

ANNEXURE A

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EKURHULENI METROPOLITAN MUNICIPALITY

Integrated Development Plan (IDP) 2016/17



City of
Ekurhuleni

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CHAPTER 1

1. INTRODUCTION

1.1 CONTEXT AND OVERVIEW

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 this planning process. The Ekurhuleni Metropolitan Municipality's (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 will:

- Identify its key development priorities;
- Formulate a clear vision, mission and values;
- Formulate appropriate strategies;
- Develop the appropriate organisational structure and systems to realize the vision and mission; and
- Align resources with developmental priorities.

In terms of the Municipal Systems Act, all municipalities have to undertake an integrated development planning process to produce IDPs. As the IDP is a legislative requirement, it has a legal status and supersedes all other plans that guide development at local government level. Through the IDP, municipalities are required to align with the provincial and national spheres of government in the delivery of national and provincial developmental programmes at local level. Furthermore, municipalities have to incorporate a wide range of sectoral programmes (e.g. water, health and small business development) into their own municipal development programmes, and also comply with the requirements of a variety of national legislation aimed at facilitating development.

This draft IDP is a transitional IDP. The IDP being produced for 16/17 financial year normally would have been an IDP for the new term of office, but because of the scheduling of the election and the simultaneous need to comply with the law, an IDP has to be produced overlapping into the new term. This IDP therefore primarily about continuation of the work the municipality has been doing in the last 4/5 years.

Since the establishment of the municipality, EMM has 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 provision of healthcare, houses, water, electricity and sanitation. Widespread use of the bucket system has been significantly reduced, if not eliminated. We have

laid a solid foundation and are on course to improve the lives of our communities. As we celebrate the positive change in our communities, we are also aware of the many challenges we still face. 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 who 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.

Since 2011, when the IDP for the term was approved, the municipality has implemented numerous projects and programmes to improve the lives of Ekurhuleni's citizens. The section below highlights some of the achievements in service delivery. This summary of achievements is presented in line with the strategic objectives of the City as derived from the Growth and Development Strategy 2055.

All work and interventions implemented by EMM is informed by the GDS and its five themes of re-governing, re-urbanizing, re-industrializing, re-mobilizing and re-generating the city.

Effective Cooperative Governance

In efforts to better re-govern the city, EMM has achieved:

- Four (4) successive unqualified audit opinions and a clean audit opinion in the financial years 2013/14 and 14/15. The clean audit opinion in the 2013/14 and 14/15 financial year was also awarded to five of the municipalities' entities. This is the first time in the history of this metro that we have received back-to-back clean audits. A clean audit means that financial statements of the municipality are free from material misstatements (in other words, a financially unqualified audit opinion) and there are no material findings on reporting on performance objectives or non-compliance with legislation.
- Implemented the separation of powers model which it adopted in 2012 where commendable progress has been made. The model promotes a system of checks and balances and through its implementation the Legislature conducts oversight on the work of the Executive. By implementing this model in its governance framework, EMM has positively entrenched accountability in the metro.
- Revenue collection in the municipality has consistently been above a 90% over the last four years and a target of 95% is close to being achieved. Revenue Collection for the 11/12 was 93.2%, for 12/13 FY was 92.02, for 13/14 was 89.6% and for the 14/15 FY was 92.19%.
- A culture of community participation in municipal decision-making has been entrenched to IDP Consultations, Izimbizos, Functioning Ward Committee System etc.
- The City developed a range of customer response and governance mechanisms to address needs. This includes 20 Customer care Centres and a 258-seater Call-Centre. A whole range of new customer interface mechanisms are continuing to be rolled-out.

Sustainable Urban Integration

To re-urbanize Ekurhuleni, its infrastructure is been improved on a continuous basis and among others, the following have been achieved since June 2011:

- 6167 street lights were installed;
- 24 267 subsidized household were electrified;
- 27 119 additional households provided with minimum water supply;
- 2300 houses were built

To deal with informality:

- 275 high mast lights were fitted in informal settlements;
- 26778 PV Solar Units were distributed in informal settlements

Public transport infrastructure and roads as an important aspect of sustainable urbanization is also receiving attention:

- Over 150 bus shelters having been constructed since 2011 and
- An Integrated Rapid Public Transport Network Plans is now at an advanced stage of implementation.
- 280km of roads was tarred

In addition to this other social facilities such as sport and recreational facilities including fire stations, sports and recreation facilities and clinics were constructed.

Job-creating Economic Growth

In pursuit of efforts to re-industrialize EMM, among others the metro has:

- Facilitated 14 large projects with a pipeline value of over R30 billion since 2011/12. These projects include:
 - The PRASA-Gibela rolling stock manufacturing project in Dunnotar wherein 3 600 locomotives will be manufactured. EMM has already approved the leasing of 288 hectares to PRASA-GIBELA;
 - Facilitation of the process to establish the Tambo-Springs Inland Port which is progressing well following approval of the Township Establishment application in 2014.

EMM has also pioneered the revitalisation of township economies. Among milestones achieved in relation to this is:

- Development of 13 township business hubs and the building of 2 fabrication laboratories (FabLabs) in Tembisa and Thokoza to train youth on conceptualization and with the development of product prototypes;
- Identification of 10 Council-owned shops in townships for refurbishment.

Social Empowerment

Among achievements to re-mobilize and empower communities of EMM:

- 1 010 peace corps (10 per ward) were recruited, trained and placed in identified crime hot spots.
- Over 5 000 early childhood development (ECD) practitioners were trained;
- The Electric Health Records System, which electronically keeps patient's record, was rolled out to 36 primary health care facilities and about 27 791 patients were registered on the system.

To address youth unemployment and empower young people, EMM entered into strategic partnerships with the private sector for the placement of youth in learnerships, internships and in some tailored industry skills development programmes:

- EMM facilitated and invested in the empowerment of 20 emerging youth-owned construction companies and 20 learner supervisors with contracts worth R150 million.

Environmental Well-being

To attain environmental well-being and regenerate all-ready used material and waste generated within its borders, EMM undertook to:

- Roll out 240 litre bins to all households. A total of more than 300 000 household have already been reached.
- Weekly refuse collection reaches approximately 1 million households.

To keep the metro clean:

- More than 10 000 swivel bins have been installed at strategic positions across the city.

End of Term Programme of Visible Service Delivery

To further advance what has so far been achieved under the different themes of the GDS, 2 Mayoral Lekgotlas were held in 2015. Some of the key resolutions included:

- Institutionalization of a Healthy Lifestyles programme in Ekurhuleni to combat the triple burden of disease and life style diseases which are increasingly becoming the dominant sources of morbidity and mortality world- wide. In line with this Outdoor Gyms are to be installed in 60 community parks/recreation facilities;
- Additional recruitment of Metro Police Officers (300 by 2016) to intensify crime prevention interventions including dealing with the scourge of illegal mining in Ekurhuleni;

- Establishment of Ekurhuleni Planning Commission in order to build long term growth and development partnership in line with the GDS 2055;
- Increase the roll-out of metering to unmetered as part of the revenue protection and enhancement;
- 20 000 electricity connections to targeted areas (Eden park, Esselen park and Palm Ridge);
- Intensification cleanliness programme with a special focus on the CBDs and Townships;
- Roll out of 140 000 240l bins to areas in Ekurhuleni as part of the cleanliness programme;
- 33 mini recycling facilities to be operationalised;
- Implementation of Nightshift CDBs (10);
- 106 new vehicles to be deployed to strengthen community safety and security;
- 100 Land Invasion Officers to be recruited;
- 150 Trainee Constables to be appointed;
- 26 new municipal buses (green buses) to be operationalised;
- 50 new bus shelters to be erected;
- 10km of NMT to be constructed;
- 6051 Serviced Stands to be released;
- 15 complexes to be refurbished;
- 6 liveable Informal Settlements pilots to be completed (Emandleni, Makause, Ekuthuleni, Ekanini, Winnie Mandela, Thusong);
- 10,000 subsidized houses to be electrified;
- 88 km of new tar roads to be constructed and rehabilitated;
- 15 Townships to be proclaimed; and
- 160 Wi-Fi hotspots to be deployed.

CHAPTER OVERVIEW

Chapter 1: Introduces the IDP and also provides a high level summary of service delivery achievements of the last four years.

Chapter 2: assesses levels of development in terms of demographics, the economy, poverty and inequality and access to basic services. Using data mined from a variety sources (e.g. StatSA) and various Ekurhuleni strategic and operational plans, it extracts growth and development challenges facing the City and gives an indication of the City's interventions to address these challenges.

Chapter 3: discusses the Ekurhuleni Strategic Planning Framework. It outlines key inputs into the planning process from province to national and at the City Level. Key at the city level is the Growth

and Development Strategy 2055 that outlines long term plans that the City will use to change the Growth and Development trajectory of Ekurhuleni region. The chapter also provides a broad framework for the initial work done on the Strategy Implementation Plan (SIP) and the process for its finalization.

Chapter 4: outlines the governance systems, and processes that the city use to plan and manage and coordinate its activities in order to fulfil its mandate. A new governance framework for EMM in terms of which legislative and executive authority are separated is also discussed.

Chapter 5: discusses the city's approach to intergovernmental relations. A large section of the chapter is focussed on the MEC's comments on the IDP 15/16 and Ekurhuleni's response to those comments.

Chapter 6: reviews the public participation processes that underpinned the review of IDP for the 2015/16 financial year. The legislation governing public participation and EMM's public participation policy framework is discussed. A high level summary of the public participation process and outcomes is delineated. The outcomes of the public participation process embarked upon in preparation is analysed and finally the needs per ward are also outlined.

Chapter 7: is the main Chapter of this document. It provides details of the key deliverables planned for the 2015/16 financial year. The deliverables are presented in line with the key strategic objectives of EMM extracted from the GDS. The strategic objectives are sustainable urban integration, job creating economic growth, social empowerment, and environmental well-being effective and cooperative governance. All work by the city is therefore aligned with the GDS. Work on the EMM's Flagships is also detailed as support to other work being done by the Metro. To give full expression to the meaning of the IDP, work (with a potential to restructure the City) currently being done by private sector in conjunction with the City is also discussed.

Chapter 8: Is supposed to reflect the multi-year budget but since it is voluminous, an indication is provided that it is contained in a separate document.

Chapter 9: outlines the Municipal Spatial Development Framework (MSDF) outlining the desired spatial development of the metropolitan area as contemplated in the Spatial Planning and Land Use Planning Act (SPLUMA).

Chapter 10: outlines EMM Corporate Disaster Plan which articulates the city's approach to preventing and managing disasters. The Disaster Management Plan seeks to achieve the integration of disaster management functions into the strategic and operational planning and project implementation of all line functions and role players within the municipality against assessed disaster risks and through this coordinative effort; promotes the integration of fast, efficient and effective responses to disasters (actual or impending) by all role-players.

Chapter 11: in line with the Municipal Systems Act that requires municipalities to develop a performance management system suitable for their own circumstances, this chapter discusses the Metro's approach to managing organizational performance.

CHAPTER 2

2. STATUS QUO

2.1 SITUATIONAL ANALYSIS

INTRODUCTION

Section 26 of the Municipal Systems Act 2000 requires that as part of developing an IDP, existing levels of development within a municipality be assessed. This chapter does exactly that by casting its eyes back at where Ekurhuleni has been and how far it has come. Among others, it discusses distinct and unique features Ekurhuleni inherited including the service delivery implications they hold. In addition, the chapter also discusses interventions made by EMM in an effort to address these challenges, including planned future interventions. Key information pertaining to trends in population, the economy and the provision of basic services are discussed with the aim of extracting their implications for growth and development.

HISTORICAL BACKGROUND AND FEATURES

Ekurhuleni Metropolitan Municipality was established in the year 2000 from the amalgamation of the then two existing regional entities, namely Kyalami Metropolitan and the Eastern Gauteng Services (EGS). It is the fourth largest municipality out of all metropolitan areas that currently exist in South Africa. With the impending amalgamation of Lesedi, this position will change as its size will increase even further. Ekurhuleni was established with a distinct set of fragmentations compared to other metros making it unique in its own right. It has a legacy of 9 towns and 17 townships with no single large administration as in the case of the former cities of Johannesburg, Cape Town, Pretoria and Durban – which had to coalesce around relatively mature big city administrations. As a result of this fragmented and dispersed urban structure, the City had no identifiable city centre and suffers from a diffuse and problematic civic identity gravely challenged by the relics of the former East Rand identity.

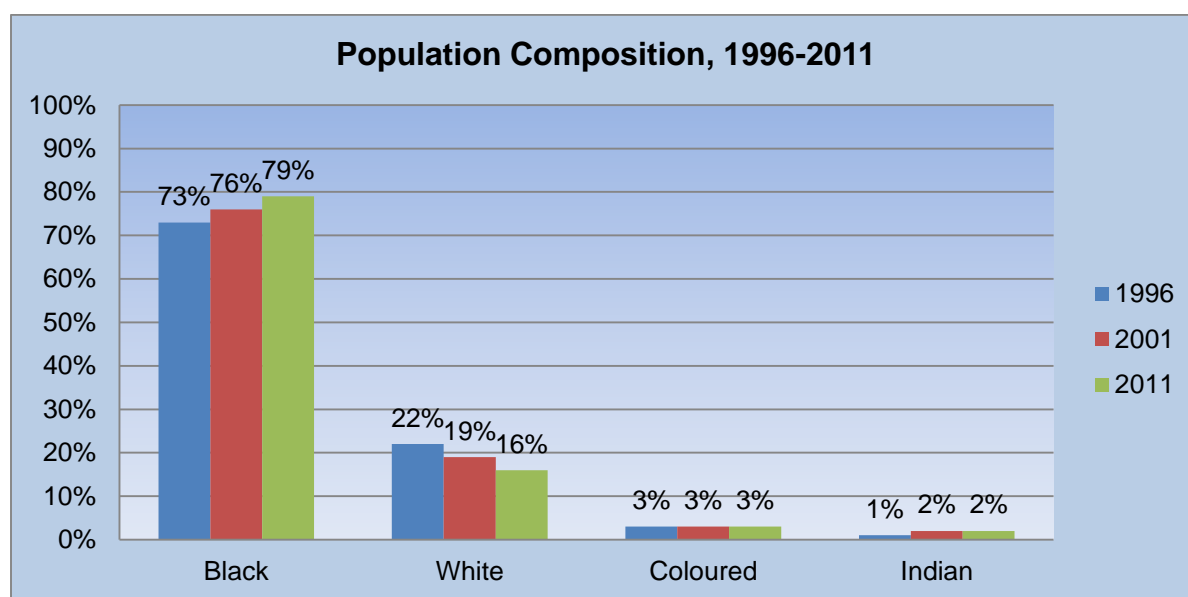
The inherited fragmentation also manifests itself through extreme social isolation and as the worst excesses of apartheid planning placed ever larger townships on the periphery of a weakened urban spine. Four major concentrations of previously disadvantaged communities exist in the area. These include Tembisa, the Katorus complex, the Kwatsaduza complex, and the Daveyton Etwatwa area. These low income residential clusters are located on the urban periphery and are far removed from the majority of social and economic opportunities in the metropolitan area, and are linked to the main economy via rail and/or road networks. Collectively these areas represent approximately 61% of the total population of Ekurhuleni. The cumulative effect of all this includes high levels of poverty and homelessness for the majority of citizens. Further to this is ageing infrastructure together with vast service areas. Already, these attest to the magnitude of service

delivery challenges that Ekurhuleni is confronted with. With the re-demarcation of Ekurhuleni to include Lesedi municipality, these service delivery challenges will be compounded even further.

DEMOGRAPHICS

Ekurhuleni houses 6% of the country's population and 26% of Gauteng's population. It has a resident population of approximately 3 178 470 million people and 1 015 645 million households¹. The municipality has an average annual population growth rate of 2.47%. Between 2001 and 2011, the number of households in Ekurhuleni increased by 36.1%, a figure which was above the average national growth of 35.7%. This growth in population holds serious service delivery implications since it translates into increased demand for municipal services. Figure 1 below shows the composition and size of the different population groups in Ekurhuleni. The municipality is home to 79% Africans, 16% Whites, 3% Coloureds and 2% Indians. While Ekurhuleni aims to deliver services consistently to all those who need it, the sheer size and growth of the black section of the population over the years implies that most service delivery effort will be expended on this group.

Figure 1



Census 2011, Municipal Report

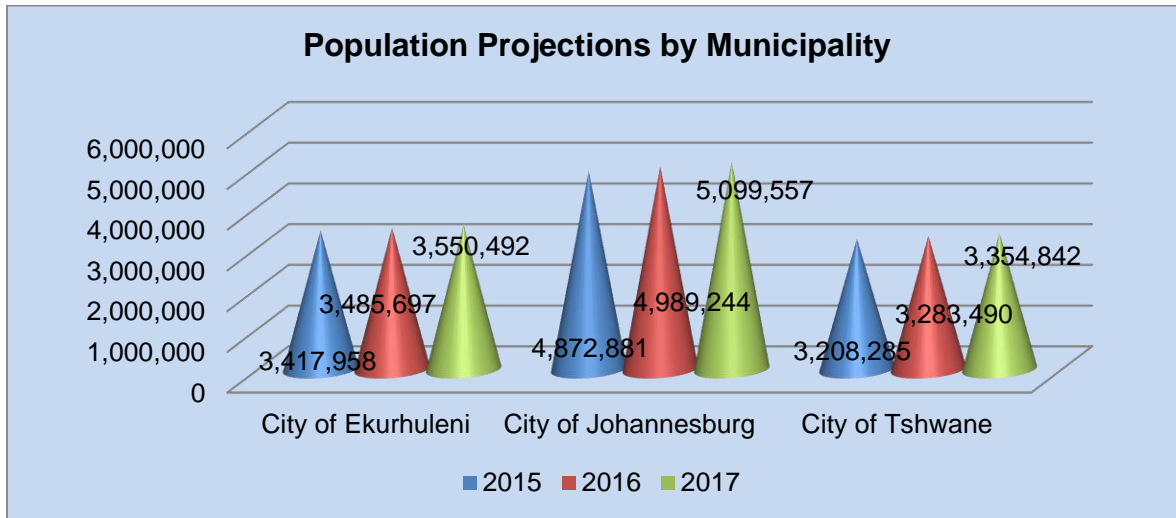
Assuming steady population growth, figure 2 below shows comparative projected population growth among Gauteng metros up to the year 2017. Ekurhuleni is the second biggest metro in Gauteng and accounts for 26%² of its population. It is expected to have a population of 3 485 697 at the end of the current term (2011-2016). Other projections based on the 2011 census data indicate that by 2019 Ekurhuleni's population will reach 3 875 681 and increase by 451 000

¹. StatSA 2011 Census

². Gauteng Socio-Economic Review and Outlook 2015

people. Germiston and Boksburg are among the fastest growing towns in Ekurhuleni. EMM's general population increase is attributed to migration by those in search of work opportunities. In terms of city hourly population growth rate, Ekurhuleni adds 10 more people to its population every hour compared to Johannesburg's which adds 5³.

Figure 2



Global Insight 2014

As can be observed in figure 3 below, the pyramid shows an almost even distribution of genders with males at 51% and females slightly trailing behind at 49%. The predominance by males is probably as a result of migration where a typical migrant worker is largely male. A large section of the population falls within the 15 to 39 years age group. With such a large population of young people, the metro is obligated to implement programmes aimed at addressing the needs of this group because in the absence of such the proclivity by youth to engage in socially destructive behaviour such as substance abuse increases. Consequently, Ekurhuleni has prioritized increased capacitation of youth and adults across the development continuum among its programmes. Among these is the appointment of young people in various roles within the community through the youth development programme.

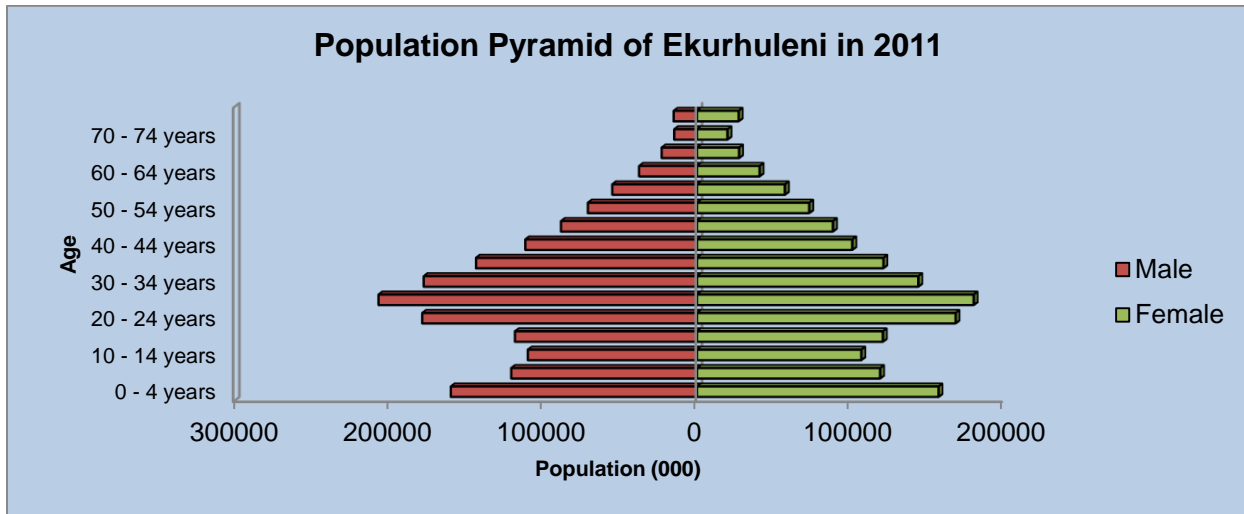
Figure 3 also shows that EMM has a sizeable section of the population falling in the 0 to 4 years age group which calls for more early childhood development facilities. The implementation of programmes such as the increased participation of children aged 3 to 6 years in accredited early childhood programmes reflects EMM's keen awareness of this reality. Implementation of this programme also includes the construction of early childhood development centres in formerly disadvantaged communities such as Tsakane and Vosloorus to improve access. This is because crèches rate high among backlogs when it comes to community facilities⁴. Other further

³. Based on information in the Urban Age Report of 2011

⁴. Ekurhuleni Build Environment Performance Plan 2015

interventions include the quality of early childhood development services which is being improved through the training of practitioners in this field in both accredited and non-accredited courses. Between 2011 and 2014, a total of 5 332 early childhood practitioners have been trained on various courses in Ekurhuleni.

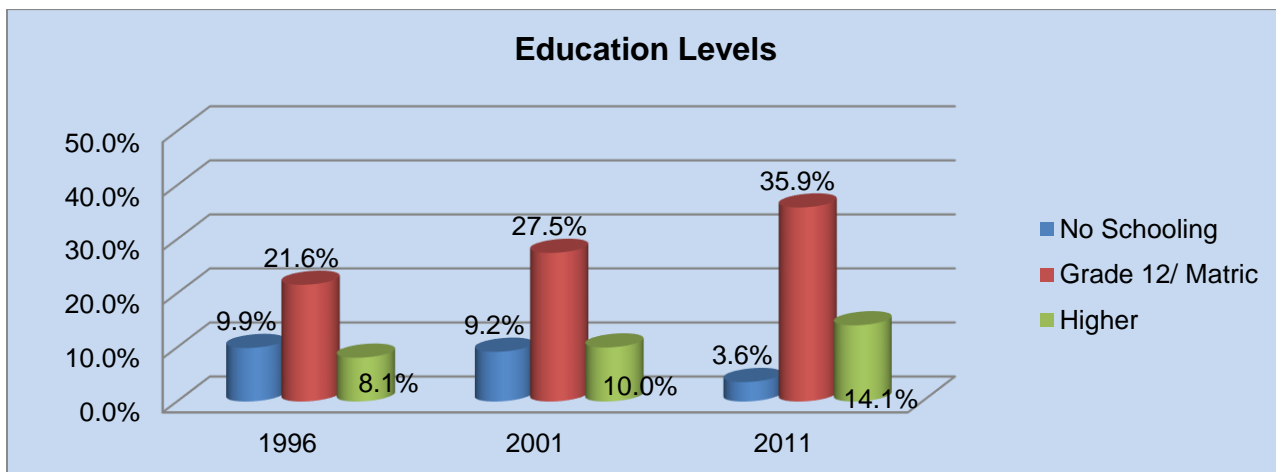
Figure 3



Census 2011, SuperCross

Figure 4 below shows that Ekurhuleni has improved its education levels, there are more people committed to completing their matric which is a basis for attaining higher qualification. Also worth noting is the figure of those not schooling, which has decreased drastically by 6.3%. Town centres such as Kempton Park and Boksburg boast a high concentration of residents with tertiary education while townships such as Tembisa have experienced a strong middle income growth through the attainment of high levels of education by residents. More than 47% of Tembisa's population has a matric or higher education degree. This translates to more than 27 000 persons.

Figure 4

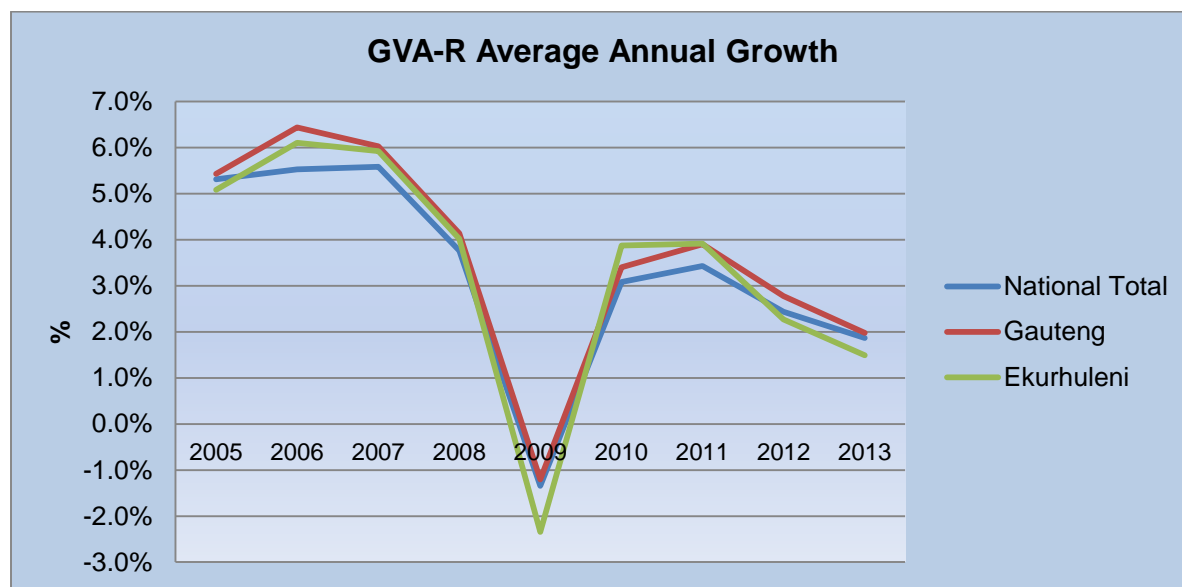


Census 2011, Municipal Report

An improved education profile is a positive development as it implies that the metro has a literate workforce that is readily available to drive its economy. Be that as it may, the municipality still faces a major challenge when it comes to the full utilization of its available human capital especially the deployment of individuals with much-needed skills to drive its economy. Consequently, EMM has prioritised the acquisition of relevant skills by individuals through partnerships with institutions of higher learning such as the Vaal University of Technology (VUT). The municipality also has a Bursary Scheme for qualifying individuals in different priority fields to ensure there is constant supply of the needed critical skills in Ekurhuleni. However, compared to other metros such as Tshwane and Johannesburg, Ekurhuleni has no university. As part of its Aerotropolis vision and to support manufacturing as the backbone of the economy, an academy or technical institution⁵ for skills in the science and engineering fields is most needed In Ekurhuleni.

ECONOMIC DEVELOPMENT

Figure 5



Global Insight 2014

EMM's economy has evolved since its heydays as an economy founded on mining. However, the municipality today faces the problem of illegal mining bequeathed by this history. Since this is a national scourge, the City may therefore need to draw from its own resources and in collaboration with the South African Police Services fight to stem this problem. In addition, the City's public

⁵ Municipal Spatial Development Framework, Draft Review 2015

safety and emergency personnel finds itself having to acquire new training as illegal mining comes with new challenges and rescue situations such as being trapped underground.

“Ekurhuleni has the largest concentration of industrial activity in South Africa and Sub-Saharan Africa”. It is now a commercial and manufacturing hub of South Africa. Its economic size is reflected in the table below.

