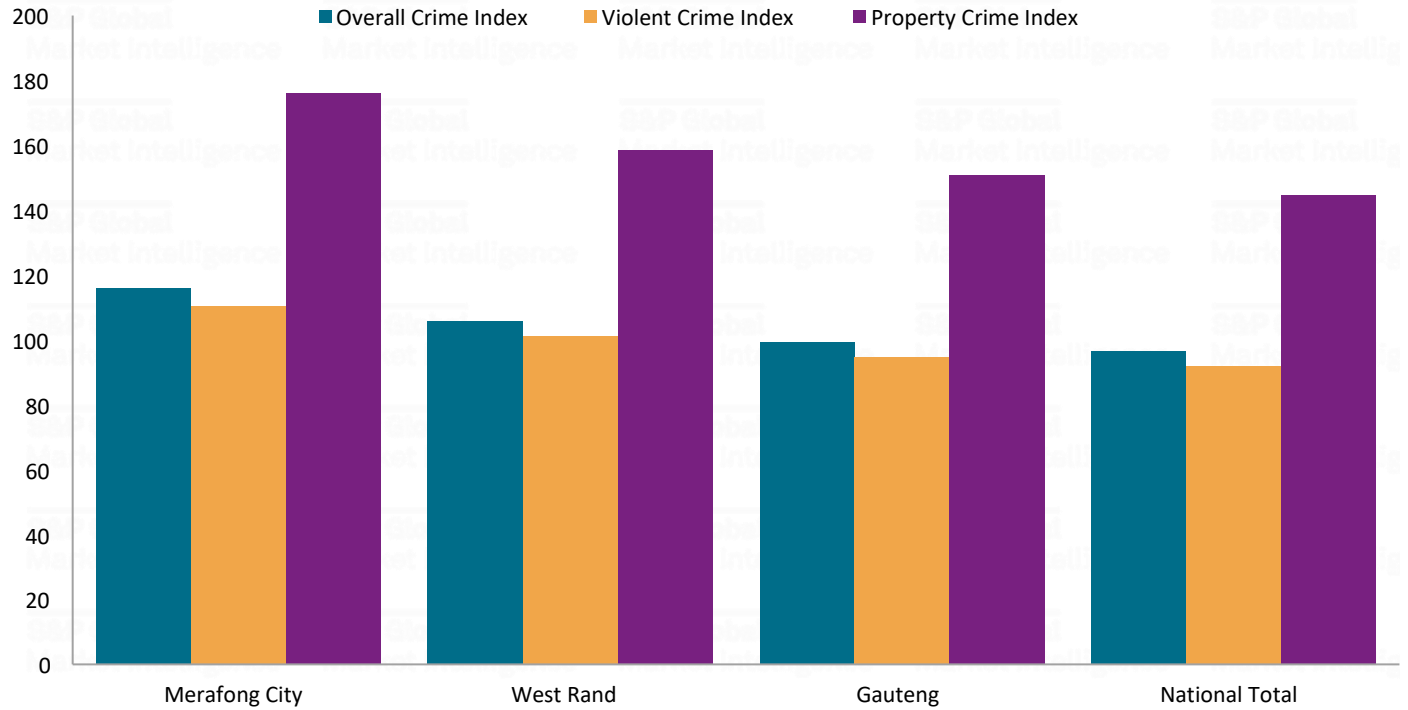
Source: South Africa Regional eXplorer v2571.

Data compiled on 13 Dec 2024.

© 2024 S&P Global.

In 2023/2024, the Merafong City Local Municipality has the highest overall crime rate of the sub-regions within the overall West Rand District Municipality with an index value of 116. Rand West City Local Municipality has the second highest overall crime index at 112, with Mogale City Local Municipality having the third highest overall crime index of 96.5. Rand West City Local Municipality has the second lowest overall crime index of 112 and the Mogale City Local Municipality has the lowest overall crime rate of 96.5.

The region that decreased the most in overall crime since 2013/2014 was Mogale City Local Municipality with an average annual decrease of 2.4% followed by Rand West City Local Municipality with an average annual decrease of 0.3%.



Crime index - calendar years (weighted avg / 100,000 people) - Merafong City, West Rand, Gauteng and National Total, 2023/2024 [Index value]

Source: South Africa Regional eXplorer v2571.

Data compiled on 13 Dec 2024.

© 2024 S&P Global.

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

3.9 Environmental Analysis

The Merafong City Local Municipality (MCLM) is located in the western section of the West Rand District Municipality (WRDM). The WRDM's jurisdiction comprises three local municipalities (Mogale City, Rand West, and Merafong City) and a district management area, which comprises a portion of the cradle of humankind world heritage site.

Typical pressures exerted on the environment in the MCLM include abiotic pressures such as climate changes, rainfall gradient, temperature, fire frequency, floods, and drought (WRDM, 2005) and the following anthropogenic pressures:

- Agricultural practice (cultivated land, grazing).
- Mining and industrial development.
- Informal settlement.
- Poaching and plant harvesting (for medicinal and food purposes);
- Uncontrolled veld fires.
- Wetland destruction (including peat mining);
- Water pollution due to mining, industry, inadequate sewage management, agriculture and waste disposal.

Flooding (inadequate storm water management, erosion due to unstable soil structures and underlying geology, retention feature failure, urbanisation and the increased need for roads); and Alien vegetation invasion;

Inappropriate land-use planning where development has been allowed to take place near sensitive environments, the status quo of each of these aspects are summarised below.

Biodiversity

Class 1, 2 and class 4 ridges are found within MCLM, but the ridges in the MCLM are currently not conserved. 9% of wetlands in the municipality are conserved. There are areas of the conservation value are found within MCLM that has potential to be included in the Gauteng Protected Areas Expansion according to Gauteng Protected Areas Strategy (GPAES). Ecosystem within MCLM is falls under Vulnerable (VU) category.

Savannah and Grassland Biome are predominantly found within Merafong City Local Municipality. Both Critical Biodiversity Areas (CBAs) and Ecological Support Areas (ESAs) are found within MCLM.

The Carletonville Dolomite Grassland which belongs to the Dry Highveld Grassland is found within MCLM (SANBI, 2018). The Carletonville Dolomite Grassland has a national threat status of Least Threatened (SANBI, 2014). The Gauteng shale Mountain Bushveld is also found within the area.

Air

The Municipality does not have an air quality monitoring station. The 2017 National Framework for Air Quality Management in the republic of South Africa made classification for municipality. Since 2005, the DEA has attempted to identify areas of concern within the republic with emphasis mostly on Metropolitan and District Municipalities.

- Acceptable – generally good air quality;
- Potentially Poor – air quality may be poor at times or deteriorating;

- Poor – ambient air quality standards regularly exceeded.

Accordingly, Merafong Municipality ambient air quality is classified as potentially poor, therefore it is recommended to undertake continuous ambient air quality monitoring in the localised pollution hotspots and passive monitoring elsewhere within the municipality.

Based on Dust monitoring conducted by the various mining companies, the dust fallout levels in the MCLM is slight to moderate and fall below the residential threshold. There is proposed expansion of Vaal Triangle Air shed Priority Area (VTAPA) priority area will include the incorporation of the entire City of Johannesburg as well as the local municipalities in the West Rand District Municipality i.e. Merafong City, Westonaria, Randfontein, and Mogale City Local Municipalities. The Air Quality Management Plan (AQMP) is going to be developed for the area that falls under VTAPA once the expansion is completed

Land

Land use and land condition did not change significantly since the last SoER (2006) no other State of the Environment has been done since 2006 due to lack of funds. The information is continuously done on different scales, which causes discrepancies in the data. The most significant land uses in the MCLM is mining, agriculture, residential and informal settlements. It is recommended that data is collected in a consistent way that could be compared to establish trends.

3.10 Financial Performance Overview

MERAFONG CITY LOCAL MUNICIPALITY FISCAL PLAN FOR THE MEDIUM-TERM EXPENDITURE FRAMEWORK FOR 2026/2027 TO 2028/2029:

Process Followed:

The key deadlines for the compilation of the IDP and Medium-Term Revenue and Expenditure Framework (MTREF, or Budget) was submitted to Council for approval during August 2025.

In terms of the approved key deadlines, the administrative process of the compilation of the Final budget will be reported to the Budget Steering Committee on the 12th of May 2026, Section 80 Finance Committee will be on the 14th of May 2026.

The Mayoral Committee is scheduled to sit on the 19 of May 2026 as well as Council on the 21st of May 2026 for consideration of approval.

ECONOMIC OUTLOOK

2026/27 National Budget

Honourable Minister of Finance, Enoch Godongwana delivered the budget speech on the 25th of February 2026 and the following are the key highlights:

2026/27 Municipal Budget tabling timelines:

The 2026 National Budget was tabled by the Minister of Finance on 25 February 2026, which implies that Provincial Governments have two weeks thereafter to table the 2026 Provincial Budgets in the Provincial Legislators, i.e., 12 March 2026. This is in line with the PFMA – Treasury Regulations. Municipalities have sufficient time to accommodate the allocations in the DOR Bill in their 2026/27 MTREF Budgets before tabling on 31 March 2026.

The transfers from provinces to municipalities which are supposed to be included in provincial budgets and gazetted by provinces, should for all practical reasons also be available. Given that municipalities have 10 months to prepare their upcoming budgets prior to tabling it in Council for consideration, National Treasury have always advised municipalities to use the outer years of the Annual DoRA as projections, add inflation to calculate the third year of the MTREF, when finalising the tabled budget.

For those municipalities where the budget was already in an advanced stage of preparations, they will have between tabling and the adoption stage (end of May 2026) to include and accommodate all the transfers for both national and provincial governments. This will allow National and Provincial Treasuries to verify and reconcile the transfers with the DoR Bill and provincial Gazettes.

Caution to manage transition risk:

Municipalities are cautioned to adhere to the guidance provided in paragraph 3 (pages 4 and 5) of the Budget Circular No. 107 as the outgoing council may be tempted to prepare budget with unrealistically low tariff increases, additional absorption of unskilled staff, writing off debtors which

can still be pursued and an over-ambitious capital expenditure programme. The outcome of this approach will undoubtedly be an unfunded municipal budget that threatens the municipality's financial sustainability and service delivery for the incoming Council after the elections".

National and Provincial Treasuries will be closely monitoring tabled budgets, collection rates and expenditure for any indications that the above guidance is not adhered to and appropriate consequences will be applied.

Municipal officials and councillors are reminded that interference in the implementation of the municipality's approved credit control policy may constitute an offence in terms of section 173(5)(a) of the MFMA. Offences in terms of the MFMA can result in a fine or imprisonment for up to five years, if convicted. In addition, the failure to properly implement the approved credit control policy of the municipality by an official may constitute financial misconduct in terms of section 171 of the MFMA. In such a case, the municipality must investigate and, where necessary, institute disciplinary proceedings.

Key Focus Areas for the 2026/27 Budget Process:

For the 2026/27 financial year, the overall direct allocations to local government amount to R182.3 billion, made up of R110.1 billion in the local government equitable share; R54.7 billion in direct conditional grants and R17.5 billion in the General fuel levy sharing with metros. These allocations alleviate some of the financial pressures, particularly in basic services, where the costs of providing services are rising. The overall direct allocations to local government grow by an annual average rate of 3.1 per cent and the local government equitable share and related allocations grow by 4.4 per cent over the 2026 MTEF period.

Key Socio-Economic Highlights For 2026:

- **Economic Growth & Outlook:** GDP growth is expected to average 1.8 per cent from 2026 to 2028. Medium-term growth will be underpinned by household consumption supported by further gains in real purchasing power, moderately stronger wage growth, easing inflation, wealth gains from rising asset prices, improved consumer sentiment and better credit conditions.
- **Budget Allocation:** For the 2026/27 financial year, the overall direct allocations to local government amount to R182.3 billion, made up of R110.1 billion in the local government equitable share; R54.7 billion in direct conditional grants and R17.5 billion in the General fuel levy sharing with metros.
- **Infrastructure and Investment:** Widespread infrastructure failures, ageing assets and persistent underinvestment are increasingly constraining economic growth and service delivery across South Africa. Water, sanitation, electricity and transport infrastructure has been particularly affected. The absence of functional and well-maintained basic service infrastructure disrupts business operations, increases operating costs and undermines investor confidence, stifling development and GDP growth.
- **Employment:** Continued investments in renewable energy and easing structural constraints are expected to support higher investment. Key factors for achieving faster economic growth and creating much-needed jobs include greater collaboration with the private sector in energy and transport, rapid implementation of structural reforms, easing of regulatory constraints and increased infrastructure investment.

SOPA-State of the Province Address:

In his 2026 State of the Province Address, Gauteng Premier Panyaza Lesufi prioritized resolving critical water shortages following infrastructure explosions, combating the "Gauteng 13" crises (including crime, potholes, and electricity), and leveraging technology for service delivery. Key focuses included upgrading infrastructure and strengthening economic growth.

- **Water Crisis Management:** Following an explosion at the Rand Water plant on Jan 27, 2026, the province is in emergency mode, repairing infrastructure and addressing widespread water shortages, particularly in areas like Khutsong and Haden.
- **The "Gauteng 13" Priorities:** The government is focusing on 13 critical areas: Water, cable theft/vandalism, traffic lights, potholes, crime, informal settlements, electricity (load shedding), GBV, drug abuse, hospital services, school shortages, failing CBD infrastructure, and unemployment.
- **Crime Prevention and Infrastructure:** Enhanced deployment of technology, including drones and e-panic buttons, is being implemented to combat infrastructure vandalism and crime.
- **Infrastructure and Development:** The province is focusing on revitalizing townships, upgrading roads, and increasing the capacity of the state to deliver services.
- **Job Creation:** A central focus is on accelerating economic recovery through technological innovation and expanding economic opportunities, including through the Tshwane Automotive Special Economic Zone.

The address highlighted a shift towards using technological solutions to identify and resolve service delivery failures like vandalism and potholes quickly.

FOSTERING FASTER INCLUSIVE GROWTH:

In his 2026 Budget Speech, Finance Minister Enoch Godongwana outlined a strategy for Fostering Faster Inclusive Growth anchored on four key pillars designed to stabilize the economy, create jobs, and reduce poverty

The strategy emphasizes that fiscal stability and economic growth are mutually reinforcing, focusing on structural reforms, infrastructure, and state capability to turn around a decade of stagnant economic growth

The Four Pillars of Growth:

- **Maintaining Macroeconomic Stability:** Prudent fiscal policy to promote stable prices, lower interest rates, and increase resilience to external shocks.
- **Implementing Structural Reforms:** Utilizing Operation Vulindlela (a joint Treasury/Presidency initiative) to remove bottlenecks in key sectors, including:
 - **Energy:** Stabilizing supply and creating a pipeline of 22,500 megawatts of projects.
 - **Freight Logistics:** Implementing the Freight Logistics Roadmap for private sector participation and third-party access.
 - **Digital Communication:** Reducing data costs (51% decline in 1.5GB bundle prices).
 - **Water & Visas:** Clearing water-use license backlogs and introducing e-visas to boost tourism.

- Improving State Capability: Strengthening public institutions, tackling corruption, and improving municipal service delivery.
- Accelerating Infrastructure Investment: Allocating over R1 trillion for public infrastructure over the medium term.

CUSHIONING HOUSEHOLDS:

In his 2026 Budget Speech delivered on February 25, 2026, Finance Minister Enoch Godongwana introduced several measures to cushion South African households against high costs of living and economic pressure, following a period of improved fiscal position.

Key measures designed to provide relief to household budgets include:

- Tax Relief: The government is adjusting personal income tax brackets and rebates in line with inflation, preventing "bracket creep" where taxpayers pay higher rates due to inflationary salary adjustments.
- Encouraging Savings: To help households build wealth, the tax-free annual investment limit was increased from R36,000 to R46,000.
- Retirement Support: The limit for retirement fund deductions was raised from R350,000 to R430,000 per year, allowing for higher tax-free contributions.
- Social Grant Increases: Grants for the most vulnerable are increasing, with the old age, disability, and care dependency grants rising by R80 to R2,400 in April 2026.
- No VAT Increase: Previously proposed VAT increases were withdrawn, avoiding further increases in the cost of basic goods.

The following **macro-economic forecasts** must be considered when preparing the 2026/27 MTREF municipal budgets:

Table 1: Macroeconomic performance and projections, 2023 – 2029 Fiscal year	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Actual	Actual	Actual	Actual	Estimate	Forecast		
CPI Inflation	6.9%	5.9%	4.4%	3.2%	3.4%	3.3%	3.2%

Inflation is expected to increase from 3.2 per cent in 2025 to 3.4 per cent in 2026, driven by higher food prices (particularly meat due to supply disruptions linked to foot-and mouth disease). Inflation is forecast to ease to 3.3 per cent in 2027 and 3.2 per cent in 2028, but risks from geopolitical tensions, exchange rate volatility, administered prices and animal disease outbreaks remain elevated. The reduction of the inflation target to 3 per cent with a 1 percentage point tolerance band will structurally reduce inflation, helping to protect real income levels.

Key focus areas for the 2026/2027 budget process as provided by National Treasury on the Circular 132 & 134

- The overall direct allocations to local government grow by an annual average rate of 3.1 per cent and the local government equitable share and related allocations grow by 4.4 per cent over the 2026 MTEF period.
- **Notable Changes to the conditional grants system**

Given the ongoing review of the conditional grants system, there are several local government reforms proposed to conditional grants. The reforms are aimed at streamlining funding flows, reducing duplications, and aligning recurrent obligations with the appropriate funding base:

 - i. The merger of the baselines of the integrated national electrification programme grant, and the energy efficiency demand side management grant in 2026/27 to focus on energy efficiency and renewable energy programmes that can lead to more sustainable energy provision and enable the achievement of long-term energy security goals;
 - ii. The Infrastructure Skills Development Grant (ISDG) will remain under the management of the National Treasury for the next three financial years when it will cease to exist as a conditional grant. To assist this transformation, the grant has ceased the intake of new graduates to allow the current graduate cohort to complete their training; and
 - iii. To protect infrastructure investment from municipal dysfunction, a general clause has been introduced in the 2026 Division of Revenue Bill. It will enable the National Treasury to redirect infrastructure grants from local municipalities that have proven incapable of implementation to the Development Bank of Southern Africa, the Municipal Infrastructure Support Agent or capable district municipalities.

State of the Municipality:

- Merafong' s economy is dependent on mining sector. During 2026 financial year the mining sector in South Africa is projected to experience a slight decrease in production, with a focus on unlocking the full potential of the sector to boost government revenue and address infrastructure challenges which can have an impact on the municipality.
- The ongoing mining dispute has put a strain on the Municipality's Cash Flow. Almost a quarter of the monthly billing relates to Property Rates for mines which remains in dispute and unpaid.
- The dolomite and sinkholes have put a strain of our aging infrastructure stretching our limited financial resources.
- The theft and vandalism of our infrastructure has put a burden on our budget.
- The Municipality has a negative working capital and this indicates financial constraints and gives rise to the inability to make payment to Rand Water and Eskom timeously.
- The Municipality in conjunction with Eskom SOC Ltd signed a Distribution Agency Agreement (DAA) to strengthen electricity provision, financial stability and service delivery. The agreement is expected to help improve the Municipality's electricity distribution system with enhanced infrastructure planning and investment reading and improved maintenance processes

Eskom Debt Relief Programme:

The Municipality was approved for the Eskom Debt Relief programme during 2024 financial year. The Debt relief has various conditions that are assessed monthly by Gauteng Provincial Treasury (GPT). Merafong is committed to ensuring compliance with requirements of the relief programme and the following steps are initiated by the municipality:

- Implementing various strategies to strengthen its debt collection and credit control measures.
- Signed a revised Debt settlement agreement (DSA) with Rand Water to enhance relations with Rand Water and to honour the current debt and monthly current accounts.
- Implementing strategies on reducing water and electricity distribution losses.

Furthermore, to ensure adherence to condition 6.7.4 of the debt relief programme, the Municipality has made a budget provision of R13 million in the 2026/27 financial to roll out installation of Smart water and electricity meters. A total of 580 smart meters has been installed to date, with 284 installed by City Power and 296 installed for Merafong.

Revenue Management:

It is imperative that the municipality must maximise revenue generating potential and collect what is due to it and concurrently, eliminate wasteful and non-core spending.

- The municipality is finalizing on-site meter verification as part of its data cleansing initiative. This process includes validating the functionality and accuracy of installed meters to ensure reliable reading. The outcomes will improve water meter reading processes, inform and guide the meter replacement programme, and ultimately protect and strengthen the municipality's revenue base across all wards.
- The above is aimed at addressing findings raised by the Auditor-General regarding improvements to the billing cycle. In addition, the Information Technology Business Unit is undertaking a comprehensive data cleansing process, including the verification and correction of meter information on the ground, to enhance the accuracy and reliability of meter readings.

Indigent Management remains a critical component as it has a direct impact on the Local Government Equitable Share (LGES), and the Municipality must ensure that a credible indigent register is established and maintained. The Political Management Team (PMT) is committed to actively partake in making compatriots aware of the Indigent Subsidy initiative through community engagements.

Financial Recovery Plan:

Merafong City Local Municipality is under Section 139 of the MFMA and the Financial Recovery Plan was developed and approved by Council in June 2024. The section further requires the Municipality to report monthly to the MEC for Finance on the progress made. Financial Recovery Plan (FRP) Technical Committee has been established ensuring full execution and that proper accountability is attained. The Municipality must ensure that expenditure is limited to the maximum revenue collected.

Budget Summary:

The total Final operating revenue excluding for 2026/27 financial year is budgeted at **R3 048 004 551 (Three Billion, Forty-Eight Million, Four Thousand Five Hundred and Fifty-one Rand)** which is an increase of 9.04% from the **R2 795 430 308 (R2.7 billion)** 2025/26 Adjusted budget.

The debt impairment provision has been calculated at 35%. The municipality projects an estimated collection rate of 65% in the 2026/27 financial year and this will be achievable based on the implementation of the Smart Metering System which is currently underway.

The proposed 2026/2027 budget estimates are as follows:

Details	2025/26 Approved Adjusted budget	2026/27 Final budget
Revenue	R2 795 430 308	R3 048 004 551
Expenditure	R2 664 875 818	R3 006 478 770
Surplus	R131 760 085	R41 525 781
Capital Budget	R192 423 884	R157 845 000.00

Tariffs:

The Final tariff setting was informed by:

- Circular 134 that includes Macro-economic performance projections – CPI (3.4%)
- NERSA guidelines
- Rand Water Board guidelines
- Merafong City Local Municipality's Policies
- Cost of Supply Study

The tariff increases for services are above the projected inflation targets. Tariffs could not be contained within the targeted inflation limits due to increased cost of the provision of services.

Projected revenue collection to be at 65% of levied service with implementation of all revenue recovery and protection strategies.

- An increase of 3.7% is proposed for Property Rates for Mines while an increase of 2% is proposed for all other property categories. During 2026/27 financial year, revenue from this component is subject to change pending the finalization of the supplementary valuation roll which will factor in latest market values.
- The increase in the provision of water and electricity services is affected by the increases that are approved by Rand Water Board and National Energy Regulator of South Africa (NERSA) for Eskom respectively. **An additional 0.5% has been effected on the increase of the tariff on sale of water.** This was imperative to ensure that the division doesn't operate at a deficit in so far as rendering of this service is concerned.
- The municipality made use of the National Treasury Cost Reflective Tariff Tool and has also considered the Cost of Supply Study as prescribed by NERSA into determining the tariffs.

In Order to fund the operational budget, the following tariffs per service type are proposed:

Service Type	%	Basis for proposed tariff increase	Reference
Property Rates	3.7% 2%	<ul style="list-style-type: none"> An increase of 3.7% is proposed for property rates for mines. An increase of 2% is proposed for all other categories for property rates i.e. Residential, Commercial, industrial and etc. <p>The above tariff increases are linked to macro-economic forecasts (CPI) and where the tariff is above CPI it is due to increased cost of the provision of services.</p>	National Treasury MFMA budget circular 132 and 134, attached as ANNEXURE C .
Water Services	11.50%	<ul style="list-style-type: none"> Rand Water has increased their cost to render water by 11%. The Municipality's proposed tariff increase of 11.50% is aimed at ensuring that the Water service remains cost-reflective and financially sustainable, while also allowing the service to operate at a modest surplus that can contribute to the Sustainability Fund for infrastructure rehabilitation, asset replacement, and future capital investment. 	Rand Water proposed tariff attached as ANNEXURE C1 .
Refuse Removal	3.7%	Linked to macro-economic forecasts (CPI) and the additional 0.30% is to ensure financial sustainability and running of the waste collection unit efficiently	National Treasury MFMA budget circular 132 & 134, attached as ANNEXURE C
Sewerage	9%	The proposed increase of 9% is aimed at ensuring that the Sanitation service remains cost-reflective and financially sustainable, while also allowing the service to operate at a modest surplus that can contribute to the Sustainability Fund for infrastructure rehabilitation, asset replacement, and future capital investment.	Refer to ANNEXURE H , and BP 13 &14 under tariff policy.
Electricity	9.01%	<ul style="list-style-type: none"> Eskom approved tariff increase is 9.01%, subject to NERSA Approval The Municipality has assessed the cost running the electricity network as per the Cost of Supply. 	Refer to: <ul style="list-style-type: none"> ANNEXURE H, and BP 13&14 under tariff policy
Sundry Tariffs	6%	Linked to cost reflective review of tariffs and financial sustainability	Refer to ANNEXURE H , and BP 13 under tariff policy.

Please note that the following Services are found under the Policies numbered

Service	%	Policy Number
Property Rates	<ul style="list-style-type: none"> • 3.7% for Mines • 2% for all other property rates categories 	BP 14 Tarriff Policy
Water Services	11.5%	BP 14 Tarriff Policy
Refuse Removal	3.7%	BP 14 Tarriff Policy
Sewerage	9%	BP 14 Tarriff Policy
Electricity	9.01%	BP 14 Tariff Policy
Sundry Tariffs	6%	BP 13 Sundry Policy

Municipal Regulations on a Standard Chart of Accounts (Mscoa):

The municipality has prepared it's 2026/27 Final budget and A schedules on version **7.1** of the mSCOA classification framework. A high-level summary of the Final 2026/27 MTREF budget is provided in the table below:

Details	2026/27
Revenue	R3 048 004 551.00
Expenditure	R 3 006 478 770.00
Surplus	R41 525 781.00
Capital Budget	157 845 001.00

Currently the Municipality is compliant with the MSCOA framework, and an mSCOA Steering Committee has been established and is functional comprising of the Executive Managers as well as Managers and monthly meetings are taking place to continuously ensure full implementation of mSCOA requirements and key changes on the latest version 7.1.

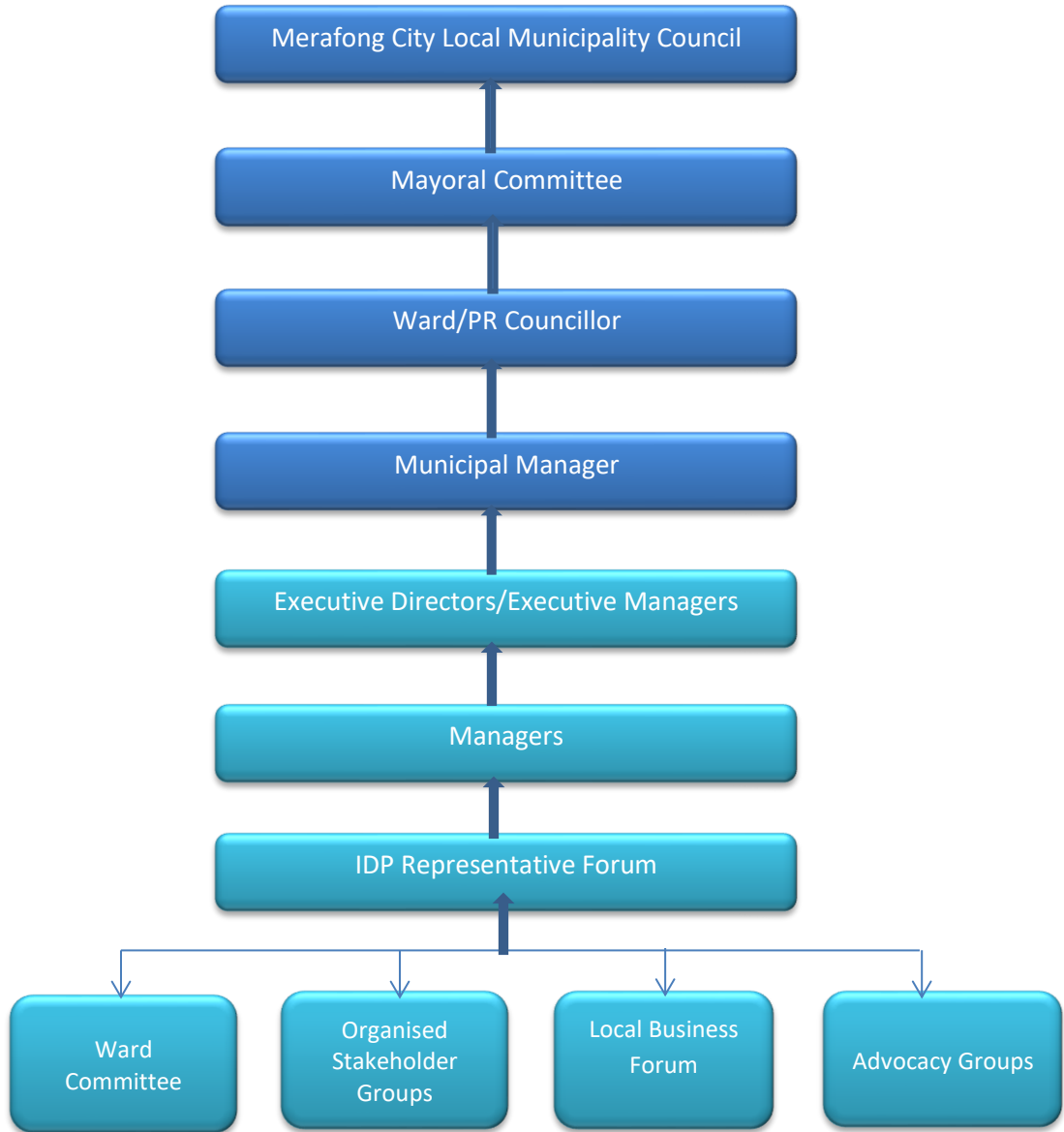
CONCLUSION:

Currently there are economic uncertainties affecting the municipality. Many households and businesses are in distress. The municipality is also operating the financial recovery mode without generating sufficient own revenue to meet its current obligations. It is important to note that expenditure required to address the challenges facing the municipality and our communities will always exceed the available funding, hence the implementation of the financial strategies to achieve the balance to appropriated expenditure against realistically anticipated revenue as stipulated in Section 18 of the Municipal Finance Management Act (MFMA).

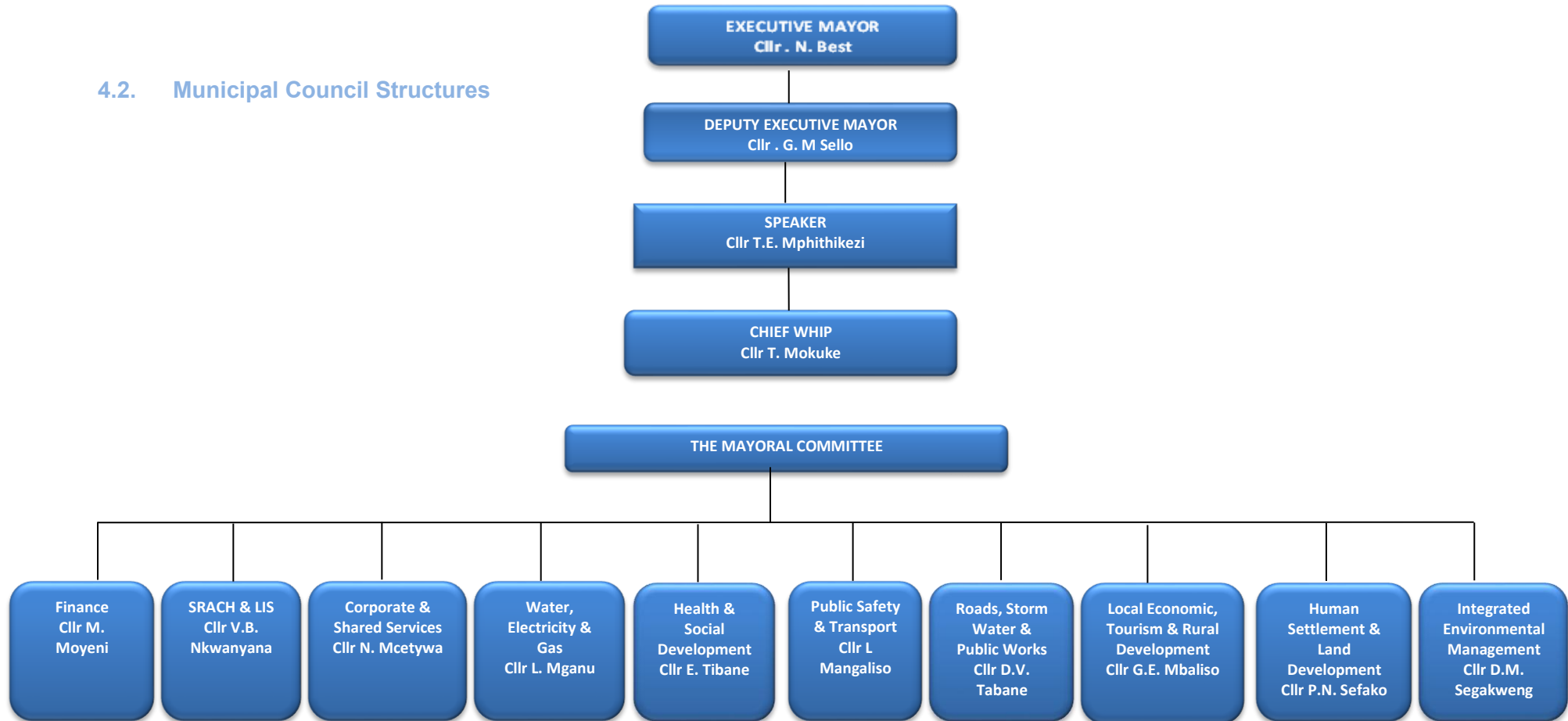
The litigation between the municipality and the mines for property rates is not yet finalized and it is anticipated that the matter will be finalized by July 2026. This means that only 70% of the billing from property rates is collectible which aggravates the unfunded position of the municipality's budget.

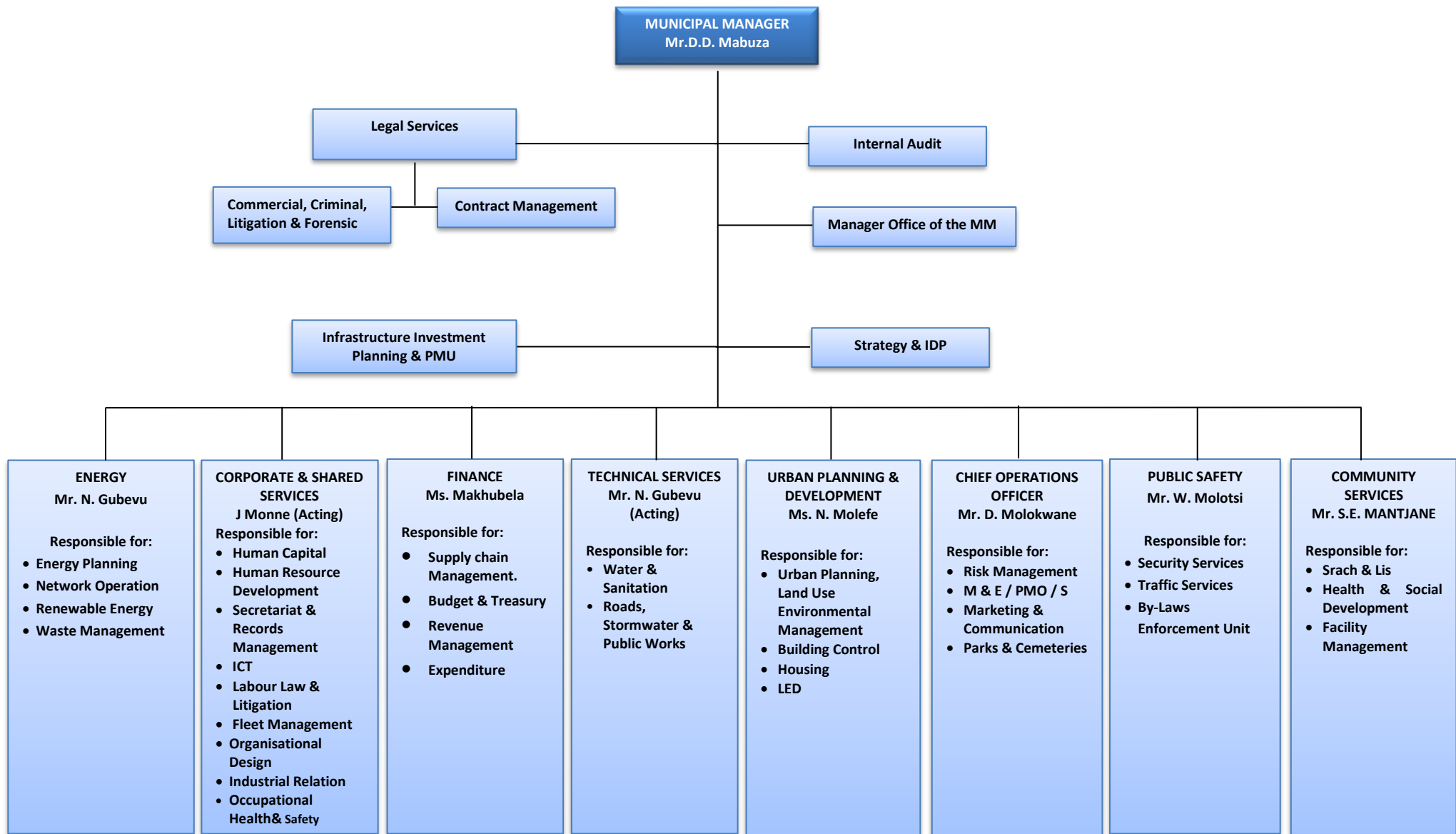
4. Section C: Powers and Functions of the Municipality

4.1 Governance Structures



4.2. Municipal Council Structures





4.3 Council and Council Committees:

Merafong City Local Municipality is a Category B municipality with an Executive Mayor Governance system. The Executive Mayor is supported by the Deputy Executive Mayor and ten (10) full time Mayoral Committee members who are responsible for heading their respective portfolios. The Mayoral Committee members chair their respective Section 80 Committee to which specific departments report.

The Speaker is the Chairperson of Council and is responsible for overseeing the functioning of Council and its committees. The office of the Speaker is further responsible for the establishment and functioning of ward committees.

The Chief Whip is responsible for ensuring compliance to the code of conduct for Councillors. Merafong City Local Municipality consists of twenty-eight (28) wards in terms of Section 18 (3) of the Local Government, Municipal Structures Act, 1998 (Act 117 of 1998) which constitutes 28 Ward Councillors and 24 Proportional Representative Councillors.

Approval and adoption of the IDP and Budget are few of the non-delegated functions in the municipality. Thus, only full Council has the responsibility of approving the IDP and Budget. The IDP should be approved before end of financial year by the MCLM. IDP Representative Forum must review and recommend that Council approves the IDP prior to Council adoption.

4.3.1 Section 79, Municipal Structures Act 117 of 1998 states:

- (1) A municipal council may—
 - (a) Establish one or more committees necessary for the effective and efficient performance of any of its functions or the exercise of any of its powers;
 - (b) Appoint the members of such a committee from among its members; and
 - (c) Dissolve a committee at any time.
- (2) The municipal council—
 - (a) Must determine the functions of a committee:
 - (b) May delegate duties and powers to it in terms of section 32:
 - (c) Must appoint the chairperson:
 - (d) May authorize a committee to co-opt advisory members who are not members of the council within the limits determined by the Council;
 - (e) May remove a member of a committee at any time: and
 - (f) May determine a committee's procedure.

4.3.2 Committees to assist executive committee or Executive Mayor

- (1) If a municipal council has an executive committee or executive mayor, it may appoint in terms of section 79, committees of Councillors to assist the executive committee or executive mayor.
- (2) Such Committees may not in number exceed the number of members of the executive committee or mayoral committee.
- (3) The executive committee or Executive Mayor—
 - (a) Appoints a chairperson for each committee from the executive committee or mayoral committee.
 - (b) May delegate any powers and duties of the executive committee or executive mayor to the committee:
 - (c) Is not divested of the responsibility concerning the exercise of the power or the performance of the duty: and,

- (d) May vary or revoke any decision taken by a committee subject to any vested rights.
- (4) Such a committee must report to the executive committee or executive mayor in accordance with the directions of the executive committee or Executive Mayor.

4.3.3 Functional Mandate:

Merafong City Local Municipality performs the following schedule 4B and 5B functions in accordance with Section 52 of the Constitution of RSA (Act 108 of 1996), read with Section 83 of the Local Government Municipal Structures Act, (Act 117 of 1998):

Municipal Function	Authorization	MCLM	District Municipality
Air pollution	No		Yes
Building regulations	Yes	Yes	Yes
Childcare facilities	Yes	Yes	Yes
Electricity reticulation	Yes	Yes	
Local tourism	Yes	Yes	Yes
Municipal airports	Yes		Yes
Municipal planning	Yes	Yes	Yes
Municipal health services			Yes
Municipal public transport	Yes	Yes	Yes
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this constitution or any other law.	Yes	Yes	
Stormwater management systems in built-up areas	Yes	Yes	
Trading regulations	Yes	Yes	Yes
Water and sanitation services limited to potable water supply systems and domestic waste and sewage disposal systems.	Yes	Yes	Yes
Billboards and the display of advertisements in public places	Yes	Yes	Yes
Cemeteries, funeral parlours, and crematoria	Yes	Yes	Yes
Cleansing	Yes	Yes	Yes
Fencing and fences	Yes	Yes	Yes
Local sports facilities	Yes	Yes	Yes
Municipal parks and recreation	Yes	Yes	Yes
Municipal roads	Yes	Yes	
Noise pollution	Yes	Yes	Yes
Pounds	Yes	Yes	Yes
Public places	Yes	Yes	Yes
Refuse removal, refuse dumps and solid waste disposal	Yes	Yes	Yes
Street trading	Yes	Yes	Yes
Street lighting	Yes	Yes	Yes
Traffic and parking	Yes	Yes	Yes

5. Section D: Process Followed to Develop IDP

The 2026/2027 IDP and Budget Process represents the fifth and final review of the municipality's 2021-2026 IDPs cycle.

The Integrated Development Plan (IDP) is a single and inclusive strategic planning instrument that is intended to promote Local Economic Development, Spatial Development, Infrastructure Development, Institutional Transformation and Budget Alignment of a municipality.

IDP Time-Schedule (IDP Process Plan)

The 2026/2027 IDP Time-Schedule was approved by Council to mark the fifth and final annual review of the 2021 -2026 five (5) year IDP cycle.

In its Council meeting held on the 29th of August 2025 Merafong City approved an IDP/Budget 2026/2027 Time-Schedule. The time schedule provides timeframes as to when each phase and activity of the IDP and Budget would take place.

The municipality ensures smooth and seamless process of public participation led by Ward Councillors. IDP and Budget process was fair, transparent, and reached all the community members within municipal jurisdiction.

The context of the 2026/2027 IDP is a process that consists of sub-activities that culminate into the adoption of the IDP and Budget by the Council of Merafong City Local Municipality which includes the following:

Table below provides all activities, responsibilities and time-frames:

ACTIVITIES	RESPONSIBLE	DATES
PLANNING PROCESS		
Preparation for revised IDP Time Schedule	IDP Office	July 2025
Adoption of IDP/ Budget Time Schedule for 2026/2027	Council	August 2025
Public notice of the adopted IDP/Budget Time-Schedule for 2026/2027 Review Process	IDP Office	September 2025
Submission of the IDP Time Schedule to MEC for Local Government, WRDM & Provincial Treasury	IDP Office	September 2025
ANALYSIS PHASE (IDP WEEK WITH SECTOR DEPARTMENTS)		
Demographic & Service Delivery data analysis	IDP Section	October 2025
Socio-Economic data analysis	ED & P Department	October 2025
Institutional data analysis	Corporate & Shared Services	October 2025
Spatial data analysis	ED & P Department	October 2025
Environmental sustainability data analysis	ED & P Department	October 2025

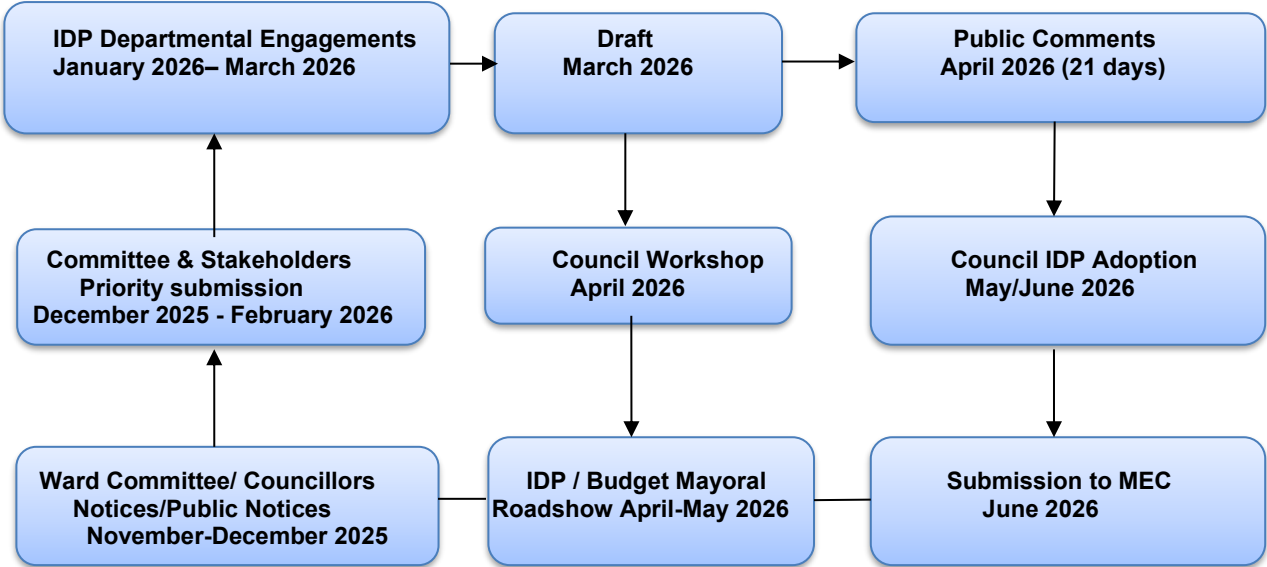
ACTIVITIES	RESPONSIBLE	DATES
PUBLIC CONSULTATION PHASE		
Public Participation – IDP Roadshows Presentation to the Community/Stakeholders	Public Participation Office, Executive Directors & IDP Office	October 2025 – December 2025
<ul style="list-style-type: none"> Submission of consolidated community needs to internal Departments for prioritisation. Submission of community needs to Provincial departments (Sector Departments) for consideration. 	IDP Office	December 2025- Jan 2026
STRATEGIC ALIGNMENT PHASE		
Vision and Mission	All Departments	January - February 2026
Objectives and development priorities	All Departments	January - February 2026
Priority Programme and Project Identification	All Departments	January - February 2026

PERFORMANCE AND BUDGET REVIEW PHASE		
Submission of Mid-year performance report	PMO/PMS	January 2026
PROGRAMME AND PROJECTS PHASE		
Priority Programmes and Projects	All Departments	February 2026
CAPEX and OPEX costing	Budget & Treasury Office	March 2026

ACTIVITIES	RESPONSIBLE	DATES
ALIGNMENT OF NATIONAL & PROVINCIAL PROGRAMME PHASE		
Consideration and ensuring that MEC comments are addressed	IDP Office	December 2025 - March 2026
Integration and Alignment of sectoral plans into the Draft IDP Document	IDP Office	March 2026
Integration and Alignment of operational plans into the Draft IDP Document	All Departments	March 2026
FINAL CONSULTATION AND APPROVAL		
Tabling of the draft IDP, Budget & SDBIP	IDP & Budget & Treasury Office	March 2026
Public Notice inviting comments for 21 calendar days (Municipal Systems Act, 21(4))	IDP Office	April/May 2026
IDP/Budget Roadshow Report <ul style="list-style-type: none"> Community & Stakeholder's engagement (feedback on Draft IDP/Budget & SDBIP) 	IDP Office	April/May 2026

<ul style="list-style-type: none"> Approval of the IDP and Budget. 	Council	May 2026
<ul style="list-style-type: none"> Submission of the approved IDP to the MEC of Local Government 	IDP Office	June 2026

IDP REVIEW WORK PLAN 2026/2027



Elements of the IDP Process Plan

Elements of the IDP Process Plan 2026-2027 Integrated Development Plan of the 5 years 2021-2026 entails the following elements:

- Time frame
- Mechanisms and procedures for alignment;
- Mechanisms for Public Participation.
- Binding plans and Planning requirements at Provincial and National level
- Procedures and principles for monitoring the planning process and amendments.

In terms of the Council approved IDP and Budget process plan, Council should approve the final IDP before the start of the new financial year, that is no later than 31st May 2026.

- Council approved the IDP Process Plan on the 29th August 2025 public notices were placed at municipal pay-points, libraries, notice boards and the local newspaper (Herald newspaper).
- The Ward Councillors and Ward Committee members were informed about the Public Participation Process which commenced in October 2025 and concluded at the end of November 2025.
- IDP Steering Committee meeting commenced from the 29th October 2025 and will continue till March 2026, to develop the content of the Draft IDP and to conclude the following phases:
 - Research, information collection and analysis;
 - Vision, objectives, and strategy
 - Development of Programmes and Projects
 - Integration and consolidation
 - Approval, Adoption and Publication.

The Draft IDP must still undergo the final phase of approval, adoption and publication that includes the following sub-phases:

- The Draft IDP was tabled to Council on the 18th March 2026.
- Public commenting process (21 days) starts on the 01st of April 2026 until 29th April 2026.
- Provincial Analysis/Assessment of IDP was held on the 14th April 2026.
- Council Workshop Session on the IDP 2026-2027 was held on the 08th April 2026.
- IDP/Budget Mayoral Roadshows with the Executive Mayor, Deputy Mayor/Mayoral Committee, Speaker and Chief Whip, started from the 14th April 2026 until 28th April 2026.
- IDP Representative Forum was held on the 12th May 2026.
- Council adoption to be held at the end of May 2026.
- Council must finally approve the IDP document to be submitted to the MEC for Local Government and other relevant Stakeholders 10 days after its adoption.

Legislative Framework

The Municipal Systems Act (Act 32 of 2000) hereinafter referred to as the Act, prescribes that municipalities must adopt and follow a process to draft, consider and adopt an Integrated Development Plan. Parallel to the Act, the Local Government: Municipal Finance Management Act (Act 56 of 2003) states in section 21.

(a) that a “the mayor of a municipality must co-ordinate the processes for preparing the annual budget and for reviewing the municipality’s integrated development plan and budget -related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget-related policies are mutually consistent and credible;

(b) At least 10 months before the start of the budget year, table in the municipal Council a time schedule outlining key deadlines for.

Roles and Responsibilities

Section 30 of the Act charges the Executive Mayor with the responsibility to manage the drafting of the Municipality’s Integrated Development Plan in a manner that is in concert with section 29 of the Act. Furthermore, the Executive Mayor is empowered to assign responsibilities to the Municipal Manager relating to the drafting and tabling of the IDP before the Municipal Council for approval. The Municipal Manager in turn is supported by the IDP unit in managing the preparation of the IDP.

IDP Coordinators Forum

This forum is constituted by the IDP Manager of the West Rand District Municipality and all IDP Managers from the constituent local Municipalities within the West Rand area of jurisdiction. This forum provides these representatives with an opportunity to discuss issues of mutual interest and a framework for alignment. This forum meets at least once a month. This forum agrees on the District IDP Framework, for all other local to follow.

According to section 25 of the Municipal Systems Act, the municipal council is the body that has the competence to adopt the draft IDP.

Procedures for Alignment

Section 31(c) of the Act requires the Municipality to align its IDP with the IDP of the District Municipality where such a Municipality is located. Furthermore, this section provides that the integrated development plan of a municipality must be aligned to National and Provincial plans of organs of the state. In this regard, the Gauteng department of Local Government and Housing through the MIDP unit continuously facilitates meetings of all Municipalities, National and Provincial Departments and Parastatals to iron out issues of alignment.

In order for MCLM to prepare a credible IDP document, several stakeholders had to be engaged to provide inputs and guide the final IDP plan. The IDP process involves the following consultation process.

5.1. Community Priorities for 2026 – 2027

Public Participation

Public Participation was undertaken by the Municipality during the months of November and December 2025. The objective was to engage communities on reviewing their priorities/needs that were raised in the previous cycle.

During this cycle the municipality also had a form placed in municipal buildings where the community could record their input towards the priorities /needs. Below it is a record of the needs sourced from the communities and mostly are repeats from the previous cycle. It is shown by the tables below that the community of the Municipality is concerned about maintenance of the existing infrastructure. The examples are the blocked sewer systems, water meter leakages, non-functional streetlights, potholes and roads that need repairs.

5.1.1 Analysis of Community priorities/needs for 2026-2027

The tables are divided by needs in relation to the KPA's/Goals of the municipality, which are to:

- KPA 1 : Provide of Basic Service**
- KPA 2 : Promote Local Economic and Social Development**
- KPA 3 : Provide Municipal transformation and Organisational Development.**
- KPA 4 : Provide Financial Viability and Management**
- KPA 5 : Provide Good Governance and Public Participation**
- KPA 6 : Provide an Integrated Spatial Development Framework**

The tables also show the Interventions required from Sector departments. These tables show those issues raised by the community which need to be brought into the attention of Sector Departments e.g. Department of Health, Department of Education etc.

KPA 1: To Basic Service Delivery:

The percentages of community needs are consistent in showing how the issue of maintenance of the existing infrastructure is a priority to the community of Merafong. Although the percentages have dropped slightly but they are still at an average of 75% mark.

KPA 2: To promote Local Economic and Social Development:

The data shows that the percentage of the priorities has remained static at 100%, this can be attributed to the decline in mining activities and downtrend in economic activities.

KPA 3: To provide Municipal transformation and Organisational Development:

This is more of an internal KPA and the community didn't raise any issue on it.

KPA 4: To provide Financial Viability Management

Data collected also shows an increase in the needs raised in this KPA however the community still need an improvement in the billing system of the municipality. The community also raises issues around a need for smart meters to promote accurate billing.

KPA 5 Provide Good Governance and Public Participation

There are no alarming issues raised in this KPA however the need for an efficient Call Centre has declined from 100% in the 2024/2025 cycle to 35% in the 2025-2026 cycle. The call centre is operational from 7:30 to 22:00 daily. The need for the establishment of youth services has decreased from 86% to 53% compared to the previous IDP public participation process.

KPA 6 Provide an Integrated Spatial Development Framework

Under this KPA, the need for approval of building plans has remained static at 25%. The need for the municipality to address the issue of illegal occupation of land have decreased from 79% to 50%. The need for access to land has decreased from 100% to 53% compared to the previous IDP public participation cycle.

Tables: Interventions required from Sector departments:

Summary of community needs that fall under government departments:

Department of Health

The need for 24 hr Clinics.

Department of Social Development

Development of disability Centres;
Social Integrated Facilities

Department of Education

Early childhood centres
Primary Schools and,
Secondary schools in new developed areas

Department of Public Safety and Security

Access to Police Stations,
Access to Satellite Police Stations and
Police visibility;

Department of Home Affairs

Access to Home Affairs Services;

5.2. Community Priorities Submitted Per Ward: 2026/2027

Community Input/ Need	Affected Wards	Name of the Town/s (of the affected wards)	Responsible Section/Department (within the Municipality)	Required Intervention (Sector Department/Private Sector)	%
Service Delivery and Infrastructure Development (Water/Sanitation/ Electricity/ Roads/ Waste Management, etc.)					
Basic Water Access	None	None	Water & Sanitation (Technical Services)	No intervention required	0%
<ul style="list-style-type: none"> Formal Areas: Number of household without access to water connections. 					
<ul style="list-style-type: none"> Maintenance: Sufficient maintenance to water network outside the yard (meter leakages, pipes) 	1,3,4,5,6,7,8,10,11,12,13,14,16,17,18,21,22,23,24,26,27,28	Khutsong South & Khutsong South Ext 2,5&6, Khutsong Proper (Old), Wedela, Welverdiend, Blybank, Carletonville, Fochville, Greenspark, Kokosi & Blyvoor.	Water & Sanitation (Technical Services)	Water & Sanitation Department	71%
Informal Structures:	None	All informal settlements have access to water as per norms and standards.	Water & Sanitation (Technical Services)	No intervention required	0%
<ul style="list-style-type: none"> Number of households that do not have access to JoJo tanks/standpipes (25 litres per day) 					
<ul style="list-style-type: none"> Maintenance: Sufficient maintenance to water network (taps, pipes) 	1,3,4,5,6,7,8,10,11,12,13,21,22,23,24,25,27,28	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Blyvoor, Wedela, Khutsong south new extensions & Welverdiend, Blybank, Carletonville, Greenspark & Kokosi.	Water & Sanitation (Technical Services)	Water & Sanitation Department	60%
Sanitation Access:	None	All formal households have access to sanitation as per norms and standards.	Water & Sanitation (Technical Services)	No Intervention required	0%
<ul style="list-style-type: none"> Formal Areas –Each erven one flush toilet linked to sewer or septic tank. 					
<ul style="list-style-type: none"> Maintenance of sewer blockages 	1,3,4,6,7,8,10,11,12,13,16,17,18,21,22,23,24,25,26,28	Khutsong South & Khutsong South Ext2,5&6 Khutsong proper (Old), Wedela, Welverdiend, Blybank, Carletonville, Fochville, Greenspark & Kokosi.	Water & Sanitation (Technical Services)	Water & Sanitation Department	71%
<ul style="list-style-type: none"> Informal Structures One VIP toilet or waste separatory or dry composting toilet. 	3,4,6,8,9,10,11,20,21,22,23,24,27,28	Khutsong proper (Old), Blyvoor, Wedela, Carletonville, Greenspark & Kokosi.	Water & Sanitation (Technical Services)	Water & Sanitation Department	50%

<ul style="list-style-type: none"> Maintenance of VIP's 	3,4,5,6,8,9,14,15,20,21,22,23,27,24,27,28	Khutsong proper (Old), Blyvoor, Wedela, Khutsong South Ext 2,5&6, Welverdiend, Blybank, Western Deep Levels, East-Driefontein, Carletonville, Greenspark & Kokosi.	Water & Sanitation (Technical Services)	Water & Sanitation Department	57%
Households with Basic Electricity Access: <ul style="list-style-type: none"> Formal Areas – Each Erf Grid electricity 60 amps. 	-	-	Energy	No Intervention required	0%
<ul style="list-style-type: none"> Informal structures-Each Erf grid electricity 40 amps supply 	1,12,20,22,23,25,27,28	Khutsong south & Khutsong south extension 2, Blyvoor, Wedela, Welverdiend, Carletonville & Kokosi.	Energy	Department of Energy & Eskom	28%
<ul style="list-style-type: none"> Electricity: Public Lighting (street) access 	2,3,4,5,6,7,8,10,11,12,13,14,16,17,18,21,22,23,24,25,26,27,28	Khutsong south, Khutsong proper (Old), Wedela, Khutsong south new extensions & Welverdiend, Blybank, Fochville, Carletonville, Greenspark, Kokosi & Blyvoor.	Energy	Department of Energy & Eskom	78%
<ul style="list-style-type: none"> Maintenance of Street lights/public lighting 	1,2,3,4,6,8,9,10,11,12,13,14,16,17,18,20,21,22,23,24,25,26,28	Khutsong south & Khutsong south extension 2,5 & 6, Khutsong proper (Old), Wedela, Welverdiend, Blybank, Western Deep Levels, Carletonville, Greenspark, Fochville & Kokosi.	Energy	Department of Energy & Eskom	82%
Roads: <ul style="list-style-type: none"> Access of tarred/paved roads to formal areas 	1,2,3,4,5,6,7,8,9,10,12,13,20,21,22,23,24,25,26,27,28	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Wedela, Khutsong south new extensions & Welverdiend, Blybank, Carletonville, Greenspark, Kokosi & Blyvoor.	Roads & Stormwater (Technical Services)	Gauteng Department of Roads and Transport	75%
<ul style="list-style-type: none"> Grading of gravel roads in formal & informal areas 	1,2,3,4,6,7,8,9,10,11,12,13,20,21,22,23,24,25,26,27,28	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Blyvoor, Wedela, Khutsong south new extensions & Welverdiend, Blybank, Carletonville, Greenspark & Kokosi.	Roads & Stormwater (Technical Services)	Gauteng Department of Roads and Transport	75%
<ul style="list-style-type: none"> Repair of potholes in municipal tarred roads 	1,2,3,4,6,7,8,10,11,12,13,14,16,17,18,20,21,22,23,24,25,26,28	Khutsong south & Khutsong south extension 2,5&6, Khutsong Proper (Old), Wedela, & Welverdiend, Blybank, Carletonville, Greenspark, Fochville & Kokosi.	Roads & Stormwater (Technical Services)	Gauteng Department of Roads and Transport	82%
<ul style="list-style-type: none"> Installation of speed humps 	1,2,4,7,8,9,10,11,	Khutsong south & Khutsong south extension 2,5&6, Khutsong Proper	Roads & Stormwater (Technical Services)	Gauteng Department of	75%

	12,13,16,17,18,20,21,22,23,24,25,26,28	(Old), Wedela, Welverdiend, Blybank, Carletonville, Fochville & Kokosi.		Roads and Transport	
Stormwater:					
<ul style="list-style-type: none"> • Formal Areas – functioning of stormwater drainage system 	3,4,6,8,11,12,13,16,17,18,20,21,22,23,24,25,26,28	Khutsong proper (Old), Wedela, Khutsong south new extensions & Welverdiend, Blybank, Carletonville, Greenspark, Fochville & Kokosi.	Roads & Stormwater (Technical Services)	Gauteng Department of Roads and Transport	64%
<ul style="list-style-type: none"> • Maintenance of kerb inlets 	2,3,4,6,8,10,11,12,13,16,17,18,20,21,22,23,24,25,26,27,28	Khutsong south, Khutsong proper (Old), Wedela, Khutsong south new extensions & Welverdiend, Blybank, Blyvoor, Carletonville, Greenspark, Fochville & Kokosi.	Roads & Stormwater (Technical Services)	Gauteng Department of Roads and Transport	75%
<ul style="list-style-type: none"> • Maintenance of stormwater Drainage System 	2,3,4,6,7,8,10,11,12,13,16,17,18,20,21,22,23,24,25,26,28	Khutsong south, Khutsong proper (Old), Wedela, Khutsong south Ext 2,5, & 6 Welverdiend, Blybank, Carletonville, Greenspark, Fochville & Kokosi.	Roads & Stormwater (Technical Services)	Gauteng Department of Roads and Transport	75%

Community Input/ Need	Affected Wards	Name of the Town/s (of the affected wards)	Responsible Section/Department (within the Municipality)	Required Intervention (Sector Department/ Private Sector)	%
Waste Management:					
<ul style="list-style-type: none"> • Formal Households with access to basic level of solid waste collection (240 litres bins-once per week) – kerbside collection 	1,5,12,13,20,22,27	Khutsong South & Khutsong South Ext 2,5&6, Welverdiend & Kokosi	Waste Management (Energy)	Gauteng Department of Agriculture and Rural Development & Environment	21%
<ul style="list-style-type: none"> • Informal Households: Provision of one 6 cubic metre skip at communal collection points – skips removed within 24 hours of being reported as full. 	2,3,4,6,8,9,10,20,21,22,23,25,27,28	Khutsong South, Khutsong proper (Old), Wedela, Carletonville, Kokosi & Blyvoor.	Waste Management (Energy)	Gauteng Department of Agriculture and Rural Development & Environment	46%
<ul style="list-style-type: none"> • Removal of Illegal dumping 	1,2,3,4,5,6,7,8,10,11,12,13,16,17,18,21,22,23,24,25,26,27,28	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Wedela, Khutsong south new extensions & Welverdiend, Blybank, Carletonville, Greenspark, Fochville, Kokosi & Blyvoor.	Waste Management (Energy)	Gauteng Department of Agriculture and Rural Development & Environment	75%

<ul style="list-style-type: none"> Households without refuse removal services 	12,22	Khutsong South, Ext2.5&6 Wolverdiend & Kokosi	Waste Management (Energy)	Gauteng Department of Agriculture and Rural Development & Environment	7%
--	-------	--	------------------------------	--	----

Community Input/ Need	Affected Wards	Name of the Town/s (of the affected wards)	Responsible Section/Department (within the Municipality)	Required Intervention (Sector Department/Private Sector)	%
-----------------------	----------------	--	--	--	---

Spatial Planning and Sustainable Environment Development (Sites/ Houses, etc.)					
Spatial Planning: <ul style="list-style-type: none"> Formal Areas: Processing of town planning applications 	10,13,20,21,22	Khutsong proper (Old), Wedela, Blybank, Fochville, Greenspark & Kokosi.	Spatial Planning (ED & P)	Not applicable	17%
<ul style="list-style-type: none"> Approval of building plans in accordance with legislative time-frames. 	10,13,20,21,22,25,26	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Wedela, Blybank, Fochville, Greenspark & Kokosi.	Spatial Planning (ED & P)	Not applicable	25%
<ul style="list-style-type: none"> Illegal occupation of land/Illegal buildings 	3,4,6,8,12,13,16,17,18,21,22,24,26,28	Khutsong proper (Old), Wedela, Khutsong south new extensions & Wolverdiend, Blybank, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Economic Development & Planning	Gauteng Department of Agriculture and Rural Development & Environment	50%
<ul style="list-style-type: none"> Availability of land to community members (legally) 	3,4,6,8,9,10,11,12,13,16,17,21,22,24,28	Khutsong proper (Old), Wedela, Khutsong south new extensions & Wolverdiend, Blybank, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Economic Development & Planning	Gauteng Department of Agriculture and Rural Development & Environment	53%
Addressing Housing Backlog: <ul style="list-style-type: none"> Registration (all informal settlements/backyard dwellers) on housing database 	1,3,4,6,7,8,10,11,20,21,22,26,27,28	Khutsong south & Khutsong south extension 2,5 & 6, Khutsong proper (Old), Wedela, Carletonville, Greenspark & Kokosi.	Human Settlement (ED & P)	Gauteng Department of Human Settlement/PPP'S	50%
<ul style="list-style-type: none"> Registration of title deeds to eligible beneficiaries 	3,4,6,7,8,10,11,12,20,21,22,25	Khutsong proper (Old), Wedela, Khutsong south new ext2,5&6 Wolverdiend, Greenspark & Kokosi.	Human Settlement (ED & P)	Gauteng Department of Human Settlement	42%
<ul style="list-style-type: none"> Access to Social Housing (RDP) 	3,4,6,7,8,11,16,17,20,21,27,28	Khutsong proper (Old), Wedela, Oberholzer, Carletonville, Blyvoor, Greenspark & Kokosi.	Human Settlement (ED & P)	Gauteng department of Human Settlement/PPP'S	42%

• Rental Housing Access	3,4,6,8,11,12,18,20,21,27	Khutsong proper (Old), Wedela, Khutsong south new extensions & Welverdiend, Fochville, Carletonville, Greenspark & Blyvoor.	Human Settlement (ED & P)	Gauteng department of Human Settlement/PPP'S	35%
-------------------------	---------------------------	---	---------------------------	--	-----

Community Input/ Need	Affected Wards	Name of the Town/s (of the affected wards)	Responsible Section/Department (within the Municipality)	Required Intervention (Sector Department /Private Sector)	%
Local Economic Development (Jobs/ Businesses, etc.)					
Job creation through LED Initiatives	1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,16,17,18,19,20,21,22,23,24,25,26,27,28	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Wedela, Khutsong south new extensions & Welverdiend, East Driefontein, Blybank, Blyvoor, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	LED (ED & P)	Gauteng Department of Economic Development/ Mining Houses/	100%
Development of Informal Traders Facilities	1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,16,17,18,19,20,21,22,23,24,25,26,27,28	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Wedela, Khutsong south new extensions & Welverdiend, East Driefontein, Blybank, Blyvoor, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	LED (ED & P)	Gauteng Department of Economic Development/ Mining Houses/LGSETA/Gauteng Department of Agriculture and Rural Development	100%
Promotion & Development of SMME's • Training/ Skills development needs	1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,16,17,18,19,20,21,22,23,24,25,26,27,28	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Wedela, Khutsong south new extensions & Welverdiend, East Driefontein, Blybank, Blyvoor, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	LED (ED & P)	Gauteng Department of Economic Development/ Mining Houses/LGSETA/Gauteng Department of Agriculture and Rural Development	100%

Community Input/ Need	Affected Wards	Name of the Town/s (of the affected wards)	Responsible Section/Department (within the Municipality)	Required Intervention (Sector Department/ Private Sector)	%
Financial Viability (Billing System/ Tariffs/ etc.)					
Implementation of Smart prepaid Water and Electricity meters	3,4,6,7,8,9,10,11,12,13,14,16,17,18,21,22,24,25,28	Khutsong proper (Old), Wedela, Khutsong south new extensions & Welverdiend, Blybank, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Credit Control (Finance) Technical Services	Department of Water and Sanitation/Nersa/ Department of Energy/Gauteng Department of Human Settlements	67%
Inaccurate Billing by the Municipality	1,2,3,4,6,7,8,9,10,11,12,13,14,16,17,18,21,22,23,24,25,26,28	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Wedela, Khutsong south new extensions & Welverdiend, Blybank, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Credit Control (Finance)	Provincial treasury/National Treasury	82%

Community Input/ Need	Affected Wards	Name of the Town/s (of the affected wards)	Responsible Section/Department (within the Municipality)	Required Intervention (Sector Department/ Private Sector)	%
Good Governance and Institutional Development (Skills Dev-Bursaries/ Internships/ etc.)					
Access to municipal call/contact centre	All wards have access	Call centre is operational from 7:30 until 22h00 daily.	Communication & Marketing (COO)	Gauteng Cogta (eGov)	0%
Efficiency of the call/contact centre	3,4,6,8,10,11,13,21,22,25	Khutsong proper (Old), Wedela, Khutsong south new extensions & Welverdiend, Blybank, Fochville, Greenspark & Kokosi.	Communication & Marketing (COO)	Gauteng Cogta (eGov)	35%
Ward Committees Functionality	3,4,6,8,9,10,11,20,24	Khutsong proper (Old), Wedela, Greenspark & Kokosi.	Speakers Office	Gauteng Salga	32%
Effective Communication to the Community	3,4,6,7,8,9,10,11,12,14,16,17,18,19,21,22,26,28	Khutsong proper (Old), Wedela, Khutsong south new extensions & Welverdiend, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Speakers Office/ Communication & Marketing	Gauteng Cogta & Premier's Office	64%

Community Input/ Need	Affected Wards	Name of the Town/s (of the affected wards)	Responsible Section/Department (within the Municipality)	Required Intervention (Sector Department/Private Sector)	%
Other (GBV/Disability/Youth/ etc.)					
Establishment of Youth Services	1,3,4,6,7,8,10,11,12,13,19,22,23,26,27	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Wedela, Blybank, Blyvoor & Kokosi.	Youth Office (Executive Mayor's Office)	NYDA & Premier's Office	53%
<ul style="list-style-type: none"> Registration for Free Basic Services to Indigents 	9,20,21,22,23, 24,	Khutsong proper (Old), Wedela & Kokosi.	Health & Social Development (Community Services)	Health and Social Development	21%
Parks: <ul style="list-style-type: none"> Development of Parks in Formal Areas 	1,3,4,6,8,10,11,12,13,16,17,18,21,22,23,24,25,26,28	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Wedela, Blybank, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Parks & Cemeteries (COO)	Gauteng Department of Agriculture and Rural Development/Mining Houses	67%
<ul style="list-style-type: none"> Maintenance of Parks 	1,10,11,12,14,16,17,18,21,22,23,24,25,28	Khutsong south & Khutsong South Ext 2,5&6 Khutsong proper (Old), Wedela, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Parks & Cemeteries (COO)	Gauteng Department of Agriculture and Rural Development/Mining Houses	50%
<ul style="list-style-type: none"> Grass cutting in formal& informal areas 	1,2,5,10,12,13,14,16,17,18,21,22,23,24,25,26,27,28	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Blybank, Blyvoor, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Parks & Cemeteries (COO)	Gauteng Department of Agriculture and Rural Development/Mining Houses	64%
Libraries: <ul style="list-style-type: none"> Access to Libraries 	3,4,10,12,13,20,21,22,25	Khutsong Proper (Old), Wedela, Khutsong South Ext 2,5&6, Welperdiend, Blybank, Greenspark & Kokosi.	Libraries (COO)	Gauteng Department of Sports, Recreation, Arts, Culture& Heritage	32%
<ul style="list-style-type: none"> Maintenance of Libraries 	1,2,7,9,12,13,14,18,20,21,22,23,24	Khutsong South, Khutsong Proper (Old), Welperdiend,	Libraries (COO)	Gauteng Department of Sports, Recreation, Arts, Culture& Heritage	46%

		Blybank, Fochville, Greenspark, Kokosi & Wedela			
Sport Facilities:					
<ul style="list-style-type: none"> Access to Sports Facilities with ablution facilities in formal Areas 	1,9,10,12,13,16,17,18,20,21,22,23,24,25,26,27,28	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Wedela, Greenspark, Blybank, Blyvoor, Oberholzer, Carletonville & Kokosi.	Srach (Community Services)	Gauteng Department of Sports, Recreation, Arts, Culture & Heritage	57%
<ul style="list-style-type: none"> Access to Informal Sports Fields 	1,2,3,4,5,6,8,10,11,13,16,17,18,21,22,26,27,28	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Wedela, Blybank, Oberholzer, Carletonville, Fochville, Greenspark, Blyvoor & Kokosi.	Srach (Community Services)	Gauteng Department of Sports, Recreation, Arts, Culture & Heritage	60%
<ul style="list-style-type: none"> Maintenance of Sports Facilities 	2,3,4,5,6,7,8,10,11,12,16,17,18,21,22,23,24,25,26,28	Khutsong south, Khutsong proper (Old), Wedela, Oberholzer, Carletonville, Fochville, Greenspark, Kokosi & Kokosi.	Srach (Community Services)	Gauteng department of Sports, Recreation, Arts, Culture & Heritage	71%
Cemeteries					
<ul style="list-style-type: none"> Development of new Cemeteries 	10,13,20,22,25	Khutsong proper (Old), Wedela, Blybank & Kokosi.	Parks & Cemeteries (COO)	Gauteng Department of Agriculture and Rural Development & Environment	17%
<ul style="list-style-type: none"> Maintenance of Cemeteries 	3,4,6,8,10,11,12,13,16,17,18,21,22,23,24,25,26,28	Khutsong proper (Old), Wedela, Khutsong south new extensions & Welverdiend, Blybank, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Parks & Cemeteries (COO)	Gauteng Department of Agriculture and Rural Development & Environment	64%
Community Halls & Swimming Pools					
Access to Community Halls	12,13,20,22,24,26	Wedela, Khutsong south new extensions & Welverdiend, Blybank & Kokosi.	Facility Management (Community Services)	Gauteng Department of Sports, Recreation, Arts, Culture & Heritage	21%
<ul style="list-style-type: none"> Maintenance of Community Halls 	3,4,6,8,10,11,13,14,16,17,18,21,22,23,24,25,26	Khutsong proper (Old), Wedela, Blybank, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Facility Management (Community Services)	Gauteng Department of Sports, Recreation, Arts, Culture & Heritage	60%
<ul style="list-style-type: none"> Access to Swimming Pools 	1,3,4,6,8,10,11,12,13,26	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Wedela, Khutsong	Facility Management	Gauteng Department of Sports, Recreation, Arts, Culture & Heritage	35%

		south new extensions & Waverdiend, Blybank & Kokosi.	(Community Services)		
<ul style="list-style-type: none"> Maintenance of Swimming Pools 	14,21,24	Fochville	Facility Management (Community Services)	Gauteng Department of Sports, Recreation, Arts, Culture & Heritage	10%
Traffic Function Formal Areas: <ul style="list-style-type: none"> Road Markings/Street signage 	3,4,6,8,10,11,12,13,14,16,17,18,22,25	Khutsong proper (Old), Wedela, Khutsong south new extensions & Waverdiend, Blybank, Fochville, Oberholzer, Carletonville & Kokosi.	Traffic Management (Public Safety)	Gauteng Department of Roads and Transport/Sanral	50%
By-Laws Management: <ul style="list-style-type: none"> Implementation of approved municipal by-laws 	14,16,17,18,21, 24,28	Fochville & Carletonville	By-Laws Enforcement Section (Public Safety)	-	25%
Disaster Management: <ul style="list-style-type: none"> Need for information campaigns - Dolomitic Risk Management (Sinkholes) 	3,4,6,8,10,11,12,13,16,17,25,26,27,28	Khutsong proper (Old), Wedela, Khutsong south new extensions & Waverdiend, Blybank, Oberholzer, Carletonville, Blyvoor & Kokosi.	WRDM	Gauteng Disaster Management	50%

Sector Departments/ Intervention Required

Community Input/ Need	Affected Wards	Name of the Town/s (of the affected wards)	Responsible Department	Required Intervention (Sector Department/ Private Sector)	%
Clinics / Health Services: Primary Health Care: -Access 15 minutes in – vehicle travel time or 1,5 km walking distance. -Thresholds to serve a population of about 5 000 – 70 000 depending on the catchment size.	1,2,11,12,15,19,20,22,26	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Wedela, Khutsong south new extensions & Wewerdiend, Blybank, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Department of Health	Department of Health	32%
Clinics / Health Services (24hrs):	11,12,13,16,17,19,21,22,26,28	Wedela, Khutsong south new extensions & Wewerdiend, Blybank, East-Driefontein, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Department of Health	Gauteng Department of Health	32%
Health – district hospitals: <ul style="list-style-type: none"> • Access up to 30 minutes in vehicle travel time. • 450 000 people (planning should be aligned in terms of the Provincial Spatial Development Framework) 	13,22	Blybank & Kokosi	Department of Health	Gauteng Department of Health	35%
Fire Station: <ul style="list-style-type: none"> • 100 000 people (indicative only, overriding factor is reach & density) 	13,20	Blybank & Wedela	WRDM	WRDM	7%
Emergency Services: <ul style="list-style-type: none"> • Ambulances 	13,21,22	Blybank, Greenspark & Kokosi	WRDM	WRDM	10%
Public Safety Facilities: Access to Police stations: <ul style="list-style-type: none"> • To improve visible policing and response times the provision of one station per 30 000 people is considered desirable by planners. 	10,11,13,22,24,26	Khutsong proper (Old), Wedela, Blybank & Kokosi.	Department of Community Safety	Gauteng Department of Public Safety	21%

Manpower and operational challenges make this unrealistic at present					
<ul style="list-style-type: none"> Access to Satellite Police Station: 	1,3,4,5,6,7,8,10,11,13,16,19,21,22,23,24,26	Khutsong south & Khutsong South Ext2,5&6, Khutsong proper (Old), Wedela, Khutsong south new extensions & Welverdiend, East Driefontein, Blyvoor, Blybank, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Department of Community Safety	Gauteng Department of Public Safety	60%
<ul style="list-style-type: none"> Police visibility: 	1,3,4,6,7,8,10,11,12,13,15,16,17,19,21,22,23,26,28	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Wedela, Khutsong south new extensions & Welverdiend, East Driefontein, Blybank, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Department of Community Safety	Gauteng Department of Public Safety	67%

Community Input/ Need	Affected Wards	Name of the Town/s (of the affected wards)	Responsible Department	Required Intervention (Sector Department/ Private Sector)	%
Magistrate Courts: <ul style="list-style-type: none"> No agreed common norms – Department of Justice considers proximity to users, political issues, caseloads of courts and crime hot spots. 	None	None	Department of Justice	Department of Justice	0%
Home Affairs Offices: <ul style="list-style-type: none"> Access 30 minutes in – vehicle travel time. Thresholds 200 000 people. 	1,7,10,11,13,14,20,21,22,24,25	Khutsong south & Khutsong South Ext 2,5, &6 Khutsong proper (Old), Wedela, Blybank, Fochville, Greenspark & Kokosi.	Department of Home Affairs	Department of Home Affairs	39%
Development of Disability Centres: <ul style="list-style-type: none"> Development of a disability centre for people with disabilities 	1,2,10,13,16,17,21,22,28	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Blybank, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Department of Social Development	Department of Social Development	32%
Early childhood development centres: (Inspections) <ul style="list-style-type: none"> Demand is very dependent on social structures within communities and may vary widely. 	1,3,4,6,7,8,11,21,22,24,25	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Wedela, Greenspark & Kokosi.	Department of Education	Department of Education	39%
Primary Schools: <ul style="list-style-type: none"> Access maximum 15 minutes in – vehicle travel time. Preferably within walking distance of 1 km. Estimated population threshold 5 500. 	1,12,13,20,22	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Wedela, Khutsong south new extensions & Welverdiend, Blybank, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Department of Education	Department of Education	17%
Secondary Schools: <ul style="list-style-type: none"> Access maximum 15 minutes in – vehicle travel time. Preferably within walking distance of 1.5 km. Estimated population threshold 12 500. 	1,12,20,22,25	Khutsong south & Khutsong south extension 2, Wedela, Khutsong south new extensions & Welverdiend & Kokosi.	Department of Education	Department of Education	17%

Development of Libraries on newly developed areas	3,4,10,12,13,20,21,22,25	Khutsong Proper (Old), Wedela, Khutsong South Ext 2,5&6, Welperdiend, Blybank, Greenspark & Kokosi.	Gauteng Department of Sports, Arts, Culture & Recreation	Gauteng Department of Sports, Arts, Culture & Recreation	32%
Modular Library	3,4,5,13,20,21,22,27	Khutsong proper (Old), Wedela, Blybank, Blyvoor, Greenspark & Kokosi.	Gauteng Department of Sports, Arts, Culture & Recreation	Gauteng Department of Sports, Arts, Culture & Recreation	28%
Development of Social Integrated Facility:	1,10,11,13,16,17,20,21,22,28	Khutsong South & Khutsong south extension 2,5&6, Khutsong Proper (Old), Wedela, Blybank, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Department of Social Development	Department of Social Development	35%

5.3 MEC comments on the 2021/2026 (2025-2026) Integrated Development Plan

In terms of Local Government: Municipal Systems Act, 2000 a municipality should submit a copy of the Council approved IDP to the MEC for Local Government.

