

**EKURHULENI METROPOLITAN  
MUNICIPALITY**

**REVIEWED  
INTEGRATED  
DEVELOPMENT PLAN  
(IDP) 2012**

a partnership that works



**Ekurhuleni**  
METROPOLITAN MUNICIPALITY

# CONTENTS

<b>1. INTRODUCTION .....</b>	<b>3</b>
1.1 BACKGROUND .....	3
1.2 THE PLANNING FRAMEWORK.....	22
<b>2. STATUS QUO .....</b>	<b>23</b>
2.1 INTRODUCTION .....	23
2.2 THE CURRENT SITUATION.....	24
2.3 VISION, MISSION & VALUES AND STRATEGIC PRIORITIES .....	34
<b>3. EKURHULENI GROWTH AND DEVELOPMENT STRATEGY (EGDS) 2025.....</b>	<b>35</b>
3.1 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT .....	42
3.2 ADDENDUM TO THE EKURHULENI GDS 2025 FOLLOWING THE GROWTH AND DEVELOPMENT SUMMIT 2006.....	42
<b>4. INSTITUTIONAL ARRANGEMENTS.....</b>	<b>45</b>
<b>5. REVIEW OF THE INTEGRATED DEVELOPMENT PLAN</b>	
5.1 GUIDING PRINCIPLES .....	49
5.2 AMENDMENT AND UPDATING OF WARD PRIORITIES .....	76
<b>6. EKURHULENI METROPOLITAN SPATIAL DEVELOPMENT FRAMEWORK 2035 - EXECUTIVE SUMMARY .....</b>	<b>102</b>
6.1 SECTION A: INTRODUCTION.....	102
6.2 SECTION B: STATUS QUO ANALYSIS .....	102
6.3 SECTION C: THE SPATIAL DEVELOPMENT FRAMEWORK .....	103
6.4 SECTION D: IMPLEMENTATION PLAN .....	128
<b>7. DISASTER MANAGEMENT PLAN.....</b>	<b>136</b>
7.1 EXECUTIVE SUMMARY .....	136
<b>8. MULTI YEAR FINANCIAL PLAN.....</b>	<b>139</b>
<b>9. PERFORMANCE MANAGEMENT SYSTEM.....</b>	<b>139</b>

<b>10. PROVINCIAL PLANS, PROGRAMMES AND BUDGETS .....</b>	<b>140</b>
<b>11. CONCLUSION.....</b>	<b>164</b>

# REVIEWED IDP 2012 2012/2013 – 2014/20115 BUDGET 2012/2013 SDBIP

## 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 IDPs. 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.

During the past eleven years we have made excellent progress in enabling the people of this region to enjoy the fruits of liberation and democracy. We have seen substantial improvements made in the providing of healthcare, building houses and providing water, electricity and sanitation. 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 27% in 2009 (Expanded definition). 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.

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 also focus their plans on the following National and Provincial priorities:

- ▶ Rural Development
- ▶ Health
- ▶ Job Creation
- ▶ Education
- ▶ Sustainable Communities
- ▶ Building Good Governance and the Capacity of the State
- ▶ Fighting Crime and Corruption

Implementation of the priorities referred to above should be structured around the following five Key Performance Areas:

- ▶ Basic service delivery
- ▶ Economic Growth, development and job creation
- ▶ Good Governance and Public Participation
- ▶ Municipal Financial viability and management
- ▶ Organisational development and transformation

During the Cabinet Lekgotla held from 20 to 22 January 2010 cabinet adopted the following 12 Outcomes which are the politically determined priorities of government as derived from the election manifesto of the ruling party and the Medium Term Strategic Framework (MTSF).

<b>OUTCOMES</b>	
1	Improved quality of basic education.
2	A long and healthy life for all South Africans
3	All people in South Africa are and feel safe.
4	Decent employment through inclusive economic growth.
5	A skilled and capable workforce to support an inclusive growth path
6	An efficient, competitive and responsive economic infrastructure network.
7	Vibrant, equitable and sustainable rural communities with food security for all.
8	Sustainable human settlements and improved quality of household life.
9	A responsive, accountable, effective and efficient local government system.
10	Environmental assets and natural resources that is well protected and continually enhanced.
11	Create a better South Africa and contribute to a better and safer Africa and World.
12	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship

Since the establishment of EMM, it implemented projects and programmes through its IDP and the achievement of inter alia the following:

- ▶ All communities have access to clean water and decent sanitation;

- ▶ There is universal provision of free basic services;
- ▶ Constructed hundreds of new roads to improve access for our communities
- ▶ 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 disasters and emergencies;
- ▶ Utilization of sports, recreation, arts and culture for social and physical renewal and building towards single identity of Ekurhuleni community;
- ▶ Environmental management, including dealing with conditions of dolomite prevalent in the city;
- ▶ Improvement of the general health in our communities.

In building on what EMM have delivered over more than a decade, we will focus on the following key challenges facing our communities:

- ▶ Building local economies to create more employment, decent work and sustainable livelihoods;
- ▶ Improve our services and broaden the access to them;
- ▶ Build more united, non-racial, integrated and safer communities;
- ▶ Promote more active community participation in our processes within EMM;
- ▶ Ensure that EMM become more effective, accountable and clean that works together with National and Provincial Government.

In our endeavour to support the above, EMM have developed its IDP in the logic framework model and results based outcomes. The following summarizes the result statements:

1. Transformed service delivery by making them accessible, sustainable, convenient, responsive, and cost-effective

#### Programmes

- a. Urban Management programme;
- b. By law enforcement campaigns;
- c. Eradicating infrastructure backlogs and completing infrastructure projects
- d. Long-term Asset Management strategy and plans for Water, Energy and Waste;
- e. Road maintenance and upgrades;
- f. Customer relationship management programme.

2. Increased effective, accountable and clean local government by elimination of corrupt activities, developing and strengthening departmental administrative, institutional and financial capabilities to ensure that only the highest standards of management are tolerated thereby maintaining a satisfied and healthy workforce

#### Programmes

- a. Revenue collection and maximisation;
- b. Unqualified audits.

- c. Human Capital Management;
- d. Labour Stability;
- e. Administrative efficiency;
- f. Legal and compliance; and
- g. Fraud and Corruption / ethical governance

3. Human Settlements that provides housing solutions that are affordable and sustainable

Programmes

- a. Providing housing,
- b. Facilitating sustainable housing environments in appropriate locations,
- c. Upgrading informal settlements towards security of tenure,
- d. Coordinating access to basic services across all informal settlements and
- e. Managing the built environment,

4. Deepen democracy through the separation of powers and active community participation in local government

Programmes

- a. Secretariat support programme
- b. Participatory local governance;
- c. Accountability and transparency through Section 79 committees etc.
- d. Public participation

5. Social Inclusion and equity - Build more united, non-racial, integrated and safer communities as serious and priority crimes are reduced and corruption defeated

Programmes

- a. Early Childhood Development Programme;
- b. Public Arts, Heritage, Culture and Theatrical Development Programme;
- c. Sports and Recreation Development Programme;
- d. Primary Health Care expansion;
- e. Access to HIV and AIDS treatment, care and support;
- f. Tuberculosis Control Programme;
- g. Environmental Health Programme;
- h. Road safety; and
- i. Crime Prevention.

6. Safe and sustainable resources - The City must be environmentally friendly to preserve the natural environment and resource base of the future generations

Programmes

- a. Open Space Conservation and Management;
- b. Air Quality Programme
- c. Biodiversity protection programme;

- d. Integration of climate change adaptation with urban planning;
- e. Early Emergency Detection & Warning;
- f. Incident Management; and
- g. Disaster management.

7. Become the preferred destination for growth and development.

Programmes

- a. Integrated and efficient public transport system
- b. Effective spatial development initiatives,
- c. Tourism programme
- d. Programme for foreign and domestic direct investment.
- e. Traffic Management
- f. growth of the local economy is controlled in job intensive sectors with adequate up-skilling to meet demands for the economy through:
  - i. SMME development Programme;
  - ii. Area based economic development programme;
  - iii. Sector Support Programme;

8. A transformed, smart city where technology, strategy development, planning and project management contribute towards all citizens having an equal opportunity for growth and development

Programmes

- a. Integration of systems;
- b. Strategic planning and integration;
- c. IT environment

Due to the multi nodal set up of Ekurhuleni we have struggled over the last number of years to focus our investment in such a way that we start creating an identity for EMM but also ensure that we sustain our infrastructure investment that were made over time. Specific programmes are being planned and will be rolled out over the coming period. These include inter alia the following:

- **The development of the Ekurhuleni Aerotropolis with the nucleus the OR Tambo International Airport**

Professor John Kasarda the ‘father’ of the Aerotropolis identifies the Aerotropolis as: “An economic model that seeks to leverage the economic benefits of having an International Airport within the city. An Aerotropolis achieves unprecedented integration of high-value perishables and high-tech manufacturing with air cargo, links the OR Tambo International Airport and the Province region into an emerging international air commerce network that will give the Province and country’s businesses quick and efficient access to suppliers and customers around the world, drives commercial and industrial development in the immediate airport area and outward, creating a “greater Aerotropolis” and develops OR Tambo International Airport as a hub for multimodal air commerce and catapult the broader airport region into global leadership in time-critical manufacturing and perishables distribution”.

This is a new approach to economic, business and spatial planning that arose as a direct impact of the increase in global air passenger and cargo



travel. Easy access to the airport has created a new access to the market by businesses. Professor Kasarda further defines the Aerotropolis as:

- ▶ A new strategic approach to airport planning and commercial land use simultaneously benefitting airport, region and country, which
- ▶ Offers businesses located on and near the airport with speedy connectivity to their suppliers, customers, and enterprise partners nationally and worldwide, and
- ▶ Contains the full set of commercial facilities that support airlines and aviation-linked businesses as well as millions of air travelers who pass through the airport annually.
- ▶ An “inside the fence” Airport City which is the commercial core of the Aerotropolis operating as its multimodal central business district heavily leveraged by the passenger and cargo terminals of the airport.

Spines and clusters of airport-linked business and residential complexes are forming along airport transportation corridors up to 20 kilometers from some airports with significant economic impact measured up to 60 kilometers.

Global Aerotropoli are characterized by speed, connectivity and access to markets, together with an aesthetically pleasing environment, which makes accessibility location and a beautiful city equally important. These relate to the speed with which businesses can move their goods through the transport network, the connectivity to the internet and business accessibility to markets. However the success of an aerotropolis depends on the extent of dominant airport activity, mainly passenger, business and cargo.

An aerotropolis provides opportunities to Air Transport Service providers, businesses which are frequent users of air transportation, companies searching for location sites with convenient access to air or ground transportation and to retain current investors and attract new investors into the area.

Benefits to the region include appreciation of the land value as the demand for proximity to the airport increases, related industry and infrastructure developments around the Airport City and subsequent contribution to regional economic development. The notion of an Aerotropolis in Ekurhuleni is also based on the following:

The Ekurhuleni Growth and Development Strategy envisages to:

- ▶ have a City with an integrated, well-developed and vibrant core economic area, a unique identity underpinned by high quality, integrated, well-maintained transportation infrastructure and integrated public transport systems as well as high quality well-maintained services that are distributed equitably.
- ▶ demonstrate a substantial increase in the quality of the environment.
- ▶ have a diversified local economy able to meet local needs, support sustainable development and adapt to changes in accordance with global needs and shifts;
- ▶ halve unemployment by 2014, again by 2025;
- ▶ have a skilled community exhibiting capabilities in self-reliance, innovation and continual skills acquisition to meet the needs of a growing economy;
- ▶ establish Ekurhuleni as a tourism destination of choice, to promote investment in skills, technology, property, sustainable development,

and to contribute towards economic transformation through, amongst others, its procurement policy to promote BBBEE.

The Ekurhuleni Metropolitan Spatial Development Framework responds to the Growth and Development Strategy, particularly with regards to the physical development agenda and strategy, and defines the following spatial objectives for the City:

- ▶ to create a single uniform identity for the Ekurhuleni Metro;
- ▶ emphasis is placed on the importance as well as the future focus of the OR Tambo Airport, the associated and complementary industrial and manufacturing economy of Ekurhuleni;
- ▶ mention is made of the existing major roads and railway lines that provided effective transportation and linkages throughout the city;
- ▶ Also of importance are improved linkages between proposed activity nodes and the core node at the OR Tambo Airport.
- ▶ to promote the **development of a sustainable compact urban structure**: This outcome is supported by densification proposals: around the system of nodes & transport links, as well as advocating infill development close to the core node.
- ▶ to create a sustainable and functional open space network: this **objective involves optimizing existing nature areas, wetlands, dams, pans and selected grasslands** as the backbone of the Ekurhuleni Open Space Network.

The following information on OR Tambo International Airport support the concept:

- ▶ The airport currently employs more than 10 000 people (direct jobs);
- ▶ Research in international aerotropoli show that airports have job-spin off ratio of about 1:8, thus indirectly providing 8 jobs for every 1 at the airport.
- ▶ Globally, the airport is ranked 81<sup>st</sup> in terms of passenger numbers, 53<sup>rd</sup> in terms of cargo tonnage and 78<sup>th</sup> in terms of aircraft movements. It is ranked 1st in Africa on all counts.
- ▶ The airport serves 95 destinations on 5 continents (18 national, 28 regional and 49 international)
- ▶ Over 30% of the value of world trade already moves by air.
- ▶ According to Airbus:
  - Annual **passenger growth rates** to, from and within SA to grow at **6%**. This surpasses the rate for Africa (5.7%), and is well above the average for the world (4.8%).
  - Airlines operating in SA will need **183 new passenger aircraft**, with an estimated value of \$29bn.
  - SA had a **45% growth** in air traffic since 2000.

In order to achieve the vision of having Ekurhuleni as an Aerotropolis and Gauteng as a Globally Competitive City Region, a number of initiatives need to take place to get the environment ready to compete with other City Regions and Aerotropoli. These are some of the activities that must be done which is highlighted as follows:

### **Transport Infrastructure**

An aerotropolis requires modal integration of the public transport network which in Ekurhuleni should consist of various modes of transport (Gautrain, Metrorail, BRT, Bus, Minibus Taxi and even Monorail and Light Rail), that enables a person and cargo to move easily from any place in Ekurhuleni to any other place, with seamless transfers. The transport network in Ekurhuleni needs to be improved to update the current rail infrastructure, arterial roads and to have an integrated multi-modal air, road, rail and sea network that can facilitate the ease and speed of moving cargo. Engagements with PRASA, SANRAL and the Departments of Transport are ongoing to ensure an integrated approach for the success of the project.

An improved transport network will make possible, the speedy processing of time dependant (such as flowers, bio-medical goods, dairy etc.) and high value goods (such as ICT related equipment), which is a feature of the Aerotropolis. The resultant outputs of this strategy will be regional economic development, an increase in investment (foreign direct investment, tourism, infrastructure development, job creation and increase in revenue for the municipality to re-invest in further development.

### **Reduce the Cost and Ease of Doing Business in Ekurhuleni**

Existing and potential businesses in Ekurhuleni complain about the decision making processes in the Municipality that are prohibitive. Whether this assertion is perception or factual, it is clear that if the region is to aggressively attract international investors, compliance processes must be simplified to expedite decisions. A study will be launched, to define exactly what the systemic challenges are and how they can be rectified.

### **Improve Connectivity in Ekurhuleni** (This also relate to the establishment of a Digital City)

Ekurhuleni Municipality has had a vision of having an ICT infrastructure that is an enabler to position it as one of the smart cities and bridge the digital divide. This includes being an internet service provider with the ability to produce digital services through next generation network broadband capacity. The Ekurhuleni Municipality has started rolling out the Fibre Optic rings at the core and wireless network in 2002 already. In order to fully realize this vision, the City has to make additional investment and undertake the following activities:

- ▶ Installation of fibre optic cable;
- ▶ Increase the security of ICT Infrastructure and systems;
- ▶ Migrate from Enterprise Network/ security to Next Generation Network;
- ▶ Establish an ICT Network/ security Operating Centre; and
- ▶ Position itself as an Internet Service Provider.

Work on this project has commenced and it is estimated that it would take R667m to get it up to the required standards.

### **Regional Spatial Development Framework (RSDF)**

The prioritisation of Region A RSDF, includes Kempton Park, Rhodesfield, Tembisa, Germiston and Edenvale, which are areas closest to the OR Tambo International Airport. The RSDF for Region A is unique in the sense that it addresses the regional spatial planning issues for Region A on the one hand, and also the spatial planning issues for the aerotropolis on the other hand. The spatial planning issues for the aerotropolis have an impact on an area much wider than Region A and in some instances include areas outside of Ekurhuleni. The spatial planning for this area is the first towards identifying optimal use and determining the kinds of businesses that needs to be attracted to the airport vicinity. Additional to the RSDF, aerotropolis land use and planning guidelines will also be developed for interpretation and application into the other 5 regions of Ekurhuleni.

### **Support for Sectors**

Ekurhuleni has traditionally been an industrial city with manufacturing at the centre of its economy, however with the advent of the economic crisis in 2008, the manufacturing sectors shed a significant amount of jobs and some have not recovered from the crisis. National and Provincial Government Policies, in the form of the Industrial Policy Action Plan 2 and the Gauteng Industrial Policy have outlined a number of sectors that we need to focus on as the country. Ekurhuleni will facilitate a process of defining its competitive edge and determine which sectors to strengthen in order to support the economy as it currently is, while exploring the sectors with potential to support a future and green economy. This will also include exploring ways of “modernizing” the economy and defining the skills required to drive the economy and development.

### **Development of a Strategic Roadmap**

The process of developing a Strategic Roadmap that will take into consideration lessons learned from other Aerotropoli in the world, transfer appropriate lessons to develop the OR Tambo air logistics and recreational aviation platforms and take into consideration the socio-economic challenges of the City and the Province. The process will be followed by a Master Plan comprising an infrastructure, business and implementation plan guidelines to develop the Aerotropolis.

### **Stakeholder Engagement**

The engagement will take place in phases:

- ▶ Phase 1: engagement with key stakeholders such as the Provincial and National Government, internal stakeholders, ACSA and transport agencies, academic institutions, organized labour and business to obtain an in-principle support for the project. Additional engagements will take place with industries and individual sectors within government.
- ▶ Phase 2: will be with the same stakeholders but sharing more details as the project unfolds. There will be ongoing communication on the project with key stakeholders.

- **Beautification of Dams, Lakes and Pans:** The utilisation of our water bodies to support the building of local economies, sport development, recreation and tourism. Ekurhuleni Metropolitan Municipality is very rich with lakes and dams which have the potential to enhance economic activity of the City in the context of the Aerotropolis. The South African Maritime Safety Authority (SAMSA) and Ekurhuleni Metropolitan Municipality have started a process of assessing the development potential of these water bodies and to determine their development and utilisation potential.
- **The concept of a Digital City** which is the innovative use of technology to create a smart city which will be informed by an ICT Strategy. The Digital City concept is divided into four streams of work which are:
  - ▶ Broadband infrastructure;
  - ▶ Setting up EMM as an Internet service Provider;
  - ▶ Enterprise Operation Centre / Unified Command Centre; and
  - ▶ Digital City Services and products.

The implementation of Phase 1 of the project which includes setting up of the Digital City unit to provide effective broadband infrastructure that supports the business services, commercialisation of the fibre and connectivity to Ekurhuleni community has started;

- **The development of Township Economies.**  
The process have started with the facilitating and developing townships economies through programmes of Township Hubs, which include Township Services Hubs, Township Shared Industrial Production Facilities, Township Business Parks , Recycling Buy Back Centres, Fabrication Laboratory and the provision of street trading facilities. However, in addition to the above, the city is facilitating development and investment projects in townships such as in the development of Shopping Malls. Further to this, the beautification of these previous disadvantaged areas and changing the face of them has also started.
- **Revitalization of the Manufacturing Sector**  
Manufacturing is the economic base in Ekurhuleni and the revival of this sector is of utmost importance for the region as well as Gauteng in particular. This process is not divorced from the concept of the Aerotropolis as the manufacturing and supply of goods is direct/ly related to it.
- **Urban Regeneration**  
Many of the towns that make up Ekurhuleni is over one hundred years old and the renewal of especially the CBD's are key to the socio and economic growth of the City. The Germiston CBD has been prioritised and is being piloted in this programme.
- **Institutional Review**  
The finalisation of the institutional review is in progress and numerous milestones have been reached and the process has gained good momentum to take EMM forward in achieving the priorities set.

- **Finalisation of the GDS 2025 Review**

The GDS 2025 has been under review over the past number of months and it is expected that this process will be concluded in the 4<sup>th</sup> Quarter of this financial year. Currently a reference group of external expertise is evaluating the draft proposals on the GDS review. This will provide guidance to EMM in making final proposals on the future development of the City and Region.

- **Revenue Enhancement and Long-term Funding Strategy**

To enable EMM to implement the projects and programmes referred to above, the sustainable delivery of basic services as well as renewal and maintenance of existing infrastructure, revenue enhancement is priority to ensure that EMM have the relevant financial resources to be able to deliver on it. A long Term Funding Strategy is also being developed to deal with the future funding requirements of the City.

Work on planning the details of these projects and programmes has started and provision has been made in the budget proposals to provide resources for the implementation of these projects to commence. The above will start giving momentum to the mega projects that will take Ekurhuleni to a new development path. Although these projects will contribute to positive growth over the next five years, it is as important to continue the delivering of high quality services to our communities. This will include the provision of following primary services in a sustainable manner:

- ▶ Clean water and sanitation
- ▶ Functional lighting
- ▶ Viable roads and storm-water
- ▶ A world class environment

The above are responding to the five highest priorities identified by our wards which are:

- ▶ Roads, storm water management
- ▶ High mast lights and/or street lights
- ▶ Sports and recreational facilities
- ▶ Construction of RDP houses
- ▶ Multipurpose centres

### **Comments received from the Gauteng Provincial Government on the reviewed IDP 2011:**

The following comments were received from the MEC, Gauteng Department of Local Government and Housing on the fourth review of the EMM IDP submitted in 2011:

**“COMMENTS ON THE 11/12 REVIEWED INTEGRATED DEVELOPMENT PLAN**

*The IDP continues to form a very critical aspect of our evolving system of intergovernmental development planning. The IDP has come to occupy a dual role both as a strategic planning tool of the Municipality whilst also serving as an*

*instrument of intergovernmental planning and alignment among the various spheres of government. Thus, whilst located at the Municipal level, the development and review of the IDP need to give effect to both of these dual purposes. In line with Section 32 (2) of the Municipal Systems Act, kindly receive comments on the Municipality's IDP.*

*The development of the third generation of IDPs coincided with the local government elections. The Department is therefore mindful that the IDPs being commented on (2011/12) were intended to facilitate the transition into the 2011-16 political terms of office and this is the context within which the comments were structured. The 2012/13 review process is critical since it provides for the expression of the priorities of the newly elected councils in the IDPs towards 2016. In contribution towards this process, the comments are structured in a manner that seeks to highlight issues to consider during the IDP review processes. The first section of this letter provides an analysis of some of the board generic trends which impact on future planning, emanating from the analysis of IDPs across the province. The second section highlights municipal-specific issues.*

### **SECTION 1: BROAD OBSERVATION**

*This section is intended to highlight key generic trends that cut across municipalities, drawing from the Department's analysis of IDPs across the province.*

- **Poor use of data that compromises the integrity of IDPs:** *In many of the IDPs, there were instances of poor use of statistical data which has a potential to compromise the integrity of the IDP. In many cases there was extensive use of old statistical data as the basis of planning and frequent instances of overstating our understanding of budgets. These have been highlighted to the specific municipalities to which they are applicable.*
- **Listing of unfunded projects in the IDP:** *Linked to the above, there is a tendency across municipalities to include unfunded projects in the IDP. Whilst this can be understood as a mechanism of mobilizing funding for these projects, the IDP should only contain funded projects, linked to the long term vision of the municipality. Unfunded projects should instead be utilized as a basis for intergovernmental engagement with other spheres of government so that collective interventions can be packaged to ensure that these receive attention and thus funding.*
- **Free Basic Services:** *Municipalities have made significant advances in the area of free basic service provision. Evidence from IDPs suggests that across the Province, there are significant strides being made towards ensuring that the poor have access to basic services through indigent support programmes. Moving forward, Municipalities are advised to begin exploring mechanisms to support communities out of dependency on indigent support. Whilst this requires a collective effort across government, mainly through employment creation, municipalities can explore the use of initiatives such as the community works programme as an exit strategy out of indigent support dependency.*
- **Need for a shift in Service Delivery Models:** *Municipalities continue to be confronted by service delivery challenges, while resources remain limited. Thus there must be a shift in the use of resources away from sporadic delivery of services towards a more focused approach which will yield greater impact. The model employed by the City of Johannesburg in tarring the roads across Soweto is an example of a focused service delivery model that can be employed in order to make greater impact. Lastly, the Provincial Norms and Standards have been approved by EXCO to provide a*

guide in relation to service delivery standards. Municipalities are urged to utilize these in the drive to achieve the attainment of uniform level of service across the Province.

- **Poor Investment in Infrastructure Maintenance:** Investment in Infrastructure maintenance remains poor in many municipalities, resulting in challenges such as water losses. Municipalities are urged to ensure that their investment in maintenance equals 8% of the value of the Property, Plant and Equipment (PPE) in line with Treasury guidelines. Over the 2011-2016 term there also needs to be a reflection of how municipalities are collecting and utilizing the bulk infrastructure contributions from private sector in expanding and maintaining the infrastructure network.
- **Land Audit:** Recent statistics indicate that Gauteng is the most populous province in the country while on the other hand it is the smallest in terms of land size. There continues to be high levels of migration into the province reflected by, among others, the growth in informal settlements. Access to land is thus becoming increasingly challenging. Municipalities are therefore urged to conduct comprehensive land audits with the view to developing an understanding of patterns of land ownership so as to facilitate the delivery of human settlements.
- **Cash Coverage Ratios:** The cash coverage ratio is an important indicator of the municipality's state of financial self-sufficiency as well as its ability to meet its financial obligation. Currently there are extremely low levels of cash coverage ratio across municipalities, which point to limited capacity by municipalities to meet their financial obligations. The latter is partly attributable to low levels of rate collection coupled with challenges with debt recovery. Municipalities are urged to work towards ensuring that the cash coverage ratios move towards the 3 month benchmark in line with Treasury guidelines.
- **Outcome 9: Building an effective an efficient local government:** Implementation of Outcome 9 will be of paramount importance over the 2011-2016 electoral term. Specific attention needs to be paid to issues around institutional development so as to enable municipalities to carry out their mandates in relation to Outcome 9. Firstly, the focus in relation to filling vacant posts has been largely limited to appointment of section 57 managers, while vacancies in other critical areas of service delivery remain unfilled. In order to succeed in delivering their Constitutional mandate, municipalities are urged to extend the focus on filling critical vacant posts beyond section 57 into other areas of service delivery and financial viability. In doing this, municipalities are urged to keep the Employment Equity targets in mind and work towards their attainment. Linked to this, there remain shortcomings with regards to the extension of Performance Management System beyond section 57. Municipalities are urged to also consider this extension as it is critical towards entrenching a culture of performance and accountability.
- **Intergovernmental alignment:** in spite of efforts across spheres of government, intergovernmental alignment remains significantly weak. The IDP remains a planning instrument specifically for the municipality in spite of attempts to make it a plan of all government and as such an instrument for intergovernmental alignment. IDPs demonstrate very limited attempts at inter-municipal planning which is a critical ingredient towards building a Globally Competitive Gauteng City Region. Within Districts, there remain significant weaknesses with regards to coordination and integration of plans and programmes which is also essential in light of a move towards a Metro System of Governance.



## **SECTION 2: ISSUES SPECIFIC TO THE MUNICIPALITY (EMM)**

*With the context above, this section addresses issue relevant to your specific municipality as derived from the IDP. These are not too divorced from the generic issues raised above, but are more detailed and context-specific.*

### **SERVICE DELIVERY**

- *The IDP points to plans to relocate people living in informal settlements around the mining belt. One of the anchor principles of Breaking New Ground is an attempt to ensure that people are located closer to economic opportunities, promote infill development, compacting the city footprint. Thus in giving effect to the latter, it is recommended that the Municipality explore possibilities of matching suitable pockets of land especially government owned land to in situ upgrade of the settlements so that those living there are not removed from proximity to economic opportunities.*
- *In attempting to build a metro identity, EMM has adopted, among other things, an idea of building the City as an Aerotropolis. However, the IDP does not provide any programmatic detail as to how the City intends to build a Aerotropolis as well as how this vision will contribute towards consolidating the Gauteng City Region. It is also recommended that the City explores how other modes of transport will feed into and contribute towards the Aerotropolis.*
- *The IDP points to intention to invest in developing the western part of EMM towards Johannesburg. In order to yield better return from these initiatives, it is recommended that Ekurhuleni engages Johannesburg with a view to take up joint initiatives to develop these areas. Integration of transport systems between Johannesburg and Ekurhuleni is also a critical ingredient for success. It is thus recommended that Ekurhuleni further explores adopting a BRT model similar to that of Johannesburg with a long term view of integrating the system.*

### **FINANCIAL VIABILITY**

- *The USDG budget as stated in the IDP is R50 million less than what is contained in DORA. The municipality is urged to take these inaccuracies into account as they have potential to undermine the integrity of the data contained in the IDP.*
- *The IDP points to an increase in the budget allocation to the City's Budget and Treasury Office from R95 million to R235 million. However, there is no indication of what the aforementioned increment was intended for and how this will facilitate service delivery and contributes towards financial viability.*

### **LOCAL ECONOMIC DEVELOPMENT**

- *As part of inter-municipal planning, there is a need to strengthen partnership with the City of Tswane along the R21 corridor development. Furthermore, the Midvaal Local Municipality points to plans to develop the corridor along R59. Since this is shared both by Midvaal and EMM, the City is urged to engage with Midvaal so as to ensure synchronized development initiatives are undertaken with regards to R59 corridor development.*

### **INSTITUTIONAL DEVELOPMENT**

- *The City is urged to institute a comprehensive plan for filling all key posts especially those of Senior Management where contracts are ending within the next month.*
- *To finalise the Organisational Structure linked to the requisite skills and capacity required to achieve the IDP objectives. Furthermore, fast-track the completion of the skills audit to inform the Human Capital Management Strategy and link the supply with the anticipated demand of skills as mentioned in the IDP objectives.*
- *As part of the drive towards entrenching a culture of performance and accountability, the City is urged to take up initiatives toward ensuring that Performance Management System is cascaded to all levels of officials within the municipality.*

### **GOVERNANCE**

- *In order to give effect to the resolution and recommendation of the Provincial IGR conference, it is requested that the City of Ekurhuleni builds adequate human resource capacity within the IGR Unit, which is currently staffed by only one employee. This is critical to championing the IGR agenda of the City.*

### **CONCLUSION**

*The success of Local Government over the 2011-2016 electoral term will require collective action and coordinated efforts across all spheres. In a bid to ensure that the MEC comments contribute meaningfully to the Municipality's planning processes, the Department of Local Government and Housing will be scheduling MEC engagements through which the MEC will do Municipal visits to constructively engage with yourselves on the issues highlighted herein so as to strengthen inter-governmental planning efforts and collectively seek solutions to issues raised herein.*

*The Department remains grateful and reliant on your commitment to Inter-governmental planning towards building a globally competitive Gauteng City Region."*

The following responses on the comments received from the MEC are provided:

- **Poor use of data that compromises the integrity of IDPs:**  
The use of statistical data has been a discussion point at numerous Intergovernmental forums, mainly due to the timing when Statistics SA release its census data as well the frequency in which it is updated. Ekurhuleni has in the last number of years utilised data from a reputable source to inform its processes. Information contained in this IDP has been extracted from the latest Global Insight Regional eXplorer information.
- **Matters relating to spatial development**  
The spatial development framework is approved as a key component of the IDP by the Council. The MEC has made his comment on the EMM IDP document and although there is no specific reference to the MSDF, there are elements of the MSDF raised in the comments. These include the following:

▶ **Land Audit.**

The MSDF acknowledges that land reform is critical to address the land requirements of the majority of the people who finds themselves in the metro geographic spaces. Some of these people do not have the requisite skills but are seeking employment opportunities. They find themselves in informal settlements and backyard shacks. Land reform in terms of access, use and tenure should be core to the addressing the needs of the landless people who finds themselves in the city. The land audit is the starting point in this regard.

▶ **Breaking New Ground (BNG)**

BNG is a new approach that promotes integration across land uses income categories and racial divisions. The tendency in EMM and across the country is to keep low income people mostly Africans, on the periphery of the city. In EMM this is where most of the government low income housing and developments is currently taking place because of relatively cheap land. As a result, whilst the core economic development triangle has low density but is the core of economic development in the city, the BNG philosophy has as yet not been inculcated. The MSDF promotes densification in this core economic development triangle (Germiston, Boksburg, Benoni and Kempton Park; Region A)

Land reform should address the issue of access, use and ownership of land in the core triangle (Region A)

▶ **Gauteng City Region relations.**

EMM and its MSDF acknowledge that it is part of the Gauteng city region. All the spatial and integral frameworks from the inception of the metro in 2000 have taken their cue from the Gauteng spatial planning framework and all the studies associated with it. Initially the core economic development triangle was developed directly from the GSDF of 2003, which identified Tshwane, Johannesburg and Kempton Park (including Germiston and Boksburg) as the development triangle of the province. The current MSDF evolved from the GSDF of 2010 which identifies Kempton Park as a development area emerging from the region developing around Johannesburg CBD as its core. However since EMM is a metro in its own right, the concentric zone model adopted for Gauteng with EMM being part of CoJ, it had been necessary to consciously delink EMM from CoJ and retain the core economic development triangle as part of the developmental agenda for EMM. The aerotropolis concept informed by the existence of the O R Tambo International Airport in Kempton Park became core for the purposes of growing the economy of the city and leveraging on the potential provided by the airport. However the airport and the core economic development triangle are not regarded as mutually exclusive but rather complimentary and integral to the conducive development of the city. Central to the development of both the aerotropolis and core economic development triangle is the "SMART GROWTH" theory. If energies are concentrated in the triangle, all the other smart growth concepts like transit orientated developments (TODs); densification; compactness of the city and

public transport etc. will fall in line. All these concepts are aligned to the vision of the Gauteng City Region.

▶ **Building City identity on Aerotropolis without programmatic detail**

Ekurhuleni is in the process of having the strategic roadmap developed from which the aerotropolis strategy would be formulated and programmes would then follow.

It so happens that the airport is less than 10km from the metros boundary CoJ and hence the city is skewed towards Johannesburg. Most of the development activities in the city are based towards the west which is close to CoJ.

Having noticed the skewed nature of developments in the city close to CoJ, the city adopted the core economic development triangle that would push the metro towards the east. The closeness of the city to CoJ cannot be ignored but it should not be to the detriment of the desired development of the eastern areas of the city of Ekurhuleni.

▶ **Integration of Transport modes with the Aerotropolis and between EMM and CoJ.**

This will be pursued with the development of the Aerotropolis strategy and the regional SDFs, as well as the public transport plan and IRPTN.

The different modes of transport will be explored how they will “feed” into and contribute towards the aerotropolis. The same applies to the possible adoption of the BRT model and possible integration with systems of neighbouring municipalities.

▶ **EMM investment concentrated to the west of the city.**

It is a historical fact that the metro was established when developments were concentrated to its west. To achieve critical development mass it has been expedient to maintain the growth of investing in this area. Public investment has also been in this area e.g. O R Tambo International Airport, Road network along the N3, at Gilloolys interchange and along the N12 and R21 and R24. The development of the core economic development triangle is an attempt to spread development to the east. It is the preferred intention of the spatial development framework to focus the airports growth towards the east so as to benefit the poor areas in the east.

The proximity of the OR Tambo International Airport to the eastern borders of Johannesburg has resulted in Ekurhuleni submitting an application to the Municipal Demarcation Board with the proposal to have the outer boundaries of Ekurhuleni being extended over Greenstone Hill up to the Modderfontein (R25) Road. It is obvious that not only should EMM plan together with Joburg, but that certain areas of the CoJ need to be incorporated into Ekurhuleni for the sake of proper planning.

Be it that as it may, it should however be pointed out that two major development areas have been identified towards the east of Ekurhuleni. These are the proposed Glen Gory area incorporating Kopanong Hotel to the north of Benoni and the Carnival City node to

the south of Wattville. Leeuwpoot is another major development that is being promoted in the MSDF.

► **Inter-municipal planning with Tshwane along R21 and Midvaal local municipality along R59 to ensure synchronised development initiatives**

The municipality has always engaged with neighbouring municipalities in particular those in Gauteng to ensure that development is aligned. As already observed, most of this alignment has to happen towards the west of the city and along the R21. Currently the city is engaging Tshwane because whilst the greater part of Kungwini was incorporated into Tshwane, a part was incorporated into Ekurhuleni. Tshwane is being engaged for alignment since all files were taken to that metro.

Midvaal is also being engaged with the major developments triggered by the location of Heineken Breweries just across the road diagonally from Ekurhuleni.

The MSDF that was approved with the 2011/2016 IDP endeavours to turn the fortunes of EMM around to benefit the people of Ekurhuleni in particular and the province and country in general. Whilst the airport and therefore the aerotropolis gives the metro identity and focus the core economic development triangle will ensure that there is smart growth and critical mass is attained through curbing urban sprawl, providing public transport and densification as well as investment promotion

► **Matters relating to institutional development**

- Filling of key positions - the Recruitment process for the filling of key positions started in July 2011 and various Heads of Departments have been appointed and others are well in progress.
- Finalisation of the Organisational structure -- Ekurhuleni Metropolitan Municipality is still engaged in an Institutional Review process. The Organisational Macro structure was approved in November 2010, this resulted in the Recruitment process of the HODs. A programme manager was appointed in July 2011 to assist the municipality in finalisation of the Institutional Review process which is planned to be concluded within two years. A Rapid Response Unit has been established to deal with urgent and critical capacity issues from the departments. This is also intended to provide capacity to departments whilst the Institution is busy with the Review process.
- Skills Audit - the Municipality is continuing with the skills audit exercise and about 50% of the employees have now completed the skills audit forms. The Institutional Review process is also going to address the issue of linking the requisite skills with the Organisational structure
- Roll out of Performance Management - the roll out of the Performance management to other levels is a target in the

performance agreement of the HOD: HRM&D, for the financial year 2011/12 EMM has targeted to roll out to level 5 and 6 employees who are middle managers permanent employed, the target is also to train all managers in Performance management.

▶ **Matters relating to Economic Development**

Alignment with our neighbouring municipalities is taking place albeit limited, but this process is receiving attention to ensure better with the Midvaal and City of Tshwane in the R21 and R59 corridor for development.

▶ **Matters relating to unfunded projects**

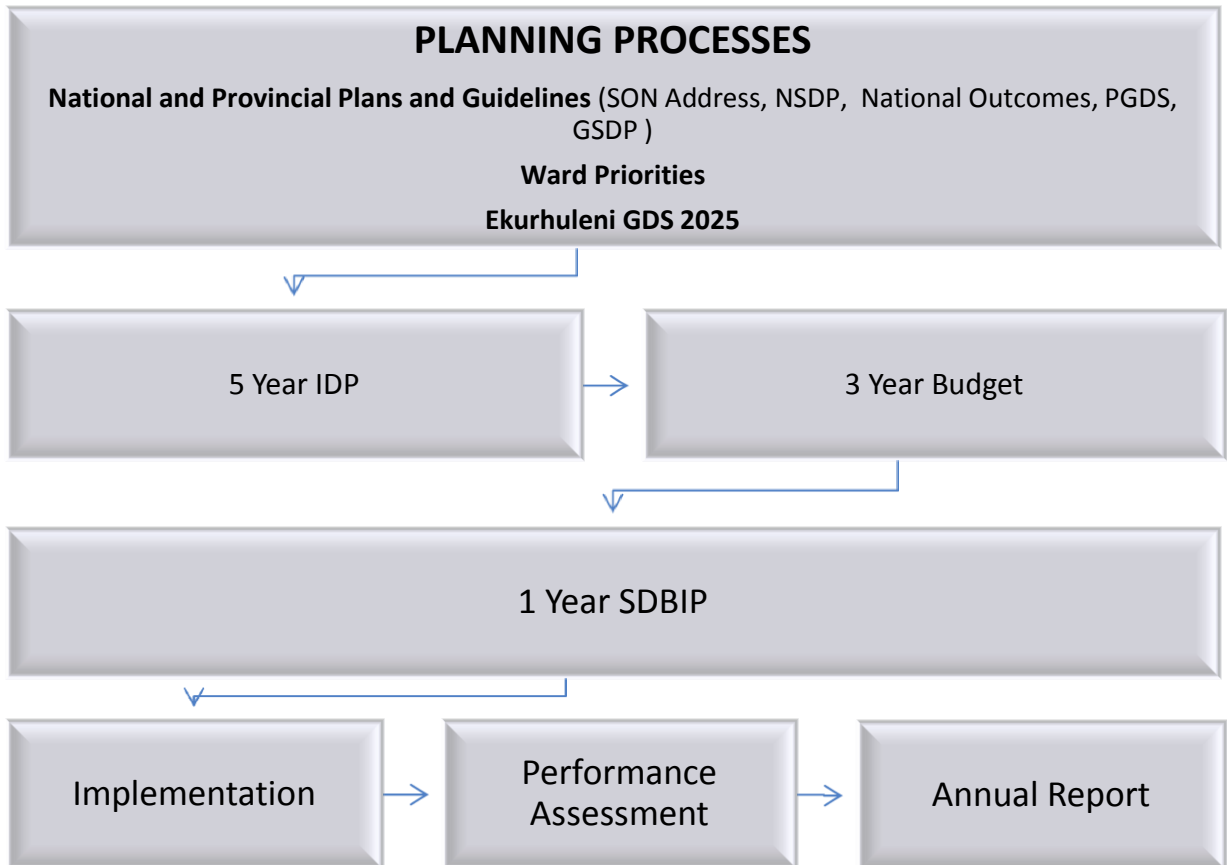
The Ekurhuleni Metropolitan Municipality has embarked on a process of Results Based Budgeting for the 2012/2013 IDP/Budget cycle. This will ensure that all targets listed in the IDP / SDBIP are funded in the MTREF period. Targets for the outer years will remain without a direct link to the budget as the MTREF spans a three year period and the IDP a five year period. Future developments could include the development of a 5 year MTREF.