Table 1: Ekurhuleni’s Economic Contribution

Contribution to SA’s GDP	6%
Contribution to Gauteng’s economic output	18%
Estimated average growth (1997-2012)	3.1%
Contribution to national unemployment	9%

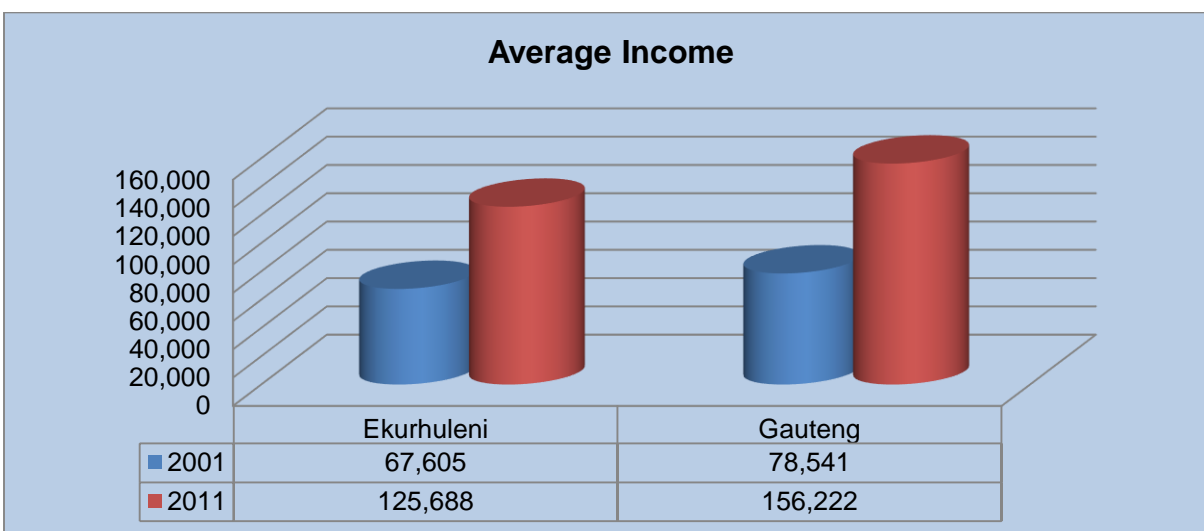
Over the period 2005 to 2013 the economy of Ekurhuleni registered steady growth following a slump from 2009. From figure 5 above it is evident that the growth trend over this period was quite volatile, reaching both lows of –2.3% and highs of 6.1% over the 8 year period. GDP in Ekurhuleni is forecast to reach 2.7% by 2016.

In South Africa, high unemployment (25.4% in quarter three of 2014) coincides with low economic growth (1.4% in quarter three of 2014). Ekurhuleni suffers the same fate. It has the highest unemployment rate in Gauteng compared to other metros. According to StatSA, unemployment in Ekurhuleni stands at 28.8%. This is higher than the national rate and can be attributed, among others, to internal migration with individuals being attracted to Ekurhuleni in search of employment. 36.9% of the unemployed is youth – something requiring the municipality to constantly refine its job creation strategies on a continuous basis in order to address the needs of this grouping. 72% of Ekurhuleni’s population is economically active (i.e. those who are employed or unemployed but looking for work).

In addition to internal migration, another reason for Ekurhuleni’s high levels of unemployment emanates from the declining contribution of the manufacturing sector to its economy. Ekurhuleni’s manufacturing sector declined by 9.3% between 2004 and 2014. A closer look into manufacturing actually shows that it is the sub-sectors of the fuel, petroleum, chemical and rubber products that suffered major declines during this period. So did the metal products, machinery and household appliances sub-sectors⁶. Be that as it may, manufacturing remains an important sector to Ekurhuleni’s economy especially its metal products, machinery and household appliances sub-sector which has been the main driver behind its output.

⁶. Gauteng Socio-Economic Review 2015

Figure 6



Census 2011, Municipal Report

With the high levels of unemployment, the dependency ratio has increased slightly from the figure of 39.1% in 2001 to 39.4% in 2011. Ekurhuleni’s levels of inequality have worsened as its Gini coefficient grew to 0, 77 in 2013 from 0, 67 in 2009⁷. Among all metros in Gauteng, in 2013 “Ekurhuleni had the highest number of Africans living in poverty, at 39, 9%”⁸. 38% of households in Ekurhuleni receive a social grant or are listed on the municipal indigency register⁹. This indicates that more effort will be required to reverse this situation. Ekurhuleni will therefore continue to contend with the challenge of having to balance between providing services to all and at the same time targeting delivery to the most poverty stricken sections of its population. Between 2001 and 2011, income levels in Ekurhuleni had, in line with provincial trends, improved as reflected in the figure above. According to GCRO’s Quality of Life survey (2013), 44% of Ekurhuleni’s household fell in the R0-R1600 income band.

Other extrapolations show that the number of customer units living below the breadline in Ekurhuleni is estimated at 78% of its customer base and that 93% of Ekurhuleni’s revenue comes from 28% of its customers. This reflects acute inequality. Household food security in Ekurhuleni is also a challenge. The City will need to continue extending its social package so as to reach those in need. To stem this problem, the City must leverage on its agricultural potential as possible solution. 40% of the high agricultural potential land in Ekurhuleni has not been utilized by agricultural activities¹⁰.

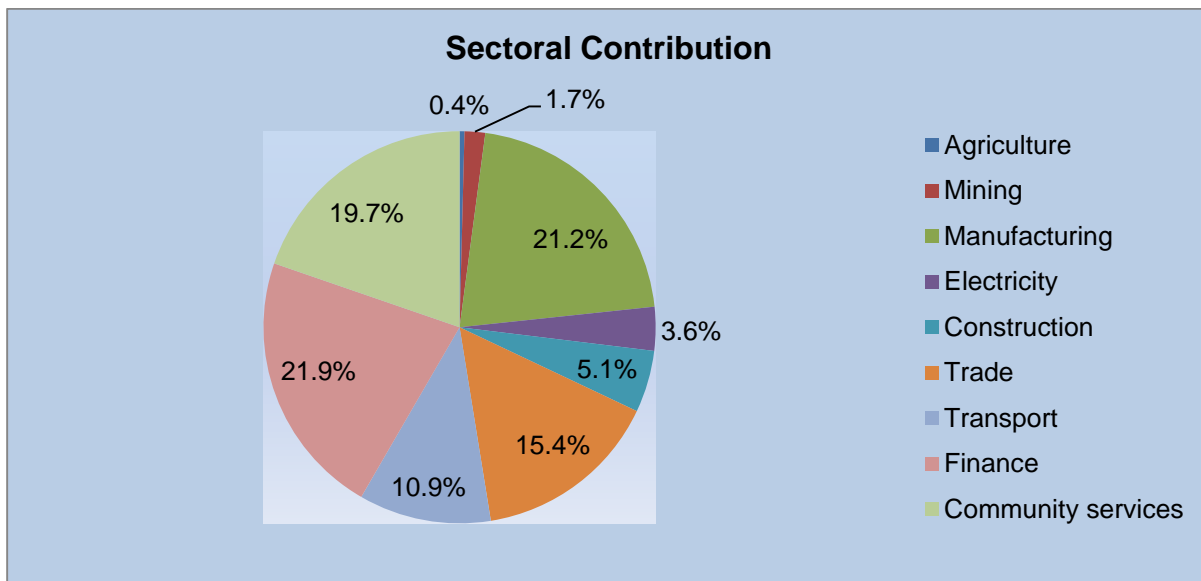
⁷. GCRO Quality of Life Survey

⁸. Gauteng Socio-Economic Review 2015

⁹. GCRO Quality of Life Survey 2013

¹⁰. Municipal Spatial Development Framework, Draft Review 2015

Figure 7



Global Insight 2014

Figure 5 shows that the economy of Ekurhuleni is driven primarily by five economic sectors and these are: finance and business services, community services, manufacturing, trade and transport. These five economic sectors collectively account for 89% of economic activity within the city. These sectors also account for the highest levels of formal and informal employment. Within the finance and business services sector, it is the finance and insurance and other business activities sub-sectors that contribute most to the sector. In the trade sector, the wholesale and commission trade sub-sector has been the driving force.

Further analysis¹¹ reveals that in terms of recent employment opportunities within EMM's economy, the mining and quarrying sub-sector held some good prospects. So does the retail trade and repairs sub-sector. The sales, repairs of motor vehicles and sale of fuel sub-sector has also experienced growth in terms of employment levels created therein. Ekurhuleni has also recently experienced increased employment in skilled employment rather than in non-skilled employment. This spells good prospects for individuals since skilled employment hold the promise of a stable source of income. In relation to trade, Ekurhuleni was the highest exporter of machinery and electrical equipment in Gauteng in 2013. It however also imported more vehicles, aircrafts and transport equipment. Nonetheless its ability to export machinery and electrical equipment should be exploited given its strategically located nature closer to the Maputo Corridor.

As a manufacturing hub and with the opportunities presented by the location of OR Tambo International Airport within its borders, supporting the export industry therefore represents a viable

¹¹. Gauteng Socio-Economic Review 2015

strategy for Ekurhuleni. In pursuit of this, the metro has prioritised both the revitalisation of the manufacturing sector and the creation of an Aerotropolis (a city that maximises economic benefits arising from the location of an airport within its jurisdiction) in the effort to realize this. Among projects being carried out as part of revitalizing manufacturing are the facilitation of the Tambo Springs Inland Port and the Prasa-Gibela manufacturing of new rolling stock.

EMM also has a programme to revitalize township economies. The economic transformation of townships since 2000 has been rated and an institutional framework proposed to advance the township economic agenda with local businesses. Supplier SMMEs in townships are also given support through the Township Enterprise Development Programme. In addition EMM is adapting old council-owned structures into street trading facilities and is also providing previously disadvantaged communities with access to state of the art manufacturing facilities through Fabrication Laboratories. Thus the economic viability of townships is high on the metros' agenda.

Table 2: Town GVA and Township Economies

Town Centres' GVA Contributions		Size of Township Economies	
Town	2013 GVA Contribution	Township	Economy size
Alberton	9%	Daveyton	2.6%
Benoni	7%	Duduza	1.2%
Boksburg	11%	Dukathole	0.7%
Brakpan	3%	Etwatwa	2.2%
Edenvale	3%	KwaThema	2.0%
Germiston	9%	Katlehong	7.4%
Kempton Park	12%	Tembisa	8.5%
Nigel	1%	Thokoza	1.8%
Springs	5%	Vosloorus	3.9%

Quantec 2014

SERVICE DELIVERY

According to Ekurhuleni's Built Environment Performance Plan (BEPP), service access to public amenities rates high in the backlogs of museums, galleries and theatres. Research reveals that, most residents of Ekurhuleni "reported that they never access public facilities such as parks, libraries, world heritage sites, sport facilities, museums and galleries"¹². This is because inherited land use practises from the past distributed Ekurhuleni's population in a manner the limits access to open spaces. These are not important for consumption by the residents of Ekurhuleni alone but for boosting the economic potential of the City through tourism and a multiplicity of places of attraction. This is a view that the 2015 BEPP advocates. In particular, the City will need to promote itself as a place to live and play through the promotion of the many social and recreation facilities it manages. There City boasts a total of 266 heritages, cultural and tourism sites within the 5 regions of Ekurhuleni¹³.

¹² . GCRO Quality of Life Survey 2013:12

¹³ . Municipal Spatial Development Framework, Draft Review 2015

Table 3: Service Delivery Levels, 1996-2011

Service Type	1996	2001	2011
Access to tap water (inside yard/dwelling)	84.3%	81.9%	87.1%
Household electricity usage (lighting)	75.4%	74.8%	82.2%
Household refuse removal	88.8%	88.8%	89.4%
Flush/Chemical toilet	84.0%	83.0%	87.6%

StatSA, Municipal Report 2011

The Quality of Life Survey undertaken by the GCRO in 2013 asked respondents across Gauteng about their satisfaction regarding 14 types of services. Respondents from Ekurhuleni registered an overall satisfaction index of 63% on these services implying that communities in the metro are generally happy with its services. The next paragraphs delve into some of these services including the satisfaction levels on each and the challenges confronting them.

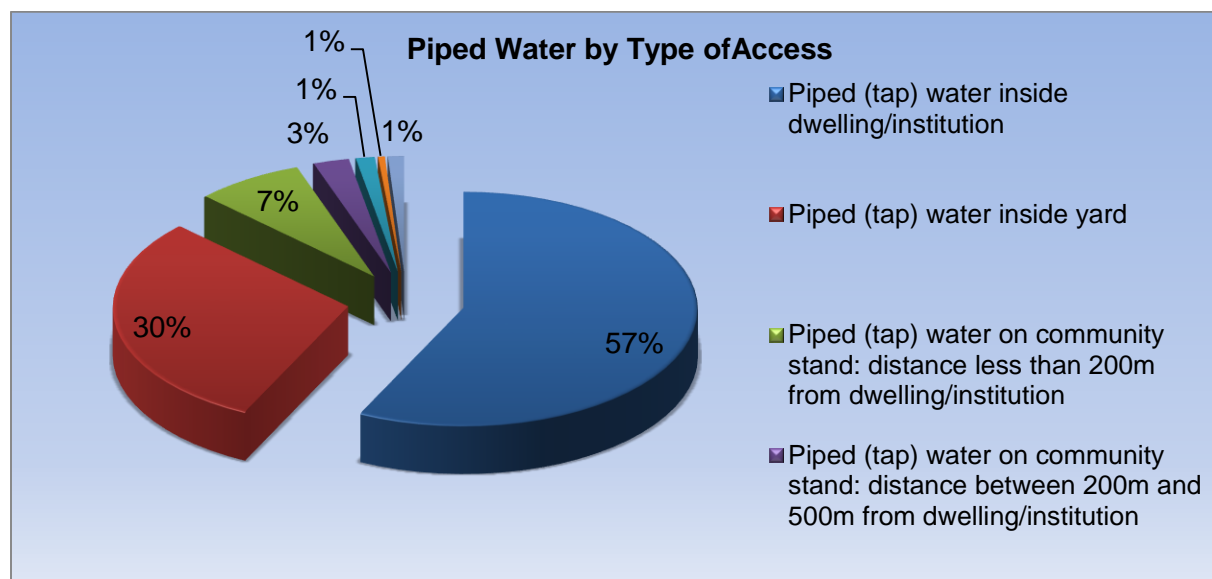
WATER AND SANITATION

Consumers in Ekurhuleni currently enjoy access to best-quality drinking water. This has been confirmed by the Blue Drop Status certification, which has consistently found the quality of water in Ekurhuleni to be the best among all municipalities. 84% of residents in Ekurhuleni are satisfied with water services¹⁴. In terms of access to water, approximately 57% of households have access to piped water inside their dwelling, followed by 30% of households with access to a tap inside the yard. 7% have access to water on a community stand whilst 1% has no access to water. People residing in informal settlements (approximately 19% of Ekurhuleni's population) receive water from a communal stand pipe within a walking distance of 200m in compliance with the minimum national standard. That been said, this still constitutes a service backlog in terms of the target set by the metro for full water service to all.

Overall, the figures on access to water indicate that it is still a challenge that the metro will have to address. The metro currently supports its residents through the provision of basic services to those in need. These services include free basic water and sewer of 6kl per household. For the indigent, it is 9kl. In order to receive this benefit, individuals have to first register with the municipality as indigents.

¹⁴. GRCO Quality of Life Survey 2013

Figure 8



StatsSA, SuperCross 2011

Inadequate sanitation is a major cause of diseases world-wide and sanitation improvement will have a significant beneficial impact on health both in households and across communities. When it comes to sanitation, 85% of households utilise a flush toilet, a figure that has increased from the 2001 figure of 82%. Overall, a 3.5% increase in the provision of flush toilet has been experienced since 2001. Recorded satisfaction levels on sanitation stood at 80% in Ekurhuleni¹⁵. It is the intention of Ekurhuleni metro to prevent diseases, prolong life and promote the health and well-being of its citizens. The municipality will continue to work hard to ensure that the dignity of residents without a flush toilet is restored.

Table 4: Metro Water and Sanitation Comparison

Asset	Ekurhuleni	Joburg	Cape Town
KM of water & sewer pipes	18 884	22 543	19 156
No. of meters	469 381	325 912	623 191
Meters replaced	4 400	9 331	7 954
Non-revenue water	40, 3%	41%	20%
Reservoirs (volume store)	74 (940MI)	120 (1, 867MI)	120 (1, 650MI)

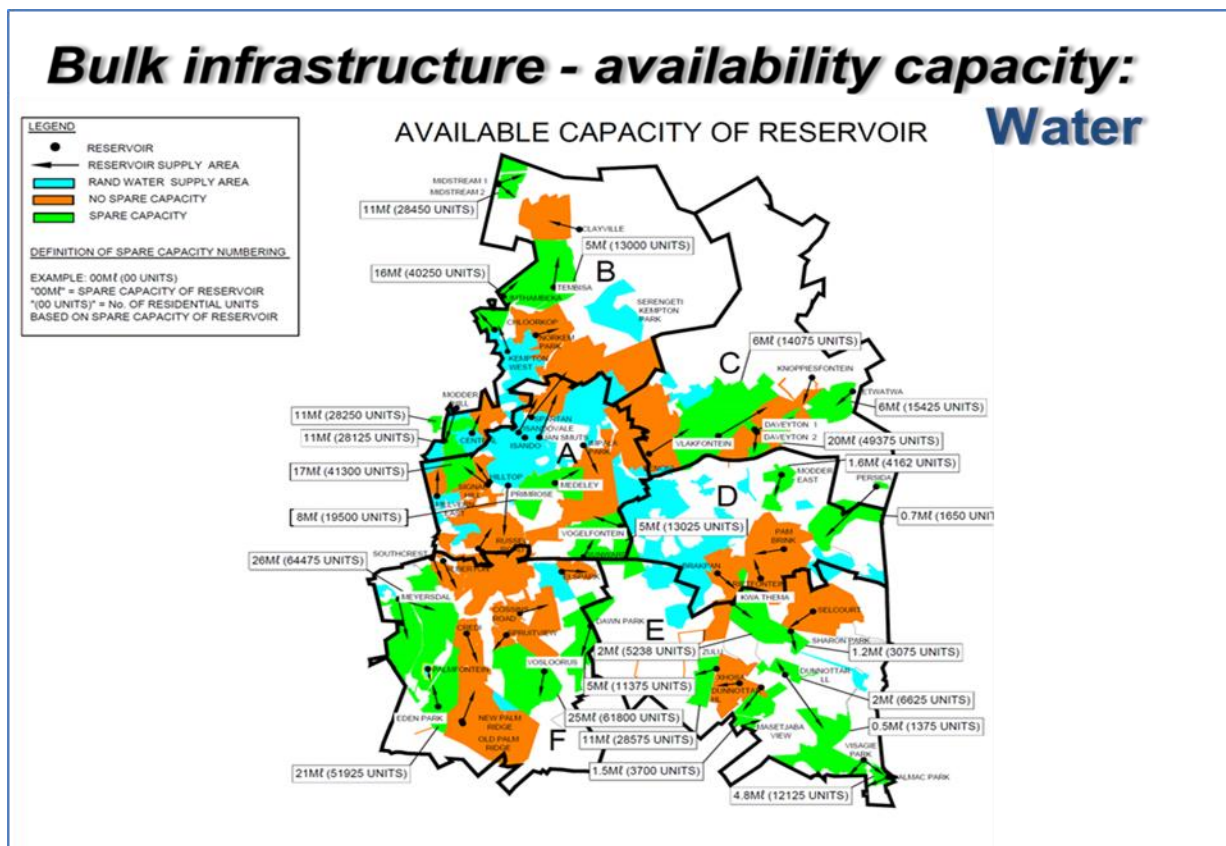
EMM Water and Sanitation Department

Among the challenges besetting the provision of water is vandalism of valves and the stealing of water meters including the lack of sewer infrastructure closer to communities in need. EMM

¹⁵. GCRO Quality of Life Survey 2013

continues to experience a greater number of sewer blockages, more than 600 per 100km/year instead of the preferred standard of 200. In conclusion, a major challenge besetting EMM's water and sanitation services is inadequate reservoir capacity. Adequate reservoir capacity is critical for ensuring water storage cover for all areas. Areas affected by this include Benoni, Brakpan, Edenvale, Germiston, Kempton Park and Springs. To avoid consumers in these areas experiencing low pressure or no water during peak demand, inadequate reservoir capacity will have to be speedily resolved.

Figure 9



EMM Energy Department

Ekurhuleni faces backlogs when it comes to existing water and sewer infrastructure. One major constraint to development in the City is the overstressed capacity of waste water treatment plants. In particular, a pressing need for water and sewer waste treatment exist in the north and south of Ekurhuleni. According to the analysis by EMM's Department of Water and Sanitation, the backlogs for sewer or waste water treatment works is currently estimated at R4, 5 billion, that of water upgrades and replacement is estimated at R2, 4 billion. The ability to address these backlogs is however affected by the fact that an estimated number of about 77 000 properties is still unmetered reflecting revenue foregone. Added to this is the fact that tariffs for water also

remain below its cost making it difficult to recover all investment made when installing, fixing and replacing damaged or old water and sanitation infrastructure.

ENERGY

To ensure access to electricity by household and businesses, EMM distributes 2 600 MVA to consumers. This is equivalent to the total electricity load demand of Botswana, Lesotho, Zimbabwe, Mozambique and Namibia combined. The quality of electricity bought and sold by EMM is monitored by means of data recorded at more than 400 points. This is in line with the National Electricity Regulator of South Africa's (NERSA) requirements for the annual submission on grid performance. EMM's Department of Energy has approximately 79 000 infrastructure assets on its asset register. The metro has an estimated 200 000 street lights. The cost of illegal connections is conservatively estimated at R200 million per annum. Already these figures indicate the scale of responsibility that EMM has to deal with when it comes to the provision of electricity.

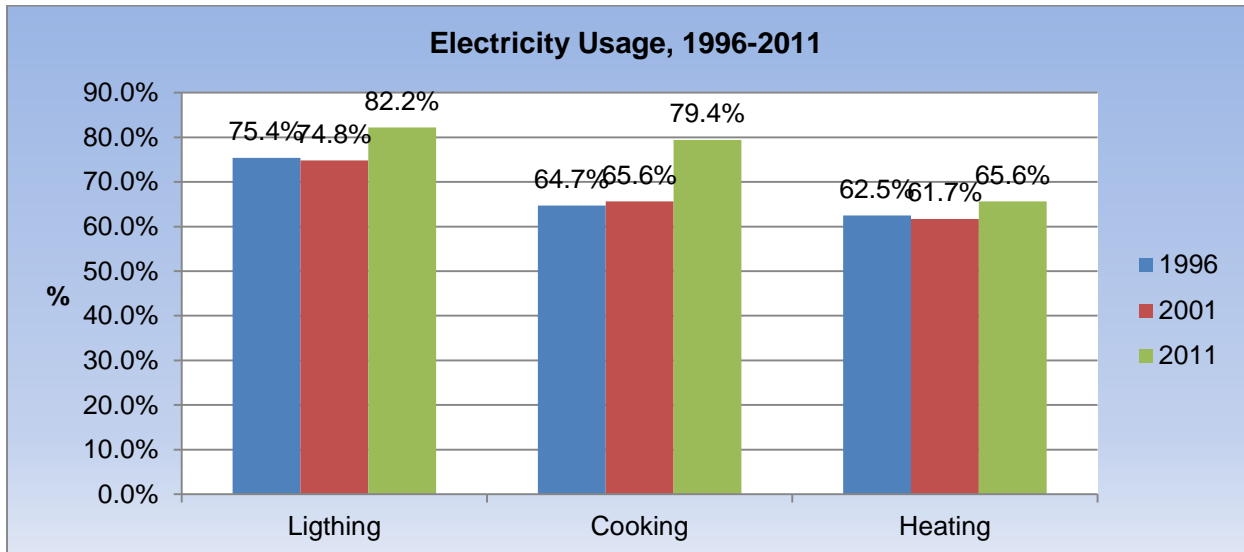
According to Census 2011, the proportion of households in Ekurhuleni using electricity as the main source of energy for heating is 66%, for cooking is 79.4% and for lighting is 82.2% (see Figure 7 below). There has been a significant increase of about 7.4% in electricity used for lighting from 2001 to 2011. According to the GCRO Quality of Life Survey (2013), 77% of Ekurhuleni's residents are satisfied with energy services. The figure below reflects an upward trend in the use of electricity in Ekurhuleni. However even with an increase in electricity provision, other analysis concludes that Ekurhuleni is among metros in Gauteng that have experienced "a marginal increase in electricity provision backlogs"¹⁶. Because of Ekurhuleni's attractiveness to job seekers, pressure is being made to bear on its infrastructure with backlogs becoming a moving target.

The estimated electrification backlog in Ekurhuleni totals 281 721 customer units. The backlogs figure for formal houses is estimated at 118 985 and for informal houses is 162 713. However, there is concern that the backlogs are not being addressed fast enough as this depends on the provision of houses by the Human Settlements Department. As a result of this dependency, electricity backlogs are not being addressed quickly enough. According to EMM's Energy Department, the demand on the network is increasing with 58 375 low income electricity connections having been made since 2007.

Even though access has increased, there are still challenges experienced in relation to the delivery of electricity. Equipment failure which includes problems with underground cables and overhead lines is the highest cause of forced network interruptions. Underground cable failure contributed almost 40% to recorded forced power interruptions. Through the maintenance of electrical assets however significant decrease in electricity downtime was achieved. Forced outages were reduced to an average of 164 in 2014/15 compared to 178 in 2013/14.

¹⁶. Gauteng Socio-Economic Review 2015

Figure 8



StatSA, Municipal Report 2011

In response to the challenge posed by reliance on electricity as the source of energy and in an effort to promote energy efficiency, the use of renewable energy represents an important alternative. A 1 000 KW generator that uses methane gas collected from decaying waste has already been commissioned at a landfill site in Germiston. Ekurhuleni also enjoys adequate solar radiation. 860 solar modules are already producing 200 KW solar power at the OR Tambo precinct. In addition, over 27 300 solar lighting units had been installed in 28 informal settlements. These solar powered units are able to light 4 LED lights and charge a cellular phone. For households that cannot afford to pay for municipal services, the metro provides the first 50 units of electricity free of charge to all household registered as indigent consumers.

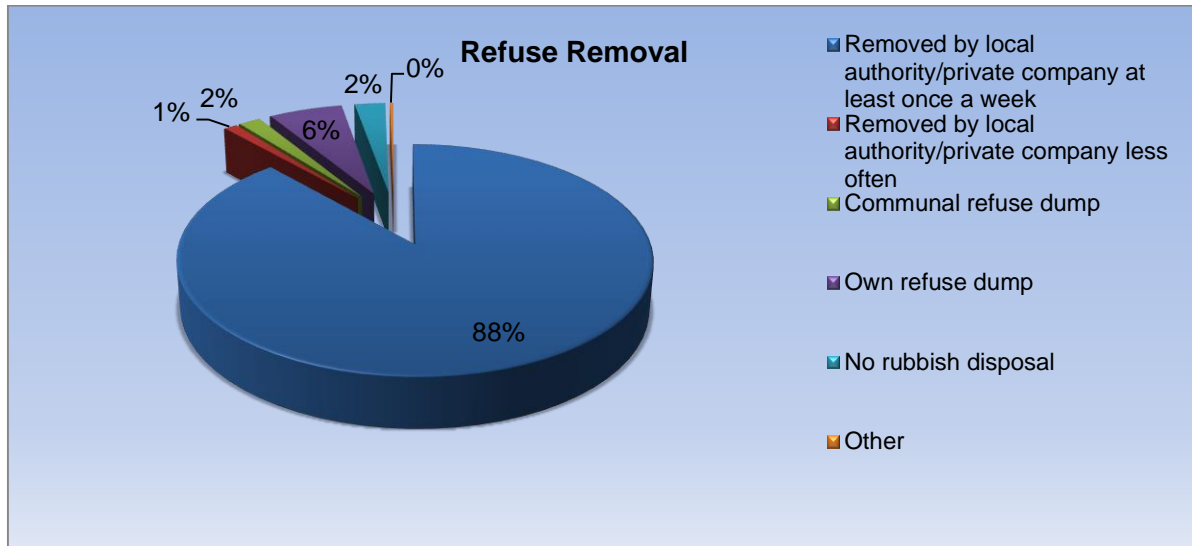
REFUSE REMOVAL

Figure 8 below displays the compliance of the metro in the provision of refuse removal services. 88% of residents' refuse is removed by the local authority at least once a week whilst 6% remove their own refuse. Approximately 2% of households use a communal refuse dump whilst the other 2% have no rubbish disposal. In terms of waste, approximately 1, 6m tons of waste is collected by the City annually. Satisfaction levels on waste removal stands at 82% in Ekurhuleni¹⁷. As far as solid waste removal is concerned, there are very minimal backlogs in terms of service. The municipality currently provides a full appropriate service to the different customer groupings as

¹⁷. GCRO Quality of Life Survey 2013

per municipal standards (different levels of service apply to various customer groups) and as a result, the backlog is not quantified.

Figure 9



StatsSA, SuperCross 2011

Among the major challenges that Ekurhuleni faces when it comes to refuse removal is illegal dumping which contravenes the city's by-laws. Removal of illegal dumping happens on a continuous basis. Although mini dumping sites have been built to accommodate the waste management needs of communities, some areas have limited space. To keep Ekurhuleni clean, the metro is tackling waste on many fronts. Refuse removal cooperatives have been established in informal settlements. As part of rolling out 240 litre bins, more than 89 000 bins have been rolled out across communities. Levels of cleanliness in central business district are being improved through the introduction of night shifts in areas such as Boksburg and Kempton Park. In addition, 10 000 street bins have been installed along strategic routes across the metro. The recycling of waste is also receiving attention through the establishment of mini recycling stations at customer care centres and recycling banks in schools.

