EKURHULENI METROPOLITAN MUNICIPALITY

Integrated Development Plan

2008 - 2012

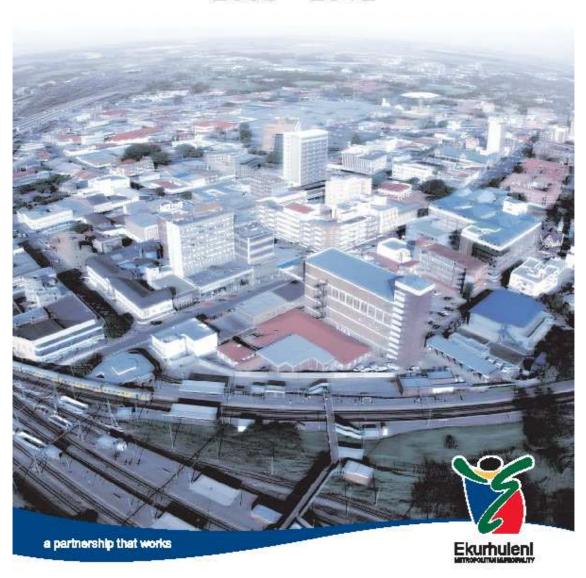


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1. INTRODUCTION

1.1 Background

Integrated Development Planning is a process through which municipalities prepare a strategic development plan which extends over a five-year period. The Integrated Development Plan (IDP) is a product of the IDP process. The EMM IDP is the principal strategic planning instrument which guides and informs all planning, budgeting, management and decision—making processes in the municipality.

Through Integrated Development Planning, which necessitates the involvement of all relevant stakeholders, a municipality:

- Identifies its key development priorities;
- Formulates a clear vision, mission and values;
- Formulates appropriate strategies;
- Develops the appropriate organisational structure and systems to realise the vision and mission; and
- Aligns resources with the developmental priorities.

In terms of the Systems Act, all municipalities have to undertake an IDP process to produce IDP's. As the IDP is a legislative requirement, it has legal status and it supersedes all other plans that guide development at local government level.

In a nutshell, the IDP process entails an assessment of the existing level of development and the identification of key development priorities. The vision and mission statements for the long term development flow from the aforesaid, with specific reference to critical developmental and internal transformational needs. The development strategies and objectives will be directed at bridging the gap between the existing level of development and the vision and mission. A very critical phase of the IDP process is to link planning to the municipal budget (i.e. allocation of internal or external funding to the identified projects); because this will ensure that the IDP directs the development and implementation of projects.

During the past seven years we have made definite progress in enabling the people of this region to enjoy the fruits of liberation and democracy. We have seen substantial improvements made in providing healthcare, building houses and providing water, electricity and sanitation and the bucket system has been eradicated. We have laid a solid foundation and are on course to improving the lives of our communities. As we celebrate the change in our communities, we are also aware of the many challenges we still face. The unemployment rate has come down from approximately 40% in 2001 to just over 34% in 2006. Our fight against poverty and underdevelopment will be further intensified to work towards halving unemployment. Our responsibility as a sphere of government is to ensure that the quality of life of all that live and work in Ekurhuleni is improved. We will continue to engage in both progressive and meaningful discussions with our communities to shape a clear path from which governance and development will draw guidance and direction. The council will continue to pursue and encourage community participation programmes to ensure our plans are in line with community needs.

We have a responsibility to contribute to the process of transforming the lives of our people from conditions of abject poverty and underdevelopment. In our fight against poverty, racism and underdevelopment, we are committed to ensuring that equitable service delivery becomes the norm in Ekurhuleni. For this reason, EMM has to focus on, among others, the following:

 Build sustainable communities by paying special attention to health education, service delivery, human settlements, environment and safety;

- Develop infrastructure to equalise services, upgrade and ensure accessibility and unity of the City of Ekurhuleni;
- Grow the economy to be linked with the national and provincial economies, empower the people of the region and build required skills;
- Transform the government institution (National, Provincial and Municipal) to ensure their accessibility and efficiency in providing quality service in an equitable manner;
- Enhance democracy and continuous participation of the citizens of the City of Ekurhuleni in the work of government; and
- Develop and implement integrated plans and strategies for economic and social development; service
 delivery; infrastructure development; public transport; provision of basic services such as water
 sanitation and electricity; human development; safety and security; participatory governance; youth
 development; women empowerment; effective use of ICT for socio-economic development; building
 integrated and sustainable communities and protection of the environment.