▶ **Financial matters**

- **Free Basic Services:** The cost of free basic services and indigent support are becoming increasingly unaffordable to municipalities. The current equitable share formula does not give sufficient weight to the cost incurred by municipalities in this regard and an urgent review to the formula is recommended.
- **Cost Coverage Ratio's:** The target of having operating cash for a three month period is an unrealistic target. The cost of bulk services are generated by charging the consumers of such services on a monthly basis and to carry cash for three months in advance could be construed as being taxation in advance. In winter months a typical Eskom account the EMM is in excess of R900 000. This means that EMM should maintain R2.7b in cash JUST for the Eskom payment. These levels of cash are simply not available in the public sector.
- **USDG:** The R50m referred to in the comments are contained in the operating budget and not the capital budget as it is earmarked for the funding of sanitation networks at the municipal entity responsible for the sewer cleaning function (ERWAT). It is thus not an error in the IDP.
- The increase in the Budget and Treasury vote is as a result of the increased spend on Revenue Enhancement projects, including new intelligent water metering systems. These projects are intended to address the financial viability of the Metro.

**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:



## 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 was established as one of six metropolitan municipalities resulting from the restructuring of local government in 2000.

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. EMM is now ten years old and have gone a long way in consolidating its systems and processes for the sustained delivery of services in the city.

Ekurhuleni has a total surface area of 1928km<sup>2</sup> that accommodates a population of 2,873, 997 million (Source: IHSGlobal Insight Regional eXplorer version 530 (2.3f)). This constitutes  $\pm 5.6\%$  of the national population and makes up 28% of Gauteng's population. The population density is approximately 1 492 people per km<sup>2</sup>, making Ekurhuleni one of the most densely populated areas in the country and province. By comparison, population density in Gauteng is 587 people per km<sup>2</sup> and 40 people per km<sup>2</sup> 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.

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 OR Tambo International Airport. Some 14 million passengers pass through



this airport each year. In addition, a number of smaller domestic airlines connect OR 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. As part of the preparation for the 2010 Soccer World Cup, a number of strategic roads around the OR Tambo International Airport were upgraded 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 Gautrain rapid rail link to Johannesburg and Tshwane and the OR Tambo International Airport Industrial Development Zone (IDZ). The latter aims to cluster light manufacturing, more especially in beneficiation, and to develop an aerospace park. The EMM's annual budget is in the region of R24 billion, of which over R2 billion is budgeted annually for capital projects in line with the priorities set in the Integrated Development Plan (IDP). This expenditure is dedicated to upgrading facilities and removing infrastructure backlogs that were caused by apartheid as well as the maintenance and replacement of old infrastructure. Some areas are more than 100 years old and need specific attention in terms of maintenance.

## **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 a multi nodal development, there is 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 or informal 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;
- ▶ Many areas in the city have an ageing 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 also exist;
  - ▶ 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 31.1% (expanded definition) 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 owned by a small percentage of the population. Broad based economic transformation as well as entrepreneurial activity will be promoted at every opportunity.

### 2.2.3 Social Transformation

- ▶ With 27.5% of the local population living in poverty and the current unemployment rate at 31.1%, 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.

### 2.2.4 Economic Profile

Ekurhuleni is spread over 15.6% of Gauteng's land mass, houses 5.4% of the country's population, and 29% of Gauteng's population. Migration into the area is a key challenge. This is visible in the number of informal settlements and informal trading activity. The Ekurhuleni Metropolitan Municipality Household Satisfaction Survey (HSS) 2011 records

909 886 households; this is likely to increase when taking migration into account. The area is exceptionally densely populated (1492 people per square km) when compared with both Gauteng (587 people per square km) and the national economy (40 people per square km). The average annual population growth rate within the metro was 1.9% over the period 1996 to 2005. This exceeds both the national and Gauteng growth figures for this period.

Ekurhuleni has a resident population of approximately 2, 873, 997 million people, of which 48, 6% is economically active. One in every five people employed in the formal economy in Gauteng works in Ekurhuleni. The area contributes approximately 7.7% to national production and has a share of approximately 7.76% of national employment. Over the period 1996 to 2010, Ekurhuleni's economy grew by an estimated average of 2,7% per annum. Ekurhuleni contributes approximately 21% to the total economic output of the Gauteng province. The Annual Gross Value Add (GVA) for 2010 is 6.5%.

### Ekurhuleni key comparative statistics

Key Statistics (2010 estimates)	Ekurhuleni	Gauteng	National
Geographic size of the region (sq km)	1928	18,213	1,221,246
Population	2,873,997	10,708,659	49,780,934
Population density (number of people per sq km)	1490.72	587.98	40.76
Economically active population (as % of total population)	48.6	50.8	33.6
Number of households	909,886	3,347,806	13,416,349
Annual per household income (Rand, current prices)	151,687	171,477	123,570
Annual per capita income (Rand, current prices)	49,482	55,480	34,237
Gini coefficient	0.62	0.63	0.64
Formal sector employment estimates	759,252	3,803,366	9,392,253
Informal sector employment estimates	93,013	468,877	2,164,297
Unemployment rate (expanded definition)	31.1	24.3	24.7
Percentage of people in poverty	27.5	25.6	39.9
Poverty gap (R millions)	1,653	5,915	47,878
Human development index (HDI)	0.65	0.67	0.58
Index of Buying Power (IBP)	0.08	0.34	1.00
Total economic output in 2010 (R million at current prices)	137,980	738,122	2176,598
Share of economic output (GVA % of SA in current prices)	6.5	35	100
Total economic output in 2010 (R millions at constant 2005 prices)	67,211,143	334,386,420	1,092,865,240
Share of economic output (GVA % of SA in constant 2005 prices)	7.6	37.4	100
Economic growth performance 1996-2010 (GVA % growth pa constant 2005 prices)	2.7	3.8	3.3

**Table 1: Ekurhuleni Key Comparative Statistics  
(IHS Global Insight: Regional eXplorer 593 (2.4e))**

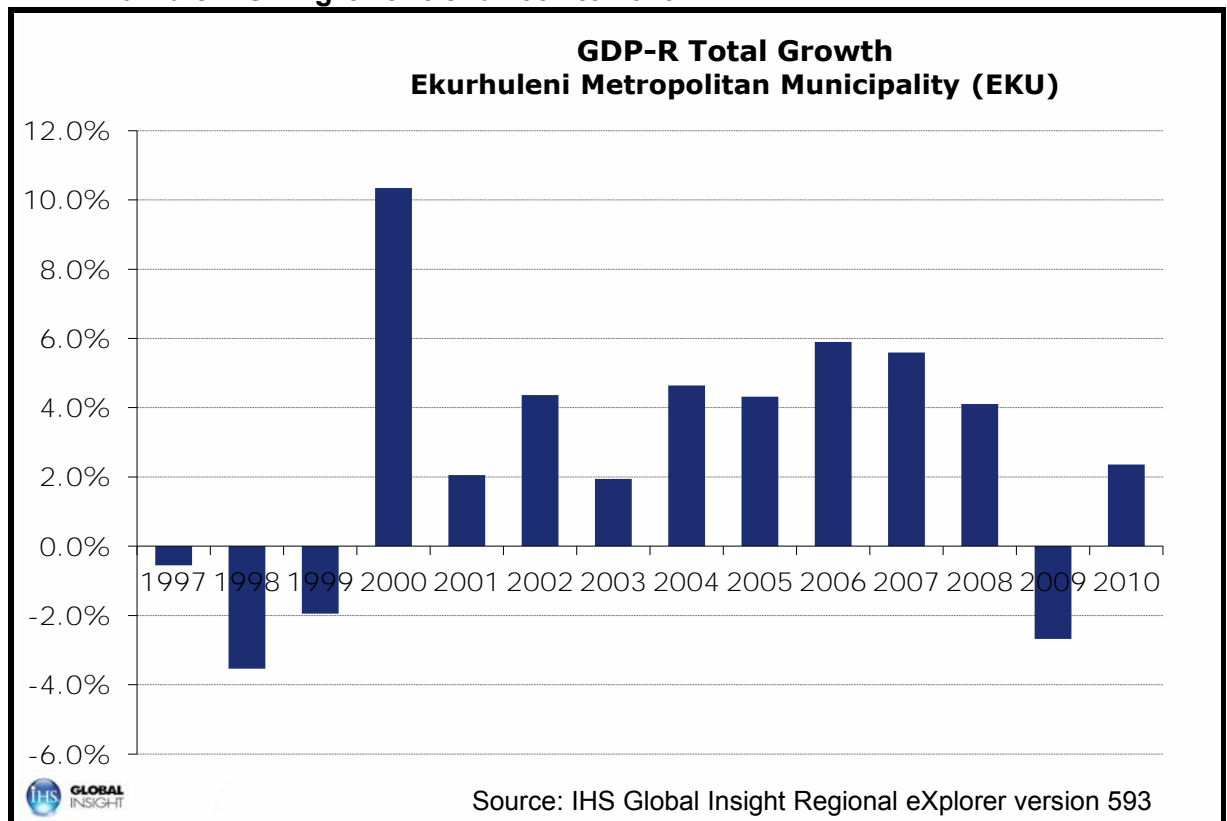
Information used to derive economic activity estimates are in most cases reported by company head offices. Many manufacturing and warehousing operations have head offices in the Johannesburg and other metro areas, while the production plants and warehouses are located in Ekurhuleni. This may imply that some of the estimates obtained for Ekurhuleni may be on the conservative side.

### Average annual GVA growth (Constant 2005 Prices)

	Ekurhuleni	National Total
1997	-0.6%	2.6%
1998	-3.5%	0.5%
1999	-1.9%	2.3%
2000	10.3%	4.1%
2001	2.1%	2.7%
2002	4.4%	3.7%
2003	1.9%	2.9%
2004	4.6%	4.6%
2005	4.3%	5.3%
2006	5.9%	5.6%
2007	5.6%	5.5%
2008	4.1%	3.6%
2009	-2.7%	-1.5%
2010	2.4%	2.9%
1996-2010	2.7%	3.3%

**Table 2: Average Annual GVA Growth (Constant 2005 Prices)**  
(Source IHS Global Insight: Regional eXplorer 593 (2.4e))

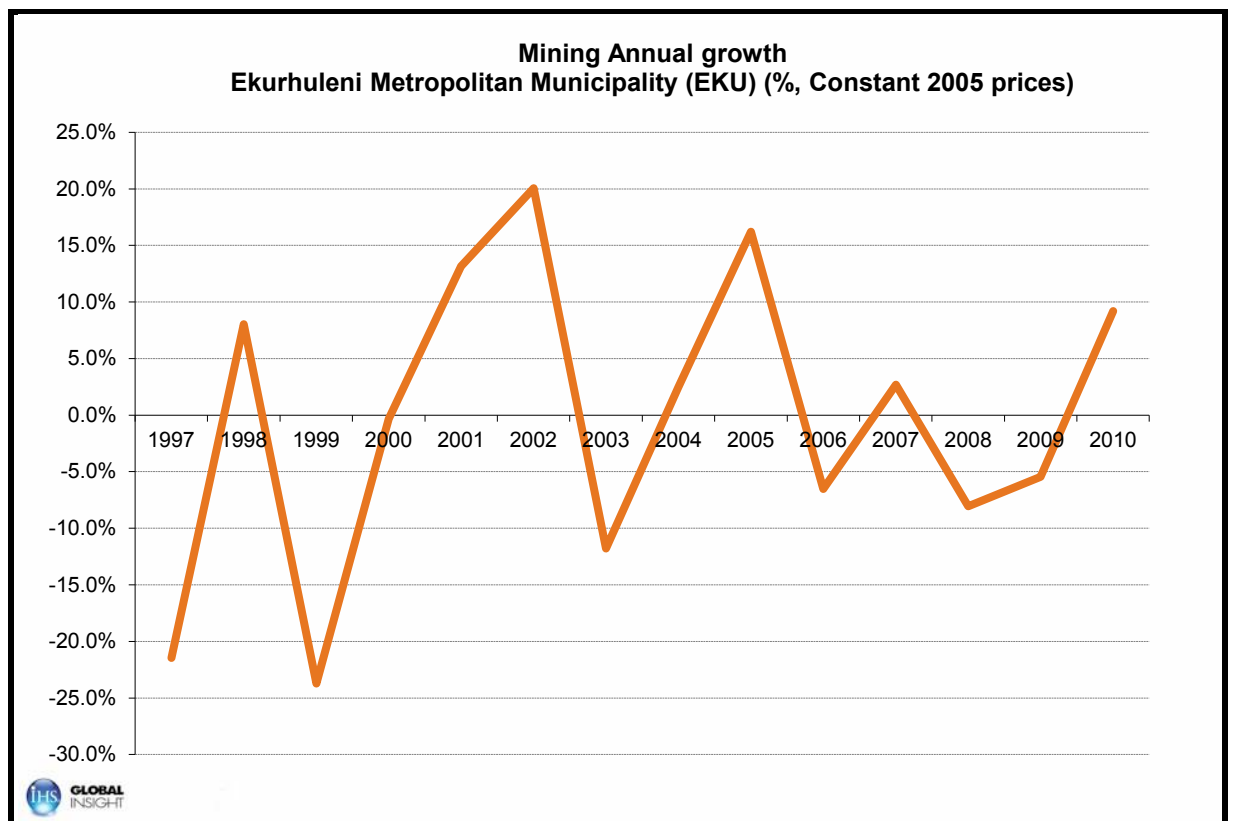
### Ekurhuleni GVA growth trend 1997 to 2010



**Figure 1: Ekurhuleni Growth Trend 1997 to 2009**

Over the period 1997 to 2005 the economy of Ekurhuleni registered steady growth following a slump in 1998 and 1999. From the graph above it is evident that the growth trend over this period was quite volatile – reaching both lows of – 3,8% and highs of +10.5% over the 12-year window.

The high growth in 2000 was mainly due to the exchange rate movements of the South African rand and its effect on mining and related industries. Construction, transport, trade and financial services also benefited from the depreciation of the rand and contributed to the exceptional growth over this period. (See table below). The opposite holds true for 2003, when local currency strengths resulted in a slowdown of growth in the various economic sectors. This point serves to illustrate that the economy of Ekurhuleni is relatively sensitive to exchange rate movements. The recorded -2, 4% in 2009 was due to the economic recession.



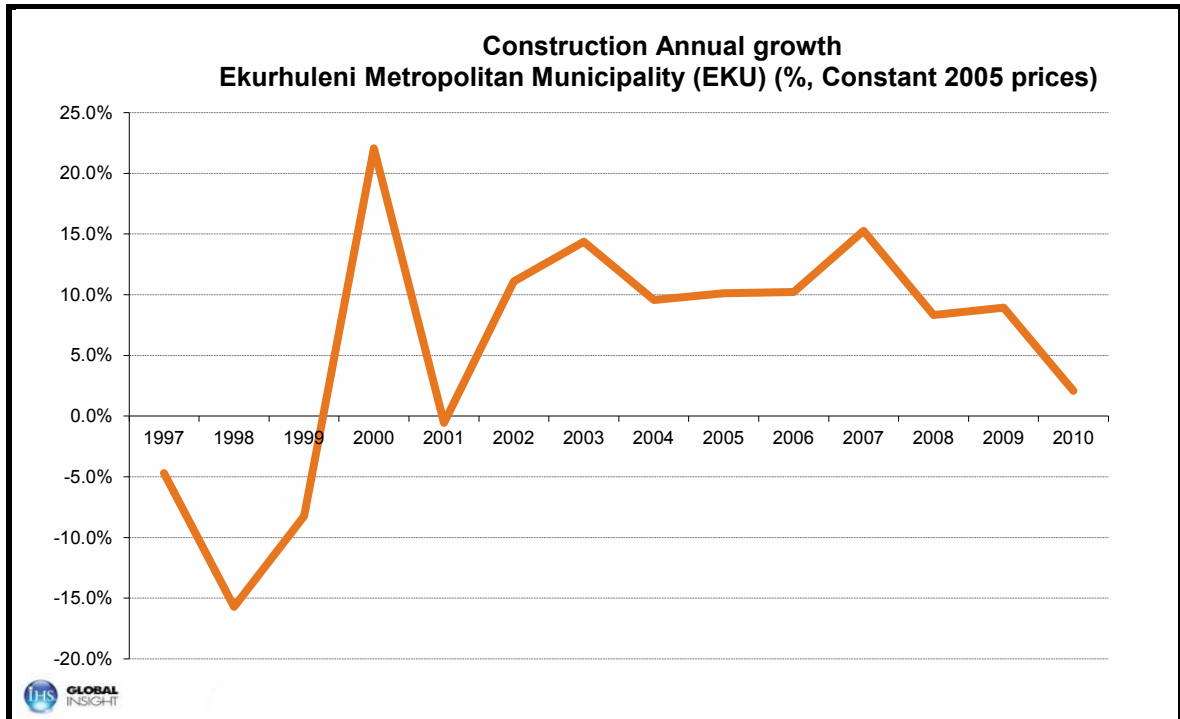
**Figure 2: Mining Annual Growth**

**Source : (HIS Global Insight Regional eXplorer, version 530 (2.3f))**

Mining has a life-cycle which is close to an end in the region. Of the three main mining operations in the region, one has already closed, and the remaining two have declared closure. The mines in Ekurhuleni are therefore marginal mines.

The GVA trend depicts the decline in mining activity. Although prospecting licences have been granted for mining activity in the region, these are not likely to improve the trend.

However, in view of the recent changes in mining legislation regarding the importance of realising the economic wealth of natural resources, it is suggested that this trend could be reversed with a possible marginal increase in the GVA contribution in the future.



**Figure 3: Construction Annual Growth**

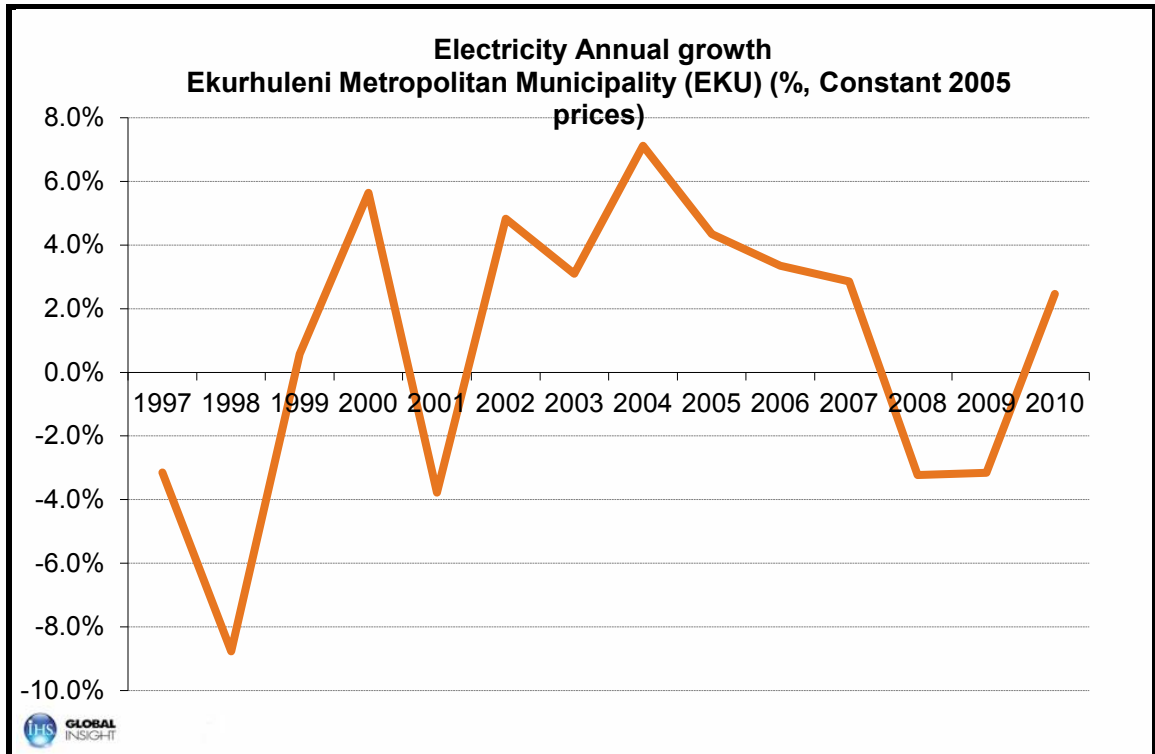
**Source : (HIS Global Insight Regional eXplorer, version 530 (2.3f))**

While the improvement in construction can be attributed to depreciation of the rand during 2001 and 2002, the positive outlook in the economy linked to government investment in infrastructure, in particular the massive housing development programme, roads and transport upgrading, as well as the improvements to stadia in the region, will have a small impact on the trend in the years to come.

Local government investment, coupled with private developer investments in low-, middle- and high-income residential property developments, will also add to this trend. A key issue for the local budget is the bulk infrastructure contributions that need to be made for such developments.

The expansion of the OR Tambo International Airport contributed to the GVA trend in construction. The expansion project, estimated at R3.5 billion for a second multi-story parking area, has been completed. In addition, the redesign and expansions of the international departures concourse have also been completed. To increase airside capacity, nine new aircraft stands were built, as well as a new international pier development. These were finalized before the World Cup in 2010.

Prices and inputs for this sector could escalate if the demand for raw materials increases and adequate project planning is not carried out. In addition, delays in zoning, rezoning, land use permissions, EIA's and passing of building plans could also lead to increasing costs.



**Figure 4: Electricity Annual Growth**

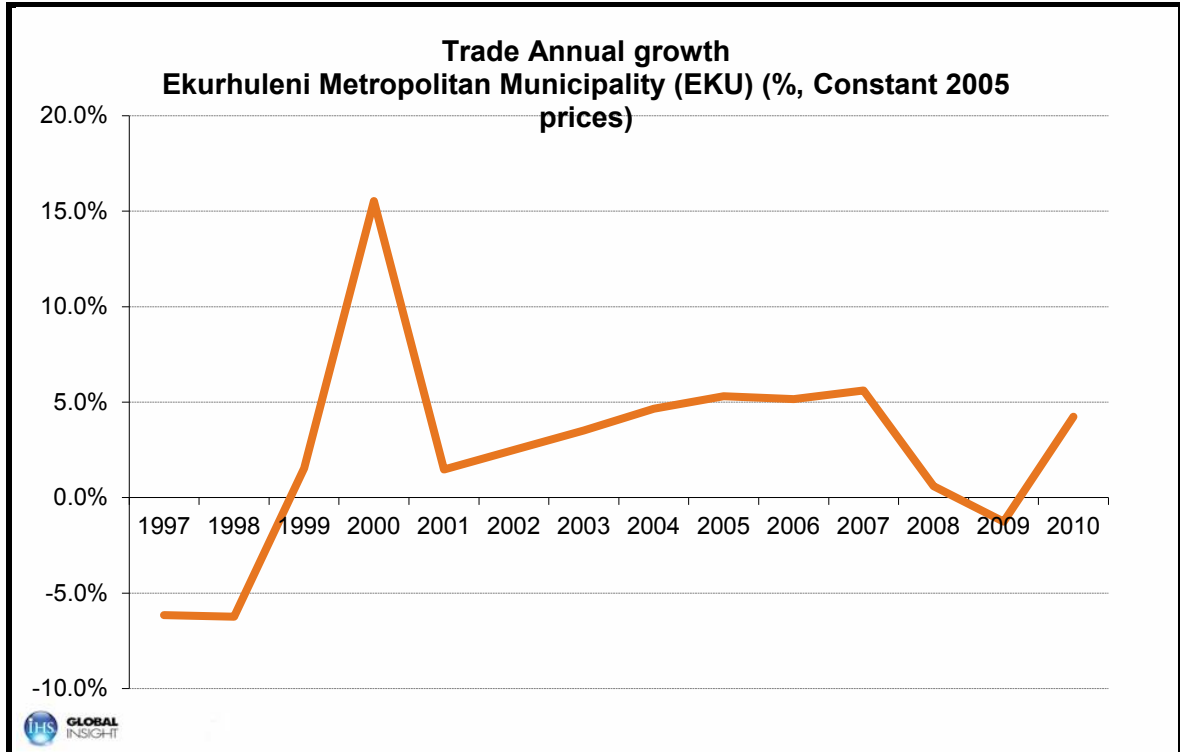
**Source : (HIS Global Insight Regional eXplorer, version 530 (2.3f))**

With respect to the electricity sector, the development of new housing adds to the number of consumers for this sector. However, there also needs to be a concomitant investment in infrastructure and ongoing maintenance. The tariff structure for electricity charges adopted for Ekurhuleni takes this into account and the ring-fencing project for the electricity function have assisted in ensuring that the sector trend is improved. A balanced approach to having low, middle and high-income households as consumers of electricity needs to be developed to maintain a stable GVA trend for this sector.

The electricity sector is dependent on inputs from the mining sector. Alternative inputs for energy sources for the longer-range future must be considered.

The upgrade and modernization of the current electricity infrastructure from the national government's AsgiSA programme is in place. These needs to filter down to local level to ensure that a robust infrastructure is in place for continued manufacturing, commercial and domestic consumption. Should new developments, such as investment in property or manufacturing, continue to ignore the current infrastructure capacity it would not be possible to improve the volatile trend in this sector.



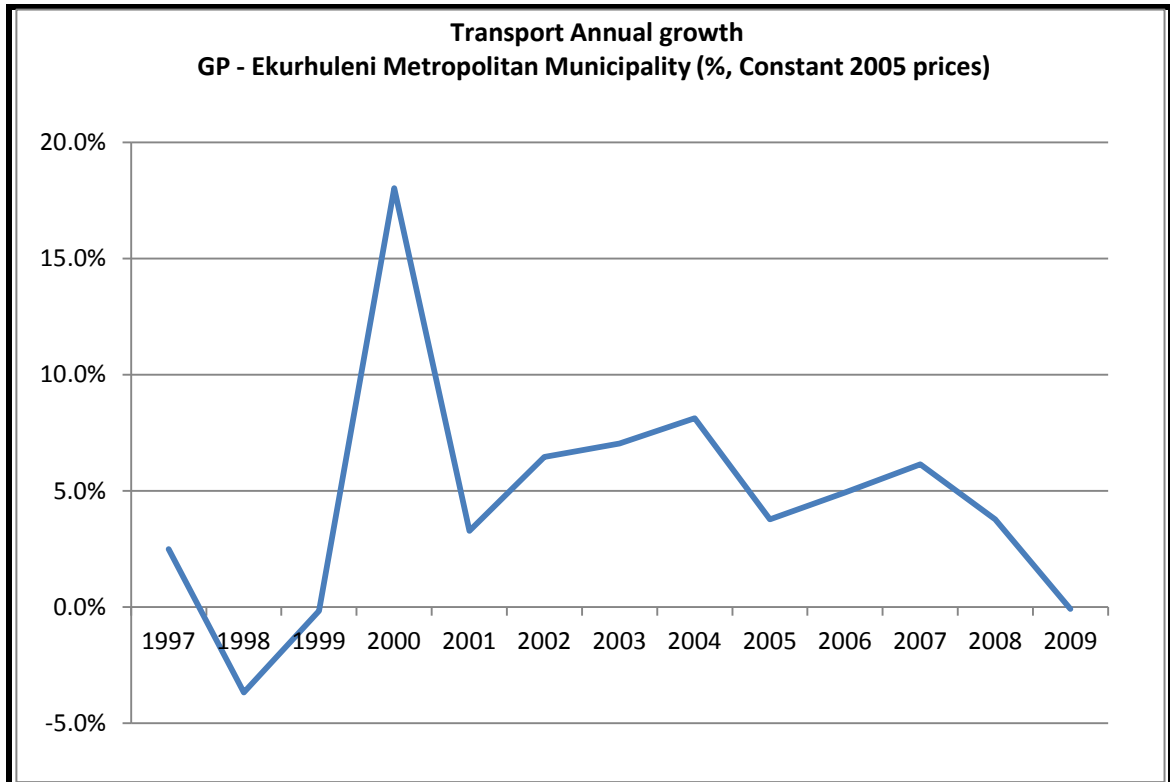


**Figure 5: Trade Annual Growth**

**Source : (HIS Global Insight Regional eXplorer, version 530 (2.3f))**

While the supply side of the economy has been catching up, there is still a lag on the demand side, mainly due to import competition and substitution. The prolonged currency strength has to some extent inhibited export growth.

Telecommunications is included in the transport sector, noted below. The stimulation of value-added services, and the inclusion of all within the digital community as envisaged by the Blue Umbrella project, will improve the growth trend in the transport sector.



**Figure 6: Transport Annual Growth**  
**(IHS Global Insight Regional eXplorer, version 530 (2.3f))**

The growth trend in this sector will be directly affected by the recapitalization of the taxi industry as well as the Gautrain project. Public transport for commuters has not been fully planned for the city region. Should this be in place, the trend for this sector could substantially improve.

The services sector of the economy is the new frontier. This has a direct link to social development and longer-term sustainability. These services can be driven in a sustainable manner using the World Cup 2010 programmes as an effective building block towards tourism. An additional focus for new jobs in the local economy, which can be the pull factor for tourism, is the cultural industry.

Local Economic Development (LED) has a strategic role in fostering economic growth. It is about encouraging economic empowerment and bringing about social transformation. The unfolding of the Accelerated and Shared Growth Initiative for South Africa (AsgiSA), the National Spatial Development Perspective, as well as the provincial iteration of the Growth and Development Strategy is about LED being realized and aligned at a local level. Stimulating the local economy is a cross-cutting function. Service delivery of almost every department in the Municipality impacts on economic and social indicators. Service delivery is linked to growth, investment, poverty reduction, social cohesion and job creation.

## 2.3 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.

### 2.3.1 Vision

*The Smart, Creative and Developmental City*

### 2.3.2 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.***

### 2.3.3 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. 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		
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	An identified core economic area : Area identified in 2004 to be prioritized i.t.o. development. Increased development and investment in the core economic triangle of Ekurhuleni: Gautrain construction and related development adjacent to OR Tambo. 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.	Improved accessibility and mobility throughout the metropolitan area. 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.
Roads & Transport	High quality, integrated and well-maintained transportation infrastructure, Integrated public transport systems, ensuring a high degree of mobility and choices to commuters.	Effective and integrated planning and implementation: 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.

<b>STRATEGIC FOCUS AREA, AGENDA, OUTCOMES AND MILESTONES</b>		
<b>INFRASTRUCTURE AND SERVICES</b>		
<b>Strategic Focus Area</b>	<b>2025 Agenda</b>	<b>Outcomes and Milestones</b>
		<p>Additional freeways built:            Upgrading R21 and R24 for additional capacity and lanes by 2010.            PWV 13/14 built by 2020.            PWV 15 built by 2025.</p> <p>A strategic network of public transport corridors providing sub-regional linkages.            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 centre established by 2020.            Start building additional rail linkages by 2020.            Modal transfer facilities provided at all stations by 2025.            More use of non-motorized transport:            Pedestrian and bicycle-strategies in place by 2007.</p>
Service Infrastructure	High quality and well-maintained services, equitable services throughout the urban areas	<p>Well-maintained services in all areas.            All maintenance backlogs to be eradicated by 2010.            All communities to have equitable access to services:            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.            More sustainable disposal of solid waste:            Comprehensive waste minimization strategy [including recycling] to be in place by 2007.            Improved storm-water management :            Storm-water Master plan to be in place by 2007.            Storm-water system backlogs to be eradicated by 2020.</p>
Environmental Management.	A substantial increase in the general quality of	A clearly defined and functional open space network:

<b>STRATEGIC FOCUS AREA, AGENDA, OUTCOMES AND MILESTONES</b>		
<b>INFRASTRUCTURE AND SERVICES</b>		
<b>Strategic Focus Area</b>	<b>2025 Agenda</b>	<b>Outcomes and Milestones</b>
	the environment	<p>Open space plan to be finalized by 2007.</p> <p>50% of open space system to be developed by 2015.</p> <p>100% of open space system to be developed by 2025.</p> <p>All development to be guided by an EMF: EMF's for the entire Ekurhuleni area to be in place by 2006.</p> <p>Measurable decline in land, water and air pollution:</p> <p>Pollution monitoring systems to be in place by 2010.</p> <p>Measurable increase in the utilization of alternative energy sources: Strategy to be in place by 2010.</p> <p>Substantial environmental improvement in the mining belt:</p> <p>Implementation of Hloekisa project to commence by 2006.</p> <p>All mine dumps/slimes dams with economically viable mineral content to be removed by 2025.</p> <p>All other mine dumps/slimes dams to be rehabilitated to acceptable standards by 2025.</p> <p>Integrated and sustainable protection of natural resources:</p> <p>Wetland conservation strategy and programme to be in place by 2007.</p>
Urban Renewal	Functional, sustainable, and attractive urban areas	<p>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> <p>By 2010 :</p> <p>Basic prerogatives for implementation in place: Service delivery, security, incentives, land use support, initial catalysts.</p> <p>Administrative structure in place ensuring accountability and support.</p> <p>PPP's in place.</p> <p>Development agency in place.</p>

STRATEGIC FOCUS AREA, AGENDA, OUTCOMES AND MILESTONES		
INFRASTRUCTURE AND SERVICES		
Strategic Focus Area	2025 Agenda	Outcomes and Milestones
		<p>By 2015 :</p> <p>Committed public investment framework and programme.</p> <p>Committed large-scale private investments.</p> <p>Measurable and sustainable growth in urban economy areas.</p>
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> <p>Institutional structure to support/accommodate external ICT focus by 2006.</p> <p>100% Synergy and connectivity with our development partners, including government, by 2010.</p>

(Ekurhuleni Growth and Development Strategy, 2005)

STRATEGIC FOCUS AREA, AGENDA, OUTCOMES AND MILESTONES		
ECONOMIC TRANSFORMATION		
Strategic Focus Area	2025 Agenda	Outcomes and Milestones
<b>Economic Diversification</b>	A diversified local economy able to meet local needs, support sustainable development and adapt to changes in accordance with global demands and shifts.	<p><b>Sustainable growth in a variety of local economic sectors.</b></p> <p><b>By 2010:</b></p> <ul style="list-style-type: none"> <li>• A range of Government incentives to be in place.</li> <li>• A measurable increase in “Smart Industries” [Aerospace, I.T., Logistics, Plastics, Agro-processing].</li> </ul> <p><b>By 2015:</b></p> <ul style="list-style-type: none"> <li>• A measurable increase of exports into Africa.</li> </ul>
<b>Job Creation</b>	Unemployment to be reduced by half by 2014 and by half again by 2025 based on the unemployment figures of 2004.	<p><b>Reduce unemployment</b></p> <ul style="list-style-type: none"> <li>• EMM Job summit to be held in 2006</li> <li>• 50% reduction in unemployment by 2015</li> <li>• 75% reduction in unemployment by 2025</li> </ul>
<b>Skills Development</b>	A skilled community exhibiting capabilities in self-	<p><b>Improved mechanisms and programmes to impart skills:</b></p> <ul style="list-style-type: none"> <li>• EMM Centre of Excellence to be established by 2006.</li> </ul>

<b>STRATEGIC FOCUS AREA, AGENDA, OUTCOMES AND MILESTONES</b>		
<b>ECONOMIC TRANSFORMATION</b>		
<b>Strategic Focus Area</b>	<b>2025 Agenda</b>	<b>Outcomes and Milestones</b>
	reliance, innovation and continued reskilling to meet the needs of a growing economy	<ul style="list-style-type: none"> <li>• Mentoring programme for project management and technical skills to be implemented by 2007.</li> <li>• Institute of Technology to be established by 2010. Ongoing strengthening of ties with Educational Institutions.</li> </ul> <p><b>Improved Skills:</b></p> <ul style="list-style-type: none"> <li>• Measurable increase in the percentage of the population which is technically and scientifically skilled by 2015.</li> <li>• Adult illiteracy wiped out by 2020.</li> </ul>
<b>Tourism Promotion</b>	To promote the economy of the region, create jobs and a safe and secure environment, by establishing a tourism destination of choice.	<p><b>Development of tourism facilities:</b></p> <p><b><u>By 2010:</u></b></p> <ul style="list-style-type: none"> <li>• Making the most of opportunities created by the Soccer World Cup.</li> <li>• African Shopping Hub, Craft Market and Wine Emporium developed.</li> <li>• Business tourism facilities around the OR Tambo.</li> </ul> <p><b>Increased tourism:</b></p> <ul style="list-style-type: none"> <li>• Ekurhuleni to be the preferred sporting/cultural/heritage destination by 2015.</li> <li>• Business tourism to increase by 50% by 2020.</li> </ul>
<b>Investment Promotion</b>	Increased inward investment in skills and technology, property and sustainable development.	<p><b>Increased levels of public and private investment in all areas:</b></p> <p><b><u>By 2010:</u></b></p> <ul style="list-style-type: none"> <li>• A range of government investment incentives to be in place.</li> <li>• Measurable increase in effective service delivery and information dissemination through “Customer Care Centre” implementation.</li> <li>• CID’s in place.</li> </ul> <p><b><u>From 2015 onwards:</u></b></p> <ul style="list-style-type: none"> <li>• Measurable increase in investment in strategic priority areas such as the mining belt.</li> </ul>
<b>Economic Transformation</b>	An inclusive, wealth-generating economy.	<p>Greater participation in the formal economy by all sectors of society.</p> <ul style="list-style-type: none"> <li>• Strategy leverage EMM assets to ensure</li> </ul>



STRATEGIC FOCUS AREA, AGENDA, OUTCOMES AND MILESTONES		
ECONOMIC TRANSFORMATION		
Strategic Focus Area	2025 Agenda	Outcomes and Milestones
		BBBEE to be in place by 2007. <ul style="list-style-type: none"> <li>Enabling procurement policy to be fully implemented by 2008.</li> </ul>
(Ekurhuleni Growth and Development Strategy, 2005)		

STRATEGIC FOCUS AREA, AGENDA, OUTCOMES AND MILESTONES		
SOCIAL TRANSFORMATION		
STRATEGIC FOCUS AREA	2025 AGENDA	OUTCOMES AND MILESTONES
<b>Poverty and Unemployment</b>	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.	<b>Improvement in skills levels:</b> <ul style="list-style-type: none"> <li>All milestones as set out under the “Focus Area: Skills Development” are relevant.</li> </ul> <b>Reduction in unemployment:</b> <ul style="list-style-type: none"> <li>All milestones as set out under “Focus Area: Job Creation” are relevant.</li> </ul> <b>Poverty relief and other social programmes:</b> <ul style="list-style-type: none"> <li>Integration to be achieved between all initiatives/programmes and institutions driving such initiatives/programmes, by 2010.</li> </ul>
<b>Human Settlements.</b>	All people in Ekurhuleni to be housed in integrated and functional sustainable human settlements.	<ul style="list-style-type: none"> <li>Upgrading/formalization of all informal settlements, including the eradication of the basic services backlog, to be achieved by 2012.</li> <li>Housing backlog [including the formalization of backyard shacks] to be eradicated by 2015.</li> <li>Social amenities backlog to be eradicated by 2020.</li> </ul>
<b>Healthcare and Facilities</b>	Equitable health care and facilities across all sectors of society—substantially reduced rates of poverty-related disease.	<ul style="list-style-type: none"> <li>Functional partnership achieved and maintained with all social institutions in EMM by 2010.</li> <li>Measurable increase in community-based HIV/Aids programmes by 2010.</li> <li>Acceptable access to Primary Health Care and social development services by all communities [including rural communities] by 2015.</li> <li>50% reduction in maternal and child-under-five mortality rates by 2015.</li> <li>Environmental pollution levels to be in line with internationally-accepted standards by</li> </ul>

STRATEGIC FOCUS AREA, AGENDA, OUTCOMES AND MILESTONES		
SOCIAL TRANSFORMATION		
STRATEGIC FOCUS AREA	2025 AGENDA	OUTCOMES AND MILESTONES
		2015. <ul style="list-style-type: none"> <li>Extending operating hours to 24 hours in all health centres and large clinics by 2025.</li> </ul>
<b>Safety and Security</b>	A high level of safety and security – a drastically reduced crime rate.	<b><u>By 2010:</u></b> <ul style="list-style-type: none"> <li>Pro-active management of disasters in accordance with an integrated and comprehensive Disaster Management Plan.</li> <li>Elimination of civil disobedience by means of various community-based programmes and drives.</li> </ul> <b><u>By 2015:</u></b> <ul style="list-style-type: none"> <li><b>50% Reduction in serious and violent crimes.</b></li> <li><b>50% Reduction in fatalities and injuries due to occupational, domestic and road accidents.</b></li> </ul>
<b>Sports and Recreational Facilities</b>	Ekurhuleni to have world-class parks, sports and recreational facilities.	<b><u>By 2010:</u></b> <ul style="list-style-type: none"> <li>Upgrading of 4 stadiums in Ekurhuleni to world-class level.</li> </ul> <b><u>By 2015:</u></b> <ul style="list-style-type: none"> <li>Reclamation of our African identity through arts, culture and heritage.</li> </ul> <b><u>By 2025:</u></b> <ul style="list-style-type: none"> <li>Equitable provision of facilities to all communities in Ekurhuleni.</li> <li>100% of the Metro-wide open space system to be developed and maintained.</li> </ul>

(Ekurhuleni Growth and Development Strategy, 2005)

### 3.1 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 behaviour 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.

### 3.2 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.

#### 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 complement its own funding for achieving targets.

#### **SANRAL Gauteng Freeway Improvement Scheme**

- ▶ Upgrade the N12 between Gilloolys 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 OR 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.

#### **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 Master plan; and
- ▶ Establish a Joint Transport Management Agency with Joburg and Tshwane Metro's and the Province.

#### **Municipal Roads and Storm-water Networks**

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

### **Gautrain**

- ▶ OR 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.

### **SRACC / 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 Katlehong and Palm Ridge
  - Etwatwa and
  - Kwatsaduza; and
- ▶ Achieve modal integration at all stations by 2010.

### **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.

### **Municipal Bus Services**

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

### **Soccer World Cup 2010**

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

### Freight

- ▶ Support the development of a new cargo terminal at OR 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.

A process is underway to do an assessment on progress made on reaching the Outcomes and Milestones set in the GDS 2025. All Departmental plans and delivery information will be evaluated as part of the review process and reported to Council and stakeholders. Numerous targets have been achieved but there are concerns on some and corrective measures will be put in place.

