

**DRAFT 2009-2013 EKURHULENI
METROPOLITAN MUNICIPALITY INTEGRATED
DEVELOPMENT PLAN**

March 2009

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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:-

- Identify its key development priorities;
- Formulate a clear vision, mission and values;
- Formulate appropriate strategies;
- Develop the appropriate organizational structure and systems to realize the vision and mission; and
- Align 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 a 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 the 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 have to focus on inter alia on the following:

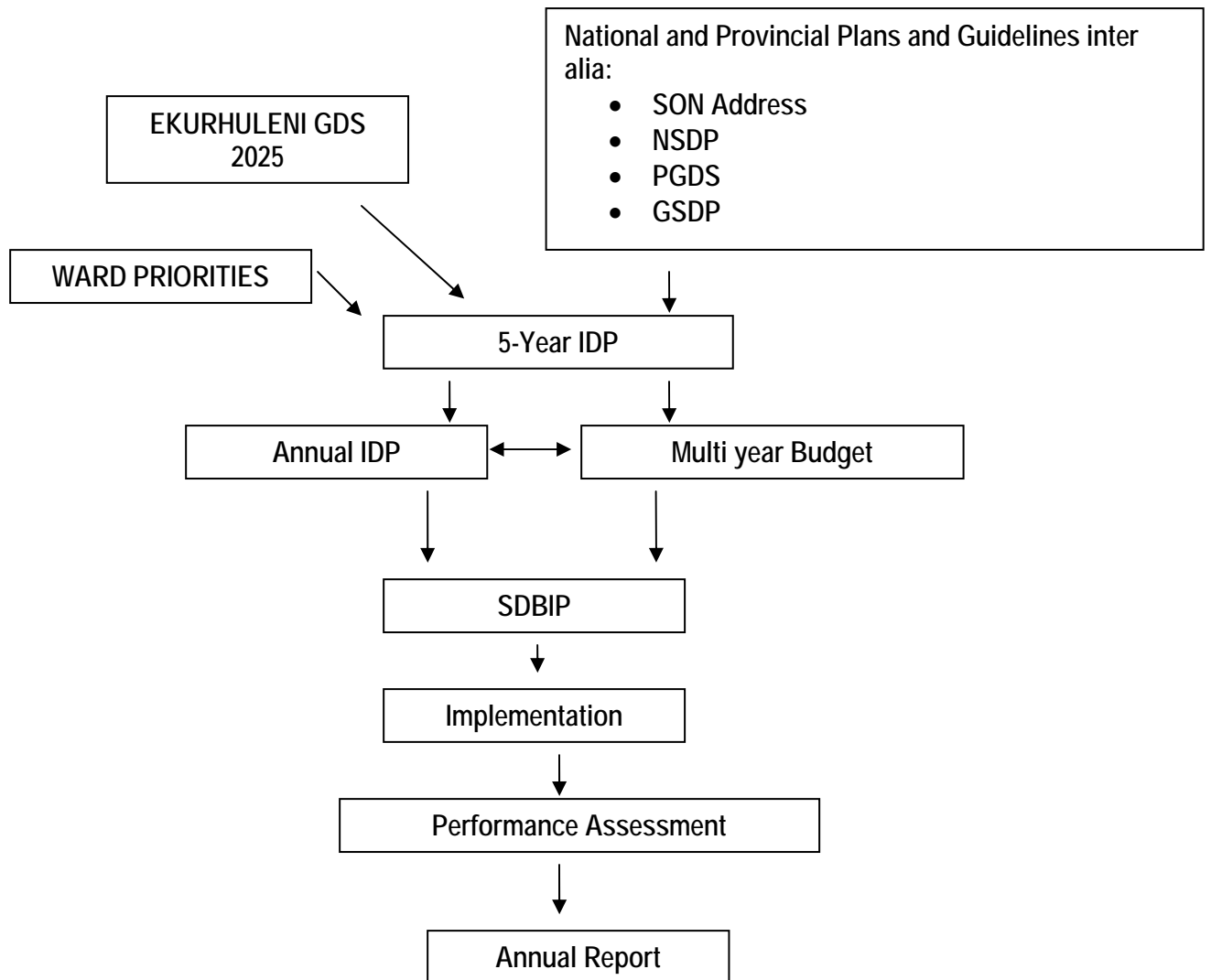
- Build sustainable communities by paying special attention to health education, service delivery, human settlements, environment and safety.
- Develop infrastructure to equalize services, upgrade and ensure accessibility and unity of the City of Ekurhuleni.
- Grow the economy to be linked with the national 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.
- Developing and implementing 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 inter alia the following:

- All communities will have access to clean water and decent sanitation by 2010;
- 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;
- Utilize sports, recreation, arts and culture for social and physical renewal and building of single identity of Ekurhuleni community;
- Environmental management, including dealing with conditions of dolomite prevalent in the city;
- Development of an integrated transportation system linking both rail, road and air transportation, and emphasizing the development of metro bus system.

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. Inter alia, the following National targets are contained in the IDP and Budget albeit dependent is on additional funding to be made available from national and provincial spheres:

- All people will have access to potable water by 2008 – All communities in EMM are provided with potable water
- All people will have access to basic sanitation services by 2010
- All people to have access to electricity by 2012; and
- Upgrading/ formalization of all informal settlements, including the eradication of the basic services backlog to be achieved by 2014

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 $\pm 2\,000\text{km}^2$ that accommodates a population of ± 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 km^2 , making Ekurhuleni one of the most densely populated areas in the country and province. By comparison, population density in Gauteng is 596 people per km^2 and 39 people per km^2 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, the busiest airport in Africa. O R Tambo International Airport services the entire continent and links to major cities throughout the world. Similarly, many of the world's leading airlines fly into O R Tambo International Airport. Some 14 million passengers pass through this airport each year. In addition, a number of smaller domestic airlines connect O R Tambo International Airport 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 O R Tambo International Airport 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 led 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 $\pm 35\%$ 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 $\pm 24\%$ of the local population living in poverty and the current unemployment rate at $\pm 35\%$, 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 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.

Table 1: Ekurhuleni key comparative statistics, 2006

	Ekurhuleni	Gauteng	South Africa
Region area (sq km)	1,928	16,579	1,221,246
Population	2,699,394	9,879,610	47,560,742
Population density (nr of people per sq km)	1400	596	39
Economically active population (as % of total pop.)	57.3%	57.0%	40.5%
No of households	868,976	3,155,402	12,883,990
Average household income (Rand, current prices)	107,349	142,905	94,090
Annual per capita income (Rand, current prices)	34,557	45,642	25,489
Gini coefficient	0.59	0.58	0.64
Formal sector employment (estimates)	696,204	3,670,360	9,896,088
Informal sector employment (estimates)	98,234	477,803	2,110,379
Unemployment rate	34.3%	30.0%	37.7%
Percentage of persons in poverty	24.2%	22.9%	44.4%
Poverty gap (R million)	1,172	3,903	37,897
Human development index (HDI)	0.68	0.71	0.62
Index of Buying power (IBP)	0.08	0.35	1.00
Share of Economic output (GVA % of SA 2006)	6.6%	33.7%	100.0%
Economic growth 1996-2006 (GVA % growth pa) (Constant 2000 prices)	2.7%	4.1%	3.4%

Source: Global Insight Regional eXplorer (ReX) v.351

The Human Development Index (HDI) for Ekurhuleni indicates that the area fares better than the national average, whilst lagging slightly behind the Gauteng average. The HDI for Ekurhuleni is 0.68, which is indicative of a medium-developed municipality. The buying power in the area is based on Global Insight's Index of Buying Power (IBP), which indicates that only 8% of the country's spending power is located in Ekurhuleni compared to 35% in Gauteng as a whole.

However, Ekurhuleni is a large and significant local economy in the South African economic context. Some summary estimates (presented in Table 2) illustrate that

Ekurhuleni has a resident population of approximately 2.7 million people; the area contributes approximately 7% to national production and has a share of approximately 6.6% of national employment. Over the period 1996 to 2006, Ekurhuleni's economy grew by an estimated average of 2.7% per annum. Ekurhuleni contributes approximately 19% to the total economic output of the Gauteng province. Evident from the table is that Ekurhuleni did not share in the same strong growth that Johannesburg exhibited over the same period.

Table 2: Population, output, employment, and economic growth in South Africa's major cities

Area	Population in 2006	Contribution to National Economic Output in 2006	Share of National Employment	Average Annual Economic Growth, 1996-2006
Ekurhuleni	2,699,394	6.6%	7.0%	2.7%
City of Cape Town	3,132,774	10.0%	11.2%	4.3%
eThekweni	3,300,906	7.9%	10.6%	4.0%
City of Johannesburg	3,460,916	17.9%	16.3%	4.9%
Nelson Mandela Bay	1,077,556	2.3%	3.5%	3.4%
City of Tshwane	2,129,866	9.2%	8.4%	4.8%
Gauteng	9,879,610	37.1%	33.7%	4.1%
South Africa	47,560,742	100.0%	100.0%	3.4%

Source: Global Insight Southern Africa – Regional eXplorer

Since information used to derive economic activity estimates are in most cases reported by company head offices, combined with the fact that many manufacturing operations have head offices in the Johannesburg and other metropolitan municipalities—while the production plants are located in Ekurhuleni— one necessarily needs to interpret the economic performance-estimates in such context. This may imply that some of the estimates obtained for Ekurhuleni may be on the conservative side.

3. VISION, MISSION & VALUES AND STRATEGIC PRIORITIES

Strategic work undertaken by Ekurhuleni since 2000 to guide the Integrated Development Planning Process included the development of a long term vision, mission and organisational values. To be able to change the situation reflected in the status quo, the strategic focus of the Ekurhuleni GDS 2025 is to build on the long term vision of the Ekurhuleni Metropolitan Municipality.

3.1 Vision

The Smart, Creative and Developmental City

3.2 Mission

It is based on the above vision that a mission statement was developed as a way of forging ahead towards achievement. The mission statement is:

Ekurhuleni provides sustainable and people centred development services that are affordable, appropriate and of high quality. We are focused on social, environmental and economic regeneration of our city and communities, as guided by the principles of Batho Pele and through the commitment of a motivated and dedicated team.

3.3 Values

In pursuing the above-mentioned vision and mission the EMM is committed to upholding the following core values:

- Performance Excellence;
- Integrity;
- Community Centeredness;
- Transparency; and
- Cooperative Governance.

3.4 Strategic Priorities

The following seven strategic development priorities were identified by EMM which forms the foundation of the work EMM is doing to work towards achieving its vision:

- Promoting good governance;
- Fighting poverty and underdevelopment;
- Urban renewal;
- Job creation;
- Safety and security;
- Partnership against HIV and Aids; and
- Enhancing public participation.