Having said these, waste and water recycling is low in Ekurhuleni¹⁸. Therefore the City need to scale up its waste and water recycling projects. In terms of waste disposal, Ekurhuleni aims to move from cradle to the grave where waste is collected and covered, to cradle to cradle, where waste is collected and its components are reused and recycled. This has the potential to create jobs and is an alternative to informal salvaging at landfill sites.

¹⁸. GCRO Quality of Life Survey 2013

TRANSPORT

An efficient and well-functioning public transport system is fundamental to economic and social development. According to the Quality of Life Survey of 2013 by the GCRO, 37% of the trips made in Ekurhuleni are for purposes of work, 30% for shopping and 10% for education. Comparatively speaking, Ekurhuleni residents spend slightly more time travelling to work when viewed alongside cities like Johannesburg and Tshwane. Commuters in Ekurhuleni take on average just under an hour, 55 minutes to be precise, before reaching their place of work compared to commuters in Johannesburg at 54 minutes and Tshwane at 52 minutes. This makes the provision of an efficient and reliable public transport system by the metro imperative. Overall, 76% of commuters in Ekurhuleni reported that they were satisfied with the main mode of public transport that they used.

Most trips in Ekurhuleni are by taxi or car. The city though “demonstrates a greater proportion of people using trains, while fewer respondents use buses”¹⁹. 34% of Ekurhuleni’s population reside within walking distance of rail transport. A total of 75 train stations exist in Ekurhuleni with Germiston, Kempton Park, Isando, Daveyton and Tembisa being among the busiest²⁰. All the major national rail corridors in South Africa converge at the Germiston railway station in Ekurhuleni, which is also the largest railway station in South Africa. The Metro is also served by a very good rail system consisting of the PRASA rail network, as well as Gautrain, linking Johannesburg and Tshwane to Kempton Park and ORTIA. Therefore rail forms the backbone of public transport albeit it is not yet fully optimized. Using other modes of transport is also a challenge as “not knowing how to cycle is a more significant problem in EMM”²¹. In line with its low density and widely dispersed nature, residents of Ekurhuleni also walk longer distances compared to other metros in the province. Ekurhuleni is also fraught with many other transport challenges that include non-availability of public transport, expensive transport costs and preference for the use of private cars.

To address these challenges Ekurhuleni’s Municipal Spatial Development Framework (MSDF) advocates densification and the construction of human settlements along public transport corridors. It also calls for social infrastructure such as schools to be built to maximise walkability. To promote other modes of transport such as buses, the City, in launching and implementing the Integrated Rapid Public Transport Network (IRPTN), has built a strong business case on the convenience of using buses to its residents. According to the City’s transport plan, the lack of adequate facilities for pedestrians is being considered in planning including provision of more and better facilities in future.²²

¹⁹. GCRO Quality of Life Survey 2013, p.12

²⁰. Municipal Spatial Development Framework, Draft Review 2015

²¹. GCRO Quality of Life Survey 2013, p.12

²². EMM Comprehensive Integrated Transport Plan 2013-2017

In terms of interventions by Ekurhuleni metro to better the situation of its residents, public transport facilities are being constructed across the City. These include taxi ranks, taxi lay-by and bus lay-bys for the off-loading of commuters, including bus shelters. The IRPTN will transform the public transport sector through the provision of a high quality and affordable transport system whilst reducing the overall commuting times. The construction of the trunk route for the IRPTN including the associated feeder routes has started in earnest. Its full implementation will have a major spin-off socially, economically and in terms of infrastructure. Jobs will be created, travelling times will be seamless and critically the cost of travelling will be affordable in the future.

HUMAN SETTLEMENTS

As a metro, Ekurhuleni is not immune to cross-cutting challenges such as housing backlogs, land invasion and in-migration. Among Gauteng metros, Ekurhuleni is a municipality with the highest proportion of informal settlements. It is host to the 119 informal settlements out of the estimated total of 322 informal settlements that exist in Gauteng or rather constitutes 37% thereof²³. As a result, the provision of housing is a top priority. The Housing Migration Matrix (July 2011) placed the housing backlog at around 209 420. This is comprised of 165 000 units in informal settlements as well as 44 721 units on the Municipal Housing Waiting List (Infrastructure and Community Services Backlogs Report 2011-2036, page 70). The Department of Human Settlement's recent analysis estimates the demand for low cost housing units in informal settlements to be 157 720. These figures confirm the general struggle to cater for an affordable housing market.²⁴ This is also corroborated by the fact that in Ekurhuleni "[t]here is a smaller proportion of flats as a housing type"²⁵. In cognizance of this, the City has initiated processes to increase its rental stock in order to cater for this section of the property market. However, to effectively meet the overall existing housing backlogs, EMM would have to deliver six times at its current level of delivery.

Population growth and in-migration has led to densification and growth in settlements. Urban sprawl has resulted in inequality where, due to the high cost of service provision, migrants have opted to stay in land that is not suitable for housing development, such as dolomitic area and wetlands. There is continuous influx of people moving into the municipal area, particularly the unemployed in search of job opportunities. The perceived available economic opportunities that individuals see in Ekurhuleni has resulted in the continuous demand for affordable accommodation, which often becomes a backyard shack, informal settlement or hostel as these still remain the most affordable entry-level housing options.

In Ekurhuleni's Backlog Study of 2011, the Ekurhuleni Metropolitan Housing Development Plan highlights backyard shacks as an important dwelling type. However, they are not included as part of the housing backlog when counting is done. This means that the backlogs in Ekurhuleni are higher as a result of this exclusion. Moreover, a direct correlation exists between reduction in informal settlements and the increase in backyard shacks. This means the provision of subsidized

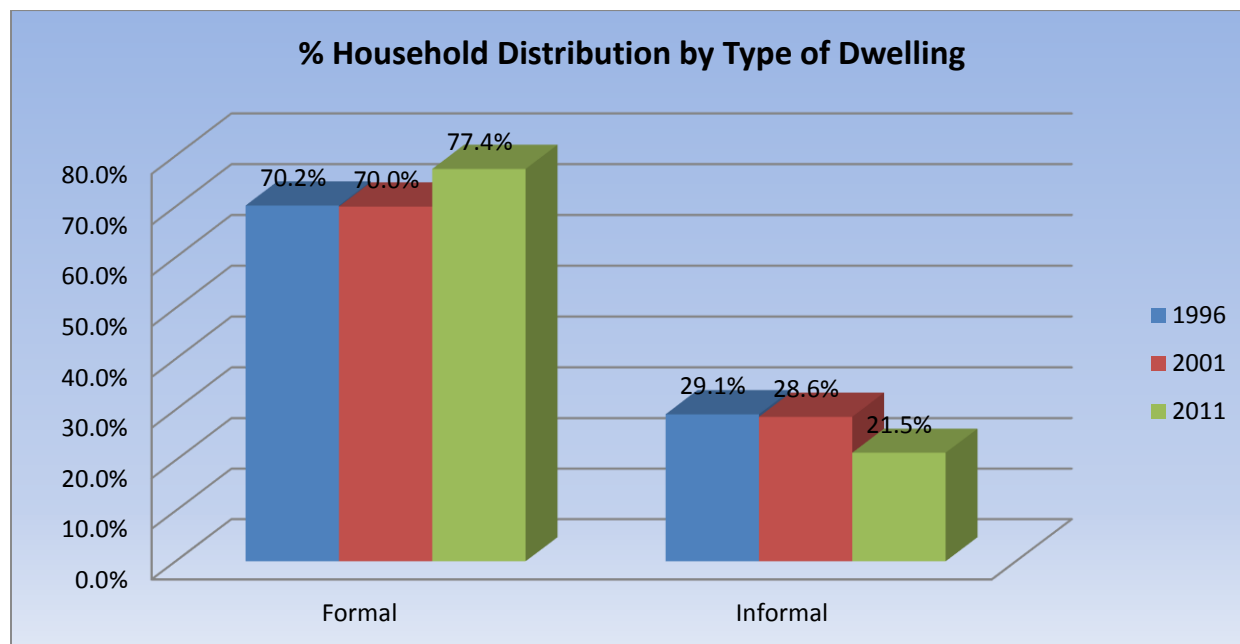
²³. SAIRR 2015, "South Africa's Housing Conundrum", Policy Bulletin No.4

²⁴. EMM CCA Imbizo Consolidation Report

²⁵. GCRO Quality of Life Survey 2013, p.11

housing creates new forms of informality and constantly moves the goalpost of backlogs. Be that as it may steady progress is being made to address the backlog²⁶.

Figure 10



StatSA, Municipal Report 2011

Efforts to eradicate housing backlogs has led Ekurhuleni Municipality, together with the Gauteng Department of Human Settlements, to deliver an average of 5 000 housing units per annum for the past 16 years. This collaboration has led to the delivery of approximately 87 000 units to date. This impressive delivery record is reflected in the fact that among the three Gauteng metros, Ekurhuleni has the highest percentage (16%) of residents staying in RDP houses²⁷. In the coming years, together with the provincial and national government, a number of informal settlements will be targeted for mega housing delivery projects. Beyond the construction of houses in the form of top structures EMM will provide services to stands for people to build houses if they so choose. Already a number of stands are at various stages of approval for the roll out of water, sanitation, roads and electricity.

In addition, Ekurhuleni Metro is one of the metropolitan municipalities that have been identified for level 3 accreditation (assignment) in 2014. Through this accreditation, the metro will take full responsibility for implementing housing programmes within the metro, including accessing the housing subsidies directly from national government. Consequently, the metro is now busy compiling a Long-term Funding Strategy to ensure that the balance between internal and external funding is optimal, whilst also striving to increase the Capital Budget to ensure both the stimulation

²⁶. EMM Backlog Study 2011

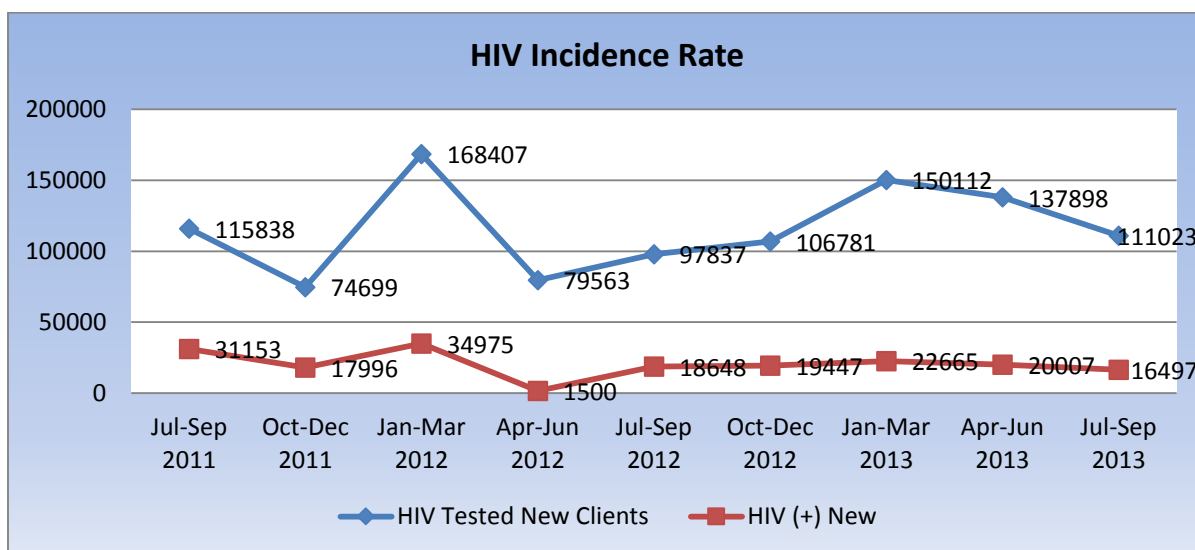
²⁷. GCRO Quality of Life Survey 2013

of the local economy and the eradication of backlogs. Success on this front will however depend on firm commitment by national government regarding the decision to fully accredit qualifying municipalities as prevarication on this has witnessed municipalities becoming reluctant to fully invest their own resources in housing projects²⁸.

The Human Settlements Strategy will promote a proactive approach that seeks to ensure that the citizens of Ekurhuleni are adequately housed in a sustainable and integrated manner. The strategy will also take into consideration social and economic needs as well environmental impacts to ensure that Ekurhuleni meets the constitutional obligation of ensuring that residents have proper access to sustainable human settlements solutions.

HEALTH

Figure 11



Ekurhuleni Metro, HIV Unit 2013

Ekurhuleni has made efforts to ensure that it accelerates access to healthcare and continues to improve facilities in order to provide a comprehensive package of primary healthcare services to residents of the metro. Amongst key projects is addressing the HIV pandemic. The metro aims to increase access to 80% for HIV-positive clients by providing of antiretroviral (ARV) services or fixed-dosed combinations (FDC). HIV incidence has declined from 27% reported in March 2011 to 15% as at the end of September 2013, registering a decline of 12%. Figure 10 shows the absolute number of people tested. As reflected in the graph, the decrease in the HIV infection

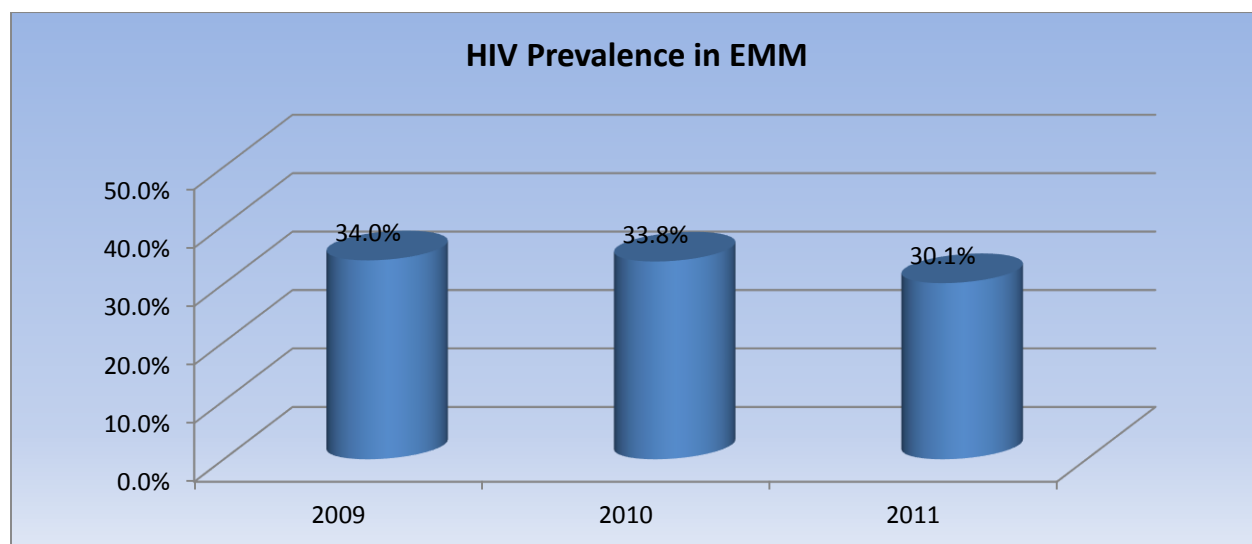
²⁸ . SAIRR 2015, "South Africa's Housing Conundrum" , Policy Bulletin No.4

rate can be noted. This can be attributed to the focus on this high-priority programme as well as the dedication of the personnel in the Primary Health Care Division.

HIV PREVALENCE RATE IN THE EMM

In 2011, the HIV prevalence rate was reported to be 30.1%; while in 2010 it was 33.8% and in 2009 it was 34.5%. 2012 results are still being awaited. These figures indicate a decrease in the HIV positivity rate. Statistics show that an increase in TB incidence since 1990 corresponds with an increasing HIV prevalence. According to the World Health Organisation Global TB Control Report 2011, the prevalence of TB in South Africa has increased from 800/100 000 in 1990 to >1 200/100 000 in 2010. In 2012, TB incidence in Ekurhuleni was estimated to be at 316 per 100 000 people, slightly lower than the 376 per 100 000 reported by the City of Johannesburg. Given the South African TB incidence rate, however, there has been a suspicion of under-reporting of TB in Ekurhuleni. This suspicion is further perpetuated by the increase in Multiple Drug Resistant TB cases. Research initiatives have therefore been initiated in this particular area in order to investigate the matter and reach new conclusions and/or propose new solutions.

Figure 12



Ekurhuleni Metro, HIV Unit 2013

CONCLUSION

EMM has come a long way since its establishment in the year 2000. The preceding paragraphs, the municipality faces its own unique set of challenges when compared to other metros. It is particularly confronted with an increasing inflow of migrants that place a strain on its infrastructure and ability to provide services. The number of households in Ekurhuleni has also grown at a rate that outpaces that of the national one, implying even greater challenges for service delivery by the metro. Ekurhuleni has a considerable proportion of young people and is also confronted with the challenge of low skills levels. As if this was not enough, Ekurhuleni also suffers from high

levels of unemployment with more than a third of the unemployed being youth – a situation that calls for targeted solutions.

Ekurhuleni has made serious strides in its efforts to provide services. The provision of water and sanitation are the highest they have ever been. Even so, challenges still remain such as the declining quality of infrastructure. Even though electricity usage has increased in Ekurhuleni, the municipality is making efforts to mix the energy use of its communities by promoting solar power. Cable theft and the vandalising of electricity meter boxes will continue to be combated as they come with unnecessary resource implications. The levels of refuse removal are also high in Ekurhuleni but illegal dumping still poses a challenge. On the transport front, the provision of an efficient public transport system remains a goal that the municipality intends to achieve, including the provision of facilities for non-motorised transport. The housing backlog will also continue to receive the metro's attention and full accreditation will hopefully see Ekurhuleni have a better handle on this through direct involvement in the housing delivery process. Ekurhuleni remains committed to fighting the spread of HIV and ensuring that those who are infected continue to live a wholesome life through the provision of ARVs. Despite its many challenges, Ekurhuleni has its hands on deck and aims to ensure that service delivery continues unabated and in fact is broadened to reach more residents.

2.2 VISION, MISSION AND VALUES

VISION

Smart, Creative and Developmental City

MISSION

Ekurhuleni's mission is:

To provide sustainable and people-centred development services that are affordable, appropriate and of high quality by focusing on the 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

VALUES

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

- Performance excellence;
- Integrity;
- Community centeredness;
- Transparency; and

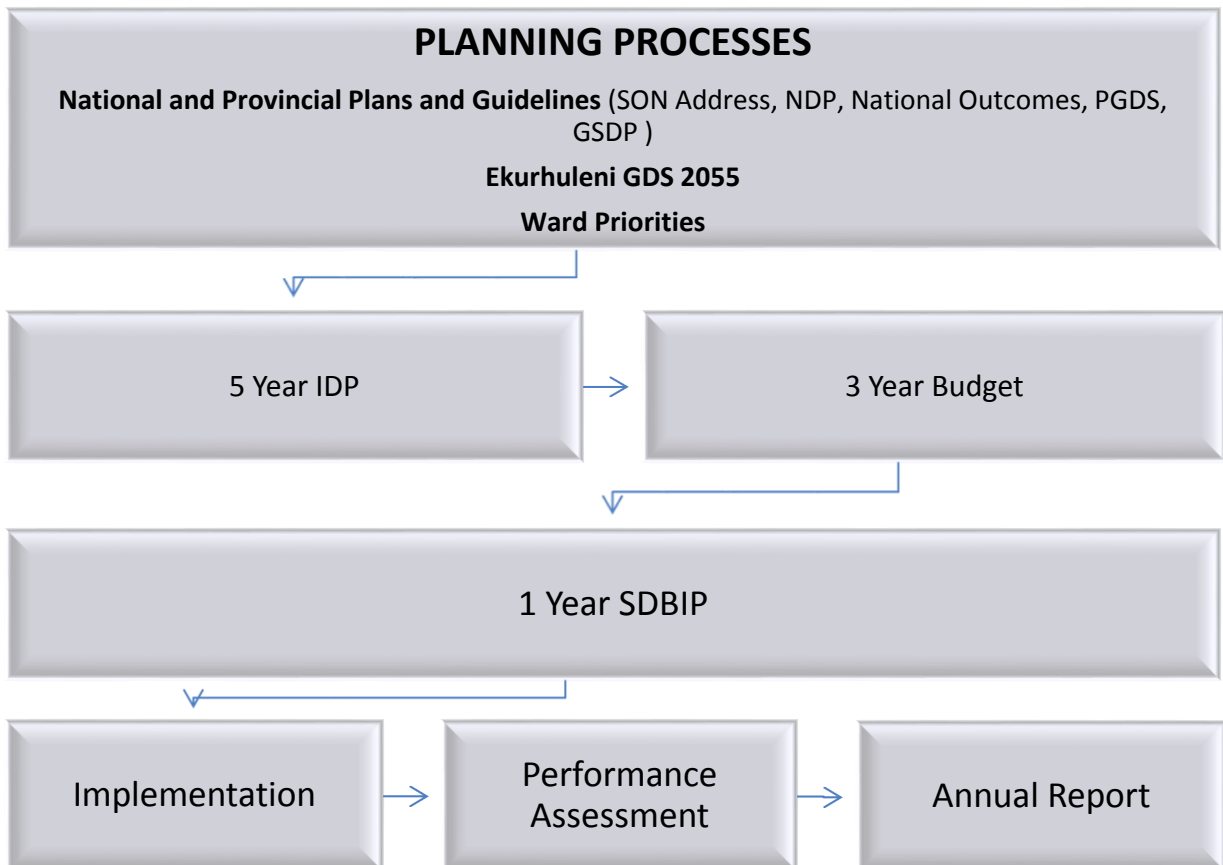
- Co-operative governance.

CHAPTER 3

3.1 STRATEGIC FRAMEWORK

INTRODUCTION

This section discusses Ekurhuleni's planning process. Planning in Ekurhuleni does not happen in a vacuum or in isolation. It is part of an integrated strategic planning framework that includes national and provincial government frameworks. Ekurhuleni's own strategic planning framework includes its long term strategic framework, the Growth and Development Strategy 2055, the Medium Term Revenue and Expenditure Framework (MTREF), the Integrated Development Plan (IDP) and the annual Service Delivery and Budget Implementation Plan (SDBIP). The planning process is as depicted below:



National Strategic Framework

Nationally, all of government must work to realise the objectives of the National Development Plan (NDP 2030). The NDP defines the destination the country wants to be at in 2030 and also

identifies the roles different sectors of society need to play in reaching that goal. The Plan aims to ensure that all South Africans attain a decent standard of living through the elimination of poverty and reduction of inequality. The core elements of a decent standard of living identified in the Plan are:

- Housing, water, electricity and sanitation
- Safe and reliable public transport
- Quality education and skills development
- Safety and security
- Quality health care
- Social protection
- Employment
- Recreation and leisure
- Clean environment
- Adequate nutrition

Because of its location at local government level, Ekurhuleni is at the coal face of service delivery and assumes responsibility for the majority of these deliverables. Consequently, its strategies, goals and objectives are aligned with those of the NDP. They form part and are incorporated into existing activities of Ekurhuleni's service delivery departments. To ensure implementation and follow through of the NDP, national government elaborated the governing party's electoral mandate of 2014-2019 into 14 outcomes. The electoral mandate, inter alia, seeks to achieve radical economic transformation, rural development and access to adequate human settlements and basic services. In addition it prioritised access to quality education, health care and social security including fighting corruption and crime, and contributing to building a better Africa and a cohesive South Africa. From the electoral mandated the following 14 priority outcomes were identified:

1. Quality 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 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 contributing towards food security for all
8. Sustainable human settlements and improved quality of household life
9. Responsive, accountable, effective and efficient local government
10. Protect and enhance our environmental assets and natural resources
11. Create a better South Africa and contribute to a better Africa and a better world
12. An efficient, effective and development-oriented public service
13. A comprehensive, responsive and sustainable social protection system
14. A diverse, socially cohesive society with a common national identity

Provincial Strategic Framework

In its effort to align with national government, the Gauteng provincial government has since adopted 2030 as part of its long term planning horizon. While its Growth and Development Strategy stretched up to 2055 in line with the signing of the Freedom Charter, 2030 is now an important landmark on the province's calendar. Gauteng government's policy priorities and its medium to long term programme of radical socio-economic transformation emphasize the three themes of transformation, modernisation and re-industrialization (TMR). The TMR is Gauteng government's long term vision of building the Gauteng City Region (GCR). The vision of the GCR is:

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

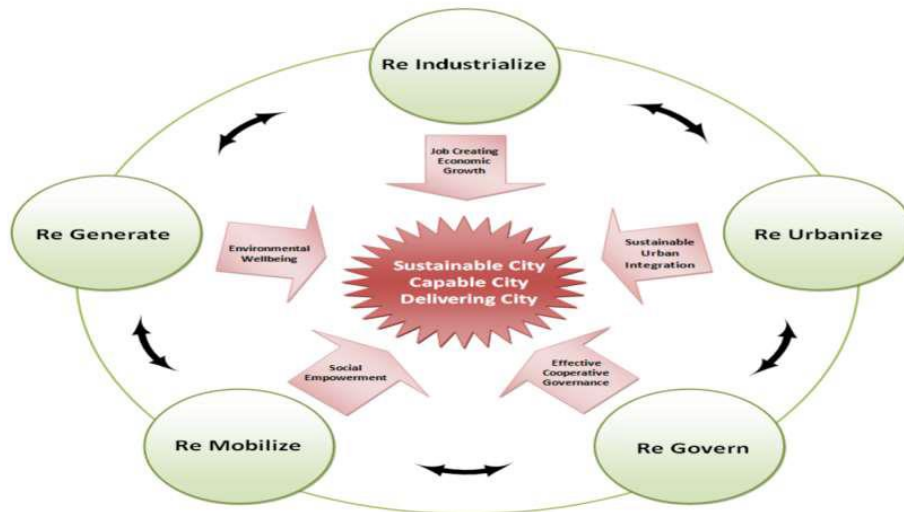
The three TMR themes have ten pillars among them. Mainstreamed across the pillars are issues of gender, youth, the elderly, military veterans and people with disabilities. The ten pillars include:

1. RADICAL ECONOMIC TRANSFORMATION
2. DECISIVE SPATIAL TRANSFORMATION
3. ACCELERATING SOCIAL TRANSFORMATION
4. TRANSFORMATION OF THE STATE AND GOVERNANCE
5. MODERNISATION OF THE PUBLIC SERVICE
6. MODERNISATION OF THE ECONOMY
7. MODERNIZATION OF HUMAN SETTLEMENTS
8. MODERNISATION OF PUBLIC TRANSPORT
9. RE-INDUSTRIALISE GAUTENG AND SOUTH AFRIC
10. TAKE A LEAD IN AFRICA'S NEW INDUSTRIAL REVOLUTION

There are notable synergies between Ekurhuleni's own programmes with the ten TMR pillars. In terms of radical economic transformation, Ekurhuleni has a flagship project on township economies and is promoting industrialization through the building on an Aerotropolis. With regards to decisive spatial transformation, Ekurhuleni is implementing the Integrated Rapid Public Transport Network (IRPTN) including developing and building human settlements along its routes. On social transformation the City has increased access to primary health care services through the provision and upgrading of clinics. Access to quality early childhood development programme has also been promoted through increased participation. In relation to the pillar of state and governance, Ekurhuleni has increased the effectiveness of regulatory compliance and has attained consecutive clean audits. These are but a few of the programmes the City has undertaken that demonstrates its alignment with provincial strategic priorities.

Ekurhuleni's Strategic Framework

Ekurhuleni's long term strategy, as already mentioned, is the Growth and Development Strategy 2055. The strategy systematically analysis Ekurhuleni's history, the development challenges and from these it systematically outlines the desired growth development trajectory. It seeks to transition Ekurhuleni from being a fragmented city to being a Delivering City from 2012 to 2020, then a Capable City from 2020-2030 and lastly a Sustainable City from 2030 to 2055. It recommends a concerted and integrated medium programme of transition management in regard to the themes of re-industrialization, re-mobilisation, re-urbanisation, and re-governance and re-generation.



These five strategic themes are seen as mutually influencing each other in order to achieve the desired trajectory to achieve the sustainable City. Each strategic theme in turn involves key programmes and strategic interventions which will make the link between the strategic framework, the Integrated Development Plan (IDP) and departmental programmes and projects. Through the interventions captured under each themes, Ekurhuleni will be at the leading edge of urban sustainability innovations and will support a clean, green and sustainable African manufacturing complex and a city development network that together have reduced poverty and unemployment to below 10%. It will be a place where the poor, the old, the young and disabled are able to access the opportunities of a global society and to move freely about the city in order to make their contribution to the city and enjoy its amenities.