**EMM is currently in the process of review of the GDS and work has progressed well. The review of the GDS is planned to be finalised by June 2012.**

## 4. INSTITUTIONAL ARRANGEMENTS

The municipality comprises 202 councillors, of both elected (101 ward representatives) and proportional (101 Councillors) representation. Each of the 101 ward councillors chairs a ward committee as part of the Ward Participatory System that brings participation down to community level. An election of new ward committees in EMM after the local government elections has been completed.

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 Ekurhuleni Metropolitan Municipality (EMM) has implemented in the current financial year the separation of powers model. The purpose this new governance framework for EMM was to create independent oversight of the effective achievement of the municipal mandate. The mandate for Local Government (section 152 of the Constitution) is to:

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

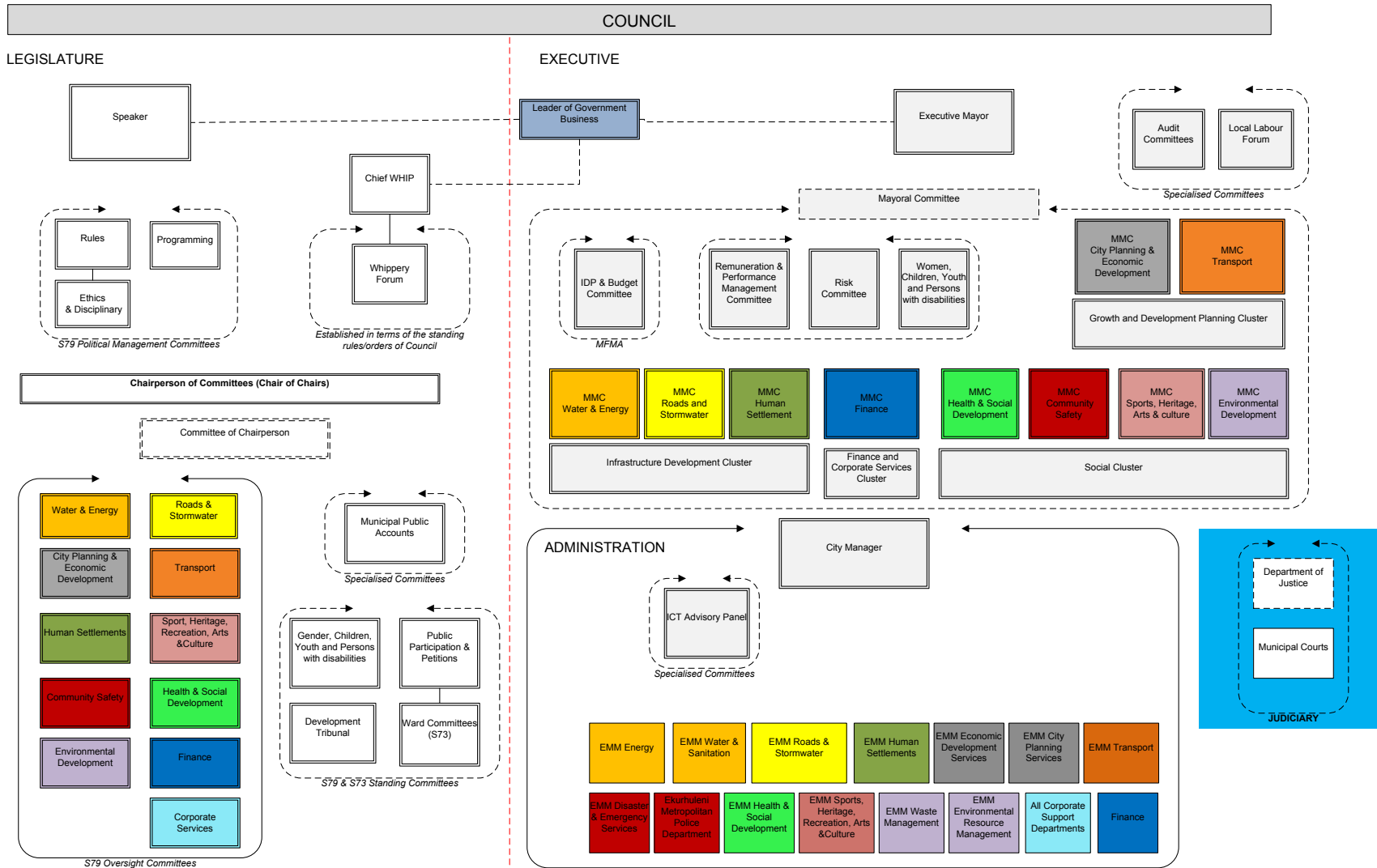
Inadequacies in accountability and poor governance at Local Government level were highlighted amongst other challenges in the State of Local Government Overview Report (COGTA 2009).

Separation of powers between the legislative and executive arms of government is congruent with internationally accepted principles of good governance. It creates independent oversight of the effective achievement of the municipal mandate. It further establishes an appropriate level of accountability, representation and participation through:

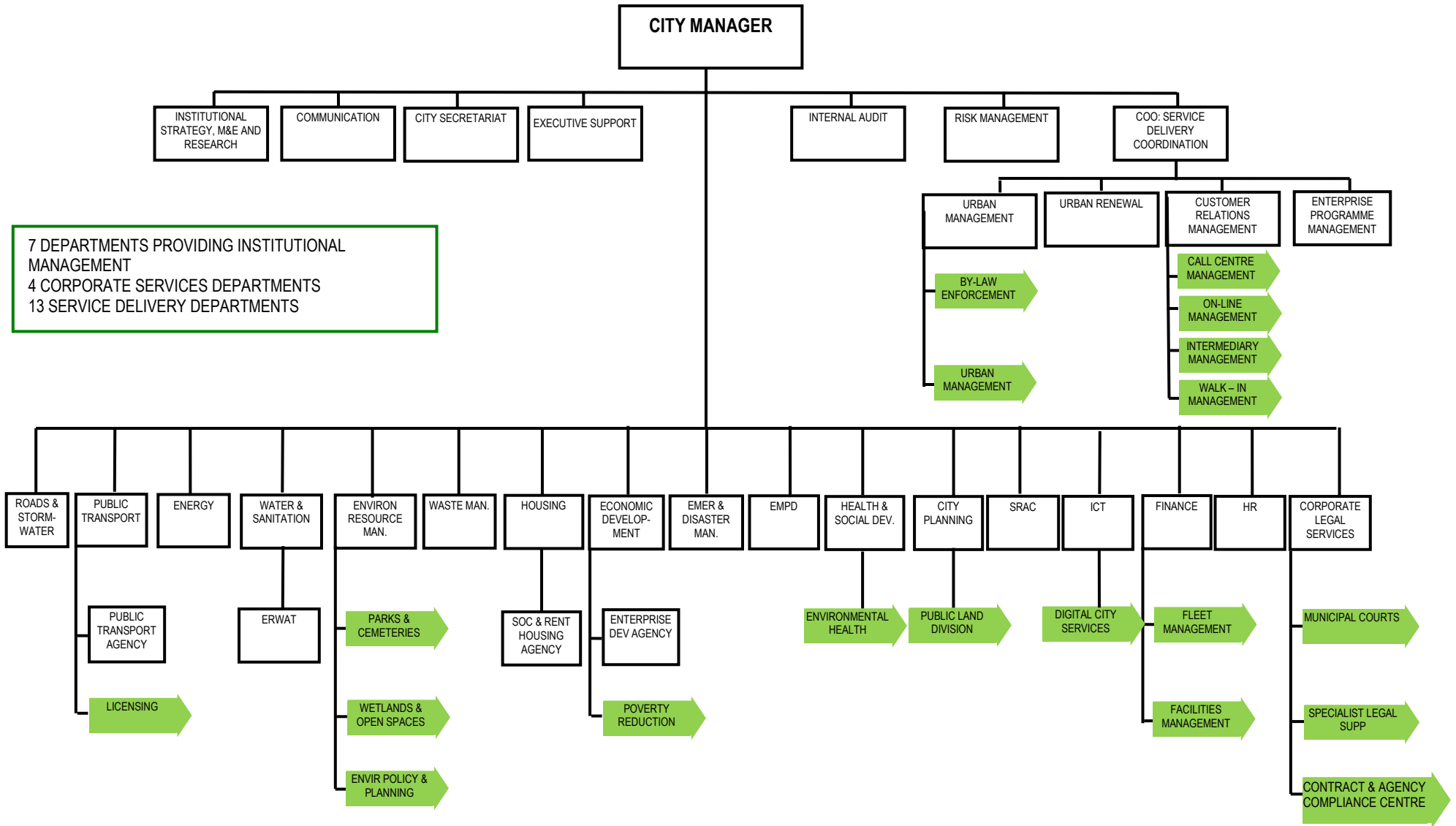
- ▶ Clear delineation of powers and functions among the spheres of government;
- ▶ Executive accountability for service delivery and development;
- ▶ Independent and representative oversight by the Legislative arm.

The Ekurhuleni Metropolitan Municipality accordingly in April 2011 (Item A-RC {15-2011}) approved in principle the separation of legislative and executive powers and the implementation thereof and further resolved that the matter be referred to the newly elected Council for re-affirmation. On 28 August 2012 under item A-Corp (145-2011) the separation of powers model was approved. The following is a reflection of the new Governance structure for EMM:

# EMM GOVERNANCE STRUCTURE







## 5. REVIEW OF THE INTEGRATED DEVELOPMENT PLAN

### 5.1 GUIDING PRINCIPLES

The EMM IDP is its principal strategic planning instrument, which directly guides and informs its planning, budget, management and development actions. This framework is rolled out into planning statements covering the 5 year objectives, key performance indicators and targets for implementation which directly inform the Service Delivery and Budget Implementation Plan. The whole process was structured around supporting and working toward contributing to the National Outcomes set by parliament.

The Logic Framework planning model was adopted in formulating the departmental plans for the next 5 years. In terms of section 34 of the Municipal Systems Act, 32 of 2000, the council must annually review its Integrated Development Plan in terms of a predetermined process. This process was adopted by the Council on 18 August 2011.

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

- ▶ It must support and work towards achieving the Vision and Mission of EMM.
- ▶ Working towards the achievement of the EMM GDS 2025 Outcomes and Milestones (The GDS 2025 has been under review but has not been finalised yet and this process is still in progress)
- ▶ Addressing the National Outcomes set by Parliament
- ▶ Focus on basic service delivery in terms of the eradication of backlogs and the maintenance of existing infrastructure and community needs.
- ▶ Provincial plans and programmes applicable to the specific. Budget allocations by the respective provincial sector departments to these projects should also be reflected as far as possible.

All departments were part of the process of setting the IDP and SDBIP in terms of the Logic Framework format. This process were refined and improved from October 2011 to January 2012. The process focussed on formulating and improving measurable performance indicators targets set for each of the years moving to 2016.

The outcome of this process, which reflects the key results to be achieved by the various departments are reflected below. The details are contained in the Departmental IDP and SDBIP.

**FINANCE AND CORPORATE CLUSTER  
CORPORATE LEGAL**

SUPPORTING NATIONAL OUTCOME 9 : A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012/2013
Improve and expand the governance model to facilitate the implementation of the separation of powers	Deepen democracy through the separation of powers and active community participation in local government	Effective implementation of the institutional governance framework	Increased functionality of the Committee Secretariat for the legislature
Implementation of the Secretariat and Committee module of the electronic document management system			Increased functionality of the City Secretariat
Strengthening the public participation system			Increased functionality of the Secretariat and Committee module of the electronic document management system
			Improved functionality of council structures
			Increased effectiveness of councillors to execute their mandate
			Increased functionality of Ward Committees
Implementation of programmes to strengthen the capacity of councillors to execute their mandate	Ensure more effective, accountable and clean local government by elimination of corrupt activities, developing and strengthening departmental administrative, institutional and financial capabilities to ensure that only the highest standards of management are tolerated thereby maintaining a satisfied and healthy workforce	Improved governance of the metro and its entities	Increased capacity of ward and sectoral committees
			Increased utilisation of CDWs by ward committees in furthering inter-governmental relations
			Increased compliance by councillors, departments, entities and communities to the legal framework governing the municipality
			Increased functionality of the centralized integrated contract management system
			Increased functionality of the electronic document / Records management system and Registries
Implementation of a strategic real estate management system	Ensure more effective, accountable and clean local government by elimination of	Increased functionality of the integrated management and	Increased financial support to beneficiaries through a well administered Grants-in-Aid scheme
			Increased operationalisation of the municipal court system
			Increased functionality of an integrated property management system

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012/2013
	corrupt activities, developing and strengthening departmental administrative, institutional and financial capabilities to ensure that only the highest standards of management are tolerated thereby maintaining a satisfied and healthy workforce	operation of the EMM property portfolio	

## HUMAN RESOURCE MANAGEMENT & DEVELOPMENT

SUPPORTING NATIONAL OUTCOME 9 : A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012/2013
Strengthening a high-performance organisational culture by <ul style="list-style-type: none"> <li>clearly communicating ethical standards, as well as employee and employer responsibilities</li> <li>Attracting a high-performance workforce by recruiting, testing and hiring the best possible applicants aligned to service delivery imperatives</li> <li>Retaining and developing an excellent workforce by nurturing a high-performance work culture and providing effective evaluations, training, educational opportunities, financial incentives and promotions</li> </ul>	Ensure more effective, accountable and clean local government by elimination of corrupt activities, developing and strengthening departmental administrative, institutional and financial capabilities to ensure that only the highest standards of management are tolerated thereby maintaining a satisfied and healthy workforce	Improved performance across the metro	Increased utilisation of interventions by staff that were targeted for critical and scarce skills
			Reduced attrition for critical and scarce skills
Regarding HRD, the economic competitiveness is measured not only by the aggregate skills of a Metro's	Ensure more effective, accountable and clean local government by elimination	Increased organisational maturity of EMM	Increased equity levels Metro-wide Improved alignment of the organizational structure with the EMM

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012/2013
workforce, but – perhaps more importantly – by the flexibility and capacity of the workforce to adjust speedily to the rapid changes in technology, production, trade and work organisations. Consequently, the ability to respond to these changes with speed and efficiency has now become the area where metro should seek a competitive advantage	of corrupt activities, developing and strengthening departmental administrative, institutional and financial capabilities to ensure that only the highest standards of management are tolerated thereby maintaining a satisfied and healthy workforce		Strategy
Maintaining Labour peace by working with unions in collective bargaining sessions, and in administering the union contract, in general moving toward collaborative and interest-based bargaining strategies			Increased roll-out of Performance Management to all levels
			Improved Labour Relations environment across the Metro
			Improved wellness of employees
			Effective utilization of HRIS

**FINANCE**

SUPPORTING NATIONAL OUTCOME 9 : A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012/2013
Revenue-generation, protection and management of current revenue sources and enhancement of existing revenue (both collection efficiencies an expansion of current revenue base)	Ensure more effective, accountable and clean local government by elimination of corrupt activities, developing and strengthening departmental administrative, institutional and financial capabilities to ensure that only the highest standards of management are tolerated thereby maintaining a satisfied and healthy	Improved Financial Viability and Sustainability of the Ekurhuleni Metro	Completeness of Revenue
Customer revenue management services through the provision of adequate access to payment channels to customer them to comply with EMM account payment requirements.			Optimization of Collections
Cost containment and elimination of wastage to ensure value for money in			Increase additional Revenue Sources
			Increase additional Revenue Sources

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012/2013
achieved	workforce		
Maximisation of funding sources to sustain the growth and development of the EMM			Cost Management
Implementation of the result based budgeting process			Procurement Management
Implementation of appropriate cash management processes to ensure adequate liquidity levels attained through the use of			Liquidity Management
Adherence to Good Governance Principals (including application of King 3 principals where applicable)		Clean and Effective Administration	Clean and Effective Administration

**REAL ESTATE**

SUPPORTING NATIONAL OUTCOME 9 : A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012/2013
Manage an integrated property portfolio	Ensure more effective, accountable and clean local government by elimination of corrupt activities, developing and strengthening departmental administrative, institutional and financial capabilities to ensure that only the highest standards of management are tolerated thereby maintaining a satisfied and healthy workforce	An effective and efficient local government Real Estate Management system	Improved compliance of existing buildings to OHS Act standards
			Finalised maintenance prioritisation model for allocation of budget
			Improved setting of realistic and achievable expenditure targets
			Increased efficiency in the provision of Facilities Maintenance services
			Reduced number of notifications on existing building

**FLEET MANAGEMENT**

SUPPORTING NATIONAL OUTCOME 9 : A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012/2013
Availability and maintenance of fit for purpose fleet, at the right place and time to EMM departments	Ensure more effective, accountable and clean local government by elimination of corrupt activities, developing and strengthening departmental administrative, institutional and financial capabilities to ensure that only the highest standards of management are tolerated thereby maintaining a satisfied and healthy workforce	Clean and Effective Administration	Increased provision of a cost effective, efficient and reliable (fit for purpose) fleet
			Improved management and control of fuel management system to ensure effective usage
			Improved management and control of replacement of vehicles in an optimum manner
			Increased vehicles tracking to prevention theft
			Increased implementation of fleet management system

**CUSTOMER RELATIONSHIP MANAGEMENT**

SUPPORTING NATIONAL OUTCOME 9 : A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012/2013
Implement a fully functioning customer relationship management system	Transformed service delivery by making them accessible, sustainable, convenient, responsive, and cost-effective	Improved customer satisfaction in respect of service delivery	Increased utilisation of the EMM CRM system by customers
			Improved functionality of CRM systems

**URBAN MANAGEMENT**

SUPPORTING NATIONAL OUTCOME 9 : A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012/2016
Coordination and monitoring of integrated service delivery programmes at area local level	Transformed service delivery by making them accessible, sustainable, convenient, responsive, and cost-effective	Increased sustainability of the urban environment	Improved coordination and monitoring of service delivery in the urban environment
Effective and enforce minimum standards in the physical urban environment			Increased efficiency and effectiveness of service delivery in the urban environment
			Improved functionality of the coordination mechanism for integrated service delivery
			Improved co-ordination of by-law enforcement

**INFORMATION COMMUNICATION TECHNOLOGY**

SUPPORTING NATIONAL OUTCOME 9 : A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012/2013
Stable and secure ICT infrastructure and systems with proactive management of the infrastructure	A transformed, smart city where technology, strategy development, planning and project management contribute towards all citizens having an equal opportunity for growth and development	Improved ICT infrastructure as a key enabler to position EMM to be a Smart city which is globally competitive	Increased productivity and resourceful application of ICT infrastructure
			Increased functionality of the fibre optic network to support the Aerotropolis
			Stable and Secure Infrastructure
			Increased implementation of the Digital City Strategy
			Increased implementation of Knowledge and Information Management framework
			Increased automation of processes
			Implementation of ERP



**INTERNAL AUDIT**

SUPPORTING NATIONAL OUTCOME 9 : A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012/2013
Establish risk based audit plan to ensure the priorities of internal audit activities are consistent with the organisation goals	Ensure more effective, accountable and clean local government by elimination of corrupt activities, developing and strengthening departmental administrative, institutional and financial capabilities to ensure that only the highest standards of management are tolerated thereby maintaining a satisfied and healthy workforce	Clean audit report	Reduced impact of likelihood of risk exposure and ceased business opportunities
Increased Resolution of cases reported through the fraud hotline and investigate and finalise reported cases with clear recommendations			Increased assurance to management in terms of performance, risk, controls governance, fraud and corruption

**COMMUNICATIONS & MARKETING**

SUPPORTING NATIONAL OUTCOME 9 : A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012-2016
Institution of metro-wide communication systems	Become the preferred destination for growth and development	Increased stakeholder satisfaction	Improved communication to and from external and internal stakeholders
			Improved metro-wide communication systems instituted
			Increased access to and availability of information by all metro stakeholders
			Increased feedback from internal and external stakeholders
			Improved stakeholder management
			Increased implementation of stakeholder management strategy

Branding, marketing and communicating a single city identity		One clear city identity	Increased brand loyalty.
			Increased and distinct brand awareness

### INSTITUTIONAL STRATEGY, MONITORING, EVALUATION AND RESEARCH

SUPPORTING NATIONAL OUTCOME 9 : A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012/2013
Institutionalisation of the strategy/planning and execution capability	Ensure more effective, accountable and clean local government by elimination of corrupt activities, developing and strengthening departmental administrative, institutional and financial capabilities to ensure that only the highest standards of management are tolerated thereby maintaining a satisfied and healthy workforce	Improved medium and long term planning for sustainable growth and development	Increased implementation of the long and medium term strategy
Institutionalisation of research, evaluation and data analytical capability			Increased utilisation of the metro-wide results based planning methodology
Develop and establish a knowledge management system			Increased responsiveness and appropriateness of the research to the metro's strategic imperatives
			Improved functionality of integrated Research and Knowledge Management Systems
Operation organisation wide M&E system to track, monitor and report performance		Improved accountability for sustainable metro-wide service delivery results	Improved performance reporting
			Increased implementation of the M&E Framework in relation to the IDP and SDBIP
			Increased enforcement of organizational performance reporting
			Completion of the design of the periodic evaluation of GDS outcomes (mid and end of term)
			Completion of the periodic evaluation of GDS outcomes (mid and end of term)

**ENTERPRISE-WIDE PROJECT MANAGEMENT OFFICE**

SUPPORTING NATIONAL OUTCOME 9 : A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012/2013
Establish EPMO and adopt Project Management Framework and Methodology for EMM	Ensure more effective, accountable and clean local government by elimination of corrupt activities, developing and strengthening departmental administrative, institutional and financial capabilities to ensure that only the highest standards of management are tolerated thereby maintaining a satisfied and healthy workforce	Increased number of enterprise projects completed within time, budget and specification	Increased utilization of the enterprise projects management system
Implement EPM and complete the quality assurance and create linkage			Increased functionality of the enterprise projects management system
Create efficient and capable Institutional project management capacity			Increased number of projects aligned to the strategic goals of the organisations
			Increased project management capacity to manage the enterprise wide projects

**RISK MANAGEMENT**

SUPPORTING NATIONAL OUTCOME 9 : A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012/2013
Improving governance standards, practices to ensure business integrity and achievement of organisational objectives	Ensure more effective, accountable and clean local government by elimination of corrupt activities, developing and strengthening departmental administrative, institutional and financial capabilities to ensure that only the highest standards of management are tolerated thereby maintaining a satisfied and healthy workforce	Improved governance standards, practices and increased business integrity towards the achievement of organizational results	Reduced impact and likelihood of risk exposures and seized business opportunities.
			Improved level of accountability and compliance with governance standards and practices
			Improved responsiveness of departments in the implementation of the risk management plans
			Improved level of compliance with laws, regulations and prescripts

**INFRASTRUCTURE DEVELOPMENT CLUSTER****HUMAN SETTLEMENTS**

SUPPORTING NATIONAL OUTCOME : SUSTAINABLE HUMAN SETTLEMENTS AND IMPROVED QUALITY OF HOUSEHOLD LIFE

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012/2013
Provide alternative tenure options in response to the different needs of people at various stages during their life	Human Settlements that provides housing solutions that are affordable and sustainable	Increased access to secured tenure	Reduced Housing Backlog
Redevelopment and maintenance of rental stock			Increased provision of alternative tenure options in respect of the identified need.
Integrated and well located human settlements			Increasing access to well located land for housing development
Deliver housing typologies and related infrastructure			Accreditation of the municipality by the Gauteng Department of Local Government and Housing
			Increased regularisation of informal settlements

**WATER SERVICES**

SUPPORTING NATIONAL OUTCOME 8 : SUSTAINABLE HUMAN SETTLEMENTS AND IMPROVED QUALITY OF HOUSEHOLD LIFE

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012/2013
Strategic asset management including rehabilitation, replacement & upgrading	Transformed service delivery by making them accessible, sustainable, convenient, responsive, and cost-effective	Increased sustainable equitable sanitation services in informal settlements	Increased access to water borne sanitation services by households in informal settlements
			Increased number of informal settlements with ablution facilities
Water conservation and demand management		Increased revenue billed for water sanitation	Reduced water losses
			Increased number of WCM metered households
		Increased proportion of households billed in respect of meters read	
			Increased bulk metering of informal settlements

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012/2013
		Increased access to water	Improved quality of water service provision Reduced unplanned water interruptions Reduced water maintenance backlog Increased implementation of planned infrastructure projects Maintain Blue Drop Status on Water Maintain Blue Drop Status on Water Compliance with potable water quality with national standards

**ENERGY**

SUPPORTING NATIONAL OUTCOME 8 : SUSTAINABLE HUMAN SETTLEMENTS AND IMPROVED QUALITY OF HOUSEHOLD LIFE

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012/2013
Generate adequate revenue by ensuring the entire value chain is effective	Transformed service delivery by making them accessible, sustainable, convenient, responsive, and cost-effective	Reduced unaccounted electricity consumption	Reduced unaccounted electricity consumption Improved revenue generation for the demand metered customer segment. Reduced electricity demand Increased implementation of energy efficient measures, creating savings on the Opex budget.
Improve service reliability		Improved quality, maintenance and equitable services throughout urban areas	Increased access by EMM households to electricity Increased electrification of subsidized developments Increased provision of public lighting (street lights and high mast lights) Increased provision of a reliable electricity supply to all customers Reduced electricity downtime Quality maintenance of street and area

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012/2013
			lighting
			Reduced number of streetlight complaints per month
Implement new developments with the aim of saving electricity		Increased efficiency of electricity meter management resulting in increased revenue billed for electricity	Provision of sustainable electricity supply to all customers
			Increased revenue base from previously serviced Eskom areas

## ROADS AND STORM-WATER

SUPPORTING NATIONAL OUTCOME 8 : SUSTAINABLE HUMAN SETTLEMENTS AND IMPROVED QUALITY OF HOUSEHOLD LIFE

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012/2013
Sustainable storm-water drainage system		Reduced probabilities flooding	Improved storm water management
			Increased Capacity of Storm water Systems
Effective management of the road system to ensure access, safety, reliability and affordability	Transformed service delivery by making them accessible, sustainable, convenient, responsive, and cost-effective	Improved quality of roads	Improved Maintenance of Storm water Systems
			Improved quality of paved roads
			Increased Km of paved roads meeting required standards
		Expansion of our strategic road network.	Improved condition of unpaved roads in Formal and Informal areas.
			Increased provision of pedestrian walkways.
			Increased maintenance and improvement of our strategic road network.
		Reduced levels of congestion.	
		Integrated road signage management systems	

**SOCIAL DEVELOPMENT CLUSTER  
SPORT, RECREATION, ARTS & CULTURE**

SUPPORTING NATIONAL OUTCOME 8 : SUSTAINABLE HUMAN SETTLEMENTS AND IMPROVED QUALITY OF HOUSEHOLD LIFE

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012/2013
<p>Implement sport and recreation activities in communities and school for community regeneration, increase social and cultural integration improve understanding and cooperation between different cultural groups thereby contributing to social inclusion, nation building, healthy life-style and constructive engagement across communities</p>	<p>Social Inclusion and equity - Build more united, non-racial, integrated and safer communities as serious and priority crimes are reduced and corruption defeated</p>	<p>Increased success rate of athletes in all codes of sport at provincial, national and international levels</p>	<p>Increase participation in Sport and recreation programmes along the development continuum</p>
			<p>Increased participation of communities in all codes of sport</p>
			<p>Improved effective, integrated management systems for sport</p>
			<p>Increased participation of learners in school sport</p>
			<p>Increased participation of children and youth in community based recreation programmes</p>
		<p>Increased provision of Recreational facilities and programmes</p>	
<p>Increased implementation of community based recreation programmes</p>	<p>Increased provision of Recreational facilities and programmes</p>		
<p>Increased success rate of people in the creative industries participating at provincial, national and international levels</p>	<p>Increase participation in Arts and Culture along the development continuum</p>		
<p>Establish programmes to develop, promote and sustain Arts and culture in South Africa.</p>		<p>Increase development and participation in Arts and Culture along the development continuum</p>	<p>Increased implementation of arts and culture programmes across the development continuum</p>
			<p>Increased utilization of arts and culture facilities by communities</p>
			<p>Increased functionality of all arts and culture facilities</p>
			<p>Increased access to elite theatres</p>
			<p>Increased utilization of public spaces to display, art, crafts, drama, community</p>

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012/2013
			and street theatre
Establish programmes to develop, promote and sustain Arts and culture in South Africa		Increase protection, preservation and promotion of the South African Heritage	<p>Establishment of the cultural precinct</p> <p>Improved quality of heritage services and products metro-wide</p> <p>Nomination of heritage facilities to be graded and declared</p> <p>Increased promotion of commemoration and Celebration of South African cultural heritage.</p>
Inadequate functionality and poor integration of libraries into communities results in underutilization impacting negatively on the knowledge capability of the communities	Social Inclusion and equity - Build more united, non-racial, integrated and safer communities as serious and priority crimes are reduced and corruption defeated	Increased utilization of library services by communities including youth and children	<p>Increased in integration of library programs and access to communities</p> <p>Improved provision of children focused library services</p> <p>Increased utilization rate of library media</p> <p>Increased access to information for the visually impaired by extending library services</p> <p>Improved functionality of libraries</p> <p>Improved community library infrastructure, ICT and services</p> <p>Increased availability of publications and reading in indigenous languages</p> <p>Increased capacity of library personnel</p> <p>Improved coordination and awareness-raising in respect of Official Publications Depository (OPD)</p>



**ENVIRONMENTAL RESOURCE MANAGEMENT**

SUPPORTING NATIONAL OUTCOME 10 : ENVIRONMENTAL ASSETS AND NATURAL RESOURCES THAT ARE WELL PROTECTED AND CONTINUALLY ENHANCED

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012/2013
Maintenance, greening and beautifying the city	Safe and sustainable resources - The City must be environmentally friendly to preserve the natural environment and resource base of the future generations	Improved biodiversity/ ecosystem protection and conservation	Increased protection and conservation of the environment Compliance with environmental legislation
		Increased sustainability of green environment leisure facilities	Increased utilization rate of booked parks facilities Improved maintenance, upgrade and safety of the environment
Provision of space for burials, including alternative methods		Increased provision of burial space	Improved utilization of burial space Increased availability of burial space
		Manage and control environment factors impacting negatively on the health of communities and degradation of the environment.	Reduce greenhouse gas emissions

**WASTE MANAGEMENT**

SUPPORTING NATIONAL OUTCOME 10 : ENVIRONMENTAL ASSETS AND NATURAL RESOURCES THAT ARE WELL PROTECTED AND CONTINUALLY ENHANCED

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012/2013
Collection, transport and safe disposal of waste	Transformed service delivery by making them accessible, sustainable, convenient, responsive, and cost-effective	Improved level of cleanliness of the city in accordance with norms and standards	Increased compliance with relevant legislation governing landfill sites
			Increased reliable and cost effective waste collection service
			Increased cost recovery from service points
			Increased recycling of waste material

	Safe and sustainable resources - The City must be environmentally friendly to preserve the natural environment and resource base of the future generations		Improved education and awareness on environmental issues
--	--	--	--

## HEALTH AND SOCIAL DEVELOPMENT

SUPPORTING NATIONAL OUTCOME 2 : A LONG AND HEALTHY LIFE FOR ALL SOUTH AFRICANS

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012/2013	
Accelerate the provision of adequate and efficient primary health care services through optimally operationalizing existing and new facilities	Transformed service delivery by making them accessible, sustainable, convenient, responsive, and cost-effective	Increased Utilization of Primary Health Care	Increased provision of primary health care core package in existing health care facilities	
			Increased completion of newly constructed facilities functional	
Effective and efficient prevention and management of communicable and non-communicable diseases			Improved health status in EMM communities	Increased Tuberculosis Cure Rate
				Improved effectiveness in Tuberculosis Case Detection
				Improved Effective Tuberculosis Case Management
				Increased immunization coverage of children under one (1) year
				Reduce the total number of patients with HIV infection
				Reduced HIV Infection Rate
				Increased provision of targeted comprehensive HIV, STI and TB services are implemented
				Increased participation of communities in prevention and disease management programmes
Increased prevention of vertical transmission of HIV to reduce MTCT				
			Increased retention in care	

Implementation of integrated programme for older persons and persons with disabilities	Social Inclusion and equity - Build more united, non-racial, integrated and safer communities as serious and priority crimes are reduced and corruption defeated	Increased access to developmental opportunities across EMM communities	Increased implementation of integrated programmes for older persons.
			Increased participation of PwD in integrated rights based workshop, skills development and access to employment opportunities
Provide ECD programmes metro-wide			Improve quality of ECD centers
Implementation of school focus programmes on prevention and implementation of Life-skills programmes	Social Inclusion and equity - Build more united, non-racial, integrated and safer communities as serious and priority crimes are reduced and corruption defeated	Reduce high risk behavior among youth with focus on teenage pregnancy, teenage suicide, teenage HIV, alcohol, drug abuse (smoking) and nutrition	Reduced number of teenage (under 18 years) pregnancies
		Increased effective implementation of the pro-poor policy at local government level	Increased utilisation by youth of certified youth friendly facilities
			Increased implementation of economic empowerment programmes for women
Effective and efficient implementation of the rodent control programmes		Increased effective implementation of the pro-poor policy at local government level	Increased effective implementation of the pro-poor policy at local government level
			Increased provision of basic services to the poor
Effective and efficient supervision and by-law enforcement of high risk areas	Transformed service delivery by making them accessible, sustainable, convenient, responsive, and cost-effective	Reduced adverse incidents of related to food poisoning due to food premises that are not hygienic.	Increased provision of basic services to the poor
		Reduced rodent infestations	Increased monitoring and evaluation of formal and informal food premises
			Reduced rodent infestation
			Improved food safety and hygiene standards of food premises
			Increased implementation of Rodent Control Programme

**EKURHULENI METRO POLICE**

SUPPORTING NATIONAL OUTCOME 3 : ALL PEOPLE IN SOUTH AFRICA ARE AND FEEL SAFE

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012/2013
Implement intervention that educate awareness of communities and set up "Hot Spots" with road blocks conducted	Social Inclusion and equity - Build more united, non-racial, integrated and safer communities as serious and priority crimes are reduced and corruption defeated	Contribute towards crime reduction through increased arrests of criminals	Reduced the overall levels of crime including traffic and by-law violations.
Improve relations and build strong partnerships with the public and communities around law enforcement issues			Reduced incidents of crime in targeted areas Reduced security breaches Improved road safety Reduced traffic violations Increase compliance to EMPD by-laws Increased prosecution of EMPD by-law contraveners

**DISASTER & EMERGENCY MANAGEMENT SERVICES DEPARTMENT**

SUPPORTING NATIONAL OUTCOME 3 : ALL PEOPLE IN SOUTH AFRICA ARE AND FEEL SAFE

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012/2013
Implement of pre-disaster risk and emergency reduction measures to prevent and mitigate consequences of disaster and emergencies	Transformed service delivery by making them accessible, sustainable, convenient, responsive, and cost-effective	Reduced impact of disasters and fires	Reduce loss of life, economic loss and damage to property resulting from emergencies/life threatening situations
			Reduced fire incidents in informal settlements Increased management efficiency of emergencies Increased implementation of pre-disaster risk and emergency reduction measures to prevent and mitigate consequences of disasters and emergencies Improved institutional arrangement to enable coordinated disaster management Improved readiness to respond to disasters. Improved coordination of response and relief during disaster situations

**GROWTH AND DEVELOPMENT CLUSTER****TRANSPORT**

SUPPORTING NATIONAL OUTCOME 8 : SUSTAINABLE HUMAN SETTLEMENTS AND IMPROVE QUALITY OF HOUSEHOLD LIFE

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012/2013
Establish an integrated public transport system (infrastructure, operations and modes of transport) that is accessible, reliable, safe and affordable	Become the preferred destination for growth and development.	Improved quality of life of the citizens of EMM measured by reduced travelling times and reduced travelling costs.	An integrated transport system that includes all modes of transport including non-motorised.
			An increased access to PT through the provision of PT infrastructure.
<ul style="list-style-type: none"> <li>▶ Service and access</li> <li>▶ Revenue</li> <li>▶ Integrity an security</li> </ul>	Transformed service delivery by making them accessible, sustainable, convenient, responsive, and cost-effective	Reduced incidents of unlicensed drivers	Improve turn-around times in the booking and issuing of licenses

**ECONOMIC DEVELOPMENT**

SUPPORTING NATIONAL OUTCOME 4 : DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012/2013
Create an enabling environment, develop infrastructure, and facilitate institutional arrangements that foster dynamic economic growth and development across the metropolis	Become the preferred destination for growth and development.	Increase in Economic Growth and Development on the EMM GDP	Increased public investment and large scale private investments through the proposals submitted
			Increased number of jobs created
Encourage migration of informal economy players into formal economy (SMME sector) where appropriate in order to grow their business operations			Increased development of economic clusters across sectors and metro-wide
Implement special sector programmes embracing industrial, trade and other measures backed by adequate resources			Improved Township Economies
			Revitalization of the Manufacturing Sector
			Increased development of Industrial Skills
			Increase in the number of environmental friendly industrial companies
			Increased job creation

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012/2013
To support tourism and other services through Tourism product development and enhancement and promotion of Ekurhuleni as a destination of choice to expand work opportunities		Increase the profitability of the Springs Fresh Market	Increase the profitability of the Springs Fresh Market
			Increase the profitability of the Springs Fresh Market
		Increased visitation by tourist to the city	Development and Promotion of the Tourism sector in the regional economy
			Development and Promotion of the Tourism sector in the regional economy
	Development and Promotion of the Tourism sector in the regional economy	Development and Promotion of the Tourism sector in the regional economy	

**CITY PLANNING**

SUPPORTING NATIONAL OUTCOME 9 : A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012/2013
Town planning enforcement of the uniform Land Use Management scheme	Become the preferred destination for growth and development.	Improved regularization of the built environment	increased efficiencies in the town planning enforcement of the uniform Land Use Management scheme
			Finalization of land development applications.
			Increased compliance with the applicable Land Use Scheme(s)
			Increased utilization of the MSDF aligned to guide land use application considerations for public and private investment decisions.
			Improved functionality of the integrated geographic data management system
			Reduce backlogs as it relates to outstanding land use applications
		Improved safety of the built environment	Reduce the degradation of the built environment proactively
Increased compliance with regulation of the built			

STRATEGIC THRUST	STRATEGIC STATEMENTS	KEY RESULTS FOR 2012-2016	KEY RESULTS FOR 2012/2013
An inclusive, integrated, equitable city development		Increased integrated and coordinated strategic spatial planning that guide public and private investment decisions.	environment Increased utilization of the MSDF aligned to guide land use application considerations for public and private investment decisions.
Integrated geographic data management		Improved functionality of the integrated geographic data management system	Improved functionality of the integrated geographic data management system
Implementation of a dolomite risk management system		Unlock land that was previously undevelopable	Increased Rehabilitation of reported sinkholes / hazards in Ekurhuleni

Departments were responsible to ensure that the numbers of the various wards, in which projects identified in the budget will be implemented, are correct, due to changes in ward demarcations as well as new areas being incorporated into Ekurhuleni, this will be closely monitored.

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.



## 2011/12 IDP AND BUDGET COMPILATION PROGRAMME – KEY DATES

The key deadlines for the preparation, tabling and approval of the 2012/2013 budget as well as the annual review of the IDP and the budget related policies are as follows:

Month	Activity	Date	Actual Progress made
June 2011	Establishment of Budget Steering Committee for the 2012/2013 budget cycle	18 August 2011	Done, Mayoral Committee announced on the 18 <sup>th</sup> August 2011.
July 2011 – August 2011	IDP Review Workshops	11-29 July	Done, 11 – 15 July 2011. Workshops held with newly elected Ward Councillors.
August 2011	IDP / Budget Compilation Methodology for 2012-2013 to be submitted to SMT for approval	10 October	Done, 6 October 2011 (combined with Budget Steercom)
August 2011	Budget Steering Committee to discuss revised IDP / Budget Compilation Methodology for 2012-2013	6 October	Done, 6 October 2011
Second week in September 2011	Issue Budget Instructions to departments	16 Sept	E-mailed to departments. Opex – 15 September 2011 Capex – 16 September 2011 Held workshop with departments on the 10 <sup>th</sup> October 2011.
Third and Fourth week of September 2011	Departments to compile detailed Operating and Capital Budgets (comments on standard cost items provided in Finance draft of budget + motivations for new projects, new positions, capital projects, etc.) All applications to be in the form of a comprehensive business plan with detailed costing, impact on future operating budgets, staff requirements, etc.	30 Sept	All submissions received.
October 2011 – December 2011	EPMO to evaluate departmental Capital Budget Submissions (reasonableness of project plans and timelines)		Done on high level with departments. Departments were also requested to certify that planning has been completed.
October 2011 – December 2011	OPM to evaluate departmental Capital Budget Submissions (project alignment to draft revised GDS, CMIP and CIF)		Commenced with, not yet completed. GDS review outstanding, capital projects linked to CIF.