4. EKURHULENI GROWTH AND DEVELOPMENT STRATEGY (EGDS) 2025

To be able to achieve the vision of becoming *The Smart, Creative and Developmental City*, and direct the attention to the status quo, a strategic development agenda was put in place that guides the EMM planning and budgeting processes. It has been set along three development areas as well as one relating to municipal transformation and institutional development, to ensure the institutional capacity and administrative support to the organisation to deliver on its mandate. The agenda set along the four different development areas in the EGDS 2025 is as follows:

STRATEGIC FOCUS AREA, AGENDA, OUTCOMES AND MILESTONES		
4.1 INFRASTRUCTURE AND SERVICES		
STRATEGIC FOCUS AREA	2025 AGENDA	OUTCOMES AND MILESTONES
Clear City Identity	A well-developed and vibrant core economic area which imparts a unique character and identity to Ekurhuleni	<p>An identified core economic area : Area identified in 2004 to be prioritized i.t.o. development.</p> <ul style="list-style-type: none"> • Increased development and investment in the core economic triangle of Ekurhuleni: • Gautrain construction and related development adjacent to JIA. • Successful development of the R21 corridor. • Successful development of the Government Precinct in Germiston. • Subsidy-linked housing development in the mining belt.
Spatial Development.	An integrated and equitable city.	<p>Improved accessibility and mobility throughout the metropolitan area.</p> <ul style="list-style-type: none"> • Strong east-west corridor along the N12 / N17 freeways and north south corridor along the R21 freeway. • Areas of urban density – infill development on vacant and underutilized land between the urban core and the peripheral township areas. • A managed and respected urban edge.

STRATEGIC FOCUS AREA	2025 AGENDA	OUTCOMES AND MILESTONES
Roads & Transport	High quality, integrated and well-maintained transportation infrastructure, integrated public transport systems, ensuring a high degree of mobility and choices to commuters.	<p>Effective and integrated planning and implementation:</p> <ul style="list-style-type: none"> • Integrated Transport Plan in place by 2007. • Transport Authority established by 2009. • Road Agency established by 2012. • High quality integrated and well-maintained infrastructure : • Roads building programme in place by 2006. • Current backlog of gravel roads to be eradicated in 2015. <p>Additional freeways built :</p> <ul style="list-style-type: none"> • Upgrading R21 and R24 for additional capacity and lanes by 2010. • PWV 13/14 built by 2020. • PWV 15 built by 2025. <p>A strategic network of public transport corridors providing sub-regional linkages.</p> <ul style="list-style-type: none"> • Improved usage of public transport services : • Taxi recapitalization by 2010. • Modal integration for public transport to Gautrain by 2010. • Bus services to cover all areas in Ekurhuleni by 2015. • Transport information center established by 2020. • Start building additional rail linkages by 2020. • Modal transfer facilities provided at all stations by 2025. <p>More use of non-motorized transport:</p> <ul style="list-style-type: none"> • Pedestrian and bicycle-strategies in place by 2007.
Service Infrastructure	High quality and well-maintained services, equitable services throughout the urban areas	<p>Well-maintained services in all areas.</p> <ul style="list-style-type: none"> • All maintenance backlogs to be eradicated by 2010. <p>All communities to have equitable access to services:</p> <ul style="list-style-type: none"> • 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. <p>More sustainable disposal of solid waste: Comprehensive waste minimization strategy [including recycling] to be in place by 2007.</p> <p>Improved storm water management :</p> <ul style="list-style-type: none"> • Storm water Master plan to be in place by 2007. • Storm water system backlogs to be eradicated by

<p>Environmental Management.</p>	<p>A substantial increase in the general quality of the environment</p>	<p>2020.</p> <p>A clearly defined and functional open space network:</p> <ul style="list-style-type: none"> • Open space plan to be finalized by 2007. • 50% of open space system to be developed by 2015. • 100% of open space system to be developed by 2025. <p>All development to be guided by an EMF:</p> <ul style="list-style-type: none"> • EMF's for the entire Ekurhuleni area to be in place by 2006. <p>Measurable decline in land, water and air pollution :</p> <ul style="list-style-type: none"> • Pollution monitoring systems to be in place by 2010. <p>Measurable increase in the utilization of alternative energy sources:</p> <ul style="list-style-type: none"> • Strategy to be in place by 2010. <p>Substantial environmental improvement in the mining belt:</p> <ul style="list-style-type: none"> • Implementation of Hloekisa project to commence by 2006. • All mine dumps/slimes dams with economically viable mineral content to be removed by 2025. • All other mine dumps/slimes dams to be rehabilitated to acceptable standards by 2025. <p>Integrated and sustainable protection of natural resources:</p> <ul style="list-style-type: none"> • Wetland conservation strategy and programme to be in place by 2007.
<p>Urban Renewal</p>	<p>Functional, sustainable, and attractive urban areas</p>	<ul style="list-style-type: none"> • Normalization of urban economy areas reflected through minimal vacancy rates, high investor confidence and high demand for expansion. Quality public environment guiding, promoting and sustaining private investment and development expansion in urban economy areas. Supportive institutional capacity, commitment and approach. <p><u>By 2010 :</u></p> <ul style="list-style-type: none"> • Basic prerogatives for implementation in place: • Service delivery, security, incentives, land use support, initial catalysts. • Administrative structure in place ensuring accountability and support. • PPP's in place. • Development agency in place. <p><u>By 2015 :</u></p> <ul style="list-style-type: none"> • Committed public investment framework and programme. • Committed large-scale private investments.

		<ul style="list-style-type: none"> Measurable and sustainable growth in urban economy areas.
ICT Infrastructure	Productive and resourceful application of ICT.	<p>World-class ICT infrastructure in support of the Gauteng “Smart Province” vision and economic growth in Ekurhuleni.</p> <ul style="list-style-type: none"> Institutional structure to support/accommodate external ICT focus by 2006. 100% Synergy and connectivity with our development partners, including government, by 2010.
4.2 ECONOMIC TRANSFORMATION		
STRATEGIC FOCUS AREA	2025 AGENDA	OUTCOMES AND MILESTONES
Economic Diversification	A diversified local economy able to meet local needs, support sustainable development and adapt to changes in accordance with global demands and shifts.	<p>Sustainable growth in a variety of local economic sectors.</p> <p>By 2010 :</p> <ul style="list-style-type: none"> A range of Government incentives to be in place. A measurable increase in “Smart Industries” [Aerospace, I.T., Logistics, Plastics, Agro-processing]. <p>By 2015 :</p> <ul style="list-style-type: none"> A measurable increase of exports into Africa.
Job Creation	Unemployment to be reduced by half by 2014 and by half again by 2025 based on the unemployment figures of 2004.	<p>Reduce unemployment</p> <ul style="list-style-type: none"> EMM Job summit to be held in 2006 50% reduction in unemployment by 2015 75% reduction in unemployment by 2025
Skills Development	A skilled community exhibiting capabilities in self-reliance, innovation and continued reskilling to meet the needs of a growing economy	<p>Improved mechanisms and programmes to impart skills:</p> <ul style="list-style-type: none"> EMM Centre of Excellence to be established by 2006. Mentoring programme for project management and technical skills to be implemented by 2007. Institute of Technology to be established by 2010. Ongoing strengthening of ties with Educational Institutions. <p>Improved Skills:</p> <ul style="list-style-type: none"> Measurable increase in the percentage of the population which is technically and scientifically skilled by 2015. Adult illiteracy wiped out by 2020.

Tourism Promotion	To promote the economy of the region, create jobs and a safe and secure environment, by establishing a tourism destination of choice.	Development of tourism facilities: By 2010 : <ul style="list-style-type: none"> • Making the most of opportunities created by the Soccer World Cup. • African Shopping Hub, Craft Market and Wine Emporium developed. • Business tourism facilities around the JIA. Increased tourism: <ul style="list-style-type: none"> • Ekurhuleni to be the preferred sporting/cultural/heritage destination by 2015. • Business tourism to increase by 50% by 2020.
Investment Promotion	Increased inward investment in skills and technology, property and sustainable development.	Increased levels of public and private investment in all areas: By 2010 : <ul style="list-style-type: none"> • A range of government investment incentives to be in place. • Measurable increase in effective service delivery and information dissemination through “Customer Care Centre” implementation. • CID’s in place. From 2015 onwards: <ul style="list-style-type: none"> • Measurable increase in investment in strategic priority areas such as the mining belt.
Economic Transformation	An inclusive, wealth-generating economy.	Greater participation in the formal economy by all sectors of society. <ul style="list-style-type: none"> • Strategy leverage EMM assets to ensure BBBEE to be in place by 2007. • Enabling procurement policy to be fully implemented by 2008.

4.3 SOCIAL TRANSFORMATION

STRATEGIC FOCUS AREA	2025 AGENDA	OUTCOMES AND MILESTONES
Poverty and Unemployment	In line with the national objective, the aim is to halve poverty in the next 10 years up to 2015, and to halve it again in the following 10 years, up to 2025.	Improvement in skills levels: <ul style="list-style-type: none"> • All milestones as set out under the “Focus Area: Skills Development” are relevant. Reduction in unemployment: <ul style="list-style-type: none"> • All milestones as set out under “Focus Area: Job Creation” are relevant. Poverty relief and other social programmes: <ul style="list-style-type: none"> • Integration to be achieved between all initiatives/programmes and institutions driving such initiatives/programmes, by 2010.
Human Settlements.	All people in Ekurhuleni to be housed in integrated and functional sustainable human settlements.	<ul style="list-style-type: none"> • Upgrading/formalization of all informal settlements, including the eradication of the basic services backlog, to be achieved by 2012. • Housing backlog [including the formalization of backyard shacks] to be eradicated by 2015. • Social amenities backlog to be eradicated by

		2020.
Healthcare and Facilities	Equitable health care and facilities across all sectors of society—substantially reduced rates of poverty—related disease.	<ul style="list-style-type: none"> • Functional partnership achieved and maintained with all social institutions in EMM by 2010. • Measurable increase in community-based HIV/Aids programmes by 2010. • Acceptable access to Primary Health Care and social development services by all communities [including rural communities] by 2015. • 50% reduction in maternal and child-under-five mortality rates by 2015. • Environmental pollution levels to be in line with internationally-accepted standards by 2015. • Extending operating hours to 24 hours in all health centres and large clinics by 2025
Safety and Security	A high level of safety and security – a drastically reduced crime rate.	<p><u>By 2010:</u></p> <ul style="list-style-type: none"> • Pro-active management of disasters in accordance with an integrated and comprehensive Disaster Management Plan. • Elimination of civil disobedience by means of various community–based programmes and drives. <p><u>By 2015:</u></p> <ul style="list-style-type: none"> • 50% Reduction in serious and violent crimes. • 50% Reduction in fatalities and injuries due to occupational, domestic and road accidents.
Sports and Recreational Facilities	Ekurhuleni to have world-class parks, sports and recreational facilities.	<p><u>By 2010:</u></p> <ul style="list-style-type: none"> • Upgrading of 4 stadiums in Ekurhuleni to world-class level. <p><u>By 2015:</u></p> <ul style="list-style-type: none"> • Reclamation of our African identity through arts, culture and heritage. <p><u>By 2025:</u></p> <ul style="list-style-type: none"> • Equitable provision of facilities to all communities in Ekurhuleni. • 100% of the Metro-wide open space system to be developed and maintained.