The EMM IDP contains plans and programmes which will enable the achievement of, among others, the following:

- All communities will have access to clean water and decent sanitation by 2010;
- All houses will have access to electricity by 2012;
- There is universal provision of free basic services;
- Improve the way government provide housing to ensure better quality houses closer to economic opportunities and combat corruption in the administration of waiting lists;
- Creation of safety and security for communities, including plans to deal with disaster and emergencies;
- Utilise sports, recreation, arts and culture for social and physical renewal and building of a single identity for the Ekurhuleni community;
- Environmental management, including dealing with conditions of dolomite prevalent in the city;
- Development of an integrated transportation system, linking rail, road and air transportation, and emphasising the development of metro bus system.

On a yearly basis a strategic planning session takes place at Mayoral Committee level and Key Deliverables for the year are agreed to. The deliverables agreed to at the recent mayoral strategic session has been included in the different departmental plans contained on the CD provided, indicated as **Annexure "E"**.

Four extraordinary projects Launched by the Executive Mayor and implemented through the City Manager are unpacked at the outset as these reveal the deepening of transformative work being carried out by the municipality on social and economic transformation, infrastructure development and service delivery and institutional transformation.

1. The Demilitarisation project has the following aim:

To provide ex-combatants and theoor families in the Ekurhuleni Area with a basket of support services, including <u>life skills</u> and <u>vocational</u> qualifications so that they are able to absorbed into the local economy and society.

The campaign focus on Five (5) interlinked areas:-

- Acknowledging the people (recording what has happened);
- Resorting Dignity; (through heritage programmes)
- Healing; (through health and social development programme)
- Community Rehabilitation: and
- Demilitarization.

Part of the programme is ensuring that the ex combatants are taken up in the system of support and where opportunities exist to facilitate the process of job placement where certain criteria are met. The project will also provide training in basic life skills as well as ABET.

The implementation of the project is cross cutting through various departments in terms of programme support, job placements and training.

2. Broadband Connectivity

A further project launched in the Ekurhuleni area is the project to provide all matriculants in 2007 with an email address, to communicate with universities, further education institutions, to search for jobs and commence participation in the economy. This project is part of the Digital City Strategy and is being upgraded for a reach and range of connectivity across all schools in Gauteng, in partnership with Gauteng government and will expand to have broadband access for citizens in Ekurhuleni.

3 The Nigel Sustainable Development Project

In partnership with the DBSA, ABSA, UCW (Union Carriage and Wagons), J&J Trust Ekurhuleni has embarked on the development of a sustainable development model for the Nigel and Duduza area to leverage off the potential growth that will take place with the investment made by J&J Trust and Murray & Roberts in Union Carriage and Wagons in the area. The focus of the project is:

- To develop an integrated approach to the built environment through a mapping of infrastructure development needs taking into account new investments, expansions and the needs around residential development
- To map the facilities and services and to improve the services offered by government (national, provincial and local) to citizens
- To build social cohesion through community based planning, increased community participation and stakeholder consultation
- To build linkages between the sport development programmes, the education programmes, the housing programmes and the economic programmes

By October 2008, a development charter and a development forum and network will be operational as model and framework for the DBSA to leverage off for work across the country and in Southern Africa.