The MEC comments have largely provided guidance on the preparation of the Municipality's Integrated Development Plan.

ANALYSIS AND ADDRESSING MEC COMMENTS: 2025/2026

COMMENTS	RECOMMENDATION	MCLM RESPONSE
SPATIAL PLANNING & ENVIRONMENTAL MANAGEMENT:		
Climate Change mitigation and adaptation plan/strategy: It is noted that the municipality does not have the above-mentioned plan or strategy.	The municipality should develop its own Climate Change Mitigation and Adaptation Strategy to comply with the requirements of the Climate Change Act, 2024 (Act No.22 of 2024) stipulating that each municipality should develop its own climate change mitigation and adaptation plan/strategy.	<ul style="list-style-type: none"> Merafong City Local Municipality has adopted Greenbook West Rand District Municipality Climate Risk Profile report, as well as Climate Change Adaptation Plan. This plan and strategy are sufficient to address the risk and have implementation plan.
Climate Change response plan: it is also noted that no such plan exists at the local government space now.	The municipality should develop its Climate Change Response Plan or adopt the West Rand District Municipality's Climate Action Plan when it is finalised. The plan should be implemented effectively thereafter and be included in Merafong CLM's IDP.	<ul style="list-style-type: none"> Merafong City Local Municipality has adopted Greenbook West Rand District Municipality Climate Risk Profile report, as well as Climate Change Adaptation Plan. This plan and strategy are sufficient to address the risk and have implementation plan. This plan will be included in the next IDP document.
Biodiversity Plan / Bioregional Plan or a Local Biodiversity Strategy and Action Plan (LBSAP): it is also noted that no such plan exists now.	It is important that the Merafong CLM adopt the West Rand District Municipality Bioregional Plan after it has been reviewed and updated.	<ul style="list-style-type: none"> The current West Rand District Municipality Bioregional Plan is incorporated in the MSDP on Section 5. This plan is currently implemented in Merafong City Local Municipality.
Air Quality Management Plan (AQMP) and Air Pollution Reduction Programmes:	It is noted that there is proposal to add Merafong CLM to the Vaal Triangle Airshed Priority Area (VTAPA). Nonetheless, it recommended that the municipality develop its own AQMP. Furthermore, Merafong CLM should include air pollution reduction programmes to comply with Part 5 of the	<ul style="list-style-type: none"> The proposed expansion of Vaal Triangle Airshed Priority Area (VTAPA) priority area will include the entire West Rand District Municipality i.e. Merafong City Local Municipality, Westonaria, Randfontein, and Mogale City Local

	National Environmental Management Air Quality, 2004 (Act No. 39 of 2004).	Municipalities. The Air Quality Management Plan (AQMP) is going to be developed for the area that falls under VTAPA Once the expansion is completed. As such the Municipality is not required to have its on plan, as the proposed plan for VTAPA) will address the critical issues affecting the area within Merafong City Local Municipality.
--	---	---

COMMENTS	RECOMMENDATION	MCLM RESPONSE
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT:		
<p>Determine cost coverage – does the municipality have adequate cash available to meet its operating expenditure requirements? It has been observed that, the municipality does not have adequate cash to finance its operations. For instance, the budgeted cash coverage ratio for</p>	<p>The municipality is urged to raise revenue by maximising its collections measures from the consumers and improve revenue policies. The municipality must come up with campaigns and programmes to strengthen collection drivers. The municipal council must also play its role to assist in credit control and debts collections.</p>	<ul style="list-style-type: none"> • Low collection rates and high outstanding consumer debt (+R6 billion) reduces the cash available to the municipality, undermining its operational funding capacity. The municipality reports a cash coverage ratio of about less than 1 month well below the National Treasury norm of 1 to 3 months. This means the municipality does not have sufficient cash reserves to cover all monthly operating expenses.
<p>Collection of outstanding debts: It is noted that the municipality is not exercising fiscal effort in collecting outstanding debtors. There is a poor collection rate of 60 percent which may also worsen if not managed closely. The debtor’s book of the municipality is increasing at an alarmingly rate. The municipality has been on a declining trend when it comes to collection rate when looking at the past five years.</p>	<p>The municipality is urged to improve the collection rate by developing robust and implementable credit control, and debtor’s collection policies.</p>	<ul style="list-style-type: none"> • Management has intensified credit control actions across all areas of the Municipality to try and improve the collection rate. • The Municipality is also in the process of appointing a panel of debt collectors to help with legal action on debtors older than 90 days on the debtors book.
<p>All of municipal trading services are operating at deficit. This may be due to the non-affordability by the consumers. The collection rate has been declining due to increasing rate of unemployment and therefore developing a syndrome of non-payment of the municipal bills.</p>	<p>The municipality is firmly advised to always conduct a cost assessment test before they approve tariffs. The CPIX and affordability levels are the key factors to be considered when setting up tariff except for water and electricity since they are done by independent boards.</p>	<ul style="list-style-type: none"> • The CPIX is always used as benchmark in the increase and setting of tariffs. • Unfortunately, the main trading services water and electricity are mostly above the CPIX and the municipality has not much control over this as they are determined independently.
<p>Does municipality prioritize expenditure towards repairs and maintenance? It is noted</p>	<p>The municipality has budgeted less for repairs and maintenance due to lack of</p>	<ul style="list-style-type: none"> • On the 28 May 2025, the 2025/26 Budget Funding plan was approved

<p>that the municipality has not budget enough for repairs and maintenance of infrastructure.</p>	<p>funding or inability to generate enough revenue. The repairs and maintenance are budgeted at less than a percent instead of the set norm of 8 percent by National Treasury. The municipality is, therefore, advised to budget properly for the repairs and maintenance.</p>	<p>buy Council with key intervention:</p> <ul style="list-style-type: none"> • Smart Meter Rollout: The municipality has prioritized R25 million in the 2025/2026 financial year for the gradual replacement of conventional meters with smart/prepaid meters to monitor consumption and detect tampering in real-time. • Meter Audit: Ongoing audit of bridged meters (combined with amnesty programs) to recover revenue and update billing database. • Network Rehabilitation: Refurbishment of aging low and medium voltage lines, including replacement of overloaded transformers and substations. • Load Management: Introduce automated load limiting on high-loss feeders and high-indebted customers. • Energy Balancing and Loss Monitoring: Installation of bulk check meters to isolate high-loss zones (LPU -meters through CoGTA programme).
<p>To what extent does the municipality allocate funding towards economic infrastructure and eradication of backlogs primarily on cash generating assets?</p>	<p>It is noted that the municipality has allocated over 80 percent of its entire capital budget into the economic infrastructure assets. However, the municipality does not disclose on how it is addressing the backlogs in its planning going forward. The municipality is advised to address the eradication of backlogs.</p>	<ul style="list-style-type: none"> • Provision of R25m has been made in the 2025/26 budget for installation of Smart Meters, alongside a public procurement process currently in place to obtain proposals from the public to cover: • Infrastructure financing for the acquisition and installation of water and electricity prepaid meters.

		<ul style="list-style-type: none"> • Infrastructure financing development and expansion of bulk infrastructure for water, and electricity. • Capital raising to service outstanding accounts with Rand Water and Eskom to ensure uninterrupted utility services.
--	--	--

COMMENTS	RECOMMENDATION	MCLM RESPONSE
<i>SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT:</i>		
<i>Service Delivery: (Human Settlement)</i>		
<p>Spatial Transformation: Prioritised Human Settlements AND Housing Development Areas (PHSHDA): To effect spatial transformation proactively, the national Department of Human Settlements have declared in March 2020 PSHDA, a total of 26 in Gauteng with 3 of them in Merafong City Local Municipality, namely Wedela and Surrounds, Welverdiend/ Khutsong/ Carletonville and Fochville/Kokosi/Greenspark/Losberg.</p>	<p>In relation to the implementation of the PSHSDA, according to GDHuS, the development plans have been approved by Merafong City Local Municipality. The GDHuS has appointed a PRT for the preparation of implementation plans for various PSHDAs development plans in the Gauteng district municipalities. Thus, the project will officially kick-off upon approval of the 2025/26 HSDG Business Plan. This is noted and commended.</p>	<p>Merafong City Local Municipality was involved in the identification of the Prioritised Human Settlements and Housing Development Areas (PHSHDA) with the service provider appointed by GDoHS.</p> <p>An item was developed and approved by Council on the matter. The following areas included Wedela, Welverdiend, Khutsong, Carletonville, Kokosi, Greenspark, Losberg and surround areas.</p> <p>All the above-mentioned areas have been Gazetted by National Department of Human Settlement for future development. Projects that will be funded in the 2025/26 HSDG Business Plan should be included in the IDP (Merafong Housing Plan) and be implemented in all these areas listed in the PSHDA.</p>
<i>Service Delivery: (Health & Social Development)</i>	<p>It noted and acknowledged that, the municipality provides free basic services to the</p>	<ul style="list-style-type: none"> • The Municipality continues to mobilise, identify and register qualifying indigent

<p>Provision of basic municipal services to the poor (LGES VS cost of providing the services vs national standards, i.e., 6kl, 50Kwh etc. and assessments of revenue forgone): existing evidence shows that the municipality has put measures in place towards provision of basic services to the indigent groups within the municipality.</p>	<p>indigents. For instance, the municipality demonstrated that 6kl water and 50 kwh of electricity is provided for free to the indigent on monthly bases. It also provides refuse removal and sanitation services for free to the indigents. The costs for the fore-said services are covered by the equitable share.</p>	<p>households through ward based indigent harvesting campaigns. All approved indigents are provided with basic services package as approved in the Indigent Policy</p>
<p>Service Delivery: (Waste Management)</p> <p>Integrated Waste Management Plan (IWMP) and Waste Minimization Strategy: it is noted that Merafong CLM has no waste minimization strategy due to budget and human resource constraints.</p>	<p>The municipality mobilizes relevant stakeholders and resources to review and update the Integrated Waste Management Plan (IWMP).</p>	<ul style="list-style-type: none"> Merafong City Local Municipality acknowledges the absence of a standalone Waste Minimisation Strategy, primarily due to budgetary and human resource constraints. The Municipality commits to mobilising internal capacity, as well as engaging relevant stakeholders and external support, to review and update the Integrated Waste Management Plan (IWMP). The updated IWMP will incorporate waste minimisation principles and practical interventions aligned with provincial and national waste management policies, subject to the availability of resources and Council approval.

COMMENTS	RECOMMENDATION	MCLM RESPONSE
<p>LOCAL ECONOMIC DEVELOPMENT (LED):</p>		
<p>Local Economic Development Strategy: it is noted that Merafong City's LED Strategy is outdated and was last approved by Council in 2015/2016.</p>	<p>It is of paramount importance that the municipality updates its LED strategy. All relevant stakeholders should be mobilized and engaged to address the above-mentioned matter. Efforts by the municipality to reach out to other key stakeholders</p>	<p>Merafong City Local Municipality has, over the past decade, experienced prolonged economic stagnation. In response, the Municipality has developed and approved an Economic Turnaround Strategy titled</p>

	<p>including GDED and UNISA in relation to development and updating of the LED Plan are noted and commended.</p>	<p><i>Re-imagining Merafong: Vision 2035</i>, adopted by Council in June 2024.</p> <p>This strategy is designed to diversify the economic baseline of Merafong City by strengthening existing economic sectors and attracting new investments that align with the municipality’s development vision. <i>Vision 2035</i> is built upon six strategic pillars:</p> <ol style="list-style-type: none"> 1. Renewable Energy 2. Tourism 3. Agriculture 4. High-Valued Wildlife Estates 5. CBD Revitalization 6. Township Revitalization <p>Collectively, these pillars provide a transformative framework intended to reposition Merafong City as a resilient, inclusive, and economically sustainable municipality. Accordingly, <i>Re-imagining Merafong: Vision 2035</i> will serve as the foundational framework for the development of the Local Economic Development (LED) Strategy.</p>
<p>Number of Non-public sector employment creation initiatives: this is another area that the municipality can explore to create employment opportunities in the area.</p>	<p>It is important that the municipality form partnerships with the private sector to promote on-the-job training and skills development. The GDED can assist Merafong by coordinating public-private training initiatives through SETAS, for instance, partnering with large employers in construction, engineering, agriculture and tourism.</p>	<ul style="list-style-type: none"> • The Municipality acknowledges the importance of establishing strong partnerships with the private sector to enhance on-the-job training and skills development opportunities for local residents. This recommendation aligns with the objectives of the <i>Re-imagining Merafong: Vision 2035</i> strategy, particularly in strengthening human

		<p>capital and improving employability within key economic sectors.</p> <ul style="list-style-type: none"> • Merafong City Local Municipality has engaged the Gauteng Department of Economic Development (GDED) in coordinating public-private training initiatives. Collaboration with SETAs and major industry stakeholders particularly in construction, engineering, agriculture, and tourism will significantly contribute to building a skilled workforce that meets the needs of emerging and existing industries in the city. • The Municipality is committed to working closely with GDED to identify potential partners, develop structured training pathways, and ensure the effective implementation of these initiatives to support economic growth and sustainable job creation.
<p>Number of tourism sector jobs created: It is noted that the municipality has engaged the Gauteng Tourism Authority (GTA) for funding a Tourism Strategy (under review). Also, the municipality has projects in place to drive employment in the tourism sector.</p>	<p>The GDED can partner with the GTA to provide technical and marketing support to position Merafong as a destination. Also, link Merafong’s tourism initiatives to provincial tourism branch and events calendars. The municipality can reach out to the GDED and explore the above-said GDED proposal.</p>	<ul style="list-style-type: none"> • The Municipality has engaged both the Gauteng Tourism Authority (GTA) and the Gauteng Department of Economic Development (GDED) to enhance the positioning of Merafong City as a competitive tourism destination. This initiative is aligned with the Tourism Pillar of the Re-imagining Merafong: Vision 2035 strategy, which emphasises destination development, branding, and increased market visibility.

		<ul style="list-style-type: none"> • Merafong City Local Municipality is currently working with GDED and the GTA to secure technical and marketing support aimed at enhancing local tourism products, improving destination packaging, and increasing the Municipality's inclusion in provincial tourism marketing platforms. In addition, the Municipality is in the process of integrating Merafong's tourism initiatives into provincial tourism branches and events calendars to maximise exposure and broaden visitor reach. • The Municipality continues to engage with GDED to further explore and operationalise the proposed partnership, ensuring alignment with provincial programmes and leveraging available support to strengthen Merafong's tourism sector and improve overall economic competitiveness.
<p>Spaza Shop Intervention Programmes – Enforcement and Support: It is observed that, the municipality is still working actively in implementing interventions to support and regulate spaza shops. The interventions include registrations, registration requirements, compliance checks and potential funding opportunities.</p>	<p>The municipality should consider running campaigns and roadshows in different wards to share information on spaza shop intervention programmes. The spaza shop fund was implemented by the DTIC supported by the DSBD In order to support spaza shop owners. The GDED already provides support in assisting the municipalities with the necessary requirements and by laws.</p>	<p>The Municipality acknowledges the importance of community outreach and awareness initiatives to ensure that spaza shop owners are well informed about available support programmes. In this regard, the Municipality has conducted campaigns across Merafong City focusing on compliance and food handling. The recommendation to conduct additional campaigns and roadshows across various wards is noted and aligns with the</p>

		<p>Municipality's commitment to strengthening informal business development.</p> <p>The Municipality recognises that the Spaza Shop Support Programme, implemented by the Department of Trade, Industry and Competition (DTIC) and supported by the Department of Small Business Development (DSBD), plays a critical role in empowering local spaza shop owners. The Municipality is further assisted by GDED with compliance matters, including regulatory requirements and relevant by-laws.</p> <p>The Municipality will incorporate ward-based campaigns and targeted information sessions into its outreach plan to ensure broader access to information, improved programme uptake, and enhanced support for informal traders throughout Merafong City.</p>
--	--	--

COMMENTS	RECOMMENDATION	MCLM RESPONSE
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT		
Promotion and implementation of policies championing needs of special groups (GEYODI) at district level.	<ul style="list-style-type: none"> It is important that the district provides disaggregated data that highlights an analysis of the impact of policies and programmes on targeted special groups. 	<ul style="list-style-type: none"> MCLM is improving data management to ensure systematic collection and reporting of disaggregated data (gender, age, disability). Baseline profiling has commenced through Community Service databases. The

		Municipality will further strengthen collaboration with the West Rand District Municipality and National Departments to align indicators and improve reporting on programme impact.
	<ul style="list-style-type: none"> Develop a plan to implement 40% procurement spend towards women, youth and disability-owned businesses per the Presidential Pronouncement. 	<ul style="list-style-type: none"> A targeted SMME Procurement Empowerment Plan needs to be developed to guide the Municipality toward meeting the 40% procurement allocation. Supplier development workshops and registration drives are being expanded to ensure that women-, youth-, and disability-owned enterprises are supported to compete for municipal opportunities.
	<ul style="list-style-type: none"> Analyse the effectiveness of programmes like EPWP and SMME support in addressing priorities of targeted groups 	<ul style="list-style-type: none"> MCLM continuously reviews the EPWP and SMME support programmes to assess participation trends and developmental impact on special groups. Monitoring tools now include indicators that track the inclusion of women, youth, and persons with disabilities. Findings will inform future programme design to ensure equitable access and improved developmental outcomes.
	<ul style="list-style-type: none"> Develop specific plans to ensure equitable access to basic services (water, sanitation, electricity) for targeted groups. 	<ul style="list-style-type: none"> The Municipality remains committed to ensuring universal access to basic services. Special attention is given to vulnerable households, persons with disabilities, elderly-headed households, and indigent families. Service delivery improvement plans now include targeted interventions such as prioritised maintenance

		response, accessibility upgrades, and coordination with the Indigent Support Programme
	<ul style="list-style-type: none"> Develop and implement strategies to ensure the inclusion and representation of all targeted groups in socio-economic programmes, including initiatives tailored to address their specific priorities. 	<ul style="list-style-type: none"> MCLM incorporates GEYODI considerations in all socio-economic initiatives and community development programmes. The Municipality will continue to intensify outreach, partnerships, and sector-specific capacity-building initiatives to improve participation of targeted groups in local economic development, skills development, entrepreneurship, and community-based projects.
	<ul style="list-style-type: none"> Expand access to basic health facilities for targeted groups. 	<ul style="list-style-type: none"> MCLM continues to work in partnership with the Department of Health to find ways to strengthen access to primary healthcare services through mobile clinics, outreach campaigns, and health awareness programmes in underserved communities. The Municipality also supports district-level initiatives aimed at strengthening health services for women, youth, older persons, and persons with disabilities.
<ul style="list-style-type: none"> Allocate a specific budget for the empowerment of targeted groups within the IDP. 	<ul style="list-style-type: none"> The Municipality has made provisions within the IDP and Medium-Term Revenue and Expenditure Framework (MTREF) to support programmes benefiting targeted groups. Budget allocations are informed by GEYODI priorities, community needs, and national policy directives. These allocations will continue to be strengthened as part of the IDP review and annual budgeting process. 	

6. Section E: Spatial Economy and Development Rationale

A Spatial Development Framework (SDF) is regarded as an integral part of an Integrated Development Plan (IDP) as required by Section 26 of the Municipal Systems Act of 2000 (Act 32 of 2000).

This section provides an overview of an SDF, its purpose, objective and requirements. It also provides a summary of the project methodology and the structure of this report.

6.1. Introduction

Regarding the Spatial Planning and Land Use Management Act (16 of 2013), hereafter referred to as the act, an SDF "...must include the provision of basic guidelines for a land-use management system for the municipality." However, an SDF is not a one-dimensional map or plan. It seeks to arrange development activities, land uses, and the built form - in such a manner that it can accommodate the ideas and desires of people - without compromising the natural environment and how services are delivered. If not done correctly, the system will be costly, inefficient, and even collapse. A delicate balance must always be maintained: too much emphasis on one element can harm the system; if development happens too quickly, infrastructure provision cannot keep up. In the final analysis, the objectives of an SDF must be realistic and achievable.

Many issues will need ongoing discussion and debate: integration with provincial development strategies, linking urban and rural development, functional integration of settlements often far apart, infrastructure provision, social justice, poverty, etc. All of these are complex, and all are connected. The key is optimising development and access to development opportunities for all people.

An SDF integrates various sector plans. The emphasis is on developing an interdisciplinary approach to bring different sectors' knowledge to bear on a shared objective. SDFs are not comprehensive development blueprints. They must, however, be proactive and clearly define the desirable directions and outcomes of future growth.

The central question that all urban and regional planners and development managers grapple with is how to ensure the development of sustainable cities, towns, and rural areas in a climate where the immediate needs of poverty and lack of basic services overshadow the development agenda. This is the fundamental role that the SDF should play in the municipal area, namely ensuring the development of a sustainable urban and rural environment while simultaneously creating an enabling environment for the implementation of the developmental agenda of the national government. The National Spatial Development Perspective states, *"the challenges and opportunities posed by and in urban settlements, whether they are declining or expanding, necessitates a targeted response by government to achieve better urban management. Managed urbanisation and improved urban management are crucial supporting components of government's drive for accelerated shared growth, not least because of the crucial role cities, towns and urbanising agglomerations play in fostering resilient and inclusive economic growth and the sustainable development of countries and regions"*.

6.2. The purpose of an SDF

The aims of the SDF are not necessarily exclusive to the SDF; some are also the aims of development planning and local government in general. The fundamental purpose the SDF process is intended to achieve is as follows:

- Represent the spatial development vision statement of the Municipality through integration and trade-off of all relevant sector policies and plans.
- Guide the Municipality in making any decisions or exercising any discretion relating to spatial planning and land use management systems and address historic spatial imbalances in development.

- Provide information to the public and private sectors about investment areas, identify long-term risks of spatial patterns of growth and development and provide mitigation measures.
- Provide direction for strategic developments and infrastructure investment and take cognisance of any environmental management instrument.

6.3. Overall principles underlying the development of an SDF

SPLUMA principles

SPLUMA provides five guiding principles that must be used and observed in all spatial planning processes at all scales. These principles are the basis for the municipality’s spatial planning, decision-making, and implementation recommendations in the context of the SDF and include Spatial justice, spatial sustainability, efficiency, resilience, and good administration.



Principle 1: Spatial sustainability

Spatial planning and land use management systems must promote the principles of socio-economic and environmental sustainability by encouraging the protection of prime and unique agricultural land, promoting land development in locations that are sustainable and limit urban sprawl, considering all current and future costs to all parties involved in the provision of infrastructure and social services to ensure for the creation of viable communities.



Principle 2: Efficiency

Land development must optimise the use of existing resources and the accompanying infrastructure, while development application procedures and timeframes must be efficient and streamlined to promote growth and employment.



Principle 3: Spatial justice

Ensure redress in terms of access to the economic opportunities and locational benefits that the country and its cities, towns, and rural areas offer, including well-located, productive land; Include inclusion of previously excluded areas in the national space economy; and Pursue intergenerational justice in (1) the location and pattern of settlement development, and (2) the use of natural resources.



Principle 4: Resilience

Securing communities and livelihoods from spatial dimensions of socioeconomic and environmental shocks through mitigation and adaptability accommodated by flexibility in spatial plans, policies, and land use management systems.



Principle 5: Good administration

Government at all levels must integrate land use and development, with departments contributing sector-specific input and adhering to prescribed requirements when preparing or amending SDFs. This principle is central to the framework because effective implementation of spatial planning relies on strong coordination by the central government and suitable governance mechanisms, including meaningful consultations and coordination, across various planning spheres and domains.

SDF Focus: The municipal area necessitates a dual approach, emphasizing municipal-wide trends and tendencies to:

- Enhance spatial functionality.
- Align with district and provincial SDFs.
- Establish settlement typologies for detailed planning.

Integration Key Points: Spatial development planning is interconnected with core Council processes, guided by the Integrated Development Plan (IDP). This aligns with the constitutional mandates of service access and local economic development, driven by the Infrastructure Investment Plan (IIP) and Local Economic Development Plan (LED).

The Medium Revenue and Expenditure Framework (MTREF) aligns monetary objectives with spatial goals in the SDF. This connection links to project prioritization and implementation processes, influenced by sector plans, IIP, and SDF within the IDP context.

All these activities respond to the municipality's development footprint, seeking to impact and modify it when necessary. This approach ensures seamless integration between the SDF and the Council's other plans and functions.

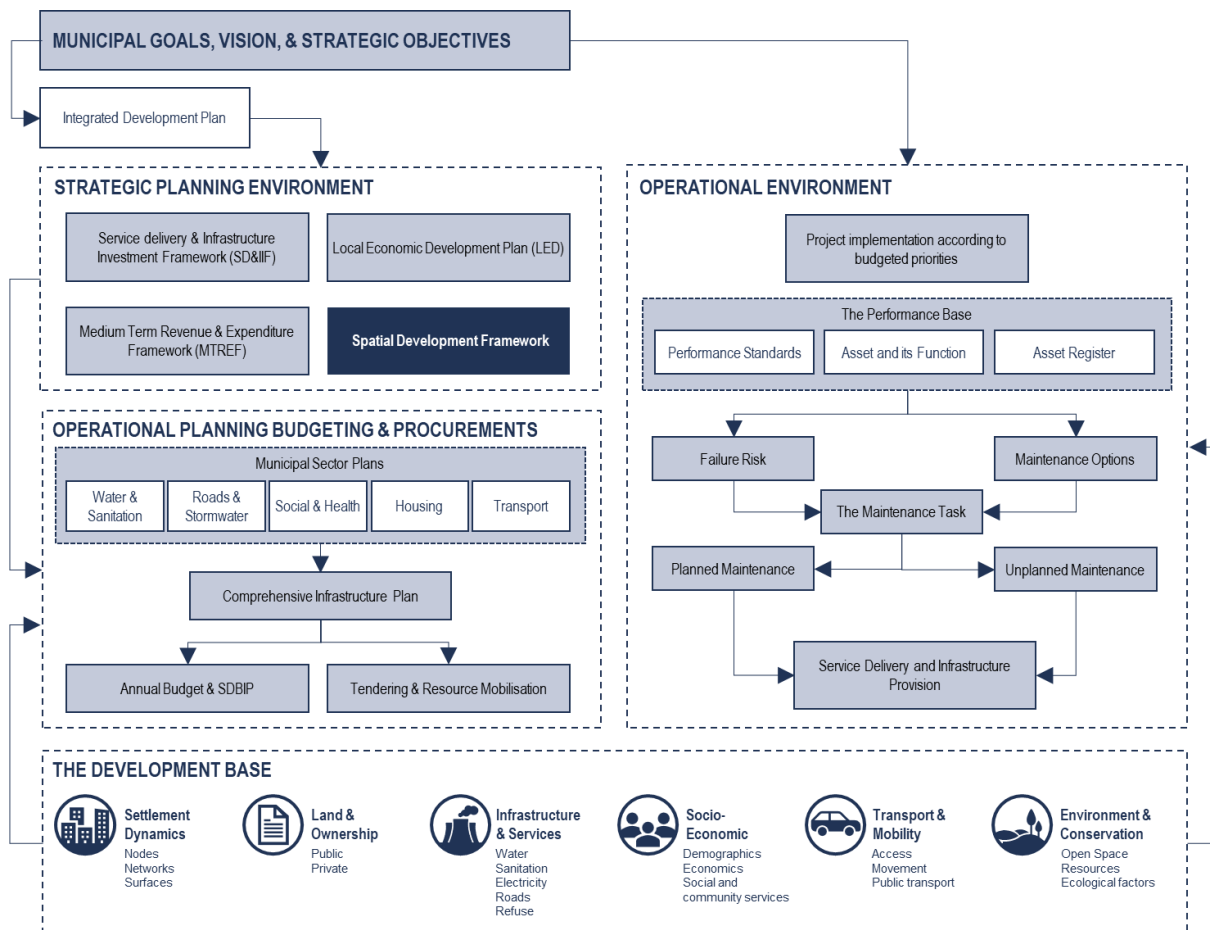


Figure 1: SDF focus and integration with the municipal service delivery environment

6.4 Municipal overview

The Merafong City Local Municipality's physical location, regional context, and importance in the Gauteng Province cannot be overstated. With a well-connected infrastructure network, diverse population, and a mix of economic activities, it presents opportunities for growth and development while posing challenges that require careful planning and management.

Regional context

Merafong City Local Municipality is situated in the western part of Gauteng Province, South Africa. It covers an area of approximately 1,011 square kilometres. The municipality is strategically located adjacent to the Northwest Province, enhancing its economic and social connectivity with neighbouring regions. It is bounded by Randfontein and Westonaria municipalities to the east and north, while its western and southern boundaries adjoin various municipalities within the Northwest Province.

The Municipality plays a pivotal role in the greater Gauteng Province and the broader South African context. It forms part of the West Rand District Municipality, contributing to this region's economic, industrial, and cultural landscape. Gauteng Province is the economic powerhouse of South Africa, with Johannesburg and Pretoria at its heart. Merafong City's proximity to these urban centres facilitates economic interactions and opportunities, while its location on the border of the Northwest Province fosters interprovincial trade and collaboration.

Local context

The municipality boasts a well-developed road network, with several key arteries serving local and regional transportation needs. The R28 and R501 highways connect Merafong City to nearby urban centres and provide access to national routes. The N12 and N14 highways also pass through the vicinity, further enhancing connectivity and accessibility.

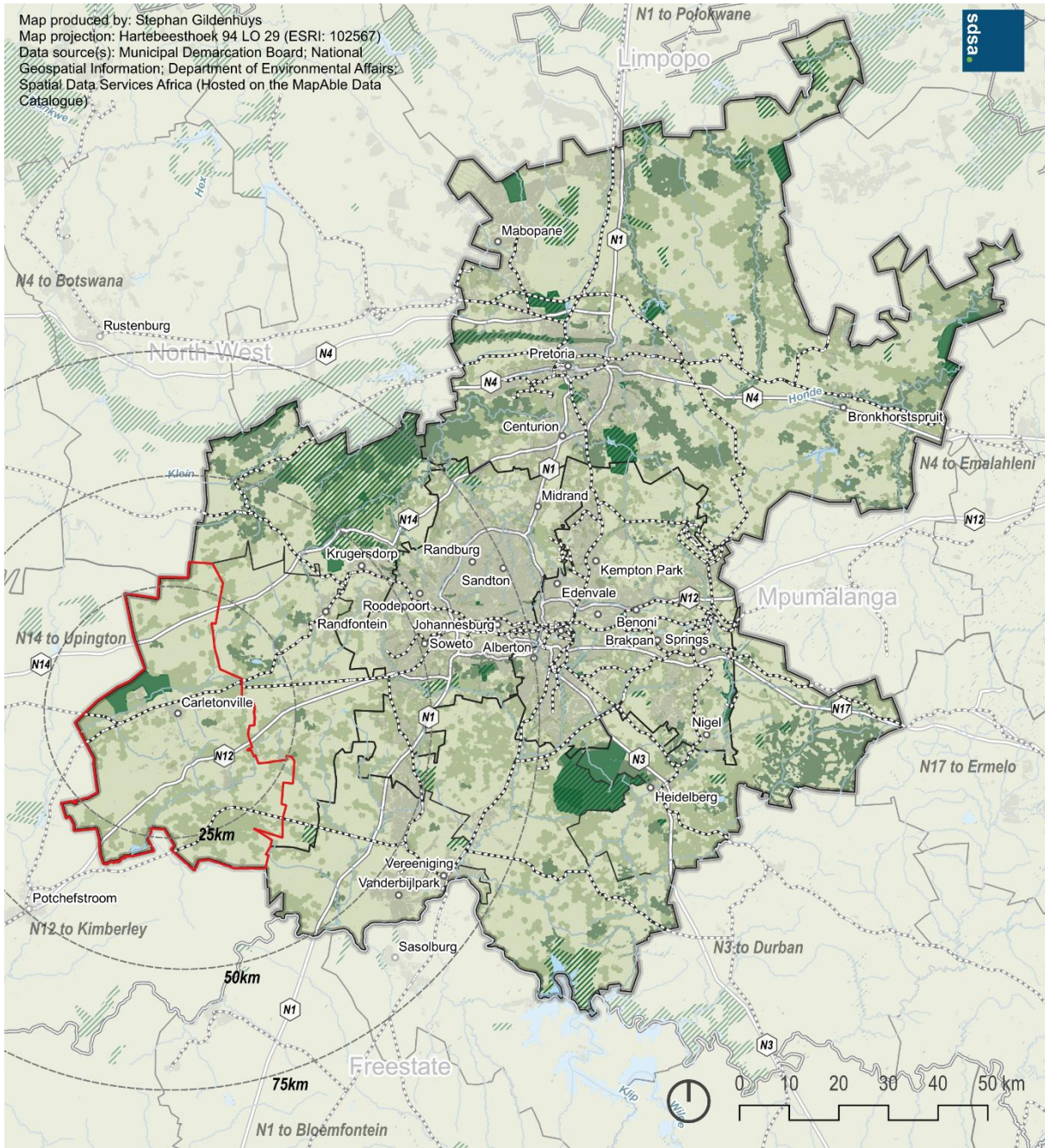
A mix of urban and rural settlements also characterises Merafong City. Notable urban areas include Carletonville, Fochville, and Khutsong, each with unique infrastructure and community needs. A network of roads and public transportation services interconnect these settlements.

The municipality encompasses a range of natural and environmental features, including significant agricultural land, mining areas, and water bodies such as the Wonderfontein Spruit and Klip River. Preserving and sustainably managing these resources is essential for the municipality's long-term growth and environmental sustainability.

Merafong City is a diverse municipality with a population of various ethnic groups and cultures. Understanding the demographic composition is vital for planning and service delivery. The municipality's demographic profile reveals a mix of urban and rural residents with varying socio-economic needs.

The local economy is predominantly driven by mining and agriculture. Gold mining has been a historical pillar of the municipality's economy. Agriculture is also significant, with fertile land supporting the production of maize, sunflowers, and livestock. Additionally, there is potential for growth in the manufacturing, tourism, and services sectors due to the municipality's strategic location and access to major transportation routes.

Map produced by: Stephan Gildenhuys
 Map projection: Hartbeesthoek 94 LO 29 (ESRI: 102567)
 Data source(s): Municipal Demarcation Board; National Geospatial Information; Department of Environmental Affairs; Spatial Data Services Africa (Hosted on the MapAble Data Catalogue)



LEGEND

Towns & Cities

- Major Towns & Cities

Major Transport Features

- Railway Line
- National Road

Boundaries

- ▭ Merafong LM
- ▭ Local Municipalities
- ▭ District Municipalities
- ▭ Provinces
- ▭ Gauteng Boundary

Man Made Features

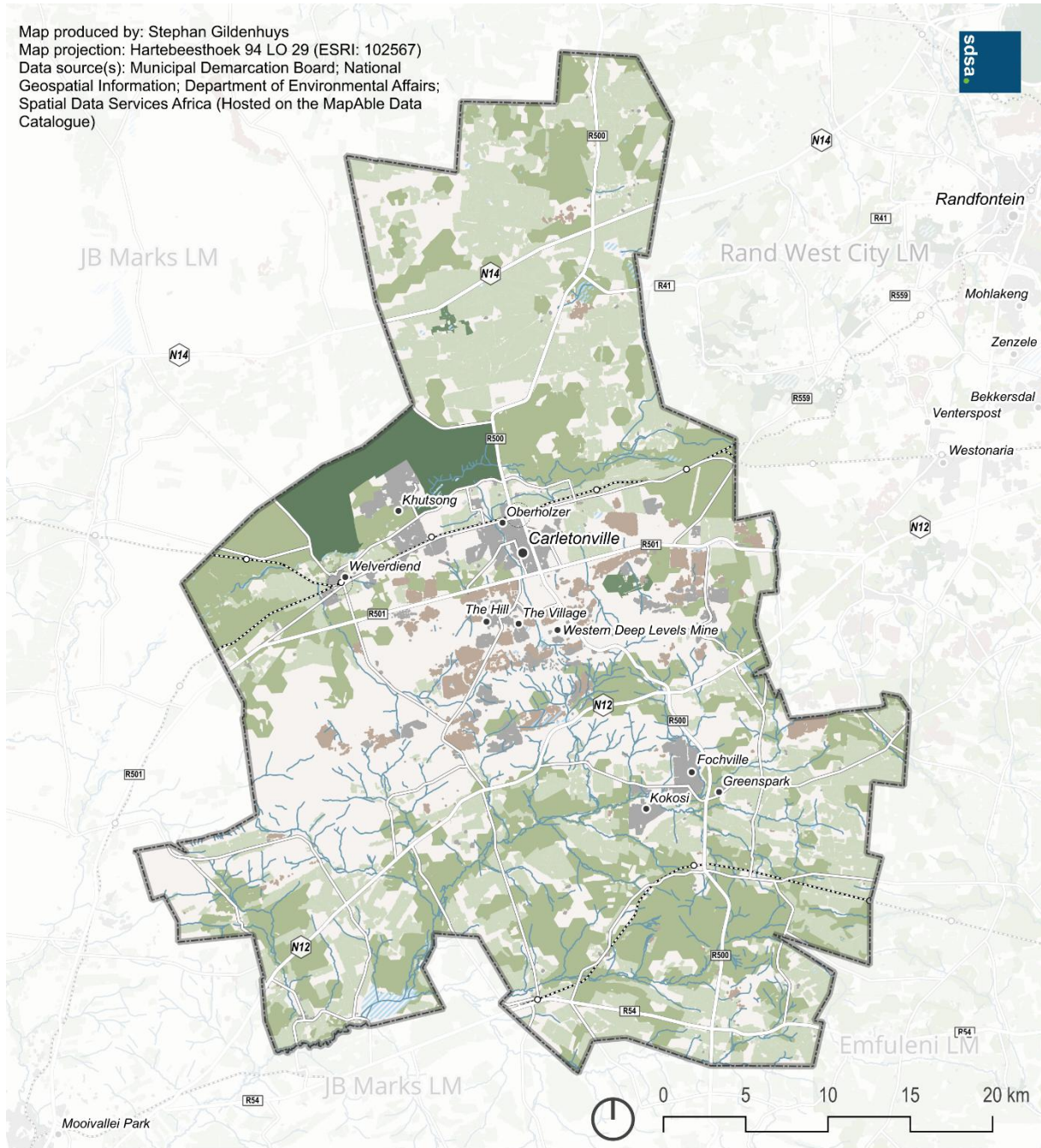
- ▭ Developed Land

Natural Features

- Rive
- ▭ Major Hydrological Feature
- ▨ Protected Area
- ▨ Protected Area
- ▨ Irreplaceable Area
- ▨ Important Area
- ▨ Agriculture & Open Space

Map 1: The municipality in its regional context

Map produced by: Stephan Gildenhuys
 Map projection: Hartebeesthoek 94 LO 29 (ESRI: 102567)
 Data source(s): Municipal Demarcation Board; National Geospatial Information; Department of Environmental Affairs; Spatial Data Services Africa (Hosted on the MapAble Data Catalogue)



LEGEND

Towns & Cities

- Towns & Cities

Transport Features

- Railway Station
- Railway Line
- Major Road

Boundaries

- Local Municipalities
- ▬ Merafong City LM Boundary

Man Made Features

- Mining Areas
- Developed Land
- Cultivated Land

Natural Features

- River
- ▨ Wetlands
- Water Bodies
- Important Area
- Irreplaceable Area
- Conservation Area

Map 2: Local context

Administrative context

South Africa undergoes a reassessment of its municipal boundaries before each municipal election. Changes in municipal boundaries affect all planning levels and long-term development strategies. **Error! Reference source not found.** shows the municipality(s) which previously formed part of the current municipality.

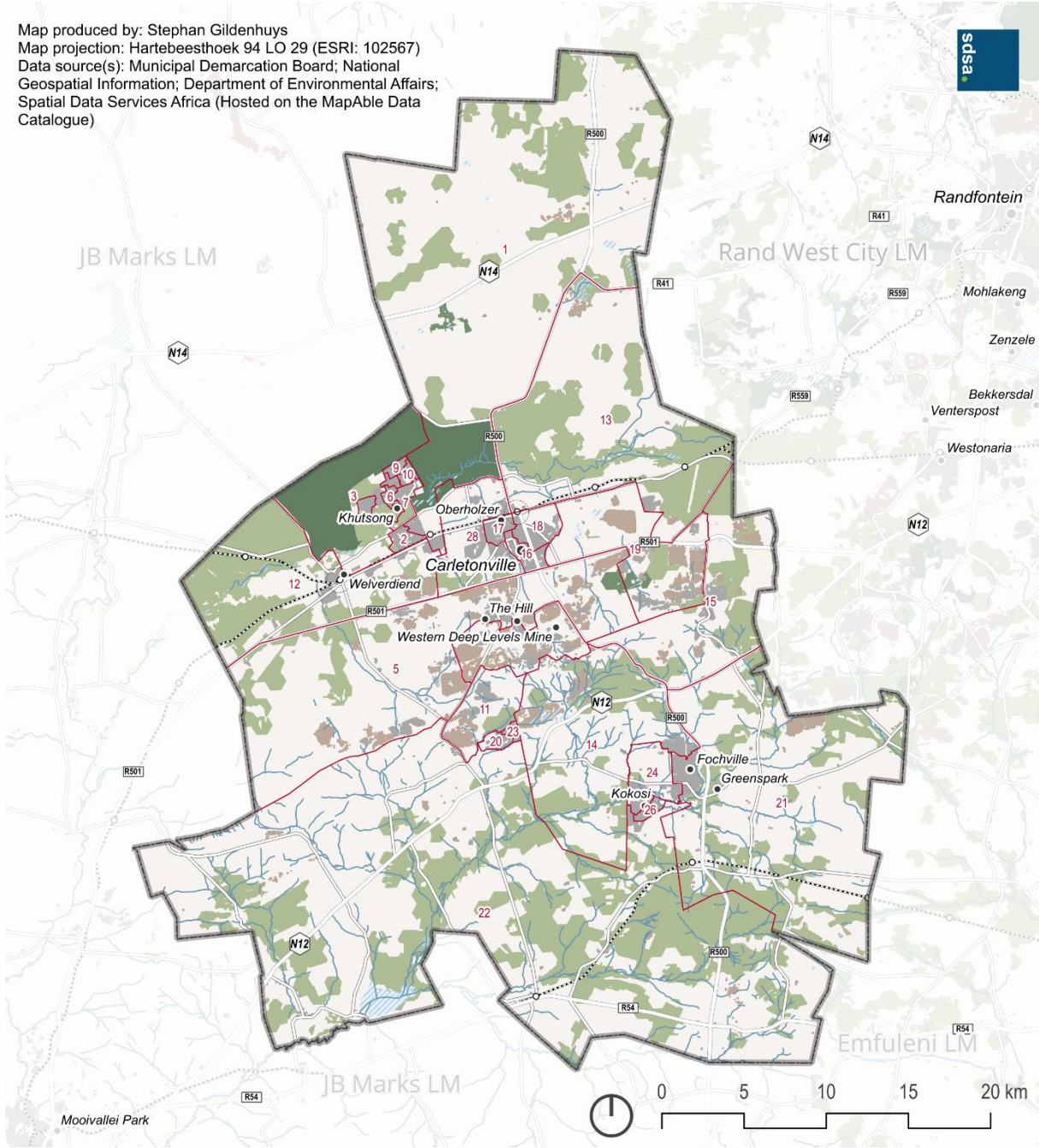
Table 1: Demarcation history

	2016	2011	2006	2001	1996
District municipality(s) / Metropolitan area(s) affected	West Rand	West Rand	West Rand DC	West Rand DM	Unknown
Local municipality(s) affected:	Merafong City	Merafong City	Carletonville	Merafong City	Carletonville TLC Fochville TLC Gatsrand TRC Klerksdorp Remaining TRC Rustenburg Region TRC Vaal River TRC Wedela TLC Westonaria TLC
Number of wards	28	28	26	28	No data

Source: Municipal Demarcation Board

The data shows that the municipality had few demarcation disruptions over its history. Therefore, fewer demarcation changes should contribute to stability in the municipal area and allow growth and development without the institutional and service delivery disruptions that typically accompany municipal boundary changes. Currently, the Merafong City LM consists of 28 wards. **Error! Reference source not found.**, on the following page, shows these wards within the Merafong City LM context.

Map produced by: Stephan Gildenhuys
 Map projection: Hartebeesthoek 94 LO 29 (ESRI: 102567)
 Data source(s): Municipal Demarcation Board; National Geospatial Information; Department of Environmental Affairs; Spatial Data Services Africa (Hosted on the MapAble Data Catalogue)



LEGEND

Towns & Cities

- Towns & Cities

Transport Features

- Railway Station
- ⋯⋯⋯ Railway Line
- Major Road

Boundaries

- ▭ Wards 2020
- ▭ Local Municipalities
- ▭ Merafong City LM Boundary

Man Made Features

- Developed Land
- Mining

Natural Features

- River
- ▨ Wetlands
- Water Bodies
- Important Area
- Irreplaceable Area
- Conservation Area

Map 3: Merafong City ward allocation

6.5. Historical context

The section provides an overview of the history of key towns and settlements in the municipal area.

Carletonville



Figure 2: Carletonville sinkhole 1964

Carletonville, a town with a rich mining history, owes its development to various mining companies that began their operations in 1937. It bears the name of Guy Carleton Jones, a dedicated mining director from Consolidated Gold Fields. However, it wasn't until 1959 that Carletonville was officially incorporated.

In 1967, the town achieved a significant milestone when its population reached 2,000 inhabitants, primarily consisting of the white population during the apartheid era. This demographic shift led to Carletonville gaining official recognition and becoming a celebrated provincial town.

Nestled within the area are several privately owned gold-mining township villages and contractor labour quarters established on mining grounds owned by various mining houses. These villages are situated south of the R501 provincial road, which serves as the southern boundary of Carletonville. Despite changes in ownership and company mergers with altered names, the mine villages to the south have retained their identities as Blyvooruitzicht (the oldest), Western Deep, and Elandsrand. To the west and southwest lie Doornfontein and Deelkraal, while to the east stands East Village at East Driefontein.

Carletonville serves as the primary shopping Centre for the mine village townships, as mines are only allowed to have tuck shops offering necessities. These shops are typically located at mine recreation centers or privately owned farm boundaries near contractor labour quarters.

Fochville



Figure 3: The Danie Theron monument

Fochville, situated in South Africa's Gauteng province, boasts a multifaceted history as a town with strong ties to both farming and mining. It forms an essential part of the Merafong City Local Municipality, alongside neighbouring communities such as Kokosi, Carletonville, and Khutsong.

The region surrounding Fochville holds remnants of a bygone era, with Sotho and Tswana ruins providing glimpses into ancient civilizations. Notably, the Tlokwe Ruins on the hills surrounding Fochville bear witness to the presence of Sotho-Tswana settlements that thrived until the 1820s.

The town also has its share of historical significance, with the area 5 kilometres north of Fochville marking the site where Danie Theron, a hero of the Boer War, met his fate.

Fochville itself was formally established in 1920 as a centre for agriculture. Its name pays homage to Marshal Ferdinand Foch, the distinguished commander-in-chief of the Allied forces during World War I.

6.6. Past patterns of development



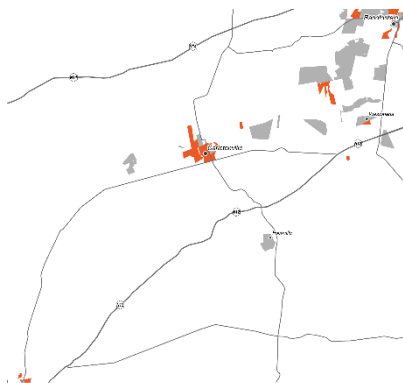
Before 1910

Before 1910, there were no proclaimed towns in the municipal area. However, to the east of the municipality, various towns were proclaimed in the larger Johannesburg area due to the discovery of gold. Other proclaimed towns also included Vereeniging due to the discovery of coal.



1910-1948: The Institutionalisation of Apartheid

During this period, segregation was formalized through various acts and policies. The first phase of these pre-apartheid colonial segregation policies was the Native Urban Areas Act of 1923. Under this Act, municipalities were required to establish separate locations (townships for black residents) based on race and to preclude Blacks from purchasing land outside designated areas. The last stages of the period saw pronounced industrialization and the popularization of the automobile. These technological innovations also contributed to spatial growth during this time. General plans for Carletonville, Welverdiend, Fochville and Blybank were approved during this period.



1950 – 1964: The Group Areas Act

In 1948, the National Party came to power on the strength of an apartheid manifesto. This was the height of apartheid, and the government used planning as a tool to implement the party's vision. Nowhere is this more evident than in the Group Areas Act of 1950.

In the 1950s, many scattered residential settlements started consolidating as new settlements were established between existing ones. During this time, new black townships were designated and promoted. These settlements were established on the urban periphery.

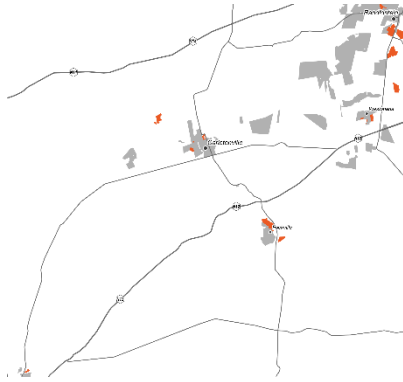
This period also saw the development of a more complex road network. Increasing transport infrastructure and efficiency accelerated the region's physical expansion and directed growth patterns. During this period, Carletonville expanded to include the Oberholzer area.



1965 – 1974: The final phase of apartheid

During this period, 860,400 people were affected by relocations within urban areas under the Group Areas Act of 1950. The legacy of these forced removals is still evident today. The removals between 1960 and 1983 go a long way to explaining the persistence of ethnic segregation in contemporary South African towns and cities.

The period saw extensive commercial development taking place. This manifested spatially along significant roads. In the Merafong City LM, little development took place except for the expansion of Fochville to the north.



1975 – 1984: The establishment of the Black Local Authorities

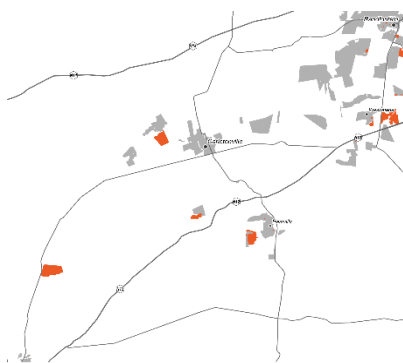
This was a period of revolt and reform in South Africa. Some major changes took place during this period. A planning policy shift occurred but change also occurred regarding the issues planners addressed. In the wake of the township revolt, the newly elected prime minister, P.W. Botha (1978), embarked on centralizing power to accomplish reform. A significant part of this had to do with urban policy and planning.

1983 saw a step toward incorporating Africans politically at the local level. This was in the form of “fully fledged and autonomous ‘black local authorities’ (BLAs). In terms of urban planning functions, this was done by passing the Black Communities Development Act, but Development Boards retained most planning functions at the provincial level.



1985 – 1994: Period of transformation

Throughout the 1980s, the country struggled with a real annual economic growth rate of about 1%. But, as the 90s started, South Africa was launched into a period of change and transition. President F.W. de Klerk quickly removed various discriminatory measures, many directly involving town planning. He abolished the “Racially Based Land Measures Act, No 208 of 1991, repealed the Black Land Act of 1913 and 1936; the Group Areas Act; and Black Communities Development Act of 1984, successor to the Natives Urban Areas Act of 1923”. The repeal of the Group Areas Act in 1991 (and other discriminatory legislation in South Africa’s political dispensation in 1994) triggered a significant rural-to-urban migration by segments of the Black population that had been forcibly kept out of towns and cities. This period saw the establishment of the Khutsong township.



1995 – 1999: The prospect of urban reconstruction

It was in 1995 that the first significant piece of post-apartheid planning legislation, the DFA, was passed. The Reconstruction and Development Programme (RDP) was also developed and was seen as the primary vehicle for reconstruction after the ravages of apartheid.

The critical policies developed during this time also included the 1994 Housing White Paper, the 2004 Comprehensive Policy on Sustainable Human Settlement (Breaking New Ground [BNG]), and the 2003 National Spatial Development Perspective (NSDP). During this time, Khutsong South and Kokosi were proclaimed.



Post-2000 and beyond

After 2000, much of the approach of the previous era persisted. The urban development experienced between 2001 and 2009 was a result of the proliferation of informal settlements (promoted by multiple factors, such as the deepening of poverty and inequality, and indirectly fed by weakening control of cross-border illegal immigration), government RDP housing projects, office parks, industrial parks, residential estates (gated communities) and associated shopping complexes. This period was characterized by strong economic growth and population increase. Many general plans were approved during this period in the Merafong LM, especially along the N12 between Carletonville and Welverdiend.

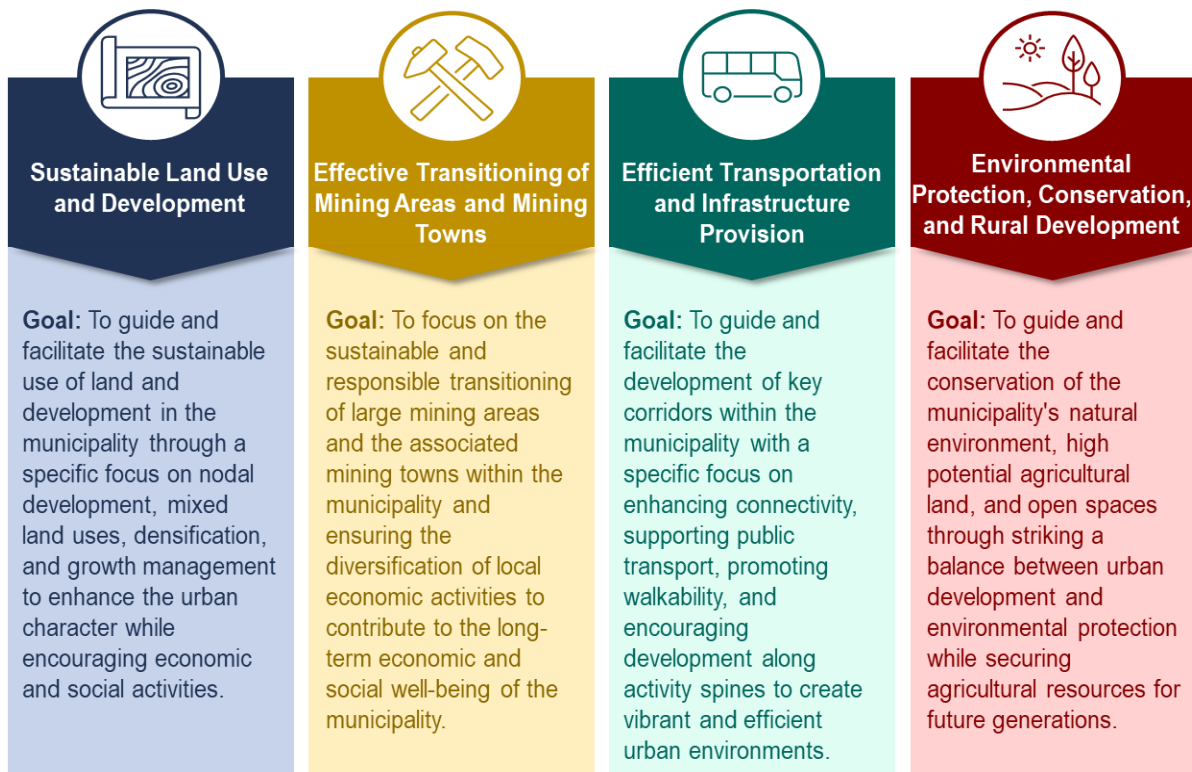
6.7. Objectives, Spatial Concept and Strategies

A series of fundamental, layered concepts contribute to the overall framework for development of The Merafong City Local Municipality. Their composition and interaction represent the physical manifestation of the development objectives and principles and inform the concepts and policies of each framework element.

This section presents the policy directives, objectives and development strategies. Drawing inspiration from these directives, specific development goals and objectives are established. Based on this, the section culminates in creating a spatial concept with associated development strategies to translate these objectives into tangible outcomes.

Development objectives

To achieve the vision set out in the IDP, four key objectives and an associated goal have been identified. These include: Sustainable Land Use and Development, Effective Management of Mining Areas and Mining Towns within the Municipality, Efficient Transportation and Infrastructure Provision and Environmental Protection, Conservation, and Rural Development.

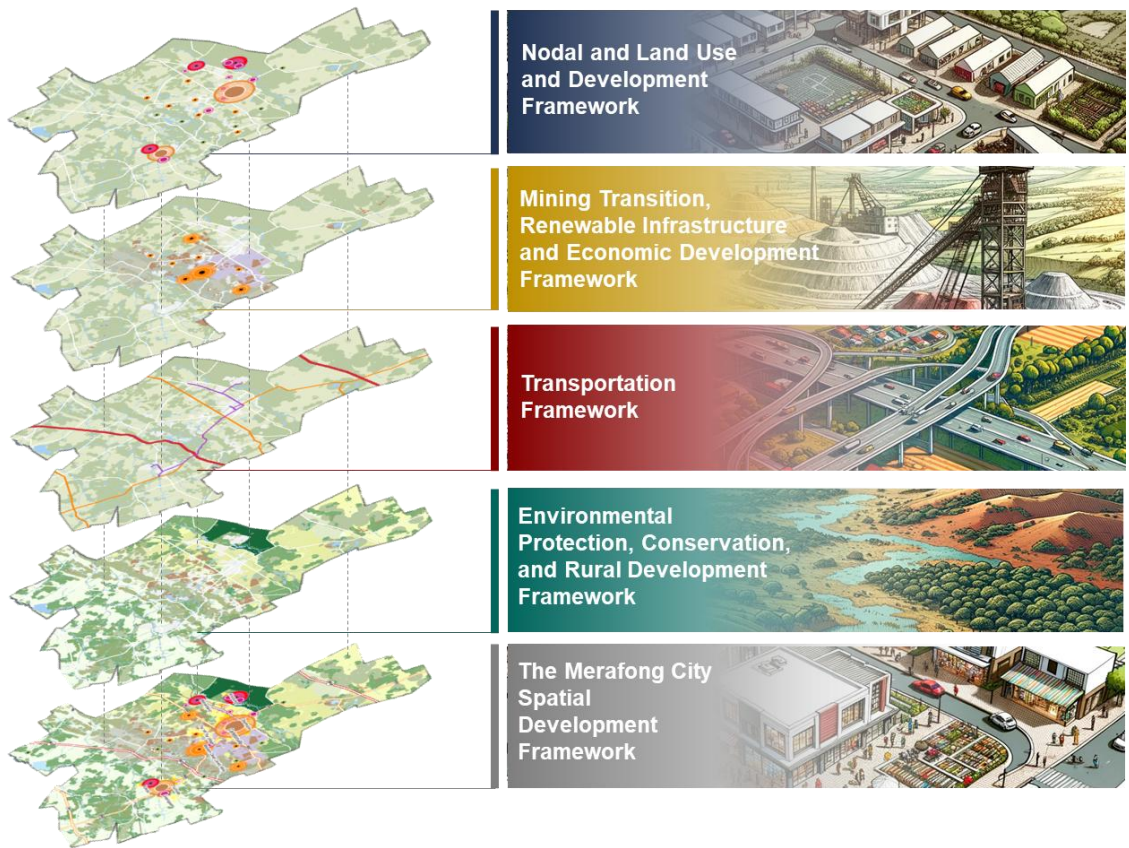


6.8. The Merafong City SDF Concept

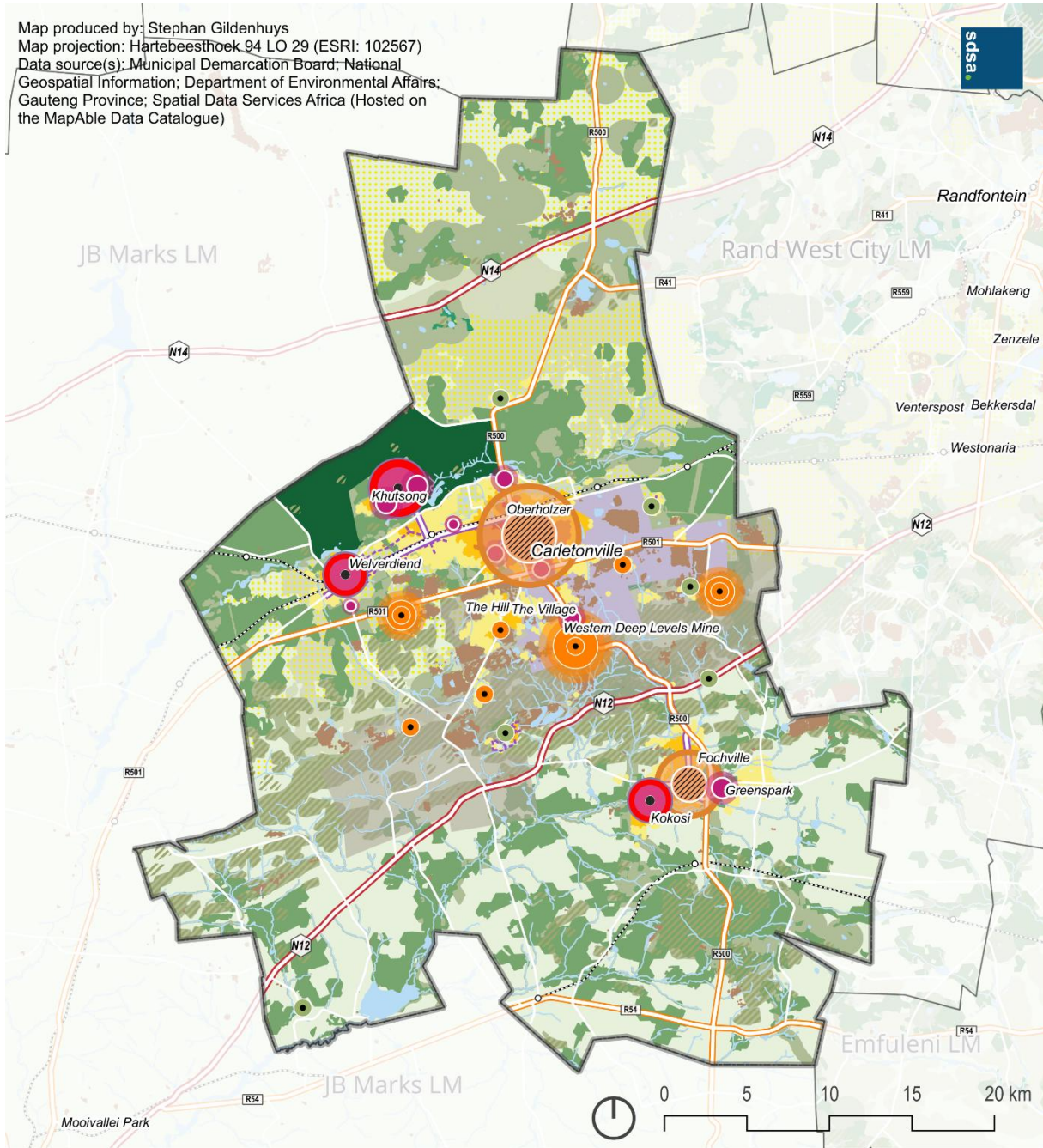
The spatial development concept provides strategic guidance for the spatial structuring of the municipal area. Having determined the goals and objectives for spatial development in the Merafong City LM, the following layer elements completes the spatial development framework development concept with specific policies and strategies to achieve the intended outcomes:

- **Nodal and Land use Framework:** The nodal and land use framework sets out nodal typologies and guidelines to support development. It provides a hierarchy of nodes, including primary nodes, secondary Nodes and potential new nodes. Mining nodes and rural nodes are also presented. These typologies will focus on and support local development while enhancing the municipality's regional competitiveness.
- **The Mining Transition, Renewable Infrastructure and Economic Development Framework:** This concept sets out to provide a hierarchy of mining towns to develop a focused approach to delivering resources to those towns with the potential for future growth and development to create resilient, diversified, and sustainable communities that can thrive beyond the lifespan of mining activities. It also focuses on the transition of the economy away from the mining sector to a more diversified and sustainable economy for the municipality.
- **Transport Framework:** The transport and corridor concept provides strategies and concepts for improving the efficiency of moving people and goods in the municipality and the larger region. This is achieved by providing a hierarchy of different corridors each with its own role and function. It focusses on both the concept of corridors and public transport elements.
- **Environmental Protection, Conservation and Rural Development Framework:** The overall concept relies on the area's existing open space to expand its natural resources. The concept attempts to guide and facilitate conserving the municipality's natural environment, high-potential agricultural land, and open spaces by striking a balance between urban development and environmental protection while securing agrarian resources for future generations.