4.4 Municipal Transformation and Institutional Development

The EMM will adhere to the following general principles:

- Sound political and management leadership is required to steer the EMM towards fulfilling its vision, mission and the desired GDS outcomes;
- Better service delivery through the principles of Batho Pele will underpin all activities of the EMM;
- Corporate discipline is a commitment and EMM's senior management shall adhere to behavior that is universally recognised and accepted to be correct and proper;
- Transparency is the ease with which an outsider is able to make meaningful analyses of the EMM's actions, its economic fundamentals and the non financial aspects pertinent to the organisation. It reflects whether or not stakeholders are able to obtain a true picture of what is happening within the organisation;

- Independence is the extent to which mechanisms have been put in place to minimise or avoid potential conflicts of interest that may exist;
- Individuals or groups in the EMM, who make decisions and take action on specific issues, need to be accountable for their decisions and actions. Mechanisms must exist and be effective to allow for accountability;
- With regard to management, responsibility pertains to behaviour that allows for corrective action and for penalising mismanagement; and
- The systems that exist within the EMM must exhibit fairness and take into account all those that have an interest in Ekurhuleni and its future. The rights of various groups have to be acknowledged, respected and balanced against each other.

The agenda set above is to be achieved by the year 2025 and informs all medium term planning of EMM. Specific outcomes and milestones are set for each of the eighteen different focus areas. Through the IDP, these outcomes and milestones are broken down into measurable performance targets and performance indicators. These are reflected in the different operational strategies of all the various departments.

4.5 Addendum to the Ekurhuleni GDS 2025 following the Growth and Development Summit 2006

The following reflect resolutions taken during the EMM Growth and Development Summit held on 1 and 2 September 2006. These have been translated into an addendum to the EGDS 2025.

4.5.1 Functional Sustainable Human Settlements

- ❖ Implement energy-efficient housing solutions;
- ❖ EMM will pro-actively acquire / allocate land for sustainable human settlements;
- ❖ Private sector and SMME involvement will be actively promoted and LED initiatives will be incorporated into the housing programme;
- ❖ Promote community involvement in local environmental rehabilitation and management;
- ❖ Promote community involvement in crime prevention;
- ❖ Integrate the HIV and Aids strategy with the housing programme;
- ❖ Promote the conversion and / or rehabilitation of existing developments, especially in the inner city areas, for housing (Brownfields development);
- ❖ Promote housing development close to the core areas of Ekurhuleni;
- ❖ Promote and support aesthetically innovative housing developments;
- ❖ Promote integrated and holistic approaches to the creation of settlements and eliminate red tape;
- ❖ Eradicate water and sanitation backlog by 2014; and
- ❖ EMM, in conjunction with Provincial and National Government, will attempt to raise bridging finance to compliment its own funding for achieving targets.

4.5.2 SANRAL Gauteng Freeway Improvement Scheme

- ❖ Upgrade the N12 between Gillooly's and Daveyton;
- ❖ Upgrade the N17 between Springs and Ermelo;
- ❖ Upgrade the N3 between Alberton and the Buccleuch interchange – planning to commence in 2008 / 9;
- ❖ Construct the PWV14 between the O R Tambo International Airport and the M2 in Germiston – project to be completed in 2012 /13;
- ❖ Roll out an Intelligent Transport System (ITS) to the N12 and N17; and
- ❖ Develop an overload control centre in line with Provincial strategy.

4.5.3 Provincial Perspective

- ❖ Improve access to townships (Gauteng 20 Priority Townships Programme);
- ❖ Address the road requirements around OR Tambo International Airport in the light of the new ACSA Masterplan; and
- ❖ Establish a Joint Transport Management Agency with Joburg and Tshwane Metro's and the Province.

4.5.4 Municipal Roads and Stormwater Networks

- ❖ 20 Priority Townships Programme will be completed by March 2009;
- ❖ Current backlog of tertiary roads to be eradicated by 2012;
- ❖ Current stormwater backlog to be eradicated by 2014; and
- ❖ EMM will lobby for the upgrading of the R21 and R24 before 2010.

4.5.5 Gautrain

- ❖ O R Tambo International Airport / Sandton link will be completed by June 2010; and
- ❖ The feeder and distribution system will be rolled out in time for 2010.

4.5.6 SARCC / Metrorail / Province

- ❖ Upgrade Rhodesfield station to integrate with Gautrain;
- ❖ Upgrade the following rail corridors within EMM:
 - Olifantsfontein / Germiston /Johannesburg – priority
 - Daveyton / Germiston – priority
 - Kwesine / Germiston – next phase;
- ❖ Upgrade rolling stock – explore local manufacturing options;
- ❖ Re-introduce the railway police to combat crime on trains;
- ❖ EMM will lobby for extensions to the current commuter rail network to include:
 - The southern parts of Kattlehong and Palm Ridge
 - Etwatwa and
 - Kwatsaduza; and
- ❖ Achieve modal integration at all stations by 2010.

4.5.7 Taxi Re-capitalisation and Taxi's

- ❖ Taxi ranks will be upgraded as follows:
 - 35 seater taxis will be catered for
 - People with disabilities will be provided for and
 - Security will be provided for;
- ❖ Shelters will be constructed at bus stops and taxi lay-byes;
- ❖ Skills development initiatives within the taxi industry will be supported; and
- ❖ Community safety aspects related to the taxi industry will be addressed.

4.5.8 Municipal Bus Services

- ❖ The municipal bus services will be extended – the current bus plan must be implemented and the old fleet must be replaced.

4.5.9 Soccer World Cup 2010

- ❖ Build non-motorised transport facilities in Tembisa and Vosloorus; and
- ❖ Build model transfer at major stations.

4.5.10 Freight

- ❖ Support the development of a new cargo terminal at O.R.Tambo International Airport;
- ❖ Support the development of an IDZ linked to the airport; and
- ❖ Support the development of a link between City Deep and the Rand Airport.

5. INSTITUTIONAL STRUCTURE

The Ekurhuleni Metropolitan Municipality (EMM) has implemented a Mayoral Executive and Ward Participatory System of local governance which ensures that governance is taken right down to community level and that all citizens within the metropolis are represented in decision-making. This increases residents' sense of belonging, accountability and empowerment and actively involves them in all issues dealt with by the metropolitan municipality.

The municipality comprises 175 councillors, of both elected (88 ward representatives) and proportional (87 Councillors) representation. Each of the 88 ward councillors chairs a ward committee as part of the Ward Participatory System that brings participation down to community level.

Ward councillors play a central role in the communication process between the communities they represent and the Council, reporting back regularly through ward meetings and assisting the community in identifying needs and priority areas of development which feed into the municipality's planning processes.

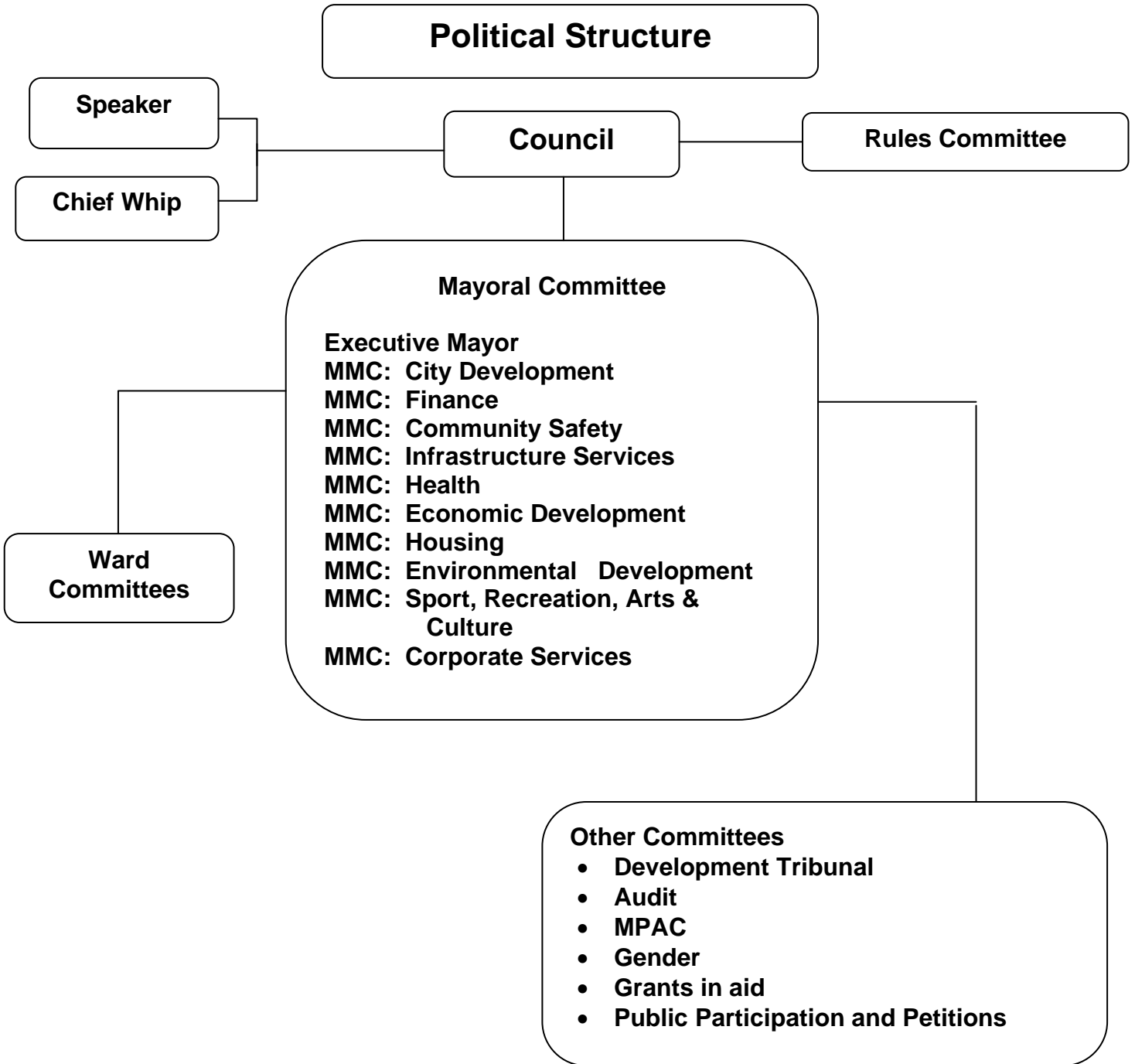
The Executive Mayor heads up a team of 13 full-time councillors comprising herself, a Mayoral Committee of 10, a Speaker and a Chief Whip of Council.