Thematic Area	Programme	Sub-programme
1. SUSTAINABLE URBAN INTEGRATION	1.1. EMM Gauteng City Regional Integration	1.1.1 Regional accessible public transport network development
		1.1.2 Regional broadband infrastructure networks development
		1.1.3 Regionally integrated Ekurhuleni Aerotropolis redevelopment
		1.1.4 Integrated regional air, rail and road logistics network development
	1.2. Sustainable Settlements and Infrastructure	1.2.1 Invest in off-grid long term infrastructure
		1.2.2 Investment in on-grid long term infrastructure
		1.2.3 Develop long-term formal settlements plan
		1.2.4 Develop long-term informal settlements plan
	1.3. Connected working and living spaces	1.3.1 Establish integrated urban core
		1.3.2 Break through and re-connecting townships
		1.3.3 Creating new civic identity and connections
		1.3.4 Revalorize historic sites and redundant land assets
	2. JOB CREATING ECONOMIC GROWTH	2.1. Strengthened Industrial Competiveness
2.1.2 Institutionalize industry clusters		
2.1.3 Integrate industrial policy and government supply chain		
2.2. Industrial Systems and Infrastructure		2.2.1 Establish a centre of excellence for sustainable industrial production
		2.2.2 Establish an incentive framework for sustainable production
		2.2.3 Establish an industrial skills hub
2.3. New Value Chains Development		2.3.1 Establish business development infrastructure for SMMEs
		2.3.2 Integrated SMME development and urban development
		2.3.3 Facilitate the development of new value chains in the green industry
2.4. Market and Product Development		2.4.1 Integrate industrial and urban development policy
		2.4.2 Facilitate sustainable product development
		2.4.3 Facilitate development and access to new markets
3. ENVIRONMENTAL WELL BEING	3.1 Sustainable Natural Resources Use	3.1.1 Green-house gas emissions policy development and implementation
		3.1.2 Deployment of renewable energy regimes
		3.1.3 Incentivize water harvesting and re-use

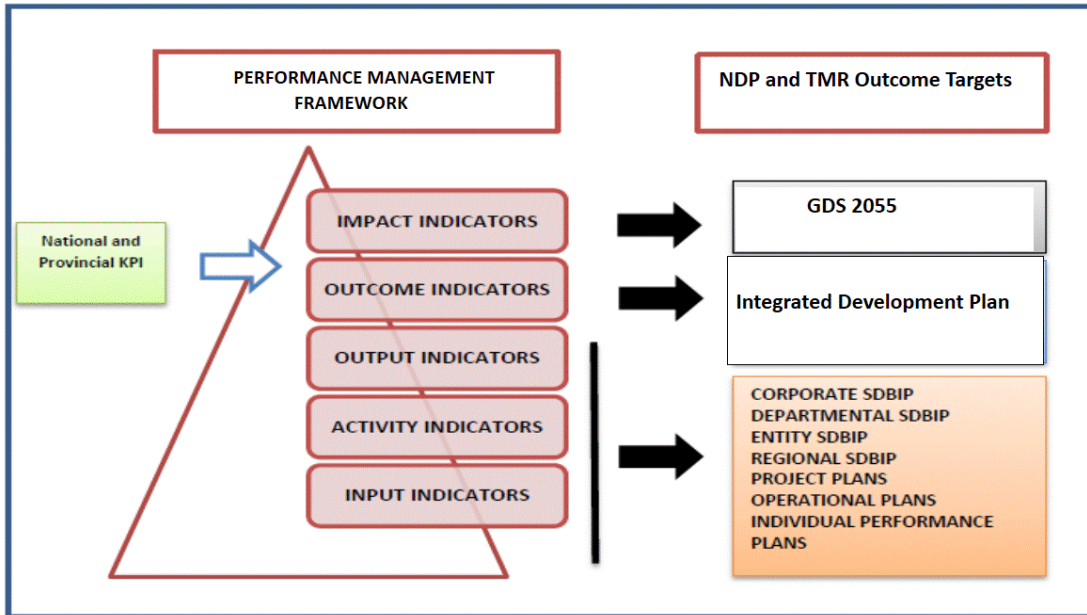
Thematic Area	Programme	Sub-programme	
	3.2 Biodiversity and Ecosystems Management	3.1.4 Promote re-use of waste	
		3.1.5 Increase usage of sustainable storm water	
		3.2.1 Conserving existing ecosystem and biodiversity	
		3.2.2 Acid mine water rehabilitation	
		3.2.3 Rehabilitate damage ecosystems and biodiversity	
	3.3 Improved Environmental Governance	3.2.4 Waste lands rehabilitation	
		3.3.1 Increase air pollution control measures	
		3.3.2 Develop, implement and enforce by-laws of carbon reduction	
	4. SOCIAL EMPOWERMENT	4.1 Social care supply chains management	3.3.3 Incentives carbon efficient business and community measures
			4.1.1 Integrate social care policy and family development
4.1.2 Implement life cycle management			
4.1.3 Integrate administrative and social structures			
4.2 Capabilities Development		4.1.4 Social care chains development	
		4.2.1 Increase investment in economic and social skills	
		4.2.2 Promote multiple livelihood approaches	
		4.2.3 Increase support to primary and secondary education	
4.3 Responsive and Active Citizenry		4.2.4 Integrated family and early childhood development	
		4.3.1 Integrate service delivery and citizen responsibility	
		4.3.2 Strengthen existing community structures	
5. EFFECTIVE COOPERATIVE GOVERNANCE		5.1 Building a Capable Local City State	4.3.3 Digitize municipal interactions with communities
			5.1.1 Develop integrated urban development programme
	5.1.2 Modernize and capacitate the institution		
	5.2 Strengthen Developmental Governance	5.1.3 Effective and responsive area based management	
		5.2.1 Establish partnerships for service delivery	
		5.2.2 Strengthen inter-governmental partnerships accords	
		5.2.3 Establish Gauteng City Region based development partnership	
			5.2.4 Establish long term partnership for growth
		5.3.1 Galvanise state and private sector investment	

Thematic Area	Programme	Sub-programme
	5.3 Establish Long Term Strength Fiscal	5.3.2 Strengthen tax base and income streams
		5.3.3 Balanced subsidy burdens and financial viability
	5.4 Strategic Acquisition and Management of Assets and Operations	5.4.1 Strategic acquisition and management of human resource assets
		5.4.2 Strategic acquisition and management of key assets
		5.4.3 Strategy aligned human resource management
		5.4.4 Strategy aligned operations management

While the aforesaid are what the long term strategy envisages, in the medium term, Ekurhuleni's strategic objectives and goals are informed by the governing party's political priorities encapsulated in the election manifesto. The election manifesto prioritised the following areas:

- Build local economies to create more employment, decent work and sustainable livelihood
- Improve local public services and broaden access them
- Build more united , non-racial, integrated and safer communities
- Promote more active community participation in local government
- Ensure more effective, accountable and clean local government that works together with national and provincial government

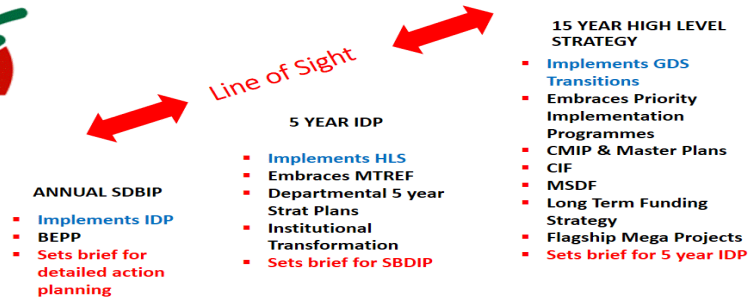
Cognizant of all these priorities and other top down plans discussed so far, Ekurhuleni's Executive Council crafts a five year IDP as its principal strategic plan. The IDP however is not only top down in its development but is also bottom up as it annually gives due regard to community inputs through the determination of ward priorities. More critically it links planning to municipal budgeting thereby directing implementation and development.



While the IDP extends over a period of 5 years in line with the term of office of Council, it is operationalised on an annual basis through the development of the Service Delivery Budget Implementation Plan (SDBIP). It is a management, implementation and monitoring tool since it expresses goals and objectives set by Council as quantifiable outcomes that can be implemented. Therefore, it provides the basis for measuring performance in service delivery against in year and end of year targets. Ekurhuleni’s delivers services and implements its annual budget based on its SDBIP. The above diagram illustrates how all the plans combine together to allow for measurement of performance.

Strategic Implementation Plan

To refine its planning framework, Ekurhuleni is in the process of developing a Strategic Implementation Plan (SIP). A 15-year Strategic Implementation Plan will provide detailed master planning frameworks in order to provide a coherent link between the long-term interventions of the GDS and the medium-term interventions of the IDP. The SIP will assist in providing a planning line of sight as illustrated below.



Ekurhuleni Integrated Planning Framework

CHAPTER 4

4.1 GOVERNANCE AND INSTITUTIONAL ARRANGEMENTS

INTRODUCTION

The State of Local Government Overview Report (COGTA, 2009) identified inadequacies in accountability and poor governance as being one of the challenges facing local government. The Ekurhuleni Metropolitan Municipality (EMM) adopted the separation of powers model in August 2011 and continues to implement same in order to address these inadequacies. The purpose of this new governance framework for EMM was, in the main, to create independent oversight and accountability mechanism for the effective achievement of the municipal mandate which according to 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.

This chapter reflects on EMM's governance model with details on the roles and responsibilities of various role players in the model. The administrative structure or arrangements of the city in terms of the departments and entities is also briefly discussed.

EKURHULENI METROPOLITAN MUNICIPALITY GOVERNANCE MODEL

In 2011 Ekurhuleni Council resolved to implement separation of powers between its executive and legislative arms of government. The separation of powers between the legislative and executive arms of government is congruent with internationally accepted principles of good governance. It creates checks and balances to ensure that state power is not abused, and that there is independent oversight of the effective achievement of the constitutional 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.

Institutionalising a separation of powers model is expected to benefit the municipality through:

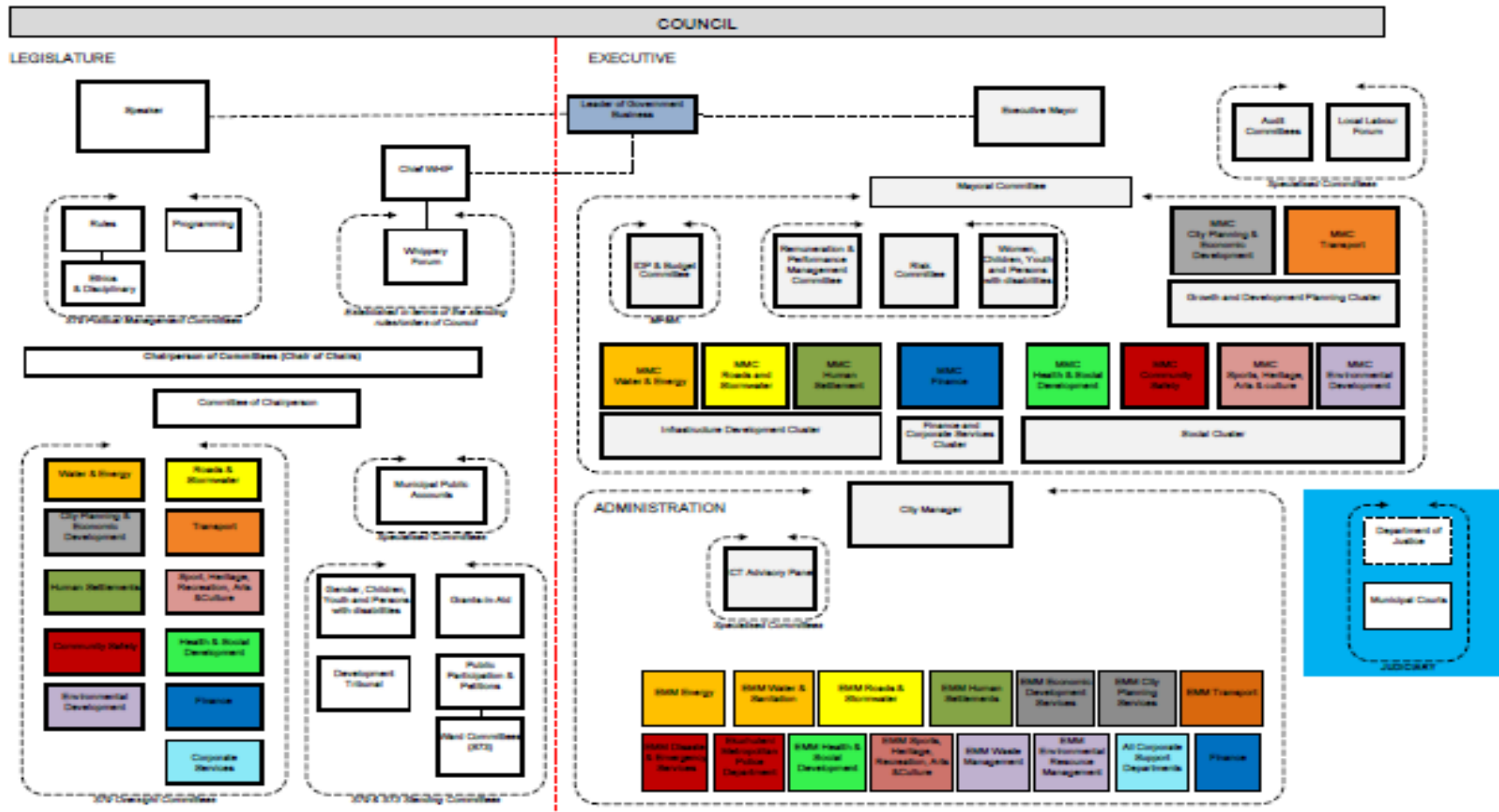
- Increased achievement of the statutory objective of Section 38 of the Municipal Structures Act which provides that a municipality must:
 - *“promote a culture of performance management among its political structures, political office bearers and councillors in its administration; and*
 - *“administer its affairs in an economical, effective, efficient and accountable manner.”*

- Strengthened the role of Council as a legislature and policy maker whilst enhancing its role in oversight and effectively promoting community participation in local government affairs;
- Ensure improved and meaningful debate on matters that affect the municipality and are reserved for consideration by the Council; and
- The creation of independent oversight of the effective achievement of the municipal mandate.

Separation of powers can only have significance if it is implemented by means of a comprehensive governance framework that defines appropriate roles, responsibilities and accountabilities, not only for political structures and political office bearers but also for the City Manager and Municipal Administration.

The following is a reflection of the Governance structure for EMM:

PROPOSED GOVERNANCE STRUCTURE



In terms of governance model, the Executive authority of Council is delegated to the Executive Mayor and the members of the Mayoral Committee, collectively referred to as the Executive, who are responsible for day-to-day decision-making and are departmental executive authorities. The key role of Council in the current structure is to focus on its Legislative authority of by-law making, community participation and oversight. The other key role is to facilitate political debate and discussion.

LEGISLATIVE POLITICAL LEADERSHIP

The legislature is made up of Council, the Speaker of Council, The Chief Whip of Council, and two sets of Council Committees, namely Section 79 Portfolio Committees and Standing Committees.

COUNCIL

The municipality comprises 202 councillors, consisting of the 101 directly elected ward councillors and 101 proportional representatives elected through political party lists. Each of the 101 ward councillors chairs a ward committee as part of the Ward Participatory System that brings participation to community levels. Ward Committees for all the 101 wards were established and ward committee members elected.

Ward councillors play a central role in the communication process between the communities they represent and the Municipality, 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

SPEAKER OF COUNCIL

The Municipal Structures Act provides that each municipal council must have a chairperson who is called the Speaker of Council. The Speaker is elected by the Council from among the councillors at the first sitting of the council after the local government elections.

The Speaker acts as chairperson at council meetings and ensures compliance with the councillor's code of conduct and the council's rules and orders. Councillor Patricia Kumalo is the Chairperson of Council, known as the Speaker at Ekurhuleni Metropolitan Municipality. Other responsibilities of the Council Speaker include, amongst others, ensure functionality and resourcing of Ward Committees, functionality of Section 79 Committees, leadership and governance of the institution and effective participatory democracy in the work of Council and its structures.

CHIEF WHIP OF COUNCIL

Councillor Robert Mashego is the Chief Whip of Council and responsible for, amongst others, maintaining cohesiveness amongst all political parties represented in Council and assists Speaker in ensuring that councillors conduct themselves in an orderly manner.

CHAIRPERSON OF CHAIRPERSONS

Councillor Nozipho Mabuza is the Chair of Chairs, and responsible for coordinating the work of all Section 79 Committees and works closely with and supports Chairpersons of Committees.

CHAIRPERSONS OF SECTION 79 COMMITTEES

The Oversight Committees are engines through which Council scrutinises reports from departments, and proposed policies & by-laws; and then report back to Council with recommendations. The Oversight Committees have an oversight role and will monitor (oversee) the output and performance of the Executive. They also have the power to request departments and MMCs to account on the outputs and performance of their functions. This arrangement supports the separation of legislative and executive powers within the Council. The Standing Committees, with the exception of two (2) which also exercise oversight over departments, are mainly internally focused with regards to the work of the Legislative arm.

Full time Chairpersons have been appointed to lead and co-ordinate the work of Section 79 Committees, whose responsibility is to oversee the work of related departments in respect of the Oversight Committees, and political management in respect of Standing Committees.

OVERSIGHT AND STANDING COMMITTEES AND CHAIRPERSONS

Table 1 : Oversight and Standing Committees and Chairpersons

OVERSIGHT COMMITTEE	CHAIRPERSON
Finance	Councillor Pinky Mkhonza
City Planning & Economic Development	Councillor Mthuthuzeli Sibozza
Community Safety	Councillor Morris Chauke
Corporate Services	Councillor Masele Madihlaba
Human Settlements	Councillor Vuyelwa Mabena
Sports, Heritage, Recreation, Arts & Culture	Councillor Dimakatso Sebilwane
Environmental Development	Councillor Sonya Kraai
Health & Social Development	Councillor Siphon Ngobese
Roads & Transport	Councillor Anastasia Motaung
Water & Energy	Councillor Tiisetso Nketele
STANDING COMMITTEES	CHAIRPERSON
Development Tribunal	Councillor Nomsa Maseko
Ethics and Integrity	Councillor Zeni Tshongweni
Gender, Children, Youth and Persons with Disabilities	Councillor Phelisa Nkunjana
MPAC	Councillor Reckson Hasani
Oversight on the Office of the Executive Mayor and Legislature	Councillor Bennett Nikani
Programming	Councillor Patricia Kumalo
Public Participation and Petitions	Councillor Nozipho Mabuza
Rules	Councillor Patricia Kumalo

POLITICAL PARTY WHIPS

Party Whips are representatives of all the recognized political parties represented in Council and collectively are called the Multi-party Whippers. The whips are the political managers of their individual parties but also have the responsibility to ensure cross-party co-ordination of the political work of Council.

MULTI PARTY WHIPPERY

Table 2: Multiparty Whippers

PARTY	WHIPS
African National Congress	<ul style="list-style-type: none">• Chief Whip: Councillor Robert Mashego• Deputy Chief Whip: Councillor Ebrahim Motara• Councillor Peter Ngubeni• Councillor Connie Mashigo• Councillor Sibongile Msibi• Councillor Sphiwe Ditshego
Democratic Alliance	<ul style="list-style-type: none">• Chief Whip: Councillor Tania Campbell• Deputy Chief Whip: Councillor Estelle Visser
National Freedom Party	Councillor Muzonjani Sithole
Congress of the People	Councillor Lesego Sentsho
Pan Africanist Congress	Councillor Patric Kumalo
African Christian Democratic Party	Councillor Masande Papu
African People's Convention	Councillor Ramahlalerwa Mathume
Displacees Rate-payers Association	Councillor Puni Mkhize
Freedom Front Plus	Councillor Hennie van der Walt
Inkatha Freedom Party	Councillor Alco Ngobese
Independent Ratepayers Association of South Africa	Councillor Izak Berg
United Democratic Movement	Councillor Mluleki France

LEADER OF GOVERNMENT BUSINESS

The Leader of Government provides a link between the executive and the legislature (council). Councillor Moses Makwakwa, Member of the Mayoral Committee responsible for finance is the current term's leader of government business.

The responsibilities of the leader of government business are:

- Being a communication link between the Executive and the Legislative arm which also includes interaction with the Speaker and Chief Whip
- Acting as a central point of coordination between the Executive and the Legislature
- Responsible to ensure that Executive business is included in the agenda of Council through the Programming Committee
- Liaises with the Speaker when the Speaker intends to call a special meeting of Council outside the normal program for Council
- Liaises with the Speaker for purposes of allocating time for discussion of matters of public importance in the Council agenda, either directly or in the Programming Committee
- Ensures that matters which have to be submitted to the Section 79 Committees and to Council are duly processed.

ADMINISTRATIVE STRUCTURE

Ekurhuleni's executive leadership manages the metropolitan municipality along best practice principles, implementing the strategies and plans needed to meet the organisation's long-term goals which are set out in the GDS 2055. Day-to-day management and administration of the municipality is carried out by the City Manager and his staff of more than 17 000 employees led by Heads of Department, Divisional Heads, Customer Care Area Managers and operational levels of management.

The City Manager for Ekurhuleni Metropolitan Municipality is Mr Khaya Ngema, who is the Accounting Officer, as defined by the Municipal Structures Act. The responsibilities of the City Manager include managing the financial affairs and service delivery in the municipality. The City Manager, in discharging his duties and in line with the principles of good governance and legislative requirements, has established administrative committees which are as follows:

- **The Strategic Management Committee (SMT/EXCO)** is constituted as executive management committees of the EMM. The duties and responsibilities of the members are in addition to those as HODs. The deliberations of the SMT committee do not reduce the individual and collective responsibilities of the City Manager and HODs with regard to their fiduciary or administrative duties and responsibilities, and they must continue to exercise due diligence and good judgment in accordance with their statutory and contractual obligations. In addition to the monthly meetings of the SMT/EXCO, a Joint Operations Committee (JOC)

meetings are currently being held on a weekly basis to deal with pressing service delivery issues.

The city's administration is comprised as follows:

CITY ADMINISTRATION

Table 3: CITY ADMINISTRATION

POSITION	NAME
City Manager	Khaya Ngema
Chief Operating Officer (COO)	Dr Imogen Mashazi
Chief Financial Officer	Ramasela Ganda
Chief Risk Officer	Vacant – Musa Khumalo Acting
Chief Audit Executive	Lindiwe Hleza
Ekurhuleni Metropolitan Municipality Department (EMPD)	Bafana Mahlabe
City Planning	Motubatse Motubatse
Communications & Brand Management	Vacant
Corporate & Legal	Moeketsi Motsapi
Customer Relations Management	Zukiswa Ntsikeni
Disaster & Emergency Management Services	Moshema Mosia
Economic Development	Caiphus Chauke
Electricity & Energy	Mark Wilson
Enterprise Programme Management (EPMO)	Andile Mahlalutye
Environmental Resource Management	Hezekiel Nkosi
Facilities Management and Real Estate	Manyane Chidi
Health and Social Development	Dr. Gilbert Motlatla
Human Resources Management & Development	Vacant – Mavis Ntsheroa Acting
Human Settlements	Vacant
Information Communication Technology	Kiruben Pillay
Internal Audit	Lindiwe Hleza
Transport, Planning and Provision	Yolisa Mashilwane
Roads and Stormwater	Sizwe Cele
Sports, Recreation, Arts & Culture	Vincent Campbell
Strategy and Corporate Planning	Vacant - OP Tholo Acting
Waste Management	Qaphile Gcwensa
Water and Sanitation	Philemon Mashoko
Fleet Management	Obed Nhlapo
City Secretariat	Manana Moloi

MUNICIPAL ENTITIES

Municipal entities are separate legal entities headed by boards of directors, utilised by the municipality to deliver services to its community and are accountable to the municipality. There are currently three municipal entities which perform its functions according service delivery agreements. These entities are:

1. Brakpan Bus Company;
2. East Rand Water Care Association (ERWAT); and

3. Ekurhuleni Development Company (EDC).

The Department of Transport Planning and Provisioning, Water and Sanitation and Human Settlements respectively have an oversight responsibility over these entities on behalf of the shareholder.

CHAPTER 5

5. INTERGOVERNMENTAL ALIGNMENT

INTRODUCTION

This chapter focusses on the EMM's participation and enhancement of relations with other spheres of government in pursuit of integrated planning and sound intergovernmental relations. It reflects on the state of the nation and of the province addresses and articulates EMM's alignment with these as reflected on the work of the metro and also enunciated in the State of the City Address (*Please note that none of these addresses had been delivered at the time of preparing the Draft IDP, but will be included in the Final IDP*). The comments provided by the MEC of Local Government on the IDP 14/15 and EMM's response to these is also reflected herein. The EMM's response is not an attempt to respond to every issue raised by the MEC but rather a high level response to certain specific issues. The thrust of the MEC's comments is taken into account in the overall IDP review process. This chapter also outlines the projects and programmes which will be implemented by Gauteng Provincial Government in Ekurhuleni. These projects are also not included in this draft as they only become available after the provincial budget speech/ or the tabling of the budget at the Legislature. These will be included in the Final IDP as well.

INTERGOVERNMENTAL RELATIONS

Intergovernmental Relations (IGR) refers to complex and interdependent relations amongst the national, provincial and local spheres of government as well the coordination of public policies amongst the three spheres. This essentially means that governance, administrative and fiscal arrangements operating at interface between national, provincial and local governments must be managed to promote the effective delivery of services. These relations between the various spheres of government are guided by the principle of co-operative government as set out in the Constitution and the relevant Act. This is further emphasised in the Municipal Systems Act that states that planning of local government must at all times be integrated and aligned to the planning and strategies of the national and provincial spheres of government.

NATIONAL GOVERNMENT OUTCOMES

The national outcomes were discussed in the first chapter and therefore the emphasis here is demonstrating alignment of EMM's programmes to the outcomes. The national outcomes were originally approved in 2010 and address the strategic priorities. Thus the outcomes and the related outputs were meant to be the strategic focus of government until 2014. However indications are that these will continue beyond 2014 as they are sufficiently aligned with the

National Development Plan. The IDP revision of 2015/16 is therefore based on the outcomes as they stand. The alignment of EMM's programmes and sub programmes to the outcomes is extensively elaborated in chapter 5, but a diagrammatic depiction is provided here to demonstrate high level alignment with the IGR imperatives.

In terms of the national outcomes, municipalities directly contributes to outcomes 9, which speaks to a responsive, accountable, effective and efficient local government system. The National Development Plan (NDP) envisages that by 2030 South Africa will be a state that is capable of playing a developmental and transformative role. In broad terms such a state intervenes to support and guide development in such a way that benefits accrue across society, with particular emphasis on the poor. Drawing from the NDP chapter on a Capable and Developmental State, by 2030 we will have a developmental state that is accountable, focused on citizen's priorities, and capable of delivering high-quality services consistently and sustainably through cooperative governance and participatory democracy.

As depicted in the White Paper on Local Government, developmental local government is "local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives". In this scenario, local government is at the forefront of participatory democracy, involving citizens in meaningful deliberations regarding governance and development; is responsive to citizens' priorities, and enjoys high levels of trust and credibility amongst the public; whose employees are skilled, competent and committed to delivering quality services; is able to cost-effectively increase the quantity and quality of services and operates within a supportive and empowering intergovernmental system.

STATE OF THE NATION ADDRESS, 2016

Not yet delivered at the time of consolidation. Will be included in the final IDP.

STATE OF THE PROVINCE ADDRESS, 2016

Not yet delivered at the time of consolidation. Will be included in the final IDP.

STATE OF THE CITY

Not yet delivered at the time of consolidation. Will be included in the final IDP.

COMMENTS RECEIVED FROM GAUTENG PROVINCIAL GOVERNMENT ON THE REVIEWED IDP 2015/2016:

MEC COMMENTS ON THE 2015/16 INTEGRATED DEVELOPMENT PLAN

I wish to congratulate the Ekurhuleni Metropolitan Municipality on its timeous adoption of the Integrated Development Plan (IDP) and submission to my office in compliance with provisions of

the Municipal Systems Act (MSA). I am proud of the significant strides made by Gauteng Municipalities in ensuring that their IDPs are credible and compliant with the law, as evidenced in the timeous development, review and adoption of both draft and final IDPs.

At the same time, these successes have further emphasised some challenges with regards to intergovernmental coordination and alignment. In particular, the link between IDPs and government priorities remains blurry in a number of areas. Again, whereas gaps still remain, municipalities are commended for taking various initiatives aimed at promoting the linkages between IDPs and strategic pathways of the other two Spheres.

In line with Section 32 (2) of the Municipal Systems Act, kindly receive my comments on your municipality's 2015/16 IDP. The comments are structured in a manner that seeks to highlight areas requiring correction as part of the IDP review process whilst also tabling issues for consideration so as to improve both the credibility of IDPs as well as intergovernmental coordination.

PART A: CROSS-CUTTING ISSUES

TOWARDS GAUTENG TOWNSHIP ECONOMIC REVITALISATION: Since the dawn of the new administration, Gauteng Provincial Government has recognised the need to revitalise township economies as a key strategy for socio-economic transformation. The Ten Pillars express a programmatic intent of the current administration through radical Transformation, Modernisation and Re-industrialisation of the provincial economy.