- The Merafong City Spatial Development Framework:** The consolidated Merafong City SDF concept attempts to give effect to the current situation on the ground by being sensitive to the issues identified while trying to reach aspiration development goals. The concept directly responds to the development principles while giving effect to the SPLUMA principles. This is achieved in the context of the identified goals that provide strategic direction and an appropriate structure to address spatial development in the municipality.



Map produced by: Stephan Gildenhuys
 Map projection: Hartebeesthoek 94 LO 29 (ESRI: 102567)
 Data source(s): Municipal Demarcation Board; National Geospatial Information; Department of Environmental Affairs; Gauteng Province; Spatial Data Services Africa (Hosted on the MapAble Data Catalogue)



LEGEND

<p>Group</p> <ul style="list-style-type: none"> ● Towns & Cities ○ Railway Station Railway Line — Major Road □ Local Municipalities ▭ Merafong Boundary ■ Open Space 	<p>Corridor Framework</p> <ul style="list-style-type: none"> — Class 1 Regional Corridor — Class 2 Intra Regional Connectors — Activity Spine - - - Activity Street <p>Mining & Economic Framework</p> <ul style="list-style-type: none"> ■ Circular Economy Zone ■ Mining Areas ■ Mining Belt 	<p>Land Use & Growth Management Framework</p> <ul style="list-style-type: none"> ■ Peri-Urban ■ General Urban ■ Urban Centre ■ Urban Core <p>Environment, Conservation & Rural Development Framework</p> <ul style="list-style-type: none"> — Rivers — Wetlands 	<ul style="list-style-type: none"> ■ Dolomite ■ High Potential Agricultural Land ■ Ecological Support Area ■ Important Area ■ Irreplaceable Area ■ Protected Area ■ Ridges 	<p>Nodal Framework</p> <ul style="list-style-type: none"> ○ Primary Node ○ Secondary Node ○ Tertiary Node ○ Mining Node ○ Rural Node
--	---	---	---	--

Map 4: The consolidated Merafong City Municipal Spatial Development Concept

6.8. a) Nodal and Land Use Development Framework

The land use framework is designed to offer a straightforward set of codes and guidelines that are in harmony with existing laws yet flexible enough to adapt to evolving economic conditions and new growth patterns.

Goal: To guide and facilitate the sustainable use of land and development in the municipality by focusing on nodal development, mixed land uses, densification, and growth management to enhance the urban character while encouraging economic and social activities.

The principles of Nodal Hierarchy, Land Use, Growth Management, and Housing and Human Settlements focus on sustainable and equitable urban development in line with the SPLUMA guidelines. Nodal Hierarchy aims for balanced development by identifying and improving key municipal areas, ensuring equitable resource distribution and sustainable urban growth. Land Use planning strives to create sustainable, liveable neighbourhoods with efficient resource use, adapted to local contexts and avoiding environmentally sensitive areas. Growth Management controls urban expansion, advocating for efficient and sustainable land use and equitable access to urban amenities. Lastly, the Housing and Human Settlements principal targets creating diverse, stable communities, promoting equitable housing access, sustainable development, good governance, and public participation in decision-making, addressing historical inequalities and fostering spatial justice.

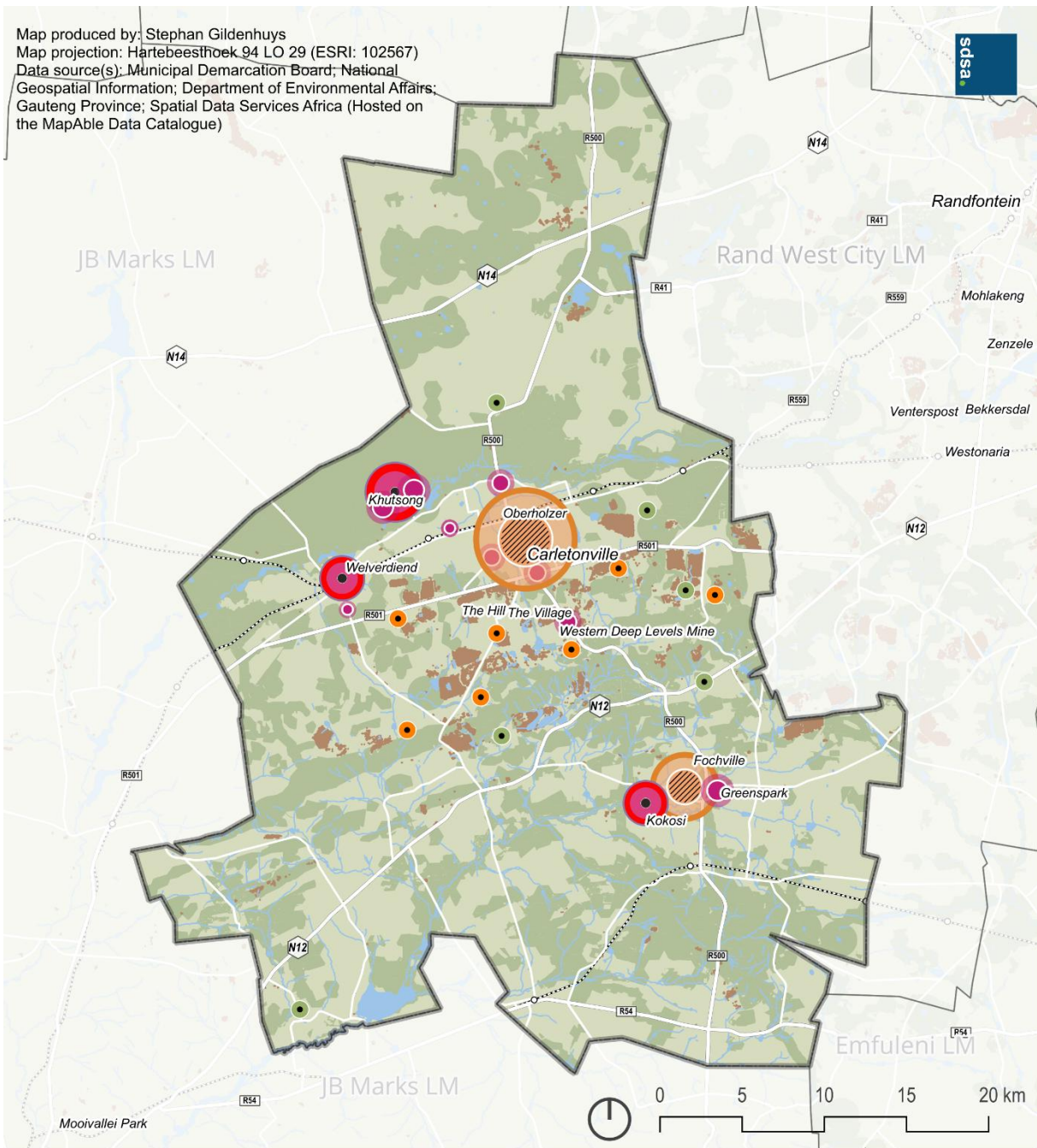
Policies	Strategies
<p>1</p> <p>Establish an effective nodal hierarchy</p>	<ol style="list-style-type: none"> 1. Identify and prioritise key nodes within the municipality that have the potential for development and regeneration. 2. Establish new nodes, especially in township areas, to foster economic diversity and access to opportunities. 3. Encourage public and private investment in these nodes to enhance their vitality and attractiveness. 4. Encourage higher-density development within nodal areas, focusing on compact, well-designed buildings. 5. Focus efforts on infrastructure maintenance and renewal to support the regeneration of old nodes and to accommodate higher densities.
<p>2</p> <p>Promote sustainable land use planning</p>	<ol style="list-style-type: none"> 1. Advocate land use planning and employ zoning tools that enhance neighbourhood liveability by improving walkability and increasing access to amenities, goods, and services. 2. Rationalise land-use patterns to promote economic efficiency and sustainability. 3. Ensure contextually appropriate development within established neighbourhoods by maintaining density and land use standards that reflect each neighbourhood’s character. 4. Avoid development in areas with underlying dolomite to avoid damage to buildings, infrastructure and the possible loss of life.
<p>3</p> <p>Direct future growth through Growth Management</p>	<ol style="list-style-type: none"> 1. Establish growth boundaries or urban edges to manage and direct development within the municipality. 2. Encourage infill development to activate commercial sites and promote the highest and best use of land. 3. Promote mixed-use development at key activity nodes, integrating commercial and residential land uses at higher densities.
<p>4</p> <p>Create diverse,</p>	<ol style="list-style-type: none"> 1. Preserve neighbourhood integrity and enhance the community’s image by building economic and social stability.

**stable, and
sustainable
human
settlements**

2. Steer new housing developments and resources for housing rehabilitation toward sites likely to stabilize marginal and declining neighbourhoods.

3. Expand the range of housing choices available to existing and prospective residents while increasing home ownership.

Map produced by: Stephan Gildenhuys
 Map projection: Hartebeesthoek 94 LO 29 (ESRI: 102567)
 Data source(s): Municipal Demarcation Board; National Geospatial Information; Department of Environmental Affairs; Gauteng Province; Spatial Data Services Africa (Hosted on the MapAble Data Catalogue)

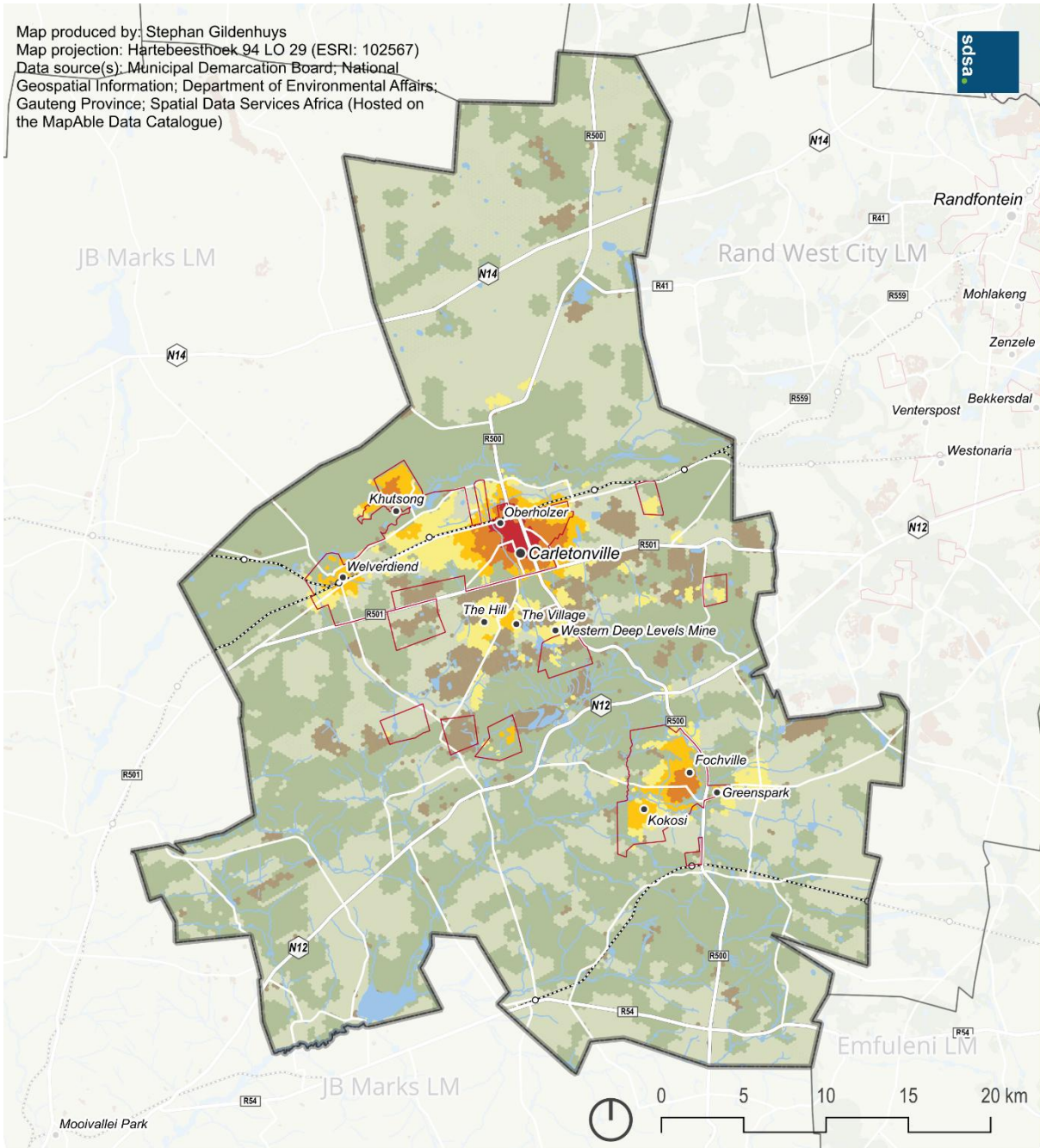


LEGEND

- | | | |
|--|--|--|
| <p>Base Elements</p> <ul style="list-style-type: none"> ● Towns & Cities ○ Railway Station Railway Line — Major Road □ Local Municipalities ▭ Merafong Boundary | <p>Environmental Features</p> <ul style="list-style-type: none"> — Rivers ■ Wetlands ■ Natural Resource Area ■ Open Space | <p>Nodal Framework</p> <ul style="list-style-type: none"> ○ Primary Node ● Secondary Node ● Tertiary Node ● Mining Node ● Rural Node |
|--|--|--|

Map 5: Nodal Framework

Map produced by: Stephan Gildenhuys
 Map projection: Hartebeesthoek 94 LO 29 (ESRI: 102567)
 Data source(s): Municipal Demarcation Board; National Geospatial Information; Department of Environmental Affairs; Gauteng Province; Spatial Data Services Africa (Hosted on the MapAble Data Catalogue)



LEGEND

Base Elements	Environmental Features	Land Use & Growth Management Framework
● Towns & Cities	— Rivers	■ Mining
○ Railway Station	■ Wetlands	■ Natural
--- Railway Line	▭ Merafong City LM	■ Rural and Agriculture
— Major Road	▭ Local Municipalities	■ Peri-Urban
	▭ Urban_Edge	■ General Urban
		■ Urban Centre
		■ Urban Core

Map 6: Land use and growth management framework

6.8. b) Mining Transition, Renewable Infrastructure and Economic Development Framework

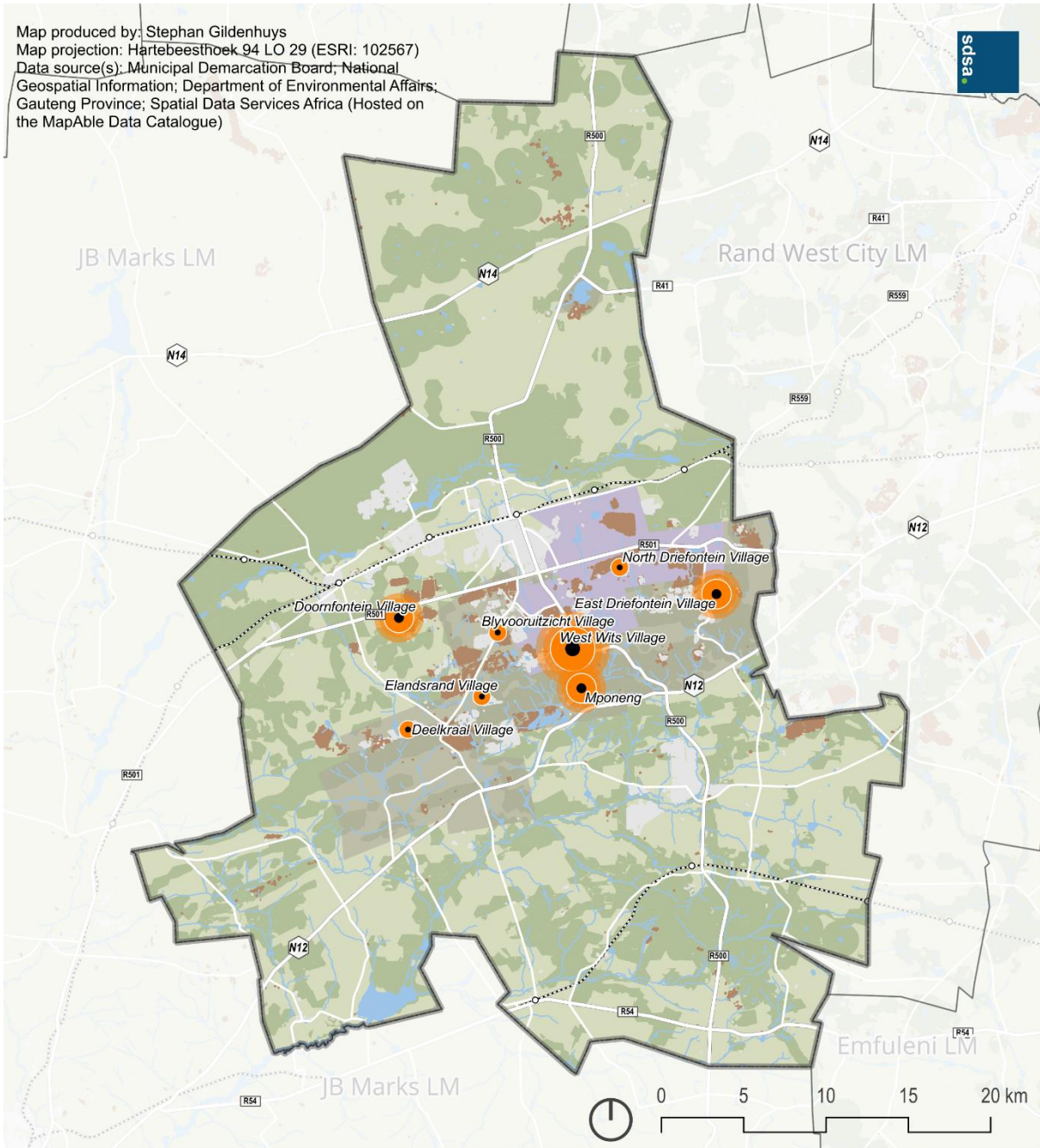
The mining transition and economic development framework set out to provide a hierarchy of mining towns to develop a focused approach in delivering resources to those towns with the potential for future growth and development to create resilient, diversified, and sustainable communities that can thrive beyond the lifespan of mining activities. It also focuses on the transition of the economy away from the mining sector to a more diversified and sustainable economy for the municipality.

Goal: To focus on the sustainable and responsible management and transition of large mining areas and the associated mining towns within the municipality, ensuring that as mining activities decrease over time, new economic sectors contribute to the community's long-term economic and social well-being.

The effective transitioning of mining areas and towns principle underscores a conscientious and proactive strategy for managing mining activities and their adjacent urban regions. Its goal is to harmonize the economic gains from mining with the reduction of environmental impacts and the enduring prosperity of local communities. This requires meticulous planning, broadening the scope of local economic activities, and a commitment to sustainable development approaches. By taking into account the full lifecycle of mining operations and placing emphasis on the requirements of mining towns, this principle aims to foster communities that are robust, varied, and sustainable, capable of flourishing even after mining activities have ceased.

Policies	Strategies
<p>1</p> <p>Efficient transitioning of Mining Areas and Towns</p>	<ol style="list-style-type: none"> 1. Focus development of mining areas on viable and sustainable settlements. 2. Promote economic diversification in suitable mining towns to reduce dependency on the mining sector and create sustainable employment opportunities in other industries. 3. Develop land use plans that consider the eventual closure and transformation of mining areas once extraction is completed. 4. Prioritise mining settlements to focus efforts and resources on mining towns that have the potential for rehabilitation, formalisation and adaptive re-use.
<p>2</p> <p>Sustainable Economic Transition</p>	<ol style="list-style-type: none"> 1. Promote the establishment of new sustainable economic sectors in the Municipality. 2. Allow for new green technologies to support the economic transition. 3. Focus on the renewal of existing infrastructure to support future growth and development. 4. Leverage the available capacity of the Driefontein Reservoir for additional water storage capacity to enable future economic development.
<p>3</p> <p>Provide efficient and cost-effective Infrastructure and services</p>	<ol style="list-style-type: none"> 1. Implementation of a needs-based approach to infrastructure planning and service delivery, prioritising areas with the highest levels of need. 2. Encouraging public-private partnerships to expand access to basic services, particularly in underserved areas. 3. Building capacity within the municipality to plan, implement, and manage infrastructure projects in an effective and sustainable manner.

Map produced by: Stephan Gildenhuys
 Map projection: Hartebeesthoek 94 LO 29 (ESRI: 102567)
 Data source(s): Municipal Demarcation Board; National Geospatial Information; Department of Environmental Affairs; Gauteng Province; Spatial Data Services Africa (Hosted on the MapAble Data Catalogue)

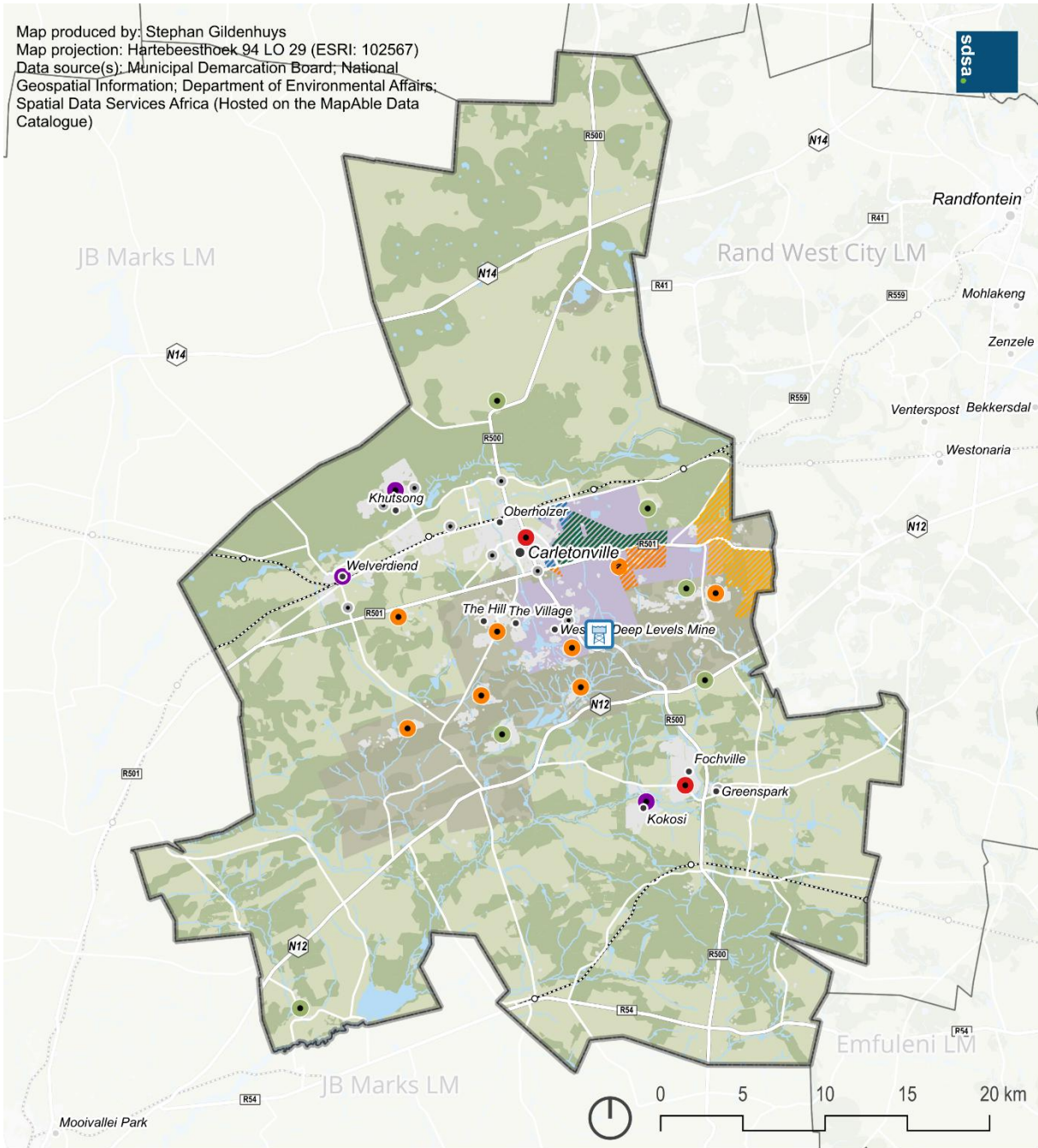


LEGEND

Group	Environmental Features	Mining & Economic Framework
● Towns & Cities	— Rivers	■ Circular Economy Zone
○ Railway Station	■ Wetlands	■ Mining Areas
----- Railway Line	■ Open Space	■ Mining Belt
— Major Road	■ Natural Resource Area	● Primary Mining Node
□ Local Municipalities		● Secondary Mining Node
▭ Merafong Boundary		● Tertiary Mining Node

Map 7: Mining and economic development framework

Map produced by: Stephan Gildenhuys
 Map projection: Hartebeesthoek 94 LO 29 (ESRI: 102567)
 Data source(s): Municipal Demarcation Board; National Geospatial Information; Department of Environmental Affairs; Spatial Data Services Africa (Hosted on the MapAble Data Catalogue)



LEGEND

Towns & Cities

- Town & Cities

Transport Features

- Railway Station
- Railway Line
- Major Road

Boundaries

- Local Municipalities
- ▭ Merafong City LM Boundary

Natural Features

- River
- Wetlands
- Water Bodies
- Conservation Areas

Infrastructure

- Driefontein Reservoir

Economic Transformation Zones

- Mining_belt
- Circular Economy Zone
- Proposed Solar Plant
- Mining and Industrial Zone (SEZ)
- Agriculture and Agri-Processing Zone (SEZ)
- Municipal Land Available for the SEZ

Nodal Hierarchy

- Mining Node
- Primary Node
- Rural Node
- Secondary Node
- Tertiary Node

Map 8: Infrastructure and economic transition framework

6.8. c) Transportation Framework

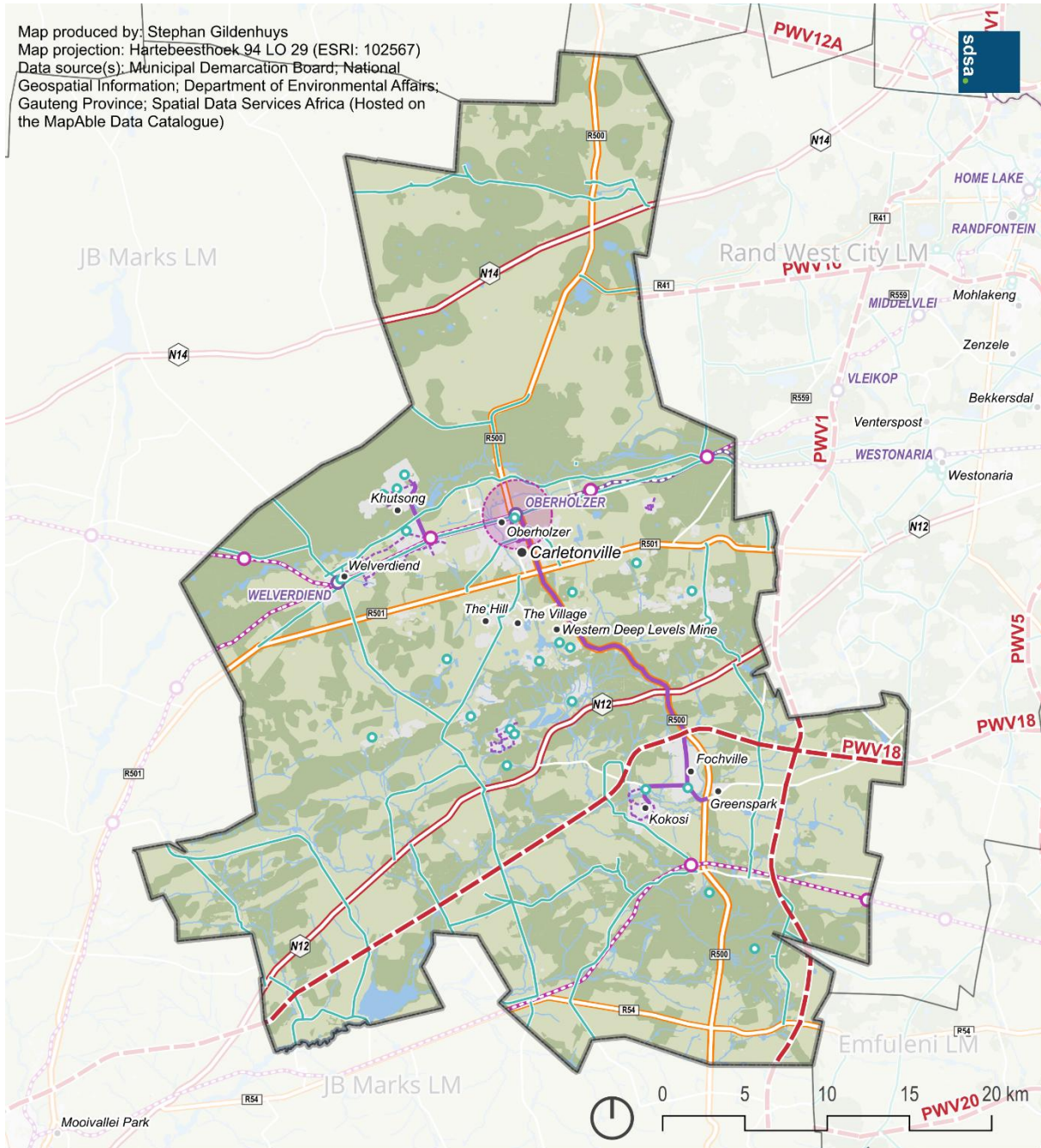
The transport and corridor framework provides strategies and concepts for improving the efficiency of moving people and goods in the municipality and the larger region. The framework identifies strategic corridors and public transport elements and guides to support development.

Goal: To guide and facilitate the development of key corridors within the municipality with a specific focus on enhancing connectivity, supporting public transport, promoting walkability, and encouraging development along activity spines to create vibrant and efficient urban environments.

The principles of establishing a hierarchy of transport corridors, ensuring effective public transport, and providing efficient and cost-effective infrastructure and services are geared towards creating an efficient, equitable, and sustainable urban environment in line with SPLUMA guidelines. This focuses on developing a well-connected transportation network by identifying and prioritizing key corridors, promoting equal access and sustainable transit planning. Secondly, to enhance public transportation and pedestrian infrastructure to foster lively, walkable communities with integrated land uses, reducing dependency on private vehicles. Lastly, it prioritises high-need areas, encouraging the enhancement of municipal capacity for infrastructure management, aligning with the objectives of economic efficiency, sustainability, and good governance.

Policies	Strategies
1 Establish a hierarchy of transport corridors	<ol style="list-style-type: none"> 1. Identify and prioritise key transportation corridors that serve as critical links within the municipality, connecting residential, commercial, and recreational areas. 2. Establish a clear and efficient road hierarchy that supports the movement of people and goods.
2 Ensure effective public transport	<ol style="list-style-type: none"> 1. Identify and designate specific areas along the corridors as "activity spines" where mixed-use, commercial, and residential development is encouraged. 2. Develop pedestrian-friendly infrastructure, such as sidewalks, crosswalks, and greenways, along activity spines to encourage walking and cycling. 3. Prioritise and expand public transportation networks, focusing on developing key movement corridors and community corridors connecting activity nodes. 4. Engage with PRASA to facilitate and prioritise the rehabilitation of commuter railway lines and stations.

Map produced by: Stephan Gildenhuis
 Map projection: Hartebeesthoek 94 LO 29 (ESRI: 102567)
 Data source(s): Municipal Demarcation Board; National Geospatial Information; Department of Environmental Affairs; Gauteng Province; Spatial Data Services Africa (Hosted on the MapAble Data Catalogue)



LEGEND

Base Elements

- Towns & Cities
- Railway Station
- Railway Line
- Major Road
- Local Municipalities
- ▭ Merafong Boundary

Natural Features

- Rivers
- Wetlands
- Open Space
- Natural Resource Area

Transport and Corridor Framework

- Planned Primary Corridor
- Primary Corridor
- Secondary Corridor
- Tertiary Corridor
- Activity Corridor
- Activity Street

Public Transport Framework

- Taxi Rank
- Freight Rail Station
- PRASA Station
- Commuter Rail
- Freight Rail
- Inter Modal Facility

Map 9: Corridor and public transport framework

6.8. d) Environmental Protection, Conservation, and Rural Development Framework

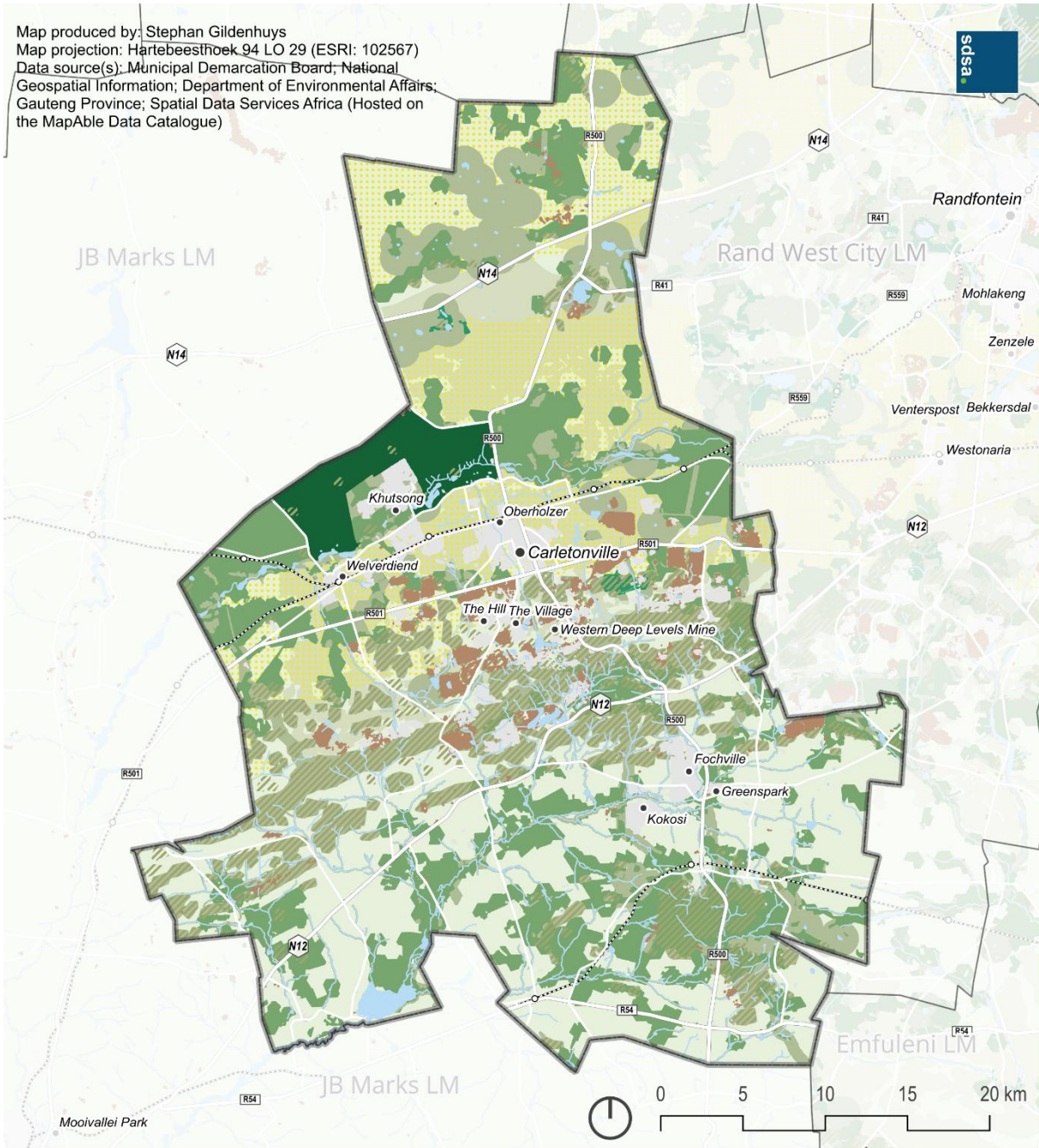
The overall concept relies on the area’s existing open space to expand its natural resources. Hydrological corridors comprising flood ways and flood plains become publicly accessible green linkages, working in conjunction with pedestrian-friendly streetscapes to connect public parks and other green resources.

Goal: To guide and facilitate the conservation of the municipality's natural environment, high-potential agricultural land, and open spaces by striking a balance between urban development and environmental protection while securing agrarian resources for future generations.

Protecting the natural environment, public open space, and rural development within a municipality align with SPLUMA's sustainable land use and management guidelines. The first principle concentrates on conserving environmentally sensitive areas such as wetlands and wildlife habitats, balancing urban growth with the preservation of natural ecosystems. The second principle emphasizes the importance of maintaining and enhancing green public spaces, ensuring equal access to recreational areas, and integrating these spaces within the urban landscape, thereby balancing urban development with the preservation of natural environments. The final principle focuses on supporting and developing rural areas, highlighting the conservation of agricultural lands, fostering connections between rural and urban regions, and investing in rural infrastructure. This approach promotes a balanced development between urban and rural areas, ensuring sustainable agricultural practices and economic growth in rural sectors.

Policies	Strategies
1 Protect Conservation and Biodiversity Assets	1. Identify and protect ecologically sensitive areas, such as wetlands, riparian zones, and wildlife habitats, through appropriate development and conservation regulations. 2. Proactively identify areas of potential conflict between development proposals and critical and sensitive environmental areas.
2 Enhance Public Space	1. Identify and preserve public spaces, greenbelts, and recreational areas for the community's health and well-being. 2. Expand the public space network to incorporate and protect natural resource areas and provide additional active and passive recreational areas. 3. Establish continuous greenbelts along major drainage channels to mitigate flooding and extend recreational activities.
3 Support Rural Development	1. Identify and designate high-potential agricultural land, considering water resources and local agricultural needs. 2. Facilitate the development of market linkages between rural producers and urban consumers to increase economic opportunities and improve food security. 3. Invest in infrastructure, such as roads and telecommunications, to support economic development and increase access to markets and services.

Map produced by: Stephan Gildenhuys
 Map projection: Hartebeesthoek 94 LO 29 (ESRI: 102567)
 Data source(s): Municipal Demarcation Board; National Geospatial Information; Department of Environmental Affairs; Gauteng Province; Spatial Data Services Africa (Hosted on the MapAble Data Catalogue)



LEGEND

Base Elements

- Towns & Cities
- Railway Station
- Railway Line
- Major Road
- Local Municipalities
- ▭ Merafong Boundary

Boundaries

- Local Municipalities
- ▭ Merafong City LM Boundary

Man Made Features

- Mining Areas
- Developed Land

Natural Features

- River
- Wetlands
- Dolomite
- Rides

Environmental Protection & Conservation

- High Potential Agricultural Land
- Ecological Support Area
- Important Area
- Irreplaceable Area
- Protected Area

Map 10: Environment and conservation framework.

For more information, refer to the complete SDF document as annexure to the IDP.

7. Section F: Status Quo Assessment

7.1. Institutional Development and Transformation

7.1.1 Organisational Resource Development:

Core Functions:

Organisational Resource Development is a critical component of an organization's success, focusing on staff establishment, enhancing the skills, knowledge, and abilities of employees. It encompasses various functions that contribute to employee growth, engagement, and productivity.

It also plays a vital role in establishing performance management systems that align individual and organisational goals. This function involves setting clear performance expectations, conducting regular performance evaluations, and providing constructive feedback by implementing effective performance management processes.

Organisation Resource Development (ORD) facilitates employee growth, identifies areas for improvement, and recognizes high performers. Additionally, performance management helps the municipality make informed decisions about promotions, rewards, and career development opportunities.

Organisational Structure:

The council approved the Organizational structure in November 2024 and is currently being implemented. The next process to be followed in the implementation of the 2024 Organisational Structure is the migration and placement of employees within the new financial year.

Furthermore, positions are being advertised using the van der Merwe salary scale and once the wage curve COLLECTIVE AGREEMENT has been concluded, and the grading has been finalised the salary scales will be corrected to reflect the TASK salary scales.

Institutional Development & Transformation	Status	Challenges	Intervention required
Availability of skilled staff	Skilled staff available across the departments	The municipality has not conducted skills audit yet as per the MSR. The municipality is waiting for COGTA GAPSKILL TOOL to go live to avoid duplication as currently staff capacity is a problem.	<ul style="list-style-type: none"> To identify skills gaps between current skills and required skills. Guide Training and development. Guide training and development initiatives to address skills gaps. Improve overall performance by ensuring employees have the necessary skills.
Annual Discretionary grant applications 25/26	Submitted on time during December 2025	Annual Discretionary grant are aimed at addressing the skills development priorities in the local government sector including national priorities, for training purposes aimed at	Ringfencing of Mandatory Grant paid from LGSETA for prioritised critical training interventions

		addressing the local government seta's skills development priorities as outlined above.	
Human resource management strategy or plan.	Draft strategy submitted to the IDP	Consultation and engagements in progress with EXCO	The strategy will form part of IDP as part of Annexure H
Complement: • Organisational Development		A new Section. Two Sub Sections: Skills Development and Performance Management	As per reviewed staff establishment: (Awaiting MEC comments) Manager Organisational Development. 1x Senior Personnel Officer (Rename Assistant Manager). 1x Office Administrator 2x OD Practitioners 2x OD Clerks 1x Skills Development Officer 2 X Training Officer 1x Clerk Total=11 5x Filled positions Manager Organisational Development. 1x Senior Personnel Officer (Rename Assistant Manager). 1x Skills Development Officer 1x Training Officer 1x Clerk 6 x Vacant positions 1x Office Administrator 2 x Organisational Development Practitioner 2 x Organisational Performance Clerks x 1 Training Officer
Vacancy rate	66% understaffed	Capacity problems impedes the performance of the OD Section	

Objectives of Organisational Development:

- Identify employees who need ABET up skilling and implement relevant actions.
- Provide coaching and consultative support to management on leadership development and people management on leadership development and people management issues.
- Partner with Institutes of Higher Learning to provide customised learning programmes to develop skills requirements specific and critical to the Municipality.
- Conduct an annual training needs assessment to ensure training is designed to improve organisational performance. Develop Individual Development Plans and translate into Workplace Skills Plan for training interventions to address skills gaps
- Conduct exit surveys/interviews to identify reasons for attrition and use the information to enhance or improve employee experience of the municipality.

- Roll out of employee Performance Management to enforce responsibility and accountability by line managers and employee to enhance organisational team and individual performance.

▪ **Skills Development Plan:**

The Workplace Skills Plan (WSP) and Annual Training Report (ATR) for 2025/2026 will be compiled and submitted to LGSETA on or before the 30th of April 2025. The municipality will be implementing the following already approved and funded Skills Development Programmes by the following external funders.

Workplace Skills Plan (WSP) and Annual Training report to be presented to Council and submitted for IDP processes.

- LGSETA (DDM PROGRAMMES)
- Construction SETA (CETA)
- COGTA
- SALGA
- National Treasury
- PSETA
- MISA

7.1.2 Human Resources Management:

Institutional Development & Transformation	Status	Challenges	Intervention required
Vacancy rate	54% under staff	Budgeted vacant positions were advertised on the 28 November 2024, with the closing date of the 10 th of January 2025.	Vacant budgeted positions were filled as prioritized -Manager Traffic management -Senior Technician x1 -Technician x2 -Chief Internal Auditor -Auditor -EAP Officer -Sub Accountant -Accountant Expenditure -Admin Officer in the office of EM Energy -ICT Technician -Secretary office of the MM -Manager Water and Sanitation -Manager Parks
<ul style="list-style-type: none"> • Human resource management strategy or plan 	HR strategy included in the approved IDP as an annexure.	Consultation and engagements in progress with EXCO.	HR Strategy engagement with relevant structures for finalising and adoption. The strategy will be submitted to Municipal Manager for approval, afterwards to CSS Section 80 for cognisance.

▪ **Organizational Vacancy Rate**

The Municipality faces internal capacity challenges inhibiting the ability of the Municipality to deliver on its mandate. The internal capacity challenges stem from the following key issues:

- (1) There is a high number of vacancies internally, which are causing strain on current staff, affecting morale, and inhibiting performance. The current total number of vacancies is 54% in the 2025/2026 financial year.
- (2) Understaffing has resulted in high amounts of overtime being paid and worked. Employees are expected to take long leave to offset overtime, which then creates operational challenges.
- (3) There are skills gaps in key functions within the Municipality.

Objective(s) of Human Resource Management:

- To track and manage workforce changes.
- To ensure workforce planning is aligned to the organizational structure.
- To increase more on Capacity building and Training

Indicators for Achievement of Objectives:

- Critical vacant positions to be filled as planned.
- Reports are generated to assist with workforce planning.
- Absenteeism is monitored and discipline is instilled.
- Overtime is monitored: declining unauthorised overtime and adhering to regulated hours
- Review of HR Policies is in progress.

Project Outputs:

- Access to hierarchy-based analytics to inform workforce decisions.
- Track and manage workforce change.
- Implementation of one organizational structure across Merafong, organisational structure was adopted and council and submitted to COGTA for comments

Targets/Target Groups:

Merafong Municipality Employees.

7.1.3 Employment Equity

The approved Employment Equity Plan for 2023 -2028 was approved and signed by the accounting officer. The plan will be evaluated at regular interval to ensure reasonable progress is made. The plan will be reviewed and revised as necessary through consultation. The municipality has managed to submit Employment Equity Annual Report for 2025 which is the progress made through the period. The municipality monitoring and implementation plan is concentrating on employing three highest occupational levels of Municipal Workforce Profile.

Occupational Level	Appointed	Target African Male	Target African Female	Promotions
Top Management	1	-	-	1 (AM)
Managers Level	3 (1 undersigned group)	1	-	1 (AF)

Professional Qualified	9	3	5	1 (AM)
------------------------	---	---	---	--------

In line with Economic Active Population Gauteng (EAPG) designated groups on Top Management is not well represented especially women, and the challenge that the municipality is experiencing under- representation of people with disability (PWD) in the entire workforce. Employment Equity Regulation requires that persons with disabilities make up at least 3% of an organisation workforce. Currently the Municipality is at 1.8% for people with disabilities (PWD) which is below the stipulated regulatory requirements.

It is also important to remember that these targets are not just about numbers, however about creating an inclusive and accessible work environment that allows people with disabilities to thrive.

7.1.4 Employee Assistance Office

Employees in the Municipality are working under stressful condition due to under-staffing and financial constraint faced by the municipality. The employer is therefore required to offer some support and assistance to those employees. The Municipality is currently offering its employees the following Employee Wellness Programmes as and when it is required to individual Employees:

- Professional and confidential counselling
- Wellness and Lifestyle management

The Merafong Municipality ensures that it aligns itself with the National Calendar of Employee Assistance Programme (EAP), observing and participating in awareness campaigns for notable health events such as:

HIV/AIDS Awareness month
 Breast Cancer Awareness month
 Mental Health Awareness month
 World Health Day

By doing so, we demonstrate our commitment to promoting employee well-being and supporting national health initiatives.

WHAT IS EAP?

- Employee Assistant Programme is a confidential workplace-based programme that provide services and support to employees and their immediate families.
- It helps employees to deal with personal, emotional, financial and or work-related problems that might affect their performance and or well being
- It is done through providing counselling, guidance, and resources for personal and work-related issues.
- It is a free service to all employees in the organization and their immediate families.

KEY SERVICES OFFERED

Client Support: Conducting assessment and provide professional guidance (intervention) to help employees develop a plan to address their problems. Counseling stress, anxiety, grief and bereavement and family issues

Referral Services: Referring employees to internal or external resources that can provide further assistance. Workplace support by conducting conflict management sessions, performance concerns and intervention.

Program Coordination: Coordinating employee assistant program services like marketing, training and workshop for employee and managers. Legal & financial advice: debt management, legal consultations and referrals.

Confidentiality: Maintain a high level of confidentiality for client’s records. Wellness resources like health, nutrition and substance abuse support.

Confidentiality and Trust:

- All sessions are private — no information will/should be shared without consent of the employee.
- Professional service/therapeutic sessions will be provided by a qualified officer who is registered with a Professional Body.
- Employees are encouraged to seek help without fear.
- Reassuring employees that seeking help is a strength and they cannot be victimized for self-referral.
- Reassure employees that participating in EAP will not jeopardize an employee’s job nor prejudice any opportunity for promotion and advancement.
- Leave and time off has to be granted in accordance with the organization's standard policies and procedures for professional assessment, counselling and treatment.
- EAP is not a disciplinary measure, nor a method used to avoid disciplinary processes

HOW TO ACCESS EAP:

Employees will access EAP through their immediate Supervisor/Manager who will refer them in writing to Wellness and Occupational Health & Safety office Manager. The Manager (WOHS) will refer to the EAP officer in writing as well. When working with individuals, one need to close all loopholes because employees can be manipulative and take advantage.

Walk-in/self-referral occurs when an employee realize that they need assistance, by calling or going to EAP office directly without being referred by employer/supervisor. There will be a register/intake forms which will be used as a tool that informs the employer of the effectiveness of EAP and as to whether the employees are using the EAP services.

Process and Procedure:

- Intake
- Assessment/ Diagnoses
- Intervention/Treatment
- Evaluation
- Termination
- Feedback to the referring office

Benefits of using EAP

- Improved mental health and well-being
- Better work-life balance
- Reduced absenteeism and presenteeism
- Enhanced productivity and morale

Challenges of EAP

There is no proper office space for an EAP Officer. Consultation with employees is a problem because of that.

Employees don't understand what EAP is and how it works, there is a need for EAP roadshow to all employees.

No handing over was done to the newly appointed EAP Officer and that makes work difficult.

Achievements

Activities planned for the year 2025/26 were undertaken as planned, though the 3rd and 4th quarter activities are still to be finalized.

Still to be achieved is to continuously render services to employees and to provide an environment that is conducive for all employees.

7.1.5 Wellness and Occupational Health & Safety

The Occupational health and safety section is currently reporting under Corporate Shared services. The Municipal Manager has appointed the Manager Occupational health and safety to facilitate all OHS compliance matters and subsequently a plethora of Occupational Health and Safety representatives to represent respective sections within the municipality.

OHS functions are guided by Occupational health and safety Act 85 of 1993, that seeks to ensure that employer should provide and maintain, as far as is reasonably practicable, a working environment that is safe and without risk to the health and safety of his employees and among others to make sure that personal protective equipment's are provided on yearly basis as a last line of defence. This section also reports its activities to Performance Management Office, Internal Audit, Risk management office as well as section 80 as structures of the municipality. The following table summarizes shortcomings however this section is doing well in terms of operations.

Institutional Development & Transformation	Status	Challenges	Intervention required
Anticipated OHS Projects	Fully functional and supported	No budget allocation	Budget to be allocated
OHS Officer	Rotational Monthly appointments	Stability	Permanent appointment

7.1.6 Information Communication and Technology Section

Institutional Development & Transformation	Status	Challenges	Intervention Required
<ul style="list-style-type: none"> Information Technology (IT) 	MSP Implementation	Lack of financial resources	Funds required

Infrastructure Upgrade Overview

Background

The municipality has appointed the service provider to transition its internet, network, and telephone systems from the traditional Telkom Diginet service to a modern Voice over Internet Protocol (VOIP) system.

Historically, Merafong City has relied on Diginet, a dedicated leased-line service, for voice and data communication. While reliable, this service is costly, slow (1mb), and less flexible compared to current broadband and IP-based technologies.

Planned Upgrade to VOIP and Broadband Integration

The migration to VOIP will integrate voice services over the municipality's data network, enabling unified communication across all departments and satellite offices.

Scope of Responsibilities for the Service Provider:

- Assessment of current infrastructure
- Design of new network and VOIP architecture
- Implementation and configuration of VOIP systems
- Migration from Diginet to IP-based communication
- Ongoing technical support and maintenance

Merafong Network Infrastructure – Gauteng Broadband Network (GBN)

The municipality is leveraging the **Gauteng Broadband Network (GBN)**, which has implemented a centralized and secure network for all municipalities within Gauteng.

Key Improvements:

- GBN has configured a **Virtual Routing and Forwarding (VRF)** connection for all remote and satellite offices, including:
 - Fochville Pay-point
 - Fochville Traffic
 - Wedela Pay-point
 - Khutsong Pay-point
 - Kokosi Pay-point
 - Carletonville Traffic
- These sites now communicate seamlessly with the Head Office via a secure centralized network.
- Upgrade from a slow 1mb Diginet line to a 100mb high-speed link through GBN.

Impact of the Upgrade:

- Significant improvement in speed and reliability
- Stable access to critical systems such as:
 - SAGE
 - Municipal email services
 - Prepaid Electricity Equalizer

- Secure interdepartmental communication via VRF
- Reduced reliance on multiple independent internet connections
- Cost savings through centralized infrastructure management

Expected Benefits of VOIP Implementation

Cost Efficiency

- Lower operational costs compared to traditional Diginet services
- Reduced call costs between municipal offices
- Elimination of expensive leased-line maintenance

Improved Communication

- Integrated voice and data services
- Enhanced responsiveness and internal collaboration
- Improved service delivery to the community

Scalability & Flexibility

- Easier expansion to new sites
- Simplified integration with emerging technologies
- Future-proof communication infrastructure

Consolidation of IT-Related Budget

Centralizing and consolidating the IT budget under the ICT section is a strategic initiative aimed at improving governance, cost control, and standardization.

Benefits of Centralization:

- Alignment of all IT investments with municipal infrastructure
- Prevention of incompatible systems and equipment purchases
- Elimination of duplicate licenses, hardware, and contracts
- Improved vendor management and procurement oversight
- Better long-term infrastructure planning

7.1.7 Secretariat and Records Management

Objective of Records Management:

The primary objective of records management is to ensure that a municipal's records are efficiently created, maintained, and disposed of in a way that supports operational needs, compliance, and municipal goals. The main objectives include:

Ensuring that records are easy to find, retrieve, and use, improving the overall efficiency of municipal operations.

Compliance and Legal Requirements:

- Helping the municipality to comply with regulatory and legal requirements.
- Safeguarding sensitive information and ensuring that access to records is restricted to authorized personnel only. This protects against data breaches and unauthorized use.

Cost Control:

Minimizing storage and management costs by adopting efficient records management practices, such as digitization of records and streamlining the retention and disposal of unnecessary documents.

Municipal Continuity and Disaster Recovery:

Ensuring that records are backed up and can be recovered in case of a disaster, enabling the municipality to continue operating with minimal disruption.

Data Integrity and Accuracy:

Ensuring that records are accurate, complete, and reliable for use in decision-making, reporting, and historical reference.

Status Quo of Records Management:

Merafong as the organisation is in a process of moving from paper-based systems to digital records management due to the increased need for quick access, cost reduction, and improved space utilization. The Municipality still struggle with maintaining proper retention schedules and effectively disposing of records once they reach the end of their useful life. This can lead to over-accumulation of unnecessary records and risks related to the improper disposal of sensitive information.

The Municipality is still using outdated records management systems that do not support modern technologies or meet current compliance standards. Lack of Training and Awareness of the Employees often lack proper training on records management best practices, leading to inefficiencies, errors, and non-compliance.

All these challenges include:

Data Overload with the increasing volume of data and records generated by municipality, managing and organizing records effectively can become overwhelming. Retention with the growing amount of sensitive data, ensuring that records are appropriately retained, protected, and disposed of is a constant challenge.

7.1.8 Labour Law & Litigation

Core function of the unit is to maintain labour practice, resolving workplace dispute and supporting organisational discipline and productivity. Ensure organisational rules and codes are applied consistently.

Function	Status	Challenges	Intervention
<ul style="list-style-type: none"> Attend to the internal disciplinary cases. Case management Attend cases referred to Bargaining Council. 	4 positions 1 filled 3 Vacant positions	<ul style="list-style-type: none"> Shortage of staff Workload Manager do not want to be prosecutors and chairpersons of the disciplinary hearing. Non corporation of managers result in 	<ul style="list-style-type: none"> Fill vacant positions for the section to perform optimally Train managers to perform duties of the chairpersons and prosecutorial.

<ul style="list-style-type: none"> • Attend cases at the CCMA • General administrative work. • Mentor interns • Liaison with external attorneys and stake holders 		<p>outsourcing to legal practitioners.</p> <ul style="list-style-type: none"> • Legal costs are exorbitant 	
---	--	---	--

7.2 Management and Operational Systems:

7.2.1 Risk Management:

Risks if not adequately managed have a huge potential of impacting negatively to the set objectives of an organisation. Risk Management is a unit in the municipality which ensures that risks are considered on day-to-day operations.

Risk identification and assessment is undertaken on an annual basis, as per National Treasury Guidelines. Risks are categorized by Strategic and Operational risks. Following risk identification and assessments process, risk registers are developed and mitigation strategies are agreed to and monitored on a quarterly basis.

Risks are also identified and managed at a Project level. Risks are identified and managed for the top five projects to ensure that they do not negatively affect the implementation of projects. Fraud risk assessments are also performed and monitored.

RISK ASSESMENT APPROACH

For the 2025/26 financial year a workshop was facilitated where information was gathered work teams representing different business units in the municipality. The goal for the workshop is to identify risks and internal control weaknesses and to develop action plans to manage and monitor these risks.

The objective-based format was used, which focuses on linking the risks identified to municipal objectives. This approach ensures that risks are linked to municipal performance objectives to ensure that all significant risks are adequately managed at an acceptable level of exposure and that they are monitored against performance achieved.

RISK ASSESSMENT CRITERIA

The following criteria were applied for evaluation and analysis of identified risks based on inherent and residual exposures:

Table 1: Impact Rating

Scale	Impact	Description of level of impact should risk occur
1	Low	No material impact to the achievement of business objectives or strategy. {90 - 100% chances that the objective will be achieved}
2	Minor	Insignificant impact to the achievement of business objectives or strategy. {70 - 89% chances that this objective will be achieved}
3	Moderate	Disruption to normal operations, with limited effect on achievement of strategic objectives or targets relating to business plan. {50 - 69% chances that the objective will be achieved}
4	Significant	Significant impact on the operations and functions of the institution, requiring Management urgent attention. {30 - 49% chances that this objective will be achieved}
5	Critical	Fundamental impact to the achievement of institutional objectives requiring immediate Management attention. {1 - 29% chances that this objective will be achieved}

Table 2: Likelihood Rating

Scale	Likelihood	Description
1	Rare	The risk is conceivable but is only likely to occur in extreme or exceptional circumstances. There's a 1 - 29% chance that this risk will occur in the long term.
2	Unlikely	The risk occurs infrequently and is unlikely to occur within the next 3 years or very few recorded or known incidents can reasonably occur or none has occurred within other organizations within the sector. There's a 30 - 49% chance that this risk will occur.
3	Moderate	There is an above average chance that the risk will occur at least once in the next 3 years or The event has a probability of occurring at some time, in the next year. There's a 50 - 69% chance that this risk may occur.
4	Likely	The risk could easily occur, and is likely to occur at least once within the next 12 months or event has occurred within the last financial year. There's a 70 - 89% chance that this risk will occur.
5	Common	The risk is already occurring, or is likely to occur more than once within the next 12 months or Event has occurred within the last year repeatedly. There's a 90 - 100% chance that this risk will definitely occur.

Table 3: Risk Exposure Rating Table

The table below indicates the risk exposure rating as a result from multiplying the likelihood rating by impact rating, and the matching magnitude categorises the risk exposure as high, medium or low.

Risk index	Risk magnitude	Risk acceptability	Proposed actions
13 – 25	High risk	Unacceptable	Immediate implementation of corrective action plans
6 – 12	Medium risk	Acceptable with caution	Implementation of improvement opportunities and validation of controls
1 - 5	Low risk	Acceptable	Validation and optimization of controls

3.2. Analysis of Strategic Risk Register

There are currently 13 risks recorded in the strategic risk register of the municipality. According to the municipality's risk management strategy, responding to risks can be done either by considering the four (4) T's which are transferring, terminating, tolerating or treating but the municipality to a large extent has accepted to treat most of the risks identified.

There are those risks that are indirectly transferred to third parties such as the security company, the insurance company and the fleet management company. However, the municipality continues to monitor and report the performance of these third parties.

The summary of the thirteen (13) risks identified during the Risk Assessment process for 2025/26 Financial year is presented below in descending order according to the risk rating.

No.	Risk	Inherent Risk	Residual Risk
1.	Decline in financial viability	25	25
2.	Declining local economic activity	25	20
3.	Deterioration of the geological conditions (dolomitic land)	25	20
4.	High distribution losses	20	16
5.	Fraud and corruption	25	16
6.	Growth of informal settlements	20	16
7.	Environmental Pollution	20	15
8.	Aging and dilapidated infrastructure	25	15
9.	Limited resources to fulfil Municipal mandate (High Vacancy rate)	25	12
10.	Poor Contract Management	25	12
11.	ICT Business Disruptions	16	12
12.	Non-compliance with supply chain management policies	25	12
13.	Unfavourable audit Opinion	16	12

Management of the municipality will ensure that these risks are monitored to avoid an adverse impact on the objectives and goals of the municipality.

RISK MATURITY ASSESSMENT

Annually the municipality participates in the Risk Maturity survey which is undertaken on an annual basis by National Treasury revealed a scoring of 2.7 out of a scale of 1-5 for Merafong. This is an increase from 2.6 in the previous year. The purpose of this exercise is to assess the impact of risk management in the control environment. The Risk Management Committee (RMC) is committed to ensuring an improvement in this score. The target scoring set is a 4. Issues that remains weak for the municipality in terms of risk maturity, is the filling of vacancies in the Risk Management Unit, Setting Appetite and Tolerance levels, Development of a Business Continuity Plan and Compliance Management.

A process plan was developed which is called “A roadmap to maturity” which outlines a process to be undertaken to reach the targeted Maturity levels.

RISK MANAGEMENT COMMITTEE

Merafong Municipality Risk Management Committee (RMC) is in place and functional with an external independent chairperson.

The Risk Management Committee has a Charter in place which spells out terms of reference for the committee and meeting and proceedings. The high level responsibilities of the committee are the following:

- To review and assess the integrity of the risk control system and ensure that the risk policy and strategy re effectively implemented and managed
- To ensure compliance with policies, and with the overall risk profile of the municipality
- To monitor the management of significant risks to the Municipality, including emerging and prospective likelihood and impact
- The committee ensures that all risks categories are adequately identified and responded to.

The committee had 4 quarterly meetings and reported to the Accounting Officer and the Audit Committee of the Municipality. The Audit Committee Chairperson's Report to Council incorporates reporting on the effectiveness of risk management in the institution.

FRAUD AND CORRUPTION AND ETHICS MANAGEMENT

Risk management Unit plays an advocacy role in relation to Fraud and Corruption. Meaning it is responsible for ensuring that policies and strategies are in place to manage and monitor Fraud and Corruption risks. Merafong Council adopted an Ethics Management Strategy in 2021 at the beginning of the new term of office. This was an indication that a tone was set at the top. Annually an Ethics Management plan is developed which is approved by the Accounting Officer.

The Merafong Council confirmed its position for zero-tolerance to fraud and corruption and a clean government by reviewing and adopting the following policies in its Council meeting of 31 July 2025:

- Anti-Corruption Strategy
- Fraud Prevention Plan
- Code of Ethics for staff and
- Code of ethical leadership in municipalities as developed for all municipalities by SALGA and COGTA

In all municipalities, Merafong is the only municipality in Gauteng that has adopted the Code of Ethical leadership in municipalities with 53 other municipalities in the country.

In April 2025 a workshop for Councillors was held where the above policies were discussed and workshopped on. It was good exercise to make sure that a tone is set at the top.

In November 2025 a workshop for staff was held with an overwhelming attendance where all adopted policies were workshopped, discussed and engaged on. During this workshop, the values, mission and vision of the municipality were confirmed and emphasized. A plan is to have such workshops on an annual basis to support staff members to uphold organizational values in their day-to-day engagements with stakeholders and the public.

The municipality has also made available the Provincial Ethics/Fraud hotline to the community and stakeholders of Merafong to report any incidents and acts of misconduct that has been experienced or witnessed.

FRAUD/ETHICS HOTLINE

As part of fraud and corruption detection the Municipality is using the Provincial fraud/ethics hotline as a tool available to the citizens and stakeholders of Merafong to report all suspected or evidenced fraud or corruption affecting the Municipality.

Cases received are investigated and reported back to COGTA on what progress the municipality have made in terms of how those cases are finalised. The occurrence of these cases also highlights to the municipality the weaknesses in the internal controls. This will ensure the municipality strengthen controls to avoid the reoccurrence of those undesired activities.

The fraud hotline details of the municipality are the following:

Blow the Whistle Gauteng Fraud Hotline Tel: 080 1111 633, SMS: 49017, email:gpethics@behonest.co.za.

7.2.2 Complaints and Management System:

Management & Operational Systems	Status	Challenges	Intervention Required
<ul style="list-style-type: none"> Complaints Management System 	<p>MCLM call and contact centre is operational and serves as a central communication hub between the municipality and residents.</p> <p>Its primary functions include:</p> <ul style="list-style-type: none"> Handling Citizen Inquiries – Providing information on municipal services such as water, electricity, waste management, permits, and bylaws. Logging Service Requests & Complaints – Allowing residents to report issues like potholes, water leaks, power outages, or uncollected garbage. 	<ul style="list-style-type: none"> Limited budget & staffing issues: Budget constraints limit hiring and training of call centre operators. Outdated technology and proper call centre equipment: We still use old phone systems, causing inefficiencies 	<ul style="list-style-type: none"> Recruitment of 3 call centre operators and 1 Supervisor Purchasing of latest phones and other relevant call centre equipment

The Call and Contact Centre has been operational since December 2019, providing residents with an accessible platform to lodge service delivery complaints. The Centre is staffed by three

(3) operators and an acting supervisor, all of whom have received comprehensive training on the system's functionality.

Despite the system being in place, a significant number of complaints remain unresolved each month. The primary reasons for these backlogs include a shortage of essential equipment, inadequate transport, and insufficient stock required to complete necessary repairs. Addressing these challenges requires an improvement in the municipality's financial situation to ensure timely and efficient service delivery.

To enhance service efficiency, a new Call Centre number was introduced by the Premier's Office in September 2021, specifically for service delivery-related issues and complaints. Staff members from key service delivery departments—including Revenue, Infrastructure, and Community Services—along with Call Centre operators, underwent training to effectively utilize the Premier's Office system. This initiative aims to streamline the handling of service delivery complaints across the city.

Currently, the Call and Contact Centre operates two hotline numbers for public use: one managed by the municipality and the other overseen by the Premier's Office. Additionally, a WhatsApp number is available, offering a cost-effective alternative for residents to submit complaints. To further improve accessibility, the municipality's official Facebook page features a WhatsApp icon that directs users to the Call Centre's WhatsApp number. For those unable to call or send a WhatsApp message, in-person assistance is available at the Call and Contact Centre during office hours, where operators are ready to log complaints and queries.

Residents and businesses in Merafong City are encouraged to use the designated Call and Contact Centre WhatsApp number for all service delivery complaints. Please note that complaints submitted via other WhatsApp group chats will not be attended to.

The numbers are as follows:

• **WhatsApp: 082 516 0794 and is operational as follows:**

Weekdays: 07h30-22h00

Weekends: 08h00- 22h00

• **Premier's Hotline**

0860 256 256 and is operational 24/7

Municipality's hotline:

018 788 9990 and is operational as follows:

Weekdays only: 07h30-16h00

Community members/local businesses are encouraged to be patient after lodging complaints, as the municipality's Turn-around time is 72hours.

Since the launch of the Premier's Hotline and the introduction of the WhatsApp number, the complaints are minimal, this shows improvement in the turnaround time on attending to community queries.

7.2.3 Marketing and Communications

Institutional Development & Transformation	Status	Challenges	Intervention Required
<ul style="list-style-type: none"> Marketing & Communication Strategy 	<p>The strategy is in place, however, it needs to be reviewed and approved by the COO and the MM.</p>	<p>Insufficient human resources to effectively implement the proposed communication initiatives.</p> <p>Limited financial resources to execute the tasks outlined in the strategy.</p>	<p>Approval of the strategy by the relevant authorities.</p> <p>Allocation of sufficient budget to implement the proposed projects.</p> <p>Approval to recruit and fill vacant positions to strengthen departmental capacity.</p>
<ul style="list-style-type: none"> Call Centre Turn-around Plan 	<p>A memorandum requesting the revamping of the Call Centre has been drafted and formally submitted to the Executive Management of the organisation. The department is currently awaiting approval and further direction on the proposed way forward.</p>	<p>The Call Centre requires a suitably upgraded facility, new furniture, modern computer equipment, and the necessary operational tools to enhance service delivery. In addition, staff members require comprehensive and structured training to ensure improved efficiency, professionalism, and overall performance.</p>	

The implementation of the Communication Strategy during the previous financial year was constrained by insufficient budget allocation, which limited the execution of key processes and programmes outlined in the Integrated Development Plan (IDP). Consequently, the department prioritised communication initiatives that could be implemented without financial implications.

Although the Marketing and Communications Department continues to function, there is a clear need for further enhancement and strengthening. The successful implementation of the proposed marketing and communication strategies is contingent upon the filling of vacant positions to improve operational efficiency and effectiveness, as well as the provision of adequate budgetary support.

7.2.4 Parks, Cemeteries & Recreation:

The Section Parks and Cemeteries is responsible for grass cutting at all parks, cemeteries, open spaces, sidewalks, traffic islands, town entrances, municipal and sports facilities and maintenance of gardens. All this done by internal personnel with the help of panel of contractors as and when they are required . The shortage of personnel and equipment has a negative impact on the performance of all these. Currently the department is in the process of procuring new equipment to replace and add to the current tools at hand.

Tree trimming, felling and maintenance thereof is also done internally. The shortage of personnel and the equipment has a negative impact on this function which eventually results on a huge backlog. The department is also in a process of procuring new machinery and equipment to deal with the shortfall.

The Parks and Cemeteries Section is also responsible for all cemeteries functions which are administration of all cemeteries, burials, exhumations as well as reservation of graves for future use.