Political oversight of the administration is ensured via Section 80 committees in control of the different portfolios in Council, which comprise:

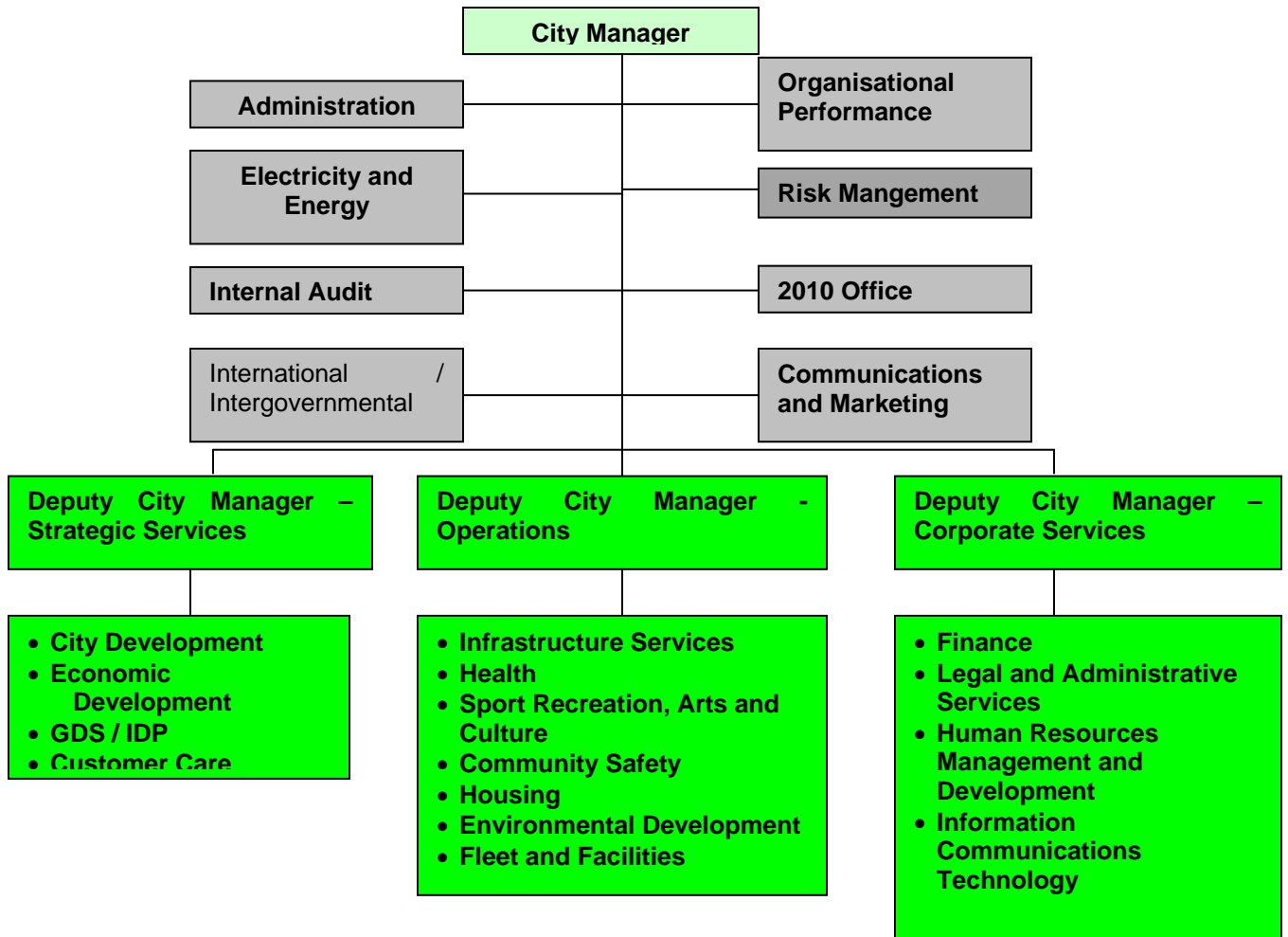
- City Development;
- Community Safety;
- Infrastructure Services;
- Health
- Economic Development;
- Finance;
- Corporate Services;
- Sport, Recreation, Arts & Culture;
- Environmental Development; and
- Housing.

Councillors also serve on the Development Tribunal where political oversight is ensured over the physical development of the Metropolitan area.

The Political Structure is outlined below:



The above political structure is supported by the following organisational structure:



6. THE EMM SERVICE DELIVERY MODEL

6.1 Introduction

On 6 December 2000 Ekurhuleni Metropolitan Municipality (EMM) was established as a category A Municipality with a Mayoral Executive System combined with a Ward Participatory System. Such an establishment places a duty and responsibility on the municipality to focus on the needs of communities in all its proceedings and conduct, and to make administrative arrangements to enable ward committees to perform their functions (Section 73(4), Municipal Structures Act). Chapter 4, Section 16, of the Municipal Systems Act of 2000 (MSA) instructs municipalities to develop a culture of community participation in conducting its affairs.

Further, section 73 of the MSA gives an injunction to municipalities to give priority to basic needs of the local community and to ensure that they have access to at least the minimum level of basic municipal services. Such services have to be equitable and accessible. Section 152 of the Constitution of South Africa deals with the objectives of local government. Among other things, this section states that the municipality must provide services to communities in a sustainable manner and encourage communities and community organisations in the matters of local governance.

The Mission of EMM states *“Ekurhuleni provides sustainable and people centred development services that are affordable, appropriate and of high quality. We are focused on social, environmental and economic regeneration of our city and communities, as guided by the principles of Batho Pele and through the commitment of a motivated and dedicated team.”* These principles are:

- Consultation with service users;
- Service standards;
- Access;
- Courtesy;
- Information;
- Openness and transparency;
- Redress; and
- Value for money.

It is in line with the legislative framework above as well as the mission of EMM and to improve service delivery to its communities, twenty Customer Care Centres were established. This gave rise to a new service delivery model.

6.2 Service Delivery Model

6.2.1 Customer Care Centres (CCCs)

A CCC is a facility that provides integrated access to services and information to communities and ensures that the principles of Batho Pele are adhered to.

A total of 20 CCC's have been approved and are currently being rolled out through Greenfield (New) and Brownfield (Upgrading) projects.

Among others, the following services will be provided at a CCC:

- Payment and account related services;
- The logging and following up of all complaints;
- The provision of information related to all services of the Metro;
- The liaison with and referrals to line departments as and when required;
- The renewal of vehicle licenses, where applicable;
- The booking of facilities and services;
- The provision of a Multi Purpose Community Centre (MPCC) front desk;
- The provision of a “One-stop Metro-wide” customer care service to all customers of a CCC;
- Switchboard and call centre related services;
- Facilitation of community participation and outreach; and
- Liaison with councillors and communities on the implementation of Council programmes.

There are currently MPCCs at the following CCCs:

- Tembisa;
- Vosloorus;
- Thokoza;
- Daveyton;
- Tsakane;
- Kwa-Thema; and
- Duduza.

6.2.2 Roles and Responsibilities of the CCC Manager

The CCC Manager has, among others, the following responsibilities:

- Managing all aspects of the CCC, including discipline and maintenance, as well as ensuring compliance with the principles of Batho Pele;
- Process management of the short and medium term needs and priorities of ward committees and communities;
- Identifying shortcomings in service delivery and project execution as well as timely referrals to line departments;
- Identify shortcomings in the standards of service delivery, monitoring maintenance within wards and timely referrals to line departments;
- Keeping ward councillors, ward committees and other stakeholders informed about all projects and programmes that are planned and/or executed, as and when appropriate;
- Process management of IDP related matters within wards (in conjunction with ward councillors), ensuring proper community consultation and feedback; and
- Liaise with external stakeholders and provide feedback to ward councillors and/or the relevant line departments, where applicable.

7. REVIEW OF THE INTEGRATED DEVELOPMENT PLAN

7.1 Guiding Principles

The review of the Integrated Development Plan (IDP) in terms of the Municipal Systems Act was guided and informed by the following principles:

- It must support and work towards achieving the Vision, Mission, Values and the Seven Strategic Priorities of EMM
- Working towards the achievement of the EMM GDS 2025 Outcomes and Milestones (Strategic Objectives)
- Focus on service delivery in terms of the eradication of backlogs and the maintenance of infrastructure
- Address community priorities (needs) as identified in the 2008-2012 IDP as well as newly identified priorities
- Provincial plans and programmes applicable to the specific department with additional focus on the 20 Priority Township Programme (PTP). Budget allocations by the respective provincial sector departments to these projects should also be reflected as far as possible

The review of the IDP focussed on formulating Measurable performance indicators targets for 5, 3 and 1 year. These targets informed the multiyear budgets being prepared as well as the SDBIP.

All departmental plans must inform departmental budgets and SDBIP. Departmental plans are contained as **Annexure “C” on the CD provided.**

Departments were requested to ensure that the numbers of the various wards, in which projects identified in the budget will be implemented, are correct as this has been an ongoing problem over the last couple of years.

There are also different categories of wards in terms of level of development. The categorising of wards is as follows:

- Underdeveloped Wards
- Developed, Residential
- Developed, Industrial/Commercial/CBD
- Mixed Wards
- Multi-Wards

Mixed wards are wards where there are combinations of underdeveloped areas, residential, commercial or CBD areas.

The key deadlines in the process plan for the Review of the IDP and preparation of the Multi Year Budget is reflected below:

2009/10 IDP AND BUDGET COMPILATION PROCESSPLAN– KEY DATES

No	Action	Due Date
1.	Public Participation Process	Ongoing
2.	CMC Discussion regarding 2009/2010 IDP and Budget Process, particularly growth parameters (to finalise recommendations to Finance Portfolio)	September 2008
3.	Finance Portfolio workshop to discuss 2009/2010 IDP and Budget Process (to consider recommendations of CMC)	September 2008
4.	Issue Budget Instructions to departments (based on 2 and 3 above)	September 2008
5.	Compilation of Draft IDP and Capital and Operating Budgets by Departments – All inputs to be provided to Budget Office / IDP Office	September and October 2008
6.	Public Participation	Ongoing through CBP process
7.	CMC to scrutinize Operating Budget (to finalise recommendations to Finance Portfolio)	24 November 2008
8.	CMC to scrutinize Capital Budget (to finalise recommendations to Finance Portfolio)	24 November 2008
9.	Finance Portfolio to scrutinize Operating Budget (to consider recommendations of CMC)	2 December 2008
10.	Finance Portfolio to scrutinize Capital Budget (to consider recommendations of CMC)	2 December 2008
11.	CMC to finalise Budget submission	21 January 2009
12.	Finance Portfolio to scrutinize Final Budget Submission (balanced budget)	28 January 2009
13.	Municipal Entities to present Draft Budgets to CMC (to finalise recommendations to Finance Portfolio)	Mid February 2009
14.	Municipal Entities to present Draft Budgets to Finance Portfolio (to consider recommendations of CMC)	End February 2009 (Special Portfolio meeting to be arranged)
15.	Tariff Task Team to present Draft Tariffs to CMC (to finalise recommendations to Finance Portfolio)	21 January 2009
16.	Tariff Task Team to present Draft Tariffs to Finance Portfolio (to consider recommendations of CMC)	28 January 2009
17.	CMC to consider Draft Budget to be tabled to Council (to finalise recommendations to Finance Portfolio – including final tariffs based on valuation roll modelling and final bulk increases from bulk service providers)	Mid February 2009
18.	Finance Portfolio to consider Draft Budget to be tabled to Council (based on recommendations of CMC– including final tariffs based on valuation roll modelling and final bulk increases from bulk service providers))	End February 2009
19.	Budget Workshop with all Councillors	Early March 2009

20.	Portfolio Committees to consider Draft IDP and Budget	Mid March 2009
21.	Mayoral Committee to consider Draft IDP and Budget	End March 2009
22.	Draft IDP and Budget tabled to Council	End March 2009
23.	Submit Draft IDP to MEC for comments	End March 2009
24.	Publish Draft IDP for comments	End March 2009
25.	Public Participation on Draft IDP and Budget	April – May 2009
26.	IDP and Budget Conference with all Councillors	Mid April 2009
27.	Amendments to Tabled IDP / Budget to be considered by CMC (Final IDP / Budget to be submitted to Council)	End April 2009
28.	Amendments to Tabled IDP / Budget to be considered by Finance Portfolio (Final IDP / Budget to be submitted to Council)	End April 2009
29.	Final IDP / Budget and Tariffs considered by Portfolio committees	Early May 2009
30.	Final IDP, Budget and Tariffs to be considered by Mayoral Committee	Mid May 2009
31.	Final Tariffs Approved by Council	End May 2009
32.	Final IDP / Budget Approval by Council	End May 2009
33.	Information on website	June 2009
34.	Submit reviewed IDP to MEC	June 2009
35.	Submit Budget, IDP, SDBIP, Performance agreements to National and Provincial Treasury	June 2009

Note 1: The IDP/Budget also refers to all other IDP and Budget Related Policies to be reviewed and/or approved

Note 2: SDBIP and Performance Contracts to be included in Budget Approval Process.