Month	Activity	Date	Actual Progress made
November 2011	Departments to present their draft Operating Budgets to SMT IDP, Budget, Assets and Liability Sub-Committee	21 – 25 Nov	IBALCO sessions to take place during January and February 2012
November 2011 – January 2012	Formal capital project prioritization:	28 Nov – 2 Des	GDS review outstanding, capital projects linked to CIF
January 2012	<p>Departments to present their draft Operating Budgets to MFMA IDP Budget Steering Committee (including engagements with the Executive Mayor)</p> <p>Budget Steering Committee to consider:</p> <ul style="list-style-type: none"> <li>▶ Mid-year review of 2011/2012 budget year</li> <li>▶ IDP and SDBIP (draft SDBIP based on draft budget allocations)</li> <li>▶ All Budget related policies</li> <li>▶ Tariff Increases</li> <li>▶ Balancing of Budget</li> <li>▶ National Treasury upload files, particularly SA10</li> <li>▶ Risk Management and impact on the budget (have the key risks been funded)</li> <li>▶ Capital Programme and impact on Built Environment</li> <li>▶ Updated Built Environment Plan as basis of USDG grant application</li> <li>▶ Format of public meetings to be held post tabling of budget</li> <li>▶ Long Term Funding Strategy</li> <li>▶ Built Environment Performance Plan</li> </ul>	January and February 2012	Done, Budget Steering Committee meetings held on the 17 January 2012, 17 February 2012 and 7 March 2012.
February 2012	Engagement with National Treasury re proposed budget to be tabled	NT Engagements 13 – 16 Feb 2012	Completed
March 2012	<p>Budget Pre-tabling workshops / engagements:</p> <ul style="list-style-type: none"> <li>▶ Workshop with all councillors</li> <li>▶ Other interested parties</li> </ul>	2 March 2012	Budget to be referred to oversight after tabling of the budget. Workshops to be arranged for all councillors and oversight committees.
March 2012	Preparation of Budget Tips Campaign – printing of posters, flyers, etc. To be available directly after the tabling of the Budget to Council.	13 March 2012	Completed

Month	Activity	Date	Actual Progress made
March 2012	Tabling of IDP / Budget and Draft SDBIP to Mayoral Committee and Council	29 March 2012	Tabled on 27 March 2012
Immediately after Council approval	Making public of tabled IDP / Budget as per the MFMA and MSA requirements	30 April 2012	Completed
April 2011	Tabled IDP and budget submitted to oversight committees	8 and 10 May 2012	Completed
Immediately after Council approval	Submission of IDP to MEC for Comments	10 April 2012	Completed
Immediately after Council approval	Submission of Budget to NT for Comments (Including upload files in printed and electronic format)	10 April 2012	Completed
Immediately after Council approval	Submission of IDP / Budget to organs of state	10 April 2012	Completed
April 2012	Budget consultation workshops <ul style="list-style-type: none"> <li>▶ Organised business</li> <li>▶ Largest water and electricity consumers</li> <li>▶ Organised labour</li> <li>▶ NGO's, CBO's, etc.</li> <li>▶ Ward Committees</li> <li>▶ Other focus groups (such as SAPS, education, etc.)</li> </ul>	20 April 2012	Completed 3 April 2012 – 18 April 2012
April 2012	Budget consultation meetings with National and Provincial Government <ul style="list-style-type: none"> <li>▶ NT follow up session (if required)</li> <li>▶ National Sector Departments (to be detailed)</li> <li>▶ Provincial Sector Departments (to be detailed)</li> <li>▶ MEC re IDP</li> </ul>	24 and 25 April 2012	National Treasury 21 May 2012 Provincial Government 14 May 2012
April 2012	Summary of public comments received submitted to MFMA IDP Budget Steering Committee for consideration	29 April 2012	Completed 9 May 2012
Early May 2012	IDP and Budget Conference with all Councillors (post public conference to finalise IDP / Budget amendments, if any)	9 May 2012	Completed 4 May 2012
Mid May 2012	Draft IDP and budget submitted to SMT IDP, Budget, Assets and Liability subcommittee for final recommendation to Mayoral Committee and Council	14 May 2012	Completed 8 May 2012
End May 2012	Tabling of IDP / Budget and Draft SDBIP to Mayoral Committee and Council and formal Budget Speech of the Executive Mayor	24 and 31 May 2012	16 May 2012 Mayoral 31 May 2012 Council

<b>Month</b>	<b>Activity</b>	<b>Date</b>	<b>Actual Progress made</b>
Immediately after Council approval	Making public of approved IDP / Budget as per the MFMA and MSA requirements	9 June 2012	
Immediately after Council approval	Submission of approved IDP to MEC for comments	9 June 2012	
Immediately after Council approval	Submission of approved IDP and Budget to NT (Including upload files in printed and electronic format)	9 June 2012	

## 5.2 AMENDMENT AND UPDATING OF WARD PRIORITIES

The election of new ward Councillors took place on 19 May 2011. The process entailed two exercises. One, process unfolded where workshops were held with the newly elected ward councillors to initiate planning on the IDP as well as verification of the ward priorities. The schedule of meetings which took place with the relevant Ward Councillors and CCA Managers is reflected below.

DATES	TIME	CCC / VENUE
11 JULY	09:00	Boksburg Boksburg Civic, G14 Ground floor Nigel Customer Care Centre Boardroom
	11:00	Springs Customer Care Centre Boardroom
	15:00	Duduza Customer Care Centre Boardroom
12 JULY	09:00	Thokoza Customer Care Centre Boardroom
	11:00	Tsakane Customer Care Centre Boardroom 1 <sup>st</sup> floor
	15:00	Katlehong 2 Customer Care Centre Boardroom
13 JULY	11:00	Kempton Park + Edenvale Kempton Town Hall
14 JULY	09:00	Vosloorus, Finance Committee room, Admin Building, Vosloorus
	11:00	Daveyton Customer Care Centre Boardroom 1 <sup>st</sup> floor
	13:00	Etwatwa Library Auditorium
	15:00	Brakpan Customer Care Centre
15 JULY	09:00	Katlehong 1 Customer Care Centre Boardroom Tembisa 1& 2 Tembisa Civic Centre, Council Chamber
	11:00	Benoni Customer Care Boardroom
	13:00	Kwa-Thema Customer Care Centre Boardroom
21 JULY	14:00	Alberton Council Chamber, level 4, Civic Centre Germiston Customer Care Boardroom, 2 <sup>nd</sup> floor

These formed part of the update of the 2011 IDP which was approved by the council on 31 January 2012. Secondly, due to the election of new ward committees which was finalised in January / February and the public engagement process on the Draft IDP and Budget, Ward Councillors were provided an opportunity to verify and update their respective ward priorities as part of the IDP Budget consultation process. As part of the process a number of these matters relate to the operational budget in terms of maintenance which is not yet broken up in the details. The process of results based budgeting will in future endeavour to address this matter. The following is a reflection on the various prioritised ward needs:

<b>WARD 1 COUNCILLOR H.V. SHABALALA</b>	<b>DEPARTMENT</b>
1. Bridge over storm-water channel in Duduza.	1. ROADS
2. Tarring of Road link Ndhlovu & Algeria Road.	2. ROADS
3. Sport grounds in Clayville.	3. SRAC
4. Construction of Taxi rank Tswelopele.	4. ROADS
5. Sidewalk Development in Marokane.	5. ROADS
<b>WARD 2 COUNCILLOR S. NHLABATHI</b>	<b>DEPARTMENT</b>
1. Alternative land for building of RDP Houses to cater for people who are staying two in one stand (two families in one stand since 1996)	1. HOUSING
2. Road construction and storm-water.	2. ROADS
3. Extension and upgrade of Erin Clinic.	3. HEALTH
4. Installation of Street lights in Maokeng Extension .	4. ELECTRICITY
5. Installation of high mast lights to identified areas.	5. ELECTRICITY
<b>WARD 3 COUNCILLOR D.D. SEBILOANE</b>	<b>DEPARTMENT</b>
1. Alternative land for relocation (two families staying in one stand)	1. HOUSING
2. Road construction and storm-water.	2. ROADS
3. Extension of Erin Clinic.	3. HEALTH
4. Installation of Street lights at Maokeng Extension .	4. ELECTRICITY
5. Installation of high mast lights to identified areas Extension 6 at:	5. ELECTRICITY
<ul style="list-style-type: none"> <li>• Maokeng next to pay less and Entshonalanga School</li> <li>• Erin Clinic next to the shops</li> <li>• Zone 04 Winnie Mandela Park</li> <li>• Zone 11 Winnie Mandela park</li> </ul>	
<b>WARD 4 COUNCILLOR L.N. MOHLAPAMASWI</b>	<b>DEPARTMENT</b>
1. Palisade fencing around Sethokga hostel for access control.	1. HOUSING
2. New storm-water drain Nyari Street and Isibongi Street and at Oakmor Taxi Rank.	2. ROADS & STORM-WATER
3. Covering of open storm-water tunnel (in Extension 7 Oakmore).	3. ROADS & STORM-WATER
4. New paving from Mhala Street to Ndlovu crescent West and from Ndlovu Crescent East to Mhala Street East.	4. ROADS
5. High mast lights and Street lights.	5. ELECTRICITY

<b>WARD 5 COUNCILLOR M.E. MVALO</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Pedestrian bridge at Extension 07</li> <li>2. Library to be constructed at erf no.1 Ecaleni, Emalahleni Coal Yard.</li> <li>3. Storm-water drainage – Nyoni Circle (very important – 4<sup>th</sup> councillors priority and still not resolved).</li> <li>4. Skills development for youth and co-operatives.</li> <li>5. Drainage system at Matikweni Section.</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS</li> <li>2. SRAC</li> <li>3. ROADS &amp; STORM-WATER</li> <li>4. ECONOMIC DEVELOPMENT</li> <li>5. ROADS &amp; STORM-WATER</li> </ol>
<b>WARD 6 COUNCILLOR Z. MPONGOSE</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Widen of storm-water at Mampuru Street at Extension 26.</li> <li>2. Widen of Street at Indulweni Section.</li> <li>3. Upgrading of sewer system at Indulweni, Isithame, Extension 26 and Mashimong Section.</li> <li>4. Speed humps in all sections.</li> <li>5. High mast lights at identified sections.</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS &amp; STORM-WATER</li> <li>2. ROADS</li> <li>3. IS: WATER WASTE</li> <li>4. ROADS</li> <li>5. ELECTRICITY</li> </ol>
<b>WARD 7 COUNCILLOR T.A. SEBOLA</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Storm-water &amp; roads.</li> <li>2. Walk ways / pavements and speed humps.</li> <li>3. Street lights.</li> <li>4. Construction of level two clinic</li> <li>5. Community Hall</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS &amp; STORM-WATER</li> <li>2. ROADS</li> <li>3. ELECTRICITY</li> <li>4. HEALTH</li> <li>5. SRAC</li> </ol>
<b>WARD 8 COUNCILLOR M.R. LUGONGOLO</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Tarring of road and storm-water – Esselen Park &amp; storm-water at Ililiba and Emoyeni (main road).</li> <li>2. New Clinic at Esselen Park.</li> <li>3. Levelling and Park between Emmangweni and Esselen park and fencing at Esselen park</li> <li>4. Multi-Purpose Park at Ililiba and Community Hall at Esselen Park.</li> <li>5. Multi sports, grounds at Esselen park (recreational Centre).</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS &amp; STORM-WATER</li> <li>2. HEALTH</li> <li>3. ENVIRONMENTAL PARKS</li> <li>4. ECONOMIC DEVELOPMENT</li> <li>5. SRAC</li> </ol>
<b>WARD 9 COUNCILLOR S.P. MWELASE</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. <b>WATER</b> : Remove water meters from back yards at Lifateng Section.</li> <li>2. <b>ENERGY</b> : High mast lights at Motsu Extension 5 (alongside the Spruit) High mast lights next to Buhleni Park ( Legodi Street Seotloane Section)</li> <li>3. <b>ROADS</b> : Walkways prioritised. Mmashianoke Street (both sides), Mmaphake Street, Kerstel Street, Spoonbill, Shoebill and roads at ERF 9 at Lifateng and at Motsu ext5</li> <li>4. <b>SPEED HUMPS</b>: Secretary bird and Kgano street.</li> <li>5. <b>SRAC</b> : Formalization of soccer field next to Seotloane School (Fencing) Revamping of the Park at Seotloane Section. Maintenance and repairs of the tennis courts.</li> <li>6. <b>ECONOMIC DEVELOPMENT</b> : Formalization of business at Swazi Inn connection of water in the toilets at Swazi Inn.</li> </ol>	<ol style="list-style-type: none"> <li>1. IS: WATER</li> <li>2. ELECTRICITY</li> <li>3. ROADS</li> <li>4. ROADS</li> <li>5. SRAC &amp; METRO PARKS</li> <li>6. ECONOMIC DEVELOPMENT</li> </ol>

<b>WARD 10 COUNCILLOR S.S. MOKGETHOA</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. <b>INFRASTRUCTURE</b> : Umfuyaneni bridge (Benjamin Ntlhane road) Endayeni erf 190 (RDP houses) tarring of three roads and naming.</li> <li>2. <b>ENVIRONMENTAL DEVELOPMENT</b> : Canalizing of the streams. Greening the embankment of the streams.</li> <li>3. <b>ENERGY &amp; ELECTRICITY</b> : High mast lights (Ghana Street) Welamlambo Section. High mast lights (Gwababa Street) Lekaneng Section. Street lights (all of Mpho Ext).</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS</li> <li>2. ENVIRONMENTAL DEVELOPMENT, ROADS &amp; STORM-WATER</li> <li>3. ELECTRICITY</li> </ol>
<b>WARD 11 COUNCILLOR N.B. MDLULI</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Overhead bridge between Mufyaneni Section and Tembisa Plaza. Bridge at Ivory Park and Tembisa, Benjamin Ntlane Street</li> <li>2. Putting subsoil drain for KL's at Lawrence Phokanoka Tembisa.</li> <li>3. High mast lights at Extension 11.</li> <li>4. Endayeni Clinic to be opened 24 hours.</li> <li>5. Multipurpose centre next to Tswelopele ground at Esiqongweni Section.</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS</li> <li>2. ROADS &amp; STORM-WATER</li> <li>3. ELECTRICITY</li> <li>4. HEALTH</li> <li>5. SRAC</li> </ol>
<b>WARD 12 COUNCILLOR S.M. KWILI</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Sidewalks paving in Friendship town all streets</li> <li>2. Building of community hall in Phomolong Extension of existing one.</li> <li>3. Development of the sport ground including lighting and grand stands</li> <li>4. Palisade fencing in Chloorkop on the side of Allandale Road.</li> <li>5. Six high mast lights in Phomolong area.</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS</li> <li>2. SRAC</li> <li>3. SRAC &amp; ELECTRICITY</li> <li>4. ROADS</li> <li>5. ELECTRICITY</li> </ol>
<b>WARD 13 COUNCILLOR SIBANYONI</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Water and storm-water upgrading at Chris Hani section AND Harry Gwala</li> <li>2. Fencing of Sport grounds at Piet my Vrou.</li> <li>3. High mast lighting in between Phomolong Secondary school and Madiba section and outside Harry Gwala.</li> <li>4. Building of community Hall at Birch Acres.</li> <li>5. New road and storm-water at Sisulu RDP's.</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS &amp; STORM-WATER</li> <li>2. SRAC</li> <li>3. ELECTRICITY</li> <li>4. SRAC</li> <li>5. ROADS &amp; STORM-WATER</li> </ol>
<b>WARD 14 COUNCILLOR T.W. NDIZANA</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Renovations of Sport grounds – Thafeni and Sivana Section.</li> <li>2. Two way road from Brain Mazibuko.</li> <li>3. Pedestrian Bridge between Brain of Ethafeni and Vusimuzi Section.</li> <li>4. Library at Enxiweni Section.</li> <li>5. Renaming of Streets.</li> </ol>	<ol style="list-style-type: none"> <li>1. SRAC</li> <li>2. ROADS</li> <li>3. ROADS</li> <li>4. SRAC</li> <li>5. ROADS</li> </ol>



<b>WARD 15 COUNCILLOR J.D. ROOS</b>	<b>DEPARTMENT</b>
1. Installation of main sewer line in Sim Street, Glen Marias.	1. IS: WATER WASTE
2. Storm-water management – Glen Marias area.	2. ROADS & STORM-WATER
3. Pedestrian bridge in Pretoria Road at the Birchleigh Station.	3. ROADS
4. Installation of Street lights in Beukes Street (from Stephannes Street till Pretoria Road)	4. ELECTRICITY
5. Storm-water Management in Veld Street, pedestrian crossing.	5. ROADS & STORM-WATER
<b>WARD 16 COUNCILLOR H.J. TERBLANCH</b>	<b>DEPARTMENT</b>
1. Upgrade of the EMPD office in Edleen.	1. EMPD
2. Upgrade of the Media Centre at the Civic Centre.	2. MARKETING
3. Upgrade of the Clinic at the Civic Centre.	3. HEALTH
4. Resurveying of Palm road.	4. ROADS
5. Resurveying of Swart Street.	5. ROADS
<b>WARD 17 COUNCILLOR T. BUTLER</b>	<b>DEPARTMENT</b>
1. Community Hall Kempton Park West.	1. SRAC
2. Upgrading of Spartan Clinic.	2. HEALTH
3. Improve sport facilities in Kempton Park and repair roof of the indoor sports centre and other sports facilities.	3. SRAC
4. Poor water drainage at Pomona ramp under the bridge opposite the airport freight building.	4. ROADS & STORM-WATER
5. West Street and CBD road and pavements.	5. ROADS
<b>WARD 18 COUNCILLOR H.D. HART</b>	<b>DEPARTMENT</b>
1. Taxi Rank – Eden Mall – relocate.	1. ROADS
2. Taxi Rank – Eastleigh Commuter Centre – Enlarge and renovate completely.	2. ROADS
3. Horwood's Farm Dam – Drain and rehabilitate dam.	3. ROADS & ENVIR DEV
4. Edenvale Community Centre – Major roof repairs and repaving of car park required.	4. SRAC
5. Pave sidewalks on west side of Harris road from Erasmus road to Lopis road, Edenglen.	5. ROADS
<b>WARD 19 COUNCILLOR W.G. RUNDLE</b>	<b>DEPARTMENT</b>
1. Double the capacity of the storm-water drain in Fountain road, Eastleigh.	1. ROAD & STORM-WATER
2. Three way traffic lights in Terrace road, Eastleigh.	2. ROADS
3. Road to be resurfaced: Dunvegan avenue in Dunvegan.	3. ROADS
4. Willow Park to be fenced off on dam side.	4. METRO PARKS
5. Paving around Dunvegan Primary School.	5. ROADS
<b>WARD 20 COUNCILLOR M.A. CLARKE</b>	<b>DEPARTMENT</b>
1. The upgrade in the Riley road Swing Bridge road.	1. ROADS
2. Fencing of Bill Stewart Nature Reserve.	2. METRO PARKS
3. The reconstruction and beautifying of the Van Buuren road.	3. ROADS & ENVIR DEV
4. The upgrade of Stewert Park Wychwood.	4. METRO PARKS
5. Upgrade of all sidewalks throughout ward 20.	5. ROADS

<b>WARD 21 COUNCILLOR T.L. CAMPBELL</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Housing Makause informal settlement.</li> <li>2. Community Hall one stop centre for paying accounts, open ground Petunia &amp; Poppy</li> <li>3. Storm-water upgrading, Stanley road &amp; Pretoria road.</li> <li>4. Urban Renewal and upgrading of sidewalks in Primrose CBD.</li> <li>5. Establishment of recycling project and proper solid waste removal in Makause informal settlement.</li> </ol>	<ol style="list-style-type: none"> <li>1. HOUSING</li> <li>2. SRAC &amp; FINANCE</li> <li>3. ROADS &amp; STORM-WATER</li> <li>4. ROADS &amp; CITY DEV</li> <li>5. SOLID WASTE</li> </ol>
<b>WARD 22 COUNCILLOR B.C. ROBINSON</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Cable protection in Comet against cable theft.</li> <li>2. Traffic impact study in North Rand road.</li> <li>3. Upgrade of substation for Anderbolt.</li> <li>4. Road upgrading in Ravenswood.</li> <li>5. Upgrading of all parks in ward 22.</li> </ol>	<ol style="list-style-type: none"> <li>1. ELECTRICITY &amp; EMPD</li> <li>2. EMPD</li> <li>3. ELECTRICITY</li> <li>4. ROADS</li> <li>5. METRO PARKS</li> </ol>
<b>WARD 23 COUNCILLOR A. DU PLESSIS</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Complete the upgrade of Storm-water Infrastructure from OR Tambo Airport through Blaauwpan Dam along the wetland area west of Brentwood Park, through Atlasville, including Goedeburg and finally under the Mercury Street bridge leading into Homestead Lake. Master Plan for Storm-water out of ACSA into Bonaero Park and Impala park.</li> <li>2. New Library to be built on the park in Aeroparque Street, around the corner from the school.</li> <li>3. Upgrade of the Bonaero Park Clinic plus the inclusion of a mobile service unit.</li> <li>4. Taxi Rank to be built at the Vic Reece Park in Benoni on Great North road.</li> <li>5. Traffic lights to be installed on the corner of Celia Nestadt and Stokroos Street in Benoni.</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS &amp; STORM-WATER</li> <li>2. SRAC</li> <li>3. HEALTH</li> <li>4. ROADS</li> <li>5. ROADS</li> </ol>
<b>WARD 24 COUNCILLOR R. NTSEKHE</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Tarring of new roads: on plots of ward 24 and Chief Albert Luthuli extr 1-6, Border road at the Benoni Small Farms.</li> <li>2. Electrification of Chief Albert Luthuli ext 6</li> <li>3. Community development Centre.</li> <li>4. New sewerage system of the Van Ryn AH, Fairleads, Rynfield.</li> <li>5. Street lights at all interception on the plots of ward 24</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS</li> <li>2. ELECTRICITY</li> <li>3. SRAC</li> <li>4. IS: WATER WASTE</li> <li>5. ELECTRICITY</li> </ol>
<b>WARD 25 COUNCILLOR M.A KGOPA</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Roads &amp; storm-water in Mayfield Ext 5 &amp; Etwatwa Ext 37.</li> <li>2. Multipurpose centre in Umgababa.</li> <li>3. Clinic in Etwatwa Ext 37.</li> <li>4. Land for housing in Umgababa, Mayfield Ext 5 &amp; Bokkie Farm.</li> <li>5. Multipurpose Park in Yende open space, Mayfield Ext 5 &amp; Etwatwa Ext 37.</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS &amp; STORM-WATER</li> <li>2. SRAC</li> <li>3. HEALTH</li> <li>4. HOUSING</li> <li>5. SRAC &amp; METRO PARKS</li> </ol>

<b>WARD 26 COUNCILLOR E.N. TATI</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Tarring of Tsavo road at Extension 34.</li> <li>2. Development of a Multipurpose Centre.</li> <li>3. Storm-water next to Vezikhono Secondary.</li> <li>4. Extension of Barcelona Clinic</li> <li>5. East Putfontein road upgrade of First Road.</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS</li> <li>2. SRAC</li> <li>3. ROADS &amp; STORM-WATER</li> <li>4. HEALTH</li> <li>5. ROADS</li> </ol>
<b>WARD 27 COUNCILLOR G. KRIEK</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Priority is the basic infrastructure, namely the provision of electricity, water and sewerage.</li> <li>2. The increase in densification through townhouse development and sub-division, water pressure must be improved or increased and the electricity supply should be secured.</li> <li>3. Further, road maintenance remains essential to ensure that the cost of repair in the long term is kept as low as possible.</li> <li>4. Rynfield, Airfield and Morehill parks must be cleaned 5 times per year (grass cutting emphasis is on second and final cutting, edges need to be trimmed also).</li> <li>5. Replace water pipes in the old suburbs of Benoni</li> </ol>	<ol style="list-style-type: none"> <li>1. WATER &amp; ELECTRICITY</li> <li>2. CITY PLANNING &amp; WATER &amp; ELECTRICITY</li> <li>3. ROADS</li> <li>4. ENVIRONMENTAL DEVELOPMENT</li> <li>5. WATER</li> </ol>
<b>WARD 28 COUNCILLOR M.E. GOBY</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Storm-water in Somerset and Surry, corner Edward &amp; Kings Road in Westdene.</li> <li>2. Stormwater drain from Amberslide Avenue.</li> <li>3. Resurfacing of Homestead Street- Alphen Park and Windermere drive at Farramere.</li> <li>4. Collapsed sewerage system to be upgraded (new pipes to be installed)</li> <li>5. Water pressure at western extension to be increased or upgraded.</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS &amp; STORM-WATER</li> <li>2. ROADS</li> <li>3. ENVIRONMENTAL DEV</li> <li>4. IS: WATER WASTE</li> <li>5. IS: WATER</li> </ol>
<b>WARD 29 COUNCILLOR I.A. LOONAT</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Replacement of water pipes for the whole ward.</li> <li>2. Housing for backyard and sub tenants in Wattville and Actonville.</li> <li>3. Sporting facilities – Wattville Stadium to be upgraded or renewed, development of training fields for soccer.</li> <li>4. High Mast at Mabuya Park, Ephes Mamkele Secondary school &amp; Hostel.</li> <li>5. Upgrading and Maintenance of all parks in the ward.</li> </ol>	<ol style="list-style-type: none"> <li>1. IS: WATER</li> <li>2. HOUSING</li> <li>3. SRAC</li> <li>4. ELECTRICITY</li> <li>5. METRO PARKS</li> </ol>
<b>WARD 30 COUNCILLOR S.J. SIBIYA</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Storm-water drainage to be installed at Spoornet, Lakeview and at Dube Street next to the Cemetery.</li> <li>2. Multipurpose Centre.</li> <li>3. Housing at Wattville.</li> <li>4. Recreation facilities – Sesedi Park tennis court &amp; the tennis court next to Etwatwa Secondary school to be revamped.</li> <li>5. Replacement / change of ward water pipes – to be upgraded at Wattville.</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS &amp; STORM-WATER</li> <li>2. SRAC &amp; METRO PARKS</li> <li>3. HOUSING</li> <li>4. SRAC</li> <li>5. ROADS &amp; STORM-WATER</li> </ol>

<b>WARD 31 COUNCILLOR S. Le Roux</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. <b>Storm-water Drainage</b> : Mogami Mhlangeni, Abby Nyalunga, WCRC, Dabula Street, Jangu Street, Malele Street, Mamkele Street</li> <li>2. <b>High mast light</b> : Between Tamboville and Dalpark 6 cnr. Tigerwood and Dikbas Street</li> <li>3. <b>Multipurpose Centre</b> : Dalpark Extension 6, Minnebron</li> <li>4. Tamboville- Bitumen in water pipes</li> <li>5. Tar roads- Withok- Floors Street Tamboville- Louise Street and the rest of Sebotsane are gravel. Construction of new roads between Jangu and Mallele Streets (this is a road reserve)</li> </ol>	<ol style="list-style-type: none"> <li>1. ROAD &amp; STORM-WATER</li> <li>2. ELECTRICITY</li> <li>3. SRAC</li> <li>4. WATER</li> <li>5. ROADS</li> </ol>
<b>WARD 32 COUNCILLOR J.A. HENDRICKS</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Storm-water problems, a seasonal occurrence at Trichard Street (Cason), Hospital &amp; Railway Street (Plantation) at Railway Subway (CBD) &amp; Alby Street between Boksburg High School &amp; CBC School and storm-water problem in Alby Street between Boksburg High School and CBC School.</li> <li>2. Extension of the Boksburg Civic Centre Clinic to accommodate the number of people attending (in consultation with the ward Councillor)</li> <li>3. Boksburg CBD Library – security cameras and alarms &amp; IT Equipment (more computers)</li> <li>4. Boksburg City Stadium – track maintenance, ablution maintenance &amp; concrete palisade fence maintenance.</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS &amp; STORM-WATER</li> <li>2. HEALTH &amp; SOCIAL DEVELOPMENT</li> <li>3. SRAC</li> <li>4. SRAC</li> </ol>
<b>WARD 33 CLR. H.D COKE</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Witfield dam – make it a safe place, revamp with a fence around the lapa, more parking bays, lights and park furniture.</li> <li>2. Park in Ravensklip – revamp, plant trees and more park furniture.</li> <li>3. Water in informal settlement with trough where people can do their washing with drainage</li> <li>4. Structure of roads for safety in informal settlement</li> <li>5. Paving along Wit Deep road, with gully for water and crossing for pedestrians</li> </ol>	<ol style="list-style-type: none"> <li>1. METRO PARKS</li> <li>2. METRO PARKS</li> <li>3. WATER</li> <li>4. ROADS</li> <li>5. ROADS</li> </ol>
<b>WARD 34 COUNCILLOR C.R. CRAWFORD</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Housing projects for Reiger Park, back yard informal settlements.</li> <li>2. Storm-water at tarred roads.</li> <li>3. Refurbishment of the grand stand at C.J. Clements Stadium at Reiger Park</li> <li>4. Refurbish roofs of Reiger Park Flats.</li> <li>5. High mast lights at Joe Slovo to be connected</li> </ol>	<ol style="list-style-type: none"> <li>1. HOUSING</li> <li>2. ROADS &amp; STORM-WATER</li> <li>3. SRAC</li> <li>4. HOUSING</li> <li>5. ELECTRICITY</li> </ol>

<b>WARD 35 COUNCILLOR M. XAKAMBANA</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Dukathole Clinic.</li> <li>2. Ext 9 Community Hall</li> <li>3. Ext 9 roads construction (9Streets)</li> <li>4. Dukathole Housing Development.</li> <li>5. Secondary School.</li> </ol>	<ol style="list-style-type: none"> <li>1. HEALTH</li> <li>2. SRAC</li> <li>3. ROADS</li> <li>4. HOUSING</li> <li>5. DEP OF EDUCATION</li> </ol>
<b>WARD 36 COUNCILLOR C.D. SWANEPOEL</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Fencing of Alberton dam for safety of children.</li> <li>2. Cleaning, repair and maintenance of blocked and damaged storm-water drains in Driehoek, Delville and Lake area.</li> <li>3. Replacing of various surface covers for drains in Driehoek, Delville, Lambton and Lake area.</li> <li>4. Victoria lake (Germiston) water is seeping under the road surface into reeds next to railway lines at Victoria Lake Club.</li> <li>5. Cleaning and maintenance of the area around Alberton Station/ Industrial area in Roxton.</li> </ol>	<ol style="list-style-type: none"> <li>1. METRO PARKS</li> <li>2. ROADS &amp; STORM-WATER</li> <li>3. ROADS</li> <li>4. ROADS &amp; ENVIR DEV</li> <li>5. SOLID WASTE</li> </ol>
<b>WARD 37 COUNCILLOR B.T. HAIPEL</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Further expansion of Taxi Rank in Du Plessis Street</li> <li>2. Total upgrade of Alberton Boulevard in CBD</li> <li>3. Fencing of the 10<sup>th</sup> Ave and Vlei Street Parks in Alberton</li> <li>4. Pavement upgrade in a large area of Alberton North (in consultation with ward Councillor)</li> <li>5. Upgrading of all storm water System along Padslouw street</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS</li> <li>2. CITY PLANNING</li> <li>3. ROADS &amp; STORM-WATER</li> <li>4. ROADS</li> <li>5. METRO PARKS</li> </ol>
<b>WARD 38 COUNCILLOR M.I. VISSER</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Resurfacing of roads in consultation with Councillor in Brackenhurst</li> <li>2. Resurfacing of roads in consultation with Councillor in Albertsdal.</li> <li>3. Resurfacing of roads in consultation with Councillor in Brackendowns.</li> <li>4. Fencing of Park on the corner of Strydpoort and Eekhorning Streets and provision of water and toilet facilities for the users of the park.</li> <li>5. Brackenhurst Library needs a complete new air conditioning system with a maintenance contract. At this stage the air conditioning is not working which lower the circumstances for the users of the Library to a sub-standard for a place where educational activities take place every day.</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS</li> <li>2. ROADS</li> <li>3. ROADS</li> <li>4. METRO PARKS</li> <li>5. SRAC</li> </ol>
<b>WARD 39 COUNCILLOR M. KRIEK</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. New roads at RDP housing in Rondebult Ext 1 &amp; Ext 2 in consultation with Councillor.</li> <li>2. New roads in Buhle Park in the RDP Section in consultation with Councillor.</li> <li>3. High mast lights in the RDP Section in consultation with Councillor.</li> <li>4. Rehabilitation of Weideman dam in Elsburg.</li> <li>5. Complete the community Hall in Rondebult Ext 1.</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS &amp; HOUSING</li> <li>2. ROADS</li> <li>3. ELECTRICITY</li> <li>4. ENVIRONMEN-TAL DEV</li> <li>5. SRAC</li> </ol>

<b>WARD 40 COUNCILLOR M.M. MALULEKE</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Clinic in Buhle Park.</li> <li>2. Fencing of the sport grounds in Leondale.</li> <li>3. Roads construction and storm-water in Roodekop 31 and Buhle Park.</li> <li>4. Sport recreational facilities in Spruitview.</li> <li>5. Refurbishment of old Tshongweni Hall at Freedom Square.</li> </ol>	<ol style="list-style-type: none"> <li>1. HEALTH</li> <li>2. METRO PARKS</li> <li>3. ROADS &amp; STORM-WATER</li> <li>4. SRAC</li> <li>5. SRAC</li> </ol>
<b>WARD 41 COUNCILLOR M. MSWELI</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Building of Informal sports grounds – Rondebult Extension 2 site no 2443 Garlic Street</li> <li>2. Upgrade of Storm-water drainage – Roodekop 21.</li> <li>3. Build a taxi rank – Rondebult rank to interlink to a proposed Railway Transport Station and other areas.</li> <li>4. Road Construction – Rondebult Extension 2 in consultation with the Councillor.</li> <li>5. Road Construction – Roodekop 22 – 21 in consultation with the Councillor.</li> </ol>	<ol style="list-style-type: none"> <li>1. SRAC</li> <li>2. ROADS &amp; STORM-WATER</li> <li>3. ROADS</li> <li>4. ROADS</li> <li>5. ROADS</li> </ol>
<b>WARD 42 COUNCILLOR P. MORAKE</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Tarring of roads in Reiger Park Extension 5 (Ramaphosa) and Egoli Village next to Graceland.</li> <li>2. Storm-water drainage system in Reiger park Extension 5 (Ramaphosa) and Egoli village.</li> <li>3. Electricity upgrade in Reiger park Extension 5 (Ramaphosa) also Street lights on Elsburg.</li> <li>4. High mast lights at reserve Ramaphosa</li> <li>5. Re-surfacing of roads in Freeway Park</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS</li> <li>2. STORM-WATER</li> <li>3. ELECTRICITY</li> <li>4. ELECTRICITY</li> <li>5. ROADS</li> </ol>
<b>WARD 43 COUNCILLOR B. REID</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Protective structures for electricity boxes in Dawn Park.</li> <li>2. Street lights in Rondebult Road from North boundary to Barry Marais.</li> <li>3. Construction of the Link road from Windmill Park to North boundary (The extension of Hewitt Drive)</li> <li>4. Storm-water Drainage in Dawn Park.</li> <li>5. Storm-water Drainage in Sunward Park.</li> </ol>	<ol style="list-style-type: none"> <li>1. ELECTRICITY</li> <li>2. ELECTRICITY</li> <li>3. ROADS &amp; STORM-WATER</li> <li>4. ROADS &amp; STORM-WATER</li> <li>5. ROADS &amp; STORM-WATER</li> </ol>
<b>WARD 44 COUNCILLOR M.S. MOHOALADI</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Extension of Bierman road next to Chris Hani between Brickfield road and Moagi road.</li> <li>2. Storm-water drainage Extension 5 (Thekoane Street) &amp; Ext 6 (Nombhela Street).</li> <li>3. Upgrading of Tswelopele clinic.</li> <li>4. Build a Monument in Vosloorus Extension 1 (next to Nageng Primary school).</li> <li>5. Closing of two big holes (Moagi road behind Extension 5 &amp; Extension 13)</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS</li> <li>2. ROADS &amp; STORM-WATER</li> <li>3. HEALTH</li> <li>4. SRAC</li> <li>5. ROADS</li> </ol>

<b>WARD 45 COUNCILLOR S. MALOPE</b>	<b>DEPARTMENT</b>
1. Clinic – Villa Lisa. 2. Secondary School – Villa Lisa.	1. HEALTH 2. DEP OF EDUCATION
3. MPCC – Vosloorus – Community Hall – Villa Lisa. 4. Sidewalk – Masianoke / Sam Sekoani. 5. Street lights – Masianoke.	3. SRAC 4. ROADS 5. ELECTRICITY
<b>WARD 46 COUNCILLOR S.N. NONYANA</b>	<b>DEPARTMENT</b>
1. Storm-water drainage at Rest in Peace Street Extension 2 (Douglas Montsheng) 2. Road kerbs at Rest in Peace Street .ext2 (douglas Monstheng) 3. High mast lights at Phase 3 Extension 28. 4. Robots at Moagi between Douglas Montsheng and Sithohimela street Extension 2Sport grounds at Phase 3 Extension 28. 5. Sport grounds at Extension 8.	1. ROADS & STORM-WATER 2. ROADS 3. ELECTRICITY 4. SRAC 5. SRAC
<b>WARD 47 COUNCILLOR S.R. MARAQANA</b>	<b>DEPARTMENT</b>
1. Tarring of roads in Extension (Tsau,Jwaneng, Sehitwa, Lobatse, Moremi, Mauno, Shakane, Sefophe, Gaborone, Botswana and Tshabong. 2. Multipurpose Centre with the accommodation of Hall, Clinic and other ward activities. 3. High mast lights-2 needed in Nyoni and Isikhebhe Streets in consultation with the ward Councillor 4. Housing-Vumbuka Informal settlement need to be developed as well as Sotho hostel into family units. 5. Development of Parks and Sport facilities	1. ROADS & STORM-WATER 2. SRAC 3. ELECTRICITY 4. HOUSING 5. SRAC
<b>WARD 48 COUNCILLOR K.F. MAHLOMA</b>	<b>DEPARTMENT</b>
1. Moleleki Ext 4 to be proclaimed as a township. 2. Sport field of Phase 1. 3. Mpharanyana Hall to be renovated. 4. Tarring and construction of Makhoba Street. 5. Tarring and construction of Maphire Street.	1. HOUSING 2. SRAC 3. SRAC 4. ROADS 5. ROADS
<b>WARD 49 COUNCILLOR P.J. MAKALENG</b>	<b>DEPARTMENT</b>
1. Storm-water – Makula Section from stand no. 194 – 198 properties not accessible when raining and houses are always flooded. Mومetsi Street in Phooko Section is 100% no storm-water and houses are always flooded throughout the rain season, cnr Tladi and the newly constructed Bakoena Street. 2. Upgrade of old dilapidated sewer system (whole ward). 3. Installation of Street lights from Thutong Sibisi Street and Moseu Street from Mopeli to Tsolo Section. 4. High mast lights near Akanyang Primary School and two High light mask at Poole street and Phooko Section 5. Sports facilities in Phake Section between Bakwena and Mphuthi Streets.	1. ROADS & STORM-WATER 2. IS: WATER WASTE 3. ELECTRICITY 4. ELECTRICITY 5. SRAC

<b>WARD 50 COUNCILLOR E.N. NDIMA</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Storm-water drainage – Ville Street.</li> <li>2. Construction and tarring of Manamela Street – 521 Moshoeshoe (Land Expropriation).</li> <li>3. Development of a Regional Park at 69 Twala (planting of grass and trees)</li> <li>4. Completion of Rehabilitation of Mabona street from Motsepe to Tshabalale Street</li> <li>5. Pave Mediaan in Hospital road, Masakane and Khotso Street.</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS &amp; STORM-WATER</li> <li>2. ROADS</li> <li>3. METRO PARKS</li> <li>4. ROADS</li> <li>5. ROADS</li> </ol>
<b>WARD 51 COUNCILLOR T.C. RAMPAI</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. New Clinic in Tamaho Section.</li> <li>2. Old Beer Hall to be developed into a Youth Centre.</li> <li>3. Sidewalks general Katlehong CCC.</li> <li>4. Development of roads in Hlahane Section.</li> <li>5. Erecting of Trading Stalls</li> </ol>	<ol style="list-style-type: none"> <li>1. HEALTH</li> <li>2. SRAC</li> <li>3. ROADS</li> <li>4. ROADS</li> <li>5. ECONOMIC DEVELOPMENT</li> </ol>
<b>WARD 52 COUNCILLOR C.L. NKOSI</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Develop a multipurpose park (Tennis court, netball, volleyball and basketball court) at stand no 2097 opposite DH Hall Katlehong.</li> <li>2. Develop an intermodal taxi rank at stand no 50/151 – IR near Natalspruit Hospital, Katlehong.</li> <li>3. Develop a new Library near Katlehong CCC 1 Offices.</li> <li>4. Street lights at Letsoho Street Mandela Section, Katlehong and Serema Street, Mpilisweni Section, Thokoza.</li> <li>5. Paving (sidewalk) at Nhlapo, Basothong, Maphanga and Phumulamqashi Section.</li> </ol>	<ol style="list-style-type: none"> <li>1. SRAC</li> <li>2. ROADS</li> <li>3. SRAC</li> <li>4. ELECTRICITY</li> <li>5. ROADS</li> </ol>
<b>WARD 53 COUNCILLOR V.G. ZIDE</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Tarring and construction of Verbena Street.</li> <li>2. Tarring and construction of Ugagane Street.</li> <li>3. Tarring and construction of Ntloboshlyane Street.</li> <li>4. Tarring and construction of Umqwalothi Street.</li> <li>5. Tarring and construction of Kotloano Street.</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS</li> <li>2. ROADS</li> <li>3. ROADS</li> <li>4. ROADS</li> <li>5. ROADS</li> </ol>
<b>WARD 54 COUNCILLOR N.M. MABUZA</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Road tarring &amp; Storm-water – Ngcobo and Manana</li> <li>2. Paving –Thokoza – Pitso Street stands 6379 to 6397, 6399 to 6417 and 6419 to 6437.</li> <li>3. Ring roads Mabona Stands 773 to 781, Simelani 947 to 954 and Magubane 642 to 653, 656 to 666, 668 to 679, 681 to 692</li> <li>4. Relocation of Mavimbela families from the 2 rooms housing into a house construction or extending of one room</li> <li>5. Strom water / Curbs –Wayithi Street from Thuto to Mbooi Street and Ville and Ndlovu storm-water</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS &amp; STORM-WATER</li> <li>2. ROADS</li> <li>3. ROADS &amp; STORM-WATER</li> <li>4. HOUSING</li> <li>5. HOUSING</li> </ol>