4. Integrated Monitoring and Evaluation Programme

In an effort to improve indicators for measurement, a concerted effort to develop meaningful indictors and realistic measures has been undertaken. This project commenced in February 2007 and has been implemented fully in April 2008. This effort has been resulted in:

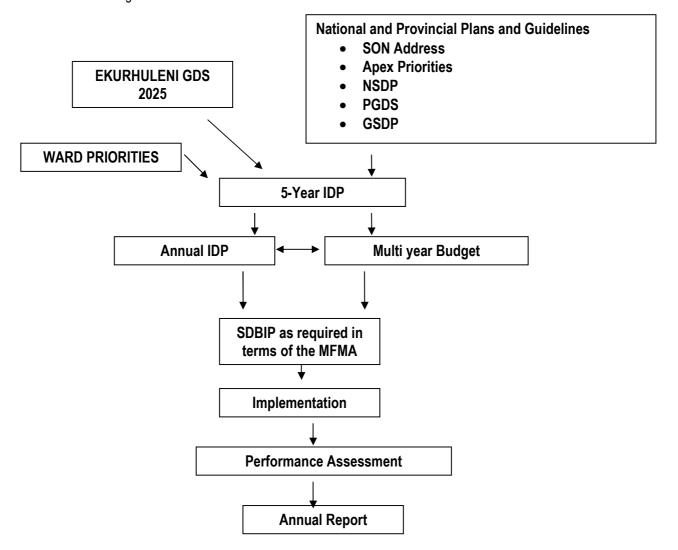
- Leveraging the SDBIP as a tool for monitoring and evaluating performance on service delivery
- Quarterly reviews of performance of functional areas has been in place since April 2007
- An application for this data set, which is able to assist with the linkages between delivery and the strategic priorities has been developed and is operational
- Integrated annual planning on budget, IDP, Research, Audits on service delivery results have been effected through out the year,
- Improved compliance with reporting
- All reports produced arise from one set of data on delivery
- This process has brought about rapid transformation in the municipality at an institutional level

- The programme linked to Monitoring and Evaluation has assisted in early identification of critical interventions,
- These have been instituted on capacity building and process reengineering to reduce delays in the work process
- SDBIP process has been utilized to co-ordinate interventions and projects that are cross cutting and has brought into monitoring and evaluation processes the critical element of building a learning organization
- In terms of a full life cycle for this project and programme, an audit of results reported also takes place

As is clearly evident from this IDP, we have taken significant strides towards making this a reality. The actions of the EMM have, to date, improved the lives of many, most notably those who have been neglected in the past. Although a strong foundation has been laid, we will have to be focused and committed to ensure that we remain on track in the transformation of the EMM and our communities.

1.2 The Planning Framework

The following is a graphic illustration of the strategic planning framework followed in the planning process of reviewing the EMM IDP.



Through the above process, national and provincial programmes and their respective targets are being addressed. Among otherd, the following National targets are contained in the IDP and Budget:

- The eradication of the bucket system This has been completed;
- All people to have access to potable water by 2008;
- All people to have access to basic sanitation services by 2010;
- All people to have access to electricity by 2012; and
- Upgrading or formalising all informal settlements, including the eradication of the basic services backlog, to be achieved by 2014.

The Apex Priorities is contained on the CD provided and indicated as Annexure"A".

2. STATUS QUO

2.1 Introduction

The Metropolitan Municipality of Ekurhuleni was established in 2000. It covers an extensive geographical area, from Germiston in the west to Springs and Nigel in the east. Ekurhuleni is one of six metropolitan municipalities resulting from the restructuring of local government.

The former local administrations of the nine towns in the East Rand – Alberton, Benoni, Boksburg, Brakpan, Edenvale/Lethabong, Germiston, Kempton Park/Tembisa, Nigel and Springs – were amalgamated into the new Metropolitan Municipality, along with two other councils – the Khayalami Metropolitan Council and the Eastern Gauteng Services Council.

Ekurhuleni has a total surface area of \pm 2 000km² that accommodates a population of \pm 2.7 million (Source: Global Insight Regional eXplorer (ReX) v.351). This constitutes \pm 5.6% of the national population and makes up 28% of Gauteng's population. The population density is approximately 1 400 people per km², making Ekurhuleni one of the most densely populated areas in the country and province. By comparison, population density in Gauteng is 596 people per km² and 39 people per km² in the country.