7.2 Public Consultation and Planning

EMM is striving to deepen the democratic process of governance in Ekurhuleni. Community Based Planning (CBP) is one of the initiatives identified to achieve this objective. CBP is a planning and implementation process that provides a platform for the communities to engage in interactive participation in planning and decision making for implementation in their wards.

The municipal planning system, as elaborated in the Municipal Systems Act, 2000, has been formulated to play a critical role in determining how resources are allocated, especially the budgets of the municipality. Our experience over the past few years has clearly demonstrated that unless the community, especially the poor, can influence these budgets, the ability to promote sustainability, a key priority of our IDP, will be limited, as will be the impact of our local democracy.

Our previous processes on community participation have focussed on quarterly workshops or consultations with wards. This form of consultation resulted in only problems being listed by the community without their involvement in the analysis of their local contexts. It did not either provide a platform for the communities direct involvement in planning their future or their

involvement in the implementation of their development. CBP has been embarked upon by the municipality as it seeks to address these challenges and provide a systematic opportunity for the community, ward councillor and it's elected ward committees, to be actively involved in the analysis of their situation, planning their future development and become active in the implementation process in their wards.

The Customer Care Centre concept is a significant strategy adopted by EMM to decentralise and further localise people's access to the municipality. CBP have been coupled to this approach to service delivery, and this not only provide access to, but an opportunity for greater involvement of the communities' in the governance process of the municipality in planning the future of the areas they live in, gain access to the implementation process and derive greater control over their lives. This will not only be of benefit to the community but will also be of enormous benefit to the municipality too.

The Customer Care Centre Managers, who have been located in the wards amongst the community, provide a crucial service delivery link between the Municipality and the communities in the wards. When this role and opportunity created by the Customer Care Centre Managers close proximity to the community is coupled to CBP, it will provide the Customer Care Centre Mangers with a strategic opportunity to better understand the situation in the ward and the communities' development aspirations, that they are responsible for supporting.

The CBP process entailed the following in EMM:

CBP is structured around training of councillors, officials (including CDW's) and community members on ward planning. During the training they are trained about the whole process of what needs to be done in the ward planning process. It entails a 2 day training session for ward councillors and 5 day training session for officials and community members. This is followed in the week thereafter when the training teams go out into the field (wards) and engage the community with the ward councillor to gather information, verify it, do the plan up for the ward and have the community voted on the most important issues. After this the team will consolidate all the information in a ward plan of approximately 30 – 60 pages. The information from this is used in the IDP process as well as projects that the community will be responsible for themselves. During this process various groups in the community participated and gave input on the different identified matters. Participation varied from more than 150 community members to around 20 per day dependent on the circumstances. The IDP priorities as identified through the 2008-2012 IDP process and projects to be implemented as part of departmental plans formed the basis for the start of the process. This allowed greater participation in the process as well as focussed discussions and voting on the priorities for the ward. This process enhanced input and participation in the IDP review process. Information on progress made in addressing the ward priorities identified in the 2008-2012 IDP is attached as **Annexure "A" on the CD provided.**

The following table reflect the planning dates in the various wards:

WARD NUMBERS	PLANNING	LAUNCH	PLANNING WEEK
84,86			9-13 June 2008
87			16-20 June 2008
88	10 July 2008	10 July 2008	14 August 2008
77,78,79,80, 83,85	14 July 2008	21 July 2008	28 July – 1 August 2008
1,2,3,4,7, 68,69,70,71	28 July 2008	04 August 2008	11 - 15 August 2008
24	11 August 2008	18 August 2008	February 2009
82			1-5 September 2008
82,28,29,30,81	11 August 2008	18 August 2008	25 – 29 August 2008
40,48,49,50,51,55	11 August 2008	18 August 2008	18 – 22 August 2008
21,35,36,41,53,49	25 August 2008	01 September 2008	8 – 12 September 2008

72,75,76,73,74,11,6	25 August 2008	15 September 2008	22 – 26 September 2008
5,8,9,10,14,	01 September 2008	08 September 2008	15 – 19 September 2008
74,72			29 September –2 October 2008
37,38	10 September 2008	10 September 2008	February 2009
39	17 September 2008	17 September 2008	Not done yet
12,18,19,20,59,	22 September 2008	29 September 2008	6 – 10 October 2008
52,54,56,57,58,44,47	29 September 2008	06 October 2008	13 – 17 October 2008
62,63,33,34,42,66	06 October 2008	12 October 2008	20 – 24 October 2008
53	07 October 2008	17 February 2009	February 2009
67,43,46,64,45, 67			10-14 November 2008
67,13,15,16,17,23,25,31,65	20 October 2008	03 November 2008	17 – 21 November 2008
60,61			24-28 November 2008
26			27-31 November 2008
32	17 February 2009	25 February 2009	02 March 2009
22	19 February 2009	19 February 2009	March 2009
27			16-20 March 2009

The process has been very intense and wards that have not been concluded will be concluded before the final reviewed IDP is tabled to council for adoption. Final ward plans are being produced and will be submitted to councillors for signing and will be included in the final IDP to be tabled to council at the end of May 2009. A summary of the prioritised outcomes of those wards concluded is attached as **Annexure “B” on the CD provided.**

This process determined inter alia the following priorities as being of high importance to our communities:

- Improved sustainable income - Economic development and Job creation
- Improved health facilities and programmes on HIV&Aids
- Improved education - Skills development
- Improved safety & security
- Improved living conditions – Infrastructure development and Housing provision
- Improved maintenance - Upgrading of Infrastructure

These community identified priorities indicate that the seven strategic priorities on which EMM focus reflect what the communities regard as priority. The seven strategic priorities of EMM are as follows:

- Promoting good governance;
- Fighting poverty and underdevelopment;
- Urban renewal;
- Job creation;
- Safety and security;
- Partnership against HIV and Aids; and
- Enhancing public participation.

8. EKURHULENI SPATIAL DEVELOPMENT FRAMEWORK (In the process of review)

The Metropolitan Spatial Development Framework that was reviewed, completed and adopted as part of the Integrated Development Framework (IDP) in June 2005 is still quite relevant to take the Ekurhuleni Metropolitan Municipality forward. The Metropolitan Spatial Development Framework (MSDF) is a plan outlining the desired spatial development of the metropolitan area as contemplated in Section 25(e) of the Municipal Systems Act (Act 32 of 2000). It highlights priority investment and development areas and will serve as a

guide to decision-makers and investors. What should be emphasised regarding the SDF is that it is an integral component of the IDP and translates this plan into its spatial implications and guidelines for development. It is therefore not a tool to be used in isolation, but should support decision-making within the context of the IDP.

The MSDF should furthermore not be interpreted as a blueprint or master plan aimed at controlling physical development but rather as a framework giving strategic guidance in respect of the location and nature of anticipated future development in the Municipality. Desired patterns of land use are indicated, although room still exists for interpretation and further refinement.

The SDF is development orientated, to allow for growth and changing circumstances, and to promote investor confidence in the area. But most importantly the SDF endeavours to attain the **millennium development goals (MDGs)** through public investment in public goods and facilities where there is underdevelopment or development is nonexistent, like in health and sanitation; the halving of poverty and joblessness by 2014; as well as the eradication of homelessness by 2014.

It should be noted that in the short-term, the Ekurhuleni will be faced with socio-economic challenges brought to bear by the global economic crisis which has tended to become recessionary. This has implications for development, especially of a sustainable nature.

The SDF represents the first of three levels of plans to be established in the Ekurhuleni Metro. The three levels of plans are as follows:

- **Metropolitan Spatial Development Framework** - addressing metropolitan wide issues and providing broad, overall development guidelines;
- **Regional Spatial Development Frameworks** - these will be formulated for the three Service Delivery Regions (SDRs) namely North, East and South. These frameworks will refine the Metropolitan SDF proposals and will provide more detailed development guidelines; and
- **Local Spatial Development Frameworks** - these will be formulated for designated areas within each Service Delivery Region. These plans will provide detailed development guidelines to address specific issues, in line with the SDR Frameworks.

8.1 FACTUAL OVERVIEW

The Ekurhuleni Metropolitan Municipality is one of six local authorities and one of three metropolitan municipalities in Gauteng Province. “Ekurhuleni’s key demographic and socio-economic characteristics are summarized in the following table and put in context to 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 2000 square kilometres, which translates into 11,63% of Gauteng and 0.16% of the 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 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." (Report on the City of Ekurhuleni's Economic Profile and International Trade Profile, 2008: Page 5 - Global Insight).

	Ekurhuleni	Gauteng	South Africa
Region Area (sq km)	1,928	16,579	1,221,246
Population	2,699,394	9,879,610	47,560,742
Population density (nr of people per sq km)	1400	596	39
Economically active population (as % of total pop.)	57.3%	57.0%	40.5%
No of households	868,976	3,155,402	12,883,990
Average household income (Rand, current prices)	107,349	142,905	94,090
Annual per capita income (Rand, current prices)	34,557	45,642	25,489
Gini coefficient	0.59	0.58	0.64
Formal sector employment (estimates)	696,204	3,670,360	9,896,088
Informal sector employment (estimates)	98,234	477,803	2,110,379
Unemployment rate	34.3%	30.0%	37.7%
Percentage of persons in poverty	24.2%	22.9%	44.4%
Poverty gap (R million)	1,172	3,903	37,897
Human development index (HDI)	0.68	0.71	0.62
Index of Buying power (IBP)	0.08	0.35	1.00
Share of Economic output (GVA % of SA 2006)	6.6%	33.7%	100.0%
Economic growth 1996 – 2006 (GVA % growth pa) (Constant 2000 prices)	2.7%	4.1%	3.4%

Source: Report on the City of Ekurhuleni's Economic Profile and International Trade Profile, 2008 - Global Insight).