<b>WARD 55 COUNCILLOR S. MADUNA</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Erection of storm-water drainage - Masakhane (in consultation with the ward Councillor).</li> <li>2. Construction of Roads in Hlongwane section in consultation with the ward Councillor</li> <li>3. Construction of Roads in Zuma section in consultation with the ward Councillor</li> <li>4. Construction of Roads in Mngadi section in consultation with the ward Councillor</li> <li>5. Construction of Roads in Radebe section in consultation with the ward Councillor</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS &amp; STORM-WATER</li> <li>2. ROADS &amp; STORM-WATER</li> <li>3. ROADS &amp; STORM-WATER</li> <li>4. ROADS &amp; STORM-WATER</li> <li>5. ROADS &amp; STORM-WATER</li> </ol>
<b>WARD 56 COUNCILLOR K.S. MSIBI</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Tobatse – Tshele &amp; Maphale Streets – storm-water drainage.</li> <li>2. Nkaki &amp; Mokoena Street storm-water drainage.</li> <li>3. 4 Circles at Mkwayi street , 5 Circles at Pitso street.</li> <li>4. Storm-water at cnr. Molefe and Fanie and Makukule</li> <li>5. Storm-water between Nkaki-Xaba and Tshabalala</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS &amp; STORM-WATER</li> <li>2. ROADS &amp; STORM WATER</li> <li>3. ROADS</li> <li>4. ROADS &amp; STORM-WATER</li> <li>5. ROADS &amp; STORM-WATER</li> </ol>
<b>WARD 57 COUNCILLOR T.G. NKETLE</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Tarring of roads Phuta Park Ext 1 &amp; 2.</li> <li>2. High mast lights in Extension 2 (in consultation with the councillor)</li> <li>3. Recycling Centre at Stand 8679 Tshepo Street</li> <li>4. Removal of Big Stones in Thinasonke Extension 3</li> <li>5. Paving of all passages in Phola Park Extension 1 &amp; 2</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS</li> <li>2. ELECTRICITY</li> <li>3. ENVIRONMENTAL DEVELOPMENT</li> <li>4. ENVIRONMENTAL &amp; ROADS</li> <li>5. ROADS</li> </ol>
<b>WARD 58 COUNCILLOR R. PIENAAR</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Construction of roads very essential and water storm (in consultation with councillor)</li> <li>2. Storm Water drainage at Ndimatsheroni, Inqubekela Phambili, Phongola, Mphumelelo, Sphiwe , Afro Doriga</li> <li>3. Extension of Palm Ridge Library</li> <li>4. Construction of Taxi Rank Phuthaditshaba</li> <li>5. Construction of Taxi Rank in Palmridge,</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS</li> <li>2. ROADS &amp; STORM-WATER</li> <li>3. SRAC</li> <li>4. TRANSPORT</li> <li>5. TRANSPORT</li> </ol>
<b>WARD 59 COUNCILLOR T.J. MAAMA</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. High mast lights at Kwenele Extension 2.</li> <li>2. Roads at: Kwenele proper, Kwenele south and Kwenele Extension 2 in consultation with the Councillor.</li> <li>3. Multipurpose centre of Likole Section, Stand 903 Likole section</li> <li>4. Roads at: Likole section and Likole Extension 2 in consultation with the Councillor.</li> <li>5. Paving next to Ponego School leading to Ramokonopi SAPS.</li> </ol>	<ol style="list-style-type: none"> <li>1. ELECTRICITY</li> <li>2. ROADS</li> <li>3. SRAC</li> <li>4. ROADS</li> <li>5. ROADS</li> </ol>

<b>WARD 60 COUNCILLOR C.L. KOMANE</b>	<b>DEPARTMENT</b>
1. Tarring of Ramokonupi Roads in consultation with the Councillor	1. ROADS
2. Tarring of Siluma roads	2. ROADS
3. Upgrading of Khumalo Park and fencing around it.	3. PARKS
4. Upgrading of multipurpose sports centre	4. SRAC
5. Calvert coverage of storm-water stream in between Khumalo valley and Siluma view	5. ROADS
<b>WARD 61 COUNCILLOR K.T. LETSOHA</b>	<b>DEPARTMENT</b>
1. Tarring of roads: Magagula Heights – S Ringane in consultation with the Councillor	1. ROADS
2. Tarring of roads: Zonkezizwe –20 <sup>th</sup> avenue in consultation with the Councillor	2. ROADS
3. Alternative housing – build flats (2500 units), there is congestion in residential stands and this requires alternative human settlements due to the lack of land.	3. HOUSING
4. Palmridge Extension 9 clinic – building of a new clinic at Palmridge Extension 9.	4. HEALTH
5. Palmridge Extension 9 – install solar Street lights.	5. ELECTRICITY
<b>WARD 62 COUNCILLOR G. SIBEKO</b>	<b>DEPARTMENT</b>
1. Skills development centre ERF No. 5781 Zonkizizwe zone 6.	1. ECONOMIC DEVELOPMENT
2. ECD Centre – 9298 Moleleki Extension 2.	2. HEALTH & SOCIAL DEV
3. Sports & recreation multipurpose centre Erf 5000.	3. SRAC
4. Community Parks – 15120 Zonke Extension 3, 8353 Moleleki Extension 3, 7592 Zonke Extension 2.	4. METRO PARKS
5. Industrial hub	5. ECONOMIC DEV
<b>WARD 63 COUNCILLOR E.N. SHABALALA</b>	<b>DEPARTMENT</b>
1. Building of a new Auditorium Hall.	1. SRAC
2. Construction of 5 km of road.	2. ROADS
3. Building of a second Clinic with waiting rooms.	3. HEALTH
4. Development of Thusong Squatter Camp (stands allocation, roads & sanitation).	4. HOUSING
5. Building of a new Public Taxi rank.	5. ROADS
<b>WARD 64 COUNCILLOR T.C. LUTHULI</b>	<b>DEPARTMENT</b>
1. Completing of Moagi Street up to Tambokies cemetery.	1. ROADS
2. Multipurpose centre	2. SRAC
3. Roads and storm-water Extension 28, 18, 25,47 and 48 phase 1	3. ROADS
4. Park Extension 14 Ukusuka and Uhamba Streets	4. PARKS
5. Taxi Rank in Extension 28, 25 and 14	5. TRANSPORT

<b>WARD 65 COUNCILLOR S.J. MABASO</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Housing: Construction of houses Extension 10, 18, 19 and Toilets at Extension 10.</li> <li>2. Electrical: Electrification of Extension 18 and 19.</li> <li>3. Storm-water : Chris Hani Drive Ext 10.</li> <li>4. Tarring of Streets: by Mqamelo street Extension 36, Mqamelo street linking to Shabalala, Mahlokoana &amp; Cumbe Street.</li> <li>5. Construction of Multipurpose Centre: Portion 7/8/3624 Extension 10</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS &amp; STORM-WATER</li> <li>2. ELECTRICITY</li> <li>3. ROADS &amp; STORM-WATER</li> <li>4. ROADS</li> <li>5. SRAC</li> </ol>
<b>WARD 66 COUNCILLOR V.S. MXABANGELI</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Reconstruction of Madikizela Street</li> <li>2. Housing Development Phase 2, Extension 9</li> <li>3. Paving of passages</li> <li>4. Construction of all roads</li> <li>5. Street lights and high mast lights to all areas.</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS</li> <li>2. HOUSING</li> <li>3. ROADS</li> <li>4. ROADS</li> <li>5. ELECTRICITY</li> </ol>
<b>WARD 67 COUNCILLOR M.S. MADIHLABA</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Tarring of roads</li> <li>2. Multipurpose hall – Thulani</li> <li>3. Upgrading of the Joy Clinic</li> <li>4. Development of housing project in Extension 35</li> <li>5. Street lights – Kopie Motebang, Feather Dust Section, Thulani, phase 1 Slovo Park.</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS</li> <li>2. SRAC</li> <li>3. HEALTH</li> <li>4. HUMAN SETTLEMENT</li> <li>5. ELECTRICITY</li> </ol>
<b>WARD 68 COUNCILLOR N.K. BADELA</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Development of a park and informal soccer fields at Chris Hani ext 2.</li> <li>2. Extension of Sgodi clinic.</li> <li>3. Tarring of all roads and installation of storm-water drainages in all roads, especially at main</li> <li>4. Building of Houses at Chris Hani ext 2.</li> <li>5. Multipurpose centre erf 869</li> </ol>	<ol style="list-style-type: none"> <li>1. SRAC</li> <li>2. HEALTH</li> <li>3. ROADS &amp; STORM-WATER</li> <li>4. HOUSING</li> <li>5. SRAC</li> </ol>
<b>WARD 69 COUNCILLOR E.V. CHAUKE</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Fencing of Sinaba Stadium.</li> <li>2. Rebuilding of Athletics at Sinaba Stadium.</li> <li>3. Recreational facility next to Lerutle Kuzimisele.</li> <li>4. Road to be tarred at Vivienne drive and extension of Tlokwa of Mkompane.</li> <li>5. Rehabilitation of Quarry at extension of Langeni and extension of Turton streets.</li> </ol>	<ol style="list-style-type: none"> <li>1. SRAC</li> <li>2. SRAC</li> <li>3. PARKS</li> <li>4. ROADS</li> <li>5. IS: WATER</li> </ol>
<b>WARD 70 COUNCILLOR T.S. DITSHEGO</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Paving of passages.</li> <li>2. Paving of sidewalks – Ramza, Hurutse, Gumede, Mocke and Dungeni Streets. Emergency route (Exclusive lane) for ambulance. Erection of the calming measures.</li> <li>3. Resource centre at Shezi Street.</li> <li>4. Upgrading of Art Centre (Rhu Hlatswayo)</li> <li>5. Upgrading of Daveyton Hostel.</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS</li> <li>2. ROADS</li> <li>3. ECO DEV</li> <li>4. SRAC</li> <li>5. HOUSING</li> </ol>

<b>WARD 71 COUNCILLOR C.B. MAROLENG</b>	<b>DEPARTMENT</b>
1. Paving of passages – Sgalo, Gija, Marivate, Sihooko, Dungeni and Mocke Streets.	1. ROADS
2. Installation of two high mast lights in Lindelani. Nomathamsanqa Park – Lights to be erected. Passage Lights and Mabuya Ground	2. ELECTRICITY
3. Four water tanks in Lindelani.	3. IS: WATER
4. Paving of Streets and sidewalks: Heals, Phaswane, Sihoko, Dungeni, Mocke, Sigalo, Giya, Chembeni and Matthewson.	4. ROADS
5. Establishment of Industrial Hive	5. ECONOMIC DEVELOPMENT
6. Continuation of Alliance Extension 9 :Housing project	6. HOUSING
<b>WARD 72 COUNCILLOR R. SHEODIN</b>	<b>DEPARTMENT</b>
1. High mast lights in Bakerton sport ground, Bakerton community centre and Bakerton cemetery.	1. ELECTRICITY
2. Formalise housing for Gugulethu and Everest informal settlement.	2. HUMAN SETTLEMENT
3. Install robots at cnr Paul Kruger and Main Reef roads in Dersley near Jameson school.	3. ROADS & STORM-WATER
4. Install speed calming measures at the Enstra railway crossing.	4. ROADS
5. Recreation facilities are needed in Payneville.	5. SRAC
<b>WARD 73 COUNCILLOR S.S. NGOBESE</b>	<b>DEPARTMENT</b>
1. Multipurpose centre Kingsway	1. SRAC
2. Roads and storm water: Kingsway	2. ROADS
3. Parks at New Modder and Kingsway	3. PARKS
4. Housing : Kingsway.	4. HOUSING
5. Speed humps – Kingsway, Newmodder, Benoni CBD	5. ROADS
<b>WARD 74 COUNCILLOR G. VILAKAZI</b>	<b>DEPARTMENT</b>
1. Construction of new roads in Reed Ville, Accura Lane, Lyanda Lane, Bokota Lane and Nicosia Lane.	1. ROADS
2. Storm-water drains: Nicosia Street Reedville, Nogwam Street Tornado.	2. ROADS & STORM-WATER
3. Uprooting of reeds in Reedville/Mashila Park.	3. METRO PARKS
4. Housing – Mkhanqwa area & Phumulo, Tornado.	4. HOUSING
5. Water & sewer at Phumulo, Tornado	5. WATER
<b>WARD 75 COUNCILLOR D.D. STONE</b>	<b>DEPARTMENT</b>
1. Never-Never informal settlement in Springs needs Housing development.	1. HOUSING
2. Refurbishment of Pam Brink Stadium.	2. SRAC
3. Refurbishment of the dam opposite Rus 'n bietjie retirement home.	3. METRO PARKS
4. Declaration of the war memorial as National Heritage site. Repair War Memorial and put up fencing.	4. SRAC
5. Revamping of Windmill Park in Springs.	5. METRO PARKS

<b>WARD 76 COUNCILLOR S.P. SHABANGU</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Houses in Daggafontein or relocation.</li> <li>2. Houses in the N17&amp; Hollywood Heigth relocation.</li> <li>3. Penguin Street, Loerie Street, Leoni, Mossie &amp; Fulmar Street</li> <li>4. Electricity in the Infomal Settlement.</li> <li>5. Multi-purpose Centre</li> </ol>	<ol style="list-style-type: none"> <li>1. HOUSING</li> <li>2. HOUSING</li> <li>3. ROADS</li> <li>4. ELECTRICITY</li> <li>5. ROADS</li> </ol>
<b>WARD 77 COUNCILLOR J.W. BUSAKWE</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Tarring of roads: Metsing Street, Masuku Street, Manamela Street, Mbhele Street and Holomisa Street.</li> <li>2. Art Centre near Selope Thema Clinic Extension 3.</li> <li>3. Newly built Library at corner Mojela &amp; September Streets.</li> <li>4. Multipurpose centre at corner Kgaswane &amp; Thabahadi Street.</li> <li>5. Speed humps at September Street Extension 2.</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS</li> <li>2. SRAC</li> <li>3. SRAC</li> <li>4. SRAC</li> <li>5. ROADS</li> </ol>
<b>WARD 78 COUNCILLOR T.G. RADEBE</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Roofing of old houses at Overline.</li> <li>2. Develop Indaba tree to a proper heritage village.</li> <li>3. Rehabilitation of CBD.</li> <li>4. Upgrading of Tennis court in Highland section.</li> <li>5. Hostel to be converted to family units.</li> </ol>	<ol style="list-style-type: none"> <li>1. HOUSING</li> <li>2. SRAC</li> <li>3. CITY PLANNING</li> <li>4. SRAC</li> <li>5. HOUSING</li> </ol>
<b>WARD 79 COUNCILLOR M.I. NKOSI</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Tarring of roads: Mokoena Street, Msikinya, Kau Street, Mmusane Street, Robben Island Street, Mondise Street, Pitso, Nohashi Street, Freedom Avenue and Conwell Street at Ext 7 #Morupa and Mokatla Streets.</li> <li>2. New building of Primary School at Langaville Ext 8</li> <li>3. Sport complex at Extension 7 Langaville</li> <li>4. Clinic and Pay Point Office at Extension 8 Langaville</li> <li>5. Housing – a newly build houses at 425 scheme Kwa-Thema complete the IDT houses Ext 6, 7 and 8 Langaville.</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS</li> <li>2. DEP OF EDUCATION</li> <li>3. SARS</li> <li>4. HEALTH</li> <li>5. HOUSING</li> </ol>
<b>WARD 80 COUNCILLOR M.D. MLAMBO</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Re-construction of roads at Pitsi, Skosana, Mthethwa, Masike, Phuthagae, Mashiane, Ntshengu and Zwane Streets.</li> <li>2. Library at Verganoeg area.</li> <li>3. Building of a new Community Hall.</li> <li>4. Demolishing old structure between Nafcoc and old Cemetary.</li> <li>5. Sidewalks at Marule Street.</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS</li> <li>2. SRAC</li> <li>3. SRAC</li> <li>4. SRAC</li> <li>5. ROADS</li> </ol>

<b>WARD 81 COUNCILLOR M. NDITA</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Construction of new roads: <ul style="list-style-type: none"> <li>• Link of Thomi Mtshazo and Skhumbong Street.</li> <li>• T. Mbheki Street in Langaville, Sam-Sam Street Extension 12 C.</li> <li>• Street in Extension 18 Tsakane: John Gabuza Street Extension 6 Langaville, Maintenance for all roads in the ward. Canal flowing from Extension 5 through Extension , canal flowing from Extension 3 through Extension 4 and Ext 12 C Canal.</li> <li>• Kwa-makhosi street</li> <li>• Hearth street</li> </ul> </li> <li>2. Storm-water network on the whole of Tugela road linking Extension 4 and Extension 7 Langaville.</li> <li>3. Building of a new Police Station.</li> <li>4. Sport Complex.</li> <li>5. Multipurpose centre.</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS</li> <li>2. ROADS &amp; STORM-WATER</li> <li>3. SAPS</li> <li>4. SRAC</li> <li>5. SRAC</li> </ol>
<b>WARD 82 COUNCILLOR T.J. SAUL</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Roads &amp; storm-water</li> <li>2. Speed humps in all main roads</li> <li>3. Vehicle testing station</li> <li>4. Auditorium</li> <li>5. Car City</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS</li> <li>2. ROADS</li> <li>3. COMMUNITY SAFETY</li> <li>4. SRAC</li> <li>5. LICENSING</li> </ol>
<b>WARD 83 COUNCILLOR S.C. KODISANG</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Road Construction complete with storm water drains to all streets in ward 83 including the construction of Zigode street and completion of Bakoena and Shabalala street.</li> <li>2. Installation of humps in all category 4 streets in Ward 83 and installation of guardrails at cnr Madonsela and Ndabezitha Street</li> <li>3. Rebuilding of 80 shacks in Tsakane Proper water logged and cracked houses</li> <li>4. Extension of library and new clinic signage</li> <li>5. Fencing of Calcut Dlephu Community Park.</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS</li> <li>2. ROADS</li> <li>3. HOUSING</li> <li>4. SRAC</li> <li>5. METRO PARKS</li> </ol>
<b>WARD 84 COUNCILLOR S.T. LETSIMO</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. New Clinic for Ext 16, 17 &amp; 19.</li> <li>2. Road construction in Lehurutshi Street, Ext 16, 17, 19 and 12b Tsakane.</li> <li>3. Paving of walkways, Toyitoyi, Zimu and Letsapa Streets.</li> <li>4. Erection of pedestrian bridge and paving of canal at Ext 13.</li> <li>5. Primary School to serve Ext 16, 17 &amp; 19</li> </ol>	<ol style="list-style-type: none"> <li>1. HEALTH</li> <li>2. ROADS</li> <li>3. ROADS</li> <li>4. ROADS</li> <li>5. ROADS &amp; STORM-WATER.</li> </ol>

<b>WARD 85 COUNCILLOR N.A. MNGUNI</b>	<b>DEPARTMENT</b>
1. Tarring of roads: Dzivamisoko, Sabelo & Mamabulu Streets.	1. ROADS
2. Satellite Police station Extension 8: Thubelisha, very urgent.	2. SAPS
3. Storm-water: Thubelisha Extension 8 Rockville, Thakado and Khama, Modjadji.	3. STORM-WATER
4. High school Extension 8.	4. SDE
5. Day care centre at Extension 8.	5. HEALTH & SOCIAL DEV
<b>WARD 86 COUNCILLOR T.P. MBONANI</b>	<b>DEPARTMENT</b>
1. Houses need to be built in ward 86	1. HOUSING
2. Roads to be tarred in <u>Masechaba proper</u> : <ul style="list-style-type: none"> <li>• Pakane, L Mokgodi str, <u>ext1 Masechaba</u>: Mayekiso, tswete, <u>Blue Gum ext2</u>: Freedom, Zabalaza street, <u>Blue Gum ext3</u>: S Mahlangu, Namibia street, all roads at Tsakane Ext 17</li> </ul>	2. ROADS
3. Sports grounds to be maintained (informal) Extension 15 next to mabena inn, Extension 17 next to Vodacom container, Masechaba next to old post box, Extension 9, Extension 10 next to martin house also next to taxi rank	3. SRAC
4. Mobile library to rotate in the entire ward	4. EDUCATION DEPARTMENT
5. Provision of infrastructure ,water, proper sanitation and electrification at Masechaba Extension 4 (Qalabusha area).	5. WATER
<b>WARD 87 COUNCILLOR T.P. MOTAUNG</b>	<b>DEPARTMENT</b>
1. Upgrading of a formal soccer ground – Masechabaview at cnr Ramaphosa and Lekope Streets.	1. SRAC
2. Tarring of roads: Einnie Mandela, Zk Matthews, Robinson and Ramaphosa Streets.	2. ROADS
3. Housing – Construction of houses in ward.	3. HOUSING
4. Paving of sidewalks on all main Streets.	4. ROADS
5. Street lights for Mandela Street.	5. ELECTRICITY
<b>WARD 88 COUNCILLOR W. LABUSCHAGNE</b>	<b>DEPARTMENT</b>
1. Gazelle Drive in Alra Park to be completed and tarred up to the cemetery	1. ROADS
2. Tuna Road – paving and tarring next to tuna road	2. ROADS
3. High mast lights in informal settlements in Alra park	3. ENERGY
4. Fencing and upgrade of Mckenzierville sporting facilities	4. SRAC
5. Fencing around Nigel Golf Club. This has become very dangerous for players as many have mugged, vehicles stolen, etc. It is also dangerous for pedestrians and passing motorists	5. SRAC

<b>WARD 89 COUNCILLOR P.F. MMOKO</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Multi-purpose Park opposite new Library.</li> <li>2. Multi-purpose Centre with Community Hall (Erf 5877)</li> <li>3. EMPD Precinct (Erf 2739)</li> <li>4. Alternative land for Winnie Mandela Park and L&amp;J Farm Informal Settlement</li> <li>5. High Mast Lights in Clayville East and West</li> <li>6. Construction of Taxi Rank at Olifantsfontein Train Station.</li> </ol>	<ol style="list-style-type: none"> <li>1. METRO PARKS &amp; SRAC</li> <li>2. SRAC</li> <li>3. EMPD</li> <li>4. HOUSING</li> <li>5. ENERGY</li> <li>6. TRANSPORT</li> </ol>
<b>WARD 90 COUNCILLOR N.O. SEHOBELE</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Upgrade informal settlement (proper stands with sustainable sanitation)</li> <li>2. Relocation of congested informal settlement for construction of roads and storm-water for access of emergency services.</li> <li>3. Building of early childhood development Centre (ECD) at erf 124 stand no 1010.</li> <li>4. Proclaim non-proclaimed formal stand and provide them with sanitation and electricity.</li> <li>5. Transform Castel Hostel into Primary School.</li> <li>6. Construction of K60 roads via Vusimuzi Informal settlement.</li> </ol>	<ol style="list-style-type: none"> <li>1. HOUSING &amp; WATER</li> <li>2. ROADS &amp; STORM-WATER</li> <li>3. HEALTH</li> <li>4. HOUSING</li> <li>5. HOUSING &amp; DEP OF EDUC</li> <li>6. ROADS</li> </ol>
<b>WARD 91 COUNCILLOR B.J. JORDAAN</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Community Hall with Clinic and Library in Birch Acres Ext 23 – 44.</li> <li>2. Pedestrian Bridge across Andrew Mapheto Drive (between the Birch Acres Mall and Sophia Town).</li> <li>3. Fenced and development of community recreation areas next to the stream/spruit, Pongola Drive, Norkem Park and Birchleigh North.</li> <li>4. Pedestrian Bridge and paved walkways across Stream/spruit from Malvina Road/Pongola Drive linking with Frikkie Street, Birchleigh North.</li> <li>5. Fence next to Strydom Street from Pongola Drive closing off the open field between Birchleigh North and Esselen Park.</li> </ol>	<ol style="list-style-type: none"> <li>1. SRAC and Health</li> <li>2. ROADS</li> <li>3. ENVIRONMENTAL MANAGEMENT</li> <li>4. ROADS AND STORM-WATER</li> <li>5. ENVIRONMENTAL MANAGEMENT</li> </ol>
<b>WARD 92 COUNCILLOR G.A.K. GERSBACH</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Storm-water management throughout the ward in consultation with the Councillor.</li> <li>2. Upgrade of major roads including sidewalks, storm-water drains and left or right turn lanes as required in consultation with the Councillor.</li> <li>3. (Multipurpose development centre) Development of erf 40 / 63 IR, between Olifant, Serenade, Amber and Kraft roads, Elandsfontein either through agreement with current owners or purchase of the property. In consultation with the Councillor. To build a taxi rank, Library, clinic.</li> <li>4. Rehabilitation and upgrading of electricity network in Northern Germiston in consultation with the Councillor.</li> <li>5. Refurbishment of sewerage infrastructure in Ward 92 in consultation with the Councillor.</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS &amp; STORM-WATER</li> <li>2. ROADS &amp; STORM-WATER</li> <li>3. SRAC/HEALTH/TRANSPORT</li> <li>4. ELECTRICITY</li> <li>5. ROADS &amp; STORM-WATER</li> </ol>



<b>WARD 93 COUNCILLOR P.L. SIBIDLI</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Good Hope settlement – Housing Development.</li> <li>2. Water taps installation to all informal settlements.</li> <li>3. Grading of main entrances to all informal settlements.</li> <li>4. Sport facilities - Marathon &amp; Delpport, Delmore Gardens, Driefontein in consultation with Councillor.</li> <li>5. Community Hall – Delmore Gardens.</li> </ol>	<ol style="list-style-type: none"> <li>1. HOUSING</li> <li>2. HOUSING &amp; WATER</li> <li>3. ROADS</li> <li>4. SRAC</li> <li>5. SRAC</li> </ol>
<b>WARD 94 COUNCILLOR M.J. BASCH</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Mobile Clinics Mayberry Park</li> <li>2. New Street lights at Michelle Avenue to Comaro Street, Meyersdal.</li> <li>3. Fix roads – Birch, Melchout, Apiesdaring</li> <li>4. Upgrade sewer system at Ruby Street, Mayberry Park.</li> <li>5. Fix roads New Market, Lincoln, Doncasber, Pillay</li> </ol>	<ol style="list-style-type: none"> <li>1. HEALTH</li> <li>2. ELECTRICITY</li> <li>3. ROADS</li> <li>4. ROADS &amp; STORM-WATER</li> <li>5. ROADS</li> </ol>
<b>WARD 95 COUNCILLOR T.L. KHUMALO</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Tarring of roads at Mapleton Extension 10 all streets</li> <li>2. High mast lights (Mapleton Extension 10).</li> <li>3. Storm-water drainage in Vosloorus and Mapleton Extension 10.</li> <li>4. Sidewalks (paving) in Vosloorus and Mapleton</li> <li>5. Parks and Informal sports grounds</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS</li> <li>2. ELECTRICITY</li> <li>3. ROADS &amp; STORM WATER</li> <li>4. ROADS</li> <li>5. SRAC</li> </ol>
<b>WARD 96 COUNCILLOR R. DLADLA</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. New Clinic –Mayfield Extension 6</li> <li>2. Multipurpose Centre.</li> <li>3. Construction of access road Mayfield ext. 6,7,8</li> <li>4. Informal sports grounds and parks</li> <li>5. Houses Mayfield Extension 1</li> </ol>	<ol style="list-style-type: none"> <li>1. HEALTH</li> <li>2. SRAC</li> <li>3. ROADS &amp; STORM-WATER</li> <li>4. SRAC</li> <li>5. HOUSING</li> </ol>
<b>WARD 97 COUNCILLOR V. DYSON</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Demolish and refurbish Bronthurst tennis club.</li> <li>2. Demolish and refurbish Brakpan tennis club.</li> <li>3. Multi purpose centre in Leachville.</li> <li>4. Overall maintenance of Van Eck substation</li> <li>5. Upgrading of roads and storm-water in Leachville Extension 3</li> </ol>	<ol style="list-style-type: none"> <li>1. SRAC</li> <li>2. SRAC</li> <li>3. SRAC</li> <li>4. ELECTRICITY</li> <li>5. ROADS AND STORM-WATER</li> </ol>
<b>WARD 98 COUNCILLOR N.A. MABENA</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Provide Street lights along all main Streets (Nala, Ndudula, Letsapa, Mandela &amp; Lekope)</li> <li>2. Housing</li> <li>3. Pave walk ways on all main Streets.</li> <li>4. Electrification of John Dube</li> <li>5. Canal from Jacobs Street to Spaarwater Dam including ward 87.</li> </ol>	<ol style="list-style-type: none"> <li>1. ROADS</li> <li>2. HOUSING</li> <li>3. ROADS</li> <li>4. ELECTRICITY</li> <li>5. ROADS</li> </ol>

<b>WARD 99 COUNCILLOR C.N. MABASO</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Clinic for Windmill Park Extension 8 &amp; 9 including Lindelani and D Section.</li> <li>2. Community Hall (Windmill Park).</li> <li>3. Police Station (Windmill Park).</li> <li>4. High Mast Lights Extension 3, and Villa Lisa Extension 8, 9(windmill park).</li> <li>5. Storm-water reticulation in all of ward 99. Storm-water drainage (James Strachan Street between house no. 1260 and 1266.</li> </ol>	<ol style="list-style-type: none"> <li>1. HEALTH</li> <li>2. SRAC</li> <li>3. SAPS</li> <li>4. ELECTRICITY</li> <li>5. ROADS &amp; STORM-WATER</li> </ol>
<b>WARD 100 COUNCILLOR P.J HENNING</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Develop stand no 188 Hospital view for a soccer field - Change rooms and caretakers cottage, complete with toilets as well as spectators steel stands and paved walkways</li> <li>2. Tarring of gravel roads (8<sup>th</sup> road, 6<sup>th</sup> ave and 1<sup>st</sup> ave Bredell) 8<sup>th</sup> Road between Third avenue and Fernandes Road 6<sup>th</sup> Avenue between Seventh road and Ninth road 1<sup>st</sup> Avenue between Fourth road and Sixth Road. Reconstruction of Outeniqua Road in Pomona between Stanley Road and Barlika Street)</li> <li>3. Water – Improve the low water pressure system in Bredell and Pomona as well as relocating water meters in Hospital view(midblock).</li> <li>4. Street lights in Marister, Zesfontein and Benoni Agricultural holding and Hospital view Streets, plus in the rest of the ward.</li> <li>5. Traffic calming measures, speed humps.( At least 30).</li> </ol>	<ol style="list-style-type: none"> <li>1. SRAC</li> <li>2. ROADS</li> <li>3. WATER</li> <li>4. ELECTRICITY</li> <li>5. ROADS</li> </ol>
<b>WARD 101 COUNCILLOR N.M. MATABANE</b>	<b>DEPARTMENT</b>
<ol style="list-style-type: none"> <li>1. Electrification of Extension 5, portion of Ext 6 and 7 Palm-ridge</li> <li>2. Tsietsi Clinic- Phomolong South/Palm-ridge Ext 7</li> <li>3. Tarring: Moduwane, Emphefumulo, Odeke, Empangeni</li> <li>4. New Community hall</li> <li>5. Storm-water at Mbali Street and Osizweni</li> </ol>	<ol style="list-style-type: none"> <li>1. ELECTRICITY</li> <li>2. HEALTH</li> <li>3. ROADS</li> <li>4. SRAC</li> <li>5. ROADS &amp; STORM-WATER</li> </ol>

### Consultation on the Draft IDP and Budget

The draft IDP and Budget were published for comments from the 30<sup>th</sup> March 2012 until 2 May 2012. Hard copies were made available at all EMM Libraries and Pay points as well as on the EMM website supported by a dedicated email where comments could be submitted.

IDP and Budget consultation meetings have taken place from 3 April 2012 to 18 April 2012 with Business and the largest Water and Electricity consumers, the Ekurhuleni Religious Forum and with ward committees and the general community at each Customer Care Area (CCA). In total 22 different meetings were held over the period. The following table reflect the Schedule of meetings that took place over the period:

<b>Date</b>	<b>Customer Care Area</b>	<b>MMC</b>	<b>Chairpersons</b>	<b>Venue</b>	<b>Time</b>
3 April 2012	Business and Largest Consumers	Clr M Makwakwa		Boksburg Council Chamber	09:00
11 April 2012	Ekurhuleni Religious Forum	Clr Khosi Maluleke		Boksburg Council Chamber	10:00
11 April 2012	Springs	Clr M Makwakwa	Clr N Diamond	Springs Main Hall	18:00
11 April 2012	Daveyton	Clr Zeni Tshongweni	Clr S Ditshego	Mbikwa Cindi Hall	18:00
11 April 2012	Katlehong2	Clr Mthuthuzeli Sibozza	Clr V Chauke	Palm Ridge Hall	18:00
11 April 2012	Kempton Park	Clr Khosi Maluleke	Clr N Yamba	Kempton Park City Hall	18:00
12 April 2012	Tsakane	Clr Bernard Nikani	Clr F Booi	Tsakane Community Hall	18:00
12 April 2012	Tembisa1	Clr Thumbu Mahlangu	Clr V Chiloane	Tembisa Multi-Purpose Hall	18:00
12 April 2012	Alberton	Clr Aubrey Nxumalo	Clr P Mkhonza	Alberton Civic Centre Hall	18:00
12 April 2012	Germiston	Clr Tilly Mabena	Clr S Kraai	Dinwiddie hall	18:00
16 April 2012	Nigel	Clr Q Duba	Clr N Shongwe	Nigel Town Hall	18:00
16 April 2012	Etwatwa	Clr Zeni Tshongweni	Clr S Ditshego	Stompi Skhosana	18:00
16 April 2012	Boksburg	Clr Phelisa Nkunjane	Clr T Thebe	Boksburg Town Hall	18:00
16 April 2012	Edenvale	Clr Khosi Maluleke	Clr N Yamba	Edenvale Community Centre	18:00
17 April 2012	Kwathema	Clr M Makwakwa	Clr N Diamond	Kwathema Civic Hall	18:00
17 April 2012	Benoni	Clr Zeni Tshongweni	Clr S Ditshego	Actonville Hall	18:00
17 April 2012	Thokoza	Clr Aubrey Nxumalo	Clr P Mkhonza	Thokoza Auditorium	18:00
17 April 2012	Katlehong1	Clr Mthuthuzeli Sibozza	Clr V Chauke	Tsolo Hall	18:00
18 April 2012	Duduza	Clr Q Duba	Clr N Shongwe	Monty Motloung Hall	18:00
18 April 2012	Brakpan	Clr Bernard Nikani	Clr F Booi	Brakpan City Hall	18:00
18 April 2012	Vosloorus	Clr Phelisa Nkunjane	Clr T Thebe	Nguni Hall, Vosloorus	18:00
18 April 2012	Tembisa2	Clr Thumbu Mahlangu	Clr V Chiloane	Olifantsfontein Community Hall	18:00

The following is a summary of the results obtained through the above process:

#### Largest Customers and Business

- Matter on Bad debt must receive priority
- Increase in Solid Waste tariff is higher than inflation
- Big Companies are generally satisfied and commended EMM on the way it is dealing with the Quality and supply of Electricity

#### Ekurhuleni Religious Forum

- Matters relating to the processing of applications by Churches for land must be improved
- Churches experience serious challenge in rendering support to social ills in society e.g. HIV and Aids, Drug abuse etc.
- Approval of the selling of Liquor next to Churches creates problems for the functioning of these churches
- Burial tariffs in Cemeteries is very high and should be reconsidered

#### Meetings with Ward Committees and General Community:

During the meetings held at the various CCA's the following summarises matters raised by community members:

- In Terms of Maintenance & Upkeep of infrastructure services
  - Parks Maintenance & Grass Cutting
  - Roads & Storm water
  - Streetlights & High Mast lights
  - Clean Environment
- Capital Infrastructure
  - Housing Development
  - New roads & stormwater
  - Informal Settlement upgrading
  - New streetlights & high mast lighting
  - Multi-purpose Centres
  - Sports & Recreational Facilities
  - Early Childhood Development centres & Old age homes
- General Issues
  - The taking away of free basic electricity to non-indigent customers and the lowering of the allocation from the 100kWh free to 50kWh
  - Job Creation
  - Youth Development
  - Provision of Schools, Police Stations, Postal Services etc
  - Crime Prevention
  - Rodents Control
  - Access to Public Transport
  - Burial tariffs at Cemeteries are too high

## Response to the Comments received:

Comment	Departmental Comments
Matter on Bad debt must receive priority	The process of credit control is being stepped up and changes to the Credit control policy have been made to enhance the process.
Increase of the Solid waste tariff is higher than the other tariffs	Detailed analysis of the total waste removal value chain has taken place and EMM are still not recovering the costs on the service. The department is also investigation ways of introducing a tariff that is more reflective of the economic status and volume of waste generated by consumers.
Processing of applications by churches for land	Processes have been instituted to facilitate improved turnaround time in the conclusion of all land applications.
Burial tariffs at cemeteries are too high	The tariffs have been reviewed and the proposed increases have been reduced to a maximum of 12% for any category.
General upkeep and maintenance of infrastructure	The maintenance budget of EMM has been increased by 7% for the coming financial year.
Housing delivery	The process of Housing Accreditation is progressing well. Level 2 accreditation has been granted to the EMM, but the process of finalisation of the projects to be implemented by the EMM is still being dealt with. It is anticipated that this process will be concluded shortly and the budget will then be adjusted (planned for August 2012).
New Roads and Storm-water	A capital budget of R581.9 million has been provided for roads and storm-water.
Informal Settlement upgrading	A capital budget of R78.8 million has been provided for land acquisition and housing projects. This budget will be increased once the housing accreditation process has been concluded and the Human Settlements Development Grant is incorporated into the budget.
New streetlights & high mast lighting	A capital budget of R197.6 million has been provided for new streetlights and high mast lighting. The Energy department has also embarked on a process of intensified maintenance of streetlights.
Sports & Recreational Facilities	A capital budget of R134.7 million has been provided for new sport and recreational facilities.
Early Childhood Development centres & Old age homes	A capital budget of R10.0 million has been provided for Early Childhood Development centres.
Multi-purpose Centres	A capital budget of R7.9 million has been provided for Multi-purpose centres.
The taking away of free basic electricity to non-indigent customers and the lowering of the allocation from the 100kWh free to 50kWh	The provision of Free Basic Electricity is being aligned to the National Government Policies.
Job Creation	The Expanded Public Works Programme (EPWP) is one of the key interventions aimed at the alleviation of poverty through the creation of jobs. A R14m grant is expected for

Comment	Departmental Comments
	<p>the year which will be utilised for direct job creation.</p> <p>Other projects aimed at community interventions and poverty alleviation include:</p> <ul style="list-style-type: none"> <li>• Community intervention project (previously termed R1m per ward) - R25 million</li> <li>• Community Based Planning project R200 000 per ward – R20.2 million</li> <li>• Roads building projects implemented with EPWP methods</li> <li>• Grass Cutting - R29 million</li> <li>• Meter Reading projects</li> <li>• Waste Management contracts</li> </ul>
Youth Development	Provision has been made in the budget for internships, Experiential Students and Learnerships. The total budget for 2012/2013 is R20 442 035.00. Through the Supply Chain Management Policy, youth are also targeted in the implementation of the budget through various projects.
Provision of Schools, Police Stations, Postal Services etc.	The comments were provided to the Gauteng Provincial Government on the 14 <sup>th</sup> May 2012 at the Provincial IDP engagement session.
Crime Prevention	The EMPD department has a capital budget of R38.7 million and an operating budget of R818.2 million.
Rodent Control	A further R4.5m has been provided for rodent control bringing the total provision to R9 million.
Access to Public Transport	R50 million has been provided for the finalisation of the IRPTN. Numerous Intermodal transport facilities have been planned for implementation to improve access to public transport.

Various plans exist within the budget for the provision of new social infrastructure which range from new clinics, libraries and sport and recreational facilities throughout Ekurhuleni. Maintenance of infrastructure has been prioritised and will be increased through the IDP and Budget implementation. Other issues raised during the public engagement is being put into a process of investigating and resolving where operational of manner and planning where new infrastructure are required. Councillors and Ward Committees will be given feedback on this process.

## 6. EKURHULENI METROPOLITAN SPATIAL DEVELOPMENT FRAMEWORK 2035 - EXECUTIVE SUMMARY

### 6.1 SECTION A: INTRODUCTION

This is an Executive Summary of the Ekurhuleni MSDF Review 2010/11 (MSDF). The MSDF consist of 4 reports:

- ▶ Report 1: MSDF Status Quo Report
- ▶ Report 2: The Ekurhuleni MSDF
- ▶ Report 3: MSDF Participation Report
- ▶ Report 4: Executive Summary (this report).

Report 1 and 2 contains the content of the MSDF starting with Section A, being an Introduction to the MSDF.

Section A (Chapter 1) describes the purpose of the MSDF, the contextual framework, legal and policy imperatives and the Ekurhuleni GDS. The purpose of the Spatial Development Framework (MSDF) is to indicate to members of the public and others with an interest in the city, the desired long term proposals which will affect the Spatial form for the entire Ekurhuleni area. It indicates issues which have been formed and considered and provides everyone with the opportunity to participate in the plan making process.

This conceptual and legislative framework forms the basis for the development of the Ekurhuleni MSDF. Based on the National Spatial Development Perspective of 2006, the MSDF is informed by its comparative advantages as well as its competitive advantages. The **comparative advantage** is the provision of efficient production and service delivery. In this instance it entails an inward focus within Ekurhuleni that is its self-assessment. It also looks at the **competitive advantage** wherein Ekurhuleni as a developmental metropolitan municipality will compare itself with other metropolitan municipalities and regions. The comparative advantage of Ekurhuleni is its industrial and manufacturing base (called the industrial heartland of Africa). In Africa and in South Africa in particular the O.R. Tambo International Airport gives the metro tremendous corporative advantage. The transport network and as well the Maputo-Joburg Corridor that passes through Ekurhuleni as well as retail and commercial services give Ekurhuleni a competitive advantage and the MSDF will work to improve this.

Section B contains the Status Quo analysis whilst, Section C contains the SDF Proposals and Section D details the SDF Implementation Plan. These three Sections are summarised in this report. Report 3 documents the MSDF Participation process. For further detail on the matters addressed in this Executive Summary, please refer to Reports 1, 2 and 3.

### 6.2 SECTION B: STATUS QUO ANALYSIS

The MSDF Status Quo Analysis addressed all status quo information available during review process. In order to align with the Ekurhuleni Growth and Development Strategy, the following four categories were used to reflect on status quo information:

- ▶ Physical Landscape;
- ▶ Social Landscape;
- ▶ Economic Landscape; and
- ▶ Institutional landscape.

Ekurhuleni is a metropolitan municipality found in the province of Gauteng, South Africa; located east of the Johannesburg; and south of Tshwane along the east-west Joburg-Maputo Corridor as well as the east-west gold (and coal) mining corridor; and the north-south iron and steel corridor. As at 2006 according to the Global Insight report adopted by the Mayoral Committee in February 2008, Ekurhuleni has a population 2.7 million, and its geographic area measures 2000km<sup>2</sup> in extent. The metropolitan area was previously referred to as the East Rand, the industrial heartland of South Africa and the home of the biggest international airport in Africa. Chapter 2 describes the status quo analysis of Ekurhuleni's physical aspects in terms of land use, municipal infrastructure, the natural environment and development corridors.

Chapter 3 describes the status quo analysis of Ekurhuleni's social aspects including Demographics, Socio-Economic Inequality, and Social Development. Family Health Care and related matters are also addressed, namely Education, HIV and Aids, and Mortality & Natality. Also included is Sport, Recreation, Art & Culture, Public Safety, Disaster Management, and Housing.