This represents a policy reaffirmation by government but most importantly elevates township revitalisation as one of the key strategies for ascertaining that the Ten Pillar objectives are realised. The approval of the Gauteng Township Economic Revitalisation (TER) Strategy represents a clarion call for collective and integrated planning, harmonisation of budgets as well as multi-sectoral implementation across all spheres of government.

The Gauteng Township Economy Revitalisation Strategy aims to contribute to the overall vision for South Africa by 2030 to be a country with an economy that can sustainably meet the material needs of all its citizens as well as broadening economic participation of previously marginalised groups. The TER Strategy is cast in intergovernmental posture, suggesting that all relevant stakeholders in Gauteng will have to put their collective support to ensure successful implementation. The Strategy requires a strong multi-sectoral and sphere interaction wherein provincial sector departments, municipalities, business and organised township chambers throw in their lot for maximum impact.

Gauteng EXCO has further commissioned the establishment of a TER Intergovernmental Working Committee as an institutional mechanism through which the Strategy is coordinated and monitored. The purpose of the committee is to guide the coordination, facilitation, monitoring and evaluation of the strategy implementation across all spheres of government. The TER committee will interface with the IDP Technical Steering Committee mainly due to the fact that IDPs will

henceforth be used as platforms for tracking planning, budgeting as well as implementation intent of municipalities regarding TER but most importantly striving for integration across the board.

ENERGY: At the present moment, energy and its use are a national concern. South Africa as whole is affected by challenges regarding energy, its demand as well as how it is supplied. The recent episodes of load shedding across the country, with a considerable amount of the impact felt in Gauteng as the economic backbone of South Africa have demonstrated the necessity for deeper dialogue and action around exploring sustainable ways of providing energy. One of the immediate actions to be taken in the province, amidst others that have been proposed, is for municipal IDPs to begin to design projects in the IDP that seek to mitigate against load shedding. Energy efficiency projects together with energy saving campaigns, for instance, will go a long way towards curbing the current energy demand facing the province.

REGULATORY ENVIRONMENT: Gauteng Municipalities are in general characterised by a challenge pertaining to the inadequacy or poor enforcement of municipal by-laws; poor implementation of anti-fraud and corruption policies as well as poor performance and risk management systems. This was confirmed earlier this year by the Back to Basics report produced by Gauteng COGTA. To address these challenges, the provincial government has embarked on:

- Review, update and alignment of municipal by-laws across Gauteng; and
- Review and update of anti-fraud and corruption policies, including efforts to build a culture of ethical behaviour and accountability. To effect this, a partnership has been established with SALGA, DCoG and Ethics Institute of South Africa (EthicsSA). Gauteng Provincial Government will be piloting the conducting of the ethics survey in the province over the next three (3) months.

EVIDENCE-BASED PLANNING: From a statistics perspective, IDP's have improved a great deal in terms of compliance. That is having statistics visible and included in the IDP document(s). The challenge, however has been the inconsistency of data sources, inconsistent or irrelevant indicators as well as the absence of bench-marks. While it is not incorrect for municipalities to use statistical data reports from other sources, it is a legislative requirement that such data must meet specified minimum requirements to be considered official, as illustrated for instance, in the gazetted Statistics Framework. Municipalities are therefore cautioned against using data that has not been verified as this may lead to ill-planning and subsequent mismanagement of our already limited resources.

From the IDP assessments this year, there is also a growing concern on the absence of a demographic illustration of trends or patterns of the population within a given municipal area. The entry of a quantity of sexes, ages, race and so forth are essential to understand the development needs and quantities required, in planning for development.

This type of a data set also informs probable indexes, such as life expectancy, demographic dividend, labour force, population growth, birth and death rates, migration patterns, and so on. Moreover, municipalities should be able to appreciate the importance of their area's population

pyramid. This is important as the shape of a population pyramid for a specific municipal area informs the probable trends in the current and likelihoods in the future. Municipalities are encouraged to study these statistical dynamics as strategic intentions must be grounded in empirical data.

With limited resources and the rapid economic trends that impact on the social well-being of communities, good use of statistics is a prerequisite.

MUNICIPAL SPECIFIC ISSUES

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

The City of Ekurhuleni is commended for rolling out its public transport infrastructure (i.e. Bus Rapid Transit infrastructure) in its area of jurisdiction. These efforts by the Metro bode well with the goals of the Gauteng Integrated Master Plan (GITMP25). As a way it is important that the Metro begins to put in place plans to interlink the Bus Rapid Transit with that of the adjacent Metropolitan areas as anchors of the Global City Region (GCR), to ensure a seamless movement of people between the three Metropolitan areas.

It is observed that that informal housing remains a persistent challenge in the City of Ekurhuleni. This is mainly exacerbated by rapid urbanisation into the area, a trend reflective of the province as a whole. As a way of mitigating this challenge, the City is urged to work closely with the National Upgrading Support Programme (NUSP), Gauteng Province as well as the Housing Development Agency to create an urbanisation plan and informal settlements strategy. Such an approach will assist to deal with issues around land identification, and backyard and informal settlements.

The City of Ekurhuleni's IDP extensively covers issues of green energy (i.e. promotes renewable energy sources) and this is welcome. The Metro is particularly applauded given the fact that energy is a national concern at the moment. The implementation of the Ekurhuleni's ideas around energy will contribute, amongst others, to the creation of a sustainable green economy for the future. In addition to these efforts, within the context of the current electricity outages and shortages, Ekurhuleni is urged to develop and implement awareness campaigns on energy efficiency to mitigate against load shedding, undertake proactive infrastructure maintenance as well as civic education against theft and malicious damage.

FINANCIAL VIABILITY

Ekurhuleni Metropolitan Municipality has demonstrated a stable trend in the management of its finances over the past number of financial years. The attainment of good results and performance are supported by the Auditor General's audit outcomes. Moreover, a positive outcome has been observed on budgeted Cash Flow, for instance, where the City has an adequate cash coverage of 2.4 months, 2.5 months and 2.6 months respectively over the MTREF period. The efforts by the municipality are noteworthy as they bode well with, amongst others, the principle of financial sustainability in local government. Ekurhuleni is applauded for these achievements.

Correspondingly, the 2015/16 budget was credible and funded in line with the requirements of section 18 and 19 of the MFMA. The City revenue planning and associated assumptions were also observed to be realistic and indicative of multi-year budgeting.

With regards to collection, it is noted that the City is not sufficiently collecting and this may have negative ramifications on the sustainability of the financial environment of the institution. In light of this, the City is advised to strengthen its cost recovery and collection mechanisms.

GOOD GOVERNANCE

It has been observed that the City's petition system is not effective. The ineffectiveness of the current system bears negative implications on participatory governance. It is important that the municipality strengthens its petition management system, procedures and processes, governance structures, reporting as well as monitoring and evaluation. This is particularly important in strengthening trust between the Metro and its citizenry. We must be able to demonstrate our ability to listen and effectively address concerns raised especially in the form of petitions.

The City is further commented for having in place Fraud and Anti-Corruption strategies. However, the effectiveness of these strategies is not reported on. In line with principles of accountability and transparency as required by the Municipal Systems Act (2000), Sections 57 (a) subsection 7 to 8, it is important that the City inform and submit on a quarterly basis to the MEC for Local Government whenever there is an investigation on corruption cases.

As advocated by the Gauteng Premier, and in line with ideal of active citizenry, it is important that the City of Tshwane capacitates civil society structures within its respective areas of jurisdiction. Furthermore, there is a need to review and strengthen the current public participation processes or model in order to incorporate the views and needs of special groups of people in the IDP as required by the Municipal Systems Act of 2000. In light of the pending merger between Ekurhuleni and Lesedi Municipalities, it is important that both municipalities streamline their IGR structures and processes.

SPATIAL PLANNING

The Spatial Development Framework (SDF) 2035 summary is wholly inward focused with no spatial referencing beyond the borders of the municipal space. It is essential that purposeful analysis of adjoining functional areas beyond the boundaries of the City be included in the SDF 2040. This is particularly important in making the Gauteng City-Region an integrated and functional globally competitive city-region. It is thus essential that purposeful analysis of adjoining functional areas beyond the boundaries of EMM should be included in the SDF 2035.

There is insufficient focus on issues of environmental and urban sustainability in the SDF 2035 summary. It has however been noted that some of these issues are addressed in the GDS 2055. The City is encouraged to explore the applicability of mechanisms for environmental management outlined in the (Gauteng Environmental Management Framework (GEMF) as prepared by Gauteng Department of Agriculture and Rural Development. In addition, on-going efforts to advance responses to climate change, resource scarcity, waste output reduction and sustainable transformation of infrastructure to be integrated within the built environment and spatial planning.

In the context of the current merger of the EMM and Lesedi Local Municipality, processes and plans should be put in place in preparation for the review of the Spatial Development Framework for the newly merged City of Ekurhuleni.

CONCLUSION

The Integrated Development Plan continues to form a crucial aspect of our evolving system of inter-governmental development planning. Over the years, with the new generation of IDPs only months away now, the IDP has come to play a dual role – as a strategic planning tool of the municipality whilst also serving as an instrument of inter-governmental alignment among the various spheres of government. As envisaged in the White paper for Local Government, municipalities have a critical contribution to make in integrating and coordinating the programmes of various spheres of government being implemented within their spaces. As a Department, we re-affirm our commitment to partner with your municipality in an on-going effort to strengthen vertical alignment among the various spheres towards making the IDP a plan of all government.

MEC COMMENT	EMM RESPONSE
<p>Formation of IGR Working Group for Township Economies Revitalization</p>	<p>The leadership of Ekurhuleni Metropolitan Municipality has, at its strategic sessions, taken time to reflect on how the Ten Pillars of the Province that were launched by the Premier are integrated and expressed in its own programmes and activities. From this process it became clear that Ekurhuleni's work regarding township revitalization dovetails neatly with the pillar on radical economic transformation. Thus the formation of the Working Group on township revitalization is a welcome move as it is a point of convergence with work that Ekurhuleni is already doing. Ekurhuleni is therefore gladly to be part of this. As testament to this, together with the MEC for Economic Development, Ekurhuleni has already hosted a stakeholder engagement on bed and breakfast (B&Bs) businesses in townships. Collective effort of this kind must be embraced as it will increase any chance at success of this programme</p>
<p>Current energy challenges and the need Civic Education</p>	<p>Ekurhuleni Municipality has also been hard hit by the current energy challenges affecting the Country and is heeding the national call to reduce the demand for electricity. To this end, the municipality is embarking in projects to alleviate energy poverty, reduce constraints on the national grid as well as reducing carbon footprint. Some of these projects include:</p> <ul style="list-style-type: none"> ▪ Landfill gas to electricity generation <p>This process involves the extraction of methane gas from refuse and converts it into power. Currently, the plant at the Simmer and Jack landfill site is in operation. There are plans in place to duplicate this process in other landfill sites in EMM.</p> <ul style="list-style-type: none"> ▪ Rooftop Solar Photovoltaics systems <p>This plan calls for a rollout of Rooftop Solar PV plant in modular stages, i.e. 0.5MW-2MW per year. Solar plants will be place on the roofs of EMM buildings across the city. The electricity generated in this manner can be fed into the grid for general</p>

MEC COMMENT | **EMM RESPONSE**

consumption or used at its source, i.e. off grid options available.

- Solar lighting in informal settlements

There are about 119 informal settlements in Ekurhuleni and this plan is aimed at the continued rollout of solar lighting to households located therein. The initiative seeks to alleviate energy poverty through portable solar units that provide energy for four (4) globes and a cell phone charger. To date 25 253 units have been installed.

Long-term Energy plans.

EMM plans to add 300MW of renewable energy sources in order to diversify the municipality's energy mix by 2020. This reflects 10% of our current energy demand. To achieve this, the following long term programmes have been planned for:

1. A municipal-owned solar farm generating 200-500MW: In relation to energy security, it has become clear that EMM will have to initiate mitigation efforts to alleviate the effects of a shortage of generation capacity on the side of the national generator. In this regard, the viability of a solar farm is being investigated, with a view of generating between 200 and 500 Mega Watts in the medium term;
2. The city plans to solicit proposals from private power producers with the aim of procuring renewable energy; and
3. Converting all EMM streetlights to light emitting diode (LED) technology - This will save the city in excess of 10MW.

Request for Proposals – Independent Power producers

In addition, a request for proposals to independent power producers was issued in October 2015. In terms of RFP, EMM is seeking competitive

MEC COMMENT	EMM RESPONSE
	<p>proposals from Independent Power Producers (IPP) to enter into several Power Purchase Agreements (PPA) for a period of at least 15 years at rates competitive to those of Eskom. EMM has set targets to diversify energy supply to include renewable and cleaner energy sources with a target of 10% by 2020. In terms of the RFP, EMM is interested in cleaner/green energy from a minimum of 5MW and upwards per project. The successful bidder will finance, design, procure, construct, commission, operate and maintain a cleaner/green power plant with a minimum capacity of 5MW. Further details will be provided once this process has been completed.</p> <p>Community awareness – Energy</p> <p>EMM conducts at least 40 civic awareness campaigns per financial year. This is implemented mainly at a depot level and are aimed at both businesses and residential customers. The campaigns directed towards residential customers deal with topics ranging from the dangers of illegal connections (also their economic destruction of the City grid), safe use of electricity in the house, energy efficiency, tariffs and choices that are open to the home-user, to the disadvantages of choosing to have your meter tampered, and more.</p> <p>In an effort to intensify these community awareness campaigns, an additional 120 young people were signed up to execute targeted communication within EMM. Their efforts are complimentary to the above discussion, and focused on the same topics, but in a more personal door-to-door methodology. Finally, topics of high importance (such as the threats posed by illegal connections) are discussed in the engagements of political leaders with communities.</p>
Evidenced based planning	Ekurhuleni Metropolitan Municipality has always endeavoured to use relevant and officially recognized data and statistics in all its planning. Other data sources are only used for benchmarking

MEC COMMENT	EMM RESPONSE
	<p>purposes but where projections are made in order to come to grips with future service delivery demands, official data and statistics are always used as a basis. The municipality is also well aware of population trends within its municipal area as witnessed by the inclusion, in its IDP document, of demographics on the size of different sexes and age groups.</p>
<p>GCR Interconnectivity of the BRT</p>	<p>Ekurhuleni agrees with MEC on the need for EMM to put in place plans to interlink the Bus Rapid Transit with that of adjacent municipalities so that this anchors the Global City Region. Ekurhuleni has already commenced discussions with the City of Johannesburg and we have agreed to run a joint process of developing an operational plan for integration of IPTN's on the North East – North West corridors in the two Cities. The CoJ/EMM BRT integration has almost been organic as EMM's phase 1 lines cross their phase 1c. The 2013 Household Surveys also confirmed that there is big travel demand on that corridor. It is envisaged that the process will be concluded in 2016 and this will guide the process going forward.</p> <p>With regard to the City of Tshwane, although informal discussions have been held with EMM, no formal planning has been done in this regard. Due to the greater distance between the current systems of the two cities, it is envisaged that this integration will follow after the CoJ integration processes.</p>
<p>Financial Viability</p>	<p>The recent economic downturn has adversely impacted profitability levels of businesses and has reduced the disposable income of households. In addition, tariff hikes for electricity and other utilities are putting a strain on consumer affordability levels. Eskom supplied areas have also had a negative impact on EMM's collection drive given the limited credit control tools available in these areas.</p> <p>Despite all these, EMM realised an improvement in its collection rate from 90.14% in the 2013/2014 financial year to 92.63% in the 2014/2015 financial year. Over and above the strengthening credit</p>

MEC COMMENT	EMM RESPONSE
	<p>control measures, Ekurhuleni is continuously identifying innovations that encourage communities to pay their dues and is educating them on the importance of paying for services through community outreach programmes like Siyakhokha-Siyathuthuka.</p>
<p>Good Governance (ineffective petitions system)</p>	<p>EMM agrees with the MEC's view that its system for dealing with petitions needs to be improved particularly in relation to the efficiency of responses to petitioners.</p> <p>As part of the process to improve the speed and efficiency of providing responses to communities, petitions are now being uploaded on the customer complaints system (EMIS) and the rate of response by Departments is tracked and discussed at weekly senior management Joint Operations Committee (JOC) meeting. Therefore once a petition is received it is recorded both manually by the petitions officer and electronically by EMIS, after this it is dispatched to relevant departments within the metro to effect remedial action. Depending on the nature of the issue, departments will provide a response indicating when the matter will be addressed (matters that are not the competency of the municipality get re-directed to the relevant sphere of government). The advantages of tracking this through the electronic customer complaints system is that the petitions are tracked:</p> <ul style="list-style-type: none"> ▪ Every Friday departments must update their responses on petitions through EMIS at the Operations Rapid Intervention Team (ORIT) ▪ Departments are able at any time to update their responses on petitions. In this way, departments will have complete ownership over their content (input and responses) and this negates blaming others for non-compliance. <p>As part of this process, EMM is also developing qualitative monitoring and evaluation to ensure that reports/feedback provided is meaningful,</p>

MEC COMMENT	EMM RESPONSE
	<p>substantive and meaningful to the community. This means that the Customer Relations Department evaluates the contents of report against an acceptable customer response benchmark to determine if the response is qualitative, i.e. speaks directly to community issues as opposed to referencing internal processes or malicious compliance.</p>
<p>Non-reporting on Fraud and Anti-Corruption Strategy</p>	<p>Acts of fraud and corruption are viewed in serious light by EMM. Consequently, Ekurhuleni embarked on a fraud, corruption and ethics risk assessment. This included reviewing the current EMM Anti-corruption and Fraud Policy and Strategy, conducting a full ethics/fraud risk assessment, the development of a fraud and corruption prevention plan, the development of the fraud and ethics risk register and awareness programmes. In terms of acting against acts of fraud and corruption, Internal Audit drives the process of investigating and finalizing cases of fraud, corruption and maladministration. Cases of corruption or maladministration have been investigated and reports have been handed over to relevant departments to implement the recommendations emanating from investigations. Internal Audit always reports on these as part of its quarterly performance reporting.</p>
<p>Inward focused SDF</p>	<p>The current Municipal Spatial Development Framework (MSDF) was recently reviewed and approved by Council. The reviewed MSDF is sufficiently outward focused in its orientation as it is contextualised globally, continentally and regionally. It acknowledges provincial spatial perspectives in its outlook including the principles espoused by the Global City Region perspective such as the integration of open space systems and the promotion of democratic urban order among others. Mention of adjacent functional areas beyond the borders of Ekurhuleni such as those for freight rail and public transport routes receive attention in the document. Beyond this sufficiently outward focus, the reviewed MSDF also gives sufficient attention to</p>

MEC COMMENT	EMM RESPONSE
	<p>environmental concerns such as agriculture and biodiversity.</p>
<p>Lesedi Integration</p>	<p>MEC's comment on the integration of Lesedi is noted and EMM wants to reassure the MEC that since the announcement of the merger of Ekurhuleni with Lesedi, in its planning Ekurhuleni has sought to take this into account. However following on the outcome of the Midvaal case as pronounced during September 2015, the merger between Ekurhuleni and Lesedi is no longer going ahead.</p> <p>In the preparation of the upcoming 2016 local government elections, each municipality (during October/November 2015) has embarked on its own public participation process on ward demarcation and voting district delimitations.</p> <p>The municipal boundary of Ekurhuleni does not include Lesedi Local Municipality at this stage. However the MSDF and Region E of the City had taken the future spatial implication of Lesedi into account in terms of boundary as well as land use and alignment. This spatial proliferation will still be considered by Ekurhuleni till further notice. The planners in both municipalities convened consultation sessions and jointly reviewed the respective SDFs of the municipalities prior to finalisation of both SDF processes.</p> <p>In looking outward, the City will be embarking on a strategy of constructively growing the City based on its infrastructure capacities. The City envisages developing a Growth Management Plan over the next 2/3 years that looks into infrastructure Master Plans of the various sectors. The City had made capacity and budgetary provisions for a consolidated approach for both municipalities at the time that the Ekurhuleni MSDF was developed.</p>

CHAPTER 6

6. COMMUNITY PARTICIPATION

6.1 IDP PLANNING PROCESS FOR 2016/17: WARD CONSULTATIONS

INTRODUCTION

This chapter provides an outline of the legislative framework guiding community and stakeholder involvement in the IDP planning process. It also discusses processes followed especially the outreach activities that were part of reviewing the draft 2016/17 IDP. Lastly it provides, in listed fashion, the ward needs as gathered from the different consultation meetings.

LEGISLATIVE FRAMEWORK

Legislatively, it is the South African Constitution of 1996, the Municipal Structures Act of 1998 and the Municipal Systems Act of 2000 that provide guidance on processes to be followed by municipalities in the development of the IDP. In particular the Municipal Systems Act takes its cue from the principles contained in the Constitution on participatory democracy. The Constitution enjoins municipalities to encourage participation by communities and community organizations in local government. Among the basic values and principles the Constitution espouses for public administration governance is responsiveness to community needs and public participation in policy making.

Section 34 of the Municipal System Act prescribes annual review and amendment of the IDP in accordance with certain processes. Section 29 (1) (b) of Chapter 5 of the Municipal Systems Act of 2000 states that municipalities, through appropriate mechanisms, processes and procedures established in terms of public participation; allow for communities to be consulted on their development needs and priorities; and the local community should participate in the drafting of the IDP.

EMM'S PUBLIC PARTICIPATION FRAMEWORK AND APPROACH

To give effect to the Constitution and legislation, Ekurhuleni formulated its own Public Participation Policy and Engagement Framework. In the policy the municipality commits itself to co-implementing formal representative government with a system of participatory governance. It recognizes the municipalities' obligation to establish mechanisms, processes and procedures for participation of the local community in its affairs. Further to this it outlines the mechanisms by which the public may participate in the municipalities' affairs.

The policy notes the active public participation of citizens at four levels as voters, citizens, consumers and organized partners. Drawing from legislation, it spells out the roles of different actors in promoting public participation. These actors include the Speaker, the Executive Mayor, the Ward Councilor, and Ward Committees, the Municipal Manager, the Community and the individual. In terms of mechanisms, the policy recognizes the different levels of public participation such as informing, consulting, collaborating and empowering. Meetings of the municipality on the IDP are mentioned in the policy as an example of participating at the level of consultation. The policy spells out the manner in which communities ought to be informed of municipal affairs such as letting it know timeously of public participation events and doing this in a language the communities can understand including providing them with a channel for written responses where necessary. Lastly the policy mentions the different tools of public participation applicable to different stakeholder forums.

The EMM uses the ward committees as a mechanism for the purpose of engaging and consulting communities on their needs and priorities. The IDP review meetings were held in all 20 Customer Care Centers (CCCs) with 101 ward committees. These meetings took place between the 8 and 17 September 2015 (See schedule below).

Schedule of IDP Consultation meeting

Date	CCA	Venue	Time	Ward Number
8 September 2015	Tsakane	Tsakane Civic Hall	18:00	82,83,85,99
8 September 2015	Germiston	Germiston City Hall	18:00	20,21,35,36,39,41,92,93
8 September 2015	Edenvale	Edenvale Community Centre	18:00	11,12,18,19
9 September 2015	Etwatwa	Tshepo Themba Hall	18:00	25,26,65,66,67
9 September 2015	Alberton	Eden Park side Hall	18:00	37,38,53,94
9 September 2015	Springs	Springs Supper Hall	18:00	72,75,76
10 September 2015	Boksburg	Boksburg Civic Hall	18:00	22,23,32,33,34,42,43
10 September 2015	Benoni	Benoni Council Chamber	18:00	24,27,28,29,30,73
10 September 2015	Nigel/ Duduza	Duduza Multi-Purpose Centre	18:00	84,86,87,88,98
15 September 2015	Vosloorus	J Dumani Hall	18:00	44,45,46,47,64,95

Date	CCA	Venue	Time	Ward Number
15 September 2015	Kwathema	Kwathema Civic Hall	18:00	77,78,79,80,81
15 September 2015	Kempton Park	Kempton Park Council Chamber	18:00	13,15,16,17,91,100
16 September 2015	Daveyton	Marivate Hall	18:00	68,69,70,71,96
29 September 2015	Thokoza	Thokoza Youth Centre	14:00	52,54,56,57,58
16 September 2015	Brakpan	Brakpan 3 rd floor Admin Block Hall	18:00	31,74,97
17 September 2015	Tembisa 1 & 2	Rabasotho Hall	18:00	1,2,3,4,5,6,7,8,9,10,14,89,90
17 September 2015	Katlehong 1 & 2	Tsholo Hall	18:00	40,48,49,50,51,55,59,60,61,62,63,101

The process entailed a work session per customer care areas (CCA) which focused on the following:

- Basic feedback on the past IDP/Budget process – comments and process;
- Discussion of the main five ward priorities;
- Departmental plans in relation to ward priorities;
- Report on capital budget to be implemented in CCA per ward; and
- Reflection of department's operational budget in CCAs and wards.

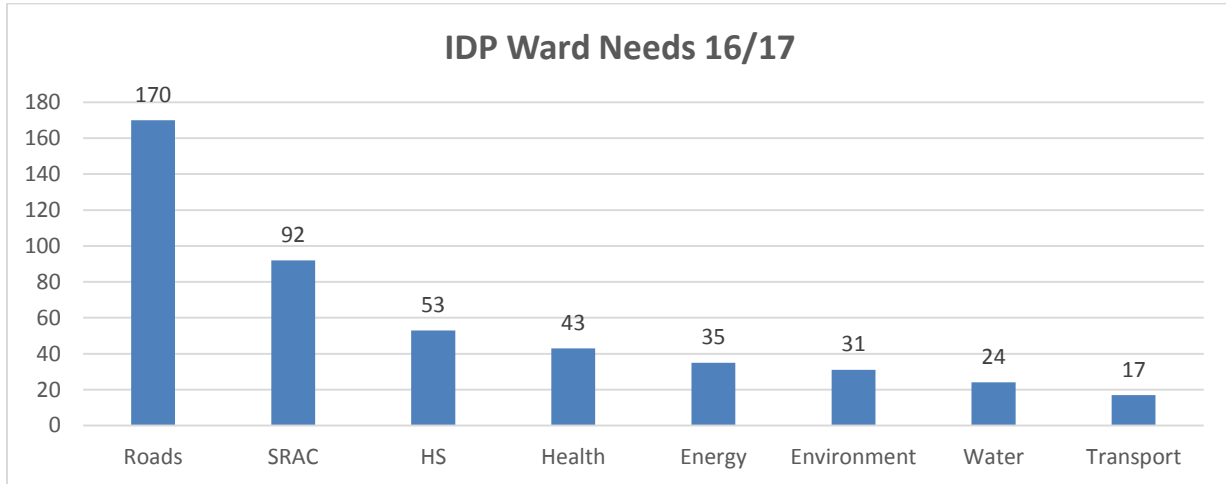
In terms of the IDP review meeting itself, there was a plenary session which was chaired by the Chairperson of the Oversight Committee or CCA Manager, then a break-away session which was chaired by the ward Councilor. During the break away session, the wards were afforded an opportunity to go through their previous years' IDP needs and also to peruse the current financial year's budget which was divided into a CCA-based budget and the metro-wide budget. Representatives of municipal departments are also expected to attend in order to guide and provide clarity or answers to ward committees' questions based on the IDP needs identified last year and previous years.

After all this was discussed, ward councilors signed-off the IDP needs of their respective wards and the strategy department starts with the consolidation process. This consolidated information

was then forwarded to Departments for consideration and inclusion into their operational plans for the 2016/17 financial year and beyond as not all ward needs can be accommodated in one year.

The issues raised in the 101 wards can be categorized as follows:

Figure: Ward Needs for 16/17 FY



The ward needs per department for the 16/17 financial year are very consistent to the ward needs of the previous 2 financial years.