FUNCTION	STATUS	CHALLENGES	INTERVENTION REQUIRED
Grass cutting	Ongoing with challenges that delay progress of service delivery	Lack of grass cutting equipment: <ul style="list-style-type: none"> • Tractors • Ride-on lawnmowers. • Grazers • Brush cutters as they need to be replaced every year • All the equipment's spare parts as and when required e.g. Blades, carburettors, spark plugs, bearings etc. • Shortage of personnel 	Allocation of sufficient funds <ul style="list-style-type: none"> • Purchase of new grass cutting equipment and parts required for replacement and repairs. • Filling of vacancies i.e.: Lawnmower Operators • Drivers for vehicles used to transport workers and equipment to and from sites
External Grass Cutting	A panel of grass cutting contractors has been appointed on "as and when required" basis for a period of 36 months starting on 08 March 2023 ending in 28 February 2026. The new advert for the	<ul style="list-style-type: none"> • No challenges experienced thus far 	None

	<p>appointment of a panel of service providers is already out.</p> <p>This panel of service providers has added a great value to service delivery as they have mainly assisted with grass cutting at all cemeteries, open spaces as well as areas around the schools during the “Back to School Campaign”</p>		
Trees maintenance	<p>Trees maintenance is currently done on a request basis, e.g. when community requests for trees to be removed or to be cut, dealing with emergencies caused by fallen or broken trees due to bad weather, as well as dealing with the backlog created by shortage of personnel and equipment.</p>	<ul style="list-style-type: none"> • Lack of equipment e.g. chainsaws, chains • Shortage of personnel as two (2) teams are required for effectively deal with the Fochville and Carletonville areas. 	<ul style="list-style-type: none"> • Allocation of funds • Purchase of new chainsaws and pole pruners, with replacement chains of all required sizes, spare parts for repairs • Filling of vacancies i.e. chainsaw operators and general workers. • Appointment of drivers for vehicles used such as the tipper truck and cherry picker
Cemeteries	<p>Currently there are 3 cemeteries operational in the whole of Merafong City ie. West Wits, Khutsong South and Fochville Cemeteries</p>	<ul style="list-style-type: none"> • Shortage of burial space in Greenspark & Kokosi due to high levels of underground water especially during rainy season. • Only 2 cemeteries have functional ablution facilities, but those also require repairs and servicing. The West Wits cemetery does not have an ablution facility as it was vandalised, and this poses a high health risk. • Fencing at all cemeteries needs to be attended to and 	<ul style="list-style-type: none"> • Identification of suitable burial grounds near Greenspark and Kokosi respectively, preferably at safe land. • Plans are in place to prioritise building of ablution facilities at cemeteries. • Funds should be allocated for fixing of

	<p>Wedela Cemetery is currently not operational due to the collapsed bridged on the route to the cemetery. The contractor is currently on site</p> <p>Maintenance Plan for all cemeteries is in place.</p>	<p>gates need to be replaced or repaired.</p> <ul style="list-style-type: none"> • The portion of the road to West Wits Cemetery has been repaired, with a bigger portion still outstanding. • The bridge that leads to Wedela cemetery was damaged by the floods last year and needs to be fixed and this will enable the community of Wedela to use their cemetery instead of travelling to other cemeteries in Merafong. • The presence of the underground rocks in the New Fochville cemetery will shorten the life span of the cemetery as these areas are impossible to dig. 	<p>the fence and gates where it is required at all cemeteries.</p> <ul style="list-style-type: none"> • Currently the service provider is still on site. • Dept. of Infrastructure Development is monitoring the repairs to the bridge to Wedela Cemetery.
New Fochville Cemetery	This cemetery is 100% complete and it was handed over to the Municipality in 11 June 2024. The final completion certificate was handed to the Department on 11 February 2026.	<ul style="list-style-type: none"> • Fochville, Kokosi, Greenspark and Wedela communities due to various reasons, also uses the cemetery now. This will cause the cemetery to fill up quickly if the challenges mentioned above are not addressed promptly. 	<ul style="list-style-type: none"> • The establishment of suitable burial grounds for the communities of Greenspark and Kokosi, the fixing of the bridge leading to the Wedela Cemetery will lighten the load that is now being carried by the Fochville Cemetery.
Grave digging	Grave digging at all cemeteries in Merafong City is done by an appointed service provider. The service provider was appointed in March 2023 for grave digging in Merafong City for a period of 3 years, ending in March 2026. The new advert for the	<ul style="list-style-type: none"> • No challenges 	<ul style="list-style-type: none"> • None

	Grave digging service provider is out, closing on 05 March 2026.		
--	--	--	--

Grass cutting on open spaces, sidewalks, traffic islands, municipal facilities, sports facilities, parks and cemeteries as well as the maintenance thereof are the main activities performed by the section: parks and cemeteries. Grass cutting is done internally by the section’s personnel. The shortage of personnel, tools and equipment has a negative impact on service delivery. Some of the required tools and equipment have been procured through Supply Chain Management and the process is ongoing.

A new advert for the appointment of a panel of service for grass cutting on an “as and when required basis” is already out, closing on 05 March 2026.

The section is also responsible for the safe documentation, record keeping and management of all cemeteries activities at all cemeteries in Merafong City such as the burials, reservation of graves for future use, reopening of reserved graves and exhumations as and when required.

Tree trimming/ pruning are also done internally. Two (2) teams of trees maintenance are required to deal with the workload. This also includes attending to emergencies caused by fallen or broken trees due to bad weather, execution of daily plans and attending to the backlog. The shortage of personnel creates a backlog of these activities.

A detailed report for all these activities is compiled and submitted to the IEM Portfolio Committee on a monthly basis.

A grave digging service provider, Minatlou trading 652 has been appointed to dig grave as and when required at all cemeteries in Merafong City LM. The service provider was appointed for a period of 3 years starting on 1 April 2023, ending on 31 March 2026. A Service Level Agreement was signed for the said period. The new advert for the Grave digging service provider is out, closing on 05 March 2026.

7.2.5 Library Information Services:

Merafong City Local Municipality offer a range of services to the community, with twenty functional libraries open Monday to Friday from 7:30 AM to 6 PM and Saturday from 8Am to 2PM, we provide free Wi-Fi, internet access sand membership is completely free, our libraries offer a calm and conducive study environment, patrons can borrow books for a period of two weeks. Our staff consist of hundred staff members, including librarians, IT specialist, library assistants, general workers and auxiliary workers all under the leadership of Chief librarian. There have been no reported break-ins in the libraries since the deployment of security guards. New computers have been placed in most of the libraries.

Outreach programs are implemented according to the calendar of events to engage with community and promote the culture of reading for all ages, the following are some of the outreach programs performed/conducted by our library staff, namely: Motivational Talks which focus on motivating grade 12 learners, Mother tongue which celebrate our home languages, World Read Aloud, takes place in a month of February, it aims to inculcate the culture of reading and promote literacy. Story telling focuses on early childhood development and promotes culture of reading. We also celebrate Youth Month, Fathers’ Day, Mother’s’ Day and Senior Citizens. Amongst other programs, we also celebrate Heritage Day during the heritage month (September), raise awareness during the 16 days of Activism and World Aids Day.

7.3 Community Services

7.3.1 Health and Social Development:

Core Functions of Social Development:

The Health and Social Development Section will have the following core functions:

- To provide developmental social services. This will be achieved through the creation of an enabling environment for the delivery of equitable developmental services through the formulation of policies, standards, best practices and support for other service delivery partners.
- To provide community development services. This comprises of the creation of an enabling environment for the empowerment of the poor and vulnerable through the promotion and support of community development work, the strengthening of institutional arrangements and dialogue with communities.

Based on the above core functions, the key focus areas for strategic intervention in the section are:

- Early Childhood Development Support
- Drugs and substance abuse interventions
- Support for orphans and vulnerable children.
- Gender empowerment Programme.
- NPO capacity building
- Elderly Citizens support.
- Poverty Alleviation.
- Indigent support Programme.

Purpose of Report:

The document seeks to provide an analysis on implementation of an integrated sustainable Health and Social Development programmes and projects which prioritizes issues of early childhood education, poverty alleviation NPO support, child care, care for the elderly and empowerment of women, and persons with disabilities.

Policy and Legislative Framework:

Municipalities have been mandated with legislative and regulatory jurisdiction regarding their roles and responsibilities through chapter 7 of the Constitution of the Republic of South Africa. The main pieces of legislation that underpin the work that Municipalities do are:

- The White Paper on Local Government.
- The Municipal Structures Act.
- The Municipal Systems Act.
- Property Rates Act.
- The Municipal Finance Management Act.

The Constitution further mandates Local Government not to only provide basic services to the communities but to be fundamentally developmental in orientation.

This Sectional plan is further guided by the following legislation and policy documents:

- The Non-Profit Organization Act
- Social Assistance Act.
- Child Care Act.
- The South African Schools Act.
- The National Health Act. (Act 61 of 2003)

- The Domestic Violence Act.
- The Older Persons Act.
- The Sexual Offences Act.
- MFMA
- Municipal Systems Act

Objectives:

The Health and Social Development Plan has main objectives that are in line with the Gauteng Social Development Strategy:

- To alleviate poverty and support the Indigents
- To Provide support to those at risk including children, women, the elderly, persons with disabilities, men and youth.
- To reduce the socioeconomic impact of HIV and AIDS on individual's households, and communities.
- To build effective partnerships with social partners and civil society.
- To build institutional capacity for the implementation and monitoring of programmes.
- Development of Social Development policies.
- Develop monitoring and evaluation systems and tools

SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Positive inter-Governmental and inter Municipalities relationships. • Indigent Management Programme • Professional people leading the programmes of the Municipality. • Functional and habitable Municipal buildings. • Functioning Council structures. • Financial Management systems in place. • Tourism opportunities. • Mineral resources • Positive relationship with NGO`s 	<ul style="list-style-type: none"> • Non-alignment of programmes and plans across Municipalities, (indigent, social development) • Funding for Social Development, Health Programmes given low priority. • Inadequate human resources (professional staff) • Dependency on Grant Funding. • Lack of policies across the Municipalities. • Lack of alignment of policies where they exist. • Lack monitoring and evaluation systems. • Non-alignment of Municipal by Laws. • Lack of public remedial schools and facilities for people with disabilities • Inadequate Community Health Centers • Transport system • Inadequate shelters for vulnerable groups • Lack of Rehabilitation centers • Inadequate recreational facilities
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Agriculture • Tourism/ hospitality opportunities • Mining • Job opportunities • Highly qualified and experienced people. • Best practices within the region. • Recreational facilities • Approved Policies • Stakeholder collaborations 	<ul style="list-style-type: none"> • Funding • Vacant organizational structure • Increase in the number of orphans and child headed households. • Increase in the number of indigent households. • Demand for indigent burials. • Substance abuse • Crime • High migration of people • Teenage pregnancy • Dolomitic areas • Increasing number of ECDC • Retrenchments • High number of unregistered babies due to lack of proper documentation • Informal settlements

Health and Social Development Implementation Plan:

The table below Summarizes the indicative programmatic responses by the Health and Social Development Section to challenges facing the community:

Key Performance Area	Key Performance Indicator	Strategy	Responsibilities	Time Frames
Development of the Indigent management Policy	A policy document in place	Development of an integrated policy	Man: Health and Social Dev	June 2025
Alignment of Programmes and plans	All social programmes are aligned across the region.	Identification of programmes location in Municipalities and streamline them for planning purposes.	Man. Health and Social Development	June 2025
Awareness of relevant By Laws	Number of community structures complies with relevant by laws.	Develop an educational Programme on relevant by laws.	ECD Technical Compliance Team	2025-2026
Support for Early Childhood Development.	Number of ECDC well managed.	Capacity building for ECDC managers and practitioners.	Municipality in partnership with relevant stakeholders.	2025-2026
		Increase access to Early Childhood Development	Municipality in partnership with relevant stakeholders.	
Promotion Child Health	Number of educational programmes on child health.	Community Education Programme on child health.	Municipality in partnership with the Department of Health	2025-2026
Care and support for Orphans and Vulnerable children	A vote is created to cater for children not supported by the Department of Social Development.	Identify orphans and child headed households.	Municipality, Department of Education, Social Development and civil society.	2025-2026
Support for the elderly	Number of established and functional Luncheon Clubs and NPOs	Identification and establishment and support of Luncheon Clubs and elderly people NPOs	Municipality in partnership with the DSD	2025-2026

Key Performance Area	Key Performance Indicator	Strategy	Responsibilities	Time Frames
Development of the Indigent management Policy	A policy document in place	Development of an integrated policy	Man: Health and Social Dev	June 2025
Alignment of Programmes and plans	All social programmes are aligned across the region.	Identification of programmes location in Municipalities and streamline them for planning purposes.	Man. Health and Social Development	June 2025
Awareness of relevant By Laws	Number of community structures complies with relevant by laws.	Develop an educational Programme on relevant by laws.	ECD Technical Compliance Team	2025-2026
		Advocacy programs for the elderly Active Ageing programs for the elderly		
Support for people with Disability	Develop database of People living with Disabilities Establish and support Disability Forum	Community awareness creation on the needs, challenges and resources available for persons with disabilities. Facilitation of educational and skills development programmes for persons with disabilities. Advocacy for accessibility of Municipal buildings and facilities. Mobilisation of enabling resources for the elderly	Municipality in collaboration with Social Development Stakeholders	2025-2026

To guide implementation of the objectives, an integrated Health and Social Development Plan will be developed and approved for implementation in the 2026/2027 Financial Year. Priority will be put on escalating access to Early Childhood Development, developing Healthy communities and restoring the dignity of indigent citizens through provision of basic and burial services where needed. In mitigation of the impact of Council low cash flow on implementation of programs, collaborations continue to be strengthened with Provincial Departments of Health and Social Development.

The Municipality implements a Comprehensive Indigent Programme that includes provision of basic services to registered indigents and burial of indigents as guided by the Indigent Burial and Free Basics Policies. Harvesting and registration campaigns continues in all wards across the Municipality. Credibility of the Indigent Register is compromised by unavailability of access to external verification systems. The Indigent After Care program has been developed as a monitoring tool that will constantly assess the impact on the support.

Collaboration with internal and external stakeholders has been strengthened. Through continued partnership with the SALGA and Council for Debt Collectors, support to eight child headed households in Kokosi, Khutsong, Blyvoor and Wedela has been sustained.

The main challenge of the Section remains lack of human resource for efficient implementation of planned programmes. The section continues to rely on support and collaborations with external stakeholders. The structure of the Section has been developed and submitted for approval through the implementation of the Organisational structure.

7.3.2 Facilities Management and Administration:

Introduction

Facilities Management and Administration is a Section that deals with Cleaning, access to Facilities, Upgrading and Maintenance of Facilities. In Merafong City Local Municipality, there are Facilities as follows: Khutsong Community Hall, Khutsong MPCC, Khutsong Stadium, Fochville Civic centre, Molatlhegi Community hall, Wedela Community hall, Greenspark Community Hall, Carletonville Lapa, Carletonville Civic centre, Carletonville Sports Complex, Municipal Offices, Fochville Swimming Pool, Carletonville Swimming Pool and Wedela Sports ground, Wedela indoor sports facility, Carletonville tennis court, Elijah Barayi etc.

Discussions:

- **Access to Sports Facilities**

In terms of access to Sports Facilities, Facilities Management is currently in a process of addressing challenges with Facilities in different areas as follows:

- **Kokosi**

The Office of Facility Management, together with PMU, Department of Sports and the Municipality, is currently in a process of Revamping Kokosi Stadium. The project is currently on the design stage and will be implemented in phases, subject to availability of funds.

- **Greenspark**

There is currently a Sports Facility at Greenspark, the Office will prioritize maintenance for the Facility.

- **Blybank**

The Office of Facility Management has submitted a technical report for funding, for the Development of a Sports Facility at Blybank. The project will commence once all processes have been finalized and approved. The swimming Pool also is part of the report. Depending on approval and availability of funds, the project will be implemented in phases from the 2025/2026 financial year.

- **Khutsong South**

The Office of Facility Management has submitted a technical report for funding, for the Development of a Sports Facility at Khutsong Ext. 5. The process will commence once all processes have been finalized and approved. The swimming Pool is also part of the report. Depending on approval and availability of funds, the project will be implemented in phases from the 2025/2026 financial year.

- **Welverdiend**

There is a sports facility at Welverdiend that needs Maintenance, the facility will be put on the list for allocation of funds for proper maintenance.

- **Wedela**

The Office of Facility Management, through the assistance of PMU, Department of Sports and the Municipality, is currently in the process of Refurbishing Wedela Rec Club. The project is currently on the Design stage and will be done in phases, subject to availability of funds. The sports stadium have been refurbished and finalised, there are only minor items on the snack list which have to be addressed.

- **Community Halls and other Facilities**

Access to Community Halls is provided, though the challenge is Maintenance. The Office has purchased some equipment and material for cleaning and grass cutting, to try and eliminate the challenge. Resources for facilities such as tables and chairs are also been purchased and allocated to different facilities as per the needs of the facility. Regardless of the efforts to purchase material and equipment, the challenge still surfaces, due to the influence from other challenges within the Section. There have been developments in terms of Maintenance in other Facilities as follows:

- **Gert Van Rensburg Stadium**

This facility is one of the best sports facilities in the Gauteng region. It is used for sporting events for the North West University and the Gauteng Lions. The stadium is equipped for cricket, rugby, netball, squash, swimming, wrestling, kickboxing, and athletics. Unfortunately, many of these activities have been disrupted due to vandalism and a lack of maintenance. Through a partnership with Cllr Hoofies, the community, and some officials, a transformer from Harmony Gold Mine was donated and installed. Electricity is restored in some parts of the facility. As a result, the swimming pool, squash courts, wrestling area, and athletic facilities are now operational again.

Currently the major outstanding issue at the Stadium is Water, which is dependent upon assistance from internal Water Department.

- **Carletonville Sports Complex**

The facility is equally one of the best facilities in Merafong, this multipurpose facility is used by the community of Merafong City at large. It has been non-operational for more than 4 years due to vandalism and it has now been attended and in a better state. There are still items that needs attention but it is currently operational. The Office will make submission for allocation of funds for outstanding items as well as increase in security personnel to avoid vandalism in future.

- **Carletonville Civic Center**

There has been a commitment of R2 000 000 made by Sibanye Stillwater to refurbish Carletonville civic centre. A service provider has been appointed and sent through by Sibanye to align electrical wiring and replace two industrial stoves at Carletonville Civic centre. The project was completed with still few items on the snack list that needs to be addressed.

- **Swimming Pools**

There are two Swimming Pools currently operational in Merafong, which is for Fochville and Carletonville areas. The swimming Pool in Wedela is also part of the Wedela Rec Club which is on the process of Refurbishment. The facility will be operational when the process is finalized. Swimming Pools in other areas will still be recommended and prioritized for funding.

STATUS OF FACILITIES PER AREA					
DESCRIPTION AND NUMBER OF FACILITIES					
Area	Community Halls	Swimming Pools	Theatre's	Sports Facilities	Total
Greenspark	1	-	-	1	2
Kokosi	1	-	-	1	2
Fochville	1	1	1	2	5
Wedela	1	1	-	2	4
Blybank	1	-	-	-	1
Khutsong	1	-	-	2	3
Wolverdiend	-	-	-	1	1
Elijah Barayi	1	-	-	1	2
Carletonville	3	1	1	2	7

Khutsong Ext4	1	-	-	-	1
Khutsong Ext5	-	-	-	-	-
TOTAL					28

MAINTENANCE AND OPERATIONAL STATUS OF FACILITIES			
OPERATIONAL STATUS OF FACILITIES			
Operational	Partially Operational	Non-operational	Total
15	2	11	28

MAINTENANCE STATUS OF FACILITIES				
Maintenance Fully required	Maintenance required	Partially	Rehabilitation and upgrading	Total
3	13		12	28

Challenges

There are challenges experienced in the section as follows:

- Vacant positions which affect performance of the Section.
- Facilities are being vandalised by Community members.
- Shortage of funds for implementation of projects and other maintenance programs

7.3.3 Sport and Recreation:

Introduction

SRACH Department consists of the Sport, Recreation, Arts, Culture & Heritage Units. The core function of the Section is to provide socially cohesive communities through coordination of sports and recreation as well as Arts, Culture & Heritage programs. It contributes in the application of funds for the establishment of Sports and Arts infrastructure projects.

Discussion

Number of major local stakeholders for the function of Sports & Recreation are as follows:

- ❖ Merafong City Sports Confederation (As the body for all affiliated sporting codes) (x1)
- ❖ (x1)
- ❖ Sports Councils per greater area (x4)
- ❖ Merafong Netball Federation, Merafong City Local Football Association and Volleyball Association (x3)
- ❖ Independent Non – Affiliates clubs (x5)

Arts Culture & Heritage Unit has existing stakeholders in the form of Arts & Culture Forums in the four areas of Merafong City which are: Greater Fochville, Wedela, Carletonville and Khutsong including the Mother Body which is the Arts & Culture Council. These Structure assist in bridging the gap of dissemination of important information to the community regarding activities of the Unit.

Strength (Internal)	Weaknesses (Internal)
<ul style="list-style-type: none"> • Effective Stakeholder Relations and Mass Participation in programs • Achievement of set key performance indicators 	<p>Shortage of Resources:</p> <ul style="list-style-type: none"> • Vacant positions which affect performance of the Section. • Shortage of funds for implementation of programs. • Fleet management: To ensure the availability of suitable vehicle in the Department (e.g., minibus) for transporting stakeholders and coaches/artists.
Opportunities (external)	Threats (External)
<ul style="list-style-type: none"> • Joint Action Plan with Provincial Departments of SACR • To amend relations with mining houses for possible funding 	<ul style="list-style-type: none"> • Vandalism • Crime • Teenage Pregnancies and Drug Abuse

7.4 Public Safety, Security and By-Laws Enforcement:

7.4.1 Public Safety, Security and Transport:

Social Services	Status	Challenges	Intervention Required
Safety & Security			
<p>Backlogs or needs in relation to national norms and standards;</p>	<ul style="list-style-type: none"> Road markings and road signs maintenance plan is followed Security alarms system, access control/Biomatrix measures not in place. Physical Security. The municipality has contracted the private security to save guard assets, property and municipal infrastructure. Vehicle testing station is operational 	<ul style="list-style-type: none"> Procurement process, financial constraints, lack of road markings machines and road signs. Theft and vandalism of infrastructure improper access control. Security risk affecting the employees and the clients and the municipal assets Lack of proper access control Control Room not functional The Physical Security doesn't cover all the sites/infrastructure of the municipality. The are budget constraints to place enough security personnel in all sites. Lack of fencing around municipal infrastructure, non-functional gates, grass and lights. Old files occupied the third testing lane, that attracts rats that damaged cables. 	<ul style="list-style-type: none"> Procurement of the road marking machine and sufficient materials The advert on security alarm system is undergoing Supply Chain management processes. Control room to be upgraded. The deployment of alarm system will minimise theft and vandalism of infrastructure. Relevant department must attend to these security risks. Old files to be archived by the Dep. of Roads & Transport. The municipality must apply for shredding of old files in terms of Archiving Act.

	<ul style="list-style-type: none"> • New Drivers Licensing building not completed 	<ul style="list-style-type: none"> • Non-functional of two roller doors. • Leaking roof of VTS • The Licensing Section lacking operational space for public and filling space for documents 	<ul style="list-style-type: none"> • Maintenance of roller doors and the roof of VTS to be done. • New building to be finalised & be operational to assist service delivery.
Status of other support services such as water, electricity and roads; and	<ul style="list-style-type: none"> • Roads Department in relation to potholes and road maintenance. • Public Works Department in relation to repairs of fencing and buildings • Supply chain procurement processes 	Financial constraints	Financial constraints
Any challenges to the sector.	<ul style="list-style-type: none"> • There is high crime. • Testing of motor vehicles is now operational 	<ul style="list-style-type: none"> • Cable theft and vandalism of municipal infrastructure • Shortage of personnel for service delivery 	<ul style="list-style-type: none"> • Installation of CCTV Cameras, activation of alarm system and control room. • The filling of vacant positions will address service delivery.
Municipal By-Laws Enforcement	<ul style="list-style-type: none"> • The section has no appointed permanent staff except the Manager on contract. There are two officials acting one as Superintendent and the assistant Superintendent. There are vacancies in the section. • Lack of By-Laws outreach programs 	<ul style="list-style-type: none"> • Lack of implementation of By-Laws that are applicable, • There is a challenge of high number of vacancies. • Internal sections not collaborating as expected following the availability of Peace Officers from relevant internal sections, • The community is prohibiting the municipal team to enforce the By-Laws, e.g. Illegal connection for Water and Electricity, Illegal 	<ul style="list-style-type: none"> • Appointment of staff officers for the purpose of law enforcement, • The vacancies must be filled. Peace Officers training to be conducted. • Benchmarking with other municipalities for the best practices of By-Laws enforcement, • Provision of resources including uniform for officers, equipment and vehicles. • The municipality should relaunch the CSF to improve the by-laws outreach programmes.

	<p>for the awareness of community,</p> <ul style="list-style-type: none"> Some of the municipal By-Laws are not yet reviewed by the council. Currently the district and provincial By-Laws are applicable. 	<p>trading and illegal dumping practices.</p> <ul style="list-style-type: none"> There are delays from the relevant departments to update or review the municipal by-laws. 	<ul style="list-style-type: none"> The departments must fast track the updates or reviewal of the municipal by-laws.
--	---	---	---

Public Safety, Security and Transport is governed by the Act to deliver services to the public. The section consists of traffic, security, registration and licensing of motor vehicles, driver's licenses and motor vehicle testing, regulations of public transport, assist and coordinate in disaster incidents.

Challenges in the section:

- Lack of office space (storage for filing at the licensing section)
- Poor access control system.
- Poor security furniture
- Poor maintenance of buildings (leaking toilets and roofs, carpets and blinds in poor condition and filthy, no painting of buildings, etc.)
- Office landline telephone not working
- Old furniture and worn-out old chairs
- Carpets of the entire building is very dull and unhealthy.
- Lack of computers for personnel.
- Security emergency control room not dis-functional 24 hours as required, no proper radio communication system, and dedicated emergency telephone line at the control room to attend to community, accidents calls and alarm activations.
- Shortage of traffic motor vehicles.
- Shortage of personnel

7.4.1.1 Traffic:

The component ensures effective law enforcement (safe and free flow of traffic to prevent road crushes and death on the roads). Operation such as by-law enforcement is also included. Other objective includes escorting and traffic control. The component also deals with road marking and fixing of traffic signs.

Challenges in the traffic and Technical Support section:

- Increase in vehicle accidents due to limited visible patrol vehicles, personnel, and equipment shortage. (Shortage of staff –Traffic Section:25 positions and Technical Support:08 positions)
- Limited resources availability to cover the area
- No proper radio communication, 24/7 control room not operational.
- No Road Marking machine, increase of road network due to new developments and the lack of road paint and signs due to council's financial constraints.

7.4.1.2 Licensing:

The licensing component deals with registration and licensing of motor vehicles, the vehicle testing station for roadworthiness of motor vehicles and driver's license testing station for learners, driver's licenses, and professional driving permits in accordance with the Act.

Challenges in the licensing section:

- All income is paid over to Gauteng Province since 21 January 2019 to date.
- No telephone or e-mail communication at the license offices.
- The offices are in need of back-up generator in case of loadshedding as the municipality is losing a lot of money during that period of time.
- The licensing building in Carletonville is incomplete since 2014. The contractor stopped due to non-payment by Merafong council. Some items need to be reinstalled or constructed due to weather damage over time.
- Lack of filing space for huge number of documents and the non-completion of the building hampers daily operations and has serious audit compliance issued.
- Air conditioners are not working mostly at the public space e.g. Eye test room, learners class room, cashier's cubicles were public queuing for assistance and offices too.
- No reserved space for disabled people and waiting room is insufficient for the customers.
- Safeguarding of cashier cubicles – upgrading
- Teller intercom system is needed (queuing system)

Challenges of Licensing, Driver's Testing and Vehicle Testing Sections:

- Fixing of testing route (potholes, road signs and paintings)
- Sanitising of Vehicle Testing Station as personnel experiencing snakes and rats that eats the cables.

7.4.1.3 Security:

- The municipal security is responsible for safeguarding of council assets, properties, personnel, clients, erection of illegal structures, invading of land and safeguarding and escorting of dignitaries.
- The alarm system and CCTV Cameras to be implemented for retrieving footage of theft and other criminal activities.
- There is a need for quick arm response to when criminal activity reported.
- Control room that is operated by the security to observe the CCTV cameras.
- Technical team to fix and install all the security system implemented.
- Arrest and attend court proceedings.
- The above service is temporarily not available due to Supply Chain management processes to acquire a new system. The new tender is in process.
- VIP protection unit is the third wing which is responsible for the protection of the executives, councillors and politicians.

Challenges of security:

- There is no control room, CCTV Camera and armed reaction.
- Theft and vandalism of infrastructure is rified.
- Increase of unrest from the community that contribute to the vandalism of municipal property.

7.4.1.4 Social crime prevention:

Social crime prevention is an ongoing project that assists in minimizing the cause of crime within Merafong. The purpose of social crime prevention is the following:

- SAPS and other relevant stakeholders must work hand in hand to minimize the cause of crime
- To deal with the foundation of incidents that result in crime and the source of the crime within the community.
- Relevant stakeholders e.g SAPS, CPF, Home affairs etc should contribute to this project
- Merafong should identify the crucial areas that need attention, and an action plan is drafted. The draft is used to co-ordinate all the stake holders together.
- By-laws should co-ordination CSF.
- The assistance of SAPS and other stake holders is crucial for perfect execution of this project.

Merafong Community Safety Forum (CSF):

The forum was established in May 2015. The CSF is a platform to co-ordinate, integrate and monitor the implementation of multi-sectoral crime-prevention and community safety initiatives within the context of the National and Provincial Justice Crime Prevention and security Cluster priorities in serving as the central catalyst for collaboration towards a local crime prevention strategy. The CSF concept also emphasizes the need to ensure synergy and alignment of all government inputs and outputs in the local domain to fast track and improve service delivery whilst drawing on all available resources in achieving the commitments underlying the development perspective.

The aim of the CSF is the following:

- Promote the development of a community where citizens live in a safe and healthy environment.
- Have access to high quality services at local level through multi-agency collaboration including stakeholders outside government.
- Encourage community partnership
- Mobilise additional resources towards crime prevention.

Challenges:

- CSF not yet re-launch
- No budget is allocated
- No community safety plan

7.4.2 By-Laws Enforcement Section

Background

The obligation for the municipal by-laws enforcement is mandated by the Constitution of the Republic of South Africa, 1996 read with other relevant legislatures including the Municipal Systems Act No. 32 of 2000.

The municipal council during its sitting held on the 29th of November 2023 for item 95/2023, has approved a high-level organisational structure which included among other sections, the By-Laws Enforcement Unit under department of Public Safety, Security and Transport. Subsequent to these developments the municipality has appointed an Acting Manager for the Municipal By-Laws to implement the municipal by-laws. This serves to present that currently a planned unit has no

any officers to enforce the municipal by-laws for the purpose of operations and response to the complaints.

The Status of the Municipal By-Laws:

The Municipal By-Laws office has consulted with the relevant stakeholders for the implementation of the municipal by-laws including the Westrand District Municipality, SAPS, Department of Health, Department of Social Development, Department of Home Affairs to mention a few structures. The stakeholder's forum identified the challenges on the issue of the municipal by-laws enforcement and recommended the measures to be prioritized. Among other emphasis and priorities is a collaboration of the stakeholders and capacity of the Municipal By-Laws Unit. This unit supposed to lead on various operations for the enforcement of the municipal by-laws regularly. Currently the Unit is desperately relying to Security and Traffic Sections for the responses of the municipal by-laws challenges, depending on the schedules and availability of these sections. The relevant internal sections are not yet identifying the Peace Officers to represent their respective sections. The service level agreement with SPCA has been signed for a period of three (3) years with effect from 01 July 2024.

Following the basic and minimum responsibilities this unit should comprise a workforce of at least ten (15) officers excluding two (2) superintendents for Fochville and Carletonville areas. Other basic logistics such as training, uniform and equipment should as well be considered for proper functioning and operations. At the moment one (1) position for Superintendent is advertised and specified vehicles requested. Presently the municipality is experiencing a culture of lawlessness in regard to the municipal by-laws such as:

- Illegal trading,
- Illegal dumping,
- Illegal buildings,
- Illegal connections,
- Illegal occupations to municipal properties and designated areas.

Challenges

- Lack of implementation of By-Laws that are applicable,
- Lack of By-Laws outreach programs for the awareness of community,
- Internal sections not collaborating as expected following the availability of Peace Officers from relevant internal sections,
- By – Laws Enforcement officers not visible to the community,
- The community is prohibiting the municipal By-Laws consistently,
- e.g. Illegal connection for Water and Electricity, Illegal trading,
- Low payment collection for basic services due to illegal connections and illegal dumping practices,

Recommendations

- Appointment of municipal law-enforcement officers for the purpose of law enforcement,
- Empowerment of Peace Officers from the internal Sections,
- Benchmarking with other municipalities for the best practices of By-Laws enforcement,
- Provision of the resources including uniform for officers, equipment and vehicles.

7.5 Economic Development and Urban Planning

7.5.1 Urban Planning Section: Introduction and Overview

The Urban Planning Section within Merafong City Local Municipality plays a central role in guiding, managing and regulating the spatial development of the municipal area in a manner that is sustainable, integrated, and responsive to socio-economic needs. The section is responsible for translating the strategic objectives of the Integrated Development Plan (IDP) into spatially coherent plans, land use decisions, and development management processes that give practical effect to national and provincial legislation. The Spatial Planning & Land Use Management Act (Act 16 of 2013) forms the base that informs all other policy and statutory mechanisms related to Town Planning.

The Urban Planning Section ensures that growth and development occur in a structured, efficient, and environmentally responsible manner, while supporting economic development, service delivery, and improved quality of life for communities across the municipality. In doing so, the section provides both a strategic planning function and an operational regulatory function, balancing long-term spatial vision with day-to-day development control.

The section comprises the following interrelated sub-units:

Spatial Planning

The Spatial Planning sub-unit is responsible for the strategic and forward-planning function of the municipality. Its core purpose is to shape the long-term spatial structure of Merafong City Local Municipality in line with the principles of spatial justice, spatial sustainability, spatial efficiency, and spatial resilience.

Key activities include the preparation, review, and implementation of the Municipal Spatial Development Framework (MSDF), the development of precinct and local area plans, and the formulation of spatial and land-use related policies. The unit also undertakes general urban management functions, provides spatial analysis to inform infrastructure planning, and offers ongoing technical support to other municipal sections—particularly Economic Development—to ensure alignment between spatial planning, investment promotion, and economic growth initiatives.

Land Use Management

The Land Use Management sub-unit administers and implements the municipal land use scheme and development management system. This includes the processing and assessment of rezoning, consent use, subdivision, consolidation, and departure applications in accordance with applicable legislation and policies.

The unit ensures that land use decisions are legally compliant, procedurally sound, and aligned with the municipality's spatial vision, while also balancing development rights with public interest considerations. Through this function, Land Use Management plays a critical role in shaping development outcomes at the site-specific level.

Building Control

The Building Control sub-unit is responsible for regulating building development in terms of the National Building Regulations and Building Standards Act (Act 103 of 1977). Its functions include the assessment and approval of building plans, inspections during construction, and the enforcement of compliance with building regulations.

This sub-unit contributes to public safety, structural integrity, and orderly development, while ensuring alignment between approved land uses and the physical form of development on the ground.

Environmental Management

The Environmental Management sub-unit ensures that development within the municipality occurs in an environmentally sustainable manner. Its responsibilities include environmental planning input, assessment of development proposals from an environmental perspective, and the implementation of relevant environmental legislation and municipal policies.

The unit plays a key role in safeguarding natural resources, managing environmental risk, and integrating environmental considerations into spatial planning and land use decision-making processes.

Geographic Information Systems (GIS)

The GIS sub-unit provides spatial data management, mapping, and analytical support to the Urban Planning Section and the broader municipality. It maintains and updates spatial datasets, supports evidence-based planning and decision-making, and enables the integration of spatial information across municipal departments.

GIS underpins strategic planning, land use management, infrastructure planning, and monitoring functions, ensuring that planning decisions are informed by accurate and up-to-date spatial information.

Collectively, the Urban Planning Section and its sub-units form a critical institutional mechanism through which the municipality promotes coordinated development, regulatory certainty, and sustainable spatial transformation in support of the IDP's strategic objectives.

7.5.2 Human Settlement

Social Services	Status	Challenges	Intervention Required
Housing			
<ul style="list-style-type: none"> Status of the Housing Sector Plan. 	The Housing Sector Plan is up to date and reviewed annually	None	None
<ul style="list-style-type: none"> Backlog information and identified housing needs. 	The backlog is informed by the waiting list updated on a monthly basis	Resources	Funding availability to address the backlog
<ul style="list-style-type: none"> Any other housing related challenges. 	All other challenges are addressed in the Housing Plan	Allocation of funds to reduce the backlog on municipal owned land available	Province to allocate more funds and elevate Khutsong South projects to mega status projects

Status of Housing Sector Plan:

Strategic Overview

The human Settlement Department's mandate is to deliver housing through various programmes that aim to provide holistic approach to service delivery in Human Settlement.

The Housing Sector Plan is an annexure in the IDP and is revised annually during the IDP review process. The Plan addresses the following:

- Key principles – housing planning as part of IDP
- An overview of the local content
- Identification of land suitable for future housing development
- An information regarding current housing demand
- Overview of the current housing situation
- Information regarding planned projects
- Strategic delivery housing supply options

For the current year of review the project schedules has been updated in accordance with the secured funded projects by Gauteng Department of Human Settlement and was further aligned with the planning for the outer years in accordance with the Spatial Development Framework (SDF) and Consolidated Infrastructure Plan (CIP).

(S1) Service Delivery Access & Backlog – 2022/2026: MERAUFONG CITY: - Northern Conurbation

Time Frame	Baseline: End of 2021/2022	2022/2023 Completed		2023/2024 Secured funding		2024/2025 Secured Funding		2025/2026 Planned		TOTAL
		Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	
Backlog: housing need	15 024	14 924 Backlog after implementation		14 924 Backlog after implementation		12 824 Backlog after implementation		10 164 Backlog after implementation		3094 Remaining Backlog
Project	Khutsong Ext 5 & 6 50 Blybank 50 Wedela	K/S Ext 5 & 6 500		K/S Ext 5 & 6 500 K/S Ext 5 & 6 753 Elijah Barayi 3 500 Phase 1		K/S Ext 5 next phase 1320 Elijah Barayi (1900 Remainder Ph 1)		Khutsong South Ext. 5/6 Khutsong South Ext 7 Elijah Barayi Phase II		
		Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	
Internal Services	5500	500	500	753 3 500	753 3 500	1320 5000		1250 2455		20 278
RDP/BNG	5500	500	0	500 3240	500 1600	500 1900		820 1250 5000		19210
GAP	100			0						100
FLISP				260	0	260				260
TOTAL Housing Stock	5 600	5 600		7 700		10 360		17430		39 848

(S1) Service Delivery Access & Backlog – 2022/2026: MERAFOG CITY: - Southern Conurbation

Timeframe	Baseline End of 2021/2022	2022/2023		2023/2024		2024/2025		2025/2026				TOTAL
Baseline/ Backlog	2484	534 Backlog after implementati on		296 Backlog after Implementation		296 Backlog after implementation		296 Backlog after implementation		(1728) Serviced stands available (Surplus)		(3288) Surplus Serviced stands
Project	Kokosi Ext. 6 Wedela	Kokosi Ext. 6				Kokosi Ext 7 Wedela Ext. 4		Kokosi Ext 7 Wedela Ext. 4				
Internal Services	2138					Plan 3120 464	Actual					5722
Housing Typology		Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	
RDP	1900	238	238					1560 464		1560		5722
GAP	50											50
MIXED												0
TOTAL Housing Stock	1950	2188		0		2188		4212		5772		5323

(S1) Service Delivery Access & Backlog – 2022/2026: MERAUFONG CITY:- Mining Belt

Timeframe	Baseline: End of 2021/2022	2022/2023	2023/2024	2024/2025	2025/2026			TOTAL
Baseline/ Backlog	1104	1104 Backlog after implementation			1104 (294) Surplus Stands			(294) Surplus serviced stands
					Backlog after implementation			
Project					Deelkra al CRU	West Wits CRU	West Wits	
Housing Typology								
RDP								
GAP							500	500
CRU					648	250		898
TOTAL					1398			1398

Housing Related Challenges

The main challenge pertaining to Human Settlements is the fragmented planning and budgeting from the different Provincial Sector Departments E.g. Department of Education, Department of Sports, Department of Health, Public Safety and Transport.

Merafong City as a Local Municipality does not receive Urban Settlement Development Grants (USDG) that provides funding for Housing related infrastructure such as roads and storm water, ROD requirements and bulk services. The provision of Human Settlement Grants for the installation of internal services and top structures leaves a financial burden on Municipalities to acquire funding for bulk and other related infrastructure services to implement Human Settlement projects in an integrated manner.

The MIG allocation to Municipalities is prioritised to address services backlogs and is not sufficient to fund infrastructure services related to Human Settlement Development.

The following table below depicts access to Basic Infrastructure Services:

7.5.3 Service Levels for Basic Service Delivery

Ward 1							
Name of Settlement	Number of units		Service Level				
	Formal	Informal	Water Access	Sanitation Access	Electricity	Waste	Roads
Khutsong South	1224	0	1224	1224	1224	1224	
Khutsong South Back yard dwellers	0	161	161	161	0	0	
Khutsong South Ext 2	1544	0	1544	1544	1544	1544	
Ptn 4 of Wonderfontein 103 IQ	0	26	22	0	0	0	
Ptn 129 of Wonderfontein 103 IQ	0	65	65	0	0	0	
Ptn 108 of Wonderfontein 103 IQ	0	43	43	0	0	0	
Ptn 3 of Wonderfontein 103 IQ	0	46	46	0	0	0	
Ptn 35 of Wonderfontein 103 IQ	0	20	20	0	0	0	
Ptn 9 of Wonderfontein 103 IQ	0	40	40	0	0	0	
Ptn 31 of Wonderfontein 103 IQ	0	25	25	0	0	0	
Ptn 72 of Wonderfontein 103 IQ	0	2	2	0	0	0	
Ptn 106 of Wonderfontein 103 IQ	0	21	21	0	0	0	
Ptn 96 of Wonderfontein 103 IQ	0	6	0	0	0	0	
Ptn 109 of Wonderfontein 103 IQ	0	4	4	0	0	0	
Ptn 24 of Wonderfontein 103 IQ	0	30	30	0	0	0	
Plot 69 Waters' Edge	0	18	18	0	0	0	
Ptn 21 of Holfontein 49 IQ	0	10	10	0	0	0	
Plot 76, De Pan	0	25	25	0	0	0	
TOTAL:	2768	542	3300	2929	2768	2768	

Ward 2							
Name of Settlement	Number of units		Service Level				
	Formal	Informal	Water Access	Sanitation Access	Electricity	Waste	Roads
Khutsong South	1675	0	1675	1675	1675	1675	
Khutsong South Ext 1	1153	0	1153	1153	1153	1153	
Khutsong South Ext 5	2114	0	2114	2114	2114	2114	
Khutsong South Ext 7 (1250)	Planned		n/a	n/a	0	0	
Khutsong South Back yard dwellers	0	162	162	162	0	0	
Ptn 96 of Welverdiend 97 IQ	0	13	13	0	0	0	
TOTAL:	4942	1755	5117	5117	4942	4942	

Ward 3							
Name of Settlement	Number of units		Service Level				
	Formal	Informal	Water Access	Sanitation Access	Electricity	Waste	Roads
Khutsong	10	0	10	10	10	10	
Khutsong Ext 3	567	0	567	567	567	567	
Khutsong South Ext 04	20	0	20	20	20	20	
Rivonia	0	614	614	614	0	0	
T-Section	0	337	337	337	0	0	
Ptn 3 of Stinkhoutboom 101 IQ	0	43	43	0	0	0	
TOTAL:	597	994	1591	1591	597	597	

Ward 4							
Name of Settlement	Number of units		Service Level				
	Formal	Informal	Water Access	Sanitation Access	Electricity	Waste	Roads
Khutsong Ext 3	622	0	622	622	622	622	
Joe Slovo	0	443	443	443	0	0	
Chris Hani	0	1406	1406	1406	0	0	
TOTAL:	622	1849	2471	2471	622	622	

Ward 5							
Name of Settlement	Number of units		Service Level				
	Formal	Informal	Water Access	Sanitation Access	Electricity	Waste	Roads
West Village (Mining Village)	81	0	81	81	81	81	
Blyvooruitzicht: The Village (Mining Village)	396	0	396	396	396	396	
Doornfontein	66	0	66	66	66	66	
No 9 Hostel, Western Deep Levels	0	58	58	58	58	58	
Ptn 2 of Blyvooruitzicht 116 IQ	0	97	97	97	0	0	
Ptn 32 of Varkenslaagte 119 IQ	0	6	6	6	0	0	
West Village (Mining Village)	81	0	81	81	81	81	
TOTAL:	624	161	785	785	682	682	

Ward 6							
Name of Settlement	Number of units		Service Level				
	Formal	Informal	Water Access	Sanitation Access	Electricity	Waste	Roads
Khutsong	543	0	543	543	543	543	
Khutsong Ext 1	61	0	61	61	61	61	
Khutsong Ext 2	493	0	493	493	493	493	
Khutsong Ext 6	226	0	226	226	226	226	
TOTAL:	1323	0	1323	1323	1323	1323	

Ward 7							
Name of Settlement	Number of units		Service Level				
	Formal	Informal	Water Access	Sanitation Access	Electricity	Waste	Roads
Khutsong	316	0	316	316	316	316	
Khutsong Ext 1	366	0	366	366	366	366	
Khutsong Ext 2	807	0	807	807	807	807	
Khutsong Ext 4	4	0	4	4	4	4	
Khutsong Ext 5	82	0	82	82	82	82	
TOTAL:	1575	0	1575	1575	1575	1575	

Ward 8							
Name of Settlement	Number of units		Service Level				
	Formal	Informal	Water Access	Sanitation Access	Electricity	Waste	Roads
Khutsong	571	0	571	571	571	571	
Khutsong Ext 6	57	0	57	57	57	57	
Phola Park							
Cross Roads	0	266	266	266	0	0	
Sonder-Water	0	603	603	603	0	0	
B-Section	0	172	172	172	0	0	
Rest in Peace	0	65	65	65	0	0	
TOTAL:	628	1106	1734	1734	628	628	

Ward 9							
Name of Settlement	Number of units		Service Level				
	Formal	Informal	Water Access	Sanitation Access	Electricity	Waste	Roads
Khutsong	381	0	381	381	381	381	
Chiawelo	0	687	687	687	0	0	
Sonder-Water	0	1407	1407	1407	0	0	
TOTAL:	381	2094	2475	2475	381	381	

Ward 10							
Name of Settlement	Number of units		Service Level				
	Formal	Informal	Water Access	Sanitation Access	Electricity	Waste	Roads
Khutsong	1120	0	1120	1120	1120	1120	
Mandela Section	0	830	830	830	0	0	
TOTAL:	1120	830	1950	1950	1120	1120	

Ward 11							
Name of Settlement	Number of units		Service Level				
	Formal	Informal	Water Access	Sanitation Access	Electricity	Waste	Roads
Wedela	514	0	514	514	514	514	
Elandsridge (Mining Village)	1113	0	1113	1113	1113	1113	
Elandsridge	1833	0	1833	1833	1113	1113	
TOTAL:	3460	0	3460	3460	3460	3460	

Ward 12							
Name of Settlement	Number of units		Service Level				
	Formal	Informal	Water Access	Sanitation Access	Electricity	Waste	Roads
Welverdiend	1070	0	1070	1070	1070	1070	
Welverdiend Agriculture Holdings	48	0	48	48	0	0	
Khutsong South Ext 2	557	0	557	557	557	557	
Khutsong South Ext 4	2140	0	2140	2140	2140	2140	
Khutsong South Ext 6	269	0	269	269	269	269	
Deelkraal	477	6	483	483	477	477	
Welverdiend Plot 25 & 28	0	13	13	0	0	0	
TOTAL:	4561	19	4574	4513	3998	3998	

Ward 13							
Name of Settlement	Number of units		Service Level				
	Formal	Informal	Water Access	Sanitation Access	Electricity	Waste	Roads
Blybank	921	0	921	921	921	921	
Backyard dwellers in Blybank	185	432	185	185	185	185	
Carletonville Ext 14	92	0	92	92	92	92	
Letsatsing (Mining Village)	378	3	381	381	378	378	
Ptn 3 of Rooipoort 109 IQ	0	25	25	25	0	0	
Ptn 157 of OOG van Wonderfontein 110 IQ	0	21	21	0	0	0	
Mooitooi	0	56	56	0	0	0	
TOTAL:	1576	537	1681	1604	1576	1576	

Ward 14							
Name of Settlement	Number of units		Service Level				
	Formal	Informal	Water Access	Sanitation Access	Electricity	Waste	Roads
Fochville Ext 1	236	0	236	236	236	236	
Fochville Ext 2	576	0	576	576	576	576	
Fochville Ext 4	159	0	159	159	159	159	
Fochville Ext 5	6	0	6	6	6	6	
Fochville Ext 7	11	0	11	11	11	11	
Western Deep Levels (Mining Village)	1100	253	1100	1100	1100	1100	
South Deep - WDL (Mining Village)	2631	21	2652	2652	2631	2631	
Mohaleshoek	0	221	221	221	0	0	
TOTAL:	4719	495	4940	4940	4719	4719	

Ward 15							
Name of Settlement	Number of units		Service Level				
	Formal	Informal	Water Access	Sanitation Access	Electricity	Waste	Roads
East Driefontein (Mine Village)	1242	21	1242	1242	0	0	
Camp 1, East Driefontein (Mphahlwa)	0	436	1740	1700			
Camp 2, East Driefontein	0	3697	3697	3601			
Ptns of Leeuwpoot 356 IQ	0	1518	1518	1315			
TOTAL:	1242	6976	7858	7858	0	0	

Ward 16							
Name of Settlement	Number of units		Service Level				
	Formal	Informal	Water Access	Sanitation Access	Electricity	Waste	Roads
Carletonville Ext 1	589	0	589	589	589	589	
Carletonville Ext 3	173	0	173	173	173	173	
Carletonville Ext 4	626	0	626	626	626	626	
TOTAL:	1388	0	1388	1388	1388	1388	

Ward 17							
Name of Settlement	Number of units		Service Level				
	Formal	Informal	Water Access	Sanitation Access	Electricity	Waste	Roads
Carletonville Ext 8	55	0	55	55	55	55	
Carletonville Ext 12	2	0	2	2	2	2	
Oberholzer	355	0	355	355	355	355	
Oberholzer Ext 1	309	0	309	309	309	309	
Oberholzer Ext 2	152	0	152	152	152	152	
Pretoriusrus	213	0	213	213	213	213	
TOTAL:	1086	0	1086	1086	1086	1086	

Ward 18							
Name of Settlement	Number of units		Service Level				
	Formal	Informal	Water Access	Sanitation Access	Electricity	Waste	Roads
Carletonville	595	0	595	595	596	596	
Carletonville Ext 1	39	0	39	39	39	39	
Carletonville Ext 2	194	0	194	194	194	194	
Carletonville Ext 3	178	0	178	178	178	178	
Carletonville Ext 5	242	0	242	242	242	242	
Carletonville Ext 6	87	0	87	87	87	87	
Carletonville Ext 7	55	0	55	55	55	55	
Carletonville Ext 10	54	0	54	54	54	54	
Carletonville Ext 12	16	0	16	16	16	16	
Ptn 45 of Wonderfontein 103 IQ	0	4	0	0	0	0	
TOTAL:	1460	4	1460	1460	1460	1460	

Ward 19							
Name of Settlement	Number of units		Service Level				
	Formal	Informal	Water Access	Sanitation Access	Electricity	Waste	Roads
East Driefontein (Mining Village)	784	0	784	784	784	784	
West Driefontein (Mining Village)	720	0	720	720	720	720	
TOTAL:	1504	0	1504	1504	1504	1504	

Ward 20							
Name of Settlement	Number of units		Service Level				
	Formal	Informal	Water Access	Sanitation Access	Electricity	Waste	Roads
Wedela	247	0	247	247	247	247	
Wedela Ext 1	99	0	99	99	99	99	
Wedela Ext 2	362	0	362	362	362	362	
Wedela Ext 3	1123	0	1123	1123	1123	1123	
Backyard dwellers in Wedela	0	1564	1564	1564	1564	1564	
TOTAL:	1831	1564	3395	3395	3395	3395	

Ward 21							
Name of Settlement	Number of units		Service Level				
	Formal	Informal	Water Access	Sanitation Access	Electricity	Waste	Roads
Fochville	1821	0	1821	1821	1821	1821	
Fochville Ext 1	40	0	40	40	40	40	
Fochville Ext 4	11	0	11	11	11	11	
Fochville Ext 5	213	0	213	213	213	213	
Losberg	129	0	129	129	129	129	
Kokosi Ext 7	Planned	0	Planned	Planned	Planned	Planned	
Losberg	129	0	129	129	0	0	
Greenspark	436	0	436	436	436	436	
Greenspark Ext 1	358	0	358	358	358	358	
Greenspark Graveyard	0	437	437	254			

Backyard dwellers in Greenspark	0	105	105	105	105	105	
TOTAL:	3134	542	3555	3372	3391	3496	

Ward 22							
Name of Settlement	Number of units		Service Level				
	Formal	Informal	Water Access	Sanitation Access	Electricity	Waste	Roads
Kokosi Ext 1	994	0	994	994	994	994	
Kokosi Ext 4	27	0	27	27	27	27	
Kokosi Ext 6	2092	0	2092	2092	2092	2092	
Kokosi Ext 7	Planned	0	Planned	Planned	Planned	Planned	
Kokosi Ext 99	0	1897	1897	1897	0	0	
Ptn 78 of Buffelsdoorn 143 IQ	0	462	462	462	0	0	
TOTAL:	3113	2359	5472	5472	3113	3113	

Ward 23							
Name of Settlement	Number of units		Service Level				
	Formal	Informal	Water Access	Sanitation Access	Electricity	Waste	Roads
Wedela	497	0	497	497	497	497	
Wedela Ext 1	693	0	693	693	693	693	
Wedela informal settlement	0	157	157	157	0	0	
Backyard dwellers in Wedela	0	782	782	782	782	782	
TOTAL:	1190	939	2129	2129	1190	1972	

Ward 24							
Name of Settlement	Number of units		Service Level				
	Formal	Informal	Water Access	Sanitation Access	Electricity	Waste	Roads
Fochville	483	0	483	483	483	483	
Fochville Ext 7	689	0	689	689	689	689	
Kokosi	466	0	466	466	466	466	
Kokosi Ext 2(informal)	206	21	227	227	206	206	
Backyard dwellers in Kokosi		129	129	129	129	129	
TOTAL:	1844	150	1994	1994	1638	1994	

Ward 25							
Name of Settlement	Number of units		Service Level				
	Formal	Informal	Water Access	Sanitation Access	Electricity	Waste	Roads
Kokosi Ext 1	95	0	95	95	95	95	
Kokosi Ext 3	1228	0	1228	1228	1228	1228	
Kokosi Ext 4	260	0	260	260	260	260	
Backyard Dwellers in Kokosi	0	299	299	299	299	299	
Smith farm	0	14	14	14	0	0	
Kraalkop Hotel	0	11	11	11	0	0	
TOTAL:	1583	324	1907	1907	1882	1882	

Ward 26							
Name of Settlement	Number of units		Service Level				
	Formal	Informal	Water Access	Sanitation Access	Electricity	Waste	Roads
Kokosi Ext 3	492	0	492	492	492	492	
Kokosi Ext 4	694	0	694	694	694	694	
Kokosi Ext 5	798	0	798	798	798	798	
Backyard dwellers in Kokosi	0	380	380	380	380	380	
TOTAL:	1984	380	2364	2364	2364	2364	

Ward 27							
Name of Settlement	Number of units		Service Level				
	Formal	Informal	Water Access	Sanitation Access	Electricity	Waste	Roads
The Hill – Blyvooruitzicht (Mining Village)	381	0	381	381	381	381	
Western Deep Levels (Mining Village)	2566	590	3156	3156	2566	2566	
TOTAL:	2947	590	3537	3537	2947	2947	

Ward 28							
Name of Settlement	Number of units		Service Level				
	Formal	Informal	Water Access	Sanitation Access	Electricity	Waste	Roads
Carletonville Ext 4	5	0	5	5	5	5	
Carletonville Ext 8	965	0	965	965	965	965	
Carletonville Ext 9	623	0	623	623	623	623	
Carletonville Ext 15	18	0	18	18	18	18	
Carletonville Ext 16	294	0	294	294	294	294	
Carletonville Ext 17	Planned (2234)	0	0	0			
Carletonville Ext 18	3	0	3	3	3	3	
Oberholzer	241	0	241	241	241	241	
Oberholzer Ext 1	17	0	17	17	17	17	
Oberholzer Ext 2	8	0	8	8	8	8	
Waters' Edge	76	0	76	76	76	76	
Ptn 61 of Wonderfontein 103 IQ	0	243	0	0	0	0	
Ptn 37 of Wonderfontein 103 IQ	0	134	0	0	0	0	
Ptn 113 of Wonderfontein 103 IQ	0	13	0	0	0	0	
TOTAL:	2250	390	2250	2250	2250	2250	
OVERALL TOTAL	55452	24600	76875	76183	56781	57192	

7.5.4 Local Economic Development

STATUS QUO REPORT FOR THE LED AND TOURISM SECTION

1. Introduction

Local Economic Development, Tourism and Rural Development Unit is a section within the Economic Development and Urban Planning Department. It is the pillar of the municipality in that should economic development of an area grow it improves the tax base and decreases the dependency ratio of the municipality by its community. Therefore, the mandate of the Section includes the development of local economy that will contribute towards reducing poverty, inequality and unemployment.

This is done through the development of progressive economic policies and strategies, promoting and supporting key economic sectors, facilitation of investment, support and promotion of SMMEs and cooperatives, coordinating. At the core of all the programs is the business towards township economic development, economic transformation and designated groups.

Merafong City Local Municipality's objective is to plan and prioritise strategies that will enable economic growth and development to ultimately intensify the fight against poverty, inequality, and unemployment to enhance the quality of life for all Merafong City citizens through the development of an innovative, inclusive, and competitive local economy.

Towards an Economic Recovery Plan for Merafong City

The economic state of Merafong City is put in perspective by comparing it on a spatial level with its neighbouring municipalities, Gauteng Province and South Africa. The section also alludes to the economic composition and contribution of the regions within Merafong City.

Merafong City Local Municipality does not function in isolation from the Gauteng 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 its people and industries respectively.

The Economic Development and Urban Planning Department: LED Unit has developed the Economic Turnaround Strategy entitled Re-imagining Merafong: Vision 2035. The strategy proposes the following six pillars to create impetus and critical mass in the local economic environment to generate momentum in the economy:

- Pillar 1: Renewable Energy
- Pillar 2: Tourism
- Pillar 3: Agriculture
- Pillar 4: High Valued WILDLIFE Real Estate
- Pillar 5: CBD Revitalization (Business & Service Sector)
- Pillar 6: Township Revitalization (Business & Service Sector)

The formulated pillars cut across different sectors that are imperative for building Local Economic Development within the municipality, within each pillar, several programmes have been identified which are aimed on specific areas of development. These programmes were formulated specifically to obtain the overall goals set for the Economic Turnaround Strategy.

The Growth and Development Strategy

The municipality is in the process of reviewing the Growth Development Strategy, therefore the Economic Turnaround Strategy will be used as a base document for the formulation of the strategy. In partnership with the Gauteng Department of Economic Development (GDED) and Gauteng SALGA, UNISA Enterprise are assisting the municipality on developing Local Economic Strategy.

Street Trading By-Laws

The Municipality recognises the key role that informal trading plays in poverty alleviation, economic and entrepreneurial development and, in particular, the positive impact that informal trading has on SMME's and historically disadvantaged individuals and communities and as such is in the process of reviewing street trading by-laws that will adopt a developmental approach to the informal trading sector and to create opportunities for the informal trading sector to share in the benefits of, and further contribute to, the Municipality's economic growth.

Economic Infrastructure

For businesses to prosper there need to be suitable infrastructure which includes access to electricity, roads and water, suitable lighting, adequate public transport, transport facilities, access to reliable internet and sufficient security. The Municipality has already introduced projects to address the above, by constructing informal trading stalls for informal traders within the Carletonville CBD, Greenspark Township, Khutsong Township and Kokosi Township. This project will be rolled out even in the Wedela and Blybank Townships in the following years.

Informal sector support initiative

The informal sector is important to the livelihoods of Merafong City's most vulnerable residents. The City will enable informal trade, informal manufacturing and other informal economic activity through expanded access to trading areas and markets and provide appropriate infrastructure. In response to informal businesses' realities, the City will adapt regulations and processes to sustain livelihoods, while also improving the safety and quality of goods and services provided through the informal economy.

Business Skills Development and Entrepreneurship

This programme seeks to focus on a structured framework to facilitate targeted business support initiatives to both formal and informal sector enterprises. The business support will focus on building the entrepreneur of the enterprise but will also focus on the growth of the business. In addition, it will include the establishment of a virtual business incubator to allow entrepreneurs to become part of a localised supply network.

Township Economic Development Act (TEDA)

The Municipality's Economic Turnaround Strategy y was formulated to include a pillar specifically speaking on Township and Informal Economy Revitalisation, these were to give effect to TEDA. Programmes and projects have been formulated as part of the Township and informal economy revitalization pillar. The township & Informal Economy revitalisation pillar is aimed at achieving a more conducive, innovative, and developmentally orientated regulatory environment at the Merafong City Local Municipality's level to revitalise the local township and informal economies of the municipality. The programmes forming the basis of this pillar include:

- Provision of an adequate regulatory and policy environment
- Economic infrastructure

- Business skills development and entrepreneurship
- Provision of market support and business linkages through partnerships and collaboration

2. Agriculture

The municipality is involved with various agricultural initiatives through collaboration and engagements with the Gauteng Department of Agriculture on various programmes, the Comprehensive Agricultural Support Programme and investigations on municipal properties that can be leased for agriculture. The 23 emerging farmers leased municipal property, Nooitgedacht Commonage Farm for grazing of cattle. The municipality is also finalising the formulation of a Land Alienation and Disposal Policy to streamline the disposal of land for agricultural development.

3. Tourism

The tourism sector is identified as one of the comparative advantages for Merafong City Local Municipality, although the potential is not yet fully utilised. However, the municipality has a strategic intent to align various resources to implement tourism development activities and initiatives for Merafong City.

These activities are intentionally formulated to unlock tourism opportunities through discovering unexplored tourism offerings to reposition Merafong City as a tourism destination of choice, and to broaden participation in the tourism sector by various local, district and provincial tourism role-players such Gauteng Tourism Agency.

Merafong City is rich in vast features and attractions ranging from countryside attractions, accommodation, unique restaurants and adventure tourism. Data base for establishments of accommodation and restaurants has been developed and training and registration be initiated through Tourism Grading Council South Africa

A new tourism strategy as a pillar is developed to clearly define tourism strategic priorities, streamline tourism activities in Merafong City and respond to the ever-changing tourism environment and the economy with an implementation plan to give effect to the strategic priorities that are in the strategy.

4. SWOT ANALYSIS

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ Approval of Re-Imagining Merafong Vision 2035 Strategy ▪ Development of draft implementation plan for Re-Imagining Merafong Vision 2035. ▪ Land audit as a strategic enabler for the implementation of Vision 2035. 	<ul style="list-style-type: none"> ▪ Competition from foreigner owned businesses that contravene municipal by-laws and tempering with prepaid meters for electricity-illegal connect ▪ Limited funding to implement Re-imagining Merafong Economic Strategy. ▪ Crime ▪ Urban decay ▪ Dolomitic conditions
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ Game changer projects that can create a new economic base are progressing, most notably the Biopark ▪ Institutional knowledge of current employees ▪ Support commitment from National and Provincial Departments (DED, COGTA, DALRRD, Human Settlements, MISA, SALGA). ▪ Functional LED Sections (although significantly understaffed). 	<ul style="list-style-type: none"> ▪ Lack of LED policies and Standard Operating Procedures. ▪ Major staff shortages ▪ Informal Trade Bylaws that need to be reviewed. ▪ Residential lease agreements that need to be review

7.6 Service Delivery and Infrastructure Development

7.6.1 Energy and Technical Services

Basic services delivery by MCLM includes, provision of potable water, sewerage, refuse removal, electricity and roads, which are the basic competency of local government. Moreover, housing is also considered a basic service delivery; however, housing delivery remains a provincial competency, led by the Provincial Department of Human Settlements.

Government basic service delivery targets are largely prescribed in the United Nations, adopted Sustainable Development Goals. The major goal is that all households should have access to all basic services. Merafong City Local Municipality progress on the basic services.

7.6.1.1 Electricity and Energy:

Electricity	Status	Challenges	Intervention Required
<ul style="list-style-type: none"> Indicate the status of the Energy Plan. 	Energy plan is available although its 5-year period has lapsed but document is still valid because projects on the document have not been implemented.	Planning and funding for the projects in the Master plan has been a challenge.	An application has been done to DBSA to assist in the development of a New Master Plan.
<ul style="list-style-type: none"> Indicate the national target for the service. 	The municipality has achieved above the 90% National target for electrification.	Shortage of Bulk capacity to cater for the current and upcoming developments. Funding constraints for Bulk projects.	Assistance with Bulk funding from human settlements and other bodies to fast-track projects.
<ul style="list-style-type: none"> Indicate areas without access to electricity or other forms of energy. 	There are new extensions that are planned in the Human Settlement Programme, namely: Khutsong South Ext 8 Kokosi Ext 7 Khutsong South Ext 5 & 6	Bulk Supply needs to be provided for such programmes to be implemented and viable.	Funding from the Provincial and National departments needs to be confirmed for these Projects and Programmes to be Activated IINEP Funding for 2025/26 will cater Khutsong South Ext 5 & 6.
<ul style="list-style-type: none"> Indicate areas with access to electricity and the reliability thereof. 	All residence have access to electricity	Vandalism and aging infrastructure is the cause of unreliability of supply in some areas of the network.	Intensified security surveillance and funding for new projects to replace old technologies.
<ul style="list-style-type: none"> Indicate areas with access to public lighting and reliability thereof and areas without access and reasons for this. 	Public Lighting has been provided to all the Proclaimed Townships. The challenge is the vandalism of the Network as well as the Maintenance due to Budgetary constraints.	Constraints in funding and limitations of scope determination as per the local needs.	Motivation for increased funding from MIG for public lighting. Take advantage of the initiatives by CoGTA in providing Solar Lighting.
<ul style="list-style-type: none"> Indicate general challenges that are 		Planning, vandalism, theft of electricity and equipment poses a major	Cost of Supply study is complete to review tariffs and identify high

not highlighted above.		risk to the reliability of supply and an increase in electricity losses.	consuming areas and manage energy consumption.
------------------------	--	--	--

The Energy Plan is in place and all that is outlined in the document is still applicable. Most of the programs identified in the plan have not been and only a few have been achieved.

This document is a 5-year plan aimed at addressing the government’s plan in reducing energy consumption and reducing service backlogs in accordance with the National standards.

7.6.1.2 Bulk supply infrastructure status Risk and capacity expansion

➤ Reinecke bulk intake – 44Kv supply risk (Wes-wits feeders)

Reinecke Substation is the primary bulk intake substation supplying the greater Carletonville area. The substation receives its 44kV supply from Eskom’s Wes-wits Substation via two feeders, namely Wes-wits No.1 and Wes-wits No.2.

Under normal operating conditions, the two feeders provide N-1 redundancy and ensure bulk supply security. However, the Wes-wets No.1 44kV feeder has been severely vandalised and is currently non-operational. The majority of its poles and towers have been cut and stolen, and remaining structures have been stripped of conductors.

As a result, Reinecke Substation is presently being supplied solely by the Wes-wits No.2 44kV feeder.

Although Wes-wits No.2 remains operational, it is also in a compromised structural condition. Several support structures are rusted, and critical bracing components have been removed due to vandalism. This presents a significant risk of structural failure, particularly under adverse weather conditions.

The current configuration represents a single-point-of-failure risk for the entire Carletonville load centre. Failure of the remaining 44kV feeder would result in:

- Total blackout of Carletonville
- Disruption to business and mining operations
- Interruption of supply to critical infrastructure (hospital, water infrastructure, public safety facilities)
- Severe economic impact
- Extended restoration timelines due to bulk dependency on Eskom

Urgent intervention is required in collaboration with Eskom to:

- Restore the vandalised Wes-wits No.1 feeder
- Reinforce and secure remaining 44kV infrastructure
- Re-establish bulk supply redundancy
- Improve structural integrity and line security

This matter is considered a high-priority bulk supply risk.

- **Ada Substation – Commercial Supply Stability (Oberholzer)**

Ada Substation is a critical distribution substation supplying the Oberholzer commercial and business district.

The substation supports retail centres, small and medium enterprises, and other revenue-generating facilities. Stability at this node is essential to sustaining economic activity within the municipality.

Any prolonged outage at Ada Substation would directly affect:

- Commercial operations
- Business continuity
- Municipal revenue streams
- Local employment

The following interventions are required:

- Comprehensive technical condition assessment
- Protection relay testing and verification
- Breaker and switchgear reliability assessment
- Preventative maintenance programme implementation
- Enhanced physical security against vandalism

Ada Substation must be prioritised as a critical commercial supply node within the municipal distribution network.

- **Khutsong Main Substation – Capacity Expansion (Additional 5MVA Transformer)**

Khutsong Main Substation currently operates with a 10MVA transformer.

To accommodate existing load growth and planned housing developments, an additional 5MVA transformer is required.

The scope of work includes:

- Construction of a new transformer bay
- Installation of transformer plinth
- Installation of new 44kV links
- Installation of new breakers
- Installation of CTs and VTs
- Integration into the existing protection and control system

The capacity expansion will:

- Reduce loading on the existing transformer
- Improve supply reliability
- Provide operational flexibility
- Support Human Settlements developments
- Reduce the risk of overloading and unplanned outages

Failure to implement this expansion will increase the risk of supply constraints in the Khutsong area.

7.6.1.3 Engineering Performance Indicators (Electricity)

To strengthen monitoring and accountability, the following KPIs are adopted:

- Bulk supply availability \geq 99%
- Transformer loading maintained below 80% under normal operating conditions
- Reduction in outage frequency (SAIFI)
- Reduction in outage duration (SAIDI)
- Reduction in technical and non-technical losses
- Percentage completion of critical substation rehabilitation projects
- Percentage of substations with compliant protection systems

7.6.1.4 Network performance and capacity status

Carletonville, Wedela, Khutsong South, Blybank, all have reliable electricity and loading is still at acceptable levels. Plans are at an advanced stage for the improvement/increasing of capacity in the Fochville network. The design approvals and payments for the Increase in Capacity from 13,8MVA to 20MVA has been concluded with Eskom.

The Wilverdiend Substation is under upgrade to accommodate the Elijah Barayi Development, Khutsong South and Wilverdiend. Design approvals are at an advanced stage with a promised deadline for the end of March 2025.

Merafong shall as an Implementation Directive install and replace Public Lighting with Solar Technology as from the 2024/2025 Financial Year going forward. This shall be applicable to both the Grant Funded Programmes (MIG) as well as Operations and Maintenance programmes (Municipal Revenue).

PROPOSED PROJECT	COST-ESTIMATE
Khutsong South (Plover substation) 132 / 11 kV 40 MVA	R 9 500 000
Wilverdiend (Frikkie van der Merwe substation)	R 20 000 000 (in implementation Stage)
Implementation of Automatic Meter Reading System and Meters to mitigate the Losses	R 1 000 000
Maintenance and Repairs of Public Lighting throughout Merafong area	R 9 443 030
Installation of over-headline at Du Preez Street to Protea Street – Fochville	R4 500 000
Reinecke Substation Transformers and 44kV Protection Rehabilitation and Upgrade	R3 000 000
Bloukrans Substation Transformers and 44kV Protection Rehabilitation and Upgrade	R2 500 000
TOTAL	R49 943 030

7.6.2 Status Quo for Roads and Stormwater

Background

Provision of roads and stormwater infrastructure is a constitutional mandate of the municipality, in ensuring infrastructure that is safe and rideable to the community. All municipal areas within the municipal boundaries are equally covered. Merafong is divided into Greater Fochville which constitutes Fochville town, Greenspark, Kokosi, Wedela and surrounding farming areas as well as Greater Carletonville: Carletonville town, Khutsong all extensions, Welverdiend, Blybank and surrounding farming areas.

The sound roads infrastructure assists the municipality in attracting investors, as it gives effective mobility for linking the community with strategic business areas within the municipality and beyond.

According to the Rural Roads Asset Management plan, 2022/2023 version, the total network for roads is 713km, with a split of 434km and 278km for paved and unpaved respectively. The municipality does not have an existing Master Plan to guide the long-term maintenance of the Roads and Stormwater. The municipality has a pending application with DBSA for assistance with the development of the Master Plan.

There are **Provincial and National roads** that traverse the municipal jurisdiction. Provincial roads are currently in a bad state. Through continuous engagements with the Department of Roads and Stormwater, routine maintenance is being carried out by provincial government, but the pace at which it is done is unsatisfactory. A list of projects with the level of maintenance required has been formulated and submitted to the province, during the interventions made by the provincial government to assist Khutsong on sinkhole related matters and other infrastructure issues. Road's maintenance is viewed as key, since the provincial roads are being used by Merafong community on a continuous basis to access workplaces and other economic operations. It should be noted that the Provincial Roads Department has a standing Memorandum of Understanding with the municipality, hence there are maintenance operations that are being carried out within the municipal space relating the existing relations backed up by the MoU.

Infrastructure Backlog:

Unpaved Roads: There is a challenge of a high backlog of unpaved roads, in the main township of Khutsong and newly developed RDP settlements in Kokosi and Khutsong townships. The Human Settlements projects for building the houses do not come with attached funding for building new roads, only build houses and leave the municipality with an increased backlog of unpaved roads. The backlog is being addressed by MIG and the Mining Town allocation, however the pace at which both funding is availed, is not effective to address the challenge. MIG business plan was approved in 2015/16 financial year to the amount of R665m. To date more than 9km of new roads have been built, spread equally to the areas of Khutsong, Wedela and Kokosi townships. The maintenance of gravel roads is costly, and needs to be done on a frequent basis compared to that of a paved road. Furthermore, Khutsong township is dolomitic, stormwater management needs to be done effectively, ponding of water should be avoided at all cost, which is a difficult exercise to achieve on an unpaved road. The municipality is not complying with precautions to take on a dolomitic land. Areas that have a backlog of unpaved roads are Khutsong proper, Khutsong Ext3,4,5 & 6; Kokosi Ext 1, 3,5, 6 and a few patches in Wedela ext,3; Welverdiend farming areas, Carletonville and Fochville farming areas.