Chapter 4 describes the status quo analysis of Ekurhuleni's economic aspects including Local Economic Development, Informal Businesses, Gross Geographic Product, Economic Growth, Employment, Local Economic Trends, Retail, Tourism and Industrial Development.

Chapter 5 describes the status quo analysis of Ekurhuleni's institutional aspects including Customer Care Areas, Wards, The IDP and Budget, Urban Renewal, and City Vision & City Identity.

Section A concludes with a Synthesis of all status quo information in Chapter 6. It is obvious that to some extent the development within the core economic triangle, the corridors and at the East Rand Mall and O R Tambo International Airport (for which there is a masterplan that has Council support) are in line with the MSDF as well as within the context of the NSDP which recognises the airport as of both comparative and competitive advantage, as well as the Gauteng SDF. Being part of the global village has resulted in the growth of the airport and foreign direct investment (FDI). It is however also important to steep the development discourse in a social agenda. There should be mutual coexistence rather than exclusivity. The challenge however is the fact that there is lack of reliable socio-economic data to proceed confidently on a comprehensive review of the MSDF. However, in the absence of data the reviews merely incorporate sectoral strategies that are available. Upon completion of this Status Quo Report, a copy of the 'Infrastructure and Community Services Backlog Study, 2009-2025' became. The second challenge is the fact that there will be 101 wards during next year's (2011) local government elections. The strategies and policies stemming from this review are dynamic and robust, and remain flexible.

## **6.3 SECTION C: THE SPATIAL DEVELOPMENT FRAMEWORK**

### **6.3.1 Planning Approach**

The SDF Approach is described in Chapter 7 by means of a summary of the main principles which, in combination represents an approach towards the spatial restructuring of the Ekurhuleni Metropolitan area. The approach was informed by work done for the previous MSDF as well as by further studies and planning work undertaken since. Of importance in formulation this approach is the 'Academic Critique of the Local Spatial Development Framework Modules' as compiled by the University of Witwatersrand in 2009. Said report provides a critique of the concept of LSDFs and the way the Scope of Work is constructed, as



well as of specific modules. A set of recommendations arising from the critique is also developed as is more fully detailed in the MDSF document.

The SDF Approach is described in terms of the following:

- ▶ Promoting Economic Activity within the Core Development Triangle
- ▶ Specialised Activity Nodes within & beyond the Core Development Triangle
- ▶ Optimise linkages within the Core Development Triangle
- ▶ Link Disadvantaged Communities to the within the Core Development Triangle
- ▶ Mixed use, high density development along corridors and at nodes
- ▶ Structure the IRPTN to support corridors
- ▶ Extend economic activities into PDAs
- ▶ Promote infill residential development
- ▶ Upgrading of Engineering and Social Infrastructure in PDAs
- ▶ Maintain and upgrade residential quality in suburbs
- ▶ Formalise and protect the Municipal Open Space System
- ▶ Promote access to services through CCCs
- ▶ Implement a statutory Urban Edge
- ▶ Land reform
- ▶ Informality

### 6.3.2 Spatial Objectives and Concept

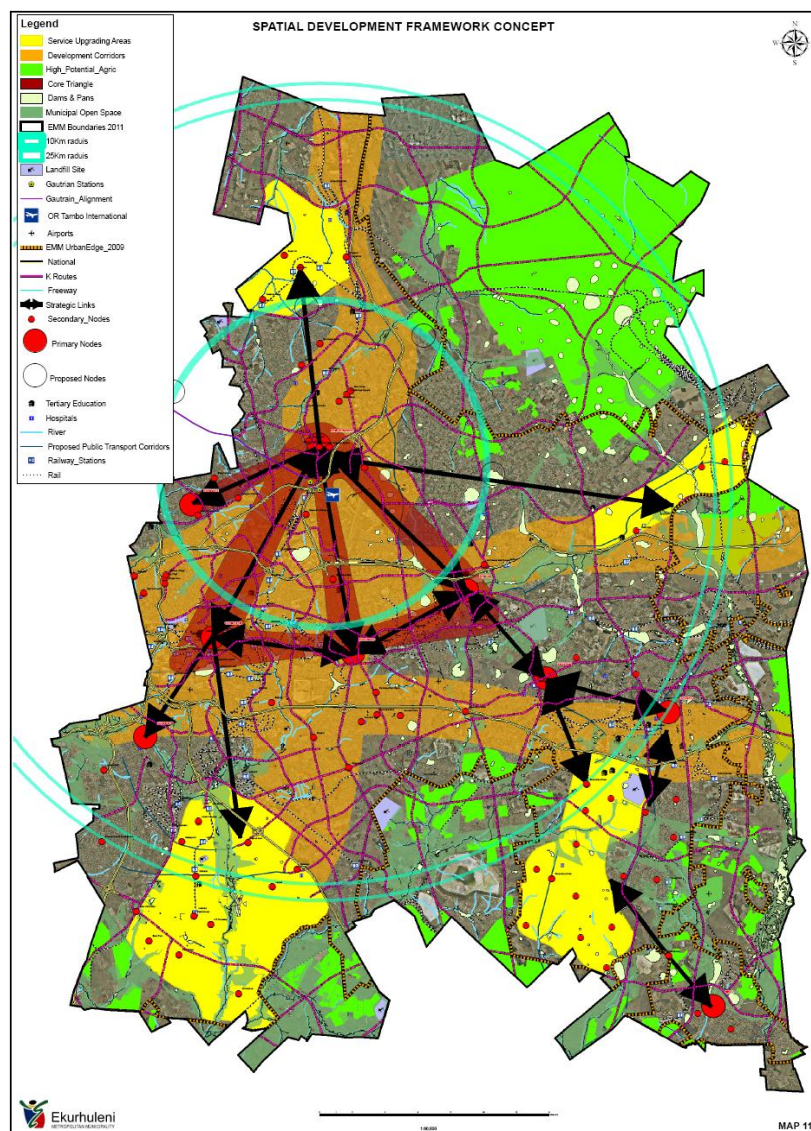
In Chapter 8, the Objectives and Concept of the MSDF is described. The development concept is spatially indicated on MSDF Map 11. This concept is used to guide the drafting of the Metropolitan Spatial Development Framework and Implementation Plan in the following chapters. This section should be read with the Map 11 and describes the following components:

#### (a) Core Development Triangle

The Core Development Triangle area, presents an opportunity for Ekurhuleni to achieve a variety of development and restructuring objectives at once within one functional area. This includes:

- ▶ to stimulate economic development in the broad sense by promoting
  - corridor development, especially the development of the R21 corridor which could eventually extend up to Tembisa in the north;
  - a variety of economic activities associated with OR Tambo International Airport;
- ▶ promoting sustainable development (development which does not impact negatively on the receiving environment);
- ▶ the gradual upgrading and renewal of the CBDs of Ekurhuleni;
- ▶ to introduce modern industrial concepts like high tech industries, industrial parks, export processing zones etc in Ekurhuleni to enhance the tradition of Ekurhuleni being the industrial heartland of South Africa;

- ▶ the development of corporate office parks near OR Tambo International Airport which could establish Ekurhuleni as an office destination (something it severely lacks at present);
- ▶ to promote residential infill development and densification within the urban fabric, whilst preserving open space needed for social, recreational and ecological purposes;
- ▶ the establishment of Transit Orientated Development on mining land in close proximity to the Ekurhuleni railway system that could lead to large scale infill development in the remainder of Ekurhuleni;
- ▶ the promotion of public transport, and specifically rail transport as the backbone to the public transport system of Ekurhuleni;
- ▶ to unlock development potential of certain areas by way of the provision of strategic transport linkages;
- ▶ to optimise the potential benefits to be derived from national and provincial initiatives in the area surrounding OR Tambo International Airport;
- ▶ to enhance the tourism potential of Ekurhuleni;
- ▶ the development of a core identity for Ekurhuleni – not an extension of the identity of one of the former nine towns of Ekurhuleni, but the creation of a brand new identity which reflects the diversity of what and who Ekurhuleni represents.



The idea is not that development of this area should be promoted at the cost of the remainder of the EMM. It is, however, clear that this area has the best combination of existing infrastructure, strategic land uses and resources in the form of vacant land/land developed at low intensity in the entire metropolitan area to serve as pilot area around which to commence with the restructuring and consolidation of the Ekurhuleni urban structure. Geographically it also represents the most central part (point of gravity) of Ekurhuleni.

Market interest is very high in the area which is a major benefit, and in addition to the above there is also large public sector spending (Blue IQ initiatives) in the area to which value can be added.

The EMM should thus utilise the high development potential of this area to set certain development trends in motion which could benefit the entire metropolitan community in the following ways:

- ▶ increased revenue to the municipality resulting from development in the area which could be used to support and enhance the economic potential of other parts of Ekurhuleni that are not as well located, or as accessible;
- ▶ more job opportunities which will serve the entire metropolitan community;
- ▶ the spill-over effect where the successful implementation of a concept leads to the concept being extended into adjoining areas. A good example in this regard is the Centurion area which is now benefiting from the Midrand-strip concept which was initiated some 15 years ago.

The Core Economic triangle should thus be seen as the first phase (the starting area) of a broader initiative towards developing the EMM Area in line with the principles as contained in the Development Facilitation Act. All other initiatives aimed at enhancing specific parts of the metro outside the Core Development Triangle area will continue parallel to the Core Development Triangle initiative as described in the Capital Investment Framework.

#### **(b) Activity Nodes**

Map 11 indicates all Primary and Secondary Activity Nodes for Ekurhuleni. In this regard, the 'Burgess' planning theory as applied in the Gauteng 2055 SDF is also being applied in the Ekurhuleni Spatial Concept. Map 11 indicates application of the theory around the Ekurhuleni Core Node and throughout the rest of Ekurhuleni.

The theory as applied indicates the role of other (primary and secondary) nodes relative the Core Node. On Map 11 the 10km radius around the Core Node indicates the position of the Edenvale, Germiston, Boksburg and Benoni Primary Activity Nodes. The 10km radius also shows the need for future Primary Nodes in Tembisa, along the Albertina Sisulu Corridor (R21) and in the area linking OR Tambo International to Daveyton –Etwatwa.

The applied theory also indicates the role of other nodes like Springs CBD, Brakpan CBD, Alberton CBD and Nigel SBD relative to the 20km to 25km radius for the Core Node. The need for stimulate the development of strong nodes in Etwatwa, Tsakane, Vosloorus, and Kathlehong/Tokoza is also indicated.

A strong nodal network is promoted within the Ekurhuleni Metro. The types of nodes are to be delineated and defined in greater detail in the section dealing with the RSDFs to be drafted. As far as retail is concerned, the 9 Primary Activity Nodes (Central Business Districts) which currently exist in the Ekurhuleni Metro are being maintained and strengthened. These areas are highly accessible by car and (in most cases) by rail and therefore caters

for the entire EMM community. Billions of rand of transportation infrastructure, engineering services and buildings have been created in these areas, and the Metro cannot afford to neglect these areas or to allow these to decay. As and where there is a need/opportunity for the development of larger regional shopping malls, these should be located within the functional area of one of the CBDs in order to prevent these Malls from becoming competing entities for the CBDs. If correctly developed, a shopping mall can actually contribute towards the improvement of a CBD. As a principle, however, a decentralised regional shopping mall should not be supported by the EMM. Local and neighbourhood centres can, however, be, allowed at decentralised locations as and where the need arises.

The implementation of City Improvement Districts (CIDs) is proposed as a strategy to improve safety, security and overall environmental improvement in the CBDs. This could serve to counteract deterioration and urban decay, which are the result of land uses moving from central business districts to suburbs and regional malls. The implementation of the CIDs could protect existing public and private investment in the central business districts and counteract further decentralisation.

**(c) Development Corridors (Redevelopment Areas)**

There are two metropolitan level corridors identified in the Ekurhuleni Study for the Development of Corridors, 2004. These are depicted on Map 11 and described below.

The Tembisa - Kathorus Corridor: "The future role of the corridor is largely seen as being an development corridor that will create a vital north-south development link in the Ekurhuleni Metropolitan area, where higher density development and concentration of economic activity will contribute to a more favourable and market-driven investment environment for businesses and local communities. This corridor will create opportunity for economic development on land currently underutilised (without damaging the environmental sensitive areas) and the more efficient use of available infrastructure. Envisaged land uses include mixed development, residential, industrial, aviation and transport orientated development and tourism."<sup>1</sup>

The Germiston - Daveyton Corridor extends from Germiston traversing the Boksburg and Benoni areas as far east as Daveyton and Etwatwa. "The main mobility spine of this Corridor is the N12 highway and the railway line that runs parallel to it. The length of the Corridor is approximately 35 kilometres from Germiston to Etwatwa. Despite of the fact of being located at long distances from the Corridor, it constitutes an important link between the major residential areas of the city. This fact is due to the important linkage of this Corridor to the main labour and economic pools of the city and to the Johannesburg CBD. Residents in areas such as Kathlehong, Vosloorus and Tsakane are functionally linked to the Daveyton / Germiston Corridor, as this is where an important amount of the job opportunities are located. The N17 runs from Alberton in the west to Springs in the east. Although it falls outside the primary corridor, it is an important mobility spine serving the

<sup>1</sup> Ekurhuleni Study for the Development of Corridors, 2004; page 127

corridor and the main link between Springs, Boksburg, Germiston and the southern areas of Johannesburg. The traffic of this freeway is much lower than the traffic volume of the N12 and is to a large degree underutilised. The fact that this is a toll road may contribute to this under-utilisation.”<sup>2</sup>

More detailed corridors are indicated on the Spatial Concept map (Map 11). These corridors were identified based on the proposed Ekurhuleni Integrated Rapid Public Transport Network (IRPTN). The proposed IRPTN network was then aligned to the theory of the ‘Burgess’ model so as to link and support the proposed activity nodes.

#### (d) Municipal Open Space

The hydrological system in Ekurhuleni provides a strong and distinct natural backbone to open spaces. The hydrologic systems is vital when it comes to the biological and hydrological functioning of the area, therefore it must remain intact and disallow any further development.

The hydrological systems and the remaining high quality vegetation areas provide important spatial nodes which contain high potential for the conservation of biodiversity. Topographical feature such as ridges are scars in Ekurhuleni and when they occur in natural state, they match up with the occurrence of primary vegetation. Thus, it was agreed that topographical features should be used an integrated element in the classification of open spaces.

The remaining natural open spaces were reassessed in terms of quality and were classified into the following categories:

- ▶ Hydrology, which indicates areas that are clearly discernable such as rivers, streams, pans, dams and wetlands.
- ▶ High, which means areas are not in a good natural state and normally consists of primary vegetation and in a few instances of high quality secondary vegetation where such vegetation, despite previous disturbance, is recognised as a typical condition of the particular vegetation type especially where it occurs in combination with significant areas of primary vegetation.
- ▶ Medium, which consists almost entirely secondary vegetation, where the present of state of such vegetation is still good enough to support open space connectors and links, despite reduced and species diversity
- ▶ Low, which consists of secondary vegetation that has been heavily degraded and/or fragmented that are not in itself, without rehabilitation, suitable to serve as a natural open space, connector or link between natural open spaces.

Classification of open space:

- ▶ Metropolitan open space node: open spaces areas that have a distinct character that area meant for the use or enjoyment of all persons in the metropolitan area and even beyond.

<sup>2</sup> Ekurhuleni Study for the Development of Corridors, 2004; page 150

- ▶ Local open space nodes: “open space areas that have a distinct character that are meant primarily for the use or enjoyment of specific communities.”
- ▶ Corridors: “open spaces that form part of the hydrological system, are natural areas that are shallowly undermined or areas with high quality natural vegetation that links different nodes with each other.”

More detailed information and mapping is available in the Ekurhuleni Biodiversity and Open Space Strategy documents.

#### (e) Urban Edge

The Ekurhuleni Urban Edge as depicted on Map 13 and Map 14 reflects the official Ekurhuleni Urban Edge. With this 2010/11 MSDF Review, a number of amendments are being made to the previous Ekurhuleni Urban Edge as approved by the Corporate Services and City Development Portfolio Committee in November 2009. The purpose of the latest amendments is to further align the Ekurhuleni Urban Edge and the Gauteng Urban Edge and to accommodate new development proposal outside the 2009 Ekurhuleni Urban Edge where desirable.

Due to recent changes to the Urban Edge, certain land owners who's land was previously within the Urban Edge have now been excluded. In some cases these land owners might have bought the land for development purposes based on previous Ekurhuleni SDFs/ previous Urban Edge demarcations. In order to act fairly towards such land owners/ developers, land development application submitted within two years of the approval of this MSDF may be evaluated in terms of the SDF/ Urban Edge that was in place when the land was acquired by the applying land owner.

For ease of reference, Urban Edge map numbers as used in previous urban edge amendments are referred to. The specific maps are however not included in this MSDF document as the proposed changes are all reflected on Map 13 and Map 14 of this MSDF document. During this 2010/11 MSDF Review, the Ekurhuleni Urban Edge was considered for amendment in the following areas:

- ▶ Benoni AH, Rynfield & Mayfield area
- ▶ Etwatwa East
- ▶ N17 Mining Land
- ▶ Daggafontein - ERGO
- ▶ Dunnottar
- ▶ Marievale
- ▶ Vorsterkroon - Alrapark
- ▶ Nigel Prison
- ▶ Nigel – Duduza
- ▶ Bluegum View south
- ▶ Private Sector Submission: VBH Town Planning – Remainder of Portion 44 of the Farm Waterval 150IR (Waterval Land Development Area)

- ▶ Private Sector Submission: VBH Town Planning – Remainder of Portion 37 of the Farm Tamboekiesfontein 173 JR – Tambo Springs:
- ▶ Private Sector Submission: Welwyn Town Planners – Portion 47 of the Farm Witpoortjie 117 IR:
- ▶ Private Sector Submission: Izwelisha Town Planners – Remainder of Portion 1 Witfontein 16 IR:
- ▶ Private Sector Submission: Izwelisha Town Planners – A portion of Re/1 Modder East 72 IR:
- ▶ Private Sector Submission: Urban Consult Town Planners – Portion Re/1, 111 and 115 Daggafontein 125 IR:

### 6.3.3 Land Use Proposals

The COGTA Local Government Turnaround Strategy of November 2009 on page 21 states that *“Through the municipal Spatial Development Framework, each municipality is aware of and is able to guide land use acidity on every square meter and kilometre in its area of jurisdiction”*. The Ekurhuleni approach is based on a Metropolitan SDF, supported by Zone (Regional) SDF and, where required Precinct Plans. The land use proposals of the Ekurhuleni Spatial Development Framework are based on the broad objectives and principles as stated in the previous chapters. The structuring elements and land use proposals of the MSDF are described in more detail below. The description should be read in conjunction with the proposals as depicted on Map 12, Chapter 9.

#### (a) Activity Nodes

##### (i) Core Area:

The following table summarises the airport related land uses and functional areas in the Core Development Triangle (Core Node/ Aerotropolis) and where these could be accommodated as a priority.

		Rhodesfield	Bartlett/ Bardene/ Hughes	Beyers Park	Impala Park	IDZ	Bonaero Park*	Park Haven	Pomona/ R21	Brentwood Park	Kempton Park AH	OR Tambo
1	Hotels	X							X			X
2	Conference Facilities	X							X			X
3	Recreation	X							X			
4	Exhibition Centres	X							X			
5	Tourism Administration	X										
6	Retail/Business	X	X						X		X	X
7	Industrial		X			X			X			
8	Commercial/Warehousing		X						X		X	X

9	Hi-tech industries		X			X					
10	Research and Technology		X			X					
11	Office	X	X					X			X
12	Accommodation (Permanent)	X		X	X		X	X		X	
13	Medical Transfer	X									X
14	Council Facilities	X									

*\* Note: Certain portions of Bonaero Park should be investigated for mixed land uses due to the proximity of the area to the airport and due to possible noise impact. This should be done with the drafting of the applicable RSDF and mindful of the ACSA Master Plan for OR Tambo International.*



In view of the political and strategic need for an Ekurhuleni city identity, the role of Kempton Park and the R21 (Sisulu) Corridor must be considered. These are ideally located from a planning perspective. Geographically the location for this Aerotropolis area has the ideal city identity to use OR Tambo International as our national asset to our advantage, also in linking to the adjoining Johannesburg and Tshwane Metros.

**(ii) Primary Activity Nodes [Red]**

The Primary Activity Nodes are generally the CBDs of the former towns that now comprise Ekurhuleni. Each of these CBDs has a distinct history that, over more than 100 years, has developed into large centres of economic importance. Most of the CBDs grew as the surrounding towns grew and this was largely based on the importance of retail within these areas. The CBDs have long been challenged by perceived levels of crime, poor parking facilities and outdated facilities. Coupled with this, retail has evolved into new forms such as Hypermarkets, shopping malls, value malls, big-box retail, etc. The development of these facilities has resulted in CBDs with vacant buildings, informal street trading and general urban decay. The overall result is that approximately 50.8% of all retail is now located outside of the CBD areas of Ekurhuleni. This average is skewed since in Boksburg 81,1% of retail facilities are located outside of the CBD, whilst in Springs only 9% is located outside of the Springs CBD.

The continued function of the CBDs for retail purposes is largely due to the linkages between the former previously disadvantaged areas and the CBDs, which are generally well serviced by public transport links. The CBDs have therefore increasingly catered for these markets since there are very limited retail facilities located within these areas. In the 2004 Regional Retail Investigation it was found that the supply-demand does not correlate to the situation that has developed with respect to retail facilities. This means that based on population numbers, income and spending power many of the former towns appear to be oversupplied with retail facilities, however, the former previously disadvantaged areas are so undersupplied that is obvious that people from these areas spend at facilities outside of their local area.

<b>Node</b>	<b>Specialised function</b>	<b>Niche function</b>
Edenvale CBD	Regional retail (medium & low income), offices, entertainment, service industries, transport mode interface, high density residential; service industries.	Linear corridor accommodating private sector offices, motor trade businesses, craft, antique shops, prime high density developments, places of refreshment and entertainment etc.
Kempton Park CBD	Regional retail (medium & low income), offices, entertainment, service industries, transport modal interface, high density residential.	Airport related development. Serve the retail needs of the middle to lower income groups especially from Tembisa. Provides for packet shoppers. Provides accommodation in terms of guest houses and motels. Government offices & services.
Germiston CBD	Regional retail (medium & low income), offices, entertainment, service industries, transport mode interface, high density residential; service industries.	EMM HQ (All Departments), Central & provincial government regional offices, EMM Institutional hub. Service function to Industrial Sector. 'African Tourism Shopping Destination'.
Boksburg CBD	Regional retail (medium & low income), offices, entertainment, service industries, transport modal interface, high density residential (need stimulation)	Serve the retail needs of the middle to lower income groups especially Reigerpark & Vosloorus. Provides for packet shoppers. Taxi rank. Government offices: SARS & Ekurhuleni (Boksburg CCC)
Alberton CBD	Regional retail (medium & high income), offices, entertainment, service industries, high density residential	High income retail, services, entertainment, offices
Springs CBD	Regional retail (medium & low income), offices, entertainment, service industries, motor trade and related uses, high density residential; service industries.	Motor trade and related uses, Mining; Engineering and Mechanical workshop; Tourism (Guest Houses).
Brakpan CBD	Local retail (medium & low income), limited offices, service industries, motor related uses, high density residential.	Motor trade and related uses, service industries and light engineering workshops, high density residential. Good location for a Tertiary Educational facility.
Benoni CBD	Regional retail (medium & high income), offices, entertainment, service industries, high density residential.	High income retail, entertainment related uses, services, high density residential (Flats); regional Sport & recreational Function
Nigel CBD	Regional retail (medium & low income), offices, service industries, medium density residential.	Service and agricultural oriented uses, light engineering and mechanical workshops, residential.

Focus should be on operational maintenance in these areas, i.e. refuse removal, road maintenance, law enforcement, building maintenance, etc. Residential densities should be directed to support activity and transport nodes in the area. Detailed land use proposals are to be formulated in the RSDF proposals for the areas. Urban renewal initiatives identified in the Urban Renewal Strategy should be implemented as a matter of priority. Specific attention should in this regard be given to the CBDs of Brakpan, Springs, Germiston and Boksburg.

The following EMM Development Policies are relevant to these areas and must be applied in the drafting of RSDFs: Home Office Policy; Tavern Policy; Spaza Policy; Street Trading Policy; Container Policy; Accommodation Establishment Policy; and Density Policy.

The 2004 Ekurhuleni Regional Retail Investigation has become outdated. This policy will thus be rescinded by each of the new RSDFs, and the updated research will thus form part of each of these documents. In the future RSDFs it may be imperative to reclassify some of the major secondary nodes, particularly the East Rand Mall and East Gate, as Primary Nodes since they have become more significant than some of the CBD areas and are likely to remain areas of high demand for future development.

### **(iii) Secondary Activity Nodes [RED DOTS]**

The locality of Secondary Activity Nodes is indicated schematically on Map 12. The 'footprint' of each Secondary Activity node is to be determined in the RSDFs to be drafted. The table in the MSDF document identifies specific land uses to be allowed and promoted in each of the identified secondary nodes.

Focus should be on operational maintenance in these areas, i.e. refuse removal, road maintenance, law enforcement, building maintenance, etc. Residential densities should be directed to support activity and transport nodes in the area. Detailed land use proposals are to be formulated in the RSDFs for these nodes. The 'foot print' of each secondary node will be determined in the RSDFs. Urban Renewal initiatives identified in the Urban Renewal Strategy should be implemented as a matter of priority. Municipal spending should be focused at these nodes. New retail development should be focused into these nodes.

The following EMM Development Policies are relevant to these areas and are specifically to be interpreted during the drafting of RSDFs: Home Office Policy; Tavern Policy; Spaza Policy; Container Policy; Street Trading Policy; Accommodation Establishment Policy; and Density Policy.

The Council has approved a Retail Strategy for the PDAs in 2008. This strategy for each of the nodes identified in these areas details a number of key action to be undertaken to facilitate the implementation of retail facilities. The elements typically found in Secondary Activity Nodes are further subdivided into specific type of facilities and addressed according to whether it is public or private sector related.

**(iv) Tertiary Activity Nodes**

Tertiary Activity Nodes and their respective functions are to be indicated in the RSDFs to be drafted.

**(v) Neighbourhood Nodes**

Neighbourhood Nodes and their respective functions are to be indicated in the RSDFs to be drafted.

**(vi) Rural Services Node**

Rural Service Nodes are limited nodes outside the Urban Edge which provides essential services to the surrounding rural areas. The expansion of the existing uses within the node would not be permitted unless the availability of bulk services and dolomite stability has been established. All proposed land uses establishing within the node would also have to motivate regarding the service that they provide to the surrounding agricultural community and how the use will enhance and sustain the agricultural environment. Two Rural Services Nodes are proposed, namely, Bapsfontein and Petit (the intersection of Birch and Pretoria Road).

**(b) Residential [YELLOW]**

*Existing and future urban residential areas, including supportive uses such as community facilities, local business, parks and open space, recreation and entertainment.*

**(i) Townships [YELLOW]**

In low income areas focus should be on the provision of social and municipal infrastructure, as well as the aesthetic upgrading of the area. Residential densities should be directed to support secondary and tertiary activity nodes and corridors without over-utilising existing service infrastructure. Detailed land use proposals are to be formulated in RSDFs for these areas.

The following EMM Development Policies are relevant to low income residential areas and are specifically to be interpreted during the drafting of RSDFs: Tavern Policy; Spaza Shop Policy; Accommodation Establishment Policy; Home Enterprise Policy; Street and Township Naming Policy; Container Policy; Street Trading Policy; Density Policy.

**(ii) Suburbs [YELLOW]**

In medium and high income areas, focus should be on the maintenance of infrastructure in these areas. Residential densities should be directed to support secondary and tertiary activity nodes and corridors without over-utilising existing service infrastructure. Detailed land use proposals are to be formulated in RSDFs for these areas.

The following EMM Development Policies are relevant to medium and high income areas and are specifically to be interpreted during the drafting of RSDFs: Home Office Policy; Second Dwelling Policy; Accommodation Establishment Policy; Home Enterprise Policy; Street and Township Naming Policy; Density Policy

**(iii) Informal Areas Upgrading [YELLOW]**

Informal areas (squatter areas) are to be upgraded, formalised, or relocated as per the plans and strategies of the Ekurhuleni Housing Department. The 'Housing Migration Plan is to be updated in the RSDFs so as to support the MASDF proposals.

**(iv) Rural Residential Areas [YELLOW & GREEN HATCHED]**

*Low density residential development, mostly associated with agricultural use, or other forms of low density residential development as allowed in terms of the Gauteng Urban Edge Policy.*

**(v) Densification Areas [BLACK HATCHED]**

Densification is very often perceived as an exercise where homogeneous residential units are produced, aimed at providing for limited income groups (often associated with low-income groups). Ekurhuleni is currently striving for a unified identity across the City, whereby all citizens can feel included. Densification should not occur randomly but in an organised strategic manner. Densification must be implemented with the knowledge and understanding of the following issues of social infrastructure, environmentally sensitive areas, transportation, protection of low density areas, correcting spatial imbalances of the past, demand vs. supply, and land as a resource, as prescribed in details in the EMM residential densification strategy. Densification should definitely be encouraged around transportation centres/stations, where it safe from a geotechnical perspective. These areas should be designed in such a manner that the integration of land uses and transport modes are supportive of and supported by higher residential development. Clustering of activities is therefore necessary and densities should be highest at these 'nodal' cores, descending gradually from the core area, but remaining relatively high adjacent to the public transport routes, whether rail or road.

Residential densification is supported around Nodes, Transport Oriented Development (corridors/movement system) and Residential Areas, where certain degrees of densification can be accommodated. This include in and

around nodes and modal transfer points and around public open spaces.

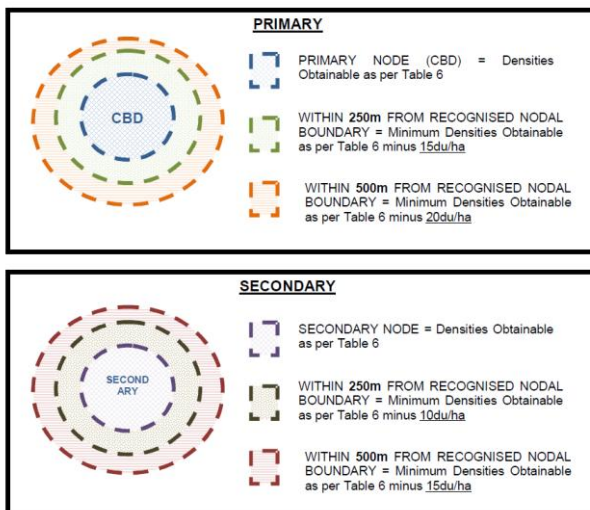
**Nodes:** A density of 100 units per hectare is deemed to be most effective for public transport, but densities should be considered in finer detail and through extensive public participation as part of the RSDFs and/or Precinct Plans.

**Proposed densities per type of node**

Nodal Type	Density targets 2025	
	Minimum	Maximum
Primary	110	*
Secondary	100	160
Tertiary	90	140

Source: EMM Residential Densification Strategy, 2008

The following illustrations and accompanying notes illustrate the densities which are targeted around these areas of economic concentration measured from the recognised nodal boundary.



As far as residential infill development, densification and mixed use is concerned, it should be noted that current housing typologies for subsidised housing do not support multiple level housing, mixed uses or high density residential development along main transportation corridors. Current typologies are based on large scale, single residential stands. Current institutional housing projects certainly work against the ideal of a compact

city, infill development of small pockets of land, the urban edge, and public transport orientated corridor development.

Mixed land uses at a fine grain and design supporting walking distances are promoted in residential areas. This policy permits the introduction of low-scale, non-intrusive, non-residential areas uses in residential areas, particularly neighbourhood shopping centres, home offices and home industries. The appropriate location for these should however be determined in accordance with detailed Precinct Plans and the Land Use Management System.

The principle applied to densification and mixed land uses should be that the quality of residential areas as well as public and private investment should be

protected. Ekurhuleni hosts vast established residential areas of high quality and amenity. In these areas maintenance of infrastructure and public investment (also parks, sidewalks, etc.) is essential to protect residential quality. Residential quality in the disadvantaged areas should be improved through upgrading of infrastructure, development of parks, public spaces and community facilities as well as ongoing maintenance of these and specifically improving safety.

**Transport Oriented Development:** Densification should also be encouraged along public transportation routes and in areas of extensive public investment in road and transportation infrastructure. The transportation network is based on the various transportation modes used in Ekurhuleni, namely rail (stations) and roads.

**Rail:** Railways stations act as the areas in which rail users enter and exit trains and these must be conveniently located and pedestrian friendly. However, to make stations more viable, modal transport facilities should be implemented. These should have some of the following characteristics:

- High density residential uses (a variety of housing typologies should be used)
- Modal interchanges should be present (between rail and vehicles)
- Mixed use developments should be present (presenting economic opportunities for some of the immediate area's residents)
- Limited private vehicle parking should be provided (forces the public to make use of other public transport modes).

Densification should be encouraged around railway stations, however, design guidelines must be strictly adhered to due to noise pollution and as a safety precaution. The highest densities should be concentrated around points of modal transfer and adjacent to existing stations, which are currently used by commuters. Through the investment in these identified areas, broader social, economic and environmental impacts can be expected. These expected positive impacts include:

- Economic investment, opportunity and convenience for users of the facility, by the community and broader region
- Minimising/reducing commuter distances
- Minimising/reducing vehicle emissions
- Increasing the threshold of public infrastructure/transportation investments and maximising the usage of such investments

The following density targets are proposed around railway stations listed above:

<b>Distance</b>	<b>2025 (u/ha)</b>
Proposed density up to 500m from the station	110 – 200
Density targets between 500m & 1000m from the station (Dwelling units per hectare (minimum –maximum))	90 – 160

Source: EMM Residential Densification Strategy, 2008

The busiest station in the Ekurhuleni Metropolitan area is Germiston Station and it is recommended in the ITP that densification projects be developed and implemented in the Germiston area, as this is where the major rail infrastructure is centered in the EMM. The municipality is currently busy with the Urban Renewal Programme for Germiston area and densification is part of the objectives in implementing this programme. Germiston is but not the only busy station in Ekurhuleni. Some of the busiest stations include Kempton Park, Leralla, Daveyton, Isando, Dunswart, Oakmoor, Tembisa, Limindlela and this is based on station inflow and outflow volumes with more than 20 000 passengers. Higher density residential developments may also be incorporated into mixed-use developments (refer to Category 2) around stations. In the case of residential units on the ground floor, these units must be designed as live-work units to assist in economic upliftment in these respective areas as well.

In addition to normal rail stations there is also Gautrain stations in Ekurhuleni. There is OR Tambo International Station which services the airport as well as Rhodesfield station located in Rhodesfield. The OR Tambo station does not have a direct impact on residential densification. The Rhodesfield station on the other hand will serve the residential communities of Ekurhuleni. Residential densification should therefore be encouraged at this station to levels similar to those in Primary Activity Nodes. The Rhodesfield area has been earmarked for redevelopment due to the location of the Gautrain Station and also its close proximity to the airport. The area surrounding the station has been set aside for mixed use development, including offices, high density residential development with which Ekurhuleni hopes to provide professionals and companies with a business address in the metro area.

**Road:** The EMM has identified a road classification system which is simplified into a Freeway Network and a Second Order Road Network as well as a proposed Third Order Road Network. Due to the high mobility and limited access of freeway traffic, increased densification would not be suitable on at interchanges on this road network. Second order road network is most conducive to higher residential densities as these roads link residential areas to nodes and



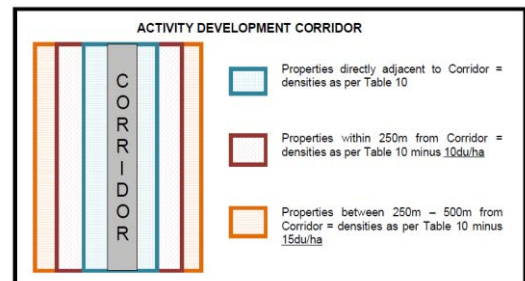
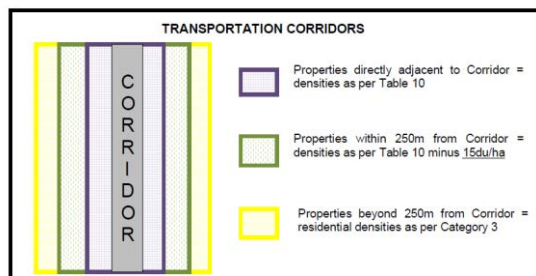
other areas of economic activities and other residential areas. EMM has proposed various density targets on the roads classified as transportation corridors as well as activity development corridors.

The densities for different types of corridors are as follows (Retail Densification Strategy, 2008):

The densities for different types of corridors are as follows (Retail Densification Strategy, 2008): Source: EMM R

Road Classification	List of Corridors	Land Use	Density targets 2025 Units per hectare (Minimum–Maximum)
Transportation corridors	Albertina Corridor; Sisulu Germiston Daveyton Corridor	- Mixed land uses at identified intersection nodal points. - Higher density residential	60 – 80
Activity Corridors	To be listed in RSDFs; mainly K-routes linking Primary Nodes	- Local nodal development - Higher density residential	110 – 130
Activity Spine	To be listed in RSDFs; mainly municipal roads linking Secondary Nodes	- Residential - Business - Retail - All uses to be of a local and fine grain nature	40 – 60

The following illustrations illustrate the densities which are targeted abutting the identified corridors. The above-mentioned density targets are applicable to erven directly adjacent to the identified nodes and corridors.



NB: 'Table 10' on the diagram refers to the table above indicating densities for different types of corridors. 'Category 3' refers to the residential areas section below.

**Residential Areas:** The proposed densities for the residential category are listed as below and the densities have been categorised according to Residential zoning categories as contained in the Town Planning Schemes, namely Residential 1, 2, 3, 4 and 5. It is important to note that these targets are guidelines for residential areas and must be adjusted to local conditions.

**Residential density targets**

<b>Residential zoning categories</b>	<b>Units/ Ha</b>
Residential 1	25 – 30du/ha
Residential 2	30 – 65du/ha
Residential 3	65– 85du/ha
Residential 4	>85du/ha
Residential 5	20 – 40du/ha

**Core Development Triangle:** The Core Development Triangle is also identified as most suitable for higher density residential developments. It will contribute to the efficient use of infrastructure in the area and it will contribute to the sustainability of public transport investment and use. It will also bring people's homes closer to employment opportunities. This area will therefore have increased densities in terms of nodal development and transit oriented development and the same incentives would apply in the meeting of any special conditions. However, additional incentives may be granted due to the location of the higher residential developments in the demarcated area of the Core Development Triangle.

The following are the proposed densities for the Core Development Triangle.

<b>Nodal Type</b>	<b>Density targets: 2025</b>	
	Minimum	Maximum
<b>Primary</b>	120 units/ha	*
<b>Secondary</b>	110 units/ha	170 units/ha
<b>Railway Stations (up to 500m)</b>	120 – 210 (minimum –maximum)	
<b>Railway Stations (500m-1000m)</b>	100 – 170 (minimum –maximum)	
<b>Transportation Corridors</b>	100 – 120 (minimum –maximum)	
<b>Activity Development Corridors</b>	120 – 140 (minimum –maximum)	

**(c) Industrial [Purple]**

*Light and heavy industries, service industries, warehouses and commercial uses. Noxious industries as per local town planning scheme. The table below indicates the type of industrial uses to be promoted per industrial area.*

An Industrial Strategy is to be prepared which will help to devise an understanding of the key niche roles of each area. This may assist with investment in the area, and with the type of infrastructure required to support these activities. Statistics South Africa (StatsSA) have devised a list of Standard Industrial Classifications (SIC) and it is important that each industrial township is analysed in terms of this list to ensure that comparisons can be easily made to other areas. A summary list has been compiled as reflected in the table below. The tables in the MDSF will be used to guide proposals on industrial development in the RSDFs.

Some areas consist either of pure commercial uses or of a mix of commercial and light industries. Currently there are no distinct commercial (warehouse/ distribution) nodes in Ekurhuleni, but several could be developed in future. These include:

- ▶ Along the R21 to the north of OR Tambo International Airport in the Pomona area;
- ▶ west of the OR Tambo Airport in the Isando-Jet Park area;
- ▶ selected areas along the N3 and R59;
- ▶ small areas in Benoni and Brakpan serving as infill development; and
- ▶ south of the N17 between Springs and Nigel and north of the Nigel CBD serving as infill development.

Focus should be on operational maintenance in these areas, i.e. refuse removal, road maintenance, law enforcement, building maintenance, etc. Detailed land use proposals are to be formulated in the RSDFs for these areas. Urban Renewal initiatives identified in the Urban Renewal Strategy should be implemented as a matter of priority. Municipal spending should be focused on these areas as the industrial areas contains the bulk of all job opportunities and form the backbone of the EMM economy. EMM Health by-laws must be strictly applied in industrial areas, with focus on reduction of air and water pollution.

The following EMM Development Policies are relevant to these areas and are specifically to be interpreted during the drafting of RSDFs: Tavern Policy; Spaza Policy; Container Policy; and Street Trading Policy.

**(d) Mixed LAND use [pink]**

Mixed Land Use A (Airport Related): Airport related uses, warehousing, commercial including related retail trade, offices, hotels, guesthouses, conference facilities, and places of refreshment, light industrial/high tech industrial.

Mixed Land Use B (Business Related): Business, Offices, hotels, high density residential, places of refreshment, retail motor trade and related uses (only on designated areas), service industries, clean industries, conference facilities & commercial.

Mixed Land Use C (SMME): A combination of predominantly commercial land uses including SMME development and job creation. More areas for Mixed Land Use C must be identified in the RSDF, specifically in proximity to the previously disadvantaged areas, so as to stimulate economic development and job creation in these areas.

Mixed Land Use D (Residential): A combination of predominantly residential land uses to be determined pending soil conditions or further investigations. Land not suitable for residential development is to be optimally utilised mindful of exposure to the proposed PWV and other major routes.

Mixed Land Use E (Commercial): A combination of predominantly commercial land uses focussed on the transportation and finance sectors and aimed to optimal utilisation of the exposure to the corridors identified in this report (to be determined pending soil conditions).