The Ekurhuleni metropolitan economy is larger and more diverse than that of many small countries in Africa, including all the countries in Southern Africa. It accounts for nearly a quarter of the Gauteng economy, which in turn contributes over a third of the national Gross Domestic Product. Ekurhuleni contributes \pm 7% to the country's spending power and \pm 7.4% to the nation's production. In most respects – per capita income, unemployment, poverty, average wages and other indicators of human development - it is similar to the rest of Gauteng. However, there is one important structural difference: many of the factories for production of goods and commodities are located in Ekurhuleni. Manufacturing in Ekurhuleni accounts for just less than 20% of the GDP of Gauteng. In Ekurhuleni itself, manufacturing accounts for some 28% of total production output. Because of this, the largest concentration of industry in the whole of South Africa (and in Africa), Ekurhuleni is often referred to as "Africa's Workshop".

The downside of the strong manufacturing sector is that globalisation has a definite impact on the structure of production and on the demand for labour. Ekurhuleni, although not benefiting from direct capital investments as a result of the automotive sector developments in the country, continues to play the role of the workshop of, for example the economy, with production of structural steel and fabricated metal products serving as inputs into other areas' economies. In the period 1998 to 2003, annual economic growth in Ekurhuleni has expanded constantly at almost double that of the national manufacturing growth rate. The economically active population

is 57% compared to 40% nationally. Household income and per capita income exceed the national average by 10% and 33% respectively. The percentage of people living in poverty nationally is 44.4%, compared to 24.2% in Ekurhuleni (Source: Global Insight Regional eXplorer (ReX) v.351).

Ekurhuleni has a network of roads, airports, rail lines, telephones, electricity grids and telecommunications that rivals that of Europe and America – a first world infrastructure supporting a well established industrial and commercial complex. Ekurhuleni can, in fact, be regarded as the transportation hub of the country. The municipality is home to the OR Tambo International Airport (ORTIA), the busiest airport in Africa. ORTIA services the entire continent and links to major cities throughout the world. Similarly, many of the world's leading airlines fly into ORTIA. Some 14 million passengers pass through this airport each year. In addition, a number of smaller domestic airlines connect ORTIA with cities throughout South Africa. South Africa's largest railway hub is in Ekurhuleni (Germiston) and links the city to all the major population centres and ports in the Southern African region. A number of South Africa's modern freeways and expressways connect Ekurhuleni to other cities and provinces. The Maputo corridor development, South Africa's most advanced spatial development initiative, connects Ekurhuleni with the capital of Mozambique and the largest South African Indian Ocean port. Direct rail, road and air links connect Ekurhuleni to Durban, the biggest and busiest port within South Africa. During the period 1995 to 2005, the Gauteng government was strategic in upgrading some of the ageing road networks linked to the industrial hub, to promote the movement of goods and services.

The Blue IQ projects, situated within Ekurhuleni, include the Wadeville-Alrode Industrial Corridor with linkages to the largest logistical hub, the City Deep Container terminal, the planned Gautrain rapid rail link to Johannesburg and Tshwane and the ORTIA Industrial Development Zone (IDZ). The latter aims to cluster light manufacturing, more especially in beneficiation, and to develop an aero space park. The EMM's annual budget is in the region of R13,5 billion, of which more than R2 billion is being budgeted annually for capital projects in line with the priorities set in the Integrated Development Plan (IDP). The bulk of this expenditure is dedicated to upgrading facilities and removing infrastructure backlogs that were caused by apartheid.