- Key performance indicators attached to unpaved roads, and as implemented through SDBIP are: grading and re-gravelling of roads, and cleaning of mitre drains and bulk earth channels.

Paved Roads: Within the paved roads network, most of the roads have reached their design life, and therefore need thorough asset renewal exercise, in a form of resealing of roads to retain the structural integrity. This challenge is affecting all areas of the municipality that have got paved roads, particularly the Fochville and Carletonville towns as the major economic drivers of the municipality. Availability of a Master Plan is crucial for the municipality to access MIG for assistance in addressing the backlog. We await the unfolding of the RRAMS initiative from the district, as it will assist with a Pavement Management System component. The municipality is currently faced with budgetary constraints which makes it difficult to keep up with the maintenance needs for roads and stormwater infrastructure.

- Key performance indicators attached to paved roads are: patching of potholes, street sweeping and slurry seal.

Stormwater Infrastructure: The stormwater infrastructure is divided into reticulation and bulk in a form of concrete stormwater pipes and bulk channels that are earth and concrete-lined. There is routine maintenance attached to this infrastructure through the implementation of the SDBIP. The municipality has got budget limitations to address all maintenance needs timeously. The cleaning of bulk channels requires the use of machinery, which the municipality relies on hiring of these at a high cost. Labour is also utilised for operational exercises that do not require machinery, cleaning of stormwater inlets etc. It should be noted that the budgetary constraints also affect the filling of vacant positions that are to assist in maintenance operations. The roads and stormwater unit is currently operating with 45% of the staff compliment against the existing organogram of the unit.

The municipality is faced with a challenge of vandalism on stormwater inlets, in terms of removal of lids with a steel component, as well as vehicles driving over the concrete structures. This poses a risk to the general public, as we have a number of open manholes within residential areas. The municipality is in no financial position to embark on a project of replacement of the manhole covers. The areas that are highly affected are Fochville and Carletonville towns.

A business case has been submitted to the Provincial Government to request for intervention for new infrastructure development on roads and stormwater, as well as rehabilitation of the existing infrastructure. Projects attached to the case include: Construction of new roads, Resealing of roads, upgrading of stormwater infrastructure, building of new bridge and expansion of stormwater culverts, Replacement of stormwater inlets.

- The key performance indicators attached to the above are: cleaning of stormwater channels and cleaning kerb inlets. These are carried out through implementation of SDBIP throughout the financial year.

7.6.3 Dolomite Risk Management Status Quo

Carletonville and Khutsong township were declared to be situated in a dolomitic land, from as far back as early 1960's. Various studies were made since then, and the outcomes indicated Khutsong township as the worst affected. The severity of the matter resulted in development to be suspended in the area, hence no buildings were approved for any development since the late 1980's.

In 2012, council lifted the moratorium for development in Khutsong, with reservations. Overall drilling was made throughout the township, to determine and classify the areas in severity of dolomite effect. Areas were zoned from low, moderate and high risks. Development was then limited to low and moderate, but would have to comply to SANS1936 standards, during the course of development.

A resolution was taken to compensate the sinkhole affected households with an RDP equivalent house. This would be done where a house was situated in a red zoned area, therefore no re-instatement of the structure could be done. The compensation is a challenge on its own, since the municipality is faced with scenarios of families that are having a bigger house, hence the resistance to accept an RDP house.

In 1992, 3 households had to be evacuated due to a sinkhole occurrence in Khutsong West Clinic. The area was rehabilitated and declared unsafe for re-occupation and families were relocated to Khutsong South.

In 2014, there was a sinkhole occurrence in Meymbo street Khayaletu section in Khutsong, and 10 families were relocated and offered RDP houses in Khutsong South. The area was rehabilitated and declared unsafe for re-occupation.

In 2015, a number of sinkholes occurred in Carletonville town, Khutsong South and in Khutsong proper where it also affected households hence relocation had to be done. The sinkholes also affected 3 reservoirs that had to be decommissioned as a result. In response to the above, the Provincial and National Disaster Management Centres allocated funding for rehabilitation of sinkholes. The allocation was made in 2016.

A Dolomite Risk Management Committee was formulated, and inclusive of officials from different departments and the district municipality. This committee works on updating the existing Dolomite Risk Management Strategy that is due, within the current financial year.

As at the current financial year, the municipality is having 11 open sinkholes that need to be rehabilitated. The formation of the sinkholes has damaged a number of properties in Sompane Drive, Phabang Drive and Nxumalo Drive. To date, it is about 20 houses in total that have been demolished by the formation of the sinkholes in the above streets. This has happened since 2018/19 financial year, without getting any assistance from the Provincial and National government. The recent occurrence affected Relebogile Secondary School in Khutsong South, Hlangabeza Primary school and Phororong.

The Municipality has over the years been seeking intervention from Provincial and National government to address the matter holistically and permanently to no avail, until the current financial year where Provincial government showed interest in assisting the municipality.

Cogta continues with the support concerning dolomite issues faced by the municipality. All provincial governments have been brought to the municipality to assist on their respective expertise. Various Projects relating to sinkhole formations have been presented and submitted to the Provincial government in seeking assistance. Projects including upgrading

of wet services to comply with a dolomitic area according to SANS standards, Construction of tarred roads, Rehabilitation of existing sinkholes, Construction of new houses to accommodate necessary relocation of households that are situated in red zoned areas in terms dolomite classifications, Provision of bulk infrastructure to accommodate new developments for relocation sites. The municipality is currently at the state where unfolding of the required interventions is awaited to resolve the long outstanding issues of Khutsong dolomite situation.

Furthermore. a Disaster Management Centre has been opened within the municipal buildings and consists of all provincial department. This aims to bring all assistance required by Khutsong community in relation to sinkholes. It is expected that by the end of the financial year, the centre will be fully functional and servicing Khutsong and Merafong community effectively.

The first intervention that has been realised since the establishment of the Disaster Management Centre, is the allocation of R12M for the rehabilitation of 3 sinkholes in Khutsong Township. The municipality expects more allocation to fund the further rehabilitation of affected infrastructure in the township of Khutsong and other areas.

7.6.4 Water, Sanitation and Wastewater

Status Quo Assessment:

Water	Status	Challenges	Intervention Required
<ul style="list-style-type: none"> Indicate the status of the Water Services Master Plan. 	<ul style="list-style-type: none"> Preliminary Water Services Master Plan was completed on 12 December 2024 	<ul style="list-style-type: none"> There are currently no challenges, The section is reviewing the document for the final draft. 	<ul style="list-style-type: none"> The section to facilitate the finalization of the document prior to its submission to Council.
<ul style="list-style-type: none"> Indicate the national target for this service. 	<p>Formal Settlements (Basic + Free Basic Water):</p> <ul style="list-style-type: none"> Minimum 6 kilolitres per household per month Metered yard or house connection Continuous supply at acceptable pressure and quality (SANS 241 compliant) <p>Informal Settlements (Basic Level of Service):</p> <ul style="list-style-type: none"> Minimum 25 litres per person per day Water point within 200 metres Flow rate of at least 10 litres per minute Available at least 350 days per year Typically provided through communal standpipes or water tankers (temporary) 	<ul style="list-style-type: none"> The Municipality is currently experiencing water supply challenges due to aging infrastructure and the 40% restriction imposed by Rand Water. The restriction has significantly reduced inflow volumes and system pressure, resulting in inadequate supply, particularly to high-lying areas where pressure is insufficient to sustain consistent water delivery. 	<p>The Municipality to accelerate rehabilitation of aging infrastructure, intensify leak detection and pressure management, and optimize reservoir and pumping operations to improve supply to high-lying areas. Engagement with Rand Water will continue regarding the 40% restriction, while short-term relief will be provided through water tankering where necessary. Water Conservation and Demand Management measures will be strengthened, and capital funding will be prioritised for bulk infrastructure upgrades.</p>
<ul style="list-style-type: none"> Number / percentage of households without access at all, with below standard access and with access. 	<ul style="list-style-type: none"> Without access – 0% Below standard: informal areas With access: 100% 	<ul style="list-style-type: none"> Maintenance of existing old infrastructure, which is not compliant to dolomitic conditions. Funding to replace old infrastructure in Carletonville town as it is not funded by MIG and is not considered a previously disadvantaged area. 	<ul style="list-style-type: none"> Funding to replace old infrastructure not compliant to Dolomitic conditions. Source funding from other institutions

<ul style="list-style-type: none"> • Indicate all areas or settlements without access in terms of the basic service standards and provide reasons for lack of service (e.g. no reticulation infrastructure, no bulk infrastructure, etc.). 	<ul style="list-style-type: none"> • Informal areas around formal areas – standpipes provided. • Rural Informal – Water provision in water tanks transported by water truck 	<ul style="list-style-type: none"> • Water delivery by trucks is unsustainable due to municipal financial constraints. 	<ul style="list-style-type: none"> • Informal areas to be relocated to formal town.
<ul style="list-style-type: none"> • Indicate all areas or settlements with an unreliable service and provide reasons for this (e.g. aging infrastructure, capacity to operate and maintain the service, etc.). 	<ul style="list-style-type: none"> • Khutsong North – High Risk dolomite – Wet services must be replaced to comply with SANS1936. • Rural informal • Carletonville Town water service infrastructure is not compliant to dolomitic conditions. 	<ul style="list-style-type: none"> • Funding to replace old infrastructure in Carletonville town as it is not funded by MIG and is not considered a previously disadvantaged area. 	<ul style="list-style-type: none"> • Disaster management to provide more funds to replace infrastructure in Khutsong North or resettlement to Khutsong South as per Council Decision. The wet services replacement has commenced, in progress. • Funding to replace wet services to comply with Sans1936. • Informal areas to be relocated to formal townships with water and sewer connection
<ul style="list-style-type: none"> • Indicate the approved service level for the municipality as informed by the Spatial Development Framework (SDF). 	<ul style="list-style-type: none"> • Formal areas: full service – metered. • Informal: 6kl per household per month 	<ul style="list-style-type: none"> • Funding and land to formalise informal areas 	<ul style="list-style-type: none"> • Identify land for town establishment
<ul style="list-style-type: none"> • Indicate whether the municipality is a service authority or not (and if not indicate the arrangements for the delivery of water). 	<ul style="list-style-type: none"> - The Municipality is the designated Water Services Authority (WSA) in terms of the Water Services Act and is responsible for ensuring access to water and sanitation services within its jurisdiction. - Water service is provided through municipal bulk and 	<ul style="list-style-type: none"> - Non-compliant infrastructure in dolomitic areas poses risks of ground instability, pipe bursts, and potential sinkhole formation. - Aging pipelines and sewer networks increase the risk of water losses and ground saturation. 	<ul style="list-style-type: none"> - Conducting a comprehensive dolomitic risk assessment and geotechnical investigations. - Prioritizing replacement of non-compliant pipelines with suitable materials for dolomitic conditions (e.g., HDPE with flexible joints).

	<p>reticulation infrastructure.</p> <ul style="list-style-type: none"> - The existing water and sanitation infrastructure in Carletonville Town and Khutsong North is currently not fully compliant with dolomitic risk management requirements. 	<ul style="list-style-type: none"> - High maintenance costs are associated with dolomitic conditions. - Reduced system pressure due to the 40% restriction imposed by Rand Water, compounding service delivery constraints. 	<ul style="list-style-type: none"> - Strengthening leak detection and rapid response repairs to prevent ground saturation. - Reviewing infrastructure design standards to align with dolomite risk management guidelines. - Securing capital funding for phased rehabilitation in high-risk areas. - Enhancing monitoring systems to detect pressure fluctuations and leaks early.
<ul style="list-style-type: none"> • Status of the provision of basic services (availability of policy, number of households benefiting from the policy, etc.). 	<ul style="list-style-type: none"> - The Section is currently developing the Water Services (WS) Policy, with technical assistance from the Department of Water and Sanitation (DWS). - Basic water service is being provided in accordance with national minimum standards. - Free Basic Water is implemented for qualifying indigent households in line with existing municipal policies. - Service delivery continues through a combination of metered yard/house connections and communal supply in informal areas. 	<ul style="list-style-type: none"> - Absence of a finalized and approved Water Services Policy. - Aging infrastructure affecting reliability of supply. - Reduced inflow pressure due to the 40% restriction imposed by Rand Water. - Intermittent supply in high lying areas. - Financial constraints impacting sustainability of Free Basic Services. 	<ul style="list-style-type: none"> - Fast tracking the finalization and Council approval of the Water Services Policy with DWS support. - Strengthening indigent registration and verification processes. - Accelerating infrastructure rehabilitation and leak detection programmes. - Implementing Water Conservation and Demand Management measures. - Engaging Rand Water regarding supply restrictions and pressure stabilization.
<ul style="list-style-type: none"> • Indicate other challenges that are 	<ul style="list-style-type: none"> • Personnel • Theft and vandalism 	<ul style="list-style-type: none"> • Insufficient staff capacity in personnel 	<ul style="list-style-type: none"> • Filling of critical vacant positions.

<p>not highlighted above.</p>	<ul style="list-style-type: none"> • Poor level on payment of services. • Water supply restrictions as a results of non-payment of bulk supply water 	<ul style="list-style-type: none"> • Ineffective security measures • Non-payment of services by consumers. 	<ul style="list-style-type: none"> • Improving of security measures. • Implementation of Turn-around Strategy on revenue collection.
<ul style="list-style-type: none"> • Availability and status of an operations and maintenance plan. 	<ul style="list-style-type: none"> • Maintenance plan in place. 	<ul style="list-style-type: none"> • Inability to fully implement maintenance plan due to financial constraint and critical vacant positions. 	<ul style="list-style-type: none"> • Implementation of Turn Around Strategy on revenue collection and filling of critical vacancies
<ul style="list-style-type: none"> • Status of bulk supply and storage. 	<ul style="list-style-type: none"> • Khutsong South will require additional storage capacity for future development. • Khutsong proper has sufficient storage. • Fochville and Kokosi: requires additional storage for future development. • Wedela has enough capacity. 	<ul style="list-style-type: none"> • Funding for additional capacity for future development. 	<ul style="list-style-type: none"> • Development of business plans for future development
<ul style="list-style-type: none"> • Availability of water to other associated facilities such school, clinics, police stations, etc. 	<ul style="list-style-type: none"> • insufficient 	<p>- The Municipality is experiencing challenges in supplying schools, clinics, and police stations with water, requiring reliance on water tankers due to intermittent supply.</p> <p>- This is primarily caused by low inflow pressure resulting from the 40% restriction imposed by Rand Water, which has reduced system capacity and affected consistent distribution</p>	<p>- The Municipality to prioritise continuous supply to critical facilities such as schools, clinics, and police stations by implementing scheduled water tankering, installing static storage tanks where required, and optimizing pressure management within the network.</p> <p>- Engagement with Rand Water will continue to stabilise inflow, while infrastructure repairs and maintenance will be accelerated to reduce intermittent supply and restore reliable service</p>

7.6.4.1 Sanitation:

Sanitation	Status	Challenges	Intervention Required
<ul style="list-style-type: none"> Indicate the status of the Water Services Development Plan. 	<ul style="list-style-type: none"> Preliminary Water Services Master Plan was completed on 12 December 2024 	<ul style="list-style-type: none"> There are currently no challenges, The section is reviewing the document for the final draft. 	<ul style="list-style-type: none"> The section to facilitate the finalization of the document prior to its submission to Council.
<ul style="list-style-type: none"> Indicate the national target for this service. 	<p>Formal areas are predominantly serviced with waterborne sewer systems.</p> <p>Informal settlements are provided with basic sanitation facilities as an interim measure.</p> <p>The Municipality continues to implement maintenance and upgrading programmes in line with available funding and infrastructure capacity.</p>	<ul style="list-style-type: none"> Aging sewer infrastructure leading to blockages and spillages. Capacity constraints at certain Wastewater Treatment Works. High maintenance requirements in dolomitic areas. Vandalism and misuse of communal sanitation facilities. Financial constraints affecting rapid upgrading of informal settlements to full waterborne systems. 	<ul style="list-style-type: none"> Rehabilitation and replacement of aging sewer pipelines. Upgrading and refurbishment of Wastewater Treatment Works to increase capacity and ensure compliance. Implementation of preventative maintenance and routine cleaning programmes. Phased upgrading of informal settlements to higher service levels in alignment with the SDF and IDP. Securing funding (e.g., MIG/WSIG, and Internal) for sanitation infrastructure projects.
<ul style="list-style-type: none"> Number or percentage of households without access at all, with below standard access and with full access. 	<ul style="list-style-type: none"> All households have access to sanitation services. Formal areas are serviced through full waterborne sewer systems. Informal settlements are provided with VIP toilets or equivalent basic sanitation facilities. The Human Settlements 	<ul style="list-style-type: none"> Informal settlements remain at basic service level and require upgrading to full waterborne systems where feasible. Aging sewer infrastructure leading to blockages and spillages. Capacity and compliance pressures at certain 	<ul style="list-style-type: none"> Strengthening coordination with the Human Settlements Department for accelerated VIP provision. Phased upgrading of informal settlements to full waterborne sanitation in alignment with the IDP and SDF. Rehabilitation and replacement of aging sewer pipelines.

	<p>Department continues to support the rollout of VIP toilets in qualifying areas.</p>	<p>Wastewater Treatment Works.</p> <ul style="list-style-type: none"> - Ongoing maintenance and desludging requirements for VIP toilets. - Budget constraints affecting the pace of upgrading programmes. 	<ul style="list-style-type: none"> - Upgrading and refurbishment of Wastewater Treatment Works. - Enhancing preventative maintenance and desludging programmes for VIP systems. - Securing MIG, WSIG, and other capital funding sources for sanitation infrastructure improvements.
<ul style="list-style-type: none"> • Indicate the type of sanitation systems that are available in the municipality and areas where they are. 	<ul style="list-style-type: none"> • Formal areas: full service – sewer connection to network • Informal: VIP toilets 	<ul style="list-style-type: none"> • Service vehicles not sufficient to provide proper service in informal areas. • Inability to fully implement maintenance plan due to financial constraint and critical vacant positions. 	<ul style="list-style-type: none"> • Land identification to formalise all informal areas with proper sanitation. • Human Settlement assisted with servicing of existing toilets and provided additional toilets. • Request for intervention from Human Settlement for assistance on VIP toilets be made on an annual basis.
<ul style="list-style-type: none"> • Indicate all areas or settlements without access in terms of the basic service standards and provide reasons for lack of service (e.g. no reticulation infrastructure, no bulk infrastructure, etc.). 	<ul style="list-style-type: none"> • Formal Without access – 0% • Informal Without access: 0% as per norms and standards. 	<ul style="list-style-type: none"> • Service vehicles not sufficient to provide proper servicing of VIP toilets in informal areas 	<ul style="list-style-type: none"> • Human Settlement assisted on VIP toilets servicing and additional provision.
<ul style="list-style-type: none"> • Indicate areas or settlements with an unreliable service and provide reasons for this (e.g. aging infrastructure, capacity to operate and maintain the service, etc.). 	<ul style="list-style-type: none"> • Carletonville town and Khutsong proper – ageing infrastructure and collapse of sewer network as a result of dolomitic activity • Informal areas around Merafong 	<ul style="list-style-type: none"> • Carletonville town and Khutsong proper – ageing infrastructure and collapse of sewer network because of dolomitic activity • Informal areas around Merafong 	<ul style="list-style-type: none"> • Intervention by disaster management team. • The Water and Sewer project has commenced in Khutsong.
<ul style="list-style-type: none"> • Indicate areas or settlements with good levels of service. 	<ul style="list-style-type: none"> • Formal areas: full service with connection to network 	<ul style="list-style-type: none"> • Inability to fully implement maintenance plan due to financial 	<ul style="list-style-type: none"> • Implementation of Turn Around Strategy on revenue collection.

	<ul style="list-style-type: none"> • Informal areas with basic service as per norms and standards. 	<p>constraint and critical vacant positions.</p> <ul style="list-style-type: none"> • Service vehicles not sufficient to provide proper servicing of VIP toilets in informal areas 	<ul style="list-style-type: none"> • An annual request for intervention from Human Settlement for assistance on VIP toilets be made.
<ul style="list-style-type: none"> • Indicate areas with intermediate levels of service. 	<ul style="list-style-type: none"> • Informal areas 	<ul style="list-style-type: none"> • Vehicles to service informal areas 	<ul style="list-style-type: none"> • Request for intervention from Human Settlement for assistance on VIP toilets be made annually.
<ul style="list-style-type: none"> • Indicate the approved service level for the municipality as informed by the Spatial Development Framework. 	<ul style="list-style-type: none"> • Formal areas: full service – sewer connection to network • Informal: VIP toilets 	<ul style="list-style-type: none"> • Insufficient capacity in terms of equipment and staff 	<ul style="list-style-type: none"> • Implementation of Turn Around Strategy on revenue collection. • Request for intervention from Human Settlement for assistance on VIP toilets.
<ul style="list-style-type: none"> • Resources available for rendering the service. 	<ul style="list-style-type: none"> • Capacity needs: vehicles, equipment 	<ul style="list-style-type: none"> • Insufficient capacity in terms of equipment and vehicles 	<ul style="list-style-type: none"> • Implementation of Turn Around Strategy on revenue collection and filling of critical vacancies
<ul style="list-style-type: none"> • Status of sewer treatment plants and related bulk infrastructure. 	<ul style="list-style-type: none"> • Non-Compliant in terms of Water and Sanitation. 	<ul style="list-style-type: none"> • Theft and vandalism of mechanical and electrical equipment. 	<ul style="list-style-type: none"> • Funding for upgrading, extensions and improve security
<ul style="list-style-type: none"> • Status of the operations and maintenance. 	<ul style="list-style-type: none"> • Non-Compliant in terms of Water and Sanitation 	<ul style="list-style-type: none"> • Collapse of old infrastructure in dolomitic areas leading to sewer spillages. 	<ul style="list-style-type: none"> • Intervention by disaster management team.
<ul style="list-style-type: none"> • Indicate the general challenges that are not highlighted above. 	<ul style="list-style-type: none"> • Personnel • Theft and vandalism • Poor level on payment of services. 	<ul style="list-style-type: none"> • Insufficient staff capacity in personalia. • Ineffective security measures • Non-payment of services by consumers. 	<ul style="list-style-type: none"> • Filling of critical vacant positions. • Improving of security measures. • Implementation of Turnaround Strategy on revenue collection.
<ul style="list-style-type: none"> • Indicate the general challenges that are not highlighted above. 	<ul style="list-style-type: none"> • Personnel critical positions • Personnel high vacancy rate at WWTW • Theft and vandalism 	<ul style="list-style-type: none"> • Insufficient staff capacity in personalia. • Insufficient workforce at any WWTW • Ineffective security measures 	<ul style="list-style-type: none"> • Filling of critical vacant positions. • Appoint general workers • Improving of security measures.

	• Poor level on payment of services.	• Non-payment of services by consumers.	• Implementation of Turnaround Strategy on revenue collection.
--	--------------------------------------	---	--

DISCUSSION:

The Water Services Development Plan is the plan of Water services as per Water Act and has to be reviewed every five years, currently the plan is due for review and approval

A comprehensive evaluation on challenges within the section in terms of the generic procedures and requirements to provide basic services to the community and to address major water losses was completed in 2018. The assessment has indicated that Merafong Water and Sanitation does not comply with any of the minimum requirements in terms of the relevant legislation and procedures regulating the provision of basic services and infrastructure, leaving Council wide open for legal action from DWS and the Department of Environment Affairs. Furthermore, the situation creates a negative perception towards Council and officials from the residents, in terms of the following challenges:

- Water losses resulting from limited maintenance of infrastructure.
- Non-compliance of wastewater effluent.
- Critical vacancies on organogram.
- Insufficient equipment.
- Failing infrastructure due to dolomitic activities.
- Project execution.

The evaluation also included recommendations to turn around the situation. The current situation is unnecessary and can be resolved by prioritizing and investing capacity and funds into the Water and Sanitation section to comply with its duties and responsibilities of providing basic water and sanitation to all citizens on a daily and continuous basis and increase revenue by addressing water losses on behalf of the Council, and to comply with the following legal requirements and Council responsibilities:

- **The Water Services Act and Regulation 3630** - Duty and responsibility of Local Council to provide basic water and sanitation to all citizens within Merafong borders on a daily and continuous basis, and correct staffing and appointment of works personnel.
- **The Water Act** - Duty and responsibility of Local Council to effluent standards at Wastewater Treatment Plants and the Water Licence issued in terms of the Act.
- **The occupational Health and Safety** - Everyone has the right to an environment that is not harmful to their health or wellbeing.
- **Finance Management Act** – Water losses detrimental to the health of Merafong' s revenue collection.
- **Municipal Systems Act** – The Council of a municipality has the duty to promote a safe and healthy environment in the municipality.
- **Act 95 of 1998 (NHBRC) and SANS 1936** - Requires a Dolomite Risk Management Policy approved by the Council to be proactive on measures that reduce the vulnerability of communities.
- **SANS 241:2015** – for drinking water sampling, monitoring and quality.
- Relevant SABS and SANS standards on projects and the responsibilities of consultants to comply.

Various urgent challenges that needed immediate attention include amongst others the following:

- Residents are residing on high risk dolomitic areas, while collapsed sewer infrastructure cause back ponding of sewer in the underground infrastructure, flooding residential areas with raw sewage.
- Continuous breakage of water infrastructure in the same areas causing further deterioration of an already high risk dolomitic sub soil conditions.
- Noncompliance to the Merafong Operational Risk Management Strategy for Dolomitic areas to deal with sewer blockages and water leaks on an immediate basis to reduce vulnerability of the community.
- Water losses because of no maintenance to Pressure Reducing Valves (PRV's), valves, water meters and control of acceptable water pressures in zones.
- Water losses and non-compliance at WWTPs due to theft and vandalism of infrastructure
- No or limited water provision in Kokosi high laying areas, Khutsong South, Welverdiend and some areas of Khutsong North.
- Sewer flooding some areas as a result of limited water provision that densify sewer flow causing blocked networks.
- Bulk sewer lines in several residential areas blocked because of no maintenance flooding stands within the lower sewer catchment areas and sensitive wet buffer zones.
- Unacceptable high-water pressures within certain zones resulting in pipe bursts daily.
- Khutsong Ext 3 flooded with sewer
- Vast areas in Khutsong north where internal networks has collapsed and no sewer drainage exist, internal networks flooded, MH's are pumped out by Municipal sludge trucks.
- Unacceptable sewer blockages in newly constructed residential areas Khutsong South and Kokosi Ext 6
- Theft, and vandalism of Council's infrastructure
- Untreated raw sewage draining directly into natural streams, Kokosi Pump station, Wedela WWTP, Khutsong South WWTP and several bulk sewer lines; Greenspark and Fochville to Kokosi WWTP and Khutsong Bulk Sewer lines.
- Critical vacant positions of technicians , and plumbers in Merafong Water section.
- Unavailability of material to address urgent matters.

The Water and Sanitation section should be prioritized in order to provide basic services to all. The situation needs urgent and immediate attention. Current knowledge of the problem makes the council, councillors and officials liable if positive action is not taken. Any delay or failure to take appropriate and urgent action may impose a legal liability in terms of above.

Investment into this section will reduce water losses of almost 50%, address non-compliances, provide funding for normal maintenance, and increase the income of Council.

7.6.5 Waste Management Services:

The National target for service:

Households (96%) in the formal areas have access to weekly refuse removal and this is in line with the national target. Refuse collection in the informal areas is still a challenge hence Municipality developed a plan to deal with the introduction of refuse collection service in the informal areas. The IWMP is in the process of being reviewed; funding will be prioritized in the next financial year.

The Service Levels adopted in relation to the SDF:

Municipality provides a weekly Kerbside collection to the households in the formal areas and this is the level 1 acceptable method of providing a service in accordance with the National Domestic Waste Collection Standards.

Informal Settlement without Solid Waste Removal and reasons for lack of access:

Households (more than 18 000) in the informal areas have no access to refuse removal. The Municipality has developed Waste Collection Strategy for Merafong Informal Areas, and the strategy was approved by Council in 2014/15 financial year and there is no budget allocation for implementation. Mphahlwa village is the only informal area with the refuse removal service using skip containers in the communal form.

Access to Waste Collection and the frequency of removal:

Households (57 192) in the formal areas have access to weekly Kerbside Solid Waste Collection Services.

Kerbside collection is rendered once a week in formal households using the 240L bins as per schedule. When the scheduled refuse removal service is interrupted, all the backlogs are addressed accordingly.

The table below illustrates Kerbside Waste collection schedule: Week days

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
Khutsong South Ext 4	Carletonville Oberholzer 1	Fochville Clinic, Eerste St to Wulfsohn St	Khutsong Khayaletu Section	Fochville Civic Centre
Carletonville Ext 9	Khutsong Ext 3 and Khutsong Zulu Section	Fochville Kerk St, Skool St to Police Station and Gars St	Khutsong Skopas Ext 2	Jakaranda St to Annemoon St (Gert Van Rensburg Stadium side) and Fochville CBD
Khutsong South Ext 4 & Phase 2	Khutsong South Ext 5	Fochville Hospital to Chemist	Oberholzer 2 (Orange St)	Fochville Eerste St (Wimpy), Jakaranda St to Annemoon St
Carletonville CBD, Fountain Hospital and Western Deep Level 2	Carletonville Ext 2	Carletonville Ext 5	Carletonville CBD, Corobrick & Industrial side	Wedela Skopas and Mshengu Wedela

Khutsong South (Lahliwe Side)	Carletonville Ext 4 (007)	Batswaneng (Makhalemele Side)	Khutsong Batswaneng Section (Maselwane side)	Madala Wedela
Carletonville Ext 8 & Ext 16	Kokosi Ext 1 and Ext 4 to ZCC	Elandsridge and Carletonville CBD	Khutsong Xhosa Section	Blybank
Greenspark and Phase 2 (Ext 5)	Kokosi Thanda Bantu to ZCC	Oberholzer 2 (Traffic side) & Carletonville Ext 5 (Edura)	Kokosi Ext 3 (Retile Primary) to Kometsi House	Carletonville CBD, Fountain Hospital and Western Deep Level no: 3
Kokosi Ext 5 (Taxi Rank) to St John Church	Fochville CBD	Oberholzer 2 (Mini Ok side)	Kokosi Ext 3 White house to Retile Primary	Wedela Ext 1, 2 and 4
Fochville Traffic Department to Gars Street	Carletonville CBD, Industrial Side and Flats	Wolverdiend	Kokosi Ext 2 and Fochville CBD	Wedela Ext 3
Kokosi Ext 5, Mfundo to Kokosi Ext 5 taxi Rank	Elijah Barayi			
<u>SATURDAY</u>				
Elijah Barayi		Fochville CBD		Carletonville CBD

Access to Refuse Collection in Business Areas:

- Refuse collection is also rendered to business premises in accordance with the frequency as determined by the individual business entity, utilizing the 240L bins and other containers (6m³).

General Challenges:

Fleet:

- Shortage of illegal dumping vehicles/machineries.

Personnel:

- Shortages of Personnel (Vacancies of more than 60 General Workers, 5 x Supervisors, 3 x Superintendents and 1 x Waste Minimization and Education Officer, 1x Assistant Manager).

Removal of illegal dumping:

- Removal of illegal dumping is inconsistent due to lack of budget allocation for continuous removal of illegal dumping on quarterly basis. Municipal equipment is being used to execute the removal of illegal dumping and outsourced equipments.

Street cleansing:

- a) There is also lack of sufficient street litter bins within Merafong Public Areas due to Municipal Financial Constraints. Municipality still needs to acquire 2 000 litter bins to avail sufficient storage for street litter.

Waste Collection:

- There is a shortage of 240l bins (3 000) to be given to upcoming newly developed houses for effective waste collection service. The project for the acquiring of 3 000 x 240L bins has been included in IDP 2026/2027 financial year.
- Shortage of 30 cubic meters containers and Skip Containers.

Waste Disposal

The following Waste Management facilities are available and accessible to the community of Merafong for disposal general waste. However, the Fochville Transfer Station also serves for recycling centre.

- Fochville Transfer Station
- Welverdiend Drop -Off Centre

The operations in these facilities are non-existence due to Vandalism and lack of the suitable Equipment (Roll-On Roll-Off, RORO Truck which one has been acquired from Sibanye mine but still need adjustment to fit on 30m³ containers) for the effective servicing of the 30m³ Containers.

Operating hours are as follows:

Fochville Transfer Station	06h00-18h00 Monday-Sunday
Welverdiend Drop Off Centre	07h30-16h00 Monday-Friday 07h00-12h00 Saturday

Resources available to support the delivery of the service in terms of Personnel:

- Solid Waste Department still require to be provided with the considerable number of General Workers to enable the Department to render the Refuse Collection, Street Cleaning Services.
- Middle Management positions of the Department need to be filled to provide the necessary capacity for the Department to coordinate and strategically offer the guidance to the Department.

7.6.6 Basic Services Programmes/ Plans:

Strategic Vision

To deliver sustainable, integrated infrastructure and services that improve quality of life, promote economic growth, and preserve the environment through innovative, accountable, and participatory governance.

Integrated Approach

The proposed programmes integrate climate resilience, service delivery excellence, and municipal financial sustainability. They align with national development goals (NDP 2030), Gauteng Growth and Development Strategy (GGDS), and the Green Economy Framework.

Legal Mandate

These programmes are aligned with the Municipal Systems Act (32 of 2000), Municipal Finance Management Act (56 of 2003), Electricity Regulation Act, Water Services Act, National Environmental Management Act, and the Waste Act (59 of 2008).

Programmes, Timelines, Resources, Budget Linkage, and M&E Framework

Programme	Timeline	Estimated Cost	Strategic Objective	Strategic Vision	Integrated Approach	Budget Linkage	Legal Mandate	Monitoring & Evaluation
Renewable energy initiatives (BESS, PV Plant, Waste to Energy)	2025–2028	R150 million	Promote energy security and sustainability	Green and resilient infrastructure	Integrated with IDP Energy Master Plan and Climate Change Strategy	Linked to MIG and external donor funding (DBSA, DFFE)	National Energy Act, MFMA, NEMA	Quarterly project milestones and annual performance review
Social Labour Plan (provision of specialized vehicles and equipment)	2025–2026	R9.7 million (funded by mining houses)	Improve technical service delivery capacity	Responsive and well-resourced municipality	Supports infrastructure, electricity and waste programmes	In-kind SLP contributions from Harmony Gold and Sibanye Stillwater	MRDA, MPRDA	SLP reporting and quarterly project tracking

Review of Integrated Waste Management Plan (AGSA audit finding)	2025–2026	R1.5 million	Ensure compliance and strategic planning	Zero-waste and sustainable waste systems	Integrated with Waste to Energy programme and service backlogs	MISA funding support and municipal own revenue	NEM:WA, Municipal Systems Act	Progress reports to AGSA, annual update review
Review of Water Conservation and Demand Management Strategy (FRP requirement)	2025–2026	R1.2 million	Reduce non-revenue water and promote efficiency	Efficient and financially sustainable services	Supports FRP, linked to Rand Water supply strategy	Municipal own revenue and potential DWS support	Water Services Act, MFMA	Monthly monitoring of NRW, annual progress report
Baseline assessment: Energy Efficiency & Demand Side Management	2025	R800,000	Establish baseline for future DSM interventions	Data-driven energy planning	Supports smart meter rollout and renewable energy goals	EEDSM funding (DoE/Cogta)	National Energy Act	Completion report and integration into EEDSM plan
Installation of smart meters (domestic & bulk - water & electricity)	2025–2027	R160 million	Improve billing accuracy and revenue collection	Digitally enabled and smart municipality	Linked to revenue enhancement, water and electricity losses	Cogta programme, municipal funding	AGSA requirements, MFMA	Biannual audit updates, usage analytics reports
Electricity SOP & safety guidelines (GMR-OHSA/NERSA compliance)	2025	R250,000	Ensure compliance and safe operations	Safe, licensed, and regulated operations	Integrated with SOP implementation programme	Municipal budget	NERSA License, GMR Regulations	Technical audits and NERSA compliance reports

Water service delivery SOP (FRP requirement)	2025	R200,000	Guide water operations & reduce inefficiencies	Reliable and efficient water services	Supports water backlog and NRW interventions	Municipal budget	Water Services Act	Operational monitoring and SOP audits
Wastewater Treatment Works SOP (Wolverdind & Khutsong)	2025	R300,000	Address AGSA & DWS material irregularities	Compliant and environmentally safe sanitation	Part of sanitation backlog programme	Municipal budget and possible DWS support	National Water Act	Monthly compliance monitoring reports
Roads and Storm Water SOP	2025	R200,000	Improve roads and storm water infrastructure operations	Resilient and well-maintained infrastructure	Supports maintenance backlog and infrastructure plan	Municipal budget	Municipal Systems Act	Quarterly SOP implementation reports

7.7 Public Participation and Good Governance:

7.7.1 Internal Audit Function:

Public Participation & Good Governance	Status	Challenges	Intervention Required
<ul style="list-style-type: none"> Internal Audit Function 	<p>Internal Audit Unit staff establishment consists of eight (8) employees in terms of the Organizational Structure, five (5) positions have been filled and three (3) are vacant.</p>	<p>Internal Audit Unit has capacity challenges, currently only five (5) positions have been filled out of eight (8) positions as per the structure.</p>	<p>The Organizational Structure, submitted to Council meeting held on the 28th of November 2024 for approval.</p> <p>Internal Audit submitted a request to advertise one (1) Internal Audit Position to Human Resource on the 25th of November 2025. Awaiting Corporate Shared Services to advertise.</p>
<ul style="list-style-type: none"> Audit Committee 	<p>It was resolved that the Regional Audit Committee and Performance Audit Committee be reconstituted as follows:</p> <p><u>Audit Committee Members</u></p> <ol style="list-style-type: none"> 1. Dr. Len Konar CA (SA) - Chairperson 2. Mr. Collins Makgopa 3. Ms. Kemelo Mathatho 4. Mr. Maphanga Maseko 5. Ms Omphile Sehunelo <p><u>Performance Audit Committee Members</u></p> <ol style="list-style-type: none"> 1. Mr. Makgoba Percy Mongalo - Chairperson 2. Mr. Bashir Ahmed 3. Ms. Jane Masite 4. Mr. Mzonke Nondwangu 5. Ms. Zanele Mongalo 	<p>In terms of section 166 (4) (b) of the MFMA, the Audit Committee meet as often as is required to perform its functions, but at least four times a year. In terms of section 14 (3) (a) of the Municipal Planning and Performance Regulation, the Performance Audit Committee must meet at least twice during the financial year of the Municipality concerned.</p> <p>Difficulties in scheduling required number of Audit Committee meetings in terms of Municipal planning and performance regulation.</p>	<p>Difficulty in scheduling quarterly Audit Committee meetings as required.</p> <p>Management should submit the required reports timeously to enable Internal Audit to compile the Audit Pack and circulate it to Audit Committee members within the timeframe stipulated in the approved Audit Committee Charter.</p>

	<p style="text-align: center;"><u>Independent Chairperson of the Risk Management Committee</u> Mr. J Mohlakoana</p>	<p>Late submission of Management reports to serve at Audit Committee meetings.</p>	
--	---	--	--

a) Availability:

Merafong City Local Municipality has an in-house Internal Audit Unit. Internal Audit is an independent, objective assurance and consulting activity designed to add value and improve an organization’s operations. The primary role of the department is to provide management with assurance on the adequacy and effectiveness of internal controls. The Internal Audit department reports administratively to the Municipal Manager and functionally to the Audit Committee.

The Internal Audit Unit derives its mandate from the following:

- a) Municipal Finance Management Act No. 56 of 2003 (MFMA), Section 165 (1) (2);
- b) Municipal Systems Act, No. 32 of 2000 (“MSA”) (Section 45);
- c) Regulation 14 of the Municipal Planning and Performance Regulations;
- d) Standards for the Professional Practice of Internal Auditing (“IIA Standards”); and
- e) King 3 Report on Corporate Governance.

b) Functionality:

The scope of work for the Internal Audit department/unit is to determine whether the system of risk management, control and governance processes as designed and represented by management is adequate and functioning in a manner to ensure that:

- a) Risks are properly and appropriately identified and managed.
- b) Significant financial, managerial and operating information is accurate, reliable and timely.
- c) Compliance with policies, standards, procedures, applicable laws, legislation and regulations is adhered to.
- d) Organisational goals and objectives as achieved are reviewed.
- e) Relevance, reliability and integrity of financial management and operating data and reports is maintained.
- f) Assets are adequately safeguarded and properly accounted in the books of the municipality.
- g) Resources are employed economically, used efficiently and effectively.
- h) Quality and continuous improvement of operations are embedded in the municipality’s control processes.
- i) Significant legislative or regulatory issues impacting on the municipality are recognized and addressed appropriately.
- j) ICT governance is in place and information data is adequately backed up and protected.
- k) Fraud prevention and anti-corruption processes are reviewed.

c) Status:

The Internal Audit Unit staff establishment consists of eight (8) employees in terms of the Organizational Structure, five (5) positions have been filled and three (3) are vacant.

Internal Audit submitted a request to advertise one (1) Internal Audit Position to Human Resource on the 25th of November 2025. Awaiting Corporate Shared Services to advertise.

Based on the reviewed approved Organizational Structure, the following are currently vacant and filled positions within the Internal Audit Unit:

NO	POSITIONS	SALARY LEVELS	CURRENT STATUS
1.	Manager: Internal Audit (Chief Audit Executive)	SALGBC	• Filled
2.	Chief Internal Auditor (Assistant Manager Internal Audit)	Level 4	• Filled
3.	Internal Auditors (Compliance) X2	Level 6	• Vacant X2
4.	Internal Auditors (Performance) X2	Level 6	• Filled 2
5.	Administrative Officer (Office Administrator)	Level 7-6	• Filled
6.	Audit Clerk (Assistant Internal Auditor)	Level 8	• Vacant

7.7.2 Audit Committee:

i. Availability

Section 166(1) of the Municipal Finance Management Act (MFMA) requires that each municipality must have an Audit Committee. The Act allows that a single audit committee may be established for a district municipality and the local municipalities within that district municipality.

The West Rand District Municipal Council and the local Municipalities under its jurisdiction resolved under Item 44 of the Council meeting held on 08 May 2025, to establish a Regional Audit Committee (AC) and the Regional Performance Audit Committee (PAC) for the West Rand Region. The item for establishment of the Regional AC and PAC was approved by all Councils of the local Municipalities in the region. The term of office for each Committee be effective from 12 May 2025 to 31 December 2028.

The appointment of the members was done in terms of the resolutions listed below:

Council	Resolution Number
West Rand District Municipality	Item 44 of 08 May 2025
Merafong Municipality	Item 53/2025 of 31 July 2025
Mogale City	-
Randfontein Municipality	-
Westonaria Municipality	-

Section 166 (4) (a) states that an Audit Committee must consist of at least three (3) persons with an appropriate experience. In terms of the Municipal Planning and Performance Regulation 14 (2) (a), the Municipality must annually appoint and budget for a performance Audit Committee consisting of at least three (3) members.

In terms of section 166 (4) (b) of the MFMA, the Audit Committee meet as often as is required to perform its functions, but at least four times a year. In terms of section 14 (3) (a) of the Municipal Planning and Performance Regulation, the Performance Audit Committee must meet at least twice during the financial year of the Municipality concerned.

At establishment in February 2025, each Committee consisted of five (5) members due to the fact that these are Regional Committees overseeing four (4) Municipalities.

ii Functionality:

Section 166(2) of the Municipal Finance Management Act regulates that the Audit Committee must provide such advice on matters relating to:

1. Internal financial control and internal audits;
2. Risk management;
3. Accounting policies;
4. The adequacy, reliability and accuracy of financial reporting and information;
5. Performance management;
6. Effective governance;
7. Compliance with the MFMA, the annual Division of Revenue Act (DORA) and any other applicable legislation;
8. Performance evaluation; and
9. Any other issues referred to it by the municipality.

In addition to the above, the Audit Committee must:

Review the Annual Financial Statements and provide the municipal council, with an authoritative and credible view of the financial position of the municipality, its efficiency and effectiveness and its overall level of compliance with the Municipal Finance Management Act, Division of Revenue Act and any other applicable legislation; respond to the council on any issues raised by the Auditor-General; carry out such investigations into the financial affairs of the municipality; and perform such other functions, as may be required.

Status:

It was resolved that the Regional Audit Committee and Performance Audit Committee be reconstituted as follows:

Audit Committee Members

1. Dr. Len Konar CA (SA) - Chairperson
2. Mr. Collins Makgopa
3. Ms. Kemelo Mathatho
4. Mr. Maphanga Maseko
5. Ms Omphile Sehunelo

Performance Audit Committee Members

1. Mr. Makgoba Percy Mongalo - Chairperson
2. Mr. Bashir Ahmed
3. Ms. Jane Masite
4. Mr. Mzonke Nondwangu
5. Ms. Zanele Mongalo

Independent Chairperson of the Risk Management Committee

Mr. J Mohlakoana

7.7.2 Oversight Committee:

Public Participation & Good Governance	Status	Challenges	Intervention Required
<ul style="list-style-type: none"> Oversight Committees 	<p>MPAC: The committee established and functional.</p>	Capacity building by appointing support staff (coordinator and researcher) to assist the MPAC to discharge their duties.	The position of a Coordinator and Researcher have been advertised and selection and interviews have been unfolded. The appointment will be done in due course.

7.7.3 Ward Committees

Public Participation & Good Governance	Status	Challenges	Intervention Required
<ul style="list-style-type: none"> Ward Committees 	Ward committees are submitting reports on monthly basis, Ward committees receiving R1250 stipend on monthly basis, All 280 Ward Committee members received a training induction on ABCD provided by COGTA, community, Report writing by COGTA, economic development by Scientology Volunteers Ministers, awareness on Ward demarcation by Municipal Demarcation Board.	Not all wards are allocated with offices. The ones that have these offices are not in good condition to hold ward committees meetings; for example there is no electricity, no water and no bathrooms. This leads to inability of ward Councillors' and ward committees to use these facilities. There are no Ward Officers to assist the Councillors with the administration of ward.	Allocation of budget for the furniture of ward offices. Allocation of budget for the Ward Officers so that the ward can be functional.

7.7.4 Council Committees

Governance Structures	Status	Challenges	Intervention Required
<ul style="list-style-type: none"> Council Committees 	Section 80 committees are functional and meeting regularly.	Absenteeism of other members affects the functionality of the section 80 committees.	The Chief Whip in consultation with other Party Whips to encourage attendance of the section 80 committees.
	MPAC:	Capacity building by appointing support	The position of a Coordinator and

	The committee established and functional.	staff (coordinator and researcher) to assist the MPAC to discharge their duties.	Researcher have been advertised and selection and interviews have been unfolded. The appointment will be done in due course.
--	---	--	--

7.7.5 Public Participation Strategy

Management & Operational Systems	Status	Challenges	Intervention Required
The municipality has the public participation operational plan that guides the public participation activities.	<p>There is a public participation draft policy, and it has been sent to SALGA for its finalization. No public participation strategy in place.</p> <p>The office of the Speaker has been running the Public Participation programs with X1 Public Participation Officer, 280 Ward Committees and ward Councillors.</p>	Lack of responsiveness from SALGA	<p>Seek intervention from the Executive Management at SALGA and Speaker's Forum.</p> <p>Seek support from internal legal department for the finalization of the draft policy and strategy.</p>

7.8 Financial Viability

Strategic Objective: To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems.

Intended Outcome: Improved financial management and accountability. Indicate availability and status regarding the following:

- tariff policies.
- rates policies
- SCM policy – staffing
- staffing of the finance and SCM units
- payment of creditors
- Auditor- General findings (issues raised in the report if any)
- financial management systems.

Financial Viability	Status	Challenges	Intervention required
Tariff policy	<p>The policy is being reviewed for the 26/27 to accompany the Draft budget to council for consideration before the end of March.</p> <p>Public participation will be done between April and May before submission for final approval to council before 31st May 2026.</p>	<p>Setting of cost reflective tariff considering affordability rate and high rate of unemployment within the municipality households.</p>	<p>Hands on support for cost reflective tariff setting especially for water and electricity that are currently operating at the loss.</p>
Rates policy	<p>The policy is being reviewed for the 26/27 to accompany the Draft budget to council for consideration before the end of March.</p> <p>The Municipality will also be implementing a new general valuation roll effective from July 2026.</p> <p>Public participation will be done between April and May before submission for final approval to council before 31st May 2026.</p>	<p>Property valuation appeals by mining sector pose challenges in full implementation of rates policy.</p>	<p>GOGTA legal support is required</p>
SCM policy	<p>Policy is currently being reviewed in March 2025, workshopped in both Budget</p>	<p>The vacant positions have been advertised, and recruitment</p>	<p>Speed up the recruitment process for vacant positions</p>

	steering committee and public participation process, then approved by Council before the end of May 2025 for full implementation and monitoring on regular process and full reporting on implementation to Council, Province and National	processes are still underway. The SCM Manager has been appointed	
Supply Chain Committees (SCM).	All bid committees are appointed	Non-regular sitting of the committees creates a challenge to an extent that the validity of the tenders must be extended.	The Accounting Officer must ensure that committee sit on regular basis
Staffing of the finance and SCM units	Current approved structure has asset management, financial reporting and Deputy Chief Financial Officer positions are included in the revised approved structure.	SCM processes are on manual system	MSCOA requires SCM module to fully operate in financial system
Payment creditors of	All grant funded payments are paid on 30 days on receipts of invoice. SARS, Bond payments and other insurance payments are paid within 30 days. In addition, all invoices below R30 000 are paid within 30 to 60 days, subject to the availability of funds and compliance with internal verification processes.	All other payments are paid depending on cash flow availability. However, this is often impacted by challenges such as low revenue collection, increasing creditor pressures, and overall budget constraints, which may result in extended payment periods.	Increase collection level
Auditor-General findings 23/24 FY (issues raised in the report if any)	<p>Merafong moved from a disclaimed audit opinion to a qualified audit opinion in the 2023/24 financial year.</p> <p>Most of the findings that were raised by the AGSA were resolved during the audit with the estimation of service charges being the basis of the qualified opinion.</p> <p>In the 2022/23 financial year, the municipality had a total of 101 findings and in the 2023/24 financial year, the</p>	<ul style="list-style-type: none"> • Cash flow Constraints. • Historical Eskom and Randwater debt 	<ul style="list-style-type: none"> • Increase revenue collection. • Cost containment measures. • Cost reflective tariffs

	<p>Municipality had a total of 85 findings.</p> <p>73 of the findings of 2023/24 are fully addressed, 8 are in progress and 5 have not yet been addressed.</p>		
<p>Financial Management Systems</p>	<p>System Configuration: All financial modules (e.g., budget, procurement, general ledger, accounts payable/receivable) are fully configured to match municipal requirements. End-user training is completed. Compliance and Reporting: system is Aligned with National Treasury reporting standards (e.g., mSCOA)</p>	<p>Data Migration Issues: We had issues with incomplete or inaccurate legacy data. Difficulty in reconciling historical records with the new system. Time-consuming validation and cleaning process. Risk of data loss or duplication during transfer.</p>	<p>To strengthen the implementation process and address technical and operational challenges, CCG has deployed their expert team to assist the municipality. CCG Expert Support had increased confidence in system readiness. Faster resolution of migration and configuration issues. Improved user adoption and understanding. And also better alignment with regulatory and audit requirements.</p>

The finance sections staffing in finance and SCM units are challenged by high vacancy rate. Due to number of factors including low collection rate, however the Municipality will appoint low level staff in the new financial year. There are risk that institutional memory is continuously negatively affected.

The municipality payment of creditors working capital is insufficient to cover all creditors within 30 days on creditors payment cycle period. The municipality entered payment arrangement with ESKOM and Rand water to ensure service delivery to the community, the payment arrangement are fully serviced timely.

A Distribution Agency Agreement (DAA) has been concluded with Eskom, and a structured repayment arrangement of R25 million has been agreed upon with Rand Water. These arrangements are being serviced timeously in accordance with the agreed terms to ensure the uninterrupted provision of electricity and water services.

7.9. Disaster Management: Sinkholes issues

In his State of the Province Address 2026 Gauteng Premier added 2 priorities to his 13 Priorities for the Province is sinkholes and illegal immigrants. Merafong has been one of the Municipalities grappling with geological conditions which causes sinkholes. In 2022, the Premier intervened to this issue by establishing an interdepartmental Task team to assist Merafong with this big problem. Through the work of this task team, a local Disaster Centre was established. Among many of the achievements driven by this task team, In August 2025 a Classification of disaster was declared by COGTA.

Classification of a Provincial Disaster in terms of section 23 of the Disaster Management Act (act no. 57 of 2002): Life Safety Impact of sinkholes in the Merafong City Local Municipality. Government Gazette 6480.

Subsequent to the classification of disaster An Action plan was immediately put in place with roles and responsibilities of relevant government departments including the Municipality. A provincial interdepartmental committee have its meetings every Monday to tackle the impact sinkholes have or might have in the lives of the people of Merafong.

Geological conditions of Merafong are included in the Strategic Risk Register in the top 5 municipal risks. Geological conditions and sinkholes are rated as a high risk and afforded the attention it demands. Monthly monitoring and progress reporting is done by Management and reported to the Risk Management Committee. During rainy seasons, readiness plans are put in place to attend to any sinkhole occurrence. Unresolved issue: community resistance to relocate to government subsidised housing due to house sizes. This matter is receiving attention as it was escalated to all relevant platforms.

Why these matters:

- Merafong faces ongoing sinkhole risk linked to historic dolomitic ground conditions and mining-related groundwater changes.
- Communities in Khutsong/Carletonville experience safety risks, service interruptions and housing insecurity.

Current situation:

- An active sinkhole register is maintained (currently 20 active sinkholes).
- Immediate stabilisation and protection of critical infrastructure are prioritised.
- 2nd Sinkhole at teacher's quarters formed during December 2025 and was backfilled immediately with G5 & G7 materials to safeguard the house (3565) and avoid possible expansion from water ingress. Further investigations on structural stability still to be made.

Government response to date:

- A multi-sphere Steering Committee is in place and meets every second week.
- Merafong City Local Municipality, supported by National and Provincial COGTA, is coordinating sector departments, funding pathways and consolidated reporting.

What remains

Sustained funding and coordinated implementation are required to reduce risk, protect services, and enable safe relocation where necessary.

Sinkhole risk remains high and requires sustained, coordinated intervention across spheres. Immediate priorities: public safety stabilisation and eliminating wet-services ground saturation. Relocation is underway (Ext. 5) and being scaled through integrated planning (Ext. 8). Funding gap remains significant (> R900 million) and needs coordinated funding solutions. Bi-weekly Steering Committee provides governance, tracking and consolidated reporting.

Active sinkhole register (summary)

Khutsong / Khutsong South (12)

1. Checha Street (Jan 2025) – R15m
2. Tirisano Creche (Jan 2025) – R10m
3. Khutsong Reservoir (Dec 2024–Jan 2025) – R30m
4. Fundama Street (2021/22) – R10m
5. Teachers Quarters (2020/21) – R15m
6. Nxumalo Drive / Hlangabeza Primary (2019/20) – R25m
7. Khutsong Ext.3 (cnr Semenya & Thafeni) (2019/20) – R15m
8. Khutsong Ext.3 (Molefe) (2017/18) – R15m
9. Recurrence next to 590 sinkhole (2023/24) – R15m
10. Relebogile Primary, Khutsong South (2020/21) – R35m

Carletonville / Farming area (7)

11. Carletonville Town (behind Eureka Park) (Apr 2025) – R10m
12. R501/P111 Sinkhole (Feb 2025) – R30m
13. Open space between Blybank & Carletonville (2022/23) – R15m
14. Behind Umngeni Street (2020/21) – R15m
15. Farming area along P89/1 (2020/21) – R15m
16. R500 Sinkhole (Feb 2025) – R10m
17. Open space along R500 (2022/23) – R15m
18. Hlanganani Primary school – R25m
19. Khutsong B Section next to old Badirile School –R15m
20. Carletonville Reservoir-R25m

Steps to be taken:

- Project 1: Emergency sinkhole stabilisation
- Project 2: Emergency wet services re-routing
- Project 3: Bulk water infrastructure protection
- Project 4: Water reticulation upgrade
- Project 5: Sewer infrastructure upgrade
- Project 6: Housing relocation programme (Ext. 5)
- Project 7: Bulk services for relocation areas
- Project 8: Roads and stormwater infrastructure

8. Section G: Strategic Goals, Objectives, KPI's And Targets and SDBIP

8.1 Key Performance Areas:

The Municipality adopted the following Key Performance Areas to deliver on its Constitutional Mandate and to realise its vision and mission:

- KPA 1:** Basic Service Delivery
- KPA 2:** To Promote Local Economic Development
- KPA 3:** To Promote Municipal Transformation & Organisational Development
- KPA 4:** To ensure Municipal Financial Viability & Management
- KPA 5:** To ensure Good Governance and Public Participation

Merafong City Local Municipality adopted the West Rand Regional Strategic Planning Framework with the objective of addressing misalignment of plans, to enable seamless delivery of the regional plan outcomes. In alignment to the plan, KPA 6-Spatial Development was incorporated in KPA1: Basic Service Delivery. The table below is the summary of the aligned of regional outcomes to Key Performance Areas/Goals:

Key Performance Areas aligned to Regional Outcomes:

MUNICIPAL STRATEGIC KEY PERFORMANCE AREA	REGIONAL OUTCOMES
<p>Goal 1: Basic Service Delivery</p> <ul style="list-style-type: none"> • Maintain good quality reliable roads. • Provision of electricity infrastructure • Provision of quality & reliable sanitation & waste management services • Waste management services • Provision of quality & reliable water supply • Ensure environmental sustainability within the West Rand Region 	<p>Outcome 1 : Basic Service Delivery Improvement</p>
<p>Goal 2: Local Economic Development and Social Development</p> <ul style="list-style-type: none"> • Ensure safer communities within West Rand Region • To improve basic education in the West Rand Region • Healthy communities • Healthy & united social cohesive communities • Strategic investment attraction • Economic development 	<p>Outcome 5 : Safe Communities Outcome 6 : Educated Communities Outcome 7 : Healthy Communities Outcome 10 : Social Cohesive Communities Outcome 11 : Reduced Unemployment Outcome 12 : Economic Development</p>
<p>Goal 3: Transformation and Organisational Development</p> <ul style="list-style-type: none"> • Ensure a skilled, capacitated, competent & motivated workforce • Institutional planning & transformation 	<p>Outcome 3 : Skilled, Capacitated, Competent and Motivated workforce Outcome 14: Institutional Planning and Transformation</p>
<p>Goal 4: Municipal Financial Viability and Management</p> <ul style="list-style-type: none"> • Robust financial administration 	<p>Outcome 13 : Robust Financial Administration</p>

<p>Goal 5: Good Governance and Public Participation</p> <ul style="list-style-type: none"> Ethical administration and good governance 	<p>Outcome 2 : Accountable Municipal Administration Outcome 4 : Ethical Administration and Good Governance</p>
<p>Goal 6: Integrated Spatial Development Framework</p> <ul style="list-style-type: none"> Provision of state-owned land & properties for development 	<p>Outcome 8 : Sustainable Environment Outcome 9 : Build Spatially Integrated Communities</p>

8.2 Service Delivery and Budget Implementation Plan

The Service Delivery and Budget Implementation Plan (SDBIP) details the implementation of service delivery and the budget for the financial year in compliance with the Municipal Finance Management Act (MFMA), 2003 (Act 56 of 2003). The SDBIP serves as a contract between the administration, the Council, and the community, expressing the objectives set by the Council as quantifiable outcomes that can be implemented by the administration over the next twelve months. SDBIP facilitates the process of holding management accountable for their performance. It provides the basis for measuring performance in the delivery of services.

The MFMA requires the following to be included in the SDBIP of a municipality:

- Monthly projections of each source of revenue to be collected.
- Monthly projections of each vote’s expenditure (operating and capital) and revenue.
- Quarterly projections of each vote’s service delivery targets and performance indicators.
- Information on expenditure and service delivery in each ward.
- Detailed capital works plans allocated by the wards over three years.

The MFMA requires the Municipality to compile a SDBIP for submission to the Executive Mayor. MFMA Circular No. 13 further states that "...being a management and implementation plan (and not a policy proposal), the SDBIP is not required to be approved by Council..."

Please refer to Annexure G (1)

8.3 IDP Performance Highlights 2021-2026 (5 Year Political Term of Office)

This IDP review is the last cycle of the 2021-2026 political term of office. There have been tremendous improvements on the achievements of the targets set from 2021 to 2026. Below is a presentation of the outcomes achieved.

1. INSTITUTIONAL DEVELOPMENT:

The Political term of Office started in November 2022 where Council was formed with the Executive Mayor, Deputy Executive Mayor, Chief Whip, Speaker and the Mayoral Committee.

The Municipality was operating with a high vacancy rate on all levels of the Organisational Structure including a Municipal Manager. The Municipality was operating on an old Strategic Plans and outdated Organisational Structures. During May 2023, a Municipal Manager was appointed, and Council undertook a Strategic Session on the 17-18 of May 2023.

The last Strategic Planning session was held in February 2017 and the term of that Political Office bearers ended in 2021, therefore it was imperative for the Municipality to review and forge a new Political direction.

The outcome of this strategic review session was a new Vision, Mission and Values for the municipality. A reviewed High level organizational structure that s the strategic focus.

Following the strategic session the municipality prioritized filling of critical vacancies to ensure achievements of objectives and plans. The following 40 critical positions were filled since the adoption of the strategy.

2026

NO.	POSITION	SECTION
1	Snr Legal Advisor	Legal Services
2	Risk Officer	Risk Management
3	Senior Clerk SCM	SCM
4	Secretary	Office of MM

2025

NO	POSITION	SECTION
1	Librarian	Libraries
2	Assistant Librarian	Libraries
3	Auxiliary Worker	Libraries
4	Senior Engineer Construction and Desing	PMU
5	Chief Internal Auditor	Internal Audit
6	Project Technician	PMU
7	IT Maintenance Security Technician	IT
8	EM Public Safety	Public Safety
9	Sub Accountant Reconciliation	Budget
10	Manager Parks & Cemeteries	Parks
11	Manager Water & Sanitation	Water & Sanitation
12	Personnel Officer EAP	OHS

13	Admin Officer	Energy
14	Internal Auditor	Internal Audit
15	Manager Traffic Management	Traffic Management
16	Secretary	Office of MM

2024

1	Manager Organizational Dev	Organisational Dev
2	Executive Manager: EDP	Economic Development and Planning
3	Chief Operating Officer	COO's Office
4	Manager LED	LED
5	Manager Labour Law	Corporate and Shared Services
6	Manager Fleet	Fleet Management
7	Manager Revenue	Revenue Management
8	Manager Legal Services	Legal Services
9	Manager OHS	Corporate and Shared Services
10	Manager Financial Reporting	Financial Reporting
11	Deputy CFO	Finance
12	Manager IIPU	Infrastructure Investment Project
13	Manager Solid Waste	Solid Waste Management
14	Executive Manager Energy	Energy
15	Senior Legal Advisor	Legal Services
16	Manager Supply Chain	SCM
17	Manager IDP	IDP Unit

2023

1	Municipal Manager	Office of MM
2	CFO	Finance
3	EM CSS	CSS

Trainings conducted for the unemployed through grant funding CETA and LGSETA

LOCAL GOVERNMENT SECTOR EDUCATION TRAINING AUTHORITY (LG SETA) Funded

Hygiene Learners -**50** learners
 Community House Building-**40** learners
 Roadworks- **38** learners
 Waste-Water learnership-**40** learners

CONSTRUCTION EDUCATION TRAINING AUTHORITY (CETA) Funded

Electrical Apprenticeship-**5** Learners
 Road Maintenance Skills programme- **12**
 Plumbing Skills programs- **19** learners
 Electrical unemployed- **50** learners
 Learnership-**30** learners.

WORK INTEGRATED LEARNING (WIL) Workplace experiential learning

30 Learners trained

2. SERVICE DELIVERY:

WATER AND SANITATION

OVERVIEW

Over the past five-year political term, the municipality has made significant progress in improving water and sanitation services through targeted infrastructure investment, operational improvements, and strategic interventions.

The focus has been on:

- Strengthening infrastructure
- Improving service delivery reliability
- Enhancing financial sustainability
- Addressing long standing backlogs

Capital investment was implemented through key funding streams, achieving expenditure performance of approximately:

- **80.59% (MIG)**
- **65.83% (WSIG)**

INFRASTRUCTURE DEVELOPMENT AND PROJECT IMPLEMENTATION

The municipality implemented and progressed several key projects aimed at improving water supply and sanitation services:

Water and Sewer Reticulation

- **Khutsong North Water & Sewer Reticulation (Stage 4B)**
 - ✓ Achieved approximately 72% physical progress
 - ✓ Contributed to improved access to basic services and reduction of infrastructure backlogs

Maintenance and Refurbishment Programme

- **Merafong Water and Sanitation Maintenance Project**
 - ✓ Achieved approximately **85.97% completion**
 - ✓ Addressed leak repairs, chamber maintenance, and system upgrades
 - ✓ Contributed to improved operational efficiency and service reliability

Wastewater Treatment Works (WWTW)

- Ongoing upgrades and refurbishment at:
 - ✓ **Welverdiend WWTW** (±35%)
 - ✓ **Khutsong WWTW** (±88% prior to contractor challenges)
 - ✓ **Wedela WWTW (Phase 2)** (±37%)

These projects are critical for:

- Improving effluent quality
- Addressing environmental compliance requirements
- Reducing pollution of natural water resources

Reservoir and Storage Infrastructure

- 007 Reservoir Rehabilitation ($\pm 69\%$)
- Foundation Stabilization of Adatta Reservoir ($\pm 95\%$)

These interventions have:

- Strengthened water storage capacity
- Improved system resilience
- Reduced risks of infrastructure failure

Bulk Water Supply

- **Bulk Supply Line from Khutsong**
 - ✓ Progressed to approximately **80% planning stage**
 - ✓ Strategic intervention to improve bulk distribution and long-term supply stability

NON-REVENUE WATER (NRW)

The reduction of Non-Revenue Water has been a key priority due to its direct impact on both service delivery and financial sustainability.

Key NRW Interventions

- Installation of **zone meters and bulk meters**
- Implementation of **Pressure Reducing Valves (PRVs)**
- Improved system monitoring and leak detection
- Strengthening of water balancing and reporting systems

- **Installation of Zone Meters and PRVs Project:**
 - ✓ Achieved approximately 98% physical progress
 - ✓ Significantly enhanced system control and monitoring

Importance of NRW Reduction

NRW reduction is critical for:

- **Financial Sustainability:**

Reduces revenue losses associated with unaccounted-for water

- **Water Security:**

Ensures efficient utilization of limited bulk water supply, particularly under the 40% restriction imposed by Rand Water

- **Infrastructure Protection:**

Reduces system pressure, pipe bursts, and long-term infrastructure damage

- **Service Delivery Improvement:**

Enhances reliability of water supply and response to faults

- **Regulatory Compliance:**

Supports alignment with Water Conservation and Demand Management (WC/WDM) requirements

Operational Context

Due to bulk water restrictions:

- The municipality implemented water tanker supply, particularly to high-lying areas
- While necessary, this increased unbilled consumption and contributed to NRW levels

IMPACT AND ACHIEVEMENTS

Key achievements over the term include:

- Improved access to water and sanitation services
- Strengthened infrastructure across key service areas
- Implementation of NRW reduction programmes
- Improved maintenance and operational response
- Progress towards environmental compliance in wastewater treatment
- Enhanced system monitoring and planning

In addition:

The municipality has enhanced its operational performance through its Operations and Maintenance teams, which are responsible for attending to community reported service complaints within 24 hours. This proactive approach has improved response times, minimized infrastructure downtime, and ensured the continuous and efficient functioning of water and sanitation systems.

KEY CHALLENGES

Despite progress, the following challenges were experienced:

- High levels of Non-Revenue Water ($\pm 38\%$)
- Ageing infrastructure and frequent failures
- Contractor non-performance and project delays
- Budget constraints and funding dependencies
- Increased operational pressure due to bulk water restrictions

Electricity

IMPLEMENTATION OF CAPITAL PROJECTS

The following capital projects were implemented in the period from 2021 to 2026:

Upgrading of Fochville Substation

The plans to upgrade the Fochville substation by increasing the capacity of the substation in order to align with growing demand in the areas of Fochville, Kokosi and Greenspark have been ongoing. The procurement of critical equipment such as Power Transformers has been ongoing, with the Municipality having paid for the Power Transformer, associated equipment and works. This project will assist in alleviating electricity supply constraints in the Fochville, Kokosi and Greenspark areas and assist in ensuring security of supply and uninterrupted electricity.

Refurbishment of Frikkie Van Der Merwe Substation:

Through the Human Settlement Development Grant (HSDG), the department had been able to upgrade Frikkie van der Merwe Substation in Welverdiend. Upgrading work was carried out on the 44kV system at the substation. The upgrades are on the final stages as per the agreed scope, and completion is scheduled for the end of June 2026.

Plover Substation:

The design stages for the construction of the new Plover Substation in Khutsong South are ongoing. Long lead material have been identified and orders have been placed with equipment manufacturers. This is the first stage in implementing the project under the adopted implementation model. Physical construction has not yet commenced as a result of other technical discussions and deliberations with Eskom regarding the provision of approved budget quotes, however progress is being made in this regard. Preparatory services such as servitude registrations, Geotechnical Studies, and Environmental Impact Assessments are ongoing. Designs and civil works shall follow finalisation of the budget quote with Eskom and approval of designs. The project is funded through the Integrated National Electrification Program (INEP) grant.

Electrification of Households in Khutsong South Extensions 5 and 6

A total number of 753 Households have been earmarked for electrification in the area of Khutsong South Extensions 5 and 6. However, with a current number of houses on the ground and allocated to beneficiaries being 515 which have been completed during the 2024/25 and 2025/26 respectively, the total number of households to be electrified will depend on the total number of houses built as per Gauteng Department of Human Settlements.

The construction of houses is ongoing. A total of 347 households have been electrified to date, with a further 155 houses planned to be electrified by the end of May 2026. The project is funded through the Integrated National Electrification Program (INEP) grant.

Merafong Solar High Mast and Solar Streetlights:

This provision of community lighting programme is achieved through Municipal Infrastructure Grant (MIG). The objective is to provide public lighting using alternative energy sources (saving cost). This also seeks to address the reduction of criminal acts through improved area lighting. The highlight for the 2025/26 financial year was the construction of three (3) complete Solar High Mast Lights in wards 2, 7 and 10 respectively. These were placed at hotspot areas affected by crime as per Councillor's recommendations.

DEVELOPMENT OF PERSONNEL

Development of Merafong internal Electrical Staff

Through the Artisan Recognition of Prior Learning (ARPL) programme entered to with LG Seta during the 2024/25 Financial year, the department managed to develop internal employees to a level of qualified electricians. A total **17 employees** from the Municipality were taken through the ARPL Program. There has not been any placement in electrician positions yet, however some have been appointment in electrician acting roles. This positively works on the moral of the team.

OPERATIONAL SERVICES

The following operational issues were addressed during the period 2021 to 2026. The implementation of measures mentioned below is ongoing and will overlap into the next 5-year reporting period.

Electricity Losses

One of the critical indicators affecting the department is Electricity losses (both technical and non-technical). Throughout 2021 to date, many interventions have been undertaken through the support of Department of Cooperative Governance and Traditional Affairs (COGTA) and Municipal Infrastructure Support Agency (MISA).

With Large Power User's (LPU), the implementation of Automated Meter Reading (AMR) resulted in an effective online real time monitoring of 220 meters. These are the meters that were red flagged from the current 656 meters highlighted to need more monitoring. For the **2025/26** through COGTA and MISA support, the implementation of the smart meter rollout programme for both domestic and Industrial customers resulted in a total of **1010** smart meters installed currently. The installation of smart meters is ongoing.

Electricity Tariff Applications with NERSA

During 2024/25 the cost reflective tariffs were applied for through a Cost Of Supply (COS) study that was prepared by an external consultant. However, for the 2026/27 tariff application, the COS study and tariff application to NERSA was prepared internally. Municipal Employees are not capacitated and capable of preparing the necessary studies, tariff designs and applications in line with NERSA benchmarks and requirements. The work is ongoing to increase knowledge and capacity of internal employees on issues of tariff applications and cost of supply studies, particularly on tariff design work.

Distribution Agency Agreement between Merafong City Local Municipality and Eskom

Eskom and Merafong City Local Municipality signed a Distribution Agency Agreement (DAA) on 8 December 2025, to stabilize infrastructure, improve financial management, and ensure reliable electricity supply. The agreement aims to assist the Municipality in addressing issues of debt repayment, capacity building and technical support. Key issues to be addressed by the agreement include:

- Joint network management, where both Eskom and the Municipality will jointly manage the operations of the network, attending to complaints, maintaining and upgrading the network. This will assist in improved response times, better electrical capacity management and improved security of supply
- Joint revenue collection, which will assist in installation of smart meters across Merafong City Local Municipality license area. The spinoffs from this activity will result in improved revenue collection rates and repayment of Eskom debt.