Mixed Land Use F (Airport - Passenger): Passenger terminal, hotels, conference facilities, offices, public transport, passenger related retail, parking and airport other related uses.

Mixed Land Use G (Airport – Cargo & Technical): Aircraft maintenance, airline support, airline support offices, cargo, catering, airport support, ATC, and related uses.

Mixed land Use H (Casino): Casino, hotels, places of refreshment, entertainment and other casino related uses.

Mixed Land Use I (Offices): Offices and related development which may include restaurants, coffee shops, personal service industries, limited retail, social facilities and residential development.

**(e) Municipal Open Space**

The natural open system indicated in the EBOSS includes highly stressed sensitive natural environments such as wetlands, rivers, streams and remnant patches of representative indigenous fauna and flora that are necessary to maintain bio-diversity and forms the primary open space network in Ekurhuleni and must be addressed as “no go” areas of development.

The Metropolitan nodes, local nodes and corridors form the primary open space network, which is considered as development “no go areas” where recreation, educational (environmental), tourism related uses and facilities are permitted, subject to environmental authorisation, may be developed with the open space network. Neighbourhood parks or “Public open space” zoned land and various servitudes classify the secondary open space system and must be linked, where possible, to the primary open space network in the RSDF.

The primary and secondary open space network must linked, where possible to facilitate a range of continuous recreational opportunities and act as channels for indigenous species, potentially facilitating the movement of pollinators and the dispersal of seed from one space to another. The land uses around primary and secondary open spaces should be carefully considered as the integrity of the primary open spaces network must be protected and it must also secure access for the general public to the primary open space network.

**(f) Agriculture**

Some areas outside the Urban Edge are earmarked for agriculture. These areas are the more remote parts of the Ekurhuleni Metro which are furthest removed from the urban activity.

The Gauteng policy on the protection of high potential agricultural land (2006) defines high potential agricultural land as “Having the soil and terrain quality, growing season and available moisture supply needed to produce sustained high yields of crops economically when treated and managed according to best possible farming practices”. Applying this definition, a land capability mapping study was completed during 2006 for Gauteng Province with the objective to identify and protect areas of high agricultural potential. The result of this study was subsequently classified and grouped into the following 5 classes:

- ***Agricultural hubs:*** High potential agricultural land that resides outside the urban edge. Seven hubs have been identified in the Gauteng Province.
- ***Important agricultural sites:*** All land identified as high agricultural potential land and located outside the urban edge but not within an identified Agricultural hub. A complete agricultural specialist study is required for any proposed development on these areas.

- ***Incorporated within the urban edge:*** All land identified and classified as high potential agricultural land but incorporated completely within the boundaries of the urban edge will not be regarded as viable land for future agricultural development.
- ***Overlapping the urban edge:*** High potential agricultural land that is located in close proximity and /or overlapping the urban edge boundary is regarded as agricultural land that could be utilized for agricultural production purposes. A complete agricultural specialist study is required for any proposed development on these areas.
- ***Protected area:*** High potential agricultural land within protected areas will not be used for agricultural purposes.

Where a provincial department decides to approve an application (e.g. Housing) which does not comply with the criteria, then that department has to write a memorandum and draft recommendation and submit this for comment to all relevant provincial departments and the EMM before making a final decision. These parties must, again, be informed in writing of the final decision.

**(g) Mines & Quarries**

*Mines (underground and open cast), mine dump reclamation, quarries and related activities, including shafts, slimes dams, stone crushing, residential uses and offices subsidiary to mining activities.*

**(h) Municipal Infrastructure**

Map 12 indicates current and planned above ground bulk municipal infrastructure. Current below ground bulk infrastructure is captured on the Ekurhuleni GIS. Planned below ground bulk infrastructure are not mapped but is described in the MSDF Implementation Plan. The following types of above ground municipal infrastructure are indicated on Map 12:

- water reservoirs;
- sewer treatment plants;
- electricity main sub-stations; and
- land-fill sites.

In the case of current infrastructure, the land footprint of the facility is indicated. In the case of planned infrastructure, a symbol is used to indicate the approximate locality of the planned infrastructure.

**(i) Social Infrastructure**

Map 12 indicates current and planned bulk social infrastructure. Detail on current bulk social infrastructure is captured in the Ekurhuleni GIS. Detail on planned bulk social infrastructure will be address in the MSDF Implementation Plan as applicable. The following types of above ground municipal infrastructure are indicated on Map 12:

- hospitals (level 1, 2 and 3 hospitals);
- prisons;
- tertiary education;
- major sport & recreational facilities; and
- cemeteries.

In the case of current infrastructure, the land footprint of the facility is indicated. In the case of planned infrastructure, a symbol is used to indicate the approximate locality of the planned infrastructure.

In identifying and planning for these facilities, reference was made to the Executive Summary of the “Master Plan for Sport and Recreation, Arts, Culture & Heritage, Environment & Libraries and Information Services in the Ekurhuleni Metropolitan Municipality” (Maluleke, Luthuli & Associates, 2002, page 12).

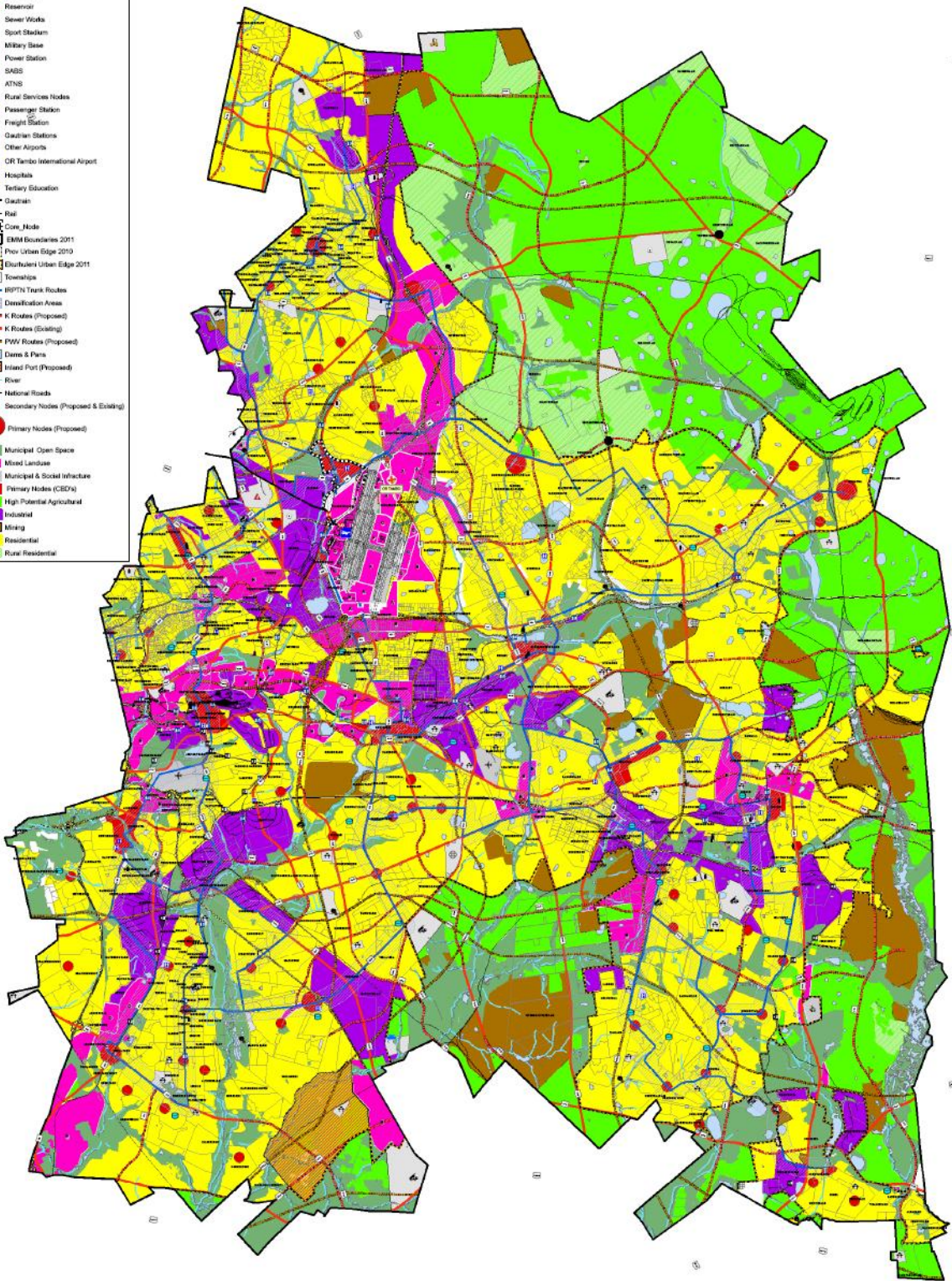
**(j) Transport Infrastructure**

The land uses proposed in the SDF description above must be supported by transport infrastructure in order to materialise. This section gives a summary of the main transport infrastructure required. Only bulk transport infrastructure with a land use impact is indicated on Map 12. The following is described in the document:

- Prasa Rail
- Bus services
- Taxi services
- Integrated Rapid Public Transport Network (IRPTN)
- Modal Transfer Facilities:
- Freight Infrastructure
- Roads
- The Gautrain
- OR Tambo International Airport
- Other Airports and Airfields

SPATIAL DEVELOPMENT FRAMEWORK DRAFT 7

- Legend**
- Cemetery
  - Dumping Site
  - Prison
  - Road Water
  - Reservoir
  - Sewer Works
  - Sport Stadium
  - Military Base
  - Power Station
  - SABS
  - ATNS
  - Rural Services Nodes
  - Passenger Station
  - Freight Station
  - Choirer Stations
  - Other Airports
  - CRK Tembo International Airport
  - Hospitals
  - Tertiary Education
  - Chaplain
  - Rail
  - Comm. Node
  - EMM Boundaries 2011
  - Pre-Urban Edge 2010
  - Ekurhuleni Urban Edge 2011
  - Townships
  - BRPTN Trunk Routes
  - Classification Areas
  - K Routes (Proposed)
  - K Routes (Existing)
  - FWW Routes (Proposed)
  - Dams & Pans
  - Inland Port (Proposed)
  - River
  - National Roads
  - Secondary Nodes (Proposed & Existing)
  - Primary Nodes (Proposed)
  - Municipal Open Space
  - Mixed Landuse
  - Municipal & Social Infrastructure
  - Primary Nodes (CBDs)
  - High Potential Agricultural
  - Industrial
  - Mining
  - Residential
  - Rural Residential





### 6.3.4 Policies and Strategies

The land use proposals of the Ekurhuleni Spatial Development Framework require the implementation of a range of policies and strategies in order to re-create a smart, creative and developmental city. The policies and strategies so required are described in Chapter 10 including the following:

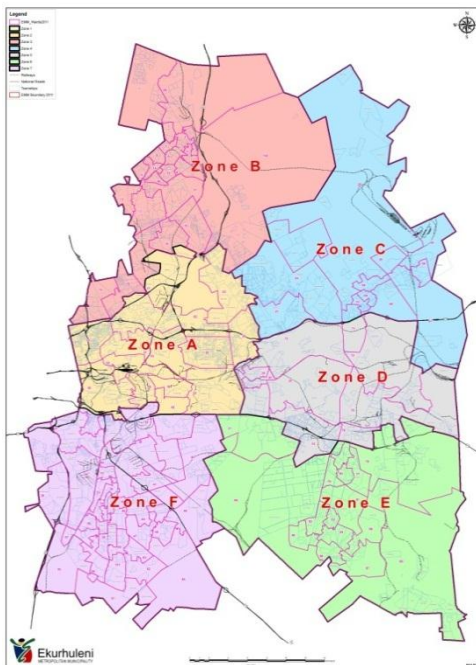
- ▶ Environmental Policies
- ▶ Social Facilities
- ▶ Transport
- ▶ Municipal Infrastructure
- ▶ Housing
- ▶ Economic Development
- ▶ Retail development
- ▶ Mining & Quarries
- ▶ Land Reform
- ▶ Urban Edge; and
- ▶ Disaster Management

## 6.4 SECTION D: IMPLEMENTATION PLAN

### 6.4.1 Planning and Urban Management Zones (Chapter 12)

In order to more effectively provide for the various functional areas of Ekurhuleni, the Metropolitan SDF provides for six planning and urban management zones. The six areas are indicated on Map 13.

Planning and urban management zones are not necessarily administrative zones. There is a need to dismantle apartheid boundaries and integrate the city. However Tshwane and eThekweni have 5 regions per metro, whilst City of Johannesburg has 7 regions and Cape Town 8 regions. The moot question is what are the prevailing circumstances for EMM for integration and development? Infrastructure Planning is a critical function that informs the developmental needs for the municipality and must be taken into account when demarcation P&UM Zones.



planning zone.

A Regional Spatial Development Framework (RSDF) will be prepared for each of the six zones so as to replace the previous three Regional SDFs as approved by Ekurhuleni in 2007. Local Spatial Development Frameworks (LSDFs) will, where applicable, be incorporated in to the six RSDFs. On approval of the six RSDFs there will thus no longer be LSDFs in use. This will significantly simplify the Ekurhuleni hierarchy of plans.

This chapter provides a brief description of each

### 6.4.2 System of Plans

The Ekurhuleni system of plans is guided by applicable current legislation, including the Municipal Systems Act, the Municipal Planning and Performance Management Regulations, the Development Facilitation Act, etc. All applicable legislation is summarised in the MSDF Status Quo Report (Report 1).

This chapter describes the relationship between:

- ▶ Spatial Development Frameworks;
- ▶ Precinct Plans;
- ▶ Land Use Policies;
- ▶ Sectoral Strategic Plans;
- ▶ Land Use Management Systems; and
- ▶ Land Development Applications.

### 6.4.3 Growth Management Strategy

According to the Gauteng Urban Edge Policy, 2007 (page 49) a Growth Management Strategy should form an integral part of the Municipal Spatial Development Frameworks in Gauteng Province. In essence the Growth Management Strategy is an implementation strategy for the Spatial Development Framework. A Growth Management Strategy entails the application/utilisation of a number of Growth Management Tools in combination with one another with a view to achieve the desired spatial outcome as reflected in the Spatial Development Framework (the Map). It thus focuses on ways and means (how) to achieve the proposals contained in the Spatial Development Framework.

There are several Growth Management Tools available to guide and influence public and private development processes, and in the Growth Management Strategy an authority indicates which of these instruments it intends using and what it wants to achieve with these. As stated earlier in this document the Urban Edge is one such Growth Management Tool, but its efficiency is significantly enhanced only when used in combination with some of the other instruments.

Internationally, a variety of growth management tools are being used for the purpose of urban growth management additional to the Urban Edge. The nature and application of these measures vary from country to country and even from region to region. This Chapter elaborates further on some of the most prominent Growth Management Tools that can be used to guide, direct and influence development patterns and trends in Ekurhuleni, namely:

- ▶ Threshold Public Service Standards;
- ▶ Fiscal Impact Analysis;
- ▶ Land Use and Infrastructure Coordination;
- ▶ Re-development Areas (Brownfields);
- ▶ Strategic Development Areas;
- ▶ Focused Economic Development in Growth Areas;
- ▶ Zoning;
- ▶ Bulk Service Contributions;
- ▶ Purchase of Development Rights (PDR);
- ▶ Incentives;
- ▶ Tax Increment Financing;
- ▶ Ring-fencing;
- ▶ Transit Orientated Development; and
- ▶ Annexation Plans.

#### 6.4.4 Capital Investment Framework (CIF)

Chapter 15 describes the Ekurhuleni Capital Investment Framework (CIF) as required in terms of Section 4(e) of the Municipal Planning and Performance Management Regulations, 2001 (as promulgated in terms of the Municipal Systems Act) and as required in terms of the White Paper on Spatial Planning and Land Use Management, 2001. Although not defined in legislation, the CIF must show where the Municipality intends spending its capital budget and must map the projects included in the budget.

The Ekurhuleni CIF is described in terms of the following:

- ▶ Services Backlog;
- ▶ Geography of EMM income;
- ▶ Priority Geographic Areas;
- ▶ Budget Policies;
- ▶ Linking the CIF to the Capital Prioritisation Model;
- ▶ Capital Prioritisation Model;
- ▶ Major Capital Projects; and
- ▶ Priority Strategic projects.

##### (A) SERVICES BACKLOG

The EMM Infrastructure and Community Backlog Study, 2010 (compiled by IMQS) provides essential information in terms of outlining statistics for services backlogs, economic spending, household figures and a projected population growth scenario in determining future infrastructure needs for the Metro. The Study guides the MSDF in identifying areas with capacity backlogs in relation to capital expenditure and investment required throughout Ekurhuleni to address areas of upgrading, renewal and maintenance of services. This provides guidance in determining priority geographic areas in relation to a projected capital expenditure scenario (see proposed CIF table). The growth scenario also gives the MSDF insight in terms of its CIF for future growth trends in Ekurhuleni, which lends itself to determining future capital expenditure as per its priority geographic areas.

##### (B) GEOGRAPHY OF EMM INCOME

Budget priority spending should also be determined in relation to the metro's major rates levied. The EMM top 40 account holders (see map) have been mapped and identified as needing to protect investors as contributing to the economic growth and viability of the metro. The main contributing sectors have been identified as retail, entertainment, aviation, property development, mining and manufacturing (food and beverage, packaging, chemicals, metal, services, and other manufacturing services). The main investors are located at O.R Tambo International Airport, Wadeville - Alrode, Bedfordview, Olifantsfontein, Dunswart - Anderbolt, and the Germiston Industries.

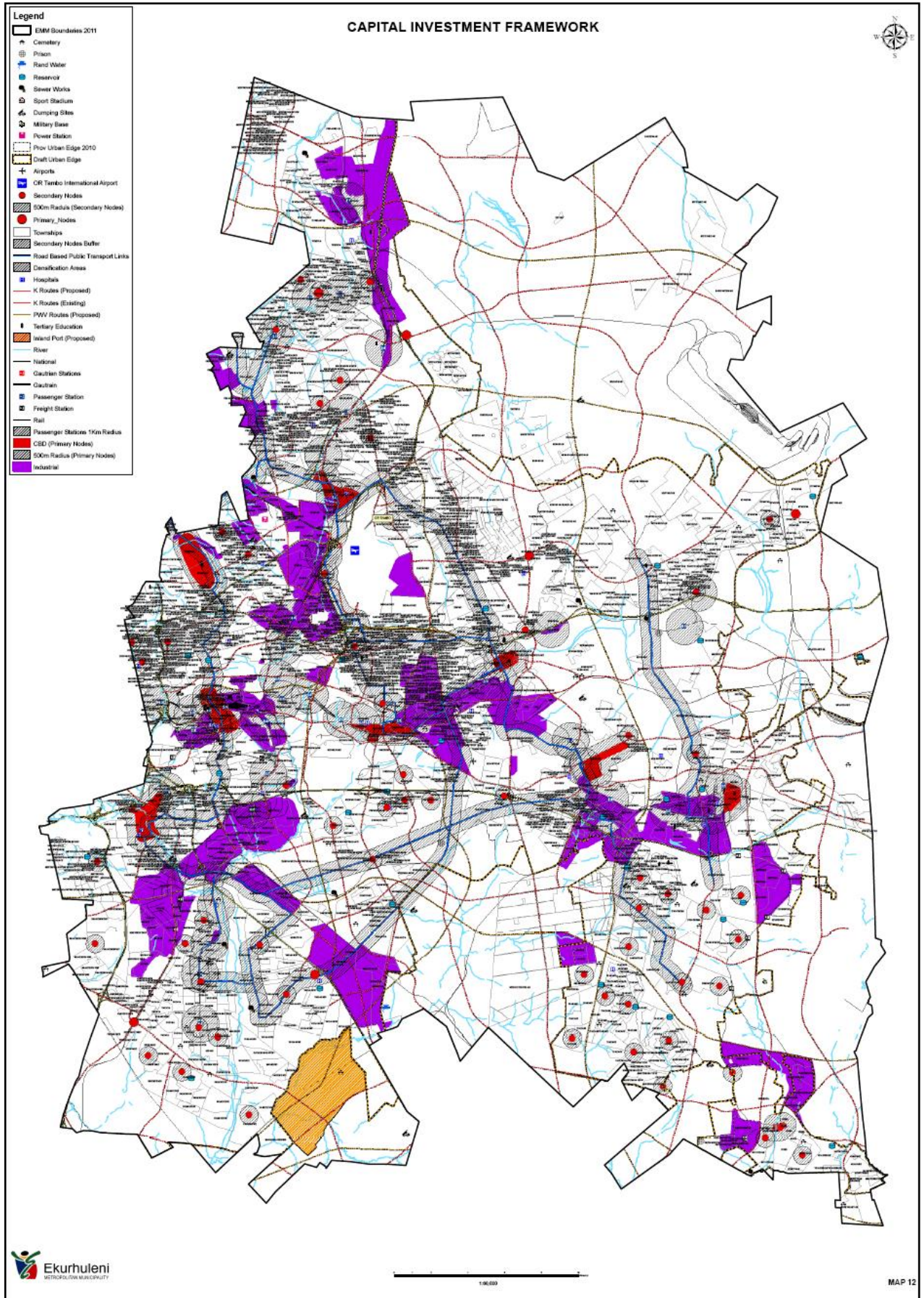
**(c) PRIORITY GEOGRAPHIC AREAS**

The Capital Investment Framework must focus capital spending in Ekurhuleni into the indicated priority geographic areas as indicated on Map 14. The priority geographic areas were identified based on the following form giving spatial elements from the MSDF Spatial Concept (Map 11) and Land Use Proposals (Map 12):

- Previous MSDF priority areas (service upgrading, infill, expansion);
- Densification areas (core triangle, nodes, corridors);
- Geography of EMM income; and
- Mayor Housing Projects.

**(d) PHASING THE CIF**

Implementation of the MSDF must be understood as a long term process, covering the 25 year planning horizon of the MDSF, and beyond. In order to quantify the phasing of the CIF, five phases of five financial years each are proposed. The identified Priority Geographic Areas are classified in to indicate the relative strategic spatial importance of one area against another. In the classification, seven main criteria are used as described below. The priority areas per phase are indicated on Map 14.



**(E) LINKING THE CIF TO THE CAPITAL PRIORITISATION MODEL**

The EMM Long Term Financial Plan has informed the MSDF by determining a projected expenditure forecast for the metro, which has helped in formulating a comprehensive CIF for the MSDF. The EMM Rates Policy makes specific mention of “Special Rating Areas”, which lends itself to making provision for incentives to make the development of UDZ and IDZ areas more functional and beneficial to future investors. The CIF is the spatial plan of the Ekurhuleni Capital Prioritisation Model to be drafted as part of the Ekurhuleni Growth and Development Strategy (GDS) review. In drafting the Capital Prioritisation Model, the CIF will be integrated with various budget guidelines as well as strategic objectives from the GDS.

**(F) CAPITAL PRIORITISATION MODEL**

The Ekurhuleni Capital Prioritisation Model is to be drafted during the review of the Ekurhuleni Growth and Development Strategy. In such Capital Prioritisation model, capital projects will firstly be evaluated by using the approved CIF. Only thereafter will the Project Management Office (PMO) evaluate the projects in terms of the Capital Prioritisation Model to determine whether it is feasible to implement the project over the project duration as proposed by the responsible department. The Capital Prioritisation Model may include budget priorities, GDS priorities, the Spatial Concept, and Priority Geographic Areas (Map 14), together expressed as a quantified percentage (%) of the capital budget. The recent change in the MIG City conditional grant to the Urban Settlement Development Grant (USDG), as well as the increase in the total grant to make out approximately 50% of Council's total Capital budget, will also place an additional responsibility on Council to evaluate its projects in terms of the National Guidelines as stipulated by the USDG. These guidelines will have to be incorporated in the MSDF priorities because of the fact that Council's total capital budget will be measured against the outcomes as set in the mentioned guidelines. This will also play a role and guide the GDS review process which will also reflect the priority areas.

**(G) MAJOR CAPITAL PROJECTS**

This section of the document intends to highlight how the spatial distribution of the major capital projects for the 2011/2012 financial year relates to the MSDF Capital Investment Framework. For this purpose the major spatial capital projects of all departments will be mapped from the IDP data. It is important not to only focus on expansion and upgrading of services but also to properly maintain the existing services and facilities in Ekurhuleni.

Reference is made to the EMM IDP Budget and SDBIP with regards to its budget allocation as per department in the Detailed Capital Plan of the IDP (Section 5.11 IDP 2009-2011). This section of the IDP whilst defining budget allocation further in terms of new developments, service delivery backlogs and upgrading of existing services does not lend itself to determining spatial priority areas. Specific projects as mentioned per CBD or wards in the EMM IDP Budget and SDBIP, 2009-2012, will be mapped at a later stage as part of the CIF

**(H) PRIORITY STRATEGIC PROJECTS**

The MSDF process identified a number of Priority Strategic Projects. These projects are of a metropolitan wide strategic nature and are of critical importance in building the City of Ekurhuleni as envisaged in the GDS, MSDF and IDP. These projects are listed in the table below, reflecting the responsible department and budget type required initially. Only projects of immediate priority are listed. Projects beyond the first 10 years are to be included in later MSDF reviews. The list of strategic projects should be re-visited after the review of the GDS and must be measured against the USDG Guidelines.

**(I) MAJOR INVESTMENT AND DEVELOPMENT PROJECTS**

During the drafting of the MSDF, a number of major investment and development projects were noted. These include development applications of a large scale, as well as large development initiatives for which no applications have been submitted yet. The table in the MSDF document reflects these Major Investment (Capital) and Development Projects. The processing and evaluation of these projects are to be managed through an interdepartmental committee to be set up for this purpose. More projects might be removed or added to the list by the Executive Director City Development.

**(J) POVERTY ERADICATION**

In a recent Provincial study, all the poorest wards in Gauteng were identified and were listed for provincial intervention. A number of wards in Ekurhuleni were included on the provincial list. These wards are listed below and must also be prioritised as part of the Ekurhuleni CIF.

**6.4.5 Marketing the MSDF**

After approval, the MSDF must be marketed and/ or communicated to the role players and implementers. The MSDF must be made available as effectively and widely as possible.

#### 6.4.6 Monitoring and Evaluation

The national government has a monitoring and evaluation system developed in the Presidency dated 2007 and titled “Policy Framework for the Government-wide Monitoring and Evaluation System”. In this system monitoring involves “collecting, analyzing and reporting on inputs, activities, outputs, outcomes and impacts as well as external” factors. Evaluation is time bound and periodic.

Monitoring and evaluation system is a set of organizational structures, management processes, standards, strategies, plans, indicators, information systems, reporting lines and accountability relationships which enables national, provincial departments, municipalities and other institutions to discharge their ineffectively. Whilst some government departments and municipalities have used report scorecards, Ekurhuleni uses the legislated SDBIP. The SDBIP shall be used to monitor expenditure on capital projects of Departments.

#### 6.4.7 CONCLUSION

In conclusion, the SDF should not be used in isolation from the Growth and Development Strategy and the Integrated Development Plan for the Ekurhuleni Metropolitan Municipality. Furthermore, the SDF constitutes more than a plan indicating desired land uses, but puts forward spatial objectives and strategies for the EMM. Future capital investment in Ekurhuleni must be undertaken within the ambit of the SDF, while the hierarchy of plans should be updated to guide development and land use decisions.

The broad perspective of development needs and priorities provided by the SDF emphasises the need for a Capital Investment Framework with a Capital Prioritisation Model to ensure the equitable allocation of resources between different development priorities

**The above is an executive summary of the draft SDF. Detailed proposals on the SDF with all its supporting information is contained on the CD provided.**



## 7. DISASTER MANAGEMENT PLAN

### 7.1 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 risk reduction and 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.

**The Disaster Management Plan is contained on the CD provided.**

## 8. MULTI YEAR FINANCIAL PLAN

The 2012-2015 Multiyear Financial Plan is contained under separate cover.

## 9. 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 KPI's and targets in accordance with its integrated development plan.

Regulation 11(1) – A municipality must review its KPI's 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.**

## 10. PROVINCIAL PLANS, PROGRAMMES AND BUDGETS

The following table reflects the Provincial Capital Budget on projects to be implemented in Ekurhuleni Metropolitan Municipality over the MTERF:

### Department of Social Development

No.	Project Classification	Project name	Project description/ type of structure	Project status	2012 Medium Term Estimates R'000		
					2012/13 Budget	2013/14 Budget	2014/15 Budget
5	New construction	Tembisa Old Aged Home	Old Age Home	Construction	1 000	-	-
13	Upgrading/ Additions	Mary Moodley Place of Safety	Renovations, rehab, Refurbishment	Design	100	5 400	5 400
16	Upgrading/ Additions	Igugulethu Place of Safety	Renovations, rehab, Refurbishment	Design	100	5 400	5 400
19	Upgrading/ Additions	Katlehong Old Age Home	Upgrading and Additions	Design	250	3 000	3 000
21	Upgrading/ Additions	Zanele Mbeki Old Age Home	Renovations, rehab, Refurbishment	Design	250	3 000	3 000
27	Upgrading/	Igugulethu Place	Occupational	Design	518	2 000	2 000

	Additions	of Safety	health and Safety				
29	Upgrading/ Additions	Mary moodle Place of Safety	Occupational health and Safety	Design	518	1 000	1 000
31	Upgrading/ Additions	Zanele Mbeki Old Age Home	Occupational health and Safety	Design	518	2 000	2 000
36	Upgrading/ Additions	Ekurhuleni Region	Occupational health and Safety	Design	518	1 000	1 000
42	Maintenance	Maintenance of Existing Facilities	Emergency & Statutory	On-going	7 750	47 816	47 816
43	Maintenance	Maintenance of Newly built Facilities	Preventative	On-going	-	16 400	16 400

## Gauteng Department of Education

No.	Project Classification	Project name	Municipality	Project description/ type of structure	Project status	2012 Medium Term Estimates R'000		
						2012/13 Budget	2013/14 Budget	2014/15 Budget
8NS13	NEW CONSTRUCTION	Phomolong Primary School	Ekurhuleni	New School	Tender	24 000	-	-
8NSD4	NEW CONSTRUCTION	Buhle Park Primary School	Ekurhuleni	New School	Design	637	23 000	7 200
8NS2	NEW CONSTRUCTION	Chief A Luthuli Primary # 2 School	Ekurhuleni	New School	Tender	10 000	23 000	10 000
8NS11	NEW CONSTRUCTION	Oosrand Secondary School	Ekurhuleni	New School	Tender	14 571	20 000	-
8NS12	NEW CONSTRUCTION	Palmridge/Eden Park Secondary School	Ekurhuleni	New School	Tender	14 571	20 000	-
8NS22	NEW CONSTRUCTION	Thulasiswe Primary	Ekurhuleni	New School	Retention	5 000	-	-
8NS18	NEW CONSTRUCTION	Tsakane Ext 8 Primary School	Ekurhuleni	New School	Construction	15 000	-	-
GFA	NEW CONSTRUCTION	Alternative Delivery Methodologies	Various	New School	Feasibility	-	452 000	715 000
9NS1	NEW CONSTRUCTION	Traditional Delivery Approaches	Various	New School	Identified		80 000	120 000
LANDP	NEW CONSTRUCTION	Purchase land	Various	Land	Identified	10 000	25 000	25 000
LANDF	NEW CONSTRUCTION	Site feasibility study	Various	Land	Identified	5 000	5 000	5 000
RCT3S	REPLACEMENT OF CHEMICAL TOILETS	Pheasant Folly Primary	Ekurhuleni	Replacement of Chemical toilets	Tender	504	-	-
R&R	REHABILITATION, RENOVATIONS	Projects to be identified for	Various	Renovation and	Identified	-	313 998	250 000

No.	Project Classification	Project name	Municipality	Project description/ type of structure	Project status	2012 Medium Term Estimates R'000		
						2012/13 Budget	2013/14 Budget	2014/15 Budget
	AND REFURBISHMENTS	implementation in future years		Rehabilitation				
AR1	REHABILITATION, RENOVATIONS AND REFURBISHMENTS	Alafang Secondary School	Ekurhuleni	Renovation and Rehabilitation	Construction	3 278		
AR8	REHABILITATION, RENOVATIONS AND REFURBISHMENTS	Buhlebuzile Secondary	Ekurhuleni	Renovation and Rehabilitation	Construction	4 482		
AR10	REHABILITATION, RENOVATIONS AND REFURBISHMENTS	Cathula Primary School	Ekurhuleni	Renovation and Rehabilitation	Construction	2 366		
AR12	REHABILITATION, RENOVATIONS AND REFURBISHMENTS	Chivirikani Primary School	Ekurhuleni	Renovation and Rehabilitation	Construction	3 859		
AR14	REHABILITATION, RENOVATIONS AND REFURBISHMENTS	Dalpark Primary School	Ekurhuleni	Renovation and Rehabilitation	Construction	3 073		
AR15	REHABILITATION, RENOVATIONS AND REFURBISHMENTS	De Bruyn Primary School	Ekurhuleni	Renovation and Rehabilitation	Construction	3 609		
AR17	REHABILITATION, RENOVATIONS AND REFURBISHMENTS	Drommedaris Primêr	Ekurhuleni	Renovation and Rehabilitation	Construction	4 103		
AR18	REHABILITATION, RENOVATIONS AND REFURBISHMENTS	Dukathole Primary School	Ekurhuleni	Renovation and Rehabilitation	Construction	3 000		
AR19	REHABILITATION, RENOVATIONS AND REFURBISHMENTS	Eastleigh Primary School	Ekurhuleni	Renovation and Rehabilitation	Construction	870		
9R16	REHABILITATION, RENOVATIONS AND REFURBISHMENTS	Gahlanso Primary	Ekurhuleni	Renovation and Rehabilitation	Construction	2 800		
AR36	REHABILITATION, RENOVATIONS AND REFURBISHMENTS	Klopperpark Primary School	Ekurhuleni	Renovation and Rehabilitation	Construction	1 300		
AR37	REHABILITATION, RENOVATIONS AND REFURBISHMENTS	Kuzimisela Primary School	Ekurhuleni	Renovation and Rehabilitation	Construction	4 000		
9R19	REHABILITATION, RENOVATIONS	Letsie Primary	Ekurhuleni	Renovation and	Construction	2 200	-	-

No.	Project Classification	Project name	Municipality	Project description/ type of structure	Project status	2012 Medium Term Estimates R'000		
						2012/13 Budget	2013/14 Budget	2014/15 Budget
	AND REFURBISHMENTS			Rehabilitation				
AR51	REHABILITATION, RENOVATIONS AND REFURBISHMENTS	Mehlareng Combined Farm School	Ekurhuleni	Renovation and Rehabilitation	Construction	2 259	616	-
AR61	REHABILITATION, RENOVATIONS AND REFURBISHMENTS	Nimrod Ndebele Secondary School	Ekurhuleni	Renovation and Rehabilitation	Construction	3 000	1 072	-
R10A2a	REHABILITATION, RENOVATIONS AND REFURBISHMENTS	Rondebult Secondary School (Phase 2)	Ekurhuleni	Renovation and Rehabilitation	Construction	5 500	-	-
AR73	REHABILITATION, RENOVATIONS AND REFURBISHMENTS	Shadrack Mbambo Primary	Ekurhuleni	Renovation and Rehabilitation	Construction	4 000	-	-
AR82	REHABILITATION, RENOVATIONS AND REFURBISHMENTS	Umsobomvu Primary School	Ekurhuleni	Renovation and Rehabilitation	Construction	3 188	-	-
AR20	REHABILITATION, RENOVATIONS AND REFURBISHMENTS	Edenpark Primêr	Ekurhuleni	Renovation and Rehabilitation	Construction	2 973	-	-
AR48	REHABILITATION, RENOVATIONS AND REFURBISHMENTS	Marhulana Primary School	Ekurhuleni	Renovation and Rehabilitation	Construction	2 900	664	-
AR76	REHABILITATION, RENOVATIONS AND REFURBISHMENTS	Solomon Motlana Primary	Ekurhuleni	Renovation and Rehabilitation	Construction	3 500	5 000	1 000
R8A3	REHABILITATION, RENOVATIONS AND REFURBISHMENTS	Benoni Junior School	Ekurhuleni	Renovation and Rehabilitation	Construction	2 200	-	-
12R28	REHABILITATION, RENOVATIONS AND REFURBISHMENTS	Ithembalihle School(LSEN)	Ekurhuleni	Renovation and Rehabilitation	Construction	4 947	-	-
9R4	REHABILITATION, RENOVATIONS AND REFURBISHMENTS	Asser Maloka Secondary	Ekurhuleni	Renovation and Rehabilitation	Construction	8 345	-	-
AR93	REHABILITATION, RENOVATIONS AND REFURBISHMENTS	Enkangala Primary	Ekurhuleni	Renovation and Rehabilitation	Tender	5 915	-	-
AR109	REHABILITATION, RENOVATIONS	Thuto Lore Sec	Ekurhuleni	Renovation and	Tender	5 915	-	-



No.	Project Classification	Project name	Municipality	Project description/ type of structure	Project status	2012 Medium Term Estimates R'000		
						2012/13 Budget	2013/14 Budget	2014/15 Budget
	AND REFURBISHMENTS			Rehabilitation				
AR113	REHABILITATION, RENOVATIONS AND REFURBISHMENTS	Inxiweni Primary School	Ekurhuleni	Renovation and Rehabilitation	Tender	5 915	6 000	5 000
R8A7	REHABILITATION, RENOVATIONS AND REFURBISHMENTS	Alberton High School - urgent repairs	Ekurhuleni	Renovation and Rehabilitation	Design	1 475	-	-
AR30	REHABILITATION, RENOVATIONS AND REFURBISHMENTS	George Mbilase Primary School	Ekurhuleni	Renovation and Rehabilitation	Design	800	-	-
R11A1	REHABILITATION, RENOVATIONS AND REFURBISHMENTS	Hoerskool Alberton	Ekurhuleni	Renovation and Rehabilitation	Design	1 500	-	-
R390	REHABILITATION, RENOVATIONS AND REFURBISHMENTS	Hoerskool Birchleigh	Ekurhuleni	Renovation and Rehabilitation	Design	2 000	-	-
R8A10	REHABILITATION, RENOVATIONS AND REFURBISHMENTS	Ezibeleni LSEN (geotech)	Ekurhuleni	Renovation and Rehabilitation	Design	1 959	-	-
12MCTgr	UPGRADING AND ADDITIONS	Emergency Delivery Methods (Grade R and Classrooms)	Various	Additional Classrooms	Identified	24 000 000	63 899	7 179
IDTGR	UPGRADING AND ADDITIONS	Grade R classrooms and Grade R using alternative delivery approaches	Various	Additional Classrooms	Tender	100 000 000	120 000	115 000
SFGR4	UPGRADING AND ADDITIONS	Dan Pharasi Primary-grade R	Ekurhuleni	Additional Classrooms	Construction	460 727	-	-
SFGR10	UPGRADING AND ADDITIONS	James Nkosi Primary-grade R	Ekurhuleni	Additional Classrooms	Construction	534 183	-	-
SFGR21	UPGRADING AND ADDITIONS	Pheasant Folly Primary-grade R	Ekurhuleni	Additional Classrooms	Construction	393 833	-	-
SFGR22	UPGRADING AND ADDITIONS	Reagile Primary-gradeR	Ekurhuleni	Additional Classrooms	Construction	390 238	-	-
SFGR23	UPGRADING AND ADDITIONS	Realeboha Primary-grade R	Ekurhuleni	Additional Classrooms	Construction	287 991	-	-
SFGR30	UPGRADING AND	Rolihlahla	Ekurhuleni	Additional	Construction	557	-	-

No.	Project Classification	Project name	Municipality	Project description/ type of structure	Project status	2012 Medium Term Estimates R'000		
						2012/13 Budget	2013/14 Budget	2014/15 Budget
	ADDITIONS	Primary		Classrooms		660		
SFGR29	UPGRADING AND ADDITIONS	Windmill Park Primary	Ekurhuleni	Additional Classrooms	Tender	#REF!	-	-
RC1	UPGRADING AND ADDITIONS	M.O.M. Sebone Secondary School	Ekurhuleni	Upgrading	Construction	2 000 000	-	-
ALSEN	UPGRADING AND ADDITIONS	Special Full Service Schools to be identified	Various	Upgrading	Identified		4 000	28 000
TS	UPGRADING AND ADDITIONS	Upgrade/ Additions of Technical Schools to be identified	Various	Upgrading	Tender		14 000	14 000
F222	UPGRADING AND ADDITIONS	Duduza Primary	Ekurhuleni	Fencing	Construction	300 000	-	-
F219	UPGRADING AND ADDITIONS	Esibonelwesihle Secondary	Ekurhuleni	Fencing	Construction	300 000	-	-
F218	UPGRADING AND ADDITIONS	J.E.Malepe Primary	Ekurhuleni	Fencing	Construction	300 000	-	-
F202	UPGRADING AND ADDITIONS	Lesiba Secondary	Ekurhuleni	Fencing	Construction	300 000	-	-
F224	UPGRADING AND ADDITIONS	Letsha Primary	Ekurhuleni	Fencing	Construction	300 000	-	-
F220	UPGRADING AND ADDITIONS	Michael Zulu Primary	Ekurhuleni	Fencing	Construction	300 000	-	-
F225	UPGRADING AND ADDITIONS	Nkabinde Primary	Ekurhuleni	Fencing	Construction	300 000	-	-
F200	UPGRADING AND ADDITIONS	Zitikeni Secondary	Ekurhuleni	Fencing	Construction	300 000	-	-
DIDF4	UPGRADING AND ADDITIONS	Edleen Primary	Ekurhuleni	Fencing	Tender	560 855	-	-
DIDF9	UPGRADING AND ADDITIONS	Norkem Park High	Ekurhuleni	Fencing	Tender	1 113 667	-	-
DIDF14	UPGRADING AND ADDITIONS	Wychwood	Ekurhuleni	Fencing	Tender	754 435	-	-
FFENCE	UPGRADING AND ADDITIONS	Future fencing to be identified	Various	Fencing	Design		46 000	62 000
UM1	MAINTENANCE	Unplanned Maintenance for Education Infrastructure	Various	Unplanned Maintenance	On going	150 000	218 273	121 259