2.2 The Current Situation

The Growth and Development Strategy 2025 GDS depicts the status quo that exists in Ekurhuleni. It follows a landscape approach, describing the status quo in terms of three Key Performance Areas namely: Infrastructure and Services, Economic Transformation and Social Transformation. The present status quo of these Key Performance Areas (KPA) are summarised below. These characteristics determined the specific focus areas around which the GDS was formulated. What follows is a high level summary of the status of development in Ekurhuleni:

2.2.1 Infrastructure and Services (Physical Development)

- As it consists of nine CBDs with no clearly identifiable core area and no central theme, Ekurhuleni
 lacks a clear identity and should find innovative ways to create a unique identity for itself;
- Due to the conglomeration of nine East Rand towns and large vacant land parcels in the mining belt around the urban core, Ekurhuleni's spatial distribution is fragmented, causing an inequitable city. This has lead to low development densities with historically disadvantaged communities situated on the urban periphery;
- Many areas in the city have poor transportation linkages and offer poor mobility. This is due, in part, to high levels of congestion on the national and provincial road network and freeway interchanges and large parts of the planned provincial road system not having been built. There are also inadequate linkages between certain nodes in the EMM as well as a lack of integrated public transport nodes and systems. Some 22% of the municipal road network is still gravel and, although there is a good rail network, it is underutilised;

- Many areas in the city have an ageing and poorly maintained trading services infrastructure which
 is subject to frequent breakdowns. Many communities have inadequate access to basic services
 due to infrastructure backlogs experienced in township areas and informal settlements;
- Due to mining activities, urbanisation and industrialisation, environmental problems such as
 dolomite, informal settlements, industry and pollution, Ekurhuleni is characterised by large areas
 of degraded environment. However, some unique environmental opportunities such as rivers and
 wetlands, ridges and agricultural potential have also been identified;
- Many areas in the city are decayed, performing poorly and in need of urban renewal, but at the same time present an opportunity to capitalise on existing infrastructure to build vibrant urban communities; and
- Current ICT infrastructure such as broadband is inadequate to accommodate the rapid technological growth required, particularly in high-tech hubs such as those surrounding OR Tambo International Airport.

2.2.2 Economic Transformation

- The local economy requires a greater degree of sustainable diversification as it is presently dominated by the manufacturing sector;
- As is the case elsewhere in South Africa, unemployment is high at ±35% and policies to promote labour absorption and job creation will be of crucial importance to the future of the city;
- The improvement of skills levels to attract and support local economic growth is of critical importance as technical skills levels are low and not compatible with the skills requirements of the local economy. The literacy rate is 84% for example, but computer literacy is low;
- Due to the location of OR Tambo International Airport within its borders, Ekurhuleni is a gateway
 to Africa, and opportunities for tourism promotion and development locally should be exploited.
 These include opportunities for business and retail tourism and the Klipriviersberg, Wetlands and
 Bird Sanctuaries:
- No city can survive without new investment in physical, economic and social infrastructure.
 Therefore, investment promotion and facilitation must be a key focus area to attract entrepreneurs and address the varying levels of investment throughout the Metro; and
- There is skewed distribution of wealth and resources, with the greatest portion of the wealth in the city still in the hands of a small elite. Broad based economic transformation as well as entrepreneurial activity will be promoted at every opportunity.

2.2.3 Social Transformation

- With ±24% of the local population living in poverty and the current unemployment rate at ±35%, the levels of poverty and unemployment in Ekurhuleni are unacceptably high, and need to be addressed in a sustainable way. The majority of people living below the poverty line, live on the urban periphery, far away from job opportunities and social amenities;
- Many people in Ekurhuleni still live in overcrowded informal settlements without adequate access to engineering and social infrastructure. The creation and promotion of sustainable human settlements is therefore an important priority. There is a housing backlog with 134 000 shacks in informal settlements and 36 000 backyard shacks. This is constantly worsening as the influx is set to continue and many informal settlements are situated on land not suitable for housing. Well-located land suitable for housing development is not readily available. Past subsidy schemes have also resulted in mono-functional, non-sustainable areas;
- High levels of HIV and Aids and other poverty related diseases such as TB are experienced in the poor communities and access to health care is inequitable. There is a high rate of infant and child malnutrition;

- The crime and domestic violence rates are unacceptably high, and a higher level of safety and security for the inhabitants of the city will be pursued. Various risks such as airports, gas pipelines and old mining areas have the potential for causing disasters; and
- The city is characterised by inadequate and inequitable provision of and poorly maintained parks, sport and recreational facilities, public places and cemeteries. Green areas are fragmented and disjointed with no central theme.