Figure: IDP NEEDS PER DEPARTMENT 15-16

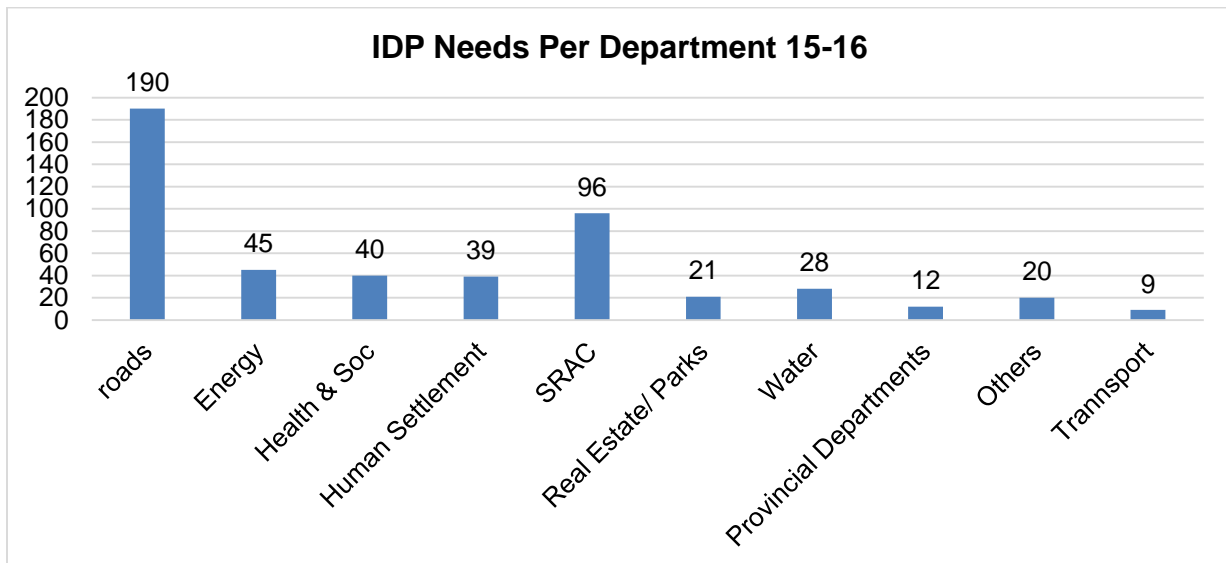
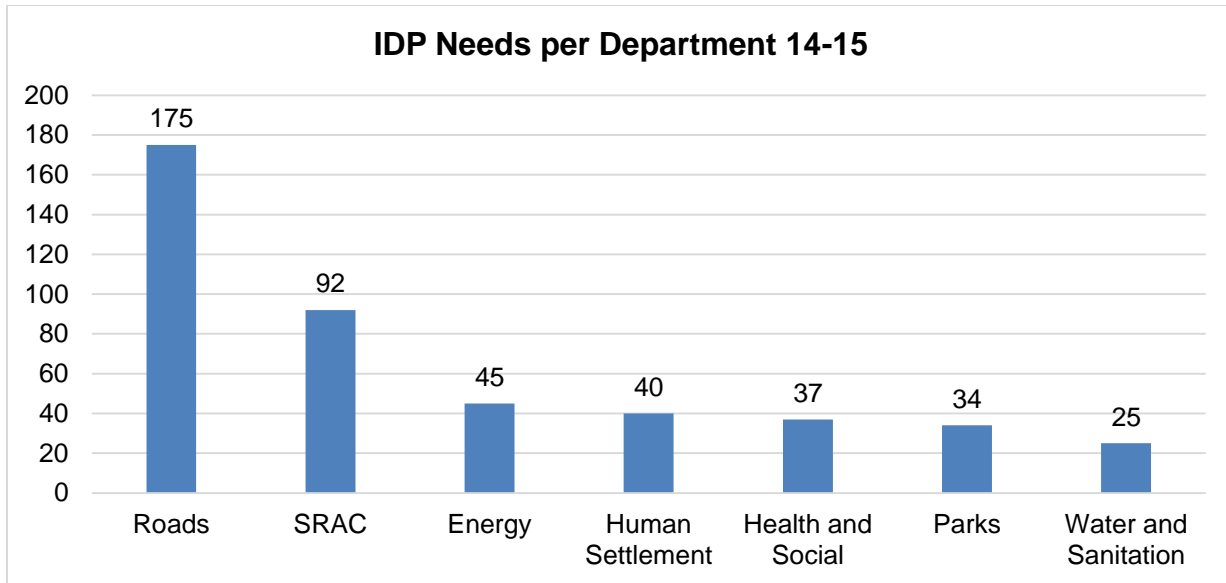


Figure: IDP NEEDS PER DEPARTMENT 14-15

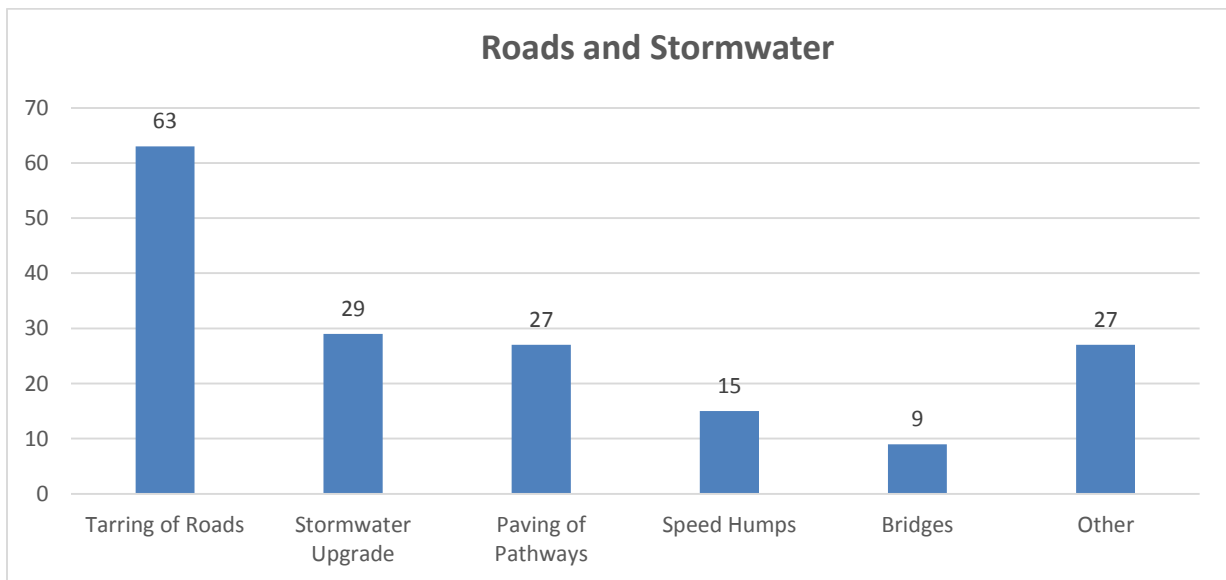


Departmental Breakdown of the ward needs for 16/17 financial year.

Only a few examples will be provided in this analysis.

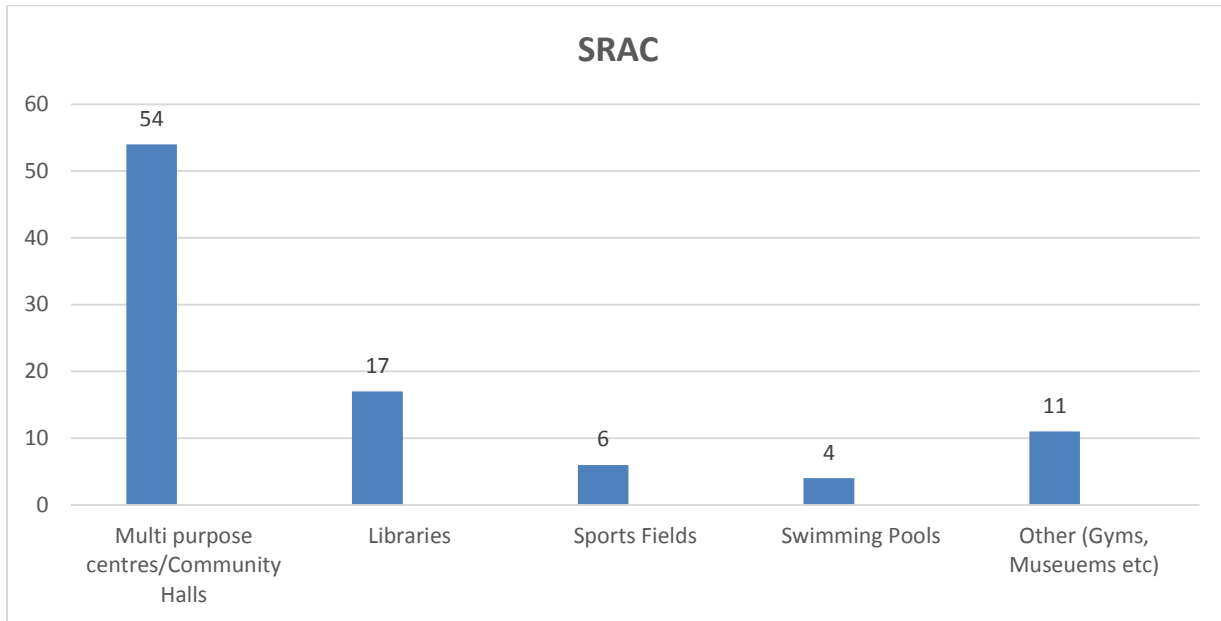
In terms of the Roads and Stormwater Department, the highest number of ward needs was for the tarring of roads, followed by stormwater upgrade, paving of pathways and speed humps.

Figure: Roads and Stormwater IDP ward needs



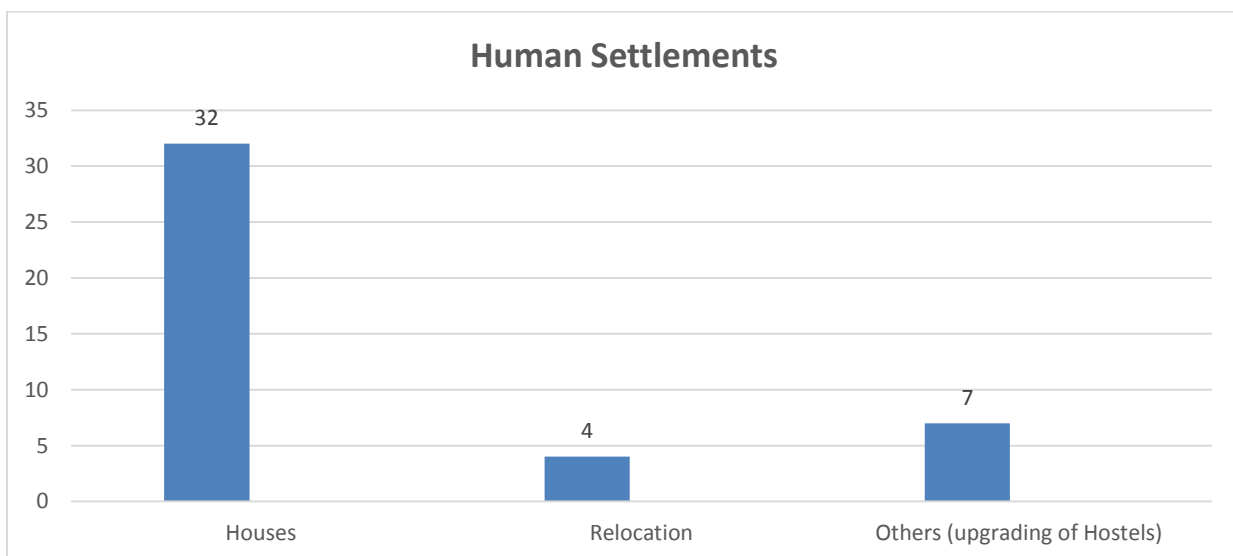
In terms of the Sports, Arts, Sports and Recreation Department, the highest number of needs was for multi-purpose sports centres/ community halls, followed by libraries and sports fields.

Figure: Sports, Arts, Culture and Recreation IDP ward needs



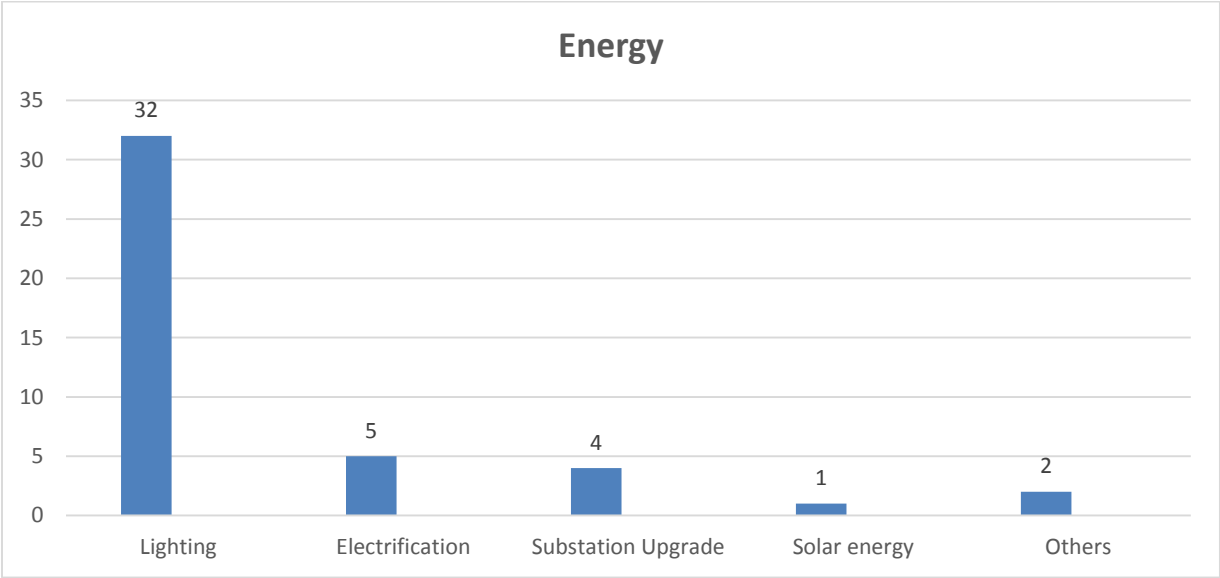
For Human Settlements Department the highest number where for houses, followed by upgrades (hostels), and relocations.

Figure: Human Settlements IDP Ward Needs



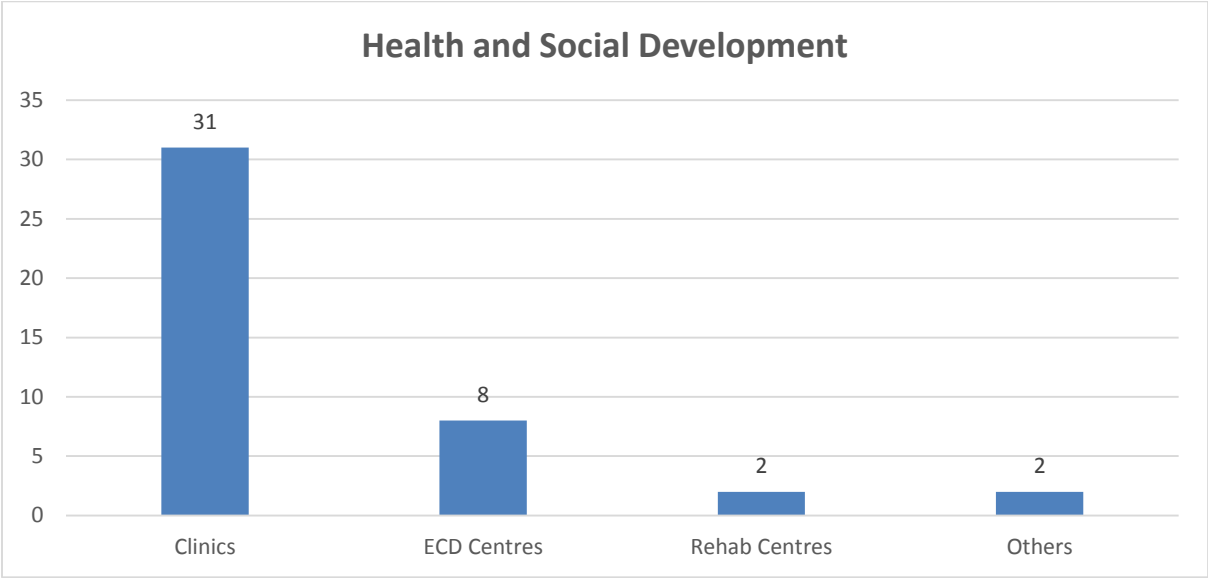
In terms of the Energy Department, the highest number of needs were for lighting, followed by electrification and substation upgrades.

Figure: Energy IDP Ward Needs



With regard to Health and Social, the request for clinics (even mobiles) was the highest followed by ECD Centres and Rehabilitation Centres.

Figure: Health and Social Development IDP Ward Needs



Detailed ward by ward needs are outlined below:

WARD 1

IDP Needs	Responsible Departments
Rehabilitation of Porcelain Road Bridge at Clayville Ext 21	Roads
Tarring of John Langalibalele Road from K111 Road (+/-350 meters)	Roads
Construction of walkways at Langalibalele Dube Road	Health
Bridge over storm-water channel in Duduza	Roads
Tarring of road link Ndlovu and Algeria	Roads

WARD 2

IDP Needs	Responsible Departments
Pedestrian Bridge between Makhulong section Zone 01 Makhulong	Roads
Construction of flats/RDP Houses and Kopanong sinking houses	Human Settlement
Construction of pay point at Tshepho Arts Centre	Finance
Road construction and storm water and humps in consultation with Councillor	Roads
Install high mast lights at Winnie Mandela Zone 1 and Hospital Hill	Energy

WARD 3

IDP Needs	Responsible Departments
Alternative land for relocation	Human Settlement
Building of Multipurpose Centre at Winnie Mandela Park	Roads
Satellite police station	SAPS
Extension of Winnie Mandela Clinic	Health
Upgrading and maintenance of sports facilities	SRAC

WARD 4

IDP Needs	Responsible Departments
Covering of open storm-water tunnel (Ext 7 Oakmore)	Water/Roads
Palisade fencing around Sethokga hostel for access control	Real Estate
New paving from Mala Street to Ndlovu crescent West and from Ndlovu Crescent East to Mala Street East.	Roads
New paving at Ext 7 Nare, Tsukudu and Bongo	Roads
High mast lights and street lights	Energy

WARD 5

IDP Needs	Responsible Departments
Pedestrian bridge at Ext 7 & Speed humps from Cnr Kanyama to Kangaroo Street	Roads
Library to be constructed at ERF No.1 Ecaleni, Emalaheni Coal Yard	SRAC
Passage walkways:-Mqantsa (Aligator & Rhino Black Street) -Sedibeng (Cnr Satalite & (Tuda Crescent))	Roads
Formalisation of Mqantsa gravel, Soccerfield	SRAC
Covering of open channel in Ext 7 Oakmoor from Sedebeng Sports Park via Boitumelong School	Roads / Water

WARD 6

IDP Needs	Responsible Departments
Widen of Street at Indulweni Section	Roads
Upgrading of sewer system at Indulweni, Isithame, Extension 26, Mashimong Section and Kopanong section	Water
Speed humps in all sections in consultation with the Councillor	Roads
Fencing of entire Ibazelo Park	Parks
Upgrading of stormwater pipe at thami mnyeke Drive (Sedibeng portion)	Water

WARD 7

IDP Needs	Responsible Departments
Sports centre (Tsenelong Ext 5) and Tlamatlama Park	SRAC
Walk ways / pavements and speed humps throughout Ward 7	Roads
Stormwater & roads Dr. Namane Dr. (Temong to Tlamatlama)	Roads
Community hall development in ward 7	SRAC
Installation of stormwater pipe at Letsikarana street	Roads

WARD 8

IDP Needs	Responsible Departments
Building of new school high and Primary School at Essellen Park	GDE
Multi sports grounds at Essellen parks (Recreational centre)	SRAC
New pay point at Essellen park	Finance
Multipurpose Park at lilliba and community Hall at Essellen Park	Parks
Fencing of the Dam at Essellen Park	Real Estate

WARD 9

IDP Needs	Responsible Departments
Formalization of soccer field next to Seotloane Primary School	SRAC
Walkways Prioritised – Mmaphake Kerstel, Spoonbill, Shoebill and roads etc. at ERF 9	Roads
Speedhumps at Secretary Bird, Nkankani and Lekgakabe streets	Roads
Construction of Clinic at 1773 Tembisa Ext 5	Health
Water meters at Difateng Section	Water

WARD 10

IDP Needs	Responsible Departments
Infrastructure: Umfuyaneni bridge (Benjamin Ntlhane road), Lekaneng bridge (upgrade), Nokeng Bridge.	Roads
Environmental Development: Canalizing of the streams	Environmental Development
High mast lights (Gwababa Street) Lekang Section Street lights (Lakaneng Ext (All of Lekaneng)	Energy
Sidewalk paving – Lekaneng street to Seagul street/ road, Nonyane street	Roads
Eco-Park next to Kgahlantsho Primary School	Parks

WARD 11

IDP Needs	Responsible Departments
Overhead bidges: Mpuyaneng to Plaza (Don Nkabinde)	Roads
Putting subsoil drain for KL's at Lawrence Phokanoka	Roads
Electrification of Ext 1 Mthambeka and Khayelitsha newly develop with +/- 81 houses	Energy
Stormwater pipe / drain a Esiqngweni section and Surrounding areas in consultation with ward councilor	Roads
Multipurpose centre with payment point at Endayeni unused taxi Rank next to Endayeni Shopping Centre	SRAC

WARD 12

IDP Needs	Responsible Departments
Sidewalks paving in Friendship town all streets	Roads
Building of community hall in Phomolong Extension of existing one	SRAC
Development of the sport ground including lighting and grand stands	SRAC
Building of rehab facilities at ERF 5150 for drug & alcohol and trauma centre	Social development
Installation of one set of robot and covering a canal alongside inauguration road	Roads

WARD 13

IDP Needs	Responsible Departments
Construction of 2 pedestrian bridges at Andrew Mapheto Drive, between Birch Acres Mall and Modderfontein Road	Roads
Building of Multipurpose Community Hall Centre	SRAC
Development of Sportsfield next to Phomolong Secondary	SRAC
Stormwater upgrading at Phomolong in particular Freedom Road, Khotso, Democracy, Magebula, Ricardo street	Roads
Extension of Phomolong Park in Joe Slovo with sports facility e.g. Netball court etc.	SRAC

WARD 14

IDP Needs	Responsible Departments
Pedestrian Bridge between Vusimuzi Section and Ethafeni Section	Roads
Sports ground at Ethafeni and Isivana Section	SRAC
Renaming of Streets: Ibaxa, Isivana, Thafeni and Jiyane Section	Roads
Re-allocation for water meters from inside yard to outside: Jiyane, IbaxaRDP Xiweni 2 lines and Isivana, 2 lines new house Sidiba	Water
Construction of Library at Enxiweni Section.	SRAC

WARD 15

IDP Needs	Responsible Departments
Installation of main sewer line in Sim Street, Glen Marais	Water
Completion of fencing in Silver Leaf avenue	Real Estate
Completion of paving from Rietfontein to Stephanus road and Beukes road, Glen Marias	Roads
Traffic relief from Eastern suburbs (Birchleigh/ Norkem Park to relieve Elgin bridge bottleneck)	Roads
Beautification of Birchleigh entrance, similar to Essellen Park entrance	Parks

WARD 16

IDP Needs	Responsible Departments
Upgrade of the EMPD office in Edleen	EMPD
Upgrade of the Media Centre at the Civic Centre	CRM Communications and Branding
Building of New Clinic in Kempton Park Next to Cnr Swart Road	Health
New fire station for Albertina Sisulu	DEMS
Upgrade of the swimming pool Cnr Highveld and Pienaar	SRAC

WARD 17

IDP Needs	Responsible Departments
Building of Community hall in Kempton Park West	SRAC
Upgrading of Spartan Clinic- including Dorothy road, signage and access	Health
Repairs, maintenance and upgrading of In –door sports facility including repairs to the roof and air-conditioning of Dries Niemand	SRAC
Fencing of both sides Zuurfontein Road, Kempton Park in Phases 1 & 2 and Phase 2 Cress lawn	Parks
Upgrading of roads, pavement & Stormwater in the Kempton Park CBD. – Central, West, Voortrekker, Pine Ave & Blockhouse	Roads

WARD 18

IDP Needs	Responsible Departments
Traffic lights at 4 th Avenue, 2 nd Street, Laurie Road and Aileen Road (Illiondale)	Roads
Rehabilitation of Mooderfotein, Spruit and Hurlyvale Spruit including Illiondale wetlands including Horwoods Farm’s dam	Environment Management
Collapse pavement Baker (Harris to Palliser) to provide for vehicles to pull off the road in places and provide Bollards to stop this in other section.	Roads
Upgrade paving around MV De Wet and Edenglen Primary schools and collapse some areas to provide taxi parking	Roads
Upgrade pavement on Eastside Laurie Road from R25 Terrace Road, Mkunu provision for taxi offloading areas, and on west side from R25 to Owen Road	Roads

WARD 19

IDP Needs	Responsible Departments
Refurbishment & upgrading of Edenvale Clinic.	Health
Paving and repair of pavements outside SAPS & Law courts at First Avenue	Roads
Paving and repairs of Avenues in Elm Street, Dowerglen Cnr Sycamore drive & Elm street	Roads
Upgrade taxi rank at 8 th avenue & 8 th street	Transport
Central Bridge Eastleigh Spruit protection	Roads

WARD 20

IDP Needs	Responsible Departments
Refurbishment of a substation at Stuart Park	Energy
<i>Allien vegetation BSNR removed</i>	
Taxi Rank to be built Cnr Kloof & Van Buuren Road	Transport
Upgrade of Bedfordview City Hall	SRAC
Upgrade of all Bridges for traffic Flow purpose	Roads

WARD 21

IDP Needs	Responsible Departments
Housing development at Makause informal settlement.	Human Settlement
Construction of a Community Hall with one stop centre for paying accounts, open ground Petunia & Poppy	SRAC
Upgrading and fencing of all 5 parks including. Bill Steward nature reserve (Fishershill side). Outdoor gym to be installed at all 5 Parks	Parks
Urban Renewal and upgrading of Primrose CBD.	CRM
Develop of taxi rank in Pretoria road, Primrose	Transport

WARD 22

IDP Needs	Responsible Departments
Upgrade of the following roads: - Hamba kahle – Anderbolt - Cason road - Trichard road - Groble – Beyerspark - All roads in Dawerglen	Roads
Upgrade of substation in Anderbolt	Energy
Upgrade of all parks in Ward 22	Parks
Taxi offloading bays in the following roads, Paul Smith, Casen road, North road and Trichardt Centenary Hall	Transport
Floodlights at Centenary Hall netball court	Energy

WARD 23

IDP Needs	Responsible Departments
Upgrade entire water supply system to Brentwood Park and surrounding area	Water
Improvement of Stormwater system north boundary of Bonaerodrive.	Roads
Improvement of Stormwater system De Hatland st Impala park	
Traffic lights to be installed on the corner of Celia Nestlad and Stokroos Street in Benoni	Roads
Additional parking bays and offloading bays to be created in front of Rebel fruit and veg at Star street in Atlasville	Transport
Reconstruction and resurface roads in Ronda Villa	Roads

WARD 24

IDP Needs	Responsible Departments
Upgrading of roads and storm water systems in Benoni small farms, Benoni Att, Fairleads, Cloverdene and Chief Albert Luthuli	Roads
Multipurpose Centre in Chief Albert Luthuli Housing a Library and a centre for the youth old aged and people of disabilities and Crystal Park	SRAC
New level 2 clinic in Chief Albert Luthuli Park	Health
Upgrade of water pipes in Brentwood Park, Benoni Small Farms, Benoni AH, and Cloverdene.	Water
Developments of Medditerian road include bridge at Chief Albert Luthuli.	Roads

WARD 25

IDP Needs	Responsible Departments
Tarring of new roads and Storm water at Mayfield Ext 5,7,8 (Mayfield ext 5 phase 1: Mvubu, Bejane, Shongololo,Tau, Ngonyama, Nyoni, Ndou, Etwatwa Ext 37 Arusha, Conakry, Windhook, Cabinda and Oran, Ext 8 Kgotsong, Lethabo, Hlobane, Phumolong and Masizakhe street	Roads
Building of a new clinic at Etwatwa Ext 37 and Mayfield Ext 5	Health
Early child development required at Etwatwa Ext 37	Social Development
Construction of a Multi-Purpose Complex with an indoor Sports Centre	SRAC
Paving of sidewalks at Sinaba, Mathews, Mkhonto, Britz, Zibisini, Yende, Shongwe Streets	Roads

WARD 26

IDP Needs	Responsible Departments
Tarring of Tsavo road at Extension 34.	Roads
Proclamation of Etwatwa Ext 34	City Development
Construction of a library at Etwatwa Ext 32	SRAC
Construction of a Clinic at Erf 34095 Etwatwa Ext 34	Health
Construction of a Taxi Rank at Barcelona	Transport

WARD 27

IDP Needs	Responsible Departments
Upgrade O'Rally Mery Road, Wattville, Mahogany x 4, Webstreet + Ash Street	Roads
The increase in densification through townhouse development and sub-division, water pressure must be improved or increased and the electricity supply should be secured.	Water Energy
Further, road maintenance remains essential to ensure that the cost of repair in the long term is kept as low as possible.	Roads
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).	Parks
Replace water pipes in the old suburbs of Benoni	Water

WARD 28

IDP Needs	Responsible Departments
PWD - Compliancy @Gauteng East Tennis Association	SRAC
The Drive-in Lakefield - Add in a pedestrian / cycle Lane approximately 2.5 KM	Roads
Street lights at country lane from Railway Bridge to Lake Hotels	Energy
Stormwater drains at Lionsear and Farramere Gardens and Curbs Stones. Investigate and repair the whole water (Severage in the whole of Ward 28)	Roads
Water pressure investigation and resolve for Lakefield, The Stewards and Westdene Water pressure at western extension to be increased or upgraded.	Water

WARD 29

IDP Needs	Responsible Departments
Replacement of water pipes, Actonville and Wattville across the Municipality	Water
Housing for backyard and sub tenants in Wattville and Actonville and home seekers, Hostel	Human Settlement
Upgrade of parks: Mabuya, Monare, Ghandi Street Park, Wadia & Bemingham Park and lighting in Parks	Parks
Resurfacing of all roads in Ward 29 with stormwater and caps. Actonville: Phatell, Thulisie, Singh Pazel, Wattville: Kekana, Dangatonga	Roads
Drug Rehabilitation Centre	Social Development