## Department of Infrastructure Development

No.	Project Classification	Project name	Project description/ type of structure	Project status	2012 Medium Term Estimates R'000		
					2012/13 Budget	2013/14 Budget	2014/15 Budget
1	New Construction	Sokhulumi MPCC	Construction of Multipurpose	Construction	5 000	5 138	-

3	New Construction	June'16 Heritage	Construction of a Heritage	Construction	5 000	-	-
8	New Construction	Eikenhof VIP Toilet	VIP Toilets & Communal Water Supply	Design	5 351		-
10	New Construction	Bazami Farmers Settlement	Fencing / Water Irrigation	Design			-
11	New Construction	Langalibalele Primary School	Upgrading of Sports field	Tender	-	1 000	-
62	Maintenance	Cleaning of Vacant Stands	Cleaning of Vacant Stands	Construction	2 000	2 000	-

## Department Roads and Transport

No.	Project Classification	Project name	Municipality	Project description/ type of structure	Project status	2012 Medium Term Estimates R'000		
						2012/13 Budget	2013/14 Budget	2014/15 Budget
137	New and Replacement	Shovakalula Programme	All Municipalities	Distribution of 5000 bicycles to scholars including construction of 1000 Bicycle storage facilities.	Implementation	7 000	7 000	8 500
135	New and Replacement	IPTN Public Transport Node Development	Ekurhuleni	Public Transport Nodal transfer Facility	Retention	-	-	3 000
140	New and Replacement	Construction of a new DLTC at Faranani	Ekurhuleni	Construction of a new DLTC	Retention	433	5 000	-
124	New and Replacement	Construction fleet, plant and equipment supply.	All regions	Purchase of construction fleet, plant and equipment.	Tender	-	20 000	-
143	Rehabilitation and Refurbishment	P140/1 (28.56KM) R550 Nigel to Eikenhoff	Ekurhuleni	Light Rehabilitation	Construction	1 069	-	-
144	Rehabilitation and Refurbishment	K109 (9.22KM) road to Bapsfontein	Ekurhuleni	Reseal	Construction	1 218	-	-
145	Rehabilitation and Refurbishment	K175 (R568) 10.52km from 18.48-7.96km	Ekurhuleni	Light Rehabilitation	Construction	2 481	-	-
148	Rehabilitation and Refurbishment	R42 (17.15km) from 17.98-35.17km	Ekurhuleni	Light Rehabilitation	Construction	5 363	12 436	-
149	Rehabilitation and	R42 (20.97km)	Ekurhuleni	Diluted Emulsion	Tender	2 000	380	-

No.	Project Classification	Project name	Municipality	Project description/ type of structure	Project status	2012 Medium Term Estimates R'000		
						2012/13 Budget	2013/14 Budget	2014/15 Budget
	Refurbishment							
188	Rehabilitation and Refurbishment	R42 (P101/1 from Delmas Road to N17)	Ekurhuleni	Heavy rehabilitation	Tender	-	7 000	15 000
196	Upgrades and Additions	Traffic Engineering	All regions	Traffic Signals Upgrading	Design	-	11 800	13 138
		New projects to be identified	Various		To be determined	-	65 000	78 974
1	Maintenance and Repairs	Traffic Engineering	All regions	Maintenance of Specialized Traffic Surveying Facilities.	Design	-	3 170	3 557
2	Maintenance and Repairs	Traffic Engineering	All regions	Maintain Provincial Weighbridges	Design	3 000	1 580	1 768
3	Maintenance and Repairs	Traffic signals maintenance.	All regions	Maintenance of traffic signals.	Construction	4 000	10 000	10 000
4	Maintenance and Repairs	Street lights maintenance.	All regions	Maintenance of street lights.	Design	-	10 000	10 000
5	Maintenance and Repairs	Stormwater infrastructure maintenance.	All regions	Maintenance of stormwater structures and bridges	Design	-	10 000	10 000
6	Maintenance and Repairs	BENONI ROUTINE MAINT DEPART	Ekurhuleni	Roads bladed	Identified	1 025	2 756	3 308
11	Maintenance and Repairs	BENONI ROUTINE MAINT DEPART	Ekurhuleni	Regravelling	Identified	5 000	8 000	10 000
16	Maintenance and Repairs	BENONI ROUTINE MAINT DEPART	Ekurhuleni	Blacktop patching (pothole repairs)	Identified	785	4 368	5 956
21	Maintenance and Repairs	Construction fleet, plant and equipment supply.	All regions	Maintenance of construction fleet, plant and equipment.	Identified	32 006	50 000	48 000
22	Maintenance and Repairs	Outsourced Routine Maintenance	Ekurhuleni	Outsourced Ongoing routine maintenance	Identified	8 400	-	-
23	Maintenance and Repairs	Outsourced Routine Maintenance	Ekurhuleni	Outsourced Ongoing routine maintenance	Identified	8 400	-	-
24	Maintenance and Repairs	Outsourced Routine	Ekurhuleni	Outsourced Ongoing	Identified	4 200	-	-

No.	Project Classification	Project name	Municipality	Project description/ type of structure	Project status	2012 Medium Term Estimates R'000		
						2012/13 Budget	2013/14 Budget	2014/15 Budget
		Maintenance		routine maintenance				
25	Maintenance and Repairs	Outsourced Routine Maintenance	Ekurhuleni	Outsourced Ongoing routine maintenance	Identified	8 400	-	-
26	Maintenance and Repairs	Outsourced Routine Maintenance	Ekurhuleni	Outsourced Ongoing routine maintenance	Identified	4 200	-	-
27	Maintenance and Repairs	Outsourced Routine Maintenance	Ekurhuleni	Outsourced Ongoing routine maintenance	Identified	4 200	-	-
28	Maintenance and Repairs	Outsourced Routine Maintenance	Ekurhuleni	Outsourced Ongoing routine maintenance	Identified	4 200	-	-
29	Maintenance and Repairs	Outsourced Routine Maintenance	Ekurhuleni	Outsourced Ongoing routine maintenance	Identified	4 200	-	-
30	Maintenance and Repairs	Outsourced Routine Maintenance	Ekurhuleni	Outsourced Ongoing routine maintenance	Identified	4 200	-	-
106	Maintenance and Repairs	Revised outsourced routine maintenance	Ekurhuleni	Outsourced Ongoing routine maintenance	Identified	25 600	25 600	25 600
111	Maintenance and Repairs	Revised outsourced routine maintenance	Ekurhuleni	Outsourced Ongoing routine maintenance	Identified	-	32 000	32 000
116	Maintenance and Repairs	Revised outsourced routine maintenance	Ekurhuleni	Outsourced Ongoing routine maintenance	Identified	-	-	64 000
121	Maintenance and Repairs	Revised outsourced routine maintenance	All regions	Outsourced Ongoing routine maintenance	Identified	-	28 560	28 560
122	Maintenance and Repairs	Road Marking	All regions	Outsourced	Identified	9 033	18 000	15 000
123	Maintenance and Repairs	Shoulder Repairs	All regions	Outsourced	Identified	-	15 000	18 000
		New projects to be identified	Various		To be determined	-	65 000	78 974
224	Upgrades and Additions	P4-1 Nederveen rd (R103) from Leondale,	Ekurhuleni	EIA, Detail Design & Tender documentation	Identified	-	415	-

No.	Project Classification	Project name	Municipality	Project description/ type of structure	Project status	2012 Medium Term Estimates R'000		
						2012/13 Budget	2013/14 Budget	2014/15 Budget
		fordsdick Rd (R554 to Barry Marias Rd)						
225	Upgrades and Additions	P4-1 Nederveen rd (R103) from Leondale, fordsdick Rd (R554 to Barry Marias Rd). Land Proclamation	Ekurhuleni	Survey and Land acquisition	Tender	-	1 245	5 040
281	Upgrades and Additions	Construction of walk ways and bicycle lanes in Ekurhuleni Metropolitan Municipality	Ekurhuleni	Non Motorised Transport Infrastruture (Walkways and cycle lanes)	Construction	8 333	550	-
287	Upgrades and Additions	Refurbishment of Transport Operating Licensing Administrative Bodies (Germiston)	Ekurhuleni	Refurbishment of TOLAB	Construction	6 900	1 000	-
		New projects to be identified	Various		To be determined	-	65 000	78 994

## Department of Health

No.	Project Classification	Project name	Municipality	Project description/ type of structure	Project status	2012 Medium Term Estimates R'000		
						2012/13 Budget	2013/14 Budget	2014/15 Budget
27	New Construction	Magagula Heights Clinic	Ekurhuleni	New Clinic	Design	2 571	14 194	-
9	New Construction	Natalspruit Hospital	Ekurhuleni	New 760 Bed Regional Hospital	Construction	81 000	80 000	-

429	New Construction	Natalspruit Hospital - Staff residences	Ekurhuleni	Construction of staff accommodation for the Natalspruit Hospital	Design	-	176 000	-
430	New Construction	Natalspruit Hospital - widening of access road	Ekurhuleni	Widening of access road to the Hospital	Tender	55 000	3 000	-
IRM-GT-4-28956	New Construction	Germiston Hospital - new 300 bed	Ekurhuleni	New 300 bed District Hospital	Retention	22 793	-	-
10	New Construction	Natalspruit Hospital - Equipment	Ekurhuleni	Equipment for the Revitalisation Project	Tender	135 000	31 000	-
IRM-GT-5-30195	New Construction	Germiston Hospital - Equipment	Ekurhuleni	Equipment for the Revitalisation Project	Construction	17 961	-	-
8	New Construction	Management of the Grant	Gauteng	Management of OD, M&E, and QA Grant	Implementation	5 000	5 000	5 000
	New Construction	New Projects to be identified	Various	To be determined	Identified	-	24 164	-
30	Replacements	Pholosong Hospital	Ekurhuleni	Additional oxygen and vacuum pump points in Neonatal wards	Tender	2 012	110	-
34	Replacements	Tambo Memorial Hospita	Ekurhuleni	Additional oxygen and vacuum points in Neonatal wards.	Tender	2 012	110	-
433	Upgrading and Additions	Daveyton FPS Mortuary - new build	Ekurhuleni	Either upgrade of existing mortuary (Springs) or new mortuary (Daveyton)	Feasibility	1 833	5 000	14 333
251	Rehabilitation, Renovations and Refurbishment	Tembisa Hospital - Renovations to Psychiatric wards	Ekurhuleni	Renovations and refurbishments to Psychiatric wards	Design	6 500	2 024	-
252	Rehabilitation, Renovations and Refurbishment	Tambo Memorial Hospital - Renovations to Psychiatric wards	Ekurhuleni	Renovations and refurbishments to Psychiatric wards	Design	6 500	2 025	-
251	Rehabilitation, Renovations and Refurbishment	Critical Renovations to Nursing Colleges -	Various	To be determined	Tender	12 400	19 096	24 734

		Grant						
414	Rehabilitation, Renovations and Refurbishment	Tambo Memorial Hospital - Revitalisation	Ekurhuleni	Revitalization of District Hospital	Feasibility	-	51 600	78 256
240	Rehabilitation, Renovations and Refurbishment	Pholosong Hospital	Ekurhuleni	Renovations and refurbishments of wards to accommodate TB beds	Design	150	10 137	400
241	Rehabilitation, Renovations and Refurbishment	Germiston Hospital	Ekurhuleni	Renovations and refurbishments of wards to accommodate TB beds	Design	150	130 000	6 850
408	Rehabilitation, Renovations and Refurbishment	Ekurhuleni district Clinics	Gauteng	Upgrading of Clinics and CHCs for HCT roll-out at Primary Healthcare	Feasibility	1 037	-	-
458	Rehabilitation, Renovations and Refurbishment	Khayalami Hospital - Complete Refurbishment (in Kempton Park)	Ekurhuleni	Complete refurbishment of the moth-balled Hospital	Identified	4 000	40 000	200 000
451	Rehabilitation, Renovations and Refurbishment	Far East Rand Hospital - Upgrade Wards 4 & 8	Ekurhuleni	MEC Special Project to upgrade wards 4 and 8 to Fofateng level.	Design	1 500	23 700	-
38	Rehabilitation, Renovations and Refurbishment	Tembisa Hospital - Blood Bank	Ekurhuleni	New 24hr Blood Bank	Feasibility	30	-	-
428	Rehabilitation, Renovations and Refurbishment	New projects to be identified	Various	To be determined	Identified	-	62 097	312 478
1022	Maintenance	Ekurhuleni district Clinics	Gauteng	Maintenance	Identified	35 936	65 215	68 436
1024	Maintenance	Far East Rand Hospital	Ekurhuleni	Maintenance	Identified	6 641	7 328	7 690
1027	Maintenance	Germiston Forensic Mortuary	Ekurhuleni	Maintenance	Identified	380	708	743
1053	Maintenance	New Germiston Hospital	Ekurhuleni	Maintenance	Identified	3 043	5 677	5 957
1055	Maintenance	New Natalspruit Hospital	Ekurhuleni	Maintenance	Identified	1 936	3 613	3 791
1058	Maintenance	Nokuthela Ngwenya	Ekurhuleni	Maintenance	Identified	1 647	1 607	1 686



		CHC						
1060	Maintenance	Old Germiston Hospital	Ekurhuleni	Maintenance	Identified	3 536	5 230	5 488
1062	Maintenance	Old Natspruit Hospital	Ekurhuleni	Maintenance	Identified	4 803	7 546	7 920
1063	Maintenance	Pharmacies (Ekurhuleni)	Gauteng	Maintenance	Identified	594	313	328
1070	Maintenance	Pholosong Hospital	Ekurhuleni	Maintenance	Identified	9 585	4 542	4 766
1072	Maintenance	Pretoria Regional Office (Clinics)	Gauteng	Maintenance	Identified	25 409	45 577	47 827
1081	Maintenance	Separate EMS Facilities	Gauteng	Maintenance	Identified	217	404	425
1087	Maintenance	Springs Forensic Mortuary	Ekurhuleni	Maintenance	Identified	160	299	314
1092	Maintenance	Tambo Memorial Hospital	Ekurhuleni	Maintenance	Identified	7 929	8 164	8 567
1095	Maintenance	Tembisa Hospital	Ekurhuleni	Maintenance	Identified	6 800	7 679	8 058
1106	Maintenance	Ongoing maintenance projects	Various	Maintenance	Tender	306 451	89 682	215 494

## Department Agriculture and Rural Development

No.	Project Classification	Project name	Municipality	Project description/ type of structure	Project status	2012 Medium Term Estimates R'000		
						2012/13 Budget	2013/14 Budget	2014/15 Budget
1	NEW CONSTRUCTION	Suikerbosrand Nature Reserve		Link Northern Water Line	Construction	1 700	-	-
2	NEW CONSTRUCTION	Marievale Nature Reserve		Road Between Reserve and mine	Design	-	2 785	215
3	NEW CONSTRUCTION	Suikerbosrand Nature Reserve		Southern Water Line	Feasibility	1 500	8 705	1 420
4	MAINTENANCE	Maintenance	Various	Emergency and Statutory	On-going	800	900	1 000
5	MAINTENANCE	Maintenance	Various	Preventative	Design	-	2 610	14 365

## Department of Local Government and Housing

Sub-Programme	Project Number (HSS)	Project Name/Description	Local Authority under which it falls	Project Size/ Total Contractual Target	Approved project budget (in total) R'000	2012 MTEF Estimates R'000								
						2012/2013			2013/2014			2014/2015		
						Budget	Annual Targets for Sites	Annual Targets for Units/ Houses	Budget	Targets for Sites	Targets for Units/ Houses	Budget	Targets for Sites	Targets for Units/ Houses
Hlano Projects - East			Ekurhuleni	840 000	840 000	840	-	-	-	-	-	-	-	-
Hlanu Projects - North		New Feasibility Project	Ekurhuleni	840 000	840 000	840	-	-	-	-	-	-	-	-
Hlanu Projects - South			Ekurhuleni	1 347 000	2 694 000	2 694	15	30	-	-	-	-	-	-
Tokoza		Transfer of houses	Ekurhuleni	3 152 000	-	-	-	-	-	-	-	-	-	-
Phumula Park	N/A	Rectification of old RDP houses	Ekurhuleni		-	-	-	-	-	-	-	-	-	-
Etwatwa 35	G03020026/1	Planning Project	Ekurhuleni	302 000	302 000	302	-	-	550			-		
Mayfield x12	N/A	Planning Project	Ekurhuleni	400 000	400 000	400	-	-	350			800	-	
Esselen Park ( Witfontein Ptn 30)	G11090001/1	New Feasibility Project	Ekurhuleni	400 000	400 000	400	-	-	850			68 750		250
Esselen Park ( Witfontein Ptn 39 & 63)	G11090001/2	New Feasibility Project	Ekurhuleni	400 000	400 000	400	-	-	850			68 750		250
Zuurfontein (270 / 33 IR)	G11010003/1	New Feasibility Project	Ekurhuleni	400 000	400 000	400	-	-	-			-		
Zuurfontein (24, 206, 276, 277 / 33 IR)	G11010003/2	New Feasibility Project	Ekurhuleni	400 000	400 000	400	-	-	-			-		
Pomona Estates	G11010004/1	New Feasibility Project	Ekurhuleni	400 000	400 000	400	-	-	550			-		
Planning New Projects	N/A	Accreditation Project -New	Ekurhuleni		-	-	-	-	3 000			2 000		

Sub-Programme	Project Number (HSS)	Project Name/Description	Local Authority under which it falls	Project Size/ Total Contractual Target	Approved project budget (in total) R'000	2012 MTEF Estimates R'000								
						2012/2013			2013/2014			2014/2015		
						Budget	Annual Targets for Sites	Annual Targets for Units/Houses	Budget	Targets for Sites	Targets for Units/Houses	Budget	Targets for Sites	Targets for Units/Houses
		Feasibilities												
Payneville x3	G04030046/1	Planning Project	Ekurhuleni	250 000	250 000	250	-	-	-			250		-
Apex Rietfontein	G08050015	Planning Project	Ekurhuleni	-	-	-	-	-	450	-	-	750		-
Daggafontein Station	G03030093/1	Planning Project	Ekurhuleni	200 000	200 000	200	-	-	450	-	-	750		
Holgatfontein 326 IR	G08050016/1	Planning Project	Ekurhuleni	200 000	200 000	200	-	-	-	-	-	-	-	-
Rietfontein Kwa Thema	G08070012/1	Planning Project	Ekurhuleni		-	-	-	-	-	-	-	100	-	-
New Feasibilities - East Sub region	N/A	New Feasibility Project	Ekurhuleni		-	-	-	-	-	-	-	-		
Bardenhorst (Rietfontein)	G11010010	Planning Project	Ekurhuleni		-	-	-	-	450	-	-	750	-	-
Wattville, Actonville and Rietfontein	G11010008/1	Planning Project	Ekurhuleni		-	-	-	-	850	-	-	50 500	200	
Steve Biko Land	G11010009/1	Planning Project	Ekurhuleni		-	-	-	-	16 712		300	16 712	-	300
Cool Breeze	G08050016/1	Planning Project	Ekurhuleni		-	-	-	-	500	-	-	500	-	
Ergo Road	G08060001/1	Planning Project	Ekurhuleni	300 000	300 000	300	-	-	-	-		11 141		200
Payneville Ext. 1	G03090002/1	Planning Project	Ekurhuleni	300 000	300 000	300	-	-	27 853		500	27 853		500
Etwatwa Ext. 18 (Project 56)	G03030081/1	Planning Project	Ekurhuleni		-	-	-	-	16 712		300	16 712		300
Spaarwater	G08050017/1	Planning Project	Ekurhuleni		-	-	-	-	-			-		
Vlakfontein portions 35 & 36		Planning Project	Ekurhuleni	250 000	250 000	250	-	-	-			-		
Modderfontein 76 IR portion 7	G03030059/1	Top Structure Construction	Ekurhuleni	250 000	250 000	250	-	-	16 712		300	16 712		300

Sub-Programme	Project Number (HSS)	Project Name/Description	Local Authority under which it falls	Project Size/ Total Contractual Target	Approved project budget (in total) R'000	2012 MTEF Estimates R'000								
						2012/2013			2013/2014			2014/2015		
						Budget	Annual Targets for Sites	Annual Targets for Units/Houses	Budget	Targets for Sites	Targets for Units/Houses	Budget	Targets for Sites	Targets for Units/Houses
Harry Gwala	G05120058/1	Top Structure Construction	Ekurhuleni	1 000 000	1 000 000	1 000	-	-	-	-	-	-	-	-
Etwatwa Ext. 19	G03030078/1	Top Structure Construction	Ekurhuleni		-	-	-	-	-	-	22 282			200
Rose Acres	G080440012/1	Planning Project	Ekurhuleni	1 000 000	1 000 000	1 000	-	-	39 551		750	8 356		150
Palm Ridge 4 & 5	G08040014/1	Planning Project	Ekurhuleni	1 000 000	1 000 000	1 000	-	-	11 141		200	11 141		200
Rondebult 136 IR (Portion 10 & 17)	G08040014/1	Planning Project	Ekurhuleni	2 000 000	2 000 000	2 000	-	-	18 245		820	11 141		200
Reiger Park113 IR Leeuwpoot	G08050027/1	Planning Project	Ekurhuleni	-	-	-	-	-	-		-	-		-
Driehoek (Germiston ext 4)	G08050018/1	Planning Project	Ekurhuleni	1 000 000	1 000 000	1 000	-	-	5 571		100	-		-
Zwaartkoppies Land	G08040009/1	Planning Project	Ekurhuleni	2 000 000	2 000 000	2 000	-	-	5 571		100	37 641	1 000	200
Angelo Deep Ptn 24 & 398 and Klipootjie 112 IR (Ramaphosa Road Reserve)	G08050026/1 & G08040002/1	Planning Project	Ekurhuleni	1 000 000	1 000 000	1 000	-	-	67 961		1 200	5 570		100
Joe Slovo 113 I R	G08040008/1	Planning Project	Ekurhuleni	-	-	-	-	-	16 712		300	-		-
Rehabilitated land Angelo	G08040015/1	Planning Project	Ekurhuleni	1 000 000	1 000 000	1 000	-	-	5 570		100	5 570		100
Simmer and Jack	G08040013/1	Planning Project	Ekurhuleni	1 000 000	1 000 000	1 000	-	-	5 570		100	5 570		100
Balmoral Pnt 31 & 234 (Dreifontein 85 IR)	G08040001/1	Planning Project	Ekurhuleni	1 000 000	1 000 000	1 000	-	-	5 570		100	37 641	1 000	200
Driefontein 85 IR Ptn 399	G08040004/1	Planning Project	Ekurhuleni	-	-	-	-	-	2 225	100	-	37 641	1 000	200

Sub-Programme	Project Number (HSS)	Project Name/Description	Local Authority under which it falls	Project Size/ Total Contractual Target	Approved project budget (in total) R'000	2012 MTEF Estimates R'000								
						2012/2013			2013/2014			2014/2015		
						Budget	Annual Targets for Sites	Annual Targets for Units/ Houses	Budget	Targets for Sites	Targets for Units/ Houses	Budget	Targets for Sites	Targets for Units/ Houses
Knights Station	G08050019/1	Planning Project	Ekurhuleni	-	-	-	-	-	11 141		200	-		-
Finaalspan portions 29,30 &31	G03030057/1	Planning Project	Ekurhuleni	-	-	-	-	-	11 141		200	5 570		100
Kutalo	G08050020/1	Planning Project	Ekurhuleni	-	-	-	-	-	38 381		689	-		-
Klippoortjie 112 IR	G08050026/1	Planning Project	Ekurhuleni	-	-	-	-	-	-		-	-		-
Koppieskraal	N/A	Planning Project	Ekurhuleni	-	-	-	-	-	-		-	-		-
Villa Liza Ext 5	N/A	Planning Project	Ekurhuleni	1 000	1 000 000	1 000	-	-	-		-	-		-
Palmietfontein 141 IR (Phola Park )	G11010005/1	Planning Project	Ekurhuleni	1 000 000	1 000 000	1 000	-	-	1 500		-	15 000		-
Koppieskraal	N/A	Planning Project	Ekurhuleni	-	-	-	-	-	-		-	-		-
Mining Belt Germiston( Driehoek 87 IR)	N/A	Planning Project	Ekurhuleni	1 500 000	1 500 000	1 500	-	-	-		-	-		-
Rondebult Klippoortjie 110 & 136 IR	N/A	Planning Project	Ekurhuleni	1 000 000	1 000 000	1 000	-	-	1 500		-	-		-
Rondebult Klippoortjie 110 & 136 IR	N/A	Planning Project	Ekurhuleni	1 000 000	1 000 000	-	-	-	1 500		-	-		-
Tsakane Ext. 19	G05100003/2	Top Structure Construction	Ekurhuleni	13 680 000	13 680 000	13 680	-	200	5 571	-	100	11 141		200
Reiger Park Ext 9 ( Tokyo Sexwale )	G09090004	Installation of Services and top Structure construction	Ekurhuleni	12 368 000	12 368 000	12 368	443	-	6 963		125	41 103	500	500

Sub-Programme	Project Number (HSS)	Project Name/Description	Local Authority under which it falls	Project Size/ Total Contractual Target	Approved project budget (in total) R'000	2012 MTEF Estimates R'000								
						2012/2013			2013/2014			2014/2015		
						Budget	Annual Targets for Sites	Annual Targets for Units/Houses	Budget	Targets for Sites	Targets for Units/Houses	Budget	Targets for Sites	Targets for Units/Houses
Eden Park Bufferzone	N/A	installation of Services	Ekurhuleni	-	-	-	-	-	5 571		25	-		-
Ulana Settlements	G03090005/1	installation of Services	Ekurhuleni	-	-	-	-	-	16 712		300	11 141		200
Goodhope	G03090007/1	installation of Services	Ekurhuleni	2 000 000	2 000 000	2 000	-	-	5 571		100	8 356		150
Phola Park Coal Yard	G03090010/1	installation of Services	Ekurhuleni	-	-	-	-	-	-		-	-		-
Dukathole	G08040005/1	installation of Services	Ekurhuleni	1 000 000	1 000 000	1 000	-	-	5 571		100	16 712		300
Tinasonke ext 4	G03020004/1	installation of Services	Ekurhuleni	5 181 000	5 181 000	5 181	200	-	5 571		100	5 571		100
Vila Liza 3	G04060001/1	installation of Services	Ekurhuleni	8 574 000	8 574 000	8 574	345	-	5 571		100	5 571		100
Rietspruit 152 IR & Rietfontein 153	G08070012/1	installation of Services	Ekurhuleni	6 000 000	6 000 000	6 000	-	-	5 571		100	40 426	1 000	250
Vlakplaats portions 36 & 657	G08040010/1	installation of Services	Ekurhuleni	1 000 000	1 000 000	1 000	-	-	55 706		1 000	37 641	1 000	200
ERPM Village (Pnt 402 & 403 Dreifontien 85 IR)	G08040007/1	installation of Services	Ekurhuleni	1 000 000	1 000 000	1 000	-	-	32 978		592	13 250	500	-
Chief Albert Luthuli Ext. 6	G03030060/1	Top Structure Construction	Ekurhuleni	22 500 000	22 500 000	22 500	651	100	27 853		500	27 853		500
Etwatwa Ext. 9 & 10	G03030097/3	Top Structure Construction	Ekurhuleni	47 854 000	47 854 000	47 854	-	700	27 853		500	27 853		500
John Dube Village (Duduza ext. 4)	G03030051/1	Top Structure Construction	Ekurhuleni	20 795 000	20 795 000	20 795	-	350	16 712		300	-		-

Sub-Programme	Project Number (HSS)	Project Name/Description	Local Authority under which it falls	Project Size/ Total Contractual Target	Approved project budget (in total) R'000	2012 MTEF Estimates R'000								
						2012/2013			2013/2014			2014/2015		
						Budget	Annual Targets for Sites	Annual Targets for Units/ Houses	Budget	Targets for Sites	Targets for Units/ Houses	Budget	Targets for Sites	Targets for Units/ Houses
Chris Hani Proper, Ext.1, 2 & erf 31019 Daveyton (Project 56)	G05060005/1	Top Structure Construction	Ekurhuleni	22 824 000	22 824 000	22 824	-	330	16 712		300	16 712		300
Modderfontein 76 IR portion 7	G03030059/1	Top Structure Construction	Ekurhuleni		-	-	-	-	16 712		300	16 712		300
Langaville Ext. 4 (Project 56)	G08110008/1	Top Structure Construction	Ekurhuleni		-	-	-	-	-		-	-		-
Alra Park	G04030048/1	Top Structure Construction	Ekurhuleni		-	-	-	-	16 712		300	16 712		300
KwaThema Ext 2 - Scheme 621	G94060064/1	Top Structure Construction	Ekurhuleni	7 468 000	7 468 000	7 468	-	103	-		-	11 141		200
Kwa Thema Ext 2 -Scheme 433	G94060064/1	Top Structure Construction	Ekurhuleni		-	-	-	-	-		-	-		-
Kwa Thema Ext 5	G05060003/1	Top Structure Construction	Ekurhuleni	13 827 000	13 827 000	13 827	-	197	-		-	-		-
Chief Luthuli Ext 4	G0301004	Top Structure Construction	Ekurhuleni	7 265 000	7 265 000	7 265	-	100	-		-	18 996		341
Tsakane Ext 22	G09080002/1	Top Structure Construction	Ekurhuleni	30 950 000	30 950 000	30 950	723	200	-		-	-		-
Langaville Ext 6	G07080007	Top Structure Construction	Ekurhuleni	3 382 000	3 382 000	3 382	-	50	-		-	-		-
Eden Park West ext 1	G04040002/1	Top Structure Construction	Ekurhuleni	19 910 000	19 910 000	19 910	-	300	10 640		191	-		-
Reiger Park Bufferzone	N/A	Top Structure Construction	Ekurhuleni		-	-	-	-	-		-	-		-
Eden Park Ext 4	G03030071/1	Top Structure	Ekurhuleni	15 000	15 000	15	-	-	-		-	-		-

Sub-Programme	Project Number (HSS)	Project Name/Description	Local Authority under which it falls	Project Size/ Total Contractual Target	Approved project budget (in total) R'000	2012 MTEF Estimates R'000								
						2012/2013			2013/2014			2014/2015		
						Budget	Annual Targets for Sites	Annual Targets for Units/Houses	Budget	Targets for Sites	Targets for Units/Houses	Budget	Targets for Sites	Targets for Units/Houses
		Construction												
Eden Park ext 5 (Seakay)	G03030055	Top Structure Construction	Ekurhuleni	5 646 000	5 646 000	5 646	-	70	-			-		
Eden Park ext 5 (Mellon)	G03030055	Top Structure Construction	Ekurhuleni	4 646 000	4 646 000	4 646	-	70	-			-		
Thintwa Village	G051220047	Top Structure Construction	Ekurhuleni	2 292 000	2 292 000	2 292	-	27	-			-		
Olifaantsfontein 410 JR ( Clayville 45)	G04050011/1	Top structure / Informal settlement	Ekurhuleni	1 700 000	14 272 000	14 272	-	200	18 383		330	14 826		250
Mayfield x1	G03030077/1	Informal Settlement Upgrading	Ekurhuleni	1 868 000	-	-	-	-	11 141		200	14 826		250
Etwatwa 8,21,& 24	G05090016	Top Structure Construction	Ekurhuleni	3 225 000	16 592 000	16 592	-	250	5 571		100	16 712		300
Mooifontein	G94060030/1	Top Structure Construction	Ekurhuleni	1 305 000	-	-	-	-	7 242		130	-		-
Tswelopele 5 & Tembisa 23 &24	G05100004/2	Top Structure Construction	Ekurhuleni	7 098 000	16 592 000	16 592	-	250	14 483		260	16 712		300
Tswelopele 6, Tswelopele proper & Ext. 1	G05090014	Top Structure Construction	Ekurhuleni	1 873 000	9 955 000	9 955	-	150	7 242		130	8 356		150
Etwatwa 32 (Urban Dynamics)	G05100007/1	Top Structure Construction	Ekurhuleni	2 717 000	13 273 000	13 273	-	200	14 484		260	11 141		200
Mayfield Ext. 6 (Karibu)(Diana & Joyce)	G03090015/2	Top Structure Construction	Ekurhuleni	500 000	-	-	-	-	-		-	-		-
Mayfield Ext. 6	G03090015/3	Top Structure	Ekurhuleni	804 000	6 637 000	6 637	-	100	-		-	-		-



Sub-Programme	Project Number (HSS)	Project Name/Description	Local Authority under which it falls	Project Size/ Total Contractual Target	Approved project budget (in total) R'000	2012 MTEF Estimates R'000								
						2012/2013			2013/2014			2014/2015		
						Budget	Annual Targets for Sites	Annual Targets for Units/Houses	Budget	Targets for Sites	Targets for Units/Houses	Budget	Targets for Sites	Targets for Units/Houses
(Gamont)		Construction												
Mayfield Ext.7 (Project 56)	G03090016/1	Top Structure Construction	Ekurhuleni	804 000	-	-	-	-	-	-	-	-	-	-
Inxiweni	G05050010/1	Top Structure Construction	Ekurhuleni	121 000	448 000	448	-	-	-	-	-	3 685	-	50
Tswelopele 8	G03030152/2		Ekurhuleni		7 637 000	7 637	-	100	-	-	-	-	-	-
Esselen Park (Group 5)	G03090012/1	Top Structure Construction	Ekurhuleni	1 723 000	-	-	-	-	21 725	-	390	-	-	-
Etwatwa Ext.37 (Karibu Group)	G03030082/1	Top Structure Construction	Ekurhuleni	3 133 000	18 182 000	18 182	-	400	18 383	-	330	20 397	-	350
Etwatwa Ext.37 (Group 5)	G03030082/2	Top Structure Construction	Ekurhuleni	900 000	34 183 000	34 183	-	500	18 383	-	330	20 397	-	350
Etwatwa Ext.34 (Project 56)	G03030079/1	Top Structure Construction	Ekurhuleni	4 226 000	20 910 000	20 910	-	300	8 356	-	150	20 397	-	350
Putfontein 102 (Mayfield 9)	G03030080/1	Top Structure Construction	Ekurhuleni	524 000	15 866 000	15 866	-	224	7 241	-	130	-	-	-
Putfontein 269 (Mayfield 11)	G04050012	Top Structure Construction	Ekurhuleni	318 000	2 913 000	2 913	-	100	-	-	-	-	-	-
Mayfield Ext.5 (Mina Nawe) (227)	G98120293/1	Top Structure Construction	Ekurhuleni	1 394 000	-	-	-	-	-	-	-	-	-	-
Mayfield Ext.5 (Khumbula)	G98120293/2	Top Structure Construction	Ekurhuleni	641 000	5 609 000	5 609	-	80	5 571	-	-	-	-	-
Etwatwa 30 & 31	G98120246/1	Top Structure Construction	Ekurhuleni	313 000	14 273 000	14 273	-	200	-	-	-	-	-	-
Etwatwa 35	G03020026/1	Planning Project	Ekurhuleni	353 000	302 000	302	-	-	550	-	-	-	-	-
Old Mutual Land	G03090013/1	Planning Project	Ekurhuleni	607 000	400 000	400	-	-	-	-	-	24 682	-	400
Olifaantsfontein	G08090009/1	Planning Project	Ekurhuleni	1 800 000	400 000	400	-	-	100	-	1 800	-	-	-

Sub-Programme	Project Number (HSS)	Project Name/Description	Local Authority under which it falls	Project Size/ Total Contractual Target	Approved project budget (in total) R'000	2012 MTEF Estimates R'000								
						2012/2013			2013/2014			2014/2015		
						Budget	Annual Targets for Sites	Annual Targets for Units/ Houses	Budget	Targets for Sites	Targets for Units/ Houses	Budget	Targets for Sites	Targets for Units/ Houses
402 JR ( Rem Ext)									271					
Olifaantsfontein 402 JR ( Cullinan Land )	G08090011/1	Planning Project	Ekurhuleni	3 000 000	400 000	400	-	-	550			167 118		3 000
Ecaleni Coalyard	G08090005/1	New Feasibility Project	Ekurhuleni	750 000	400 000	400	-	-	750			69		250
Kwa Thema Ext. 3, 7a & Ekuthuleni	G05100011/1	Top Structure Construction	Ekurhuleni	3 228 000	6 765 000	6 765	-	100	27 853		500	27 853		500
Tamboville Proper, Ext. 1 & 2 and Wattville Ext. 3	G05100014/1	Top Structure Construction	Ekurhuleni	1 097 000	-	-	-	-	-			-		
Bluegumview Ext. 2 & 3, Masechaba proper & ext. 1 & Duduza ext. 3	G05100015/1	Top Structure Construction	Ekurhuleni	5 022 000	23 677 000	23 677	-	350	27 853		500	27 853		500
Tsakane Ext. 19	G05100003/1	Top Structure Construction	Ekurhuleni	1 701 000	6 765 000	6 765	-	100	-		-	-		-
Moleleki ext's 1 & 2	G03030094/1	Top Structure Construction	Ekurhuleni	793 000	5 309 000	5 309	-	88	5 571		100	5 571		100
Magagula Heights	G97010037	Top Structure Construction	Ekurhuleni	640 000	5 309 000	5 309	-	88	5 571		100	5 571		100
Zonkizizwe ext 6	G03030054/1	Top Structure Construction	Ekurhuleni	260 000	10 123 140	10 123	-	150	-		-	-		-
Tinasonke ext 3	G03030072	Top Structure Construction	Ekurhuleni	719 000	500 000	500	-	-	-		-	-		-

Sub-Programme	Project Number (HSS)	Project Name/Description	Local Authority under which it falls	Project Size/ Total Contractual Target	Approved project budget (in total) R'000	2012 MTEF Estimates R'000								
						2012/2013			2013/2014			2014/2015		
						Budget	Annual Targets for Sites	Annual Targets for Units/Houses	Budget	Targets for Sites	Targets for Units/Houses	Budget	Targets for Sites	Targets for Units/Houses
Vosloorus / KAVOSH	G08070018	Top Structure Construction	Ekurhuleni	250 000	2 655 000	2 655	-	40	5 571		100	2 785		50
Villa Liza ext 2	G03030073/1	Top Structure Construction	Ekurhuleni	1 741 000	9 955 000	9 955	-	150	8 356		150	13 927		250
Vosloorus ext 28	G01070010/1	Top Structure Construction	Ekurhuleni	625 000	-	-	-	-	-		-	-		-
Palm Ridge project	G98120399/3	Top Structure Construction	Ekurhuleni	13 224 000	21 410 000	21 410	-	300	5 571		100	33 034		593
Windmill Park ext 9	G05090012/1	Top Structure Construction	Ekurhuleni	1 871 000	7 964 000	7 964	-	120	4 958		89	11 141		200
Reiger Park ext 5	G05090015/1	Top Structure Construction	Ekurhuleni	1 561 000	6 637 000	6 637	-	100	5 571		100	11 141		200
Zonkizizwe ext 3 (ABT)	G03030053	Top Structure Construction	Ekurhuleni		9 955 000	9 955	-	150	5 571		100	8 634		55
Zonkizizwe ext's 1& 2 and Proper	G05090017/1	Top Structure Construction	Ekurhuleni	7 431 000	7 300 000	7 300	-	110	5 571		100	11 141		200
Phola Park Greenfields	G05100005/1	Top Structure Construction	Ekurhuleni	325 000	5 309 000	5 309	-	88	5 571		100	-		-
Katlehong South, Vosloorus ext 20 and Molelekiext's	G05090018/1	Top Structure Construction	Ekurhuleni	1 791 000	2 655 000	2 655	-	40	5 571		100	-		-
Madelakufa	G04030013/1	Blocked	Ekurhuleni	400 000	400 000	400	-	-	-		-	-		-
Vlakfontein ptn 7	G08050026/1				-	-	-	-	-		-	-		-
Langaville Ext (Khayalabantu)	N/A		Ekurhuleni		-	-	-	-	-		-	-		-
Vusumuzi Hostel	G08070020/1	Hostel Upgrading	Ekurhuleni	4 000 000	4 000 000	4 000	-	-	-		-	12		50
Sethokga Hostel	G98120483/1	Hostel Upgrading incl Demolition	Ekurhuleni	33 782 000	33 782 000	33 782	-	144	58		250	58		250

Sub-Programme	Project Number (HSS)	Project Name/Description	Local Authority under which it falls	Project Size/ Total Contractual Target	Approved project budget (in total) R'000	2012 MTEF Estimates R'000								
						2012/2013			2013/2014			2014/2015		
						Budget	Annual Targets for Sites	Annual Targets for Units/ Houses	Budget	Targets for Sites	Targets for Units/ Houses	Budget	Targets for Sites	Targets for Units/ Houses
Buyafuthi Hostel	G98120470/1	Hostel Upgrading / Refurbishment	Ekurhuleni	200 000	-	-	-	-	-	-	-	-	-	-
Sun City Hostel	N/A	hostel Upgrade	Ekurhuleni		-	-	-	-	-	-	12		50	
Nguni Hostel Precinct	G98120472/1	hostel Upgrade	Ekurhuleni	6 000 000	6 000 000	6 000	-	-	23		100	12		50
Sotho Hostel Precinct	G94060206/1	hostel Upgrade	Ekurhuleni	-	-	-	-	-	35		150	12		50
Kwa-Mazibuko Hostel	G020120014/1	hostel Upgrade	Ekurhuleni	32 900 000	32 900 000	32 900	-	100	23		100	46		200
Thokoza Hostel	G02120018/1	hostel Upgrade	Ekurhuleni	29 355 000	29 355 000	29 355	-	66	23 000		100	46 000		200
Ehlanzeni Hostel	G08070019/1	Hostel Project	Ekurhuleni	10 000 000	10 000 000	10 000	-	-	-		-	58		250
Wattville Hostel	G98120236	Hostel Project	Ekurhuleni	11 070 000	11 070 000	11 070	-	-	-		-	-		-
Kwa Thema Hostel	G08050022/1	Hostel Project	Ekurhuleni	7 600 000	7 600 000	7 600	-	-	-		-	-		-
Daveyton Hostel	G02110008/1	Hostel Project	Ekurhuleni		-	-	-	-	-		-	-		-

## 11. CONCLUSION

This Reviewed 2012-2016 IDP has been developed in line with the various National and Provincial Guidelines, the EMM GDS 2025 and community priorities. Various community inputs received during the public engagement process have been planned and budgeted for. Departmental plans include Ultimate- (5 year) and Direct (1 year) Outcomes, indicators and targets which is included in the SDBIP.