- Technical support, which is aimed at assisting the Municipality to capacitate employees with operational support and skills transfer.
- Indigent support, which aims to continue to support the indigent households with management of the free basic electricity service

Legal Standing of the agreement details that the municipality remains the licensed distributor. The agreement functions as an interim measure for financial sustainability. The agreement is for a period of 36 months. During this period, the Municipality will have to develop and prove technical, operational and financial capacity to manage the electricity business going forward.

The municipality has made meaningful progress in strengthening water and sanitation services over the five-year term.

While challenges remain, particularly in relation to water losses and infrastructure performance, the implementation of strategic interventions, especially in Non-Revenue Water reduction (NRW) has laid a strong foundation for improved sustainability, service delivery, and financial performance.

The focus going forward will be on consolidating these gains, accelerating infrastructure delivery, and achieving compliance with national water management standards.

WASTE MANAGEMENT

Over the 2020/21 to 2024/25 political term, the Solid Waste Management Unit of Merafong City Local Municipality achieved significant operational improvements in waste collection, service delivery, illegal dumping response, fleet management, and financial controls. The outsourcing of compactor trucks improved collection reliability and reduced backlogs, while the introduction of a TLB enhanced the municipality's ability to clear illegal dumping sites promptly. The municipality also strengthened overtime management controls, resulting in improved productivity and reduced mismanagement. Public complaints and negative media coverage decreased considerably over the reporting period.

A skip loader truck was received from Department of Forestry, Fishery and Environment as a donation to the municipality to enable collection in Mphahlwa informal settlement. and further request has been made to Gauteng Partnership Fund to be assisted with resources to enable extend collection to other informal settlement within Merafong.

Key Operational Improvements Achieved

- Outsourcing of compactor trucks improved refuse collection reliability and reduced service interruptions.
- Acquisition and use of the TLB strengthened the municipality's response to illegal dumping sites.
- Reduction in refuse collection backlogs across wards and residential areas.
- Improved monitoring and control of overtime expenditure and operational accountability.
- Improved public image and reduction in negative media reports regarding waste management.
- Improved turnaround time for removal of illegal dumping.
- Enhanced supervision and deployment of personnel and operational resources.

Five-Year Performance Comparison

Indicator	2020/21	2021/22	2022/23	2023/24	2024/25	Improvement Achieved
Weekly Refuse Collection Coverage	68%	74%	82%	89%	95%	27% increase in service coverage
Illegal Dumping Sites Cleared	120	165	220	285	340	183% increase in site clearing
Fleet Availability	45%	58%	70%	82%	91%	Reliable operational fleet
Public Complaints Received	1,250	980	720	430	210	83% reduction in complaints
Overtime Expenditure Control	High	Moderate	Controlled	Improved	Efficient	Improved financial discipline
Negative Media Reports	Frequent	Reduced	Occasional	Minimal	Rare	Significant reputational improvement
Refuse Collection Backlogs	Severe	Moderate	Reduced	Minimal	Controlled	Backlogs substantially reduced

Financial and Operational Impact

The municipality's investment in outsourced compactor trucks and operational equipment resulted in improved service reliability and reduced breakdown-related disruptions. Better overtime management and supervision improved productivity and reduced unnecessary expenditure. Communities experienced improved refuse removal services and cleaner environments, contributing to improved public confidence in municipal service delivery.

Challenges Experienced During the Political Term

- Aging municipal fleet and historical breakdowns.
- Growing illegal dumping in informal and open spaces.
- Budgetary limitations affecting replacement of waste management equipment.
- High community expectations for improved service delivery.
- Historical operational inefficiencies and overtime mismanagement.

Future Focus Areas (2025/26 and beyond)

- Expand waste collection coverage to all developing residential areas.
- Strengthen waste recycling and separation-at-source programmes.
- Increase awareness campaigns on illegal dumping.
- Improve fleet replacement and preventative maintenance programmes.
- Introduce smart monitoring systems for route planning and operational reporting.
- Continue strengthening financial controls and overtime management.

The five-year political term demonstrated measurable progress in the performance of Solid Waste Management within Merafong City Local Municipality. Through improved operational management, outsourcing support, better equipment utilisation, and stronger oversight, the municipality succeeded in restoring service standards and reducing public dissatisfaction. The progress achieved during the period provides a solid foundation for future service delivery improvements and sustainable environmental management.

3. LOCAL ECONOMIC DEVELOPMENT

The biggest achievement on the Local Economic Development side, it is the development an adoption of a long-term Economic Revitalization Strategy called “Reimagining Merafong 2035 Economic Revitalisation Strategy”. This strategy comes after a few years of the municipality not having an updated Economic Development Strategy.

The Municipality continued to work closely with the Department of Economic Development to drive all economic development initiatives.

The following are notable achievements during the term.

Key Performance Indicator	Financial Year 2021/2022	Financial Year 2022/2023	Financial Year 2023/2024	Financial Year 2024/2025	Financial Year 2025/2026 (Q1 – Q3)
Number of jobs created through LED initiatives	2665	2400	521	225	28
Number of SMME workshops facilitated	4	3	7	4	3
Number of business licence application processed within 30 days	6	7	6	86	19

4. SPATIAL DEVELOPMENT

The Urban Planning Section continues to play a role in shaping a well-structured, inclusive, and sustainable future for the people of Merafong. The Planning team prides itself in being committed to being accessible to the community and to delivering quality planning services that align with the municipality’s long-term vision and strategic objectives.

Central to this commitment is its participation in supporting Vision 2035, a bold roadmap to guide Merafong’s transformation. The Urban Planning Section plays a leading role in advancing the pillars of this vision, contributing to integrated development that balances economic growth, social progress, and environmental sustainability.

In order to create an enabling environment for economic and social development a total of 8 draft policies and 1 new by-law was developed. These include a wide variety of topics such as accommodation, early childhood development centres, corner shops, home enterprises, and a policy to enable community members to more actively participate in uplifting their neighbourhoods. A City Improvement District By-law

was also finalised for approval to enable more significant upgrading and maintenance by public benefit groups.

In the face of significant staff shortages, the section overhauled its administrative practices to ensure continued performance. This was done by streamlining process flows, improving record keeping back-ups, and moving to a mostly paperless system. This will ensure improved efficiency and robust record keeping leading to improved service and reduced risks. In the past 5 years a total of 89 rezonings were approved and 517 building plans recorded as approvals accompanied with 1 township establishment approved.

Another milestone is the municipality’s phased rollout of a modernised Geographic Information System (GIS). This powerful tool will enhance the municipality’s ability to make informed, data-driven decisions regarding service delivery, budgeting, and strategic planning. By revealing key spatial patterns and trends, the GIS will support the municipality’s shift towards evidence-based planning and more integrated service delivery as advocated for by COGTA. This is an ongoing multi-year project.

The Merafong Solar Farm Cluster is one of the biggest and planned programme of multiple solar photovoltaic (PV) installations within Merafong City Local Municipality, conceived as a “cluster” of sites rather than a single large facility, with the primary objectives of increasing capital investment in the area, and enabling embedded generation and potential energy wheeling to support economic activity in Gauteng, particularly mining and industrial users.

It consists of 6 proposed solar farms clustered together around existing electrical infrastructure. Currently 2 of the six proposed farms have received private sector funding. It is anticipated that the total capacity of the six farms will be around 800 MW. The project started as early as 2018 when it was included in the IDP and subsequently funding was requested from the Gauteng Infrastructure Financing Agency (GIFA) to conduct feasibility studies. Studies were conducted from 2021 to 2022 followed by, site identification, and early engagement with independent power producers and financiers during roughly 2023–2025, with anticipated phased procurement, financial close, and construction rollout from around 2026 to 2027.

It is a private-to-private project, meaning that, the physical development and the selling of electricity is only between private sector actors. Apart from the initial studies and facilitation by GIFA, the entire project is privately funded.

5. HOUSING

Human Settlements (New settlements, Title deeds handed etc...)

- Tittle deeds 5 years 600 per year thus 3 200 tittle deeds over 5 years in Kokosi and Khutsong South

Water Provision and Infrastructure improvements through Mining Town Allocation

Financial Year					
2022/2023	Khutsong South Ext. 5&6 Roads & Sewer	Bulk	Khutsong	R 30 000 000.00	100%
2022/2023	Khutsong Bulk Electricity	Bulk	Khutsong	R 5 000 000.00	100%

2022/2023	Khutsong Alternative Bulk Water	Bulk	Khutsong	R 13 434 905.00	100%
2022/2023	Kokosi WWTP	Bulk	Kokosi	R 29 105 660.00	100%
2023/2024	Khutsong Bulk Electricity	Bulk	Khutsong	R 20 000 000.00	99%
2023/2024	Khutsong South Outfall Sewer	Bulk	Khutsong	R 2 000 000.00	100%
2023/2024	Khutsong Rehabilitation of Sinkholes	Bulk	Khutsong	R 12 000 000.00	100%
2023/2024	Kokosi Ext 6 Installation of Water meters & Completion of Sewer Network	Bulk	Kokosi	R 8 000 000.00	Sewer 100%
2023/2024	Fochville Outfall Sewer	Bulk	Fochville	R 10 000 000.00	98% practical completion issued

Top Structures delivered though Gauteng Department of Human Settlements:

Khutsong South Ext. 5 – 456 completed units

Electricity Provision and Infrastructure improvements – See table above also:

2022/2023	Khutsong Bulk Electricity	Bulk	Khutsong	R5 000 000.00	100%
2023/2024	Khutsong Bulk Electricity	Bulk	Khutsong	R20 000 000.00	99%

HOUSING ALLOCATIONS DURING THE TERM

2 200 in Elijah Barhayi Khutsong
 1 138 Kokosi Extension 6
 412 Khutsong South
 278 Khutsong South Extension 5

Rental Units:

Eureka Park Pensioners Accommodation

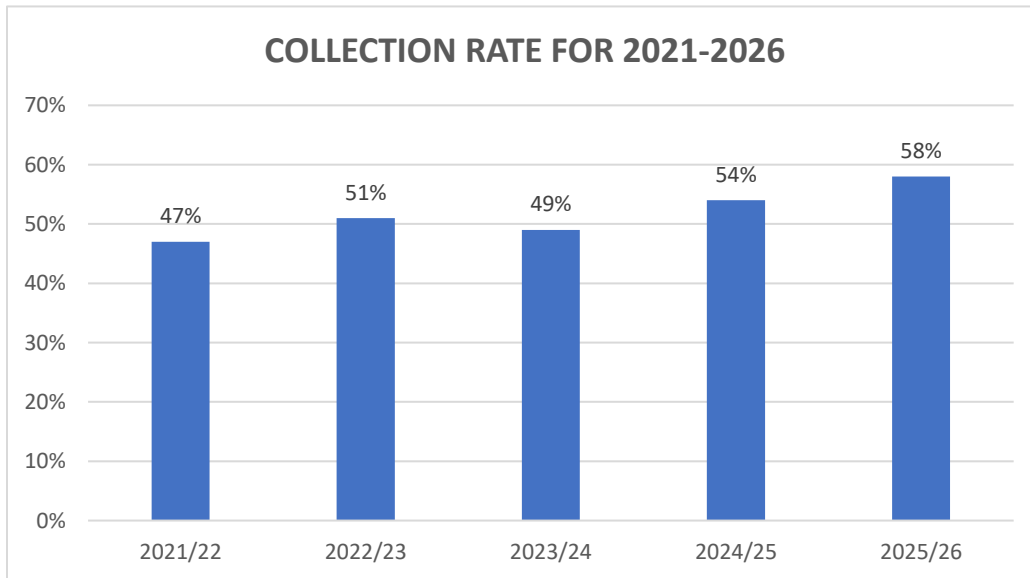
- Social housing project – 95% tenancy throughout 5 years

6. FINANCE

When the first cycle of the IDP 2021-2026 started , the municipality was struggling with low payment levels and collection of revenue. The municipality worked tirelessly putting strategies in place to encourage and incentivise consumers for settling their historical debts.

The payments and collection rate trends are presented below:

2021/2022	47%
2022/2023	51%
2023/2024	49%
2024/2025	54%
2025/2026	58%



Progress on the Financial Recovery Plan

- The Financial Recovery Plan for Merafong City Local Municipality was approved in June 2024 and the municipality is required, in terms of Section 146(1)(c) of the MFMA, to report monthly to the MEC of Finance on the implementation of the plan.
- The Municipality’s FRP is set out in three interdependent implementation phases namely, Rescue phase 1, Stabilization phase 2 and Sustainability phase 3.
- Merafong is currently reporting on the rescue phase.
- FRP Technical Committees have been appointed by the Municipal Manager for each of the four pillars of sustainability (Governance, Institutional & Human Resources, Financial Management and Service Delivery) and these Committees are responsible for reviewing the monthly progress documented on the FRP as well as the relevant POE.
- Furthermore, FRP technical workstreams together with GPT, SALGA and CoGTA are held on a quarterly basis.
- The detailed FRP is attached as Annexure A.

Below is a summary of the progress per pillar:

Pillar	Total Activities	Completed	In Progress
Strengthening Governance	20	12	8
Organisational Restructuring	15	8	7
Financial Management	25	14	11
Infrastructure and Service Delivery	20	10	10
TOTAL	80	44	36

GOVERNANCE

The Section 79 Committees of the municipality, Risk Management Committee, Audit Committee and Performance Audit Committee have been stable and fully functional during the term. The governance committee meetings were held as required on a quarterly basis and presented a joint report to Council their oversight findings and their recommendations. Audit Committee recommendations were tracked through recommendations register and there have been considerable progress in implementing those recommendations.

In terms of the Audit Outcomes the municipality has worked on the repetitive audit findings causing unfavourable outcomes from disclaimers to qualified outcomes.

9. Section H: Municipal Policies, Strategies and Frameworks

This chapter will provide an overview of how the sector plans relate to the status quo analysis, strategic objectives, programmes and projects. Sector plans must indicate strategic interventions that respond to the status quo assessment. At the core of the new system of local government is the ability of municipalities 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 spaces. In this regard, the integrated development planning process becomes a vehicle to facilitate integrated development and ensure that local government outcomes are attained.

Sector plans should not be developed in isolation of one another, but there must be a sequential way of developing them. The development of these plans requires cooperation among various units in the municipality so that linkages are identified to ensure that service-specific plans contribute to the long-term vision of the municipality.

The following are Municipal Strategies and Policies which are attached as annexures in the IDP Document:

Annex. No.	Annexures/Sector Plan/s	Responsible Department/Unit	Date of approval by Council	Date of next review	Status/Remarks
H1	Internal Audit Plan	Internal Audit	June 2025	June 2027	Reviewed on a three (3) year basis.
H2	GEYODI Plan	Health & Social Development	2022	-	Draft plan to be developed & approved during 2026/2027 financial year.
H3	Risk Management Strategy	Risk management	August 2025	August 2028	Reviewed on a three (3) year basis.
H4	Anti-Corruption Strategy	Risk management	August 2025	August 2028	Reviewed on a three (3) year basis.
H5	Fraud Prevention Plan	Risk management	August 2025	August 2028	Reviewed on a three (3) year basis.
H6	Performance Management Framework	PMO/PMS	May 2026	May 2027	Reviewed Annually
H7	Communication Strategy	Marketing and Communication	May 2022	August 2026	Five (5) year strategy, to be reviewed and aligned with the National

					Government Communication Policy by end August 2026.
H8	Cemetery Plan	Parks & Cemeteries	May 2026	May 2027	Extract from the MSDF
H9	Medium Term Revenue & Expenditure Framework (executive summary under Section B)	Budget and Treasury	May 2026	May 2027	The 20206/2027 funding plan progress is monitored on a monthly basis with in-year monitoring reports & ultimately submitted to Gauteng Treasury.
H10	Re-imagining Merafong Vision 2035: LED Strategy	LED	June 2024	June 2035	12 years Strategy, reviewed annually
H11	Detailed MSDF	Spatial planning	May 2026	June 2031	Approved by Council on the 27 th May 2026, awaiting proclamation upon final approval from Municipal Manager.
H12	Integrated Human Settlement Plan	Human Settlement	Not yet approved	June 2026	The draft plan to be reviewed and approved by end June 2026.
H13	HIV/AIDS Plan	Health & Social Development	2023	2029	2023-2028 (Five-year National Plan)
H14	Infrastructure Master Plan	Technical Services	Not yet developed	-	The Infrastructure Master Plan will be developed once all the sectional master plans have been approved.
H15	Roads and Stormwater Plan	Civil Engineering	Not yet approved	-	The draft plan to be reviewed and approved by end June 2026.

Annex. No.	Annexures/Sector Plan/s	Responsible Department/Unit	Date of approval by Council	Date of next review	Status/Remarks
H16	Dolomitic Risk Management Plan	Civil Engineering	Not yet approved	-	Draft document to be reviewed by 2026/2027 financial year.
H17	Water Services Development Plan	Water & Sanitation	Not yet approved	-	<p>The municipality is currently reviewing the WSDP.</p> <p>The review process is complex & requires the integration of various technical, financial, institutional, environmental & service delivery components.</p> <p>The outcomes of the MuSSA, MPAP, NSIP & Water & Sanitation Master Plan will inform the finalisation of the WSDP.</p>
H18	Integrated Energy Plan	Electrical	Not yet approved		
H19	Integrated Waste Management Plan	Waste management	May 2010	-	Draft IWMP to be developed and submitted to Council for consideration before the end of 2025/2026 financial year.
H20	LITP (District Plan)	Public Safety	February 2019	2025	District Plan.
H21	Community Safety Plan	Public Safety	Not yet approved	-	To be reviewed and approved during 2026/2027 financial year.
H22	District Disaster Management Plan	Disaster Management & Community Safety	October 2022	2027	-

H23	Employment Equity Plan	Human Resources Management	October 2023	September 2028	Five (5) year plan.
H24	HRM & HRD Strategy	Human Resources Management	To be approved by end June 2026	June 2027	Three (3) year plan, to be reviewed annually.
H25	ICT Master Plan	ICT	June 2022	June 2026	Three (3) year plan, to be reviewed annually.
H26	OHS Safety Plan	Occupational Health & Safety Unit	Not yet approved	-	To be reviewed and approved during 2025/2026 financial year.
H27	Workplace Skills Plan	Organisational Development	April 2026	April 2027	Plan in place, reviewed annually.
H28	Public Participation Strategy	Political Support	Not yet approved	N/A	Awaiting inputs from Salga

**May include sector plans that the municipality still needs to develop, and indicate accordingly*

10. Section I: Development Strategies, Programmes, Mini-Business Plans & Capital Projects

10.1 Third Generation DDM One Plan: West Rand District Municipalities 2025

DISTRICT VISION 2050

“The West Rand District is aspiring to be, a smart district of human origin that invests in all its people through a diverse and integrated modern economy by 2050”.

This vision statement indicates the desired future state for the West Rand district area. It is inclusive of the opportunities available to all people of the area (including special groups such as Women, Youth and people with Disability), and it works towards eradicating the various development challenges identified in the area.

The overall strategic goal and intent for the district.

In terms of the One Plan Content Guide, the strategies must address the DDM Transformation Focus Areas in terms of a specific strategy intent, as set out in Table 1 below. The Governance strategies cut across all the transformation focus areas as it is the platform upon which successful planning, organising, implementation and performance management rest.

Table 1: One Plan strategy intent

DDM Transformation Focus Area	Strategy intent
Economic Positioning	The projects and actions that will generate a competitive edge for the district/metro so that domestic and foreign investment attraction and job creation takes place
Spatial Restructuring and Environmental Sustainability	The projects and actions that generate a transformed and efficient spatial development pattern and form to support a competitive local economy and integrated sustainable human settlements.
Infrastructure Engineering	The projects and actions that enable infrastructure planning and investment especially bulk infrastructure installation in order to support the transforming spatial pattern and form, meet the needs of a competitive local economy and integrated human settlements, and ensure demand for housing and services is met in a sustainable way over the long-term.
Integrated Provisioning	Service
Governance	The process by which housing, municipal, community and social services are delivered according to the transformed spatial form and planned integrated sustainable human settlements.
Governance	The process by which leadership and management is exercised across all three spheres of government working together with communities and stakeholders, in particular, that planning, budgeting, procurement, delivery, financial and performance management takes place in an effective, efficient, accountable

DDM Transformation Focus Area	Strategy intent
	and transparent manner. It also includes spatial governance, that is, the process by which the spatial transformation goals are achieved through assessing and directing land development and undertaking land use management and land release of municipal/public land.

Project name	Project level	Estimated budget	Project location	Beneficiary size (for community projects only)	Project timeframe		Project sector industry /	Stakeholders / Social partners	Project owner/s / Implementing entity	STRATEGIC ALIGNMENT		
					Estimated start date	Estimated end date				NDP	SDG	Africa Agenda
Project name.	There are three project levels provided, each defined according to its characteristics.	Estimated budget over the duration of the project.	Coordinates of the project to be provided.	Number of households / people that will benefit from the project.	Estimated project start date.	Estimated project end date.	For example, services, economy, agriculture, education, infrastructure.	Include all stakeholders involved.	This refers to the main project sponsor – the project custodian.	Multiple select, refer to list below.	Multiple select, refer to list below.	Multiple select, refer to list below.
Merafong Solar Farm Cluster	Level 2: Private Sector Project Finance	R8 billion	Multiple sites. Refer to DDM One Plan -26,3529/27,5046 -26,3698/27,5124 -26,3748/27,5341 -26,3748/27,5341 -26,3633/27,4966 -26,3427/27,5409 -26,2895/27,5369 -26,2895/27,5369 -26,3355/	N/A	2027	2028	Renewable Energy	NERSA, Sibanye Stillwater, and the FWRDWA.	Merafong Local Municipality	Advances energy security, infrastructure investment, and job creation.	SDG 7,8, 9 & 13.	Aspiration 1 & 6.

			27,4589 -26,3102/ 27,4831 -26,3353/ 27,4647 -26,3102/ 27,4831 -26,3043/ 27,5181 -26,3390/ 27,5195									
Bokamoso-Ba-Rona Agri-Industrial Park (formerly Merafong Bio/ West Rand Agri parks)	Level 2: Public-Private Partnerships	R3.4 billion	-26,1538/ 27,7319	N/A	2029	2031	Agri Industrial Development Zones & Special Economic Zones	Sibanye Stillwater, the FWRDWA, and the West Rand District Municipality	BBR Non-Profit Company	Rural development, agricultural value-chain development, agro-processing, and job creation.	SDG 2, 7, 8, 9, & 12.	Aspiration 1,2, & 6.
Varkenslaagte/Elijah Barayi Mega	Level 1: Government funded mega infrastructure project.	R 113 102 534,24	-26.425/ 27.253	N/A			Infrastructure/ human Settlements	Gauteng Partnership Fund GDHuS Rand West City NDHuS	Gauteng Human Settlements	Housing, water, sanitation, and electricity.	SDG 1, 3, 5, 6, 8, 10 & 11.	Aspiration 1 & 6.

10.2 Strategic Alignment (Multiple Select)

Per catalytic project, select all applicable indicators / objectives / outcomes from the following Strategic Frameworks:

CATALYTIC PROJECT NAME: MERAFONG SOLAR FARM CLUSTER					
Select all that apply	National Development Plan	Select all that apply	Sustainable Development Goals	Select all that apply	Africa Agenda 2063
<input type="checkbox"/>	Clean environment	<input type="checkbox"/>	No Poverty	<input type="checkbox"/>	Functional African Peace Systems
<input type="checkbox"/>	Education and skills	<input type="checkbox"/>	Zero Hunger	<input type="checkbox"/>	High Living Standards for All
<input type="checkbox"/> X	Employment	<input type="checkbox"/>	Good Health and Well-being	<input type="checkbox"/>	Stability and Peace across Africa
<input type="checkbox"/>	Healthcare	<input type="checkbox"/>	Quality Education	<input type="checkbox"/>	Africa as a Key Global Partner
<input type="checkbox"/> X	Housing, water, sanitation, and electricity	<input type="checkbox"/>	Gender Equality	<input type="checkbox"/>	Self-Financed African Development
<input type="checkbox"/>	Nutrition	<input type="checkbox"/>	Clean Water and Sanitation	<input type="checkbox"/>	Prominent African Cultural Revival
<input type="checkbox"/>	Recreation and Leisure	<input type="checkbox"/> X	Affordable and Clean Energy	<input type="checkbox"/>	Growth through Blue Economy
<input type="checkbox"/>	Safety & Security	<input type="checkbox"/> X	Decent Work and Economic Growth	<input type="checkbox"/>	Effective Institutions and Leadership
<input type="checkbox"/>	Social Protection	<input type="checkbox"/> X	Industry, Innovation, and Infrastructure	<input type="checkbox"/>	Entrenched Democracy and Human Rights
<input type="checkbox"/>	Transport	<input type="checkbox"/>	Reduced Inequalities	<input type="checkbox"/>	Empowered Youth and Children
<input type="checkbox"/>		<input type="checkbox"/>	Sustainable Cities and Communities	<input type="checkbox"/> X	Sustainable, Climate-Resilient Economies
<input type="checkbox"/>		<input type="checkbox"/>	Responsible Consumption and Production	<input type="checkbox"/>	Continental Financial Institutions Established
<input type="checkbox"/>		<input type="checkbox"/> X	Climate Action	<input type="checkbox"/>	Total Gender Equality
<input type="checkbox"/>		<input type="checkbox"/>	Life Below Water	<input type="checkbox"/>	Good Health and Nutrition
<input type="checkbox"/>		<input type="checkbox"/>	Life on Land	<input type="checkbox"/>	Modern, Productive Agriculture
<input type="checkbox"/>		<input type="checkbox"/>	Peace, Justice, and Strong Institutions	<input type="checkbox"/>	Maintained Peace and Security
<input type="checkbox"/>		<input type="checkbox"/>	Partnerships for the Goals	<input type="checkbox"/> X	Economic Transformation and Jobs
<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	A United Africa

<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	Quality Education and Skills Innovation
<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/> X	Pan-African World-Class Infrastructure

10.2.1 MTDP Outcomes

Per catalytic project, select all intended Medium Term Development Plan (MTDP) Outcomes that apply:

CATALYTIC PROJECT NAME: MERAFOG SOLAR FARM CLUSTER					
Select all outcomes that apply	MTDP Strategic Priority 1: Drive Inclusive Economic Growth and Job Creation Intended Outcomes	Select all outcomes that apply	MTDP Strategic Priority 2: Reduce Poverty and Tackle the High Cost of Living Intended Outcomes	Select all outcomes that apply	MTDP Strategic Priority 3: Build a Capable, Ethical and Developmental State Intended Outcomes
<input checked="" type="checkbox"/> X	Increased employment and work opportunities	<input checked="" type="checkbox"/> X	Reduced poverty and improved livelihoods	<input checked="" type="checkbox"/> X	Improved service delivery in the local government sphere
<input type="checkbox"/>	Accelerated growth of strategic industrial and labour-intensive sectors	<input type="checkbox"/>	Optimised social protection and improved coverage	<input type="checkbox"/>	Improved governance and performance of public entities
<input type="checkbox"/>	Enabling environment for investment and improved competitiveness through structural reforms	<input type="checkbox"/>	Improved access to affordable and quality healthcare	<input type="checkbox"/>	An ethical, capable and professional public service
<input checked="" type="checkbox"/> X	Increased infrastructure investment, access and efficiency	<input type="checkbox"/>	Improved education outcomes and skills	<input type="checkbox"/>	Digital transformation across the state
<input checked="" type="checkbox"/> X	Improved energy security and a just energy transition	<input type="checkbox"/>	Skills for the economy	<input type="checkbox"/>	Mainstreaming of gender, empowerment of youth and persons with disabilities
<input type="checkbox"/>	Increased trade and investment	<input type="checkbox"/>	Social cohesion and nation-building	<input type="checkbox"/>	Reformed, integrated and modernised Criminal Justice System (CJS)
<input type="checkbox"/>	A dynamic science, technology and innovation ecosystem for growth			<input type="checkbox"/>	Effective Border Security

<input type="checkbox"/>	Supportive and sustainable economic policy environment			<input type="checkbox"/>	Secure Cyber Space
<input type="checkbox"/>	Economic transformation and equitable inclusion of WYPD for a just society			<input type="checkbox"/>	Increased feelings of safety of women and children in communities
				<input type="checkbox"/>	Reduce number of priority offences (Economic, Organised Crime and Corruption)
				<input type="checkbox"/>	Advance the South African Foreign Policy for a Better World
				<input type="checkbox"/>	Enhanced peace and security in Africa

10.2.2 Catalytic Project Development Impact: Merafong solar farm cluster

Catalytic Project Development Impact	<ol style="list-style-type: none"> 1. What is the estimated number of households that will benefit from this project? Answer: For the total amount being invested in the project, there is an additional R 134.5mn increase in the total household income of the local economy, of which, R 37.5mn is direct, R 33.9mn is indirect and R 63mn is induced. 2. What is the estimated number of people in your district/metro who will benefit from this project? Answer: Not Quantified. 3. What is the estimated number of Women, Youth and Persons with Disabilities (WYPD) who will benefit from this project? Answer: Not Quantified. 4. What is the estimated number of temporary or construction jobs that will be created by this project? Answer: Not Quantified. 5. What is the estimated number of permanent jobs that will be created by this project? Answer: 286 jobs are created in the local economy, of which, 68 is direct, 81 is indirect and 137 is induced.
---	---

10.2.3 Strategic Alignment (multiple select)

Per catalytic project, select all applicable indicators / objectives / outcomes from the following Strategic Frameworks:

CATALYTIC PROJECT NAME: BOKAMOSO-BA-RONA (AGRI-INDUSTRIAL PARK)					
Select all that apply	National Development Plan	Select all that apply	Sustainable Development Goals	Select all that apply	Africa Agenda 2063
<input type="checkbox"/>	Clean environment	<input type="checkbox"/>	No Poverty	<input type="checkbox"/>	Functional African Peace Systems
<input checked="" type="checkbox"/>	Education and skills	<input checked="" type="checkbox"/>	Zero Hunger	<input type="checkbox"/>	High Living Standards for All
<input checked="" type="checkbox"/>	Employment	<input type="checkbox"/>	Good Health and Well-being	<input type="checkbox"/>	Stability and Peace across Africa
<input type="checkbox"/>	Healthcare	<input type="checkbox"/>	Quality Education	<input type="checkbox"/>	Africa as a Key Global Partner
<input type="checkbox"/>	Housing, water, sanitation, and electricity	<input type="checkbox"/>	Gender Equality	<input type="checkbox"/>	Self-Financed African Development
<input type="checkbox"/>	Nutrition	<input type="checkbox"/>	Clean Water and Sanitation	<input type="checkbox"/>	Prominent African Cultural Revival
<input type="checkbox"/>	Recreation and Leisure	<input checked="" type="checkbox"/>	Affordable and Clean Energy	<input type="checkbox"/>	Growth through Blue Economy
<input type="checkbox"/>	Safety & Security	<input checked="" type="checkbox"/>	Decent Work and Economic Growth	<input type="checkbox"/>	Effective Institutions and Leadership
<input type="checkbox"/>	Social Protection	<input checked="" type="checkbox"/>	Industry, Innovation, and Infrastructure	<input type="checkbox"/>	Entrenched Democracy and Human Rights
<input type="checkbox"/>	Transport	<input type="checkbox"/>	Reduced Inequalities	<input checked="" type="checkbox"/>	Empowered Youth and Children
<input type="checkbox"/>		<input type="checkbox"/>	Sustainable Cities and Communities	<input checked="" type="checkbox"/>	Sustainable, Climate-Resilient Economies
<input type="checkbox"/>		<input checked="" type="checkbox"/>	Responsible Consumption and Production	<input type="checkbox"/>	Continental Financial Institutions Established
<input type="checkbox"/>		<input type="checkbox"/>	Climate Action	<input type="checkbox"/>	Total Gender Equality
<input type="checkbox"/>		<input type="checkbox"/>	Life Below Water	<input type="checkbox"/>	Good Health and Nutrition
<input type="checkbox"/>		<input type="checkbox"/>	Life on Land	<input checked="" type="checkbox"/>	Modern, Productive Agriculture
<input type="checkbox"/>		<input type="checkbox"/>	Peace, Justice, and Strong Institutions	<input type="checkbox"/>	Maintained Peace and Security
<input type="checkbox"/>		<input type="checkbox"/>	Partnerships for the Goals	<input checked="" type="checkbox"/>	Economic Transformation and Jobs

<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	A United Africa
<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	Quality Education and Skills Innovation
<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/> X	Pan-African World-Class Infrastructure

10.2.4 MTDP Outcomes

Per catalytic project, select all intended Medium Term Development Plan (MTDP) Outcomes that apply:

CATALYTIC PROJECT NAME: BOKAMOSO-BA-RONA AGRI-INDUSTRIAL PARK					
Select all outcomes that apply	MTDP Strategic Priority 1: Drive Inclusive Economic Growth and Job Creation Intended Outcomes	Select all outcomes that apply	MTDP Strategic Priority 2: Reduce Poverty and Tackle the High Cost of Living Intended Outcomes	Select all outcomes that apply	MTDP Strategic Priority 3: Build a Capable, Ethical and Developmental State Intended Outcomes
<input type="checkbox"/> X	Increased employment and work opportunities	<input type="checkbox"/> X	Reduced poverty and improved livelihoods	<input type="checkbox"/> X	Improved service delivery in the local government sphere
<input type="checkbox"/> X	Accelerated growth of strategic industrial and labour-intensive sectors	<input type="checkbox"/>	Optimised social protection and improved coverage	<input type="checkbox"/>	Improved governance and performance of public entities
<input type="checkbox"/> X	Enabling environment for investment and improved competitiveness through structural reforms	<input type="checkbox"/>	Improved access to affordable and quality healthcare	<input type="checkbox"/>	An ethical, capable and professional public service
<input type="checkbox"/> X	Increased infrastructure investment, access and efficiency	<input type="checkbox"/> X	Improved education outcomes and skills	<input type="checkbox"/>	Digital transformation across the state
<input type="checkbox"/>	Improved energy security and a just energy transition	<input type="checkbox"/> X	Skills for the economy	<input type="checkbox"/> X	Mainstreaming of gender, empowerment of youth and persons with disabilities
<input type="checkbox"/> X	Increased trade and investment	<input type="checkbox"/>	Social cohesion and nation-building	<input type="checkbox"/>	Reformed, integrated and modernised Criminal Justice System (CJS)
<input type="checkbox"/> X	A dynamic science, technology and innovation ecosystem for growth			<input type="checkbox"/>	Effective Border Security
<input type="checkbox"/>	Supportive and sustainable economic policy environment			<input type="checkbox"/>	Secure Cyber Space
<input type="checkbox"/> X	Economic transformation and equitable inclusion of WYPD for a just society			<input type="checkbox"/>	Increased feelings of safety of women and children in communities

				<input type="checkbox"/>	Reduce number of priority offences (Economic, Organised Crime and Corruption)
				<input type="checkbox"/>	Advance the South African Foreign Policy for a Better World
				<input type="checkbox"/>	Enhanced peace and security in Africa

10.2.5 Catalytic project development impact: Bokamoso-Ba-Rona (Agri-Industrial Park)

Catalytic Project Development Impact	<ol style="list-style-type: none"> 1. What is the estimated number of households that will benefit from this project? Answer: Approximately 1,100 households (derived from total jobs and local employment multiplier). 2. What is the estimated number of people in your district/metro who will benefit from this project? Answer: 4,000 - 5,000 individuals (assuming average 4–5 people per household). 3. What is the estimated number of Women, Youth and Persons with Disabilities (WYPD) who will benefit from this project? Answer: 50% women, 40% youth, 6% persons with disabilities (aligned with CASP/Ilima-Letsema guidelines). 4. What is the estimated number of temporary or construction jobs that will be created by this project? Answer: Estimated 300 - 400 short-term during the infrastructure and initial development phase. 5. What is the estimated number of permanent jobs that will be created by this project? Answer: Estimated 1,103 total jobs (102 direct, 640 indirect, 361 induced) across agricultural and service value chains.
---	--

The Development Strategies of the Municipality is informed by a Revenue Enhancement Plan developed during a strategic review session held in May 2023 which forms the basis for the revised IDP 2025-2026.

The strategies inform the action plans and prioritized community needs included in Section D of the Document.

The Revenue Enhancement Plan also informs the strategies and prioritized projects and programmes captured in the mini-business plans under 10.3 below.

Below are the Mini-Business Plans for identified project/programmes as per the community inputs.



10.3 Projects / Programmes Identified: Mini Business Plans



10.3.1 Technical Services: Mini Business Plans

Roads and Stormwater

Planning Framework:								
Provincial Outcome: To render an effective and efficient integrated Road and Storm Water service in the jurisdiction area Merafong City	Targets/Target Groups: Community of Merafong City Local Municipality			Locations: Khutsong, Carletonville, Wedela, Fochville				
Major Activities: Provide safe roads to complement accessibility, walkways to ensure pedestrian safety and stormwater systems to enhance stormwater management. Compliance with RoD requirements to ensure safety of residents.	Responsible Agencies: Merafong City Local Municipality			Ward	Project	26/27	27/28	28/29
				18	1		✓	
				28	2		✓	✓
				18	3		✓	
				14, 21	4		✓	
				21	5		✓	
				24	6		✓	
				24	7		✓	
				16	8		✓	
				1-28	9	✓		
				25,25	10	✓		
				14,21	11		✓	
				14	12		✓	
				18	13		✓	
17	14		✓					
Project:	Budget	2026/2027	2027/2028	2028/2029	Source of Funding:			
1. Upgrading of Annan Street/ re-kerbing of islands	12 000,000	6 000 000	6 000,000		Revenue			
2. Construction of pedestrian bridge in Khutsong Wonderfonteinspruit	12 000 000	12 000 000	12 000 000		MIG/DoHS (Mining Town Allocation)			
3. Resealing of Agnew Road	15 000 000	4 000 000	4 000 000		Revenue			
4. Resealing of portions of Onyx Drive, Carletonville	10,000,000		5 000 000	5 000 000	Revenue			

5.	Resealing of Ada Street Carletonville	10 000 000		10 000 000		Revenue
6.	Patchwork portions of internal roads, Fochville (Disa, Annemoon, Gars)	20 000 000		20 000 000		Revenue
7.	Resealing of Potchefstroom Street, Fochville	10 000 000		10 000 000		Revenue
8.	Construction of stormwater inlet Serobatse Street, Old Kokosi	2,000 000		2,000 000		Revenue
9.	Upgrade Stormwater Inlet in Kokosi Extension 2	3,000 000		3,000 000		Revenue
10.	Patchwork on Kaolin Street, Carletonville	5 000 000		5 000 000		Revenue
11.	Roads and Stormwater Master Plan	3 000 000	3 000 000			Revenue
12.	Construction of pedestrian bridge in A Lembede Drive in Kokosi	10 000 000	10 000 000			MIG
13.	Resealing of Kraalkop street, Fochville	8 000 000		8 000 000		Revenue
14.	Upgrading and Expansion of Jacaranda Street, Fochville	13 000 000		13 000 000		Revenue
15.	Upgrading of Zeolite Street, Carletonville	5 000 000		5 000 000		Revenue
16.	Resealing of portion of Lang Street, Carletonville	8 000 000		8 000 000		Revenue
17.	Replacement of manhole covers for stormwater inlets in Carletonville	8 000 000	2 000 000	3 000 000	3 000 000	Revenue

Roads and Stormwater...continues

Planning Framework:								
Provincial Outcome: To render an effective and efficient integrated Road and Storm Water service in the jurisdiction area Merafong City	Targets/Target Groups: Community of Merafong City Local Municipality			Locations: Khutsong, Carletonville, Wedela, Fochville				
Major Activities: Provide safe roads to complement accessibility, walkways to ensure pedestrian safety and stormwater systems to enhance stormwater management. Compliance with RoD requirements to ensure safety of residents.	Responsible Agencies: Merafong City Local Municipality			Ward	Project	26/27	27/28	28/29
				16,17,18,28	15	✓		
				14,21,24	16	✓		
				3	17	✓		
				28	18		✓	
				28	19		✓	
				6,7	20		✓	
				18	21			✓
				22	22	✓	✓	✓
				2	23	✓	✓	✓
				9	24	✓		
				6,7	25	✓		
				6	26	✓		
				6	27	✓		
7	28	✓						
Project:	Budget	2026/2027	2027/2028	2028/2029	Source of Funding:			
18. Replacement of manhole covers for stormwater inlets in Fochville	8 000 000	2 000 000	3 000 000	3 000 000	Revenue			
19. Construction of stormwater inlet at Khutsong extension 3 (Corner Swelinkomo and Leon Mgolodela Drive)	350 000	350 000			Revenue			

20. Upgrading of portion of Grundling street Carletonville	400 000		400 000		Revenue
21. Upgrading and Resealing of Coronation Street Carletonville	600 000		600 000		Revenue
22. Upgrading of Nxumalo Drive in Khutsong	1 500 000		1 500 000		Revenue
23. Construction of new road in Carletonville Ext.7	17 000 000			17 000 000	Human Settlement (To be moved to PMU list)
24. Construction of new roads in Kokosi ext.6	90 000 000	20 000 000	20 000 000	50 000 000	Revenue/MIG
25. Construction of new roads in Khutsong South ext.4	70 000 000	30 000 000	25 000 000	15 000 000	Revenue/MIG
26. Upgrading and Resealing of D2581 road (from police station to Chiawelo Tower 3.7km) and upgrading of culvert at Wonderfonteinspruit	26 000 000	26 000 000			DRT/MIG
27. Resealing and upgrading of Nxumalo Drive (collapsed stormwater due to sinkhole)	7 000 000	7 000 000			PDMC
28. Construction of new stormwater, resealing and repair of road (Baard Street) 0.7km	3 500 000	3 500 000			PDMC/MIG
29. Resealing and repair of Ransi Street 2km	6 500 000	6 500 000			DRT/MIG
30. Upgrading of Stormwater and resealing of Raphali street (access into Khutsong stadium)	4 500 000	4 500 000			DRT/MIG
31. Upgrading of stormwater in Molapo street	2 500 000	2 500 000			DRT/MIG
32. Upgrading of Loopspruit bridge and associated roads in Kokosi (structural damage from 2022 flooding disaster)	36 000 000	36 000 000			PDMC/DRT

Roads and Stormwater....continues

Planning Framework:								
Provincial Outcome: To render an effective and efficient integrated Road and Storm Water service in the jurisdiction area Merafong City	Targets/Target Groups: Community of Merafong City Local Municipality			Locations: Khutsong, Carletonville, Wedela, Fochville				
Major Activities: Provide safe roads to complement accessibility, walkways to ensure pedestrian safety and stormwater systems to enhance stormwater management. Compliance with RoD requirements to ensure safety of residents.	Responsible Agencies: Merafong City Local Municipality			Ward	Proj	26/27	27/28	28/29
				10	29	✓		
				10	30	✓		
				24,25	31	✓		
				24	32	✓		
				24,25	33	✓		
				7	34	✓		
				2,3,4,6,7,8,9,10	35			
				1,2	36			
				1,2	37			
				12	38			
				1,2	39	✓	✓	✓
				1,2,12	40	✓	✓	✓
1,2,12	41	✓						
13,17	42	✓						
Project:	Budget	2026/2027	2027/2028	2028/2029	Source of Funding:			
33. Upgrading of stormwater in Church street, Fochville	12 000 000	12 000 000			REVENUE/MIG			
34. Upgrading of Stormwater system/channel in Kokosi (from P149/1 via Kokosi into Loopspruit)	4 500 000	4 500 000			DRT/MIG			
35. Construction of new access road and bridge in Khutsong Proper	45 000 000	45 000 000			MIG/DRT/PDMC			

(between D92 and Nzwanzwa street ext,3, 2.6long)					
36. Construction of new roads in Khutsong Proper Township/ Upgrading of all gravel road – 63.5km (Implementation of approved MIG business plan)	593 000 000				MIG/DRT/PDMC
37. Construction of new roads in Khutsong South Extension 5	98 000 000				MIG/MINING TOWN
38. Construction of new roads in Khutsong South Extension 4	239 000 000				MIG/MINING TOWN
39. Construction of new roads in Khutsong South Ext6, upgrading of all gravel roads	140 000 000				MIG/MINING TOWN
40. Construction of 2KM subsoil concrete culverts in Khutsong South Extension 5. Culverts will be connecting from Fever Tree Street into Wonderfonteinspruit.	47 000 000				
41. Upgrading and Construction of bulk stormwater in P89/1 (Carletonville to Welverdiend)	13 000 000	13 000 000			DRT
42. Repair and resealing of P89/1 (Carletonville to Randfontein)	10 000 000	6 000 000			DRT
43. Repair and resealing of R500 North (Carletonville to D92 intersection, Khutsong Entrance)	8 000 000	8 000 000			DRT
44. Repair and resealing of P111/1 (2km from N12 towards Carletonville)	3 000 000	3 000 000			DRT
45. Repair and resealing of D331(Welverdiend to N14)	15 000 000	15 000 000			DRT
46. Repair and resealing of D1310 (between R500 and R54)	8 000 000	8 000 000			DRT

Roads and Stormwater.... continues

Planning Framework:								
Provincial Outcome: To render an effective and efficient integrated Road and Storm Water service in the jurisdiction area Merafong City	Targets/Target Groups: Community of Merafong City Local Municipality			Locations: Khutsong, Carletonville, Wedela, Fochville				
Major Activities: Provide safe roads to complement accessibility, walkways to ensure pedestrian safety and stormwater systems to enhance stormwater management. Compliance with RoD requirements to ensure safety of residents.	Responsible Agencies: Merafong City Local Municipality			Ward	Project	26/27	27/28	28/29
				1	43	✓		
				18	44	✓		
				12	45	✓		
				21	46	✓		
				18	47	✓		
				12	48	✓	✓	✓
				16,17,18,28	49	✓	✓	✓
				14,21,24	50	✓	✓	✓
				13	51	✓		
				11,20,23	52	✓		
				18	53	✓		
				18,21	54	✓		
				17	55	✓		
				18	56	✓		
23	57	✓						
21	58	✓						
21	59	✓						
Project:	Budget	2026/2027	2027/2028	2028/2029	Source of Funding:			
47. Repair and upgrading of D1648 (between N12 and R501)	19 500 000.00	19 500 000			DRT			
48. Resealing of internal municipal roads in Welperdiend	59 000 0 00	15 000 000	20 000 000	14 000 000	DRT/PDMC			

49. Resealing of internal municipal roads in Carletonville	180 000 000	90 000 000	50 000 000	40 000 000	DRT/PDMC
50. Resealing of internal municipal roads in Fochville	69 000 000	20 000 000	20 000 000	29 000 000	DRT
51. Resealing of internal roads in Blybank	6 000 000	6 000 000			MIG
52. Resealing of internal roads in Wedela	21 000 000	21 000 000			DRT
53. Rehabilitation of Cemetery Road in Carletonville	15 000 000	15 000 000			MINING TOWN/ REVENUE
54. Construction of paved walkways in R500 (Carletonville to Fochville)	12 000 000	12 000 000			DRT/DiD/NDoT
55. Resealing of Lang Street	12 000 000	12 000 000			Revenue
56. Resealing of Aster drive in Carletonville	6 000 000	6 000 000			Revenue
57. Resealing of internal roads in Greenspark	12 000 000	6 000 000	6 000 000		MIG
58. Re-construction of a bridge culvert in Wedela Township	10 000 000	10 000 000	-	-	MIG
59. Rehabilitation of Fourth Avenue in Wedela	10 000 000	10 000 000			Revenue
60. Rehabilitation of Alfred Kobi Street in Wedela	8 000 000	8 000 000			MIG
61. Resealing of portions of Skool street, Munt and President streets	20 000 00	10 000 000	10 000 000		Revenue
TOTAL	R2 900 350 000	R701 000 000	R400 500 000	R262 000 000	

Public works

Planning Framework: Public Works								
IDP Strategy: To extend and enhance service delivery within the entire area of jurisdiction								
Provincial Outcome: To provide effective and efficient facilities to the Merafong Community	Targets/Target Groups: Community of Merafong City Local Municipality			Locations: Khutsong, Carletonville, Wedela, Fochville				
Major Activities: Provide convenient, safe and accessible facilities to ensure safety of residents.	Responsible Agencies:			Ward	Project	26/27	27/28	28/29
				17	1	✓		
				24	2			
				14	3	✓	✓	✓
				14	4		✓	✓
				24	5		✓	
				18	6	✓		
				28	7			✓
Project:	Budget	2026/2027	2027/2028	2028/2029	Source Of Funding:			
1. Additions and Alterations to Existing Building Traffic Department of Carletonville Upgrading of Carletonville (completion)	1 500 000	1 500 000			Municipal Revenue			
2. Re-plastering of the external wall in Fochville Civic Centre	6 500 000		6 500 000		Municipal Revenue			
3. Upgrading and Renovation of the main office building	7 000 000	500 000	3 000 000	3 500 000	Municipal Revenue			
4. Refurbishment and Renovation of Gert Van Rensburg sports complex (buildings)	10 000 000	3 000 000	3 000 000	4 000 000	Municipal Revenue			
5. Refurbishment and renovation of ablution facilities Fochville depot (roads and stormwater, electrical)	600 000		600 000		Municipal Revenue			
6. Rehabilitation of Carletonville Taxi Rank	7 000 000	4 000 000	3 000 000		Municipal Revenue			
7. Upgrading of Carletonville Sports Complex (grounds)	15 000 000			15 000 000	Municipal Revenue			
8. Renovation of plot 9, Mayor's residence	1 500 000	1 500 000			Municipal Revenue			
9. Fencing of Khutsong South Cemetery	3 500 000	3 500 000			Municipal Revenue			

10. Renovation of ablution facility in Carletonville Cemetery	600 000	600 000			Municipal Revenue
11. Renovation of buildings at Gert Van Rensburg Sports Complex	1 500 000	1 500 000			Municipal Revenue
Sub-total	R65 600 000	R471 050 000	R19 100 000	R10 500 000	
Total Budget	R493 150 000	R19 350 000	R122 600 000	R32 500 000	

Dolomite Rehabilitation

Planning Framework:								
IDP Strategy: To extend and enhance service delivery within the entire area of jurisdiction								
Objective(s): To provide effective and efficient safer environment to the Merafong Community	Targets/Target Groups: Community of Merafong City Local Municipality, particularly Khutsong and Carletonville areas.			Locations: Khutsong, Carletonville, Wedela, Fochville				
Major Activities: Provide convenient, safe environment to residents.	Responsible Agencies:			Wa	Project	26/27	27/28	28/29
					1	✓		
					2		✓	
					3	✓	✓	✓
					4		✓	✓
					5		✓	
					6	✓		
					7			✓
					8	✓		
Project:	Budget	2026/2027	2027/2028	2028/2029	Source Of Funding:			
1. Rehabilitation of sinkhole in Sompane drive	9 700 000	1 000 000			Cogta / PDMC / NDMC			
2. Rehabilitation of sinkhole in Phabang drive	4 100 000		6 500 000		Cogta / PDMC / NDMC			
3. Rehabilitation of sinkhole and rerouting of wet services in Meymbo street	22 100 000	500 000	3 000 000	3 500 000	Cogta / PDMC / NDMC			
4. Rehabilitation of sinkhole in Fundama street	30 000 000		3 000 000	7 000 000	Cogta / PDMC / NDMC			
5. Rehabilitation of sinkhole in teacher's quarters	30 000 000	30 000 000	600 000		Cogta / PDMC / NDMC			
6. Rehabilitation of sinkhole and associated wet services in Nxumalo drive	30 000 000	30 000 000			Cogta / PDMC / NDMC			
7. Rehabilitation of sinkhole at Relebogile Secondary	25 500 000			15 000 000	Cogta / PDMC / NDMC			

8. Rehabilitation of sinkhole in Mkomaas street, Carletonville	28 000 000	28 000 000			Cogta / PDMC / NDMC
9. Rehabilitation of sinkhole in Hlanganani open veld	25 000 000	25 000 000			Cogta / PDMC / NDMC
10. Rehabilitation of sinkhole in Khutsong ext.3	15 000 000				Cogta / PDMC / NDMC
11. Rehabilitation of sinkhole in Fundama street	15 000 000	15 000 000			Cogta / PDMC / NDMC
SUBTOTAL	R44 800 000	R471 050 00	R19 100 000	R10 500 000	
TOTAL	493 150 000	19 350 000	122 600 000	32 500 000	

Water

LOGICAL FRAMEWORK:						
Strategic Objective:	Key Performance Indicator for Achievement of Objective:					
To ensure provision of basic services	Municipal Services					
Project Outputs: # New water connections % Access to basic water planned vs provided % Bulk water capacity planned vs implemented % Unaccounted water loss reduction % Uninterrupted water supply % Water network maintenance plan target met % Water quality standards met	Targets/Target Groups: Community of Merafong City Local Municipality	Locations:				
		Wards	Project	26/27	27/28	28/29
		18	1		✓	✓
		1-28	2	✓	✓	✓
		2	3		✓	✓
		1-28	4		✓	✓
		11,20,23	5			✓
1-28	6		✓	✓		
Major Activities: Construction of reservoir	Responsible Agencies:					
Construction of pipeline Replacement of valves	Merafong City Local Municipality MIG Department of Human Settlements Grants					
Project Description	Budget	2026/2027	2027/2028	2028/2029	Source of Funding	
1.Provision of Infrastructure 50 stands and services – Carletonville Ext 14	5,000,000	-	2 500 000	2,500,000	Unsecured	
2.Water Conservation and Water Demand Management	30,000,000	5 000 000	15,000,000	10,000,000	WSIG	
3.Services – Transit Areas- Khutsong informal	50,000,000	-	10,000,000	5,000,000	MIG	
4.Merafong Reservoirs and Pressure Towers Fencing & security upgrade (Water Safety Plan – mitigation of risk)	13,000,000	4,000,000	4,500,000	4,500,000	WSIG/MIG/Municipal revenue	
5.Wedela Depot (Public Works)	4,500,000	-	2,000,000	2,500,000	Unsecured	
6.Smart lock valve chamber covers (Merafong)	2,000,000	-	1,000,000	1,000,000	Unsecured	
SUB TOTAL Page 1	R104 500 000	R9 000 000	R35 000 000	R25 500 000		

Water....cont

LOGICAL FRAMEWORK:						
Strategic Objective: To ensure provision of basic services	Key Performance Indicator for Achievement of Objective: Municipal Services					
Project Outputs: # New water connections % Access to basic water planned vs provided % Bulk water capacity planned vs implemented % Unaccounted water loss reduction % Uninterrupted water supply % Water network maintenance plan target met % Water quality standards met	Targets/Target Groups: Community of Merafong City Local Municipality	Locations:				
		Wards	Project	26/27	27/28	28/29
		1,12,14,21,24	7	✓	✓	✓
		22	8	✓	✓	✓
		20,11,23	9	✓	✓	✓
		1 – 28	10		✓	✓
		22,25,26	11		✓	✓
1-28	12	✓	✓	✓		
Major Activities: Construction of reservoir Construction of pipelines Replacement of pumps Replacement of valves Erecting concrete palisades	Responsible Agencies: Merafong City Local Municipality MIG Department of Human Settlements Grants					
Project Description	Budget	2026/27	2027/28	2028/29	Source of Funding	
7.Replacement of Asbestos pipes with UPVC or HDPE – Merafong	40,000,000	20,000,000	10,000,000	10,000,000	WSIG/MUNICIPAL REVENUE/BFI	
8.Relocation of mid-block water Pipeline in Kokosi	8,000,000	-	4,000,000	4,000,000	MIG/WSIG/MUNICIPAL REVENUE/BFI	
9.Replacement of isolation valves in Merafong	3,000,000	1,000,000	1,000,000	1,000,000	MIG/WSIG/BFI	
10.Augmentation of water supply infrastructure in informal settlements around formal townships	5,000,000		1,000,000	4,000,000	MIG/WSIG/BFI	
11.Replacement of 350 mm Kokosi bulk supply line with air valves	20,000,000	-	10,000,000	10,000,000	Unsecured	
12.Retrofitting of Indigents households and installation of smart water meters in Merafong City	5,000,000	500,000	500,000	4,000,000	Unsecured	
SUB TOTAL Page 2	R81,000,000	R21,500,000	R26,500,000	R33,000,000		

Water....cont

Logical Framework:						
Strategic Objective:	Key Performance Indicator for Achievement of Objective:					
To ensure provision of basic services	Municipal Services					
Project Outputs: # New water connections % Access to basic water planned vs provided % Bulk water capacity planned vs implemented % Unaccounted water loss reduction % Uninterrupted water supply % Water network maintenance plan target met % Water quality standards met	Targets/Target Groups: Community of Merafong City Local Municipality	Locations:				
		Wards	Project	26/27	27/28	28/29
		11,12,20-27	13		✓	✓
		14,21,24	14			✓
		1-28	15	✓	✓	
		1-28	16	✓	✓	✓
		1 – 28	17	✓	✓	✓
		1-28	18	✓	✓	✓
1-28	19	✓	✓	✓		
Major Activities: Construction of reservoir Construction of pipelines Replacement of pumps Replacement of valves Erecting concrete palisades	Responsible Agencies: Merafong City Local Municipality MIG Department of Human Settlements Grants Department of water and sanitation Municipal Water Infrastructure Grant					
Project Description	Budget	2026/27	2027/28	2028/29	Source of Funding	
13. Wedela 2.5 ML & 10 ML, Carletonville✓2.5 ML Reservoirs structural assessment	2,500,000		1,500,000	1,000,000	Unsecured	
14. Reroute of Vygie midblock water pipeline	5,000,000		2,000,000	3,000,000	Unsecured	
15. Bulk/zonal meters and isolation valves replacement	8,000,000	2,000,000	4,000,000	2,000,000	Unsecured	
16.Replacement of old household meters (Smart Meters)	25, 000, 000	1,000,000	2, 000,000	2,000, 000	Unsecured	
17. 45 x Pressure Reducing valve servicing	3,000,000	1,000,000	1,00,000	1,000,000	Unsecured	
18. Refurbishment of all Reservoir water level devices within Merafong	1,500,000	500,000	500,000	500,000	Unsecured	
19 Bulk Check water meters	5,000,000	1 000 000	2 000,000	2 000 000	Unsecured	
SUB TOTAL Page 3	R45 500 000	R5,500 000	R13 000 000	R11 500 000		

Water....cont

LOGICAL FRAMEWORK:						
Strategic Objective: To ensure provision of basic services		Key Performance Indicator for Achievement of Objective: Municipal Services				
Project Outputs: # New water connections % Access to basic water planned vs provided % Bulk water capacity planned vs implemented % Unaccounted water loss reduction % Uninterrupted water supply % Water network maintenance plan target met % Water quality standards met	Targets/Target Groups: Community of Merafong City Local Municipality	Locations:				
		Wards	Project	26/27	27/28	28/29
		3,4,6,7,8,9,10	20	✓	✓	
		16-18,28	21	✓	✓	
		21	22		✓	✓
		14,21-26	23	✓	✓	✓
	14,21-26	24	✓	✓	✓	
Major Activities: Construction of reservoir Construction of pipelines Replacement of pumps Replacement of valves Erecting concrete palisades		Responsible Agencies: Merafong City Local Municipality MIG Department of Human Settlements Grants Department of water and sanitation Municipal Water Infrastructure Grant				
Project Description	Budget	2026/2027	2027/2028	2028/2029	Source of Funding	
20. Khutsong North Water and Sewer internal services replacement – Phase 4b	30,000,000	10, 000,000	13,900,00		(MIG)	
21. Replacement of water pipeline in Reinecke street	2,000,000	1,000,000	1,000,000		Unsecured	
22. Provision of infrastructure on 32 Stands in Losberg Industrial- Fochville	15,000,000		10,000,000	5,000,000	Unsecured	
23. Fochville New 30ML reservoir, tower and associated infrastructure	150,000,000	-	130,000,000	20,000,000	Unsecured	
24.Fochville reservoir lighting, paving,300 mm valve replacement	5,000,000	1,000,000	2,000,000	2,000,000	Unsecured	
SUB TOTAL Page 4	R 202,000,000	R 12,000,000	R156,900,000	R27,000,000		

Water....cont

LOGICAL FRAMEWORK:								
Strategic Objective:		Key Performance Indicator for Achievement of Objective:						
To ensure provision of basic services		Municipal Services						
Project Outputs:		Targets/Target Groups:		Locations:				
# New water connections % Access to basic water planned vs provided % Bulk water capacity planned vs implemented % Unaccounted water loss reduction % Uninterrupted water supply % Water network maintenance plan target met % Water quality standards met		Community of Merafong City Local Municipality		Wards	Project	26/27	27/28	28/29
				1-28	25	✓	✓	✓
				16-18,28	26	✓	✓	
				3-10	27	✓		
				7	28			
Major Activities:		Responsible Agencies:						
Construction of reservoir Construction of pipelines Replacement of pumps Replacement of valves Erecting concrete palisades		Merafong City Local Municipality MIG Department of Human Settlements Grants Department of water and sanitation Municipal Water Infrastructure Grant						
Project Description	Budget	2026/2027	2027/2028	2028/2029	Source of Funding			
25. Underground Assets Conditional assessment	160,000,000	60, 000,000	50,000,000	50,000,000	Unsecured			
26. Procurement of Gorman Rupp Trailer mobile pump for drinking water	1,000 ,000	500 000	500 000		Unsecured			
27. Khutsong supply from the reservoir	8 000 000	8 000 000						
28. Khutsong Skopas and Pedi section water pipe line	5 000 000	1 000 000	4 000 000					
SUB TOTAL Page 5	R 174 000,000	R69,500,000	R54 500,000	R50,000,000				

Water....cont

LOGICAL FRAMEWORK:								
Strategic Objective:		Key Performance Indicator for Achievement of Objective:						
To ensure provision of basic services		Municipal Services						
Project Outputs:		Targets/Target Groups:		Locations:				
# New water connections % Access to basic water planned vs provided % Bulk water capacity planned vs implemented % Unaccounted water loss reduction % Uninterrupted water supply % Water network maintenance plan target met % Water quality standards met		Community of Merafong City Local Municipality		Wards	Project	26/27	27/28	28/29
				1-28	25	✓	✓	✓
				16-18,28	26	✓	✓	
				3-10	27	✓		
				7	28			
Major Activities:		Responsible Agencies:						
Construction of reservoir Construction of pipelines Replacement of pumps Replacement of valves Erecting concrete palisades		Merafong City Local Municipality MIG Department of Human Settlements Grants Department of water and sanitation Municipal Water Infrastructure Grant						
Project Description	Budget	2026/2027	2027/2028	2028/2029	Source of Funding			
25. Khutsong Rerouting of water infrastructure (Ward 6)	30,000,000 (multi-year project)	6,000,000	5,000,000	5,000,000	Unsecured			
26. Hlanganani PS water reticulation	7 000 000		3,500 000	3,500 000	Unsecured			
27. Thozama Ward 8/10 restore water supply	8 000 000		4,000,000	4,000,000	Unsecured			
28. Procurement of Water Tankers	8,000,000	4,000,000	4,000,000					
SUB TOTAL Page 6	R 53 000,000	R10,000,000	R16 500,000	R12,500,000				

Water....Cont

LOGICAL FRAMEWORK:					
Strategic Objective: To ensure effective and efficient treatment of wastewater in accordance with prescribed legislative requirements	Key Performance Indicator for Achievement of Objective: Municipal Services				
	Project Outputs: Comply with legislation. Securing and protection of assets Replacement of redundant equipment Repair of assets Final effluent compliance Operational compliance	Targets/Target Groups: Community of Merafong City Local Municipality Locations:			
Wards		Project	26/27	27/28	28/29
Major Activities: Repair of mechanical and electrical equipment Procurement of new pumps Sealing of tanks and civil structures	Responsible Agencies: Merafong City Local Municipality MIG Department of Human Settlements Grants				
	Projects	Budget	2026/2027	2027/2028	2028/2029
SUB TOTAL Page 6	R 53 000,000	R10,000,000	R16 500,000	R12,500,000	
SUB TOTAL Page 5	R 174 000,000	R69,500,000	R54 500,000	R50,000,000	
SUB TOTAL Page 4	R 202,000,000	R 12,000,000	R156,900,000	R27,000,000	
SUB TOTAL Page 3	R45 500 000	R5,500 000	R13 000 000	R11 500 000	
SUB TOTAL Page 2	R81 000 000	R21 500 000	R26 500 000	R33 000 000	
SUB TOTAL Page 1	R104 500 000	R9 000 000	R35 000 000	R25 500 000	
TOTAL	R659,500,000	R127,500 000	R302 400 000	R159 500 000	

Sewer

Logical Framework:						
Strategic Objective:	Key Performance Indicator for Achievement of Objective:					
To ensure provision of basic services	Municipal Services					
Project Outputs: # New waterborne sewer connections % Bucket System eradicated % Bulk sanitation capacity planned vs implemented % Sewer maintenance plan targets met	Targets/Target Groups: Community of Merafong City Local Municipality	Locations:				
		Wards	Proj.	26/27	27/28	28/29
		1-28	1		✓	✓
		14,21	2		✓	✓
		1-28	3	✓	✓	✓
		1-28	4		✓	✓
		11,20,23	5		✓	✓
		1,2, 16-18,28	6 7		✓ ✓	✓ ✓
Major Activities: Construction of bulk outfall sewer lines Replacement of sewer line Construction of VIPs Cleaning of sewer lines	Responsible Agencies: Merafong City Local Municipality MIG Department of Human Settlements Grants					
Projects	Budget	2026/2027	2027/2028	2028/2029	Source of Funding:	
1.Purchase of high pressure jet machine	24,000,000	12 000 000	12 000 000		Unsecured	
2.Outfall sewer Fochville Ext 3 & 8	30,000,000		15,000,000	15,000,000	Unsecured	
3.Manhole rings and cover replacement	3,000,000	1 000,000	1,000,000	1 000,000	Unsecured	
4.Rerouting of sewer lines affected by illegal buildings in Merafong	2,000,000		1,000,000	1,000,000	Unsecured	
5. Wedela sewer lines replacement	3,000,000	1,000,000	1,000,000	1,000,000	Unsecured	
6. Khutsong south sewer line replacement	5,000,000		2,000,000	3,000,000	Unsecured	
7.Carletonville sewer line replacement	5,000,000	1,000,000	2,000,000	2,000,000	Unsecured	
SUB TOTAL Page 1	R62,000,000	R16,000,000	R34,000,000	R23 000,000		

Sewer cont....

Logical Framework:						
Strategic Objective:	Key Performance Indicator for Achievement of Objective:					
To ensure provision of basic services	Municipal Services					
Project Outputs: # New waterborne sewer connections % Bucket System eradicated % Bulk sanitation capacity planned vs implemented % Sewer maintenance plan targets met	Targets/Target Groups: Community of Merafong City Local Municipality	Locations:				
		Wards	Proj.	26/27	27/28	28/29
		28	8		✓	
		24	9		✓	✓
		5,12	10		✓	-
		14,21,24	11		✓	
1-28	12			✓		
Major Activities:	Responsible Agencies:					
Construction of bulk outfall sewer lines Replacement of sewer line Construction of VIPs & Cleaning of sewer lines	Merafong City Local Municipality MIG Department of Human Settlements Grants					
Projects	Budget	2026/2027	2027/2028	2028/2029	Source of Funding:	
8. Carletonville Ada street sewer line rerouting	4,000,000	2,000,000	2,000,000		Unsecured – (Disaster funds/ housing/MIG)	
9.Motaung, Motinyane and Kgampe Street pipe rerouting in Kokosi	6,000,000	3,000,000	2,000,000	1,000,000	Unsecured	
10.Sewer pipe replacement 26 th avenue in Welverdiend	7,000,000	-	5,000,000	2,000,000	Unsecured	
11.Fochville sewer line replacement-Du Preez, Lucerne, Gars, Hawer, Kerk and Bosman Street	20,000,000	-	15,000,000	5,000,000	Unsecured	
12.Sanitation provision to informal & rural areas	10,000,000	-	10,000,000	-	Unsecured	
13. Wedela *Impala Road Sewer reticulation replacement	15,000,000	-	10,000,000	5,000,000	Unsecured	
14.Khutsong Sewer reticulation replacement (Ward 6)	20,000,000	-	10,000,000	10,000,000	Unsecured	

15.Khutsong Hlanganani Sewer reticulation replacement	20,000,000	-	10,000,000	10,000,000	Unsecured
Khutsong Outfall Sewer	15,000,000		10,000,000	5,000,000	
Procurement of Sewer Tankers	8,000,000	4,000,000	4,000,000		
SUB TOTAL Page 2	R115,000,000	R9 000 000	R78,000,000	R38,000,000	

LOGICAL FRAMEWORK:					
Strategic Objective: To ensure effective and efficient treatment of wastewater in accordance with prescribed legislative requirements	Key Performance Indicator for Achievement of Objective: Municipal Services				
Project Outputs: Comply with legislation. Securing and protection of assets Replacement of redundant equipment Repair of assets Final effluent compliance Operational compliance	Targets/Target Groups: Community of Merafong City Local Municipality				
	Locations:				
	Wards	Project	26/27	27/28	28/29
Major Activities: Repair of mechanical and electrical equipment Procurement of new pumps Sealing of tanks and civil structures	Responsible Agencies: Merafong City Local Municipality MIG Department of Human Settlements Grants				
Projects	Budget	2026/2027	2027/2028	2028/2029	Source of Funding:
SUB TOTAL, Page 2	R115,000,000	R9 000 000	R78,000,000	R38,000,000	
SUB TOTAL, Page 1	R62,000,000	R16,000,000	R34,000,000	R23 000,000	
TOTAL	R177,000,000	R25,000,000	R112,000,000	R61,000,000	

Wastewater Treatment Works

LOGICAL FRAMEWORK:						
Strategic Objective: To ensure effective and efficient treatment of wastewater in accordance with prescribed legislative requirements		Key Performance Indicator for Achievement of Objective: Municipal Services				
Project Outputs: Comply with legislation Securing and protection of assets Replacement of redundant equipment Repair of assets Final effluent compliance Operational compliance		Targets/Target Groups: Community of Merafong City Local Municipality				
		Wards	Project	26/27	27/28	28/29
		13,16,17,18,28,11,20,23	1	✓		
		1,2,3,4,6,7,8,9,10,11,12,13,14,16,17,18,20,21,22,23,24,25,26,28	2	✓	✓	✓
		1,2,3,4,6,7,8,9,10,11,12,13,14,16,17,18,20,21,22,23,24,25,26,28	3	✓	✓	✓
		1,2,3,4,6,7,8,9,10,11,12,13,14,16,17,18,20,21,22,23,24,25,26,28	4	✓	✓	
Major Activities: Acquire WUL for non-compliant WWTW Erection of perimeter fencing Repair of mechanical and electrical equipment Procurement of analytical equipment Procurement of new pumps Procurement of grounds and maintenance equipment Sealing of tanks and civil structures Procurement of stand-by generators		Responsible Agencies: Merafong City Local Municipality MIG WSIG Department of Human Settlements Grants				
Projects	Budget	2026/2027	2027/2028	2028/2029	Source of Funding:	
1. WUL Applications (Obz, Wedela)	1,500 000	1,500 000		-	Municipal Revenue	
2. Water and Sludge Analyses (Obz, Wed, Ksong, Kokosi, Wdiend)	2 490 000	830 000	830 000	830 000	Municipal Revenue	
3. Biomonitoring of upstream and downstream (Obz, Wed, Ksong, Kok, Wdiend)	3 500 000	1 166 666	1 166 667	1 166 667	Municipal Revenue	
4. Laboratory Analytical Equipment Upgrade	3 500 000	750 000	2 750 000	-	Municipal Revenue	
SUB TOTAL, Page 1	R10 990 000	R4 196 666	R4 746 667	R1 996 667		

Wastewater Treatment Works....cont

LOGICAL FRAMEWORK:					
Strategic Objective: To ensure effective and efficient treatment of wastewater in accordance with prescribed legislative requirements	Key Performance Indicator for Achievement of Objective: Municipal Services				
Project Outputs: Comply with legislation. Securing and protection of assets Replacement of redundant equipment Repair of assets Final effluent compliance Operational compliance	Targets/Target Groups: Community of Merafong City Local Municipality				
	Locations:				
	Wards	Project	26/27	27/28	28/29
	1, 2, 3, 4, 6, 7, 8, 9, 10, 11, 12; 13, 14,16, 17,18, 20, 21, 22, 23, 24, 25, 26, 28	5	✓	✓	✓
	13, 16, 17, 18, 28	6		✓	
13, 16, 17, 18, 28	7		✓		
Major Activities: Acquire WUL for non-compliant WWTW. Erection of perimeter fencing Repair of mechanical and electrical equipment Procurement of analytical equipment Procurement of new pumps Procurement of grounds and maintenance equipment Sealing of tanks and civil structures Procurement of stand-by generators	Responsible Agencies: Merafong City Local Municipality MIG WSIG Department of Human Settlements Grants				
Projects	Budget	2026/2027	2027/2028	2028/2029	Source of Funding:
5. Safety and information signage	250 000	100 000	100 000	50 000	Municipal Revenue (Unsecured)
6. Perimeter wall and lighting, Obz WWTW, 900m	2 500 000		2 500 000	-	MIG (Unsecured)
SUB TOTAL, Page 2	R2 750 000	R100 000	R2 600 000	R50 000	

Wastewater Treatment Works....cont

LOGICAL FRAMEWORK:						
Strategic Objective: To ensure effective and efficient treatment of wastewater in accordance with prescribed legislative requirements	Key Performance Indicator for Achievement of Objective: Municipal Services					
Project Outputs: Comply with legislation. Securing and protection of assets Replacement of redundant equipment Repair of assets Final effluent compliance Operational compliance	Targets/Target Groups: Community of Merafong City Local Municipality					
	Locations:					
	Wards	Project	26/27	27/28	28/29	
	13, 16, 17, 18, 28	8		✓		
	13, 16, 17, 18, 28	9	✓	✓		✓
	13, 16, 17, 18, 28	10		✓		
	13, 16, 17, 18, 28	11			✓	
Major Activities: Acquire WUL for non-compliant WWTW. Erection of perimeter fencing Repair of mechanical and electrical equipment Procurement of analytical equipment Procurement of new pumps Procurement of grounds and maintenance equipment Sealing of tanks and civil structures Procurement of stand-by generators	Responsible Agencies: Merafong City Local Municipality MIG WSIG Department of Human Settlements Grants					
Projects	Budget	2026/2027	2027/2028	2028/2029	Source of Funding:	
7. Standby Generator Oberholzer WWTW	3 000 000		3 000 000		MIG (Unsecured)	
8. Broken equipment repair/maintenance, Oberholzer WWTW	18 000 000	6 000 000	6 000 000	6 000 000	Municipal Revenue (Unsecured)	
9. Concrete Pad and bunding for sludge storage, Obz WWTW	30 000 000		30 000 000		MIG (in process of registration)	
10. Construction of balancing dam, Obz WWTW	40 000 000			40 000 000	MIG (Unsecured)	
11. Emergency bypass, main sewer, Obz WWTW	700 000	700 000			Municipal Revenue	
SUB TOTAL, Page 3	R91 700 000	R6 700 000	R39 000 000	R46 000 000		

Wastewater Treatment Works....cont.