WARD 30

IDP Needs	Responsible Departments
Storm-water drainage to be installed at Spoornet, Lakeview and at Dube Street next to the Cemetery.	Roads
Old Wattville satellite Police Station to be rectified as One Stop Centre / offices.	SRAC
Taxi exchange line at Dube Street opposite Magalela School between Seselit & Rakele	Transport
Recreation facilities – Sesedi Park tennis court & the tennis court next to Etwatwa Secondary school to be revamped.	SRAC
Replacement of all old water pipes in ward 30 Wattville	Water

WARD 31

IDP Needs	Responsible Departments
Mogane Mlangeni, Abby Nyalunga, WCRC, Dabula, Jangu, Malele, Mamkele, Xaba, Maseko, Moni, Mathibela, Matlaisane Streets (in consultation with the ward Councilor)	Roads
Multipurpose Centre : Dalpark Extension 6, Minnebron (in consultation with the ward Councilor)	SRAC
Re-evaluation & rectification of the water pipeline system & valves in Tamboville, installation of new pipeline in Sebotsane street which are connected to a stronger water supply system (in consultation with the ward Councilor)	Water
Tarring of roads - Withok - Floors Street Tamboville - Mike, Louis Street and the rest of Sebotsane are Gravel & re-tar & expansion of Van Dyk road (in consultation with the ward Councilor)	Roads
Clinic: Dalpark and Tamboville	Health

WARD 32

IDP Needs	Responsible Departments
Rehab of Boksburg Lake	Parks
Extension of the Boksburg Civic Centre Clinic to accommodate the number of people attending (in consultation with the ward Councilor)	Health
Boksburg CBD Library – security cameras and alarms & IT Equipment (more computers) More computers for children training centre in library	SRAC
Boksburg City Stadium – track maintenance, ablution maintenance & concrete palisade fence maintenance	SRAC
Storm-water problems, a seasonal occurrence at Trichard Street (Cason), Hospital & Railway Street (Plantation) at Railway Subway (CBD) & Albu, Konig Koenage Street between Boksburg High School	Roads

& CBC School and storm-water problem in Albu Street between Boksburg High School and CBC School	
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WARD 33

IDP Needs	Responsible Departments
Clinic – Permanent structure needed.	Health
Toilets in Ulama, Jerusalem, Kanana & Angelo. Security needed too.	Human Settlement
Pedestrian crossing from Wit deep Road & Main Reef Road and in all schools in Ward 33	Roads
Request for 6 informal grounds to be graded (Cornet, Angelo, Delmore) 3 informal grounds in Delmore and New ground in Lillianton	Human Settlement
Beautification of Parks in the entire ward.	Parks

WARD 34

IDP Needs	Responsible Departments
Housing for Reiger Park back yard and Joe Slovo informal settlements.	Human Settlement
Additional High Mast lights within the ward and the installation of the Solar System in Joe Slovo informal settlement.	Energy
Stormwater Trench by Cnr St Antony's and Abram Foster to be opened.	Roads
Refurbishment and Maintenance of Reiger Park flats (Sewer network needs upgrade)	Human Settlement
Refurbishment of the Grand Stand at C.J. Clements Stadium in Reiger Park	SRAC

WARD 35

IDP Needs	Responsible Departments
Dukathole Housing development (Ext 8)	Human Settlement
Construction of a new community recreational Hall in Ext 9	SRAC
Ext 8 & 9 roads construction	Roads
New Dukathole Clinic	Health
New Secondary School next to Extension 9	GDE

WARD 36

IDP Needs	Responsible Departments
Upgrading of buildings in Germiston lake grounds c/o Kingfisher, Nandos and Caretaker house	Parks
Rehabilitation of Alberton weir and filtration plant	Environment Management

Building of a new water resolver in Russel, Germiston airport	Water
Resurfacing or refinery between power street and railway bridge up to freeway entrance, Jack street in consultation with councilor.	Roads
Upgrading of Berrange park in consultation with ward committee and ward councilor.	Parks

WARD 37

IDP Needs	Responsible Departments
Upgrading of Boulevard Road	Road
Turn the old town hall into a museum	SRAC
Paving in Alberton North to be replaced	Roads
Fencing of Vlei street and 10th Avenue Parks	Real Estate
Sewerage and Stormwater network maintenance	Roads

WARD 38

IDP Needs	Responsible Departments
WA10 Sewer system upgrading project in Brackendowns and Brackens and Brackenhurst	Water
Resurfusing at the following streets: MC Bride, Hemic Alberts, Vermooten, Palala and Lily streets	Roads
Upgrading of traffic signage and street signage in the ward	Roads
Refurbishment of electrical boxes in the ward	Energy
Street lights at Bufferspoort Street along Rand Water servitude between R59 and Bufferspoort	Energy

WARD 39

IDP Needs	Responsible Departments
Tarring of roads in Buhle Park (in Consultation with Councillor)	Roads
Tarring of Nectarine – Amandla, Boikotso Road	Roads
Widening of Osborne Road From Bridge over the Vlei to Van Dyk Road	Roads
Development of a park in open area % Cheam Crescent and Grassmere Road Dinwiddie	SRAC
Rehabilitation and fencing of Weideman Park in Elsburg	Parks

WARD 40

IDP Needs	Responsible Departments
Clinic in Buhle Park.	Health
Roads construction in Buhle park	Roads
Multi-purpose sport/recreational facilities in Spruitview.	SRAC
Refurbishment of Old Beerhall in Tshongweni Section, Katlehong	Real Estate
Upgrading of street lighting network in Roodekop ext. 31	Energy

WARD 41

IDP Needs	Responsible Departments
Construction of Inkongolo Thupello and Ekuphumleni streets at Roodekop Ext 22	Roads
Construction of Storm water drains at Kusasa, Lithemba and Luvuyo streets at Roodekop Ext 21	Roads
Construction of storm water drains at Sekete and Ndobe Crescent at Spruitview	Roads
Construction of Luvuyo street from corner Ndiphe & Luvuyo to Luvuyo street at Ward 95	Roads
Construction of Mfundo Street and completion of Funda Street – Rounderbult Ext 2	Roads

WARD 42

IDP Needs	Responsible Departments
Tarring of roads in Reiger Park Extension 5 (Ramaphosa)	Roads
Taxi rank in Egoli and Graceland	Transport
Family Skills Centre/ Community Hall in Ramaphosa	SRAC
Sidewalks in Both Reiger Park Ext 5 (Ramaphosa) and Egoli Village	Roads
Streets lights from the traffic lights to circle	Energy

WARD 43

IDP Needs	Responsible Departments
Library & community hall in Dawn Park	SRAC
Construction of the link Road from Windmill Park to North Boundry Road (The extension at Hewitt Drive)	Roads
Curbing and paving of West central Road Dawn Park	Roads
Protective structures for the Electricity boxes in Windmill Park	Energy
Protective structures for the electricity boxes in Dawn Park	Energy

WARD 44

IDP Needs	Responsible Departments
Primary school Ext 16 and 31	GDE

Upgrading of Moagi & Brick field road	Roads
Gym Park at sports ground next to Nageng School	Parks
Construction of Stormwater drainage in Ward 44	Roads
Rental stocks for Ward 44	Human Settlement

WARD 45

IDP Needs	Responsible Departments
Development of Ext 14 ground into a park with children playing equipment. It must fully flushed	Parks
Extension of extension 1 Clinic	Health
Construction of multipurpose cultural centre for Vosloorus	SRAC
Construction of tar roads at Villa Liza	Roads
Paving of sidewalks in Ward 45	Roads

WARD 46

IDP Needs	Responsible Departments
High mast lights at Levakako Extension & Phase 3 Ext 289	Energy
Construction of all outstanding roads at Phase 3, Ext 28	Roads
Stormwater drainage at Rest in Peace Ext 2 (Duglas Motsheng) and road kerbs at Rest in peace street Ext 2	Roads
Rezoning & Development of cycling Centre	City Development
Developing of sport grounds at Nkidi & Nyashego street at Extension 8	SRAC

WARD 47

IDP Needs	Responsible Departments
Tarring of roads: Botswana, Sefophe and Nanto	Roads
High mast lights at Nyoni Isekhebe, Inyauzani & Londoloza	Energy
Multipurpose centre for health facilities & skills development	SRAC
Development of parks; Mashila; Desert park; Ext 28	Parks
Development of sports facilities and recreational sports codes	SRAC

WARD 48

IDP Needs	Responsible Departments
Upgrade of Mofokeng pump	Water
Paving ground 9 school in the Ward	Roads
Installation of speed - humps	Roads
Construction of storm water drainage at Mokgampanyane & Blom streets	Roads

Construction of Mofokeng sport field to be fenced with the following facilities: Netball court, Soccer ground and Tennis court	SRAC
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WARD 49

IDP Needs	Responsible Departments
High mast lights: Poole street; Phooko section, Maitjibulo next Mopeu ground Street light from pilot station to Lindela station	Energy
Re build Stormwater system at Poole Street and Rhameteng street at Ngema Section	Roads
Development of Mini Multi-purpose Centre in Ward 49	SRAC
Development of Phake Park next to Maityibulo Primary School	Parks
Sidewalks from Katlehong High School to Lindela Station and Second street from Main road – Moseu street	Roads

WARD 50

IDP Needs	Responsible Departments
Economic hubs at 533 to 568 Moshoeshoe Section, Katlehong	Economic Development
Solar geysers the whole ward	Energy
Development of a Regional Park at 69 Twala (planting of grass and trees same as Sali Park in Ward 50)	Parks
Completion and Rehabilitation from Mabona street to Tshabalala Street	Roads
Provision of Master and street lights in consultation with Councillor	Energy

WARD 51

IDP Needs	Responsible Departments
Youth Centre Next to Monde Primary School	SRAC
Erection of Trading Stalls at Lamola Street next to Natalspruit station	Economic Development
Paving of sidewalks in consultation with Clr	Roads
Upgrade of sewer network in Ward 51	Water
Tarring of remaining roads	Roads

WARD 52

IDP Needs	Responsible Departments
Develop a multipurpose park (Tennis court, netball, volleyball and basketball court) at stand no 2097 opposite DH William Hall Katlehong.	Parks
Develop an intermodal taxi rank at stand no 50/151 – IR near Natalspruit Hospital, Katlehong.	Transport
Develop a new Library near Katlehong CCC 1 Offices.	SRAC
Street lights at Letsoho Street Mandela Section, Katlehong and Serema Street, Mphilisweni Section, Thokoza.	Energy
Paving at Nhlapo, Basothong, Maphanga and Phumulamqashi Section	Roads

WARD 53

IDP Needs	Responsible Departments
Tarring and construction of one or more of the following streets Verbenia Ugagane, Ntloboshiyane Umqwaloth Kotloano Street	Roads
Development of Parks at are of the following areas: Thinasonke; Edenpark Ext 5 and Greenfield	Parks
Construct taxi rank at: Greenfields	Transport
Construction of stadium at Greenfield and renovation of Eden Park Stadium	SRAC
Installation of speed-humps at: -Umbrella (Green field main road) -Agmaat Daango (Edenpark Ext 5) -Thinasonke (Main road)	Roads

WARD 54

IDP Needs	Responsible Departments
Simelane circle 947 to 954 in Thiintwa to be extended	Roads
Relocation of Mavimbela families from 2 rooms housing into houses	Human Settlement
Construction or extending of 1 room houses in Thindwa Village (28 houses)	Human Settlement
Extension of Phenduka Clinic	Health
Paving of Mjivane, Mnyane, Ganya Mtambo, Mavimbela	Roads

WARD 55

IDP Needs	Responsible Departments
Construction 12 roads in Ward 55 in consultation with the Councilor at Mngadi, Salie, Hlongwane and Zuma Section.	Roads
Construction of stormwater drainage at Masakhane, Moya, Mova, Masango, Mandlevo, Tswelopele, Phokojoe, Myezane, and Corner Mohora and Matla Streets from Kwesine station to Thutong Bridge.	Roads
Extension of Goba Clinic at ERF 328	Health

Construction of Early Childhood Development Centre at Thokoza, Nkaki Street at Everest, Thokoza	Health and Social Development
Building of Skills Centre at Radebe Section, Katlehong at ERF 326	SRAC

WARD 56

IDP Needs	Responsible Departments
Upgrading of Storm Water drainage at Nkaki and Mokoena streets	Roads
Construction of Storm Water drainage at Tobatse -Tshele and Maphale streets	Roads
Construction of Storm Water between Mpye and Maronyane street	Roads
Upgrading of Storm water drainage between Mahano and Moepshe	Roads
Upgrading and refurbishment of Thokoza Monument	SRAC

WARD 57

IDP Needs	Responsible Departments
Tarring of roads Phola Park 2 near house 13270, Extension 5 Lesedi drive, 2 roads in Thinasonke x3	Roads
Paving of all passages in Phola Park Extension 1 & 2	Roads
Upgrade of Cosovo informal settlement	Human Settlements
Proclamation of township in Thinasonke Extension 3 & 4	City Planning
Naming of streets in Phola Park Ext 1 & 2	Roads

WARD 58

IDP Needs	Responsible Departments
Extension of existing PalmRidge library	SRAC
Construction of road in consultation with the Councillor in PalmRidge Ext 1 to 6 Pulamadiboho, Sphiwo, Mphumelelo, Qabaka, Lehadima, Nkungu, Manje, Bantam, Ghana	Roads
Multi- Purpose Centre Erf no. 5414 or 2747	SRAC
Early Childhood Centre a – Erf no. 5960	Social Development
Construction of an Old Age Home for senior citizens	Social Development

WARD 59

IDP Needs	Responsible Departments
Multipurpose skill centre 903 Likole Section	SRAC
Roads of Kwanele proper Kwanele South & Kwanele Extension 2 in consultation with the councilor	Roads
Roads at Likole Ext 1 & Likole Extension 2	Roads
Paving next to Ponego School	Roads
Development of formal sports complex 811 with toilets change rooms, grand stands, lights & fenced around.	SRAC

WARD 60

IDP Needs	Responsible Departments
Tarring of Ramokonupi Roads in consultation with the Councillor	Roads
Tarring of Siluma roads in the consultation with the Councillor	Roads
Upgrading of Khumalo Park and fencing around it. (Fencing and park furniture)	Parks
Construction of multipurpose sports Centre in Moleleki proper	SRAC
Calvert coverage of storm-water stream between Khumalo valley and Siluma view	Roads

WARD 61

IDP Needs	Responsible Departments
Tarring of roads Zonkizizwe in consultation with the Councillor	Roads
Tarring of roads Magagula heights in consultation with the Councillor	Roads
Alternative housing – build flats (2500 units), there is congestion in residential stands and this requires alternative human settlements due to the lack of land.	Human Settlement
Tarring of roads in Zonkizizwe	Roads
Tarring of roads in Palm Ridge Ext 9	Roads

WARD 62

IDP Needs	Responsible Departments
Execution of First Avenue from corner Kgotso Street to Vosloorus with storm water drainage and Roads	Roads
High mast lights throughout the ward and street lights at Khotso street	Energy
Sport and recreation multipurpose Centre at Zonkizizwe Ext 1 Erf 5000 and grading of informal grounds	SRAC
Housing development at Moleleki Ext 2 Block E & F, Zama Zama informal settlement, Zonkizizwe Ext 1 & 2	Human Settlement
Early childhood development Centre	Social Development

WARD 63

IDP Needs	Responsible Departments
Building of a new Auditorium Hall in Ward 63 at Erf 6221. The land is owned by the Municipality	SRAC
Construction of streets: Nobakhethwa, Tsie, Malefetsane, Lerumo, School street, Pherekong, Banzana, Tau, Shona, Hlakula, Masoko, Mmesa, Lwetse, Phato, Street next to 8090, Thobisi, Vikin, Sonyboy, Lamoen, Seretse, Gambia, Zambia, Comoros,	Roads

Zanzibar, Seychelles, Malawi, Sudan, Egypt, Togo, Phundungwane, Hlakubele, Tsholofelo, Tshitwe, Mphelane, Ntaka, Thahameso, Kgatleng, Langa, Seho, Pudumo, Silumko, Matsitela, Chingwedzi, Somalia and Cameroon streets	
Building of second Clinic with waiting rooms in Ext 20 at ERF 21567. The land is owned by EMM	Health
Development for Thusong Squatter Camp (Stands allocation, roads and sanitation) at Stand number 7049 & 7050 Zonkizizwe Ext 2. Land is owned by EMM	Human Settlement
Building of new Public Taxi rank, The land is owned by EMM	Transport

WARD 64

IDP Needs	Responsible Departments
Completing of Moagi Street up to Tambokies cemetery.	Roads
Taxi Rank in Ext 28, 25 & 14 (Erf 11531)	Transport
Roads & Stormwater Ext 28 Portion 18, 25, 50 & 53 Phase 5	Roads
Mobile police station at Ext 28	SAPS
Multipurpose Centre at Ext 28	SRAC

WARD 65

IDP Needs	Responsible Departments
Paving of sites in all extensions	Roads
Electrification of Etwatwa Ext 6 ,18 and 19, Erection of street lights at Reuben and Tsipi Noto street, Sam Ntuli, Rathoga, Enoch, Mqamelo and Thembisile streets	Energy
Installation of storm water in Reuben, Sam Ntuli and Tsipi Noto streets	Roads
Construction of a Multi-Purpose sports complex with an indoor Sports Centre at Erf 26252 Etwatwa Ext 36	SRAC
Tarring of Mgcina, Phethu, Makhubo and Mthunzi Streets	Roads

WARD 66

IDP Needs	Responsible Departments
Construction of a Multi-Purpose sports complex with an indoor Sports Centre at Etwatwa Ext 24	SRAC
Housing Development Phase 3, Extension 9	Human Settlement
Upgrading of the Chris Hani Sports complex	SRAC
Tarring of Mayelane, 18 th , 29 th , Shelduck and Bishop Streets	Roads
Erection of high mast lights at Thabethe and Ngwenya streets Ext 24, Data street Ext 9	Energy

WARD 67

IDP Needs	Responsible Departments
Tarring of roads – Hlathikhulu, Bapong Exolweni, Thanduxolo, Thabaneng & Slovo Park street	Roads
Multipurpose Hall (in consultation with the councilor) at Thulani Village	SRAC
Converting an old clinic to a multipurpose Centre of Etwatwa West	SRAC
Development of housing project at Etwatwa West	Human Settlement
Street lights – Sikhutlong, Tladi Letswalo Gedion Nkomo	Energy

WARD 68

IDP Needs	Responsible Departments
Street lights at Chris Hani Ext 2 and Parks at Chris Hani Ext 2	Energy
Centre for Disabled	Health and Social Development
Building of houses at Chris Hani Ext 2	Human Settlements
Tarring of all roads at Chris Hani Ext 1 & 2 and upgrade of Stormwater drainage at Chris Hani at Ext 2	Roads
Taxi Rank construction	Transport

WARD 69

IDP Needs	Responsible Departments
Recreational Facility next to Lerule and Kuzimisela	SRAC
97 Houses channeled to be renewed	Human Settlement
Paving of Turton street from Lobedu to Ext 3. (Hawkers stalks) Build a proper taxi rank in Turton and also passenger shelters Renewal of Sinaba Stadium Street	Roads Transport
Tarring of Vivien drive, channeling of the bridge for between Ext 1 & 2 for the safety of the children tarring of all passages and incoming	Roads
Sinaba Stadium security needed day and night (urgently) Rehabilitation of Quarry Youth centre, family Parks & recreational centre.	SRAC

WARD 70

IDP Needs	Responsible Departments
Paving of Sidewalks	Roads
Upgrading of Taxi Rank in the CBD	Transport
Repairs of Cracked houses for Elderly	Human Settlement

Resource Centre at Shezi Street (i.e drop in Centre space, recycling space, community development center to be used by elderly for training and the youth for recreational)	SRAC
Upgrading of Sewer System for the ward	Water

WARD 71

IDP Needs	Responsible Departments
Paving of Marivate Street (Sidewalk)	Roads
Installation of two high mast lights in Lindelani. Nomathamsanqa Park, Saints Ground, Mabuya ground, Passage lights	Energy
Installation of water standpipes in Lindelani	Water
Installation of Stormwater drainage in Heald and Ngomane Street	Roads
Lindelani Housing Project	Human Settlement
Building of a new clinic Lindelani	Health
Memorial Park at Nomathamsanqa Park	SRAC
Installation of Gym equipment's at Nomathamsanqa Park	SRAC

WARD 72

IDP Needs	Responsible Departments
Formalize housing for Gugulethu, Skomplaas and Everest informal settlements and do the reticulation.	Human Settlement
Barketon Community Clinic	Health
Upgrading of a park in Dersely Park (corner Lovefield and Episode street behind the shops) and Erection of New Park opposite Payneville school	Parks
High mast lights in Gugulethu Informal Settlement	Energy
Upgrade of Barketon Stadium	SRAC

WARD 73

IDP Needs	Responsible Departments
New Community Hall and ECD in Kingsway.	SRAC Social Development
New roads need to be tarred at Kingsway township.	Roads
Upgrading of water pipes in Rynsoord & New Modder and Kingsway to address the water pressure.	Water
Rehabilitation of Parks at New Modder and Kingsway along main Reef and New Modder.	Parks
Upgrading of sewerage system in Kingsway township.	Roads

WARD 74

IDP Needs	Responsible Departments
Reconstruction of houses at Mkhankwa, Sallies and separation of houses in Tornado and Phulolo	Human Settlements
Refurbishment of Mohla, Lerutle and Khumalo street Moscow, Helsilk, Berline, Anthensi, Toyko, Havanna	Roads
Request for curbing at the access road corner Lerutle and Luthumbu & Habedi street	Roads
Request to remove overhead cables of electricity to underground at Reedville area	Energy
Sealing off Stormwater drainage at Mashila street and Ottawa at Reedville.	Roads

WARD 75

IDP Needs	Responsible Departments
Never-Never informal settlement in Springs needs Housing development.	Human Settlement
Refurbishment of Pam Brink Stadium	SRAC
Refurbishment of the dam opposite Rus 'n bietjie retirement home.	Environmental development
Roads traffic calming measures to be implemented at all schools at ward 75	Roads
Paving of streets 9, 11, 12 Avenues at Welgedacht	Roads

WARD 76

IDP Needs	Responsible Departments
Houses in the N17 and Hollywood 4 Kwasa Village, Daggafontein	Human Settlement
Mobile Clinic for all the areas in the ward	Health
Road construction: Selcourt - Crater lande, Struitspult – Raven Street	Roads
Electricity in the Informal Settlement.	Energy
Identify 2 nd phase development of selection park swimming pool.	SRAC

WARD 77

IDP Needs	Responsible Departments
Tarring of roads: Chiloane, Mphahlela, Mbhele, Holomisa, Malume, Sokhela, Machadibara Kope, Matsimela, Rantlha & Mc Beth	Roads
Construction of Primary School at Ext 3 Barcelona.	GDE
Multipurpose Centre with a Library at Kgaswane and Thabadi	SRAC
Construction of a Police Station	SAPS
Construction of Fire Station in ward 77	DEMS

WARD 78

IDP Needs	Responsible Departments
Roofing of old houses at Over line.	Human Settlement
Second Phase of Kwa-Thema stadium and Ndaba tree	SRAC
Development of a park with wetland	Environmental Development Parks
Upgrading of Soup Kitchen	Economic Development
Upgrading of tennis court in Highlights Section	SRAC

WARD 79

IDP Needs	Responsible Departments
Rezoning of 10 parks into residential area	City Development
Rezoning of 2 schools stands into residential area: 4652, 4653, 4900, 4737, 4773, 4710	GDE
Sport Complex at Langaville Extension 7 at Ward 79	SRAC
Electrification at Langaville Ward 79	Energy
Tarring of roads and storm water: Robin Island at Ext 8 – Ward 79, Madunani 425 Area, access road at the New Houses next to Pick n' Pay, Makuadzana, Chris Hani, Ndawo, Tshabalala, Msia and Sobukwe	Roads

WARD 80

IDP Needs	Responsible Departments
Reconstruction of the following roads: Siwisa, Sibanyoni, Sereme, Ndzeku, Twala, Mthethwa, Mashi, Phuthigae, Tantsi, Zwane	Roads
Paving of passages: Masimini, Ext 6, Rest-in-Peace	Roads
Request to rebuild houses at 3 room houses of Mafika street	Human Settlement
Reconstruction of library at Rest in peace at corner Kota and Thema road	SRAC
Construction of a community hall in ward 80	SRAC

WARD 81

IDP Needs	Responsible Departments
Construction Of Roads: Papi Ndlovu, Khululeka, Khazimula Street (Ext 6), Mhlongo Street (12B), Mfazazane street (Ext 4)	Roads

Bridge over stormwater (Sam-Sam, Skhumbane, Thami Mtshazo Street)	
Community Park: (Between Ext 12 & Ext 18 Open Field, Between Ext 1 & Ext 2 open filed)	Parks
Sport Complex multipurpose in Ext 4	SRAC
Expansion of Raditsela Clinic	Health
Secondary school in Extension 5	GDE

WARD 82

IDP Needs	Responsible Departments
Roads & storm-water	Roads
Speed humps in all main roads	Roads
Vehicle testing station	Licensing
Multi-purpose Cultural Centre with Auditorium with complete Sports & Recreational Facilities with swimming pool	SRAC
Mechanical workshop - Car City	Gauteng Transport

WARD 83

IDP Needs	Responsible Departments
Road construction completes with Storm Water drains to all streets in ward 83. Shabalala, Marambane, Mlabe, Thaise, Nhlapho, Mkhonza, Mahole, Sithole, Ngwabe, Ndamase, Mkhize, Mbotho, Mashego, Mtungwa, Toyko, Makhosazana, Dikwanyana, Thabethe Ext 128	Roads
Converting of ± 80 shacks in Serviced Stands into RDP Houses, Repair Waterlogged and Cracked Houses to be fixed.	Human Settlements
Building of an ECD and Rehab Centre	Social development
Construction of an Indoor Sport Centre and Equipments	SRAC
Extension and Renovation of the Tsakane Public Library (Renaming and installation New Signage at the Library and New Clinic	SRAC

WARD 84

IDP Needs	Responsible Departments
New clinic to be constructed in Ext 17, to serve Ext 16,19 and 12b in Ward 84 Ext 16, 19 & 12B in Ward 84	Health
Primary school to be constructed in Ext 19 to serve Ext 17 and 17 in Ward 84	GDE
Early childhood to be constructed in Ext 3 Duduza in Ward 84	Social Development
Construction of Cornwell street in Ext 17, Thuthukani street in Ext 19, Sibongiseni street, Diale street in Ext 19 and construction of sidewalks in Zimu street, Madiba Street, Siphumelele street and Toyi Toyi street	Roads
Construction of water channel in Ext 16, Ward 84.	Water

WARD 85

IDP Needs	Responsible Departments
Tarring of roads: Mthunzi Avenues, Njelele, Shwabade, Malaza, Kotavushika & Vulindlela	Roads
Metro Police Present 944/40520 Ext 8	EMPD
New Storm-water: Thubelisha Extension 8 Rockville Thakado, and Modjadji Street	Roads
High school Extension 8.	GDE
Day Care Centre Ext 8	Social Development

WARD 86

IDP Needs	Responsible Departments
Tarring of roads: Mayekiso, (Masechaba)Maharaj, Maja Ext 9, Di Wetse Ext 19, Impela Ext 15, Francis Brown	Roads
Request for high mast lights (Street names will be submitted)	Energy
Building of Library at Ward 86	SRAC
Building of ECD	Social Development
Sidewalks at Gugulethu and Mandela	Roads

WARD 87

IDP Needs	Responsible Departments
A primary school must be constructed at Masechaba view Ext 2	GDE
Construction of house – Spoor water Development	Human Settlements
Tarring of roads, Robison Ext 1 & 4, Cool breeze & Lekope	Roads
Upgrading of formal soccer ground of Masechaba view @ Cnr. Ramaphosa and Lekope	SRAC
Swimming pool of Multipurpose Centre	SRAC

WARD 88

IDP Needs	Responsible Departments
Construction of a fully-fledged sports stadium and upgrade of Mackenzie stadium	SRAC
Construction of an indoor sports centre	SRAC
Tarring of Protea, Waterbok and Reebok streets	Roads
Wetland rehabilitation at Ma wag Ext 3	Environment Development
Rehabilitation of wetland X3 Ma-Way	Environmental Development

WARD 89

IDP Needs	Responsible Departments
Alternative land for Winnie Mandela and L&J informal settlement, to settle the communities	Human Settlement
Issuing of title deeds to beneficiaries of Tswelopele Ext 05 and Tembisa Ext 23	Human Settlement
Widening of Madiba Drive in Winnie Mandela Park	Roads
EMPD Precinct: Erf 2739	EMPD
Community Hall: Erf 5877	SRAC