2.3 Update on Economic Profile

In order to go somewhere, you need to know where you are, first. Local government has a need to be able to assess the demographic, economic, and socio-economic status quo; as well as measure growth and development on a sub-national level and, more specifically, on local metropolitan municipality levels. This type of information and estimates are needed for activities such as:

- Policy and strategy decisions;
- Economic planning;
- Market development; and
- Infrastructure planning, development, and delivery.

The economic profile overview of Ekurhuleni serves to inform decision makers regarding the characteristics of the Ekurhuleni economy.

As a result of the lag in the statistical data reporting and collection process, it is currently only possible to provide estimates for economic variables up to the year 2006. National-level information from Statistics South Africa and the South African Reserve Bank for 2006 has also been used.

Ekurhuleni's key demographic and socio-economic characteristics are summarised in the following table and put in context when viewed with the Gauteng provincial and South African national picture. National boundaries have changed over the last decade, thus figures in the demographic context differs from the 2002 report. The region covers approximately 2 000 square kilometers, which translates into 11.63% of Gauteng and 0.16% of the national areas, respectively. Evident is that the area is extremely densely populated when compared with both Gauteng and national population density. Ekurhuleni houses approximately 5.7% of the country's population and 27.32% of the Gauteng province's total population. Income levels in Ekurhuleni are above national average (which is to be expected for most urban areas in South Africa), but below that of the Gauteng province's average. Unemployment rates are similar to the national average, but higher than that of the Gauteng province on average; while the percentage of people in poverty is lower than the national average, but similar to Gauteng's average.

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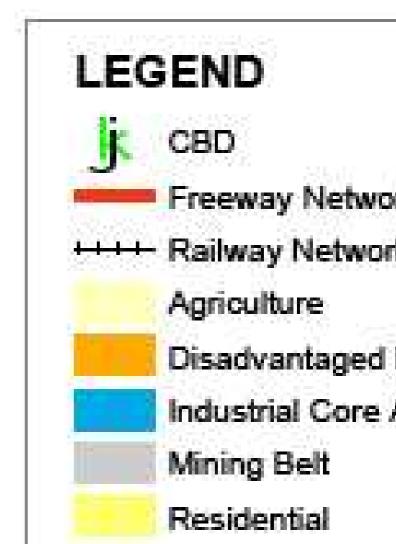
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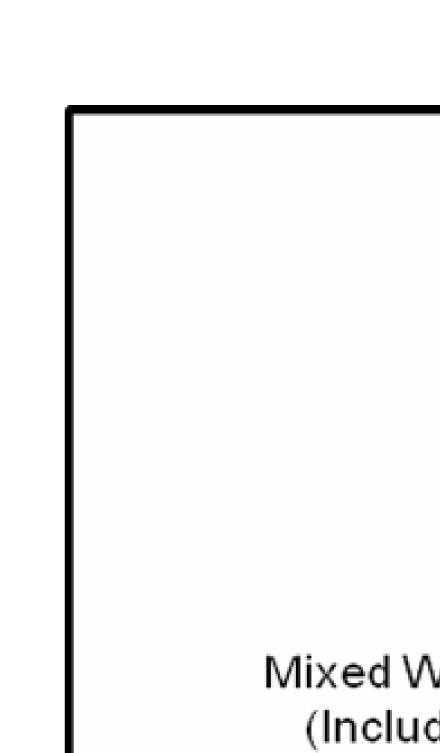
12. PROVINCIAL BUD

The Gauteng Provincial Numerous provincial proj

Details of these project

13. MULTI-YEAR FINA

In terms of the process a



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Performance of the organize Measurement of organize assessment of the Service Performance Indicators priorities of the IDP and adopted by Council each

A monthly forum with SD best practices in function submission of the SDBIP