LOGICAL FRAMEWORK:						
Strategic Objective: To ensure effective and efficient treatment of wastewater in accordance with prescribed legislative requirements		Key Performance Indicator for Achievement of Objective: Municipal Services				
Project Outputs: Comply with legislation Securing and protection of assets Replacement of redundant equipment Repair of assets Final effluent compliance Operational compliance		Targets/Target Groups: Community of Merafong City Local Municipality				
		Locations:				
		Wards	Project	26/27	27/28	28/29
		13, 16, 17, 18, 28	13		✓	
		13, 16, 17, 18, 28	14	✓		
13, 16, 17, 18, 28	15		✓			
13, 16, 17, 18, 28	16		✓			
Major Activities: Acquire WUL for non-compliant WWTW Erection of perimeter fencing Repair of mechanical and electrical equipment Procurement of analytical equipment Procurement of new pumps Procurement of grounds and maintenance equipment Sealing of tanks and civil structures Procurement of stand-by generators		Responsible Agencies: Merafong City Local Municipality MIG WSIG Department of Human Settlements Grants				
Projects	Budget	2026/2027	2027/2028	2028/2029	Source of Funding:	
12. Trickling filter No.2 new media, Obz WWTW	900 000		900 000		MIG (Unsecured)	
13. Construction of storage garage, Obz WWTW	650 000		650 000		Municipal Revenue (Unsecured)	
14. Refurbishment of PST and HT, Obz WWTW	1 000 000	1,000,000			MIG /MUNICIPAL REVENUE(Unsecured)/BFI	
15. Bobcat and Mini Dumper - supply and deliver, Obz WWTW	1,300 000		1,300 000		MIG	
SUB TOTAL, Page 4	R3 680 000	R1000 000	R2 680 000			

Wastewater Treatment Works....cont.

LOGICAL FRAMEWORK:						
Strategic Objective: To ensure effective and efficient treatment of wastewater in accordance with prescribed legislative requirements		Key Performance Indicator for Achievement of Objective: Municipal Services				
Project Outputs: Comply with legislation. Securing and protection of assets Replacement of redundant equipment Repair of assets Final effluent compliance Operational compliance		Targets/Target Groups: Community of Merafong City Local Municipality				
		Locations:				
		Wards	Project	26/27	27/28	28/29
		13, 16, 17, 18, 28	17		✓	
		1, 2, 3, 4, 6, 7, 8, 9, 10, 12	18	✓		
		1, 2, 3, 4, 6, 7, 8, 9, 10, 12	19	✓	✓	
		1, 2, 3, 4, 6, 7, 8, 9, 10, 12	20	✓	✓	✓
		1, 2, 3, 4, 6, 7, 8, 9, 10, 12	21		✓	
1, 2, 3, 4, 6, 7, 8, 9, 10, 12	22		✓			
Major Activities: Acquire WUL for non-compliant WWTW Erection of perimeter fencing Repair of mechanical and electrical equipment Procurement of analytical equipment Procurement of new pumps Procurement of grounds and maintenance equipment Sealing of tanks and civil structures Procurement of stand-by generators		Responsible Agencies: Merafong City Local Municipality MIG WSIG Department of Human Settlements Grants				
Projects	Budget	2026/2027	2027/2028	2028/2029	Source of Funding:	
16. New TF Effluent Pump, 2x Sludge Pumps, 2x Settled Sewerage Pumps and pipework, Oberholzer WWTW	3 000 000		3 000 000		MIG (Unsecured)	
17. Perimeter Wall with electric fencing, Khutsong, 1200m	3 000 000	3 000 000			WSIG Secured	
18. Refurbishment of entire Khutsong WWTW	70 000 000	30 000 000	20 000 000	20,000,00	WSIG/BFI Secured	

19. Broken Equipment Repair/Maintenance, Khutsong WWTW	3 000 000	1 000 000	1 000 000	1 000 000	BFI/Municipal Revenue
20. Concrete pad and bunding for dry sludge storage (Khutsong, WWTW)	30 000 000		30 000 000		MIG/WSIG
21. Construction of storage garage, Khutsong WWTW	650 000		650 000		Municipal Revenue
SUB TOTAL, Page 5	R109 650 000	R34 000 000	R54 650 000	R23 000 000	

Wastewater Treatment Works....cont

LOGICAL FRAMEWORK:					
Strategic Objective: To ensure effective and efficient treatment of wastewater in accordance with prescribed legislative requirements	Key Performance Indicator for Achievement of Objective: Municipal Services				
Project Outputs: Comply with legislation. Securing and protection of assets Replacement of redundant equipment Repair of assets Final effluent compliance Operational compliance	Targets/Target Groups: Community of Merafong City Local Municipality				
	Locations:				
	Wards	Project	26/27	27/28	28/29
	1, 2, 3, 4, 6, 7, 8, 9, 10, 12	23		✓	
	1, 2, 3, 4, 6, 7, 8, 9, 10, 12	24	✓		
	1, 2, 3, 4, 6, 7, 8, 9, 10, 12	25		✓	
1, 2, 3, 4, 6, 7, 8, 9, 10, 12	26	✓	✓		
1, 2, 3, 4, 6, 7, 8, 9, 10, 12	27	✓	✓		
Major Activities: Acquire WUL for non-compliant WWTW Erection of perimeter fencing Repair of mechanical and electrical equipment Procurement of analytical equipment Procurement of new pumps Procurement of grounds and maintenance equipment Sealing of tanks and civil structures Procurement of stand-by generators	Responsible Agencies: Merafong City Local Municipality MIG WSIG Department of Human Settlements Grants				
Projects	Budget	2026/27	2027/28	2028/29	Source of Funding:
22. Standby Generator - Khutsong WWTW	4 000 000		4 000 000		Municipal revenue/MIG
23. Supply and installation of three new blowers - Khutsong WWTW	3 000 000		3,000,000		WSIG Secured
24. Rehabilitation of Khutsong, Maturation Ponds	5 000 000		3,000 000	2,000,000	WSIG/Human Settlement

25. Completion of bubble aeration system and A-recycle pump station in old BNR, Ksong WWTW	2 000 000	1 000 000	1 000 000	-	WSIG Secured
26. Roof to cover a-recycle, digester mixing pumps. Blowers, and bobcat, Ksong WWTW	900 000	-	900 000	-	WSIG Secured
SUB TOTAL, Page 6	R14 900 000	R1 000 000	R13 900 000	R2 000 000	

Wastewater Treatment Works....cont

LOGICAL FRAMEWORK:							
Strategic Objective: To ensure effective and efficient treatment of wastewater in accordance with prescribed legislative requirements		Key Performance Indicator for Achievement of Objective: Municipal Services					
Project Outputs: Comply with legislation. Securing and protection of assets Replacement of redundant equipment Repair of assets Final effluent compliance Operational compliance		Targets/Target Groups: Community of Merafong City Local Municipality					
		Locations:					
		Wards	Project	26/27	27/28	28/29	
		14, 21, 22, 24, 25, 26	28		✓		
		14, 21, 22, 24, 25, 26	29				
Major Activities: Acquire WUL for non-compliant WWTW Erection of perimeter fencing Repair of mechanical and electrical equipment Procurement of analytical equipment Procurement of new pumps Procurement of grounds and maintenance equipment Sealing of tanks and civil structures Procurement of stand-by generators		Responsible Agencies: Merafong City Local Municipality MIG WSIG Department of Human Settlements Grants					
		Projects	Budget	2026/27	2027/28	2028/29	Source of Funding:
		27. Concrete pad and bunding for dry sludge storage (Kokosi WWTW)	30 000 000	-	30 000 000	-	WSIG/MIG
		28. Roof for Bobcat, Vehicles, Inlet Works, Fermenter Mixing Pumps, Kokosi WWTW	800 000	800 000	-	-	WSIG/MIG
		29. Installation of outflow pipe to Loopspruit, 240m, 750mm diameter, Kokosi WWTW	1 000 000	-	-	1,000,000	MIG (or Human Settlements, Unsecured)
30. Installation of fermenter waste line to aerobic sludge digester, Kokosi WWTW	1,000 000	-	-	1,000 000	MIG (or Human Settlements, Unsecured)		
SUB TOTAL, Page 7	R32 800 000	R800 000	R30 000 000	R2 000 000			

Wastewater Treatment Works....cont

LOGICAL FRAMEWORK:					
<p>Strategic Objective: To ensure effective and efficient treatment of wastewater in accordance with prescribed legislative requirements</p>	<p>Key Performance Indicator for Achievement of Objective: Municipal Services</p>				
	<p>Project Outputs: Comply with legislation. Securing and protection of assets Replacement of redundant equipment Repair of assets Final effluent compliance Operational compliance</p>				
<p>Major Activities: Acquire WUL for non-compliant WWTW Erection of perimeter fencing Repair of mechanical and electrical equipment Procurement of analytical equipment Procurement of new pumps Procurement of grounds and maintenance equipment Sealing of tanks and civil structures Procurement of stand-by generators</p>	<p>Targets/Target Groups: Community of Merafong City Local Municipality</p>				
	<p>Locations:</p>				
	Wards	Project	26/27	27/28	28/29
	14, 21, 22, 24, 25, 26	32	✓	✓	✓
	12	33 & 34	✓	✓	
	11, 20, 23	35	✓		✓
11, 20, 23	36		✓		
<p>Responsible Agencies: Merafong City Local Municipality MIG WSIG Department of Human Settlements Grants</p>					
Projects	Budget	2026/2027	2027/2028	2028/2029	Source of Funding:
31. Kokosi Repairs/maintenance	12 000 000	4 000 000	4 000 000	4 000 000	Municipal Revenue
32. Upgrading of Welverdiend PS, Fencing, Pumps, Sump, Screening	3 000 000		3 000 000		WSIG secured
33. Welverdiend New Pump Station, Paving inside, 350m ²	400 000		400 000		Municipal revenue
34. Refurbishment and Repair, Welverdiend WWTW	5 000 000	5 000 000			WSIG Secured
35. Perimeter Fencing, Welverdiend, 350m	2 000 000	2 000 000			WSIG secured
SUB TOTAL, Page 8	R22 400 000	R11 000 000	R10 400 000	R4 000 000	

Wastewater Treatment Works....cont

LOGICAL FRAMEWORK:					
Strategic Objective: To ensure effective and efficient treatment of wastewater in accordance with prescribed legislative requirements	Key Performance Indicator for Achievement of Objective: Municipal Services				
Project Outputs: Comply with legislation Securing and protection of assets Replacement of redundant equipment Repair of assets Final effluent compliance Operational compliance	Targets/Target Groups: Community of Merafong City Local Municipality				
	Locations:				
	Wards	Project	26/27	27/28	28/29
	11, 20, 23	37			✓
	14, 21, 22, 24, 25, 26	38		✓	
	14, 21, 22, 24, 25, 26	39		✓	
	14, 21, 22, 24, 25, 26	40	✓	✓	
14, 21, 22, 24, 25, 26	41		✓	✓	
Major Activities: Acquire WUL for non-compliant WWTW Erection of perimeter fencing Repair of mechanical and electrical equipment Procurement of analytical equipment Procurement of new pumps Procurement of grounds and maintenance equipment Sealing of tanks and civil structures Procurement of stand-by generators	Responsible Agencies: Merafong City Local Municipality MIG WSIG Department of Human Settlements Grants				
Projects	Budget	2026/27	2027/28	2028/29	Source of Funding:
37 Standby Generator - Wedela WWTW	3,000 000			3,000 000	MIG (Unsecured)
38 Bobcat and Mini Dumper - supply and deliver, Wedela WWTW	1,300 000		1,300 000		Municipal Revenue
39 Concrete pad and bunding for dry sludge storage (Wedela WWTW)	25 000 000		25 000 000	-	MIG (or Human Settlements, Unsecured)
40 Refurbishment Wedela WWTW and PS	150 000 000	-	30 000 000	120 000 000	WSIG (Unsecured)

41 Upgrade of Kokosi WWTW from 7,5MI/d to 15MI/d with development of Kokosi Ext6 and Ext7	140 000 000	-	70 000 000	70 000 000	MIG (or Human Settlements, Unsecured)
SUB TOTAL, Page 9	R319 300 000	0	R126 300 000	R193 000 000	

Wastewater Treatment Works....cont.

LOGICAL FRAMEWORK:					
Strategic Objective: To ensure effective and efficient treatment of wastewater in accordance with prescribed legislative requirements	Key Performance Indicator for Achievement of Objective: Municipal Services				
Project Outputs: Comply with legislation. Securing and protection of assets Replacement of redundant equipment Repair of assets Final effluent compliance Operational compliance	Targets/Target Groups: Community of Merafong City Local Municipality				
	Locations:				
	Wards	Project	26/27	27/28	28/29
	14, 21, 22, 24, 25, 26	42			✓
	14, 21, 22, 24, 25, 26	43			✓
	14, 21, 22, 24, 25, 26	44		✓	
	1, 2, 3, 4, 6, 7, 8, 9, 10, 12 12	45		✓	✓
Major Activities: Acquire WUL for non-compliant WWTW Erection of perimeter fencing Repair of mechanical and electrical equipment Procurement of analytical equipment Procurement of new pumps Procurement of grounds and maintenance equipment Sealing of tanks and civil structures Procurement of stand-by generators	Responsible Agencies: Merafong City Local Municipality MIG Department of Human Settlements Grants				
Projects	Budget	2026/27	2027/28	2028/29	Source of Funding:
42. Construction of Administrative Building with Workshop, Kokosi WWTW	6,000 000			6,000 000	MIG (or Human Settlements, Unsecured)
43. Construction of Balancing Dam at Screened Sewerage Pump Station, Kokosi WWTW	6 000 000			6 000 000	MIG (or Human Settlements, Unsecured)
44. Potable Sewer Dumping Station – Kokosi and Khutsong	10 000 000		5,000 000	5,000,000	MIG (or Human Settlements, Unsecured)
45 Welverdiend Regional WWTW, 15 Ml/d	300 000 000		150 000 000	150 000 000	Human Settlements (Unsecured)

46 Welverdiend WULA	600 000	600 000			
47. Tractor	400 000	400 000			
SUB TOTAL, Page 10	R323 000 000	R600 000	R155 000 000	167 000 000	

Wastewater Treatment Works....cont

LOGICAL FRAMEWORK:						
Strategic Objective: To ensure effective and efficient treatment of wastewater in accordance with prescribed legislative requirements		Key Performance Indicator for Achievement of Objective: Municipal Services				
Project Outputs: Comply with legislation Securing and protection of assets Replacement of redundant equipment Repair of assets Final effluent compliance Operational compliance		Targets/Target Groups: Community of Merafong City Local Municipality				
		Locations:				
		Wards	Project	26/27	27/28	28/29
Major Activities: Repair of mechanical and electrical equipment Procurement of new pumps Sealing of tanks and civil structures		Responsible Agencies: Merafong City Local Municipality MIG Department of Human Settlements Grants				
Projects	Budget	2026/2027	2027/2028	2028/2029	Source of Funding:	
SUB TOTAL, Page 1	R10 990 000	R4 196 666	R4 746 667	R1 996 667		
SUB TOTAL, Page 2	R4 750 000	R100 000	R2 600 000	R50 000		
SUB TOTAL, Page 3	R91 700 000	R6 700 000	R39 000 000	R46 000 000		
SUB TOTAL, Page 4	R3 680 000	R1000 000	R2 680 000	0		
SUB TOTAL, Page 5	R109 650 000	R34 000 000	R54 650 000	R23 000 000		
SUB TOTAL, Page 6	R14 900 000	R1 000 000	R13 900 000	R2 000 000		
SUB TOTAL, Page 7	R32 800 000	R800 000	R30 000 000	R2 000 000		
SUB TOTAL, Page 8	R22 400 000	R11 000 000	R10 400 000	R4 000 000		
SUB TOTAL, Page 9	R319 300 000	0	R126 300 000	R193 000 000		
SUB TOTAL, Page 10	R323 000 000	R600 000	R155 000 000	167 000 000		
TOTAL	R933 170 000	R59 396 666	R439 276 667	R439 046 667		



10.3.2. Energy and Waste Management: Mini Business Plans

Electricity

Planning Framework:							
Objective(s): <ul style="list-style-type: none"> Installation of energy Related Infrastructure Streamlining of Planning and Procurement in the Medium Term and IDP Cycle 	Indicators for Achievement of Objectives: Funded Projects shall find expression in the SDBIP with Approved Targets		Locations: Projects over the entire Licensed Distribution Area of Merafong City				
	Project Outputs: <ul style="list-style-type: none"> Improved Electricity Network Performance and Customer Satisfaction 	Targets/Target Groups: Communities residing in Merafong City					
Major Activities: Conversion of the Funded Projects into Impermeable Objectives	Responsible Agencies: Merafong City Municipality MIG INEP		Ward	Proj.	26/27	27/28	28/29
			All urban	1		✓	✓
			All urban	2			
			12	3		✓	✓
			All urban	4-21	✓	✓	
			21	22		✓	
Project:	Budget	2026/2027	2027/2028	2028/2029	Source of Funding:		
1. Streetlights Merafong (Phase 2)	35 545 318	12 861 382.50	12 861 382.50	9 822 553.50	MIG		
2. Streetlights conversion (Phase 2)	18 886 030		9 443 030	9 443 030	MIG		
3. Khutsong South Electrification	26 304 000	-	12 800 000	13 504 000	Integrated National Electrification Programme (INEP)		
4. Supply and Delivery of Switchgears in various substations - 36 Months on an As and When required Tender	3 000 000	1 000 000	1 000 000	1 000 000	Municipal Revenue (Unsecured)		
5. Supply ad Delivery of High, Medium and Low Voltage Cables for a period of three years (36 months) on an as and when required basis	4 000 000	500 000	1 500 000	2 000 000	Municipal Revenue (Unsecured)		
6. Procurement of a 500kVA Standby Generator	1 500 000		1 500 000	-	Municipal Revenue (Unsecured)		

7. Online Meter Reading (Automated Meter Reading - AMR) and Meter Management for Large Power Users (LPU's) for a period of three years	5 000 000	1 000 000	2 000 000	2 000 000	Municipal Revenue (Unsecured)
8. Procurement of Bulk Meters for Large Power Users (LPU's) for a period of three years (36 months) on an As and When required basis	2 000 000		1 000 000	1 000 000	Municipal Revenue (Unsecured)
9. Procurement of Single-Phase Domestic Meters for a period of three years (36 months) on an As and When required basis	4 100 000	100 000	2 000 000	2 000 000	Municipal Revenue (Unsecured)
10. Implementation of a Cost of Supply Study (CoS) for Electricity in MCLM and review/rationalization of Electricity Tariffs	600 000	500 000	100 000	-	Municipal Revenue (Unsecured)
11. Supply, Delivery and Installation/Replacement of damaged/vandalized substation doors with Robust Steel Doors and Locking Mechanism for a period of three years (36 months) on an As and When required basis	1 000 000	-	500 000	500 000	Municipal Revenue (Unsecured)
12. Supply of MV Circuit Breakers, Ring Main Units and Distribution Pillar Boxes (including inspections, Testing/Analysis of Oil and repairs) for a period of three years (36 months) on an As and When required basis	3 500 000	500 000	1 000 000	2 000 000	Municipal Revenue (Unsecured)
13. Supply and Replacement of Mini-sub for a period of three years (36 months) on an As and When required basis	5 000 000	1 000 000	2 000 000	2 000 000	Municipal Revenue (Unsecured)
14. Inspection and Servicing of the Protection Systems and Electrical Equipment's at Substations for a period of three years (36 months) on an As and When required basis	2 500 000	500 000	1 000 000	1 000 000	Municipal Revenue (Unsecured)
15. Supply and Delivery of various types and sizes of Transformers for a period of three years (36 months) on an As and When required basis	5 000 000	1 000 000	2 000 000	2 000 000	Municipal Revenue (Unsecured)

16. Grass Cutting and Weed control in Primary substation for a period of three years (36 months) on an As and When required basis	750 000	250 000	250 000	250 000	Municipal Revenue (Unsecured)
17. Repair and Maintenance of Earth Mat and NEC replacement at Substations for a period of three years (36 months) on an As and When required basis	1 500 000	500 000	500 000	500 000	Municipal Revenue (Unsecured)
18. Supply of street light lamps, light fittings and light poles for a period of three years (36 months) on an As and When required basis	2 350 000	350 000	1 000 000	1 000 000	Municipal Revenue (Unsecured)
19. Procurement of High Mast Light Winching Tools and other repair materials	700 000		500 000	200 000	Municipal Revenue (Unsecured)
20. Supply and Delivery of Traffic Light Controllers, Traffic Light Heads/Poles/Black Board and Reflectors for a period of three years (36 months) on an As and When required basis	2 350 000	350 000	1 000 000	1 000 000	Municipal Revenue (Unsecured)
21. Hiring of Cherry Pickers and Cranes for a period of three years (36 months) on an As and When required basis	4 000 000	2 000 000	1 000 000	1 000 00	Municipal Revenue (Unsecured)
22. Installation of over-headline at Du Preez Street to Protea Street – Fochville	4 500 000		4 500 000		Municipal Revenue (Unsecured)
23. Kokosi Extension 2 Line and Cabling	2 850 000		2 850 000		Municipal Revenue (Unsecured)
24. Munt Street Substation Ring Feeder	6 400 000		6 400 000		Municipal Revenue (Unsecured)
25. Reinecke Substation Transformers and 44kV Protection Rehabilitation and Upgrade	6 000 000		3 000 000	3 000 000	Municipal Revenue (Unsecured)
26. Bloukrans Substation Transformers and 44kV Protection Rehabilitation and Upgrade	2 500 000		1 500 000	1 000 000	Municipal Revenue (Unsecured)
TOTAL BUDGET	R149 485 347	R22 411 382	R71 854 412	R52 219 553	

Waste Management:

Planning Framework:							
Objective(s): Provision of an effective and efficient integrated waste management service	Indicators for Achievement of Objectives: <ul style="list-style-type: none"> Landfill sites must comply with legislation. Promote reuse, recycling and recovery of waste. Service delivery and infrastructure development. 						
Provincial Outcome: <ul style="list-style-type: none"> Improved quality of life 	Targets/Target Groups: Community of Merafong City Local Municipality		Locations:				
Major Activities: <ul style="list-style-type: none"> Extension of waste collection service in informal areas Extension of waste disposal facilities and ensuring compliance Construction of conducive, healthy, and safe offices for Solid Waste employees Development of Waste Information System Extension of waste minimization and recycling Procurement of office furniture and IT Equipment Procurement of Signage/Information Boards Installation of Street Litter Bins to Broader Merafong 	Responsible Agencies: <ul style="list-style-type: none"> Merafong City Local Municipality 		Ward	Project	26/27	27/28	28/29
			All	1 & 10	✓	✓	✓
				4, 6 & 7	✓	✓	
				2, 3, 5, 9, 11 & 12	✓		
				2, 10, 11, 5,12	✓		
			All	8	✓	✓	✓
			22,24,25,26	13		✓	
1,2,3,4,6,7,8,9,10	14 & 15		✓				
Project Description	Budget	2026/2027	2027/2028	2028/2029	Source of Funding		
1. Removal of Illegal Dumping in the entire Merafong (3yrs)	R12 600 000	R4 000 000	R4 200 000	R4 400 000	GDARDE/ Municipal Revenue		
2. Procurement of 240L Wheelie Bins for New Developments (15 000 Bins)	R16 250 000	R5 000 000	R5 500 000	R5 750 000	Municipal Revenue		
3. Office Furniture for New Carletonville Waste Management Depot	R3 500 000	R1 500 000	R1 000 000	R1 000 000	Municipal Revenue		
4. Expansion of Carletonville Landfill Site	R40 000 000	R10 000 000	R30 000 000	-	MIG		
5. Roll-out of Street litter bins to broader Merafong (2000 Bins)	R1 300 000	R500 000	R500 000	R300 000	Municipal Revenue		

6. Signage/Information Boards (Landfill Directions, No littering and No Dumping Signs)	R3 250 000	R1 500 000	R1 000 000	R750 000	Municipal Revenue/COGTA
7. Waste Collection Service in the Informal Areas (Multi Year 2026 – 2029)	R35 100 000	R11 700 000	R11 700 000	R11 700 000	MIG/ Municipal Revenue/COGTA
8. ICT Equipment for Waste Depot	R650 000	R300 000	R200 000	R150 000	Municipal Revenue
9. Operation and Maintenance of Carletonville Landfill Site	R17 072 260	R5 622 260	R5 700 000	R5 750 000	Municipal Revenue
10. Procurement of Recycling Wheelie Bins (200)	R800 000	R400 000	R200 000	R200 000	Municipal Revenue
11. Develop Waste Management Information System and Integrated Waste Management Plan	R1 000 000	R500 000	500 000	-	Municipal Revenue
12. Construction of Drop-Off Facility in Kokosi	R9 000 000	R3 000 000	R6 000 000	-	MIG
13. Construction of Drop-Off Facility in Khutsong	R10 000 000	R4 000 000	R6 000 000	-	MIG
14. Construction of Drop-Off Facility in Khutsong South	R9 500 000	R4 000 000	R5 500 000	-	MIG
15. Management of Fochville transfer station and rental of equipment	R1 500 000	R 500 000	R500 000	R500 000	MIG/ Municipal Revenue
16. Management of Welverdiend transfer station and rental of equipment	R850 000	R300 000	R300 000	R250 000	MIG/ Municipal Revenue
17. Acquisition of ten (10) x 30 m ³ Roll-On Roll-Off (RORO) containers	R1 500 000	R1 500 000	-	-	MIG/ Municipal Revenue
18. Kokosi waste buyback centre	R7 000 000	R2 000 000	R2 500 000	R2 500 000	MIG
TOTAL	R170 872 260	R56 322 260	R81 300 000	R33 250 000	



10.3.3. Community Services: Mini-Business Plans

Facility Management and Administration:

Logical Framework: Merafong Halls and Swimming Pools						
Objective(s): To render an effective and efficient services of our Facilities in the jurisdiction area Merafong City		Indicators for Achievement of Objectives: Access, Upgrading and maintenance of Municipal Facilities				
Project Outputs: Management of Municipal owned Facilities.	Targets/Target Groups: Community of Merafong City Local Municipality	Locations:				
		Wards	Proj	26/27	27/28	28/29
		All	1 &2	✓	✓	✓
			3 & 4	✓	✓	✓
			5 & 6	✓	✓	✓
			7 & 8	✓	✓	✓
			9 &10	✓	✓	✓
			11,12	✓	✓	✓
			13,14	✓	✓	✓
			15 &16	✓	✓	✓
17& 18	✓		✓	✓		
Project Description	Budget	2026/2027	2027/2028	2028/2029	Source Of Funding	
1. Upgrading and Maintenance of Khutsong Community hall	9 132 352	5 073 530	2 705 880	1 352 942	Municipal Revenue	
2. Maintenance of Khutsong South MPCC	456 687	50 804	270 588	135 295	Municipal Revenue	
3. Upgrading of Carletonville Civic Centre	12 852 941	6 764 706	4 058 824	2 029 411	Municipal Revenue	
4. Upgrading of Carletonville Sports Complex	12 852 941	6 764 706	4 058 824	2 029 411	Municipal Revenue	

5. Upgrading & Maintenance of Carletonville Lapa	12 852 941	6 764 706	4 058 824	2 029 411	Municipal Revenue
6. Upgrading of Wedela Community Hall	6 088 238	3 382 354	1 352 942	1 352 942	Municipal Revenue
7. Upgrading of Molatlhegi community hall	6 088 238	3 382 354	1 352 942	1 352 942	Municipal Revenue
8. Upgrading of Fochville Civic centre	19 955 884	11 838 236	5 411 765	2 705 883	Municipal Revenue
9. Upgrading of Greenspark community hall	4 735 296	3 382 354	676 471	676 471	Municipal Revenue
10. Upgrading of Carletonville Swimming Pool	7 982 355	5 073 530	1 555 883	1 352 942	Municipal Revenue
11. Upgrading of Fochville Swimming Pool	9 470 590	6 764 706	1 352 942	1 352 942	Municipal Revenue
12. Installation, repair and Maintenance of air conditioners for Merafong Municipal Buildings	11 235 839	6 570 221	2 262 118	2 403 500	Municipal Revenue
13. Upgrading and Maintenance of Official Mayoral Residence (Plot 9, Watersedge)	1 691 179	473 530	135 295	1 082 354	Municipal Revenue
14. Installation and service of fire extinguishers in all Facilities	635 885	405 883	121 766	108 236	Municipal Revenue
15. Upgrading and Maintenance of Carletonville Municipal Head Office	3 111 767	1 352 942	1 082 354	676 471	Municipal Revenue
16. Upgrading and Maintenance of Carletonville Traffic Department	3 111 767	1 352 942	1 082 354	676 471	Municipal Revenue
17. Upgrading and Maintenance of Fochville Traffic Department	3 111 767	1 352 942	1 082 354	676 471	Municipal Revenue
18. Upgrading and Maintenance of Pay-points	3 111 767	1 352 942	1 082 354	676 471	Municipal Revenue
19. Purchase and installation of generator at Fochville civic centre and other Facilities	6 280 000	3 450 000	1 725 000	1 105 000	Municipal Revenue
20. Purchase and installation of generator at Fochville traffic and other Facilities	6 280 000	3 450 000	1 725 000	1 105 000	Municipal Revenue
21. Purchase and installation of generator at Carletonville traffic and other Facilities.	6 280 000	3 450 000	1 725 000	1 105 000	Municipal Revenue

22. Installation of Wi-Fi in all Facilities	8 000 000	5 000 000	1 500 000	1 500 000	Municipal Revenue
23. Refurbishment of Carletonville Civic Theatre	6 000 000	3 000 000	2 000 000	1 000 000	Municipal Revenue
24. Refurbishment of Fochville Civic Theatre	6 000 000	3 000 000	2 000 000	1 000 000	Municipal Revenue
25. Acquisition of branding Material and Equipment for all Facilities	2 800 000	2 000 000	500 000	300 000	Municipal Revenue
26. Acquisition of Material and Equipment for all facilities (Podiums, Sporting material etc.	2 800 000	2 000 000	500 000	300 000	Municipal Revenue
Total	R172 918 434	R97 453 388	R45 379 480	R30 085 566	

Merafong Sports Fields

Logical Framework:						
Objective(s): To render an effective and efficient services of our Facilities in the jurisdiction area of Merafong City		Indicators for Achievement of Objectives: Maintenance of Sports Facilities.				
Project Outputs: Upgrading and Maintenance of Merafong Sports Facilities.	Targets/Target Groups: Community of Merafong City Local Municipality	Locations:				
		Wards	Project	26/27	27/28	28/29
		10	1	✓	✓	✓
		28	2	✓	✓	✓
		21/23	3	✓	✓	
		26	4	✓	✓	✓
		24	5	✓	✓	✓
		18	6	✓	✓	✓
		21	7	✓	✓	✓
27	8	✓	✓	✓		
Project Description	BUDGET	2026/2027	2027/2028	2028/2029	Source of Funding	
1. Refurbishment and Upgrading of Khutsong Stadium	25 000 000	-	-	25 000 000	MIG	
	2 400 000	700 000	800 000	900 000	Municipal Revenue	
2. Refurbishment and upgrading of Carletonville sports fields	2 700 000	1 000 000	800 000	900 000	Municipal Revenue	
	10 000 000	-	-	10 000 000	MIG	
3. Refurbishment and Upgrading of Wedela sports fields	2 400 000	700 000	800 000	900 000	Municipal Revenue	
	18 000 000	10 000 000	5 000 000	3 000 000	Municipal Revenue	
4. Refurbishment and Upgrading of Gert Van Rensburg stadium	154 000 000	-	90 000 000	64 000 000	MIG	
	6 000 000	6 000 000	-	-	Municipal Revenue	
5. Refurbishment and upgrading of Popo Molefe/Kokosi stadium and Swimming Pools						

6. Development of Wedela Recreational club and Swimming Pool	26 000 000	-	20 000 000	6 000 000	MIG
	4 000 000	4 000 000	-	-	Municipal Revenue
7. Development of Blybank Sports stadium and swimming Pool	160 000 000	14 000 000	100 000 000	46 000 000	MIG
	2 400 000	700 000	800 000	900 000	Municipal Revenue
8. Development of Khutsong Sports stadium (Ext 05) and Swimming Pool	160 000 000	14 000 000	100 000 000	46 000 000	MIG
	2 400 000	700 000	800 000	900 000	Municipal Revenue
TOTAL	R575 300 000	R51 800 000	R319 000 000	R204 500 000	

Merafong Informal Sports Fields

Logical Framework:						
Objective(s): To render an effective and efficient services of our Facilities in the jurisdiction area of Merafong City		Indicators for Achievement of Objectives: Quarterly Grading of Informal Sports grounds				
Project Outputs: Upgrading and Maintenance of Merafong Informal Sports Facilities.	Targets/Target Groups: Community of Merafong City Local Municipality	Locations:				
		Wards	Project	26/27	27/28	28/29
		All	1	✓	✓	✓
			2	✓	✓	✓
			3	✓	✓	
			4	✓	✓	✓
			5	✓	✓	✓
			6	✓	✓	✓
			7	✓	✓	✓
			8	✓	✓	✓
			9	✓	✓	✓
			10	✓	✓	✓
11	✓		✓	✓		
Project Description	BUDGET	2026/2027	2027/2028	2028/2029	Source of Funding	
1. Grading of Spades Sports ground in Khutsong	35 000	12 000	11 000	12 000	Municipal Revenue	
2. Grading of Ext 03 Sports Ground in Khutsong	35 000	12 000	11 000	12 000	Municipal Revenue	
3. Grading of Ext 09 Ground in Carletonville	35 000	12 000	11 000	12 000	Municipal Revenue	
4. Grading of Blybank Sports Ground	35 000	12 000	11 000	12 000	Municipal Revenue	
5. Grading of skoonplaas Sports Ground	35 000	12 000	11 000	12 000	Municipal Revenue	
6. Grading of Madala site Sports Ground (Wedela)	35 000	12 000	11 000	12 000	Municipal Revenue	

7. Grading of Kokosi Ext 04 Sports Ground	35 000	12 000	11 000	12 000	Municipal Revenue
8. Grading of Sports Ground, next to Popo Molefe Stadium	35 000	12 000	11 000	12 000	Municipal Revenue
9. Grading of Tsitsiboga Sports Ground	35 000	12 000	11 000	12 000	Municipal Revenue
10. Grading of Wedela Sports Grounds	35 000	12 000	11 000	12 000	Municipal Revenue
11. Grading of Holmes Sports Grounds	35 000	12 000	11 000	12 000	Municipal Revenue
TOTAL	R385 000	R132 000	R121 000	R132 000	

Sport and Recreation Programs:

PLANNING FRAMEWORK:					
Objectives: Development and promotion of sporting codes and a healthy lifestyle through Sports and Recreation Programs.	Indicators for Achievement of Objectives: Sport & Recreation Programs implemented.				
Project Outputs: Promote a Healthy Lifestyle.	Targets/Target Groups: Merafong City Community	Locations:			
		Ward All	Project 1-8	26/27 ✓	27/28 ✓
Major Activities: Implementation of programs as listed below:	Responsible Agencies: Merafong City Local Municipality				
Project Description:	Budget	2026/2027	2027/2028	2028/2029	Source of Funding:
1. OR Tambo Soncini Social Cohesion Games	90 000	30 000	30 000	30 000	Municipal Revenue
2. Easter Holiday Games	560 000	180 000	180 000	200 000	Municipal Revenue
3. Merafong City Marathon	560 000	180 000	180 000	200 000	Municipal Revenue
4. Merafong Sports Awards	700 000	150 000	250 000	300 000	Municipal Revenue
5. Merafong City Mayoral Games	450 000	150 000	150 000	150 000	Municipal Revenue
6. Gate Khahlela Festive Tournament	150 000	50 000	50 000	50 000	Municipal Revenue
7. Merafong Swimming Gala	89 000	29000	30 000	30 000	Municipal Revenue
8. Inter-Departmental Relations Sports Day	120 000	0	60 000	60 000	Municipal Revenue
Total Budget	R2 719 000	R769 000	R930 000	R1 020 000	

Arts, Culture and Heritage Programs

PLANNING FRAMEWORK:														
Objective: Development, promotion and preservation of heritage through Arts forms and Cultural practices.	Indicators for Achievement of Objective: <ul style="list-style-type: none"> Mass participation in the Arts and cultural programmes. 													
Project Outputs: Promote Arts, Culture & Heritage Programs	Targets/Target Groups: Merafong community		Locations:											
			<table border="1"> <thead> <tr> <th>Ward</th> <th>Project</th> <th>26/27</th> <th>27/28</th> <th>28/29</th> </tr> </thead> <tbody> <tr> <td>All</td> <td>1-12</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> </tbody> </table>	Ward	Project	26/27	27/28	28/29	All	1-12	✓	✓	✓	
Ward	Project	26/27	27/28	28/29										
All	1-12	✓	✓	✓										
Major Activities: Implementation of Arts, culture & Heritage Programs	Responsible Agencies: Merafong City Local Municipality													
Project Description:	Budget	2026/2027	2027/2028	2028/2029	Source of Finance:									
1. Jazz Festival	600 000	150 000	200 000	250 000	Municipal Revenue									
2. Ngwao ya Rona (Traditional Dance)	600 000	150 000	200 000	250 000	Municipal Revenue									
3. Raloka re Tanse (Morden Dance)	750 000	200 000	250 000	300 000	Municipal Revenue									
4. Theatre & Poetry Program	450 000	100 000	150 000	200 000	Municipal Revenue									
5. Contemporary Worship Music Competition	470 000	120 000	160 000	190 000	Municipal Revenue									
6. Ezenkolo Gospel Extra	670 000	180 000	230 000	260 000	Municipal Revenue									
7. Dance (All Forms of Dance accept Traditional) & Comedy	450 000	100 000	150 000	200 000	Municipal Revenue									
8. Di a Opela choral music competition	570 000	160 000	190 000	220 000	Municipal Revenue									
9. Arts Awards	420 000	100 000	140 000	180 000	Municipal Revenue									
10. Holiday Program	750 000	200 000	250 000	300 000	Municipal Revenue									
11. Arts & Culture Branding Material	255 000	80 000	85 000	90 000	Municipal Revenue									
12. Major Music Festival	4 950 000	1 500 000	1 650 000	1 800 000	Municipal Revenue									
13. Arts Exhibition for Local Artists	750 000	200 000	250 000	300 000	Municipal Revenue									
14. Awards for Local Veteran Artists	570 000	160 000	190 000	220 000	Municipal Revenue									
Total	R12 255 000	R3 400 000	R4 095 000	R4 760 000										

Health and Social Development

PLANNING FRAMEWORK:							
IDP Objective(s): Promotion of Healthy and socially cohesive communities		Indicators for Achievement of Objective <ul style="list-style-type: none"> • Healthy communities • Sustainable social livelihood • Sustainable after care support to vulnerable groups • Social relief of distress • Maintain dignity for all • Provision of basic services to indigents 					
Project Output <ul style="list-style-type: none"> • Accelerating Social transformation • Promotion of healthy communities • Empowerment of vulnerable groups • Promotion of educated communities • Ensuring early childhood stimulation 		Targets/Target Groups: <ul style="list-style-type: none"> • The indigent • Child Headed households • Aged • Vulnerable groups 		Locations:			
Major Activities: <ul style="list-style-type: none"> • Indigent Management • Poverty alleviation Programs • Early Childhood Development Support • Implementation of the National Drug master plan • NPO empowerment • Elderly Citizens support through active ageing programs and advocacy • Orphan care and Support 		Responsible Agencies: <ul style="list-style-type: none"> • Council • Community Services Directorate • Health and Social Development • Budget and treasury • Supply Chain Management 		Project	26/27	27/28	28/29
Project	Budget	2026/2027	2027/2028	2028/2029	Source Of Funding		
1. Early Childhood support <ul style="list-style-type: none"> • Capacity building • Child stimulation programs • Compliance awareness programs • Ensuring Safe spaces for children 	R1 195 350	R325 000	R422 500	R447 850	Municipal Revenue		

2. Implementation of the National Drug Master Plan <ul style="list-style-type: none"> • Support for Local Drug Action committee activities • Substance abuse prevention programs • Service users rehabilitation drives 	R956 280	R260 000	R338 000	R358 280	Municipal Revenue
3. Poverty Alleviation <ul style="list-style-type: none"> • Food Security • NPO income generation support • Material support to orphans 	R844 832.00	R253 500	R287 710	R303 832	Municipal Revenue
4. Indigent Management <ul style="list-style-type: none"> • Recruitment of ward based indigent verifiers • Indigent Registration outreach • Indigent After care 	R9 536 503.00	R2 592 850	R3 370 705.00	R3 572 947,30	Municipal Revenue
5. NPO Support <ul style="list-style-type: none"> • Governance workshops • Financial management • Project management skills • Income generation projects 	R573 768 00	R156 000,00	R202 800,00	R214 968.00	Municipal Revenue
6. Elderly Citizens Support <ul style="list-style-type: none"> • Advocacy programs and prevention of abuse • Commemoration of calendar days 	R568 986.00	R154 700.00	R201 110.00	R213 176 .60	Municipal Revenue
7. Gender and Disability <ul style="list-style-type: none"> • Awareness workshops • Support group activities • Health and wellness programs 	R97 500.00	R250 000,00	R325 000.00	R422 500.00	Municipal Revenue
8. Departmental Branding	R150 000,00	R159 000,00	R168 540,00	R178 652,400	Municipal Revenue
TOTAL	R15 206 620.40	R4 151 050.00	R5 316 365.00	R5 739 205. 400	



10.3.4. Public Safety: Mini-Business Plans

Traffic Services

Logical Framework									
Objective(s): Public Safety: Traffic Services	Indicators for achievement of objectives: Improved public safety and a better service delivery								
Provincial Outcome Safe Communities	Targets/Target Groups: Merafong Community				LOCATIONS				
					Ward	Proj.	26/27	27/28	28/29
	1-28	1	X	X	X				
	1-28	2	X	X	X				
	1-28	3	X						
	1-28	4	X	X	X				
	1-28	5	X	X	X				
	1-28	6	X	X	X				
	1-28	7	X	X	X				
	1-28	8	X	X	X				
RESPONSIBLE AGENCIES: Merafong City Local Municipality									
Project Description:	Budget	2026/2027	2027/2028	2028/2029	Source Of Funding				
1. Merafong vehicle registration centre upgrades (furniture and maintenance)	1 000 000	500 000	250 000	250 000	Municipal Revenue/ Grant funding				
2. Maintenance of Carletonville vehicle Testing Station	700 000	400 000	150 000	150 000	Municipal Revenue				
3. Completion of construction for Carletonville Drivers Licensing building	4 400 000	2 200 000	1 100 000	1 100 000	Municipal Revenue				
4. Disaster management (response trailer, emergency equipment)	1 500 000	900 000	300 000	300 000	Municipal Revenue				
5. Traffic law enforcement management systems (speed camera and back office)	18 000 000	6 000 000	6 000 000	6 000 000	Municipal Revenue				
6. AARTO readiness implementation	800 000	500 000	150 000	150 000	Municipal Revenue				
7. Vehicle Pound and storage	500 000	300 000	150 000	50 000					
8. Road markings and signs	2 100 000	1 000 000	500 000	600 000	Municipal Revenue				
TOTALS	R29, 060 000	R11, 800 000	R86,600 000	R8, 600 000					

Security

Logical Framework							
Objective(s): Public Safety - Security Services	Indicators for achievement of objectives: Improved public safety and a better service delivery						
Provincial Outcome Safe Communities	Targets/Target Groups: Merafong Community			LOCATIONS			
				Ward 1-28	Proj. 1	26/27 X	27/28 X
			1-28	2	X	X	X
			1-28	3	X		
RESPONSIBLE AGENCIES: Merafong City Local Municipality							
Project Description:	Budget	2026/27	2027/28	2028/29	Source Of Funding		
1. Electronic security systems and management of control room (CCTV & Bio-metrix)	24 000 000	10 000 000	8 000 000	6 000 000	Municipal Revenue		
2. Alarm systems and armed response	15 000 000	6 000 000	5 000 000	4 000 000	Municipal Revenue		
3. Contracted physical security services	210 000 000	60 000 000	70 000 000	80 000 000	Municipal Revenue		
TOTALS	249, 000 000	76 000 000	83, 000 000	90, 000 000			

By- Laws Management

Logical Framework						
Objective(s): Public Safety, Security, Transport & Licensing services	Indicators for achievement of objectives: Improved public safety and a better service delivery					
Provincial Outcome	Targets/Target Groups:			LOCATIONS		
Safe Communities	Merafong Community	Ward	Proj.	26/27	27/28	28/29
		1-28	1	X	X	X
		1-28	2	X	X	X
		1-28	3	X		
		1-28	4	X	X	X
RESPONSIBLE AGENCIES: Merafong City Local Municipality						
Project Description:	Budget	2026/27	2027/28	2028/29	Source Of Funding	
1. Control of stray animals (SPCA)	1 710 000	540 000	570 000	600 000	Municipal Revenue	
2. By-Laws Community Outreach Programs	910 000	250 000	300 000	350 000	Municipal Revenue	
3. CSF Stakeholders Engagement Programs	510 000	150 000	170 000	190 000	Municipal Revenue	
4. By-Laws Special Programs and Operations E.G. SGBs / School Learners Awareness Campaigns	150 000	50 000	50 000	50 000	Municipal Revenue	
TOTALS	R 3 810 000	R1 530 000	R1 090 000	R 1 190 000		



10.3.5 Economic Development and Urban Planning: Mini-Business Plans

Spatial Planning, Environmental Management & Building Control Projects:

Objective(s):	Indicators for Achievement of Objectives:				
<ol style="list-style-type: none"> Facilitate development and investment Create more smaller sized properties External funding for proclamation of amendments 	<ol style="list-style-type: none"> Precinct Plan with projects costing completed – signed off by Merafong Geotech study result + subdivisions completed – signed off by Merafong Pre-feasibility Study completed – signed off by GIFA Proclamation in Government Gazette 				
Project Outputs:	Targets/Target Groups:	Proj.	Wards		
<ol style="list-style-type: none"> Plan with implementation plan Subdivided properties ready for alienation Proclamation 	Residents and business owners of entire Merafong Residents of previously disadvantaged areas Merafong unemployed	1	All wards		
		2	All wards		
		3	All wards		
		4	All wards		
		5	All wards		
Major Activities:	Responsible Agencies:				
<ol style="list-style-type: none"> Plan, public participation, costing of implementation Subdivisions and Geotech studies on dolomite Proclamation of amended documents 	<ul style="list-style-type: none"> Appointed consultants/contractors to be managed by funders with oversight from Merafong. 				
Project Description:	Budget	2026/2027	2027/2028	2028/2029	Source of Finance:
1. Khutsong South Precinct Plan	400 000			400 000	Un-secured
2. SEZ Precinct Plan	450 000	450 000			Un-secured (DALRRD requested)
3. Geotechnical studies & Subdivisions (Churches, Social & Business)	1 500 000		500 000	1 000 000	Unsecured
4. Carletonville Heritage Precinct Plan, Urban Design & Costing	1 000 000			1 000 000	Un- secured
5. Revision of SPLUM by-law and Land Use Scheme	100 000	100 000			Un-secured (DALRRD requested)
TOTAL	R3 450 000	R550 000	R500 000	R1 400 000	

Housing and Administration

Planning Framework/Business Plan 2025/26						
<p>Objective(s):</p> <ul style="list-style-type: none"> To reduce housing backlog in line with Provincial and National Standards To provide essential services and top structures for sustainable communities. 	<p>Indicators of achievements of objectives:</p> <ul style="list-style-type: none"> Number of stands serviced and bulk infrastructure projects completed Number of houses as constructed and handover to qualified beneficiaries Number of Consumer Workshops conducted Number of Informal Settlements households audit conducted Number of new title deeds registered and issued to beneficiaries 					
<p>Project Outputs:</p> <ul style="list-style-type: none"> Construction of internal reticulation Construction of low-cost houses Construction of bulk infrastructure related to housing projects. Access to land for development of various forms of housing typologies, e.g. FLISP social housing and CRU's/affordable rental units 	<p>Responsible Agency: Merafong City Local municipality</p>	<p>Locations:</p>				
		Wards	Project	26/27	27/28	28/29
		3	1	1320		
		3	2	835		
		2	3	1250		
		2	4		1250	
		1&28	5	5000	2500	
		3	6	√		
		12&3	7	√		
		3	8	√		
		2	9	√		
		18	10	√	2290	
		5,10,7	11	√		
		12	12	√		
		22&23	13		464	
		22&23	14		1560	
		26	15	3120	3120	
		26	16	3120		
		22	17	√		
		26	18	258		
24	19	256				
24	20	220				
24	21	460				

		14	22	√		
		26	23	√		
		14	24		500	
		21&22	25	√		
Project	Budget	2026/2027	2027/2028	2028/2029	Funding Source	
1. Khutsong South Ext. 5 (1320 Services) (@43343)	57 212 760		57 212 760		Department of Human Settlement	
2. Khutsong South Ext. 5 (82 +753=835 Top Structures) (@109947)	91 805 745	9 015 654	82 790 09		Department of Human Settlement	
3. Khutsong South Ext. 7 (Planning Processes 1250)	20 000 000	10 000 000	10 000 000		Department of Human Settlement	
4. Khutsong South Ext. 7 (1250 Services)	191 612 500		54 178 750	137 433 750	Department of Human Settlement	
5. Khutsong South Ext. 8 (5000 Services) &Top Structures (@109947)	766 450 000	216 715 000	274 867 500	274 867 500	Department of Human Settlement	
6. Khutsong Bulk Electricity	35 000 000	15 000 000	10 000 000	10 000 000	Department of Human Settlement	
7. Khutsong South Ext. 5 Outfall Sewer	5 000 000	5 000 000 (secured)			Department of Human Settlement	
8. Khutsong South Ex. 1 & 2 Construction of Roads & Storm water	70 000 000	30 000 000 (secured)	20 000 000	20 000 000	Department of Human Settlement	
9. Khutsong Bulk Water	30 000 000	10 000 000	10 000 000	10 000 000	Department of Human Settlement	
10. Planning Processes of Carletonville Ext. 7 (2290)	20 000 000	20 000 000			Department of Human Settlement	
11. Khutsong Rehabilitation of Sinkholes	137 000 000	17 000 000 (secured)	60 000 000	60 000 000	Department of Human Settlement	
12. Elijah Barayi Mixed Development					Department of Human Settlement	
13. Wedela Ext. 4 (464 Services)	77 296 665	23 070 377	54 226 288,00		Department of Human Settlement	
14. Formalization of Wedela	2 000 000	2 000 000			Department of Human Settlement	

15. Kokosi Ext. 7 (3120 Services))	130 029 000	65 014 500	65 014 500		Department of Human Settlement
16. Kokosi Ext. 7 (3120 Top Structures)	364 625 040		182 312 520	182 312 520	Department of Human Settlement
17. Kokosi Ext. 6 Roads & Storm water	60 000 000	20 000 000 (secured)	20 000 000	20 000 000	Department of Human Settlement
18. Kokosi Ext. 6 Internal reticulation (3084x43 929)	135 477 036	135 477 036			Department of Human Settlement
19. Fochville Ext. 11 (258 Services & Top Structures)	28 146 432		28 146 432,00		Department of Human Settlement
20. Fochville Ext. 8 (256 Services & Top Structures)					Department of Human Settlement
21. Fochville Ext. 12 & 14 (220 Services & Top structures)	10 000 000		10 000 000		Department of Human Settlement
22. Fochville Ext. 17 & 18 (460 Services & Top Structures)					Department of Human Settlement
23. Fochville/Kokosi Water & Sanitation	20 000 000		10 000 000	10 000 000	Department of Human Settlement
24. Blybank (500 Services & 500 Top Structures)	83 293 820	24 860 320	58 433 500		Department of Human Settlement
25. Khutsong Regional WWTP	150 000 000	50 000 000	50 000 000	50 000 000	Department of Human Settlement
Total	R2 484 948 998	R663 152 887	R1 057 182 341	R764 613 770	
* Review of the Merafong Housing Plan					

Local Economic Development, Tourism & Rural Development

PLANNING FRAMEWORK:																																																																																																																																																											
<p>Objective(s): To strength and promote Local Economic Development informed by the Economic Turnaround Strategy titled Reimagining Merafong- Vision 2035</p>	<p>Indicators for Achievement of Objectives: Completion of projects in accordance with project outputs and targets.</p>																																																																																																																																																										
<p>Project Outputs: Construction of trading facilities, Agricultural operations, Economic Turnaround Strategy and Tourism development</p>	<p>Targets/Target Groups: Merafong City Local Community Members, Local SMMEs, Emerging Small-Scale Farmers, Township</p>	<p>LOCATIONS</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr style="background-color: #4F81BD; color: white;"> <th style="width: 10%;">Ward</th> <th style="width: 10%;">Project</th> <th style="width: 10%;">26/27</th> <th style="width: 10%;">27/28</th> <th style="width: 10%;">28/29</th> </tr> </thead> <tbody> <tr><td>23</td><td>1</td><td>✓</td><td></td><td>✓</td></tr> <tr><td>2</td><td>2</td><td>✓</td><td>✓</td><td>✓</td></tr> <tr><td>21</td><td>3</td><td>✓</td><td>✓</td><td>✓</td></tr> <tr><td>14</td><td>4</td><td>✓</td><td>✓</td><td>✓</td></tr> <tr><td>23</td><td>5</td><td>✓</td><td>✓</td><td>✓</td></tr> <tr><td>2</td><td>6</td><td>✓</td><td>✓</td><td>✓</td></tr> <tr><td>21</td><td>7</td><td>✓</td><td>✓</td><td>✓</td></tr> <tr><td>All</td><td>8</td><td>✓</td><td>✓</td><td>✓</td></tr> <tr><td>24</td><td>9</td><td>✓</td><td>✓</td><td>✓</td></tr> <tr><td>18</td><td>10</td><td>✓</td><td>✓</td><td>✓</td></tr> <tr><td>18</td><td>11</td><td>✓</td><td>✓</td><td>✓</td></tr> <tr><td>18</td><td>12</td><td>✓</td><td>✓</td><td>✓</td></tr> <tr><td>18 & 28</td><td>13</td><td>✓</td><td>✓</td><td>✓</td></tr> <tr><td>21</td><td>14</td><td>✓</td><td>✓</td><td>✓</td></tr> <tr><td>All</td><td>15</td><td>✓</td><td>✓</td><td>✓</td></tr> <tr><td>5</td><td>16</td><td>✓</td><td>✓</td><td>✓</td></tr> <tr><td>2</td><td>17</td><td>✓</td><td>✓</td><td>✓</td></tr> <tr><td>All</td><td>18</td><td>✓</td><td>✓</td><td>✓</td></tr> <tr><td>All</td><td>19</td><td>✓</td><td>✓</td><td>✓</td></tr> <tr><td>All</td><td>20</td><td>✓</td><td>✓</td><td>✓</td></tr> <tr><td>All</td><td>21</td><td>✓</td><td>✓</td><td>✓</td></tr> <tr><td>All</td><td>22</td><td>✓</td><td>✓</td><td>✓</td></tr> <tr><td>14</td><td>23</td><td>✓</td><td>✓</td><td>✓</td></tr> <tr><td>All</td><td>24</td><td>✓</td><td>✓</td><td>✓</td></tr> <tr><td>9 & 10</td><td>25</td><td>✓</td><td>✓</td><td>✓</td></tr> <tr><td>All</td><td>26</td><td>✓</td><td>✓</td><td>✓</td></tr> <tr><td>18,28</td><td>27</td><td>✓</td><td>✓</td><td>✓</td></tr> <tr><td>All</td><td>28</td><td>✓</td><td>✓</td><td>✓</td></tr> <tr><td>All</td><td>29</td><td>✓</td><td>✓</td><td>✓</td></tr> </tbody> </table>				Ward	Project	26/27	27/28	28/29	23	1	✓		✓	2	2	✓	✓	✓	21	3	✓	✓	✓	14	4	✓	✓	✓	23	5	✓	✓	✓	2	6	✓	✓	✓	21	7	✓	✓	✓	All	8	✓	✓	✓	24	9	✓	✓	✓	18	10	✓	✓	✓	18	11	✓	✓	✓	18	12	✓	✓	✓	18 & 28	13	✓	✓	✓	21	14	✓	✓	✓	All	15	✓	✓	✓	5	16	✓	✓	✓	2	17	✓	✓	✓	All	18	✓	✓	✓	All	19	✓	✓	✓	All	20	✓	✓	✓	All	21	✓	✓	✓	All	22	✓	✓	✓	14	23	✓	✓	✓	All	24	✓	✓	✓	9 & 10	25	✓	✓	✓	All	26	✓	✓	✓	18,28	27	✓	✓	✓	All	28	✓	✓	✓	All	29	✓	✓	✓
Ward	Project	26/27	27/28	28/29																																																																																																																																																							
23	1	✓		✓																																																																																																																																																							
2	2	✓	✓	✓																																																																																																																																																							
21	3	✓	✓	✓																																																																																																																																																							
14	4	✓	✓	✓																																																																																																																																																							
23	5	✓	✓	✓																																																																																																																																																							
2	6	✓	✓	✓																																																																																																																																																							
21	7	✓	✓	✓																																																																																																																																																							
All	8	✓	✓	✓																																																																																																																																																							
24	9	✓	✓	✓																																																																																																																																																							
18	10	✓	✓	✓																																																																																																																																																							
18	11	✓	✓	✓																																																																																																																																																							
18	12	✓	✓	✓																																																																																																																																																							
18 & 28	13	✓	✓	✓																																																																																																																																																							
21	14	✓	✓	✓																																																																																																																																																							
All	15	✓	✓	✓																																																																																																																																																							
5	16	✓	✓	✓																																																																																																																																																							
2	17	✓	✓	✓																																																																																																																																																							
All	18	✓	✓	✓																																																																																																																																																							
All	19	✓	✓	✓																																																																																																																																																							
All	20	✓	✓	✓																																																																																																																																																							
All	21	✓	✓	✓																																																																																																																																																							
All	22	✓	✓	✓																																																																																																																																																							
14	23	✓	✓	✓																																																																																																																																																							
All	24	✓	✓	✓																																																																																																																																																							
9 & 10	25	✓	✓	✓																																																																																																																																																							
All	26	✓	✓	✓																																																																																																																																																							
18,28	27	✓	✓	✓																																																																																																																																																							
All	28	✓	✓	✓																																																																																																																																																							
All	29	✓	✓	✓																																																																																																																																																							

				All	30	✓	✓	✓
Project Description	Budget	2026/2027	2027/2028	2028/2029	Source of Funding:			
1. Refurbishment of Wedela Industrial Business Hive	2 000 000	1 000 000		1 000 000	MIG (Funding unsecured)			
2. Refurbishment of Khutsong South Industrial Business Hive	1 000 000	500 000	200 000	300 000	Unsecured			
3. Refurbishment of Greenspark Industrial Business Hive	1 000 000	500 000	200 000	300 000	Unsecured			
4. Blybank Market Square	6 000 000	2 000 000	2 000 000	2 000 00	Unsecured			
5. Khutsong South Market Square	6 000 000	2 000 000	2 000 000	2 000 00	Unsecured			
6. Wedela Market Square	6 000 000	2 000 000	2 000 000	2 000 00	Unsecured			
7. Greenspark Market Square	6 000 000	2 000 000	2 000 000	2 000 00	Unsecured			
8. Construction of Hawker Stalls at Demarcated Stands for Street Vendors in all areas of Merafong City	1 000 000		500 000	500 000	Unsecured			
9. Development of Neighbouring Shopping Centre- Kokosi Township	15 000 000	5 000 000	7 000 000	300 000	Unsecured			
10. Construction of Merafong City Enterprise Development Centre-EDC	18 ,000.000	2 000 000	10 000 000	6 000 000	Unsecured			
11. Refurbishment of Carletonville Commercial Business Hive	3,000,000	1 000 000	1 000 000	1 000 000				
12. Refurbishment of Hawker Stalls at Carletonville Taxi Rank	1,000,000		1,000,000		Unsecured			
13. Carletonville Market Avenue	2,700,000	1,000,000	700,000	1 000 000	Unsecured			
14. Nooitgedacht Commonage Farm – Provision of stock handling facilities, fencing and water per camp	10,000,000		5 000 000	5 000 000	Unsecured			
15. Development of Commonage Farm in all areas of Merafong City	5, 000,000	2,000,000	1 000 000	3 000 000	Unsecured			
16. Floriculture Park Pre-feasibility	250,000		250,000		Unsecured			

17. Khutsong Agricultural Small Scale	3, 000 ,000		3, 000 ,000		Unsecured
18. Waste Recycler Nodes Feasibility	500,000			500,000	Unsecured
19. Development of Local Economic Development Strategy	1,000,000	500,000	500,000		Unsecured
20. Land rehabilitation through Agro-bioenergy	12,000,000			12,000,000	Unsecured
21. Farmer's Market Festival	1,000,000	700 000	300 000		Revenue
22. Merafong Integrated Tourism Package- Pre-feasibility Study	1,000,000	1,000,000		1,000,000	Revenue
23. Heritage feasibility study Lepalong caves	200,000		200,000		Unsecured
24. Merafong City Tour Guide Booklet	5 00 000	5 00 000			Revenue
25. Township Tourism - Khutsong Township Food Market at Nxumalo Street	3, 000, 000	1 000 000	1 000 000	1 000 000	Unsecured
26. Tourism Event: Merafong City Music & Heritage Festival	1, 500 000	500 000	500 000	500 000	Unsecured
27. Merafong City Food Festival					Revenue
28. Sports Tourism: Marathon	300 000	100 000	100 000	100 000	Unsecured
29. Establishment of Merafong Tourism Association	5 00 000	2 00 000	3 00 000		Revenue
30. SMME Manufacturing Cluster	15 000 000		10 000 000	5 000 000	Unsecured
TOTAL BUDGET					



10.3.4 Corporate and Shared Services: Mini-Business Plans

Information and Communication Technology

Logical Framework:						
IDP Objective(s): ICT management	IDP Strategy: <ul style="list-style-type: none"> Effective & efficient IT transmission in the municipality. 					
Provincial Outcome: <ul style="list-style-type: none"> Efficient administration and good governance. 	Targets/Target Groups: Merafong Municipality Servers, Desktops and Laptops	Locations: Merafong City				
		Ward	Proj.	26/27	27/28	28/29
		All Municipal Buildings	All	✓	✓	✓
Major Activities: Initiate, implement and monitor projects and programmes	Responsible Agencies: Merafong City Local Municipality COGTA					
Project Description	Budget	2026/2027	2027/2028	2028/2029	Source of Funding	
1. Disaster recovery plan	4 500 000 00	1 500 000	1 500 000	1 500 000	Municipal Revenue (Secured funding)	
2. Financial system	63 000 000	12 600 000	12 600 000	12 600 000	Municipal Revenue (Secured funding)	
3. Computer Software License	15 000 000	5 000 000	5 000 000	5 000 000	Municipal Revenue (Secured funding)	
4. Computer maintenance	10 000 000	5 000 000	3 000 000	2 000 000	Municipal Revenue (Secured funding)	
5. Upgrade ICT systems	10 000 000	5 000 000	3 500 000	1 500 000	Municipal Revenue (Secured funding)	
TOTAL BUDGET	R1 035 000 000	R29 100 000	R25 600 000	R22 600 000		

Organisational Resource Development

Logical Framework:					
Strategic Objective: To ensure a skilled, Capacitated Competent and motivated workforce		Key Performance Indicator for Achievement of Objective: Institutional Transformation & Capacity Building			
Project Outputs: Trained and capacitated workforce		Targets/Target Groups: Employees; Councillors and Community of Merafong City Local Municipality		Locations: MERAFOG	
Major Activities: Capacity building of employees, councillors and community		Responsible Agencies: Merafong City Local Municipality LGSETA: SALGA: COGTA: TREASURY: CETA: MISA: PSETA			
Projects:	Budget:	2026/2027	2027/2028	2028/2029	Funding Source:
1. Apprenticeship (Electrical)	R3 094 350	R3 094 350	R3 094 350	0	Discretionary Grant
2. Civil Learnership	R1 800 000	R1 800 000	R1 800 000	0	Discretionary Grant
3. TVET Placement (Technical)	R1 250 000	R1 250 000	R1 250 000	0	Discretionary Grant
4. Apprenticeship	R1 230 000	R1 230 000	R1 230 000		
5. Skills Programmes	R3 000 000	R3 000 000	R3 000 000	0	Discretionary Grant
6. Process Controller Learnership	LGSETA (DDM)	LGSETA (DDM)	LGSETA (DDM)	0	Discretionary Grants
7. Road Construction Learnership	LGSETA (DDM)	LGSETA (DDM)	LGSETA (DDM)	0	Discretionary Grants
8. Public Finance Management and Administration NQF L4 (MPAC Training)	COGTA	COGTA	COGTA	COGTA	Discretionary Grants
9. New Venture Creation NQF L4 Learnership	PSETA	PSETA	PSETA	PSETA	Discretionary Grant
10. Training Committee Training			R350 000	R400 000	Mandatory Grant Skills Fund (1%)
11. Local Labour Forum			R350 000	R400 000	Mandatory Grant Skills Fund (1%)
12. SDF Training			R50 000	R60 000	Mandatory Grant
13. MFMP	R 2 400 000	R 600 000	R1 000 000	R1 200 000	Municipal Fund Grant Skills Fund (1%)

14. Recognition of Prior Learning (RPL-Different Fields)			R167 000	R167 0000	Skills Fund (1%) Mandatory Grant
15. Bursaries	R3 600 000	R800 000	R500 000	R580 000	Mandatory Grant Skills Fund (1%)
16. Traffic Refresher Course (Testing Officers)	R150 000	R150 000	R160 000	R170 000	Skills Fund Mandatory Grant
TOTAL	R16 524 350	R11 924 350	R12 951 350	R2 977 000	

Recruitment Selection

Logical Framework:								
Strategic Objective:		Key Performance Indicator for Achievement of Objective:						
Recruit highly skilled and qualified candidates to fill vacant positions, ensuring a diverse and inclusive workforce.		Recruit candidates who can contribute to the organisation's success, improve productivity, and enhance overall performance.						
Project Outputs:		Targets/Target Groups:		Locations:				
- Diverse and qualified workforce		Employees of Merafong City Local Municipality (Suitable candidate)		Wards	Project	26/27	27/28	28/29
				Across Merafong	1	✓	✓	✓
					2	✓	✓	✓
					3	✓	✓	✓
					4	✓	✓	✓
Major Activities:		Responsible Agencies:						
<ul style="list-style-type: none"> Advertising Cost Panel for Recruitment Agencies Assessment and Verifications Interview, Travel and Accommodation 		Merafong City Local Municipality						
Projects	Budget	2026/2027	2027/2028	2028/2029	Funding Source			
1. Advertising Cost	R130 000	R35 000	R40 000	R55 000	Revenue			
2. Panel for Recruitment	R510 000	R150 000	R170 000	R190 000	Revenue			
3. Competency Assessment Section 56/57	R100 000	R25 000	R35 000	R40 000	Revenue			
4. Interview Travel and Accommodation	R95 000	R20 000	R35 000	R40 000	Revenue			
5. Relocation of new candidates	R100 000	R25 000	R35 000	R40 000	Revenue			
TOTAL BUDGET	R935 000	R255 000	R315 000	R365 000				

Employee Assistance Programme Planning

Logical Framework:						
Strategic Objective: Improve quality of work life and resilience of all employees by developing programmes that enhance wellbeing of the employees and the organization.		Key Performance Indicator for Achievement of Objective: Provision of interventions that will maximize employees' productivity and services delivery of the organization.				
Project Outputs: Healthy and motivated workforce	Targets/Target Groups: Employees of Merafong City Local Municipality	Locations:				
		Wards	Proj.	26/27	27/28	28/29
		Merafong Employees	1	✓	✓	✓
			2	✓	✓	✓
			3	✓	✓	✓
			4	✓	✓	✓
			5	✓	✓	✓
			6	✓	✓	✓
			8	✓	✓	✓
			9	✓	✓	✓
10	✓		✓	✓		
Major Activities: <ul style="list-style-type: none"> Promote Health and Wellness of employees Counselling of employees ,awareness campaigns 			Responsible Agencies: Merafong City Local Municipality			
Projects	Budget	2026/2027	2027/2028	2028/2029	Source of Funding:	
1. Wellness Month	R 264 000	R88 000	R88 000	R88 000	Revenue	
2. Home and hospital visit	R 231 000	R70 000	R70 000	R70 000	Revenue	
3. Workers' Rights Awareness	R 165 000	R50 000	R50 000	R50 000	Revenue	
4. Drugs And Substance Abuse Awareness	R 297 000	R90 000	R90 000	R90 000	Revenue	
5. Mental Health Awareness	R 198 000	R60 000	R60 000	R60 000	Revenue	
6. Month Of Women Issues At Work	R 264 000	R80 000	R80 000	R80 000	Revenue	
7. Heritage Awareness	R 264 000	R80 000	R80 000	R80 000	Revenue	
8. Month Of Men's Issues At Work	R 264 000	R80 000	R80 000	R80 000	Revenue	
9. Cancer Awareness	R 297 000	R90 000	R90 000	R90 000	Revenue	
10. HIV/AIDS in the Workplace	R 297 000	R90 000	R90 000	R90 000	Revenue	
TOTAL BUDGET	R 2 541 000	R847 000	R847 000	R847 000		

Occupational Health and Safety

PLANNING FRAMEWORK:					
Objective(s): To ensure that the health and safety of employees are protected through x-rays and medical examination and the environment is safe, secured and protected.	Indicators for Achievement of Objectives: Medical examination of all employees in (cleansing, water, sanitation, civil engineering, painting) is done according to the programme of Occupational Medical Practitioner.				
Project Outputs: Healthy Employees Safe Working Environment Productive Employees	Targets/Target Groups: Merafong Municipality Employees	Locations: Most employees in the following units/sections <ul style="list-style-type: none"> • Water and Sanitation • Water Care Works • Electrical Engineering • Painters • Parks • Waste Management • Public Safety • Housing Location: Fire Extinguishers: All Municipal Buildings			
Major Activities: Ensuring that Health and Safety regulations are practiced by all departments	Responsible Agencies: Merafong City Local Municipality	Breakdown Costs for OMP		250 per person	
		Baseline Examination			
		Blood Pressure			
		Temperature Check			
		Weight			
		Blood Sugar			
		Height			
Vision Screening		150 pp			
Lung Function Test		180 pp			
Ent. Exam		100 pp			
Audiogram (Hearing Test)		225 pp			
Physical Examination		120 pp			
Chest X-Ray		250 pp			
Projects and Programmes:	Budget	2026/2027	2027/2028	2028/2029	Source of Finance:
1. Pest control	810 000	250 000	270 000	290 000	Revenue