The strategic importance of the Ekurhuleni area is furthermore emphasised by the fact that four Blue IQ projects fall within the Ekurhuleni Metro area, namely:

- The Gautrain Rail which links with OR Tambo International Airport and which also has an access station in the Rhodesfield area;
- The OR Tambo International Airport;
- The Industrial Development Zone east of the airport; and
- The Alrode/Wadeville corridor, situated in the southern portion of the Ekurhuleni Metro.

One of the most important features of the Ekurhuleni Metro is its strategic location in the Gauteng national and even sub-continental context. It represents the point of convergence of Southern Africa's entire railway infrastructure, since all the main line systems converge at Germiston Station.

Ekurhuleni Metro is furthermore served by a radial freeway network which links Ekurhuleni to virtually all major destinations in South Africa – the R21 to the City of Tshwane, Limpopo Province and Zimbabwe, the N12 and N17 to Mphumalanga Province, Mozambique and Swaziland, the N3 to KwaZulu-Natal and Lesotho as well as the R26 to the Free State and Western Cape Province (Cape Town).

The OR Tambo International Airport, which is the point of entrance for almost all foreign visitors to Southern Africa is also situated in Ekurhuleni and is a very prominent feature in terms of the secondary activities (manufacture, warehousing etc.), it draws to the area.

8.2 SPATIAL DEVELOPMENT FRAMEWORK PROPOSALS

The section below provides a synopsis of the proposals put forward by the SDF and relates to the legend of the SDF. It is, however, important to refer to the detailed SDF document for the concept and principles behind the SDF as well as more detail regarding these proposals. The proposals are;

8.2.1 Implementation of an Urban Development Boundary (UDB):

It is important to note that an UDB should not be seen as a rigid regulatory mechanism that will stifle all development initiatives. It is rather a policy statement aimed at redirecting patterns of growth and forcing all parties involved in development to reconsider all options available – including opportunities within the urban boundary. This is a line put in place for the next few years, but obviously, as circumstances demand it can/will be amended. EMM is currently initiating an amendment process for the Ekurhuleni Urban Edge. Said amendments will be submitted to the Gauteng provincial government in due course.

The following guidelines for development will apply:

Land used within the UDB: Land used within the UDB which is consistent with the relevant local precinct plan, the spatial development framework, land use management plan and/or town planning scheme will be permitted subject to the normal procedures and legislation e.g. environmental considerations, transportation requirements etc. Note that the UDB does not imply that the entire area can/should be allowed to develop and that development rights are therefore guaranteed. Factors such as timing, availability of services, the environment etc. must and should be applicable when considering an application within the boundary.

Land used outside the UDB: Land uses that are rural in nature would be more desirable, and should therefore be promoted outside the UDB, rather than inside it. Where applicable, these will also have to be in line with provincial policies e.g. GDACE policy on subdivision of land etc. Land use complying with the following criteria should be allowed in the rural areas outside the UDB:

- a) Extensive agriculture;
- b) Conservation area/ Nature Reserves;
- c) Tourism and related activities e.g. curio markets;
- d) Recreational facilities e.g. hiking trails/hotels/game lodges;
- e) Farm stalls and home industries;
- f) Rural residential uses/Agricultural holdings in specific areas;
- g) Any other related development/service

Provided that the proposed development/service

- h) primarily services the local market; and/or
- i) is resource based; and/or
- j) is located at a defined and approved service delivery Centre

Developments/services not complying with the criteria set in (a) – (f) may thus only be allowed if they comply with criteria (h). (i) and (j).

Note that applications outside the UDB that do not comply with the criteria are not prohibited, but specific measures will apply. Please refer to the detailed 2005 SDF document in this regard.

8.2.2 Peripheral Uses:

The area directly outside the UDB is earmarked for peripheral use. It is envisaged that a transition area will develop around the Urban Development Boundary which may comprise a range of different peripheral uses. It is proposed that low intensity land uses like agricultural holdings, rural residential uses, low intensity service industries (typically those occurring on agricultural holdings) as well as urban agriculture be promoted in the fringe area around the Urban Development Boundary. These uses should support and protect the Urban Development Boundary and serve as a barrier for the future expansion of the urban environment. It is also necessary to utilise opportunities optimally for urban agriculture in this area, especially those areas near to disadvantaged communities. The Sentrarrand area to the north of Daveyton-Etawatwa holds some potential for LED development.

8.2.3 Extensive Agriculture:

These are the areas outside the UDB and peripheral use zone, where extensive agriculture should be protected and promoted. The provision of services, such as health, education, retail, etc. should also be catered for in these areas.

8.2.4 Activity Nodes or Areas:

There is a wide range of activity nodes or areas accommodating a variety of activities in Ekurhuleni. The Metropolitan Activity Area can be divided into four main core areas, namely:

- Greater OR Tambo International Activity Area; which includes the three Blue IQ projects (O R Tambo International Airport, Gautrain, and the IDZ) the CBDs of Edenvale and Kempton Park, the proposed corporate office precinct in Rhodesfield, the industrial complex of Isando, Spartan

and Jet Park, the R21 Development Corridor and the Olifantsfontein-Clayville industrial area;

- Central Activity Belt; comprising the CBDs of Germiston, Boksburg, and Benoni as well as mining activities and the industrial areas of Germiston, Anderbolt and Benoni South; Alrode-Wadeville Corridor, which includes the industrial area of Wadeville and Alrode and is already a Blue IQ project. ; and
- Far East Activity Belt; comprising the CBDs of Brakpan, Springs and Nigel as well as the industrial area of Vulcania, New Era, Nuffield and the Vorsterskroon and Pretoriusstad industrial areas around Nigel which are the subject of an Industrial Revitalisation Strategy.

In terms of retail, the existing nine Central Business Districts should be maintained and strengthened, to protect the public and private investment in these areas. The implementation of Business Improvement Districts is proposed as a strategy to improve safety, security and overall environmental improvement in the CBDs. Furthermore, the Ekurhuleni Retail Study provides some guidelines towards the development of retail facilities.

The industrial area includes the full range of industrial activities from heavy and toxic industries to light industrial, commercial and warehousing activities. Within the context of the four Core Areas identified, the functional specialisation of these industrial areas should be promoted, both in terms of local and regional context.

The triangular area around the O R Tambo International Airport represents a core focus area for Ekurhuleni. Large portions of land to the south and east of O R Tambo International Airport are still undeveloped/underdeveloped enhancing the potential for large-scale development/redevelopment of these areas. These developments could be used to establish the identity of the Ekurhuleni Metro in future.

The agricultural holdings of Boksburg directly to the south of the O R Tambo International Airport in particular, have the potential to be developed in such a way that they promote the identity of Ekurhuleni. Due to its proximity to O R Tambo International Airport, there will, however, be a limit on the height of development and the type of development (noise zones) that will be allowed. The same applies to the portion of the R21 corridor to the north of O R Tambo International Airport. The area south of O R Tambo International Airport already holds the East Rand Mall and associated developments. It is proposed that this area be developed for mixed use purposes mainly focused on retail and office developments. The area is highly visual (especially from the surrounding freeway network), and therefore care should be taken that all development in the area is aesthetically attractive in order to contribute towards establishing the identity and image of the new Ekurhuleni Metropolitan Municipality.

An Economic **Strategic Triangle Study** that encompasses the O R Tambo International Airport area and the CBDs of Germiston, Boksburg, Benoni and Kempton Park has been conducted to give development direction within this core area. In the absence of an identifiable single CBD for Ekurhuleni, currently a multi-nodal municipality of nine independently developed towns, the Core Economic Development Triangle to be developed on the same

principles of the Gauteng Provincial Development Triangle that identifies the City of Joburg, Tshwane and OR Tambo International Triangle for development, has been adopted. The core triangle reinforces the role of the OR Tambo Airport as both of competitive and comparative advantage for the municipality as identified in the National Spatial Development Perspective of national government.

In support of this, a **Development Corridor Study** that outlines how this core area and others alluded to above can be linked to the rest of Ekurhuleni, has also been completed and adopted. There are two significant Corridors identified in the study. The first is the North-South R21 (Sisulu) Corridor R21 which currently starts at the East Rand Mall area in the south and extends northwards to Tshwane, linking with the Limpopo and the SADC countries from Zimbabwe and beyond. This Corridor is planned to extend southwards to the Katorus area. The second is the East-West Corridor that follows the mining belt in the City of Joburg to the West of Ekurhuleni and from Germiston is referred to as the Germiston – Daveyton (GDAC) Corridor. From Daveyton it becomes part of the regional and subregional developments to eMalahleni, Mbombela in Mpumalanga Province and Maputo in Mozambique.

8.2.5 Infill Development Priority Areas:

There are five main areas that are a priority in terms of infill development (utilising undeveloped/under-developed land in central locations). These are the areas previously occupied by mining activities in the vicinity of Germiston, around the central part of Boksburg, to the east of Benoni, and to the northwest and west of the Springs CBD. These five pockets of land are strategically located within the core areas of the EMM and some detailed work has already been done on the suitability for development of these areas.

Some areas for infill are located within the Core Triangle and at the intersection of the north-south, east-west Corridors and are therefore critical for development.

8.2.6 Strategic Development Areas:

As far as future residential expansion is concerned, eight major precincts have been identified, namely;

- Olifantsfontein/Clayville (linking to the Midrand area);
- Esselenpark/Kaalfontein. This forms part of the Tembisa-OR Tambo International Airport Corridor as it is served by both the commuter railway line and route K105;
- Pomona/Benoni North (area Northeast of O R Tambo International Airport);
- Area north and northwest of Daveyton;
- KwaThema-Duduza;
- Tsakane West;
- Boksburg South; and
- Katorus South.

8.2.7 Service Upgrading Priority Areas:

The EMM should focus its capital expenditure and operation programmes on upgrading services and facilities in previously disadvantaged areas to levels comparable with those of the rest of the Metro. These areas include the informal sectors for which the Millennium Development Goals are most relevant. There are four major complexes of disadvantaged communities earmarked as Service Upgrading Priority Areas namely:

- Tembisa;
- Katorus;
- Kwatsadusa; and
- Daveyton/Etawatwa.

Retail development nodes have been identified in certain selected areas for retail development and other economic generating activities to boost the sluggish economy inherited from a segregated past.

8.2.8 Regional Open Space:

A Regional Open Space system is proposed for the metropolitan area and has been schematically illustrated in the SDF. An Environmental Management Framework (EMF) has been completed for the entire Ekurhuleni. The results of the EMF have been used in the drafting of the Ekurhuleni Biodiversity and Open Space Strategy (EBOSS).

The vision for EBOSS is that it must be relevant, feasible, acceptable and implementable. The objectives of EBOSS are to:

- Meet the open space needs of the population of Ekurhuleni in a way that will make adequate access to a variety of types of open spaces in Ekurhuleni that will fulfil the physical and psychological needs of the community;
- meet the national biodiversity targets for vegetation types in the area in an appropriate manner that focuses on attainable priorities;
- consider and integrate the conservation plan needs of the province in a practical way;
- consider and take land needed for development into account in an objective and equitable manner;
- contribute as an integrated element in the proper functioning of Ekurhuleni as a city;
- set implementation targets in a manner that is realistic, affordable and achievable;
- provide objective implementation performance measures that will accurately indicate performance and ensure accountability of officials.