2. Servicing of fire extinguishers	740 000	220 000	250 000	270 000	Revenue
3. Servicing of reel hoses	225 000	50 000	75 000	100 000	Revenue
4. Professional bodies	5 000	1 500	1 700	1 800	Revenue
5. Medical Support	1 000 000	300 000	330 000	370 000	Revenue
6. PPE & Uniform	6 600 000	2 000 000	2 200 000	2 400 000	Revenue
7. Material and Equipment's	360 000	100 000	120 000	140 000	Revenue
8. Branding and Signage	360 000	100 000	120 000	140 000	Revenue
9. Stationery	16 500	5 000	5 500	6 000	Revenue
TOTAL	R10 116 500	R3 026 500	R 3 372 200	R3 717 800	

Secretariat and Records Management

Logical Framework:					
Records Objective(s): Records management	RECORDS Strategy: <ul style="list-style-type: none"> Efficient Records Management Solutions 				
Provincial Outcome: <ul style="list-style-type: none"> Efficient administration and good governance. 	Targets/Target Groups: All the departments	Locations: Merafong City Local Municipality			
		RECORDS COMMITTEE	26/27	27/28	28/29
		✓	✓	✓	
Major Activities: To ensure the efficient and secure handling of records: Creation and Capture, classification storage assess and retrieval and maintenance	Responsible Agencies: Merafong City Local Municipality SALGA PROVINCIAL ARCHIVES				
Project Description	Budget	2026/2027	2027/2028	2028/2029	Source of Funding
1. Training of staff (Records committee)	R 500 000	R 150 000	R 150 000	R 200 000	Municipal Revenue (Secured funding)
2.Document Scanners (high-speed scanners)	R620 000	R 200 000	R 120 000	R 300 000	Municipal Revenue (Secured funding)
3.File Cabinets (slides and fireproof)	R850 000	R 300 000	R 300 000	R 250 000	Municipal Revenue (Secured funding)
4.Automated Records Management system	R1 000 000	R600 000	R300 000	R100 000	Municipal Revenue
	R2 970 000	R1 250 000	R870 000	R 850 000	

Fleet Management

Logical Framework:					
IDP Objective(s): Institutional Transformation & Organisational Development	IDP Strategy: <ul style="list-style-type: none"> Effective & efficient Fleet Management 				
Provincial Outcome: Transformation of the state and governance	Locations: Merafong City				
	Ward	Proj.	26/27	27/28	28/29
	All	All	✓	✓	✓
Major Activities: Fuel management, repairs and maintenance, license renewal and management of leased vehicle	Responsible Agencies: Merafong City Local Municipality				
Project Description	Budget	2026/2027	2027/2028	2028/2029	Source of Funding
1. Fuel Management	R30 000 000.00	R10 000 000.00	R10 000 000.00	R10 000 000.00	Municipal Revenue (Secured funding)
2. Repairs & maintenance	R21 000 000.00	R7 000 000.00	R7 000 000.00	R7 000 000.00	Municipal Revenue (Secured funding)
3. Short-term rental Compactor trucks	R90 000 000.00	R45 000 000.00	R45 000 000.00	R45 000 000	Municipal Revenue (Secured funding)
4. Short-term rental Afrirent	R72 586 080.00	R22 800 000.00	R24 168 000.00	R25 618 080.00	Municipal Revenue (Secured funding)
5. Short-rental yellow plant	R51 000 000.00	R15 000 000.00	R17 000 000.00	R19 000 000.00	Municipal Revenue (Secured funding)
6. Renewal of vehicle licences	R1 200 000.00	R400 000.00	R400 000.00	R400 000.00	Municipal Revenue (Secured funding)
7. Tracking system	R1 050 000.00	R350 000.00	R350 000.00	R350 000.00	Municipal Revenue (Secured funding)
8. Procurement of municipal vehicles	R26 000 000.00	R10 000 000.00	R 10 000 000.00	R10 000 000.00	Municipal Revenue (Secured funding)
TOTAL BUDGET	R292 836 80.00	R110 550 000.00	R113 918 000.00	R117 368 080.00	

Labour Law Litigation

Logical Framework:							
IDP Objective(s): Management of labour matters	IDP Strategy: <ul style="list-style-type: none"> Effective & efficient speedy administration of internal disciplinary matters in the municipality. 						
Provincial Outcome: <ul style="list-style-type: none"> Efficient administration and good governance 	Targets/Target Groups:			Locations: Merafong City			
				Target group	26/27	27/28	28/29
				Employees	✓	✓	✓
Major Activities: Train employees to preside over disciplinary over disciplinary hearings as chairpersons and prosecutors.	Responsible Agencies: Merafong City Local Municipality COGTA						
Project Description	Budget	2026/2027	2027/2028	2028/2029	Source of Funding		
1. Training for Managers to chair and initiate disciplinary hearing.	R 300 000	R120 000	R 100 000	R 80 000	Cogta /Internal Revenue		
TOTAL BUDGET	R 300 000	R120 000	R 100 000	R 80 000			



10.3.6 Chief Operations Officer: Mini-Business Plans

Risk Management:

Planning Framework:					
IDP Strategy: Promote Good Governance					
Provincial Outcome: Efficient administration and good governance	Targets/Target Groups: Merafong Community			Locations: All Merafong Areas	
Major Outcomes: Implementation of the Enterprise Risk Management Plans	Responsible Agencies: Merafong City Municipality Gauteng Treasury Gauteng COGTA				
Project:	Budget	2026/2027	2027/2028	2028/2029	Source of Funding:
1. Fraud and Corruption Awareness Campaigns for Civil Society	R165 000	R50 000	R55 000	R60 000	Municipal Revenue
2. Fraud and Corruption training for Merafong Staff	R135 000	R40 000	R45 000	R50 000	Municipal Revenue
3. Ethics Roundtable with Merafong identified stakeholders	R165 000	R50 000	R55 000	R60 000	Municipal Revenue
4. Posters and awareness material to enhance awareness on the municipality's stance of fraud and corruption	R45 000	R15 000	R15 000	R15 000	Municipal Revenue
TOTAL BUDGET	R510 000	R155 000	R170 000	R185 000	

Parks and Cemeteries

Logical Framework:										
Objective(s): Provision of effective, well maintained and managed parks, cemeteries facilities	Indicators for Achievement of Objectives: Maintenance of Cemeteries									
Project Outputs: Upgrading and Maintenance of Merafong City Parks and Cemeteries: <ul style="list-style-type: none"> Continuation of rehabilitation of Jade Park in Ward 18 Rehabilitation of Orange Park in Ward 17 and Park @ Civic Centre in Ward 18 	Targets/Target Groups: Community of Merafong City Local Municipality			Locations: West Wits Cemetery, Wedela Cemetery, Greenspark cemetery, Fochville cemetery						
						Wards	Proj.	26/27	27/28	28/29
						21	1	✓	✓	✓
						28	2	✓	✓	✓
						All wards	3	✓	✓	✓
						1,18, 20,24	4	✓	✓	✓
						12,24	5		✓	✓
1	6		✓							
Project Description	Budget	2026/2027	2027/2028	2028/2029	Source of Funding					
1. Control of aquatic alien vegetation (Water Hyacinth and reeds) at Piet Viljoen Dam.	900 000	300 000	300 000	300 000	Municipal Revenue					
2. Rehabilitation of Municipal Nursery	1 500 000	500 000	500 000	500 000	Municipal Revenue					
3. Grass cutting on open spaces, sidewalks, parks, cemeteries and Maintenance of Municipal gardens in facilities	27 000 000	8 000 000	9 000 000	10 000 000	Municipal Revenue					
4. Grave digging contract	9 000 000	2 000 000	3 000 000	4 000 000	Municipal Revenue					

5. Development of 2 new parks at Waverdiend Ext 6 Ward 3 & Elijah Barayi Ward 12	2 000 000		1 000 000	1 000 0000	Municipal Revenue
6. Establishment of Hero's Acre at Khutsong South Cemetery	1 000 000		1 000 000		Municipal Revenue
TOTAL	R41 400 000	R10 800 000	R14 800 000	R15 800 000	

Library Facilities

Planning Framework:						
Objective(s): - Implementation of projects as listed below	Indicators for Achievement of Objectives: Increased access to library facilities and services.					
Project Outputs: Construction of Library Facilities	Targets/Target Groups: Merafong City Community	Locations:				
		Ward	Project	26/27	27/28	28/29
		3/6	1	✓		
		12	2		✓	
		22	3		✓	
Major Activities: - Implementation of projects as listed below	Responsible Agencies: Gauteng Province					
Project Description:	Budget	2026/2027	2027/2028	2028/2029	Source of Funding	
1. Revamping of Carletonville Library	40 000 000	40 000 000	-	-	Dept. of Sports Arts and Culture Conditional grant	
2. Building of Study facility Blybank Library	11 000 000	-	11 000 000	-	Dept. of Sports Arts and Culture Conditional grant	
3. Extension of Wedela Old library – Staff & Public toilets	8 000 000			8 000 000	Dept. of Sports Arts and Culture Conditional grant	
4. Kitchen						
TOTAL BUDGET	R59 000 000	40 000 000	R11 000 000	R8 000 000		

Library and Information Services Projects

Planning Framework:					
Objective(s): Implementation of Library projects.	Indicators for Achievement of Objective: Library Projects Implemented as planned				
Project Outputs: Undertake procurement of information resources, magazines and newspapers.	Targets/Target Groups: Merafong City Community			Locations:	
Major Activities: Procurement of information resources, magazines and newspapers	Responsible Agencies: Merafong City Local Municipality				
Project Description:	Budget	2026/2027	2027/2028	2028/2029	Source of Funding:
1. Procurement of Information resources	4 500 000	1 500 000	1 500 000	1 500 000	Equitable shares
2. Newspapers	750 000	250 000	250 000	250 000	Equitable shares
Total	R5 250 000	R1 750 000	R1 750 000	R1 750 000	

Planning Framework:						
Objective(s): Library Personnel and Payment of shortfall on permanent staff salaries.	Indicators for Achievement of Objective: Library Projects Implemented as planned.					
Project Outputs: Appointment of library staff on fixed term contract. Payment of Shortfall on library permanent staff salaries.	Targets/Target Groups: Merafong City Community	Locations:				
		Ward	Proj.	26/27	27/28	28/29
				√	√	√
Major Activities: Recruitment, Renewal and appointment of staff on fixed term contract.	Responsible Agencies: Merafong City Local Municipality					
Projects:	Budget	2026/2027	2026/2027	2027/2028	Source of Funding:	
1. Recruitment, Renewal and appointment of staff on fixed term contract.	57 000 000	R16 000 000	17 000 000	24 000 000	Dept. of Sports Arts and Culture Conditional Grant	
2. Payment of shortfall on library permanent staff members.	16 000 000	R5 000 000	5 000 000	6 000 000	Equitable share	
Total	R73 000 000	R21 000 000	R22 000 000	R30 000 000		

Planning Framework:						
Objective(s):	Indicators for Achievement of Objective: Skills and Academic development of library staff.					
Project Outputs: Career Development and Capacity Building	Targets/Target Groups: Library staff	Locations:				
		Ward	Project	26/27	27/28	28/29
		All	1			
Major Activities: Payment of Library Bursary fund for Library Personnel.	Responsible Agencies: Merafong City Local Municipality					
Project Description:	Budget	2026/2027	2027/2028	2028/2029	Source of Finance:	
1. Library Bursary	330 000	200 000	220 000	250 000	Equitable share	
Total	R330 000	R200 000	R220 000	R250 000		

Planning Framework:					
IDP Strategy: Promote Good Governance					
Provincial Outcome: Efficient administration and good governance	Targets/Target Groups: Merafong Community			Locations: All Merafong Areas	
Major Outcomes: Procurement of office furniture and equipment. Payment of License Fees. Payment of Contracted Services.	Responsible Agencies: Merafong City Local Municipality				
Project:	Budget	2026/2027	2027/2028	2028/2029	Source of Funding:
Users chairs: (Schoonplaas, MPCC, Khutsong South Ext 2, Kokosi, Elandsridge & Welverdiend)	80 000	80 000			Dept. of Sports Arts and Culture Conditional grant
User tables X 3 Khutsong South Ext.2	30 000	30 000			Dept. of Sports Arts and Culture Conditional grant
Office chairs (All Libraries)	30 000	30 000			Dept. of Sports Arts and Culture Conditional grant
Single couches X 2 (Blybank) Single couches X 4 (Fochville) Single couches X 6 (Khutsong South Ext.2)	10 000	10 000			Dept. of Sports Arts and Culture Conditional grant
Circulation desk (Khutsong South Ext.2 & Ext.4, MPCC, Welverdiend, Blybank, Schoonplaas)	250 000	250 000			Dept. of Sports Arts and Culture Conditional grant
Jojo Tanks 2500L Blybank, Greenspark, Wedela Ext 4, MPCC, Kokosi old, Khutsong South Ext 4, Rooipoort, Carletonville X2	100 000	100 000			Dept. of Sports Arts and Culture Conditional grant
TOTAL BUDGET	R500 000	R500 000			

Libraries: Maintenance

PLANNING FRAMEWORK:								
Objective(s): Maintenance of library Facilities.	Indicators for Achievement of Objective: Library Maintenance Projects Implemented as planned							
Project Outputs: To implement all projects as planned	Targets/Target Groups: Merafong City Community			Locations:				
				Ward	Proj.	26/27	27/28	28/29
				All		✓	✓	✓
Major Activities: Maintenance of facilities, equipment, and assets	Responsible Agencies: Merafong City Local Municipality							
Project Description:	Budget	2026/2027	2027/2028	2028/2029	Source of Funding:			
1. General maintenance in all libraries	6 000 000	1 500 000	2 000 000	2 500 000	Dept. of Sports Arts and Culture Conditional Grant			
2. Maintenance of book check security system in all libraries	1 500 000	400 000	500 000	600 000	Dept. of Sports Arts and Culture Conditional Grant			
3. Replacement of blinds	240 000	200 000	120 000	-	Conditional Grant			
4. Replacement of 3 aircons at Khutsong South Ext 2 library and servicing aircons in all libraries	1 500 000	1 500 000	-	-	Conditional Grant			
TOTAL	R3 840 000	R3 600 000	R2 700 000	R3 100 000				

Library Programs

PLANNING FRAMEWORK:								
Objective(s): Promotion and Marketing of Library Service.		Indicators for Achievement of Objective: Reading programs implemented.						
Project Outputs: Increase in usage of library services.		Targets/Target Groups: Merafong City Community		Locations:				
				Ward	Project	26/27	27/28	28/29
				All	1-14	✓	✓	✓
Major Activities: Implementation of library Reading and outreach programs as listed below		Responsible Agencies: Merafong City Local Municipality						
Project Description:		BUDGET	2026/2027	2027/2028	2028/2029	Source of Funding:		
1. Motivational talks		30 000	10 000	10 000	10 000	Equitable share		
2. Library for the blind		15 000	5 000	5 000	5 000	Equitable share		
3. Mother tongue Celebration		30 000	10 000	10 000	10 000	Equitable share		
4. 16 Days of Activism		32 000	10 000	10 000	12 000	Equitable share		
5. Senior Citizens Programs		45 000	15 000	15 000	15 000	Equitable share		
6. Father's Day celebration		45 000	15 000	15 000	15 000	Equitable share		
7. Women's Day Celebrations		45 000	15 000	15 000	15 000	Equitable share		
8. World Play Day		16 000	5 000	5 000	5 000	Equitable share		
9. Holiday Programs		12 000	3 000	4 000	5 000	Equitable share		
10. Heritage Day Programs		135 000	40 000	45 000	50 000	Equitable share		

11. AIDS day	32 000	10 000	10 000	12 000	Equitable share
TOTAL	430 000	138 000	138 000	154 000	

Marketing and Communication:

PLANNING FRAMEWORK:							
IDP Objectives(s): The aim of the Integrated Development Plan (IDP) for Merafong City is to present a coherent plan to achieve the vision of the municipality.	IDP Strategy: The intention of the IDP is to link, integrate and coordinate development plans for MCLM which is aligned with national, provincial and district development plans and planning requirements binding on the municipality in terms of legislation.						
Provincial Outcome:	Targets/Target Groups:			Locations: Merafong City Local Municipality.			
Major Activities: Successful implementation of marketing and communication activities of the Merafong City Local Municipality.	Responsible Agencies: Marketing & Communications.			Project	26/27	27/28	28/29
				1-5	✓	✓	✓
Projects	Budget	2026/2027	2027/2028	2028/2029	Source of Funding		
1. Promotional Material	R 300 000	R 100 000	R 100 000	R 100 000	Municipal Revenue		
2. Bulk SMS	R 300 000	R 100 000	R 100 000	R 100 000	Municipal Revenue		
3. Digital Communication Tools	R 450 000	R 150 000	R 150 000	R 150 000	Municipal Revenue		
4. Newspaper advertising	R 400 000	R 100 000	R 130 000	R 170 000	Municipal Revenue		
5. YouTube Channel Studio creation	R 250 000	R 150 000	R 50 000	R 50 000	Municipal Revenue		
6. Call centre renovation, new equipment and staff training	R 2 000 000	R 1 500 000	R 500 000	R 500 000	Municipal Revenue		
Total	R 3 250 000	R 2 100 000	R 1 030 000	R 1 070 000			



10.3.5 Political Support: Mini-Business Plans

Speaker's Office

LOGICAL FRAMEWORK:									
IDP Strategy: Promote good governance and active citizenry									
Provincial Outcome: Efficient administration and good governance	Target/Targets Groups:				Locations:				
	Community of Merafong City Local Municipality				Ward	Project	26/27	27/28	28/29
					1-28	1	√	√	√
					1-28	2	√	√	√
					1-28	3	√	√	√
1-28	4	√	√	√					
Project Name	Budget	2026/2027	2027/2028	2028/2029	Source of Funding				
1. MPAC workshops and trainings	R300 000	R100 000	R100 000	R100 000	SALGA & COGTA				
2. Public participation - IDP review engagement, petition and memo handling, Speaker's outreach programs	R600 000	R200 000	R200 000	R200 000	Municipal Revenue (Unsecured funding)				
3. Ward Committee Summit - ABCD, Economic Development	R150 000	R40 000	R50 000	R60 000	Municipal Revenue (Unsecured funding)				
4. Ward Committee Support - Out of pocket stipend	R890 000	R296 800	R296 800	R296 800	Municipal Revenue (Unsecured funding)				
TOTAL	R194 000	R636 800	R646 800	R656 800					

Mayoral Special Programs

Planning Framework: Mayoral Special Programs								
IDP Strategy: Promote good governance								
Provincial Outcome: Efficient administration and good governance	Targets/Target Groups: Youth, Children, Women, Elderly and Disabled people, Community for Imbizo,			Locations: Khutsong, Carletonville, Wedela, Fochville				
Major Activities: Imbizos War Room Programmes Back to School Campaign Gala Dinner Youth Centres State Of The City Address Elderly and Disability Commemoration AIDS World Day	Responsible Agencies:			Ward	Proj.	26/27	27/28	28/29
				7,18,20,22	1	✓	✓	✓
				6,20,21,22	2	✓	✓	✓
				1, 21, 24	3	✓	✓	✓
				All	4	✓	✓	✓
				18	5	✓	✓	✓
				17	6	✓	✓	✓
				All	7	✓	✓	✓
				1,7,20,21	8	✓	✓	✓
				All	9	✓	✓	✓
				All	10	✓	✓	✓
				All	11			
				All	12	✓	✓	✓
Project:	Budget	2026/2027	2027/2028	2028/2029	Source of Funding:			
1. Mayoral Imbizo	R1 500 000	R500 000	R500 000	R500 000	Municipal Revenue			
2. War Room	R300 000	R100 000	R100 000	R100 000	Municipal Revenue			
3. Displaced Families	R5 800 000	R1 800 000	R2 000 000	R2 000 000	Municipal Revenue			
4. Back to School Campaign	R1 050 000	R350 000	R350 000	R350 000	Municipal Revenue			
5. Bursaries	R1 350 000	R450 000	R450 000	R450 000	Municipal Revenue			
6. Student Exchange Programme	R700 000	R200 000	R200 000	R300 000	Municipal Revenue			
7. Plot 9 Capacity Building	R1 500 000	R500 000	R500 000	R500 000	Municipal Revenue			
8. Youth Programs	R3 000 000	R1 000 000	R1 000 000	R1 000 000	Municipal Revenue			
9. EPWP Programs	R1 500 000	R500 000	R500 000	R500 000	Municipal Revenue			
10. Merafong Recycling Initiative	R650 000	R200 000	R200 000	R250 000	Municipal Revenue			
11. Mayoral Games (Sports Day)	R700 000	R200 000	R250 000	R250 000	Municipal Revenue			
12. Mandela Day	R230 000	R50 000	R80 000	R100 000	Municipal Revenue Sponsors and Donations			
13. Mayoral HIV/AIDS Campaigns	R1 500 000	R500 000	R500 000	R500 000	Municipal Revenue			

14. Military Veterans Capacity Programs	R650 000	R200 000	R200 000	R250 000	Municipal Revenue
15. Children, Women, Elderly and Disability People Programs	R1 200 000	R400 000	R400 000	R400 000	Municipal Revenue
16. GBV+F Awareness Programmes	R450 000	R150 000	R150 000	R150 000	Municipal Revenue
17. Young Women Empowerment and Capacity Building	R450 000	R150 000	R150 000	R150 000	Municipal Revenue
18.Orphans Christmas Party	R370 000	R100 000	R120 000	R150 000	Municipal Revenue
19.Employee Cultural of Care	R550 000	R150 000	R200 000	R200 000	Municipal Revenue
20.Matric Dance Programme	R900 000	R300 000	R300 000	R300 000	Municipal Revenue Sponsors and Donations
21. State Of the City Address	R650 000	R200 000	R200 000	R250 000	Municipal Revenue
TOTAL	R24 515 000	R8 000 000	R8 350 000	R8 650 00	

Youth Office

Logical Framework:					
Strategic Objective: Skills development, youth development programs and Job opportunities.	Key Performance Indicator for Achievement of Objective: Community Development & Capacity Building				
Project Outputs: - Youth Development and Capacity Building of Young People.	Targets/Target Groups: Young People of Merafong City Local Municipality (Youth aged 18 to 35)	Locations:			
		MERAFOG CITY			
Major Activities: Capacity building of employees, councillors and community	Responsible Agencies: Merafong City Local Municipality LGSETA: SALGA: COGTA: GAUTENG GOVERNMENT				
Projects:	Budget	2026/2027	2027/2028	2028/2029	Funding Source
1. Tertiary Application Driver	R60 000	R20 000	R20 000	R20 000	Municipal Revenue
2. Tertiary Registration: Application for funding	R1 050 000	R350 000	R350 000	R350 000	Municipal Revenue
3. Job Seeker Online Application Drive	R60 000	R20 000	R20 000	R20 000	Municipal Revenue
4. Gala Dinner – Matric Excellence Awards	R500 000	R150 000	R150 000	R200 000	Municipal Revenue Sponsors
5. Youth Wellness Programmes: Mental Health Teenage Pregnancy Drug awareness HIV/AIDS, Small Business Flea Marketplace Programs etc.	R150 000	R50 000	R50 000	R50 000	Municipal Revenue Department of Health
6. School Visits: Anti- Bullying Campaigns and Character Building Programmes	R250 000	R50 000	R100 000	R100 000	Municipal Revenue
7. Youth Engagement: Youth Consultation Meetings (Imbizo)	R75 000	R25 000	R25 000	R25 000	Municipal Revenue

8. High School Mathematical Olympiad	R300 000	R100 000	R 100 000	R 100 000	Municipal Revenue External Sponsors
9. Primary School Senior Phase Spelling Bee	R500 000	R150 000	R 150 000	R 200 000	Municipal Revenue External Sponsors
10. Mr and Miss Merafong	R500 000	R150 000	R 150 000	R 200 000	Municipal Revenue External Sponsors
11. Youth Skills Development Programs	R 1 500 000	R 500 000	R 500 000	R 500 000	Municipal Revenue External Sponsor
12. Youth Centres Offices X 28 Wards	R 1 800 000	R600 000	R600 000	R600 000	Municipal Revenue
13. June 16 Celebration	R300 000	R100 000	R100 000	R100 000	Municipal Revenue
14. Youth Entrepreneurship Development Programs	R600 000	R200 000	R200 000	R200 000	Municipal Revenue
15. Talent Show Competition	R300 000	R100 000	R100 000	R100 000	Municipal Revenue External Sponsors
ORIGINAL BUDGET TOTAL	R5 845 000	R2 565 000	R2 615 000	R2 765 000	

Office of The Chief Whip

PLANNING FRAMEWORK: OFFICE OF THE CHIEF WHIP								
IDP Strategy: Promote good governance								
Provincial Outcome: Efficient administration and good governance	Targets/Target Groups: Leadership Traits in Community Stakeholders and Forums, Leadership Traits from the Prominent People and Residents			Locations: Khutsong, Carletonville, Wedela, Fochville, Farming and Mining Locations				
Major Activities: Identification, Assessment and Appraisal of Leadership, Acknowledgement of Community and Institutional Leadership, Leadership Support and Capacitation, Leadership Exhibitions, Seminars, Workshops	Responsible Agencies: Community Stakeholders Community Forums			Ward	Project	26/27	27/28	28/29
				All	1	✓	✓	✓
				All	2	✓	✓	✓
				All	3	✓	✓	✓
				All	4	✓	✓	✓
Project:	Budget	2026/2027	2027/2028	2028/2029	Source Of Finance:			
22. Leadership Support and Capacitation	R1 000 000	R300 000	R 300 000	R 400 000	Municipal Revenue			
23. Leadership Exhibitions, Seminars and Workshops	R300 000	R100 000	R 100 000	R 100 000	Municipal Revenue			
24. Commemoration and Profiling of Community Leadership	R1 500 000	R500 000	R500 000	R 500 000	Municipal Revenue			
25. Chief Whip Support	R300 000	R100 000	R100 000	R 100 000	Municipal Revenue			
TOTAL	R3 100 000	R1 000 000	R1 000 000	R1 100 000				



10.3.7 Capital Projects and Budget

**CAPITAL PROJECT LISTS:
Roads and Stormwater**

Project No:	Projects	Budget 2026-2027	Budget 2027-2028	Budget 2028-2029	Ward No.	Source of Funding	Key Performance Area
P772/Ph8	Wedela Roads and Stormwater	R13 000 000.00	-	-	20	MIG	Basic Service Delivery and Infrastructure Development
P (795) PH9	Khutsong Roads and Stormwater	R8 500 000.00	-	-	9	MIG	Basic Service Delivery and Infrastructure Development
P (783)	Merafong Roads and Stormwater Maintenance	R3 500 000.00	-	-	Township wards	MIG	Basic Service Delivery and Infrastructure Development
P (780)	Rehabilitation of Carletonville Cemetery Road	R12 000 000.00	-	-	13	MIG	Basic Service Delivery and Infrastructure Development
P (790)	Khutsong Roads and Stormwater	R5 000 000.00	-	-	3	MIG	Basic Service Delivery and Infrastructure Development
TOTAL BUDGET		R42 000 000.00	-	-	-		

Electricity

Project No:	Projects	Budget 2026-2027	Budget 2027-2028	Budget 2028-2029	Ward No.	Source of Funding	Key Performance Area
P (788)	Merafong Solar Highmast Lights & Solar Streetlights	R3 748 000.00	-	-	Township wards	MIG	Basic Service Delivery and Infrastructure Development
P (792)	Khutsong South Ext 5&6	R412 425.00	-	-	3	INEP	Basic Service Delivery and Infrastructure Development
P (765)	2 x 40 MVA 132/11kV Plover Substation	R5 592 575.00	-	-	12	INEP	Basic Service Delivery and Infrastructure Development
TOTAL BUDGET		R9 753 000.00	-	-			

Water and Sanitation

Project No:	Projects	Budget 2026-2027	Budget 2027-2028	Budget 2028-2029	Ward No.	Source of Funding	Key Performance Area
P (784)	Merafong Water and Sanitation Maintenance	R5 000 000.00	-	-	Township wards	MIG	Basic Service Delivery and Infrastructure Development
P (796)	Bulk Supply Line	R12 000 000.00	-	-	3	MIG	Basic Service Delivery and Infrastructure Development
P (777)	Khutsong Waste-Water treatment works	R30 000 000.00	-	-	1	WSIG	Basic Service Delivery and Infrastructure Development
TOTAL BUDGET		R47 000 000.00	-	-	-		

Facilities

Project No:	Projects	Budget 2026-2027	Budget 2027-2028	Budget 2028-2029	Ward No.	Source of Funding	Key Performance Area
P (NEW)	Khutsong Sports Stadium Ext 5	R10 000 000.00	-	-	1	MIG	Basic Service Delivery and Infrastructure Development
P (776)	Upgrading of Kokosi Stadium	R3 000 000.00	-	-	25	MIG	Basic Service Delivery and Infrastructure Development
TOTAL BUDGET		R13 000 000,00	-	-	-		

Waste Management

Project No:	Projects	Budget 2026-2027	Budget 2027-2028	Budget 2028-2029	Ward No.	Source of Funding	Key Performance Area
P (797)	Kokosi Buyback Centre	R2 000 000.00	-	-	24	MIG	Basic Service Delivery and Infrastructure Development
TOTAL BUDGET		R2 000 000,00	-	-	-		

Project No:	OWN FUNDED CAPITAL BUDGET	Budget 2026-2027
PNEW	Smart Meters (Water)	R6 500 000.00
PNEW	Smart Meters (Electrical)	R6 500 000.00
PNEW	Town planning	R2 500 000.00
PNEW	Roads and Stormwater	R4 000 000.00
PNEW	Electrical services	R2 500 000.00
PNEW	Public Safety	R2 000 000.00
PNEW	Water and Sanitation	R4 500 000.00
PNEW	Fleet Management	R3 000 000.00
PNEW	Package Plant Water treatment works	R6 000 000.00
PNEW	Community Services	R1 500 000.00
PNEW	Corporate Services	R1 000 000.00
	TOTAL OWN FUNDED	R40 000 000.00

- The capital grants allocations are essentially for the betterment of the Municipality's infrastructure. Merafong City mainly spends its capital expenditure on Municipal Infrastructure Grant (MIG), Integrated National Electrification Program (INEP) and Water Services Infrastructure Grant (WSIG).
- The above capital projects are influenced by various factors which are:
 - Community needs as identified in the legislative IDP and consultation process
 - AGSA (Auditor-General of South Africa) report on WWTW
- The requirement is that at least 40% of the CAPEX budget is for upgrading of existing assets and in terms of maintenance spending thereof, 8% of the total assets should be allocated.
- The Final budgeted surplus of R41 525 781 will be used to finance own funded capital projects.

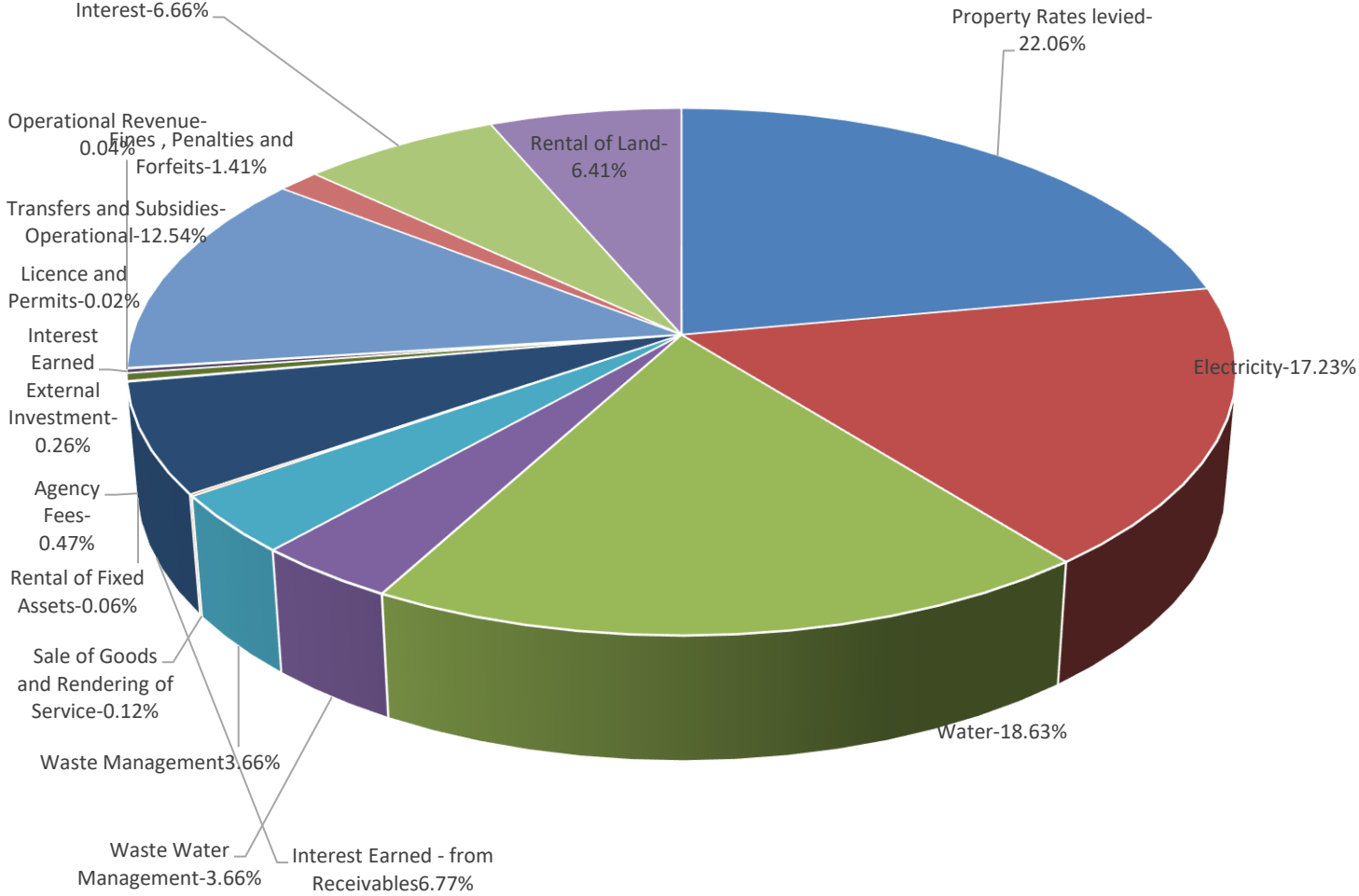
10.3.8 Operational Budget

10.3.8(1) The 2026/2027 budgeted revenue by source:

OPERATING REVENUE	
Property Rates levied	R672 157 543.00
Electricity	R529 344 875.00
Water	R567 651 809.00
Waste Water Management	R111 566 802.00
Waste Management	R111 491 801.00
Sale of Goods and Rendering of Service	R3 781 031.00
Interest Earned - from Receivables	R206 201 652.00
Rental of Fixed Assets	R1 691 849.00
Agency Fees	R14 427 027.00
Interest Earned External Investment	R7 908 152.00
License and Permits	R544 216.00
Operational Revenue	R1 078 014.00
Transfers and Subsidies-Operational	R379 300 430.00
Fines, Penalties and Forfeits	R42 822 124.00
Interest	R202 750 392.00
Municipal Debt relief	R195 286 831.00
Total Revenue (Excl. of Capital transfers)	R3 048 004 551.00

The levying of Property rates, sale of Water and Electricity are the 3 main revenue contributors of the Municipality projected at R672 157 543, R567 651 809, and R525 022 941 respectively.

Operational Revenue



10.3.8(2) The 2026/2027 budgeted expenditure by source:

OPERATING EXPENDITURE	
Employee Related Costs	R465 051 769.00
Remuneration Of Councillors	R 29 626 592.00
Bulk Purchases	R656 510 663.00
Inventory Consumed	R206 838 830.00
Debt Impairment	R661 258 270.00
Depreciation and Amortisation	R168 906 799.00
Interest	R205 740 947.00
Contracted Services	R365 495 786.00
Transfers and Subsidies	R 618 515.00
Operational Costs	R 78 978 869.00
Irrecoverable Debt Written Off	R 77 025 716.00
Other Losses	R 90 426 014.00
Total Operating Expenditure	R3 006 478 770.00

Below is an extract for projected Maintenance Budget for various departments:

TABLE A- Operational Maintenance budget for various departments

Department	Draft 2026/27 'R
Water	3 500 000.00
Roads and Stormwater	3 500 000.00
Sanitation	3 500 000.00
Electrical services	15 000 000.00
Public Safety	500 000.00
Town planning	3 000 000.00
Parks and Cemeteries	1 500 000.00
Community Services	2 000 000.00
Corporate Services	1 000 000.00
TOTAL	R33 500 000.00

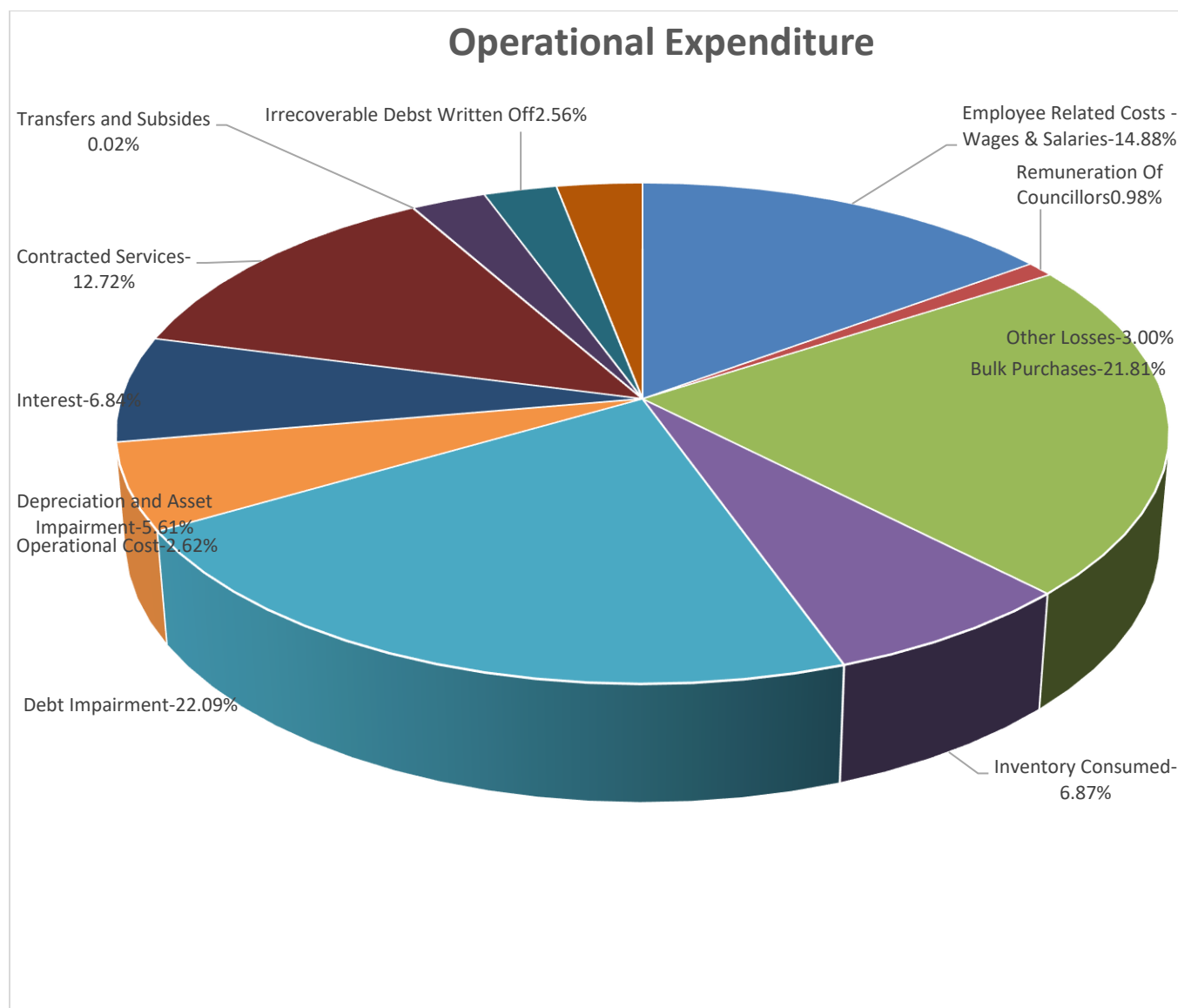
TABLE B- Capital Maintenance budget for various departments:

Department	Draft 2026/27 'R
Roads and Stormwater	R4 000 000.00
Electrical services	R2 500 000.00
Public Safety	R2 000 000.00
Water and Sanitation	R4 500 000.00
Fleet Management	R3 000 000.00
Community Services-	R1 500 000.00
TOTAL	R17 500 000.00

TABLE C- Maintenance budget for various departments under MIG:

P (783)	Merafong Roads and Stormwater Maintenance	R3 500 000.00
P (784)	Merafong Water and Sanitation Maintenance	R5 000 000.00
	TOTAL	R8 500 000.00

Maintenance is imperative on revenue generating assets to ensure that service delivery is accelerated efficiently.



Analysis:

The Final operating expenditure for 2026/27 is budgeted at **R3 006 478 770 (Three Billion, Six Million, Four Hundred and Seventy-Eight Thousand, Seven Hundred and Seventy Rand)** reflecting an increase of 12.82% from **R2 664 875 818 (R2.6 billion)** of the 2025/26 Adjusted budget.

- Bulk purchases increase is due to Eskom tariff increase. In addition to the charge for consumption, Eskom has introduced generation capacity charge and legacy charge.
- The provision for debt impairment (non-cash) also has a great contribution to the total expenditure.
- The budgeted amount in relation to Employee Related cost is **R465 051 769.26** for the 2026/2027 financial year. An amount of **R11.8 million** is made available to fill vacant critical positions and these positions will be filled through the process of service delivery priorities and the approved municipal organogram.

11. Section J: Alignment with National, Provincial Objectives, Sustainable Development Goals (SDG's) & GGT 2030

ALIGNMENT MATRIX

MCLM Strategic Goals	Regional Outcomes	SOPA 2025: Gauteng 13 Problems	National Outcomes	Sustainable Development Goals	GGT 2030
To Provide Basic Services (KPA1)	<ul style="list-style-type: none"> • Basic Service Delivery improvement (1) • Safe Communities (5) • Healthy Communities (7) 	<ul style="list-style-type: none"> • Water (G1) • Cable Theft and vandalism(G2) • Non-functional traffic lights(G3) • Potholes(G4) • Electricity, in particular load shedding and load reduction in our communities. (G7) • Lack of schools. (G11) • Failing Infrastructure and CBDs. (G12) • Sinkholes (G13+1) 	An effective, competitive and responsive economic infrastructure network.	<ul style="list-style-type: none"> • Clean Water and Sanitation (6) • Affordable and Clean Energy (7) 	<ul style="list-style-type: none"> • Strengthening the capacity of state to deliver services (2) • Prioritizing the Health and Wellness of the people of Gauteng (4)
To Provide Local Economic & Social Development (KPA 2)	<ul style="list-style-type: none"> • Socially Cohesive Communities (10) • Reduced Unemployment (11) • Economic Development (12) 	<ul style="list-style-type: none"> • Increase in Gender Based Violence and femicide. (G8) • Drug Abuse. (G9) • Service at our hospitals and clinics. (G10) • Unemployment. (G13) 	Decent employment through inclusive economic growth.	<ul style="list-style-type: none"> • No Poverty (1) • Zero Hunger (2) • Good Health and Well-being (3) • Quality Education (4) • Gender Equality (5) • Decent Work and Economic Growth (8) • Industry, Innovation and Infrastructure (9) • Reduced Inequality (10) • Responsible Consumption and Production (12) 	<ul style="list-style-type: none"> • Economic recovery and reconstruction, and the repositioning of the Gauteng Economy (1)

				<ul style="list-style-type: none"> Partnerships to achieve the Goal (17) 	
To Provide Municipal Transformation & Organisational Development (KPA 3)	<ul style="list-style-type: none"> Accountable Municipal Administration (2) Skilled, Capacitated, Competent & Motivated Workforce (3) Ethical Administration & Good Governance (4) Institutional Planning & Transformation (14) 		A skilled and capable workforce to support inclusive growth		

MCLM Strategic Goals	Regional Outcomes	SOPA 2025: Gauteng 13 Problems+2	National Outcomes	Sustainable Development Goals	GGT 2030
To Provide Financial Viability & Management (KPA 4)	1. Robust Financial Administration (13)				
To Provide Good Governance & Public Participation (KPA 5)	2. Ethical Administration & Good Governance (4) 3. Educated Communities (6)	<ul style="list-style-type: none"> Crime and lawlessness. (G5) Undocumented Immigrants (G13+2) 	<ul style="list-style-type: none"> All people in South Africa protected and feel safe. A responsive and accountable, effective and efficient local government system 	<ul style="list-style-type: none"> Peace and Justice Strong Institutions (16) 	<ul style="list-style-type: none"> Strengthening the immediate fight against crime, corruption, vandalism, and lawlessness is another critical

<p>To Provide Integrated Spatial Development Framework (KPA 6)</p>	<p>4. Sustainable Environment (8) 5. Build Spatially Integrated Communities (9)</p>	<ul style="list-style-type: none"> • Mushrooming of informal settlements. (G6) 	<ul style="list-style-type: none"> ➤ Sustainable human settlements and improved quality of household life. ➤ A responsive and accountable, effective and efficient local government system 	<ul style="list-style-type: none"> • Sustainable Cities and Communities (11) • Climate Action (13) • Life Below Water (14) • Life on Land (15) 	<p>area we need to prioritise (2)</p> <ul style="list-style-type: none"> • Changing the living conditions in townships, informal settlements, and hostels is also one of our imperatives” TISH (3)
---	---	---	--	--	---

12. Section K: Programmes and Projects from Other Spheres

12.1 Provincial Sector Development Programmes

DEPARTMENT OF EDUCATION (OUTCOME 1)

No	Project Name/ Description	Township/ Suburb name	Project Status	Type of Infrastructure	Total Project Cost	Total Available	MTEF forward Estimates	
				Office Buildings, Hospitals, Land, Nature Reserve Regional Hospital: Demolition/Rehabil itation Office Building: Construction on a new facility Office Buildings:	R'000	2026/2027 R'000	2027/2028 R'000	2028/2029 R'000
31	GDE00322 Rotara Skool LSEN 700270538 GW Replacement of Existing Special School on a new site	Carletonville - Khutsong	Stage 5 Works	6.3 LSEN	421 019 000	100 000 000	100 000 000	14 000 000
32	GDE00151 KOKOSI PS 700930749 GW	Fochville- Kokosi	Stage 2 Concept	6.2 POS	51 203 000	1 000 000	-	10 000 000
95	GDE00280 Phororong PS 700271015 GW Structural Repairs	Carletonville -Khutsong	Stage 5 Works	6.2 POS	11 325 000	400 000	-	-
103	GDE00029 CARLETON JONES HIGH SS 700270041 GW Structural Repairs and Refurbishment	Carletonville Town	Stage 2 Concept	6.2 POS	46 919 000	2 000	-	-

	2. Fencing: repairs and painting. 3. Demolition and replacement of 4x asbestos classrooms with 4x B&M classrooms. 4. Additional classrooms: Build 12x B&M classrooms. 5. Dolomite risk Management Plan.							
104	GDE00090 GOUDWESSKOOL LSEN 700270082 GW Structural Repairs	Carletonville	Stage 7 Close-Out	6.2 POS	1 081	280	-	-
114	GDE00723 Relebogile SS (EMIS 700271528) Sink Hole Repairs	Khutosng	Stage 1.2 Initiation Report	6.2 POS	27 058	5 000	5 000	13 000
115	GDE00724 Tsitsiboga PS (EMIS 700271130) Sink Hole Repairs	Khutsong	Stage 1.2 Initiation Report	6.2 POS	38 900	5 000	5 000	28 000
116	GDE00725 Mbulelo PS (EMIS 700270926) Sink Hole Repairs	Khutsong	Stage 1.2 Initiation Report	6.2 POS	18 200	5 000	5 000	8 500

DEPARTMENT OF HEALTH (OUTCOME 2)

No	Project Name/ Description	Township/ Suburb Name	Type of Infrastructure	Project Status	Total Available R'000	MTEF forward Estimates		
			Office Buildings, Hospitals, Land, Nature Reserve Regional Hospital: Demolition/Rehabilitation Office Building: Construction on a new facility Office Buildings:			2026/2027 R'000	2027/2028 R'000	2028/2029 R'000
7	Khutsong South Ext2 Clinic (Completion Contract)	Khutsong South Ext 2	PHC - Clinic	Stage 4 Procurement	93 645 000	36 200 000	28 100 000	9 300 000
14	Construction of a New Clinic - Kokosi Clinic	Fochville - Kokosi	PHC - Clinic	Stage 1 Initiation	298 750 000	5 000 000	20 000 000	65 000 000
35	Carletonville Forensic Mortuary	Carletonville	FPS	Stage 5 Works	1 044 000	1 044 000	1 044 000	1 044 000

DEPARTMENT OF HUMAN SETTLEMENTS (OUTCOME 2)

No	Project Name/ Description	Township/ Suburb Name	Project Status	Type of Infrastructure	Total Project Cost	Total Available	MTEF forward Estimates	
							R'000	2026/2027 R'000
				Office Buildings, Hospitals, Land, Nature Reserve Regional Hospital: Demolition/Rehabilitation Office Building: Construction on a new facility Office Buildings:				
101	G24040021/1 3 D Kokosi Ext 6 Formalization Town planning - Phase 1 PF	Fochville - Kokosi	Stage 2: Concept/ Feasibility	Building/ Structures	5 142 000	1 700 000	1 500 000	1 000 000
102	G13060009/1 3 D Kokosi Ext 7 phase 1 - Phase 1 PF	Fochville - Kokosi	Stage 2: Concept/ Feasibility	Building/ Structures	287 366 000	1 344 000	3 001 000	2 506 000
116	G17010021/1 3D Varkenslaagte (Elijah Barayi) Mega Project	Wolverdiend	Stage 5: Works	Building/ Structures	1 000 000	80 480 000	184 996 000	-
131	G17020001/2 3 D Khutsong South Ext 5 & 6 - Phase 2 (UNIT)	Khutsong	Stage 5: Works	Building/ Structures	42 028 000	19 788 000	-	-
132	G17020001/2 3 D Khutsong South Ext 5 & 6 - Phase 2 (SOLAR)	Khutsong	Stage 5 Works	Building/ Structures	19 322 000	2 030 000	-	-
133	G17020001/2	Khutsong	Stage 5 Works	Building/ Structures	1 119 000	1 119 000	-	-

	3 D Khutsong South Ext 5 & 6 - Phase 2 (PF)							
149	G03040003/1 5 AA Khutsong Carletonville - Phase 1 (PF)	Khutsong	Stage 2: Concept/ Feasibility	Building/ Structures	18 101 000	1 903 000	10 599 000	5 599 000
266	G22100023/1 Blyvooruitzicht (Near Slimes dam) (Not PHDA, Priority for Municipality)	Carletonville - Blyvooruitzicht	Stage 5 Works	Building/ Structures	236 000	108 000	55 000	73 000
267	G24100002/1 Mohaleshoek	Carletonville - Mohaleshoek	Stage 5 Works	Building/ Structures	568 000	177 000	167 000	224 000
286	G19110013/1 New Mandela	Khutsong - New Mandela	Stage 5 Works	Building/ Structures	1 650 000	514 000	485 000	651 000
287	G19110026/1 Crossroads	Khutsong - Crossroads	Stage 5 Works	Building/ Structures	34 308 000	775 000	905 000	34 308 000
288	G19110026/2 Joe Slovo	Khutsong - Joe Slovo	Stage 5 Works	Building/ Structures	287 000	322 000	364 000	287 000
289	G19110026/3 Dairy	Khutsong - Dairy	Stage 5 Works	Building/ Structures	101 000	98 000	64 000	101 000
290	G19110026/4 Chiawelo	Khutsong - Chiawelo	Stage 5 Works	Building/ Structures	433 000	459 000	548 000	433 000

291	G23100002/1 Portion 80 Nooitgedacht 534 JQ	Khutsong - Portion 80 Nooitgedacht 534 JQ	Stage 2: Concept/ Feasibility	Building/ Structures	25 889 000	1 001 000	330 000	25 889 000
292	G19110029/1 Khutsong Ext.3	Khutsong - Khutsong Ext.3	Stage 1: Initiation/ pre-feasibility	Building/ Structures	147 000	147 000	147 000	147 000
295	G22100016/1 Wedela (Not PHDA, COVID Priority for Municipality)	Wedela (Not PHDA, COVID Priority for Municipality)	Stage 5: Works	Building/ Structures	1 416 000	241 000	908 000	267 000
301	G22100022/1 Kokosi Ext 99 (Not PHDA, Priority for Municipality)	Kokosi Ext 99 (Not PHDA, Priority for Municipality)	Stage 5: Works	Building/ Structures	17 658 000	549 000	2 249 000	14 860 000

DEPARTMENT OF SOCIAL DEVELOPMENT

No	Project Name/Description	Township/ Suburb name	Project Status	Type of Infrastructure	Total Project Cost	MTEF forward Estimates		
						2026/2027 R'000	2027/2028 R'000	2028/2029 R'000
				Office Buildings, Hospitals, Land, Nature Reserve Regional Hospital: Demolition/Rehabilitation Office Building:	R'000			
3	GDSD/KHUTS/ NEW Khutsong Social Integrated Facility	Khutsong-Carletonville	Stage 3	Office accommodation, day care centre for the Elderly and Early Childhood Development	132 000 000	3 000 000	3 000 000	3 500 000

DEPARTMENT OF ENVIROMENT

No	Project Name/Description	Township/ Suburb name	Project Status	Type of Infrastructure	Total Available	MTEF forward Estimates		
						2026/2027	2027/2028	2028/2029
				Office Buildings, Hospitals, Land, Nature Reserve Regional Hospital: Demolition/Rehabilitation Office Building:				
4	Abe Bailey Nature Reserve: Renovation, Rehabilitation and Refurbishment ABN202501	West Rand District Municipality	Design Development	Nature Reserve Bulk Infrastructure	4 176 000	5 000 000	1 043 000 000	1 038 000 000
9	Abe Bailey Nature Reserve: Maintenance and Repairs Cluster 1 ABN202301	West Rand District Municipality	Design Development	Buildings	868 000	695 000	173 000	-
10	Abe Bailey Nature Reserve: Maintenance and Repairs Cluster 2 ABN202301C2	West Rand District Municipality	Initiation	Buildings	900 000	300 000	600 000	-
11	Abe Bailey Nature Reserve: Maintenance and Repairs Cluster 3 ABN202301C3	Carletonville	Initiation	Buildings	950 000	200 000	430 000	320 000
12	Abe Bailey Nature Reserve: Maintenance and Repairs Cluster 4 ABN202301C4	Carletonville	Initiation	Buildings	603 000	250 000	351 000	2 000

DEPARTMENT OF ROADS AND TRANSPORT

No	Project Name/ Description	Township/ Suburb name	Project Status	Type Infrastructure of	Total Project Cost	Total Available 2026/2027	MTEF Estimates forward	
				Office Buildings, Hospitals, Land, Nature Reserve Regional Hospital: Demolition/Rehabil itation Office Building: Construction on a new facility Office Buildings:			2027/2028	2028/2029
8	P89/1 (R559) from P118/1 (Municipal border) to P111/1 in Merafong Municipality, approximately 32,0KM. - Carletonville.	Carletonville	Design	Transport Infrastructure	Not Available Yet	50 000	-	-
10	D1310 from KM 0,00 to KM 15,62 NW border crossing in Merafong Municipality, approximately 15,62km. -	Losberg, Fochville.	Design	Transport Infrastructure	Not Available Yet	50 000	-	-
36	D1064 Between P16/1 (R500) and D743, near Fochville	Fochville	Project Initiation	Transport Infrastructure	Not Available Yet	500 000	-	-
37	D2581 from D92 to KM 2 approximately 2km including the construction of a new bridge to replace the existing D2581 low-level bridge in Khutsong.	Khutsong	Procurem ent	Transport Infrastructure	Not Available Yet	50 000	-	-

12.2 District Development Model (DDM) Catalytic Projects

Project Name	Project Category	DDM Transformation Focus Area	Project Type	Project Champions & Social Partners	Budget Amount
Merafong Solar Farm Cluster	Catalytic & Major	Economic positioning infrastructure	Infrastructure	NERSA, Sibanye Stillwater, FWRDWA & GIFA	R8 billion
Bokamoso-Ba-Rona (formerly Merafong Bio/ West Rand Agri parks)	Catalytic	Economic position	Non-infrastructure	Sibanye Stillwater, the FWRDWA, and the WRDM	R3.4 billion
Varkenslaagte/Elijah Barayi Mega	Major/Strategic	Spatial restructuring and environmental sustainability	Infrastructure	Gauteng Dep. Human Settlements, Local Municipalities & Communities	R113 102 534,24
Door to door HIV/AIDS education programme (CROSS CUTTING)	Service delivery	Integrated Service Provisioning	Non-infrastructure	GDoH, WRDM, Mogale City LM, Randwest City LM & Merafong City LM (97 wards in the west rand region)	R13 682 000,00

12.3 Mining Social and Labour Plans

Sibanye Stillwater – Social and Labour Plans: 2017 – 2021 (Backlog)

Project	Project Status	Project Impact	Budget
Manufacturing Incubator:	<ul style="list-style-type: none"> • West City Accelerator (WCA) is the appointed Service Provider. • Automotive Incubation Programme. • The focus of the incubation programme is to create the following suppliers: <ul style="list-style-type: none"> ➢ Steel Component Manufacturers ➢ Fiberglass Components Manufacturers ➢ Electronic Systems Wiring Suppliers ➢ Chromadek Component Suppliers ➢ Material Suppliers ➢ After Care Service Providers and Suppliers <ul style="list-style-type: none"> • The theoretical training sessions are followed by experiential training and practical exercise of varying durations, dependent upon candidates, skill, and experience. • Certificates from MERSETA will be issued to incubated SMMEs upon successful completion of the course. • A total of 16 SMMEs have been recruited in the programme. 	Enterprise Development	R4 000 000.00
Farmer Out-Grower Scheme	<ul style="list-style-type: none"> • Project infrastructure development commenced in November 2023. • Part of the site construction that was made progress with, is the packing shed, shade-nets & solar installation. • Security cameras were installed on site. • The Farmer Out grower project is under construction. 	Infrastructure and Enterprise Development	R10 000 000.00
Total			R14 000 000

Sibanye Stillwater – Social and Labour Plans: 2017 – 2021 (Backlog)

Project	Status	Project Impact	Budget
Establishment of a Nursery	<ul style="list-style-type: none"> Project infrastructure development commenced in November 2023. By the end of December 2023, part of the site construction that was made progress with, is the packing shed, shade-nets & solar installation. Security cameras were installed on site. Nursery Project is under construction. 	Job creation and Biodiversity Management	R3 000 000
Blybank multi-Purpose Hall	<ul style="list-style-type: none"> Delays due to joint venture disputes and the contractor not delivering. BOQ compilation concluded. Minor internal furnishing landscaping. Appointment of alternative contractor (underway) 	Infrastructure and Enterprise Development	R9 000 000
Total:			R12 000 000

Harmony Gold – Social and Labour Plans: 2017 – 2021 (Backlog)

Project	Status	Project Impact	Budget
Wedela Vegetable Project	<ul style="list-style-type: none"> Completed & Vandalized (veld fires, theft & vandalism) Intervention needed to reassess the project 	Farming Current farmers (26) 2 full time farmers (based at school) 24 farmers trained via GSDS program	R3 500 000.00
Fochville business centres project	<ul style="list-style-type: none"> Brickwork completed. Process of sourcing a local contractor for final completion of the project is underway. The project is planned to be completed by June 2026. 	Infrastructure and Enterprise Development	R10 250 000.00
Carletonville Youth Centre project	<ul style="list-style-type: none"> 10 local SMME's are working on project. 20 job opportunities were created for local community members during the refurbishment. 	Community and Sports Infrastructure	R7 350 000.00

Harmony Gold – Social and Labour Plans: 2017 – 2021 (Backlog)

Project	Status	Project Impact	Budget
Kokosi Market Square	<ul style="list-style-type: none"> • 8 containers completed, 2 awaiting site establishment to be completed. • Site establishment in-progress: • Well-diggers completed the repositioning of the fence and walkways. • Outstanding work – foundations and lawn 	<ul style="list-style-type: none"> • Infrastructure and Enterprise Development • A local Main Contactor was appointed for the project • 12 jobs created 	R6 000 000
Retlile Primary School - Ablutions	<ul style="list-style-type: none"> • Provision of ablution facilities. • Project completed, and its due for handover. 	Infrastructure	R2 417 464,43 (Budget spent)

List of Abbreviations:

COGTA	Department of Corporate Governance and Traditional Affairs
CPI	Consumer price index
CWP	Community Work Programme
DDM	District development model
DoRA	Division of Revenue Act
EAP	Employee Assistance Programme
ECD	Early Childhood Development
EPWP	Extended Public Works Programme
GGT 2030	Growing Gauteng Together
GRAP	Generally Recognised Accounting Practice
GVA	Gross Value Added
HR	Human resources
HSP	Human Settlement Plan
ICT	Information and Communications Technology
IDP	Integrated Development Plan
IUDF	Integrated Urban Development Framework
IWMP	Integrated Waste Management Plan
KFA	Key focus area
KPA	Key performance area
KPI	Key performance indicator
LED	Local Economic Development
MEC	Member of the Executive Council
MFMA	Municipal Finance Management Act
MMC	Member of the Mayoral Committee
MPAC	Municipal Public Accounts Committee
MSA	Municipal Systems Act
mSCOA	Municipal Standard Chart of Accounts
MTSF	Medium Term Strategic Framework
MTREF	Medium Term Revenue and Expenditure Framework
NDP 2030	National Development Plan
NERSA	National Energy Regulator of South Africa
NKPA	National KPA
PDO	Predetermined development objectives
PMS	Performance management system
PoE	Portfolio of evidence
SALGA	South African Local Government Association
SAPS	South African Police Service
SDF	Spatial Development Framework
SDGs	Sustainable Development Goals
SMME	Small, medium, and micro enterprise
SOE	State-owned Enterprise
SPLUMA	Spatial Planning and Land Use Management Act
SWOT	Strengths, Weaknesses, Opportunities, Threats
TER	Township Economic Revitalization

12.5 ANNEXURE H22: DISASTER MANAGEMENT SECTOR PLAN

MUNICIPAL DISASTER MANAGEMENT

STATUS OF MUNICIPAL INSTITUTIONAL CAPACITY

1.1. Municipal Disaster Management Centre / Unit:

The municipality does not have a dedicated Disaster Management Unit however, issues of Disaster when reported at the municipality are escalated to the West Rand District Municipality, Disaster Management. The Disaster Management Centre that is in place was established by the Provincial COGTA to deal with sinkhole disaster in Merafong. The Disaster Centre is located within the premises of the Municipality, and it is sufficiently staffed.

1.2. Municipal Disaster Management Policy Framework:

The municipality is currently not having a Disaster Management Policy in place. The Municipality is using the West Rand Municipality Policy Frameworks.

1.3. Municipal Disaster Management Plan:

The Municipality is currently using the West Rand District Municipality Disaster Management Plan the plan is a level one plan.

1.4. Municipal Disaster Management Inter-Departmental Committee:

The Municipality has an Internal Disaster Management Committee dealing with the sinkhole disaster in Merafong. This Committee reports to the Head of Disaster Center on a weekly basis on activities meant to reduce the disaster risk. The Multisectoral Committee comprising of all Provincial government departments is in place and also meets on a weekly basis to consider work done by departments and the municipality in terms of managing the sinkhole disaster risk.

1.5. Municipal Disaster Management Advisory Forum:

Since the declaration of classification of disaster in August 2025 an advisory committee was established to support the Provincial and Local committees:

- Steering Committee co-chaired by the DG: National COGTA and the Gauteng COGTA HoD (supporting Merafong City Local Municipality).
- Meets every second week to coordinate and drive a consolidated government response to the sinkhole risks in Merafong.
- National COGTA facilitation focuses on unlocking funding solutions and aligning implementation across departments in support of the Municipality's response.
- Key interventions/actions agreed through the Steering Committee:
 - Implementation protocol/work plan to be finalised and circulated (COGTA-led).
 - Departments to submit detailed implementation plans and identify co-funding commitments.
 - Funding options and financing scenarios (e.g., top slicing of existing grants) to be developed for MINMEC and principals.
 - Bilateral engagements to align plans and budgets; consolidation of reports for quarterly EXCO/DG reporting.
 - DWS and Merafong to update bulk pipeline / MIG report and formal correspondence.

DISASTER RISK ASSESSMENT

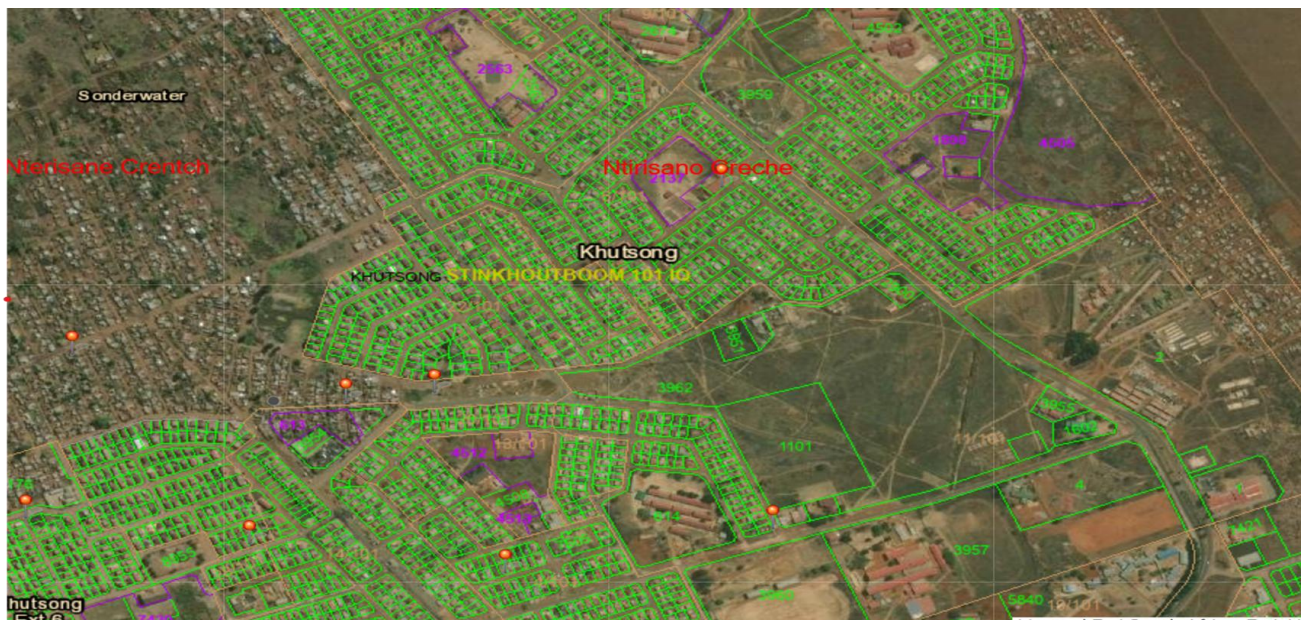
1.1. List of Priority Risks (Hazards)

A table or list of priority disaster risks/hazards must be provided.

Active sinkhole register (summary)

<ol style="list-style-type: none"> 1. Checha Street (Jan 2025) – R15m 2. Tirisano Creche (Jan 2025) – R10m 3. Khutsong Reservoir (Dec 2024–Jan 2025) – R30m 4. Fundama Street (2021/22) – R10m 5. Teachers Quarters (2020/21) – R15m 6. Nxumalo Drive / Hlangabeza Primary (2019/20) – R25m 7. Khutsong Ext.3 (Cnr Semenya & Thafeni) (2019/20) – R15m 8. Khutsong Ext.3 (Molefe) (2017/18) – R15m 9. Recurrence next to 590 sinkhole (2023/24) – R15m 10. Relebogile Primary, Khutsong South (2020/21) – R35m 	<ol style="list-style-type: none"> 11. Carletonville Town (behind Eureka Park) (Apr 2025) – R10m 12. R501/P111 Sinkhole (Feb 2025) – R30m 13. Open space between Blybank & Carletonville (2022/23) – R15m 14. Behind Umgeni Street (2020/21) – R15m 15. Farming area along P89/1 (2020/21) – R15m 16. R500 Sinkhole (Feb 2025) – R10m 17. Open space along R500 (2022/23) – R15m 18. Hlanganani Primary school – R25m 19. Khutsong B Section next to old Badirile School – R15m 20. Carletonville Reservoir-R25m
--	--

1.2. Hazard Maps





**Khutsong Reservoir
Molefe Street
Corner Semenya and Thafeni Streets**



**Hlanganani Primary School
School**



**Khutsong South Relebogile Sec.
School**



Farming Area P89/1



Carletonville Reservoir



Behind Eureka Park



R501/P111



Open Space between Blybank & Carletonville



R500



Open Space Along R500



Behind Umgeni Street

DISASTER RISK REDUCTION

1.3. Disaster Management Programmes/Projects by MDMC /

NAME OF THE PROJECT	BUDGET	TARGETED AREAS	DATE
Project 1: Emergency sinkhole stabilisation	±R1.28 million	Khutsong/Carletonville/Farming Areas	Ongoing
Project 2: Emergency wet services re-routing	R150.5 million	Khutsong/Carletonville/Farming Areas	Ongoing
Project 3: Bulk water infrastructure protection	±R25–40 million	Khutsong/Carletonville/Farming Areas	Ongoing
Project 4: Water reticulation upgrade	±R250–300 million	Khutsong/Carletonville/Farming Areas	Ongoing
Project 5: Sewer infrastructure upgrade	±R180–220 million	Khutsong/Carletonville/Farming Areas	Ongoing
Project 6: Housing relocation programme (Ext. 5)	±R300–350 million	Khutsong/Carletonville/Farming Areas	Ongoing
Project 7: Bulk services for relocation areas	±R120–150 million	Khutsong/Carletonville/Farming Areas	Ongoing
Project 8: Roads and stormwater infrastructure	±R80–120 million	Khutsong/Carletonville/Farming Areas	Ongoing

1.4. Disaster Management Programmes/Projects by Stakeholders

NAME OF THE PROJECT	BUDGET	TARGET AREAS	DATE
Mine Tailings dam Failure-Sibanye Mine	Operational	Blybank	Ongoing

1.5. Map Showing Disaster Risk and Reduction Projects linked to budget

For integration purposes a Spatial Development Framework may be used to show disaster risk and areas of expenditure in terms of disaster risk reduction programmes/projects to be rolled-out.

DISASTER RESPONSE AND RECOVERY

1.6. Municipal Capacity in terms of Response and Recovery

The municipal capacity to deal with the sinkhole disaster is increased by the intervention from provincial government through the Office of the Premier. The declaration of the classification of disaster also supports the capacity of the municipality with regards to mobilising funding to address the disaster.

1.7. MOU /SLA/Cooperation Protocols for Response and Recovery

Cooperation and agreements that exist between the municipality and Gauteng COGTA through the Office of the Premier intervention programme.

INFORMATION MANAGEMENT AND COMMUNICATION

1.8. Early Warning Strategy

Early Warning systems have been explored and the process is still underway. A programme was undertaken in 2024 to educate the community of Merafong about sinkhole risk and disaster. Contact details of the Disaster Centre and the municipality have been shared with the community to report any sinkhole occurrence.

EDUCATION, TRAINING, PUBLIC AWARENESS AND RESEARCH

1.9. Capacity Building Programmes

There are various sinkhole crisis committees in Khutsong and Merafong municipality is sharing information and answering and critical questions they pose to the municipality in the quest to understand the sinkhole disaster. A roundtable session was held in 2025 led by the MEC of COGTA Hon. Mamabolo to capacitate councillors, relevant officials, community formations, other stakeholders and civic organisations.

This roundtable included research studies on alternative ways to reduce the risk exposure of the sinkhole disaster. Different experts on the field including from institutions of higher learning shared their experience with the audience including Merafong stakeholders.

1.10. Public Awareness Campaigns

Public Awareness campaigns are undertaken through the Disaster Centre. The last Public Awareness Campaign was undertaken in 2023 through flyers and a word of mouth to the communities.

1.11. Research

The last disaster related scientific studies were last conducted in 2014 for the entire Merafong Municipality and disaster risk exposure was highlighted to the Municipality through a Report.

From time-to-time Geotech Studies are done for a specific area, where development needs to take place.

FUNDING ARRANGEMENTS FOR DISASTER RISK MANAGEMENT

The Strategy for funding mobilization was for the Disaster Centre to apply from Provincial government a declaration of disaster for the sinkhole problem of Merafong. After the declaration of classification of disaster, a plan of action was developed where costed business plans were developed and submitted to relevant government departments for funding requests.

1.12. Funding Mobilization Strategy

It is anticipated that all government departments will respond to the declaration of classification of disaster for Merafong and commit some funding to address the sinkhole problem.