EBOSS describes the environmental context of Ekurhuleni in terms of geology, topography, surface hydrology, water quality, rainfall and climate, and vegetation types. A detailed biodiversity description is included and strategic issues are identified.

The following biodiversity opportunities are identified by EBOSS:

- The Hydrological Network;

- Remaining Primary Vegetation;
- Birds and Aquatic Life;
- Existing Urban Open Space;
- Potential Links; and
- Physical Constraints to Development.

The following biodiversity constraints are identified by EBOSS:

- Policy Clashes;
- Private Ownership of Potential Natural Open Space;
- Polluted State of the Rivers;
- Fragmentation of Natural Open Space Elements;
- Population Distribution; and
- Dispersed Nature of the EMM Spatial Structure.

All open space in Ekurhuleni is classified in terms of EBOSS. These will be studied after the approval of EBOSS for integration in the future SDF reviews.

The following policies and guidelines are proposed in EBOSS:

- Policy on the Protection of Biodiversity in the Open Space System;
- Policy on Integrating Natural Open Space into the Urban Context;
- Policy on the Development and Land Surrounding the Open Space System;
- Policy on Existing Agricultural Practices in the Open Space System;
- Policy for the Drafting of Spatial Development Frameworks as the Main Implementation Instrument of EBOSS;
- Policy for Detail Evaluation of Natural Open Space in a Local Context; and
- General Guideline for Ekurhuleni Parks Department.

8.2.9 Mining:

There are four major concentrations of mining land in the area which include the area in the Reiger Park vicinity, the area to the east of Benoni, the area to the east of Springs and three sites in the vicinity of the Kwatsaduza complex. These areas have been earmarked for mining related activities.

8.2.10. Transportation:

The land use framework as highlighted above must be supported by a transportation network and services in order for it to materialise. The following is a summary of the main features in this regard:

a) Rail:

The entire urban complex of the EMM is served by rail infrastructure, which links the disadvantaged communities of Tembisa, Katorus and Daveyton-Etawatwa to all four core areas of economic activity identified. In fact, the railway line is central to each of the four core areas.

In line with the national and provincial policy guidelines, the railway service should represent the core service around which public transport

is provided. It also presents an opportunity for Transit Orientated Development, which essentially means that the layout and design of land use around the railway stations should be orientated towards promoting the utilisation of the railway system. The rail infrastructure also links to Gautrain, which provides for an Ekurhuleni commuter station at Rhodesfield.

b) Road:

Freeway Network: the freeway network ensures good regional accessibility and links Ekurhuleni to all major centres in the Southern African context. The current freeway network is, however, mainly radially orientated towards Greater Johannesburg. The priority expansion of the freeway network in Ekurhuleni revolves around:

- the PWV 15, which will unlock the development opportunities to the east of O R Tambo International Airport;
- route PWV 13 which will directly link O R Tambo International Airport with the N3 and which will improve accessibility of the Central Activity Belt around Boksburg; and
- route PWV 14, which will link Germiston and the Central Activity Belt to O R Tambo International Airport, and the R21 and N12 freeways.

Second Order Road Network: The main objective of the Network is to:

- Facilitate movement in the metropolitan area in the north-south and east-west directions;
- Link residential areas to one another and to the core areas of economic activity;
- Link areas of economic activity to one another;
- Promote mixed use and high density developments adjacent to these routes (subject to road access management requirements); and
- Promote transport along these routes as a priority.

Six main north-south desire lines have been identified, these include:

- Route K117/K127/K123 which runs from Tembisa through the Isando-Spartan complex, through the Central Activity Belt near Germiston station and surrounding industrial areas, through the Wadeville industrial area, linking to Vosloorus and Katlehong, from where it links to Alrode and further towards Alberton CBD;
- Route K105/K90/K131 which links to the following areas:
Tembisa/Kempton Park CBD, Isando, Spartan, Jet Park, OR Tambo International Airport, Boksburg CBD, Sunward Park and Vosloorus;
- K155 which is the extension of R21, PWV15, and passes through Anderbolt, Van Dyk Park, Vosloorus, Thokoza and Alberton;
- K109 which links the northern suburbs of Benoni to the Benoni CBD and Benoni South industrial area, from where it stretches southwards past Tsakane and eventually links up with the N3 freeway;
- K161/K154 which serves Daveyton-Etwatwa from where it passes through two infill priority areas, southwards towards the Springs

CBD, and the New Era industrial area, then past the communities of KwaThema, Duduza and Nigel, where it links to the N3. This route would serve as the central spine around which the Far East Activity Belt could be developed in the future; and

- K175, which links Etwatwa to Springs CBD.

In an east-west direction there are three priority desire lines:

- K68 which would serve to link the Daveyton-Etwatwa complex to the O R Tambo International Airport Activity Area, and which would also serve the Strategic Development Areas;
- K106 which would link the Daveyton-Etwatwa complex to the Central Activity Belt including Benoni, Boksburg and Germiston; and
- K132/K163/K116, which would link Springs to the Brakpan CBD (Far East Activity Belt) and then to Boksburg (Central Activity Belt).

The Ekurhuleni Integrated Transport Plan (2006/7 TO 2010/11) was approved during 2007. "The preparation of the current ITP was originally intended to cover the five year period from 2005 to 2010. Delays in the commencement of the preparation have resulted in the adjustment of the period to that specified above due to the fact that it would only be realistic for the results and implementation plans emanating from this study to influence the municipal budgets for the financial year 2006/7 and subsequent years. The target years for the short- and long-term planning scenarios were, however, retained as 2010 and 2025, primarily to ensure compatibility with the planning cycle at Provincial level.

"The ITP is being prepared by the EMM in compliance with the requirements section 6(1) of the National Land Transport Transition Act (NLTTA), and will be submitted for approval to the MEC in terms of section 27(4) thereof." (ITP Executive Summary: Page 5).

8.3 IMPLEMENTATION AND PRIORITISATION

The SDF provides some strategic guidance as to where the EMM should focus in the allocation of its resources. In order to assist with prioritisation of projects and allocation of resources, five main elements of the SDF were isolated as geographic entities, which could give guidance as to where the priority capital investment areas lie. These are:

- Core Economic Areas;
- Infill Priority Areas;
- Strategic Development Areas;
- Service Upgrading Priority Areas; and
- The Urban Edge.

The MSDF is supported by a number of sector/ topic specific planning documents, including the following:

- Core Economic Triangle Study;
- Corridor Study;

- Ekurhuleni Regional Retail Strategy, including an Implementation Strategy for PDIs; and
- Ekurhuleni Residential Densification Strategy

In addition, the EMM is currently in the process of drafting detailed plans for the OR Tambo International Airport and surrounding areas in co-operation with ACSA and other role players.

The reviews of the Northern, Southern and Eastern SDF were approved in 2007. A number of precinct plans have been completed and the formulation and revision of other identified LSDFs for 2007/2008 will follow in earnest.

Although the Spatial Development Framework becomes binding on the Municipality through the adoption of the Integrated Development Plan, the MSDF (highest level of plan in EMM), must only be used as a guide and not to assess development applications as it is not site specific. LSDFs are used for the valuation of development applications. Where there is no LSDF the applicable RSDF is used.

This Executive Summary of the Metropolitan Spatial Development Framework aims to provide a basic outline of the MSDF document at a very conceptual level of abstraction. The attainment of the millennium development goals (MDGs) is an overarching thread through the MSDF, in particular the improvements to the former deprived townships, where there are poverty concentrations, as well as the informal settlements.

For further information it will be necessary to refer to the complete MSDF document, RSDF documents and other planning documents and strategies referred to above.

The EMM is in the process of reviewing the MSDF. The review process should be concluded towards the end of 2009. The review should include a social facilities plan.

9. DISASTER MANAGEMENT PLAN

The EMM Disaster Management plan was approved in 2007 and is currently being reviewed. The review is scheduled to be finalised during June 2009. The current Disaster Management Plan is however still in place.

Executive Summary

The Disaster Management Act (Act 57 of 2002) provides disaster management personnel with a new focus on disaster management. It presents new challenges in not only negotiating and writing up a disaster management plan but also in developing disaster management plans for general public scrutiny. Public scrutiny and acceptance of disaster management plans, prior to its implementation, has become a legislative requirement as identified by Section 26(g) of the Local Government: Municipal Systems Act, Act 32 of 2000.

The Municipal Systems Act, in Section 25 indicates that each municipality should adopt a "single, inclusive and strategic plan for the development of a municipality." The plan referred to is the Integrated Development Plan. The same Act in section 26(g) dictates that "applicable disaster management plans", are a core component of the Integrated Development Plan of a Municipality.

Therefore, the challenge is to develop a disaster management plan which all stakeholders – community, public, commercial, etc - of a municipal entity are able to comprehend and implement within their own setting and which indicates the procedures and processes required to minimise the threat of disaster, utilising a developmental approach. Another challenge includes community and other stakeholder participation in not only the activation of disaster response procedures but also in mitigation and development initiatives, which would lead to sustainable development.

It should be noted that disaster management is not only reactive, but now focuses on actions aimed at preventing disasters, or mitigating the impact of disasters. Different line functions and departments must contribute in varying degrees to disaster management. The needs identified in the corporate disaster management plan will indicate where line functions and departments must contribute. These contributions will then be included in line function and departmental disaster management plans.

Disaster management plans cover the whole disaster management continuum, and must address actions before, during and after disasters. Disaster management plans are compiled on the basis of a generic plan including standard operating procedures and best practice, and then expanded with risk-specific plans that address disaster management for special circumstances where the generic plan needs to be adapted.

The main strategy of all disaster management activities will be disaster risk reduction. A risk reduction strategy will ensure alignment with the strategies adopted internationally.

The United Nations' International Strategy for Disaster Reduction highlighted the following challenges posed by disasters:

1. *Disaster loss is on the rise with grave consequences for the survival, dignity and livelihood of individuals, particularly the poor and hard-won development gains. Disaster risk is increasingly of global concern and its impact and actions in one region can have an impact on risks in another, and vice versa. This, compounded by*

increasing vulnerabilities related to changing demographic, technological and socio-economic conditions, unplanned urbanization, development within high-risk zones, under-development, environmental degradation, climate variability, climate change, geological hazards, competition for scarce resources, and the impact of epidemics such as HIV/AIDS, points to a future where disasters could increasingly threaten the world's economy, and its population and the sustainable development of developing countries.

2. *Disaster risk arises when hazards interact with physical, social, economic and environmental vulnerabilities. Events of hydro meteorological origin constitute the large majority of disasters. Despite the growing understanding and acceptance of the importance of disaster risk reduction and increased disaster response capacities, disasters and in particular the management and reduction of risk continue to pose a global challenge.*
3. *There is now international acknowledgement that efforts to reduce disaster risks must be systematically integrated into policies, plans and programmes for sustainable development and poverty reduction, and supported through bilateral, regional and international cooperation, including partnerships. Sustainable development, poverty reduction, good governance and disaster risk reduction are mutually supportive objectives, and in order to meet the challenges ahead, accelerated efforts must be made to build the necessary capacities at the community and national levels to manage and reduce risk. Such an approach is to be recognized as an important element for the achievement of internationally agreed development goals, including those contained in the Millennium Declaration.*
4. *The importance of promoting disaster risk reduction efforts on the international and regional levels as well as the national and local levels has been recognized in the past few years in a number of key multilateral frameworks and declarations.”*

South Africa was part of the Hyogo Framework of Action meeting in Japan during January 2005 with one of our personnel, and Councillors, participating as part of the South African delegation.

The Disaster Management Plan of Ekurhuleni predetermines, to the extent possible, actions to be taken by all departments, stakeholders and cooperating private organisations, to prevent disasters and to reduce the vulnerability of EMM residents to any disasters that may occur. The plan further aims to establish capabilities for protecting citizens from the effects of disasters and for mechanisms to respond effectively to the actual occurrence of disasters, and then to provide for recovery in the aftermath of any disaster involving extensive damage or other debilitating influence on the normal pattern of life within the community of the municipality.

The Disaster Management Plan provides the basis for the development of risk specific plans which would take into account the peculiarities of different risks. A flood has a different risk profile to drought and an earthquake has a different risk profile to a toxic chemical release.

Disaster Management is the business of all stakeholders in Ekurhuleni and so the integration of disaster response plans, the integration of sustainable development and the integration of risk reduction measures must be a coordinated focus of all stakeholders. It is only through sustainable development which considers the impact of development on future generations that we as a municipality would be able to leave a legacy of a healthy and safe world for all to be enjoyed.

The plan provides the results of consultation of disaster response role-players. Each Department of Council is able to identify its disaster responsibilities to ensure that any response to a disaster means that responders do not work against each other but rather compliment efforts to ease the effects of a disaster and so ensure a speedy recover from the disaster. The plan further aims to ensure that sustainable development remains just that, by the application of disaster management principals related to disaster risk reduction, mitigation of disaster risks and prevention.

The typical disaster response scenario would allow for immediate response actions by the Emergency Services in the form of emergency medical services (ambulance), fire and rescue and metro police services. Other departmental role-players like engineers, electricians, building inspectors, health workers, housing officials, to name a few and a host of non-municipal role-players like amateur radio operators, first aid organisations, the SPCA and the like, all have a joint and or supporting responsibility during the response to a disaster. The Disaster Management Centre would be activated and senior departmental officials would be required to participate in the decision making processes at the Centre while the disaster declaration is being done by the Executive Mayor.

The longer term disaster effects would continue to be coordinated from the Disaster Management Centre using relevant departments to supply the necessary skills and direction. These actions would ensure that rehabilitation, and if necessary, reconstruction occurs in order to normalise the disaster stricken community. Funding of post disaster response would take place by utilisation of own internal funds and then secondly by approaching the Provincial and National Government for additional disaster response funding and through the application of Municipal Finance legislation related to emergency purchases.

In conclusion, the Municipal Disaster Management Plan aims at ensuring that Ekurhuleni makes every effort to identify and then reduce disaster risk through proper and timely disaster risk reduction actions. For the disaster events which cannot be prevented, the disaster management plan provides all role-players with pre-determined guidelines on the processes to be followed to save lives and protect property and the environment.

10. MULTI YEAR FINANCIAL PLAN

The 2009-2012 Multiyear Financial Plan is contained under separate cover.

11. PERFORMANCE MANAGEMENT SYSTEM

A municipality is required to utilise a PMS as a primary mechanism to plan, monitor, measure, review and improve the implementation of the municipality's Integrated Development Plan (IDP). The IDP process and the Performance Management process should be seamlessly integrated. The IDP fulfils the planning stage of Performance Management and, in turn, Performance Management fulfils the implementation, management, monitoring and evaluation of the IDP implementation. The performance of an organisation is integrally linked to that of its employees and it is important to manage both at the same time.

The process commences when consultation takes place with all relevant role players. Thereafter, a long term vision and IDP is developed and revised. A PMS is developed and implemented during the same process. After this, regular monitoring, measurement and reviewing of organisational and employee performance takes place. Results are reported on and plans for improvement are developed as part of the review of the IDP. Performance of the organisation is reported on quarterly and annually in terms of specific requirements. The review of the performance of individuals takes place on a quarterly basis in September, December and March of every financial year and a final assessment is done after the June year-end.

Measurement of organisational performance during a particular financial year is facilitated through the implementation and assessment of the Service Delivery Budget Implementation Plan (SDBIP). The annual SDBIP populated with Key Performance Indicators (KPIs), measures and targets, is an integral part of the PMS and must be annually approved and adopted by council. The contents of the SDBIP are taken up into the Performance Agreements of all Section 57 employees, contract workers as well as in performance appraisals of other municipal employees. A 100% alignment is thus ensured.

The PMS should provide a mechanism for ensuring increased accountability between the community and the council, the political and administrative components of the municipality, as well as between each department and the office of the City Manager.

The PMS must also provide a mechanism for learning and improvement in that knowledge must be obtained, in respect of which approaches have the desired impact and enables the municipality to improve delivery. Another important function of the PMS is that it should provide the leadership and management of the municipality with timely diagnostic signals of the potential risk that are likely to impede the implementation of the IDP. This will enable the implementation of interventions where it is necessary and possible to do so.

The Municipal Planning and Performance Management Regulations, Regulation 796 of 2001 to the Systems Act, contains the following important prescriptions relating to a municipality's PMS:

Regulation 7(1) – A municipality's PMS entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed; including determining the roles of the different role-players.

Regulation 7(2) – in developing a PMS a municipality must ensure that the system:

- (a) complies with all the requirements set out in the Act (Systems Act);
- (b) demonstrates how it is to operate and be managed from the planning stage up to the stages of review and reporting;
- (c) clarifies the roles and responsibilities of each role-player, including the local community, in the functioning of the system;
- (d) clarifies the process of implementing the system within the framework of the Integrated Development Planning process;
- (e) determines the frequency of reporting and the lines of accountability for reporting;
- (f) relates to the municipality's employee performance management process;
- (g) provides for the procedure by which the system is linked to the municipality's Integrated Developmental Planning process

Regulation 8 – A PMS must be established before or at the same time as the commencement by the municipality of the process of setting KPIs and targets in accordance with its integrated development plan.

Regulation 11(1) – A municipality must review its KPIs annually as part of the performance review process.

Regulation 14(4)(a)(ii) – A performance audit committee must review the municipality's PMS and make recommendations in this regard to the council of that municipality.

The Performance Management System (PMS) for Ekurhuleni Metropolitan Municipality has not been reviewed and is currently implemented as was approved in the 2008-2012 IDP.

12. TWENTY PRIORITY TOWNSHIPS PROGRAMME

The Twenty Priority Townships Programme that focuses on the upliftment and development of previous disadvantaged communities included inter alia the following:

- Beautifying the townships;
- Providing decent schools;
- Providing clinics;
- Providing sport and recreational facilities;
- Providing lighting;
- Streets;
- All formal houses;
- Providing adequate storm water drainage systems;
- Roll out of MPCCs;
- Providing libraries;
- Providing taxi ranks;
- All roads in these townships to be tarred by 2009; and
- Each area has a vibrant commercial and transport hub.

Of the Twenty townships selected, seven fall within Ekurhuleni:

- Tembisa;
- Katlehong;
- Daveyton;

- Wattville; and
- Kwatsaduza (Kwa-Thema, Tsakane & Duduza).

The Gauteng Department of Housing is the coordinator of this programme and by implication this became the responsibility of the Housing Departments at Local Government.

At the Premier's Coordination Forum, which met on October 2006 the following recommendations were confirmed:

1. The Twenty Prioritized Township Programme be regarded as an intergovernmental programme funded and supported by both spheres of government.
2. The Integrated Development Plans of the Municipalities be reviewed to ensure that the strategic priorities as defined by the mandate as determined by the Premier be supported.
3. The Provincial Government and Municipalities cooperate to review the IDP's and to prioritize the projects to be implemented to support the revised IDP's by end November 2006 and that Council approval of the revised IDP's be obtained by end January 2007
4. The Provincial Departments and Municipalities reprioritize their capital budgets and grant funding allocations to finance the reprioritized projects in the Twenty Prioritized Townships.
5. The Provincial Departments include in their Budget Statement 3's which must be submitted to Treasury by end November 2006 the revised budgets.
6. The funding required to implement projects to address the 11 Premier's Directives be determined as well as the budget shortfall once the reprioritized budgets have been finalized.
7. The communication plan be discussed with the communication units of the Municipalities before end November 2006 to ensure that the Mayors and Municipal Managers are supporting the communication process.
8. The Municipalities confirm their appointment of the Members of the Mayor Committees responsible to manage the 20 PTP within Council as well as the Municipal Twenty Prioritized Township Programme coordinators before end October 2006.
9. The responsible Departmental and Municipal officials report monthly within 7 days after month end on the progress made to implement funded projects within the 20 PTP to their respective management structures and that these reports be copied to the Provincial Programme Manager to enable him to prepare progress reports to the Executive Council and the Premier's Coordination Forum.
10. The various accounting officers monitor the progress of all projects to ensure that the funded projects be implemented timeously to ensure that the various targets are met.
11. The services of the Provincial Programme Manager be utilized by the accounting officers to address deviations from project programmes and cash flows.

In short this meant that no additional funding would be forthcoming and that the Municipalities would be expected to align their IDPs and capital budgets to address the backlogs in those specific townships. Municipalities are encouraged to access grant funding like the "Neighbourhood Development Partnership Grant" of National Treasury.

Ekurhuleni has submitted eight applications for this grant, all of which have been approved in principle. The EMM Housing Department has so far obtained bids for technical assistance for four of these approved applications, which will then be followed by capital grant funded projects. On investigation, it was established that the capital budget and IDP of Ekurhuleni does indeed fulfil these requirements, although the targets like "All roads in these townships to be tarred by 2009" cannot be met without substantial additional funding. The Municipal Roads Turnkey Programme and the EPWP programme of the Gauteng Department of Public Works will, however, ensure that many priority roads are tarred during this time. Other services and community facilities are also being upgraded and provided through the budget. This information is provided to the GDoH to inform them of progress within the 20PTP areas.

The following table reflects progress made in the implementation of the 20 PTP in Ekurhuleni in the current financial year. It should also be noted that EMM is also addressing the same principles in the other previously disadvantaged townships. EMM has over the last number of years allocated in excess of 60% of its capital budget towards the previously disadvantaged townships.

The table is contained as an electronic file on the CD named 20 PTP Progress.

13. PROVINCIAL PLANS, PROGRAMMES AND BUDGETS

Information regarding the provincial plans, programmes and budgets are currently being verified to ensure alignment. Through the provincial engagement process scheduled to take place during the consultation period in April 2009, these matters will be finalised.

14. CONCLUSION

This Draft 2009-2013 IDP is presented for noting and publication for participation and comments from the EMM stakeholders. Various processes are already in motion to improve and refine the document in terms of content and quality.