WARD 90

IDP Needs	Responsible Departments
Upgrade informal settlement (proper stands with sustainable sanitation) Emhlangeni stands No. 316, 317, 318, 319, 320. Vusimuzi, Two line and Mangosuthu 1 and 2	Human Settlement
Relocation of congested and under electric pylons informal settlement for construction of roads and storm	Energy Roads
Building of early childhood development (ECD) centre at ERF 124/stand and a Hall at No. 210/124	Social Development
Proclamation of the following stands: 124/618, 619, 620, 621, 622, 623, 624, 159, 463, 462, 795 and 208	City Development
Transform Castel Hostel: Amour Foundation – stand no 303. Private school into a public primary school	GDE

WARD 91

IDP Needs	Responsible Departments
Community Hall with Clinic and Library in Birch Acres Ext 23-44.	SRAC Health
Community Hall with Clinic and Library in Esselen Park Ext 3.	SRAC Health
Upgrade, extending and refurbishment of the Birchleigh North Clinic.	Health
Proper sanitation (Flushing toilets) for every shack in the Sophia Town Informal Settlement.	Water
Pedestrian Bridge and paved walkways across stream/ spruit from Malvina Road/ Pongola Drive linking with Frikkie Street, Birchleigh North	Roads

WARD 92

IDP Needs	Responsible Departments
Rehabilitation and upgrading of electricity network in Northern Germiston with Elandsfontein / Elandsfontein Rail being a priority	Energy

where there are small cables that need to be upgraded, inclusive of Sunny Ridge & Sunny Rock	
Upgrade / stabilize the power supply to Windsor pump station (Water and Energy department)	Water
Refurbishment of sewer infrastructure at Elandsfontein Rail	Roads
Upgrade Stormwater systems along Ridge Road ,Leith Road, Bardene	Roads
Development of ERF 40/63 IR between Olifant, Serenade, Amber and Kraft Roads, Elandsfontein	City Planning

WARD 93

IDP Needs	Responsible Departments
High mast light – Delmore gardens	Energy
High mast light – Delport Informal Settlements	Energy
Repair Bridge – Goodhope informal settlement	Roads
Housing – Goodhope informal settlement	Human Settlement
Housing- Marathon and Delport Informal settlement and Driefontein Informal Settlement	Human Settlement

WARD 94

IDP Needs	Responsible Departments
Mobile Clinic in Mayberry Park	Health
Traffic calming measures S.G Strydom	Roads
Upgrade pavement J.G. Strydom & Potgieter	Roads
Upgrade of Palamino & Pinotage Roads	Roads
Upgrade of road surface JG Strydom	Roads

WARD 95

IDP Needs	Responsible Departments
Tarring of outstanding roads at roads at Lefokotsane, Road and paving at Lefokotsane street	Roads
Stormwater drainage entire ward 95. Critical areas (1) Khoza (2) Mabuya (3)Mabaso (4) Mabanga (5) Mabuza, Lefokotsane, Mbuzane	Roads
High mast lights in Mapleton Ext 10 and 12 Street lights at Kgosana, Khoza, Mabuya, Gampu street	Energy
Development of Parks at Mapleton Ext 10 and Erf 544 Hlophe & Gampu Street	Parks

Mobile clinic at Mapleton Ext 10 (Land has been identified for permanent structure)	Health
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WARD 96

IDP Needs	Responsible Departments
New Clinic –Mayfield Extension 8	Health
Construction of access road Mayfield Ext. 6,7 and 12 : Nebiya, Levyte, Tshukudu, Tau,Metsweding, Kwekwezi Streets	Roads
Houses, sanitation and water Mayfield Ext 1	Human settlements Water
Community Hall Ext 6 Mayfield Erf 9281 or 5761 Ext 6	SRAC
New Human Settlements Mayfield Ext 6 Erf 4185,9570,	Human settlements

WARD 97

IDP Needs	Responsible Departments
Reconstruction of Gifboom and Cypress Streets	Roads
Multipurpose Centre Leachville Ext 3	SRAC
Relocation of State Mines/Housing	Human settlements
Relocation of Weltevreden Settlement	Human Settlements
Infrastructure Development of Sewer at Leachville Ext 3,	Water

WARD 98

IDP Needs	Responsible Departments
John Dube construction of roads	Roads
Streetlights: Lekope, Letsapa, Ndudula Street	Energy
Sidewalks: Lekope, Lestapa, Jacobs and Ndudula	Roads
Bridge: Canal Corner Leopeng and Mabuza Street	Roads
Sports facilities Dunnottar/John Dube Village	SRAC

WARD 99

IDP Needs	Responsible Departments
Clinic for Windmill Park Extension 8 & 9 including Lindelani and D Section. Erf 969 Central Road	Health
Community Hall (Windmill Park)	SRAC
Police Station (Windmill Park)	SAPS
High Mast Lights in Villa Lisa Extension 3 Geluksdal and Extension 8, 9 Windmill Park.	Energy

Storm-water reticulation in all of ward 99. Cnr Adolf and Curtis, No. 1355 Geluksdal Ext 1 and Falcon Street	Roads
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WARD 100

IDP Needs	Responsible Departments
Install street lights in the following areas: Bredell, Pomona Agricultural Holdings, Marister Agricultural Holdings and Benoni Agricultural Holdings and Hospital View Tembisa	Energy
Water: Bredell – Improve the low water pressure system Pomona – improve the low water pressure system Benoni AH – Improve the low pressure system Hospital View – relocating the midblock water meters	Water
Library and Multipurpose Centre in Hospital View	SRAC
Provide change rooms complete with all facilities, provide caretakers cottage, provide spectators stands, provide proper sprinkler system for the soccer field, paved walkways	SRAC
Full operational Medical clinic in Benoni AH	Health

WARD 101

IDP Needs	Responsible Departments
Multipurpose sports facility in Ext 7, 11695, Palmridge	SRAC
Tarring of Mqandane street to connect to Zonkizizwe	Roads
Community Hall with a library	SRAC
Taxi Rank in Ext 7 Palm Ridge	Transport
Tarring of the following streets: Umphefumulo, Empangeni, Mbali Mgugu, uMsebenzi, Asparagus, Halalisa, Gwavuma, Beneus	Roads

CHAPTER 7

7. REVIEW OF THE INTEGRATED DEVELOPMENT PLAN

7.1 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 five-year objectives, key performance indicators and targets for implementation which directly inform the SDBIP. The whole process was structured around supporting and working towards contributing to the achievement of the programmes set out in the GDS 2055.

In terms of Section 34 of the Municipal Systems Act, 32 of 2000, the Council must annually review its IDP in terms of a predetermined process. This process was adopted by Council on 30 August 2012. The review of the 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 the EMM;
- It must work towards the achievement of the EMM GDS 2055 programmes;
- Address the national outcomes set by Cabinet;
- Focus on basic service delivery in terms of the eradication of backlogs and the maintenance of existing infrastructure and community needs; and
- Applicable provincial plans and programmes. 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 IDP and SDBIP reviewing process. The IDP/SDBIP for 2016/2017 is organised and aligned to the GDS programmes and sub-programmes. This approach allows for continuity from the previous financial year and clearly demonstrates the linkage with National Development Plan. There is a seamless progression from the 2015/2016 financial year to the 2016/2017 financial year by retaining the critical indicators and extending existing indicators. The latter enables EMM to measure progress from one year to the next. The overall planning methodology of the EMM is results-based; therefore the focus is on the key results and not activities and outputs in the IDP. The strategic activities and associated outputs are detailed in the departmental SDBIP, to assess the overall implementation both the metro-wide SDBIP and the departmental SDBIP must be read together.

The outcomes of the engagements with various municipal departments are contained below in the metro-wide IDP and SDBIP.

7.2 IDP/SDBIP

INTRODUCTION

Through the IDP/SDBIP of the last few years, Ekurhuleni Metropolitan Municipality has laid a solid service delivery foundation that the current IDP/SDBIP is seeking to build on. Enormous strides have been made to change the lives and circumstances of our people. However much still has to be done in discharging the 2016/2017 IDP/SDBIP. This IDP/SDBIP provides a chance to continue the change process. It provides an opportunity – to improve efficiencies and effectiveness, thereby providing services to all community and fulfilling the mandate held by the Municipality.

The IDP/SDBIP for the 2016/2017 financial year is a continuation from the previous years, building on and extending the key results and outcomes. Once again the focus is on the most strategic results representing the core mandate of the metro. The 2016/2017 IDP/SDBIP is structured around the GDS programmes and sub-programmes and is aligned to the National Outcomes relevant and appropriate to the metros core business. This approach is completed by the departmental SDBIPs, and when looked at together provides insight into the overall implementation programme of the municipality.

NATIONAL OUTCOME: SUSTAINABLE HUMAN SETTLEMENTS

The inefficiencies and inequities in South Africa's settlement patterns are deeply entrenched as apartheid left a terrible spatial legacy (NDP: 2012), as described in the NDP, where people live and work matters. Apartheid planning consigned the majority of South Africans to places far away from work, where services could not be sustained and where it was difficult to access the benefits of society and participate fully in the economy. Towns and cities are highly fragmented imposing high costs on households and the economy.

Informal settlements and backyard shacks present a particular challenge related to the pursuit of economic livelihood opportunities linked to a fundamental shift in the structure of households and survivalist strategies. Most migrants utilise informal settlements, which constitute the most affordable housing as landing points in towns and cities. With a declining delivery rate of supply of public and private housing and the inability of migrants and other unskilled people to break into the labour market and improve incomes, they find it difficult to move out of shacks into more formal accommodation. The failure of housing developments, highlighted above; limited public financial resources, and other logistic challenges, have resulted in local government being unable to provide housing for all its citizens. This creates a need to provide rental housing for designated groups, based on income, which must usually not be above a specified maximum level. The metro has as part of its housing policy a number of social and rental housing Programme interventions to address the rental housing shortage.

At the core is the need to transform the functioning of human settlements and the workings of the space economy so as to observe meaningful and measurable progress in creating more functionally integrated, balanced and vibrant urban settlements by 2030. This requires institutional capabilities for effective coordination and spatial.

EMM GAUTENG CITY REGIONAL INTEGRATION

In support of the national outcome on sustainable human settlements, Ekurhuleni Metro has embarked on a number of programmes and sub-programmes that facilitates regional integration. The strategic intent is to enable a process of re-urbanisation of well-connected and networked spaces to ensure a compact and sustainable city, rejuvenate blighted and neglected areas, manage and channel growth, facilitate upward mobility in the formal and informal housing markets, cater for the needs of households requiring affordable accommodation in well located areas and provide efficient and affordable accessibility to places of work, shopping nodes and facilities within the City and the City Region. At the heart of Ekurhuleni's urbanisation challenge is an inability to meet needs and demands with current policies and supply modalities.

To address these challenges these challenges and deal with the elements of transformation towards sustainability with regard to matters such as public transport, linear metabolism and air-road-rail logistics, concerted action and integration at an inter metropolitan level will be required, as will the need to position the urban industrial complex from an economic development perspective, the following programmes will be implemented during the 2016/2017 financial year:

REGIONAL ACCESSIBLE PUBLIC TRANSPORT NETWORK DEVELOPMENT

The vision of the White Paper on National Transport Policy, 1996 is to provide safe, reliable, effective, efficient, and fully integrated transport operations and infrastructure which will best meet the needs of freight and passenger customers at improving levels of service and cost in a fashion which supports government strategies for economic and social development whilst being economically and environmentally sustainable.

There are a number of good reasons for improving the accessibility of public transport services. Improving accessibility is good for business. It improves the perceived quality of services and leads to satisfied customers. It also enables transport services for a wider group of customers at all times of the day and week. Improving accessibility means increasing access for people meeting physical and informational barriers. Accessible cities will enhance their reputation among their citizens, tourists and visitors by being known as inclusive cities or locations. Improving accessibility will attract passengers who would not previously have considered using public transport. This will improve both the sustainability and the effectiveness of the urban transport system. The most imperative reason is that all citizens have the right to participate in society on equal terms, and transport, in many ways, is the gateway to participation; that is, daily life, social and leisure activities, employment etc. The services are then available for more citizens and fewer other arrangements are needed. Legislative and regulatory frameworks also require accessible public transport systems.

The regional accessible public transport network development will be implemented through providing access to public transport by extending existing routes and building new routes thereby facilitating easier transit from one point to another. In addition, to ease traffic congestion the city has will continue

with the installation of LED lights in order to increase operational capacity and reduce any outages. For the 2016/2017- 2020/ 2021 financial years the following results are envisaged:

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2016/2017				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 3	2020/2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
Direct Outcome	Transport Planning & Provision	Improving quality of life through the provision of an efficient public transport system	1. Km of dedicated busways constructed.	12	3	0	0	0	3	3	2	2	2	The indicator tracks the number of km of bi-directional dedicated busways completed including sections across intersections.
Direct Outcome	Transport Planning & Provision	Improving quality of life through the provision of an efficient public transport system	2. Km of Harambee routes operationalized;	213	80	70	70	80	80	173	173	193	213	The indicator tracks the number of Km of Harambee Trunk, Complementary and Feeder routes operationalised.
Direct Outcome	Transport Planning & Provision	Improving quality of life through the provision of an efficient public transport system	3. KM of pedestrian and cyclist paths completed	100	15	3	5	10	15	15	20	25	25	The indicators tracks the number of KM of pedestrian and / or cyclist paths whose construction has been completed.

REGIONAL BROADBAND INFRASTRUCTURE NETWORKS DEVELOPMENT

Broadband is increasingly regarded as a strategic infrastructure essential to meeting the needs of knowledge economies and information societies, enabling economic and social inclusion and as a key determinant of global competitiveness. This is premised on the development not only of interlinked physical networks, but an entire connected ecosystem of services, applications and content that open up and create efficiency in information flows that improve productivity, stimulate innovation, resulting in diversity of services and increased demand, resulting in job creation and all this in ways that enable greater participation, transparency and accountability.

REGIONAL INTEGRATION:

This policy seeks to address some of the gaps between status of regional integration currently and the vision to achieve a 'Digital SADC' by 2027 which acknowledges that the key benefits from becoming a knowledge-based society are based on the provision of always-on affordable broadband connectivity delivering relevant content and useful applications by means of easy to use access devices. Making sure this happens by 2027 will require rapid and concerted efforts by all. The plan is to consolidate regional telecommunications networks to ensure that the region is fully interconnected nationally, regionally, inter-regionally and globally, through reliable and affordable fibre optic links. Every capital city in the Region is to be linked to all of its neighbours via at least two routes, and to at least two different cross-continental submarine networks. Affordable satellite based connectivity solution is available for remote areas outside the near-term reach of fibre infrastructure.

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2016/2017				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 3	2020/2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
Direct Outcome	ICT	Increased availability of customer applications facing	4. Percentage availability of enabled customer facing applications	99%	98%	98%	98%	98%	98%	99%	99%	99%	99%	<p>The indicator measures amount of time a specific service offered by a system/application is available without interruptions over a 24 hour period.</p> <p>Amount of time that service is available (number of days the application is available per quarter divided by 90 days)</p> <p>Absolute indicator (Library System, Prepaid System, Call Centre Systems, Cash drawer System, Esiyakhokha). Applications that are used by the Ekurhuleni Citizens.</p>
	ICT	Increased responsiveness to the prioritised ICT solutions	5. Number of solutions signed off by line managers	500	100	25	25	25	25	100	100	100	100	<p>This indicator tracks the number of solutions installed in response to a request by Client Departments.</p> <p>Solutions are capability enhancement added to an already implemented application or system to improve the business process and solution/application is automation of business processes</p>

Direct Outcome	Economic Development	Implement 5 Aerotropolis strategic projects	6. Number of Aerotropolis projects implemented	25	5	0	0	0	5	5	5	5	5	<p>The indicator tracks the implementation of 5 Aerotropolis strategic projects on the targeted date after the approval of the Aerotropolis Master Plan. • Five strategic projects to be implemented in the 15/16 financial year are as follows:</p> <ol style="list-style-type: none"> 1. Temperature-Controlled Cold Chain Village 2. Conference Hotel & Dining District 3. International Conference Centre 4. OR Tambo Air Cargo Logistics Hub 5. Gauteng Jewellery Precinct
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SUSTAINABLE SETTLEMENTS AND INFRASTRUCTURE

The NDP envisions that by 2030 South Africa will have a state that is capable of playing a developmental and transformative role. In broad terms such a state intervenes to support and guide planning, development and provision of infrastructure and basic services in such a way that benefits accrue across all of society with a specific emphasis on poor, marginalised and working households.

By 2030 we will have a developmental local state that is accountable, focused on citizen's priorities and capable of delivering high-quality services consistently and sustainably through cooperative governance and participatory democracy. In this scenario, local government is at the forefront of participatory democracy involving citizens in meaningful deliberations regarding governance and development; is responsive to citizens' priorities and enjoys high levels of trust and credibility amongst the public; whose employees are skilled, competent and committed to delivering quality services; is able to cost-effectively increase the quantity and quality of services and operates within a supportive and empowering intergovernmental system. Linked to sustainability is the need for local government to invest in integrated and a comprehensive basket of basic services infrastructure provision and maintenance.

This programme seeks to target the infrastructure, services and adequate shelter needs of the 1.5 million additional residents who will live in Ekurhuleni by 2055, as well to accommodate the on-going urbanisation and re-urbanisation needs of the people already living in Ekurhuleni. The programme will involve a demand-driven approach which seeks to meet the needs and capabilities of formal and informal household modalities within an evolutionary framework that enables adaptation and flexibility into the future. It will encompass provision of services and catering to the needs of households within the cycle of individual and household development and evolution. Simultaneously the City needs to grow, adapt and redefine its infrastructures in accordance with the emerging imperatives of resource availability, scarcity and sustainability. Government will commit to ensuring the supply of energy and water is reliable and sufficient for a growing economy, and that City's maintenance of distribution systems are appropriately allocated and funded. Already bold steps have been taken by the City in placing infrastructure at the forefront of its agenda to transform the economy and stimulate economic growth and job creation.

Although household access to tenure and basic services has improved, much remains to be done to further improve the livelihoods of poor people who continue to receive no or poor levels of service, especially in the more rural provinces. Throughout the post-1994 period, government has set very ambitious targets with regard to access to services, but universal access to functional infrastructure has been elusive primarily due to constraints in the availability, operation and maintenance of infrastructure and the application of appropriate delivery technologies in remote rural areas. Households having sustainable access to the five key services (water, sanitation, electricity, refuse removal and roads) remain a major policy and implementation emphasis. The key enabling activity is that each sector should organise itself into a service delivery management structure to plan and implement the delivery of basic services. The central task in this regard is for service delivery backlogs for each sector to be mapped and projects and funding coordinated per municipality to improve access to basic services.

INVEST IN ON -GRID LONG TERM INFRASTRUCTURE

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2016/2017				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 3	2020/2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
Direct Outcome	SRAC	Enhanced functionality of SRAC facilities in line with the departmental norms and standards.	7. Number of newly constructed library facilities that are functional	5	2	0	0	2	0	1	1	1	0	The indicator measures a newly constructed and functional library facility providing access to library and information services to clients.
	SRAC	Number of new functional arts , culture and heritage facilities	8. Number of newly constructed arts and culture facilities	1	1	0	1	0	0	0	0	0	0	The indicator measures the number of a newly constructed and completed Arts and Culture, Heritage facility.
	SRAC	Enhanced functionality of SRAC facilities in line with the departmental norms and standards.	9. Number of new functional sport and recreation facilities	3	1	0	0	0	1	1	1	0	0	The indicator tracks the total count of newly constructed and completed sport facilities providing access to recreational facilities in an open space
Direct Outcome	City Planning	Increased rehabilitation of sinkholes	10. Percentage of sinkholes rehabilitated	90%	85.0%	N/A	N/A	N/A	85.0%	90%	90%	90%	90%	The indicator measures the percentage of sinkholes rehabilitation. The City's landscape is 52% dolomitic. The intervention of rehabilitating land contributes towards increasing the amount of developable LAND. Land rehabilitated is measured in hectares (ha).

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2016/2017				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 3	2020/2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
Direct Outcome	City Planning	Increased efficiency with respect to the application process	11. Percentage of town planning applications finalised in accordance with the departmental business process flowchart applicable EMM Standards.	98%	94%	92.0%	92.50%	92.75%	94%	95%	96%	97%	98%	The indicator measures the amount (expressed in percentage) of town planning applications (rezoning and township establishment applications) in compliance with or following the departmental business process flow chart. The KPI reflects on the City's ability to provide certainty and predictability to stakeholders on the outcome of their applications.
Direct Outcome	Human Settlements	Increased roll out of housing units in support of integrated human settlement and transport orientated development	12. Number of subsidised housing units built.	21074	1074	250	250	280	294	4000	5500	6500	4000	The indicator tracks the number of subsidised housing unit built. The unit of measure is the number of units built per project. The indicator is calculated physically by counting the built houses per project.
Direct Outcome	Human Settlements	Increased procurement of well-located land in support of public transport	13. Number of hectares purchased	413	18	0	0	0	18	75	100	120	100	The unit of measure and analysis is hectares and or number or even per SG plan. The indicator is calculated based on the Surveyor General and the Title deed of the acquired land. The target is absolute for the quarter.

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2016/2017				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 3	2020/2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
Direct Outcome	Human Settlements	Servicing of stands for subsidised Human Settlements	14. Number of serviced stands for subsidised Human Settlements	48 689	1 708	0	0	0	1 708	9598	12000	10383	15000	The unit of measure and a unit of analysis is the stands for Subsidised Human Settlements proclaimed with access to water, sanitation, and handed over to a beneficiary. The indicator is calculated through a physical count and is an absolute target for the quarter.
	DEMS	Construct sustainable fire stations to meet dynamic functional and community needs	15. Number of fire stations constructed	5	1	0	0	0	1	1	1	1	1	This indicator measures the total count of fire stations constructed in order to improve the response ability of emergency services to meet emergency services attendance times.
Direct Outcome	Water and Sanitation (ERWAT)	Improve the effluent quality compliance	16. Number of wastewater treatment works complying 90% against the applicable water quality standards	95%	92%	88%	89%	91%	92%	91%	92%	94%	95%	The indicator measures the Water Quality analysis of all 19 Waste Water Treatment Works calculated as a percentage of parameters complying against the set standards as per Water Use Licences/exemptions. The percentage is then averaged to get the overall % compliance

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2016/2017				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 3	2020/2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
	Roads and Stormwater	Improved Management of key road assets	17. Km of roads network maintained	6 500	1 300	350	350	300	300	1300	1300	1300	1300	The indicator is tracking the kilometres of roads maintained in EMM. In this context the kilometres of roads maintained means a) the kilometres of strategic roads (Classes 1 to 3) maintained, b) the kilometres of secondary tarred roads (classes 4 and 5) maintained, c) the kilometres of gravel roads maintained d) the kilometres of informal gravel roads maintained and e) the road signs maintained expressed in kilometre terms (8 signs is equal to one equivalent kilometre). Maintenance of roads in this context means the reinstatement of the riding quality to an acceptable standard by addressing potholes, crack sealing, sealants, localised patching, overlays, grading of the road network, regravelling of roads etc. Target for Strategic Road Network maintained = 20km, target for Tarred Road network maintained = 59km, target for Gravel Road Network Maintained = 250km, Informal Road Network Maintained = 339km, target for Road Signage compliant to legislation = 870 equivalent km

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2016/2017				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 3	2020/2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
Direct Outcome	Roads and Stormwater	Improved management of key stormwater assets	18. Number of stormwater systems maintained	32 000	6 500	1 500	2 000	2 000	1 000	6375	6375	6375	6375	The indicator is tracking the number of stormwater systems maintained. In this context number of stormwater systems maintained means the number of stormwater systems and the number of attenuation dams maintained. In this context a SW System means a) an inlet with the associated conduit or part there-of maintained or b) an attenuation dam maintained to alleviate flooding. Stormwater Pipe and Channel Systems Maintained = 9000 systems
Direct Outcome	Health and Social Development	Increased access to primary health care services	19. Number of new health facilities constructed	11	5	2	1	0	2	0	3	3	0	The indicator measures the output of capital investment on infrastructural development programme by tracking the number newly constructed facilities to render Primary Health Care services.
Direct Outcome	Health and Social Development	Increased access to primary health care services	20. Number of newly constructed facilities that are functional	11	3	0	2	1	0	2	3	3	0	The indicator measures the functionality or tracks whether the newly constructed facilities are actively engaged in rendering Primary Health Care services.

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2016/2017				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 3	2020/2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
Direct Outcome	Energy	Increased provision of public lighting (street lights and high mast lights)	21. Number of high mast lights installed	400	80	0	20	30	30	80	80	80	80	The indicator tracks the installation and switch on of high mast lights and assists the collection of data on the number of high mast lights installed in a targeted planning cycle. High mast lighting is a tall pole, approximately 25 metres in height, with lighting attached to the top pointing to the ground. In instances where installation may have been completed in one reporting period and the installation is switched on in the next reporting period, the achievement is only reported in the period when the installation is switched on.

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2016/2017				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 3	2020/2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
Direct Outcome	Energy	Increased provision of public lighting (street lights and high mast lights)	22. Number of street lights installed	3 000	600	100	100	200	200	600	600	600	600	The indicator tracks the installation of street lights and assists the collection of data on the number of street lights installed in a targeted planning cycle. A street light is a raised source of light on the edge of a road, which is turned on/off at a pre-determined time. Modern lamps may also have light sensitive photocells to turn them on at dusk and off at dawn or automatically activate in dark weather. In instances where installation may have been completed in one reporting period and the installation is switched on in the next reporting period, the achievement is only reported in the period when the installation is switched on.
Direct outcome	Energy	Increased electrification of subsidized developments	23. Number of subsidized households electrified	30 000	6 000	1 000	1 000	2 000	2 000	6000	6000	6000	6000	The indicator tracks the number of low income earners' (subsidised) households provided with access to electricity in a targeted planning cycle.

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2016/2017				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 3	2020/2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
	Energy	Increased provision of reliable and sustainable electricity supply to all customers	24. Percentage downtime of network availability	0,8%	0,8%	0,8%	0,8%	0,8%	0,8%	0,8%	0,8%	0,8%	The indicator is measured in terms of a circular NRS 048-6 issued by NERSA. It seeks to address the impact on medium voltage (MV) customers' supply interruptions, caused by events on the medium voltage (MV), high voltage (HV) and extra high voltage (EHV) systems. The industry norm is set at 0,8%. A percentage below the industry norm indicates an improvement/ achievement.	
Direct Outcome	EDC	Increase access to Social and rental Housing	25. Number of new units to be constructed, transferred and acquired for rental housing	3 329	266	0	0	0	266	209	398	400	284	The indicator measures number of newly constructed units, or the transfer of EMM units or the acquisition of units.
Direct Outcome	Human Settlements	Increased number of households living in formal settlements provided with secure tenure and basic services	26. Number of informal settlements upgraded to formal townships	31	10	2	3	2	3	10	5	0	6	The indicator measures the number of townships established to reduce and eradicate the informal settlements and address the housing backlog. The unit of measure and analysis is done by determining the number 16. Number of informal settlements upgraded to formal townships.

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2016/2017				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 3	2020/2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
Direct Outcome	Human Settlements	Management of informal settlements	27. Number of informal settlements provided with minimum basic services	119	119	119	119	119	119	119	119	119	The indicator's unit of measure and analysis is the of number of informal settlements provided with minimum basic services in terms of the Informal Settlements Management Plan and Council's set standards. The indicator is calculated through a physical count and has an absolute target for the quarter.	
Direct Outcome	Water and Sanitation Services	Increased access to sanitation in EMM	28. Number of additional households in formal dwellings provided with sewer connections	7 500	1 500	350	350	350	450	1500	1500	1500	1500	The indicator tracks the number of additional households provided with access to a sewer connection.
Direct Outcome	Water and Sanitation Services	Increased access to water in EMM	29. Number of additional households in formal dwellings provided with water connections	7 500	1 500	350	350	350	450	1500	1500	1500	1500	The indicator tracks the number of additional households provided with access to a water connection.

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2016/2017				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 3	2020/2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
Direct Outcome	Energy	Increased implementation of energy efficient measures	30. No of PV Solar Lighting Units installed in Informal Settlements	50 000	10 000	2 500	2 500	2 500	2 500	10 000	10 000	10 000	10 000	The indicator tracks the installation of PV Solar lighting units in informal settlements. These portable solar units provide energy for four (4) globes and a cell phone charger.

NATIONAL OUTCOME: AN EFFICIENT, COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK

Over the years there has been inadequate investment in economic infrastructure and backlogs continue to grow. Consequently, economic growth has been constrained by a lack of infrastructure in some instances, and in other instance by the infrastructure going into disrepair due to inadequate investment in maintenance. The problem stems from lack of long term planning in a manner that takes into account projected economic demand growth. The lack of coordination between capital investment programmes by the public and private sectors, including its sequencing and financing leads to poor harnessing of potential synergies that exists.

The lack of infrastructure in Ekurhuleni has been identified in the GDS as a constraint to economic growth. While there is access to basic infrastructure such as water, electricity, sanitation etc., there is a correlation between access to electricity by households and economic growth (stimulate demands for other goods and services that rely on electricity). South Africa needs to invest in a strong network of economic infrastructure designed to support the country's medium- and long-term economic and social objectives. This economic infrastructure is a precondition for providing basic services such as electricity, water, sanitation, telecommunications and public transport, and it needs to be robust and extensive enough to meet industrial, commercial and household needs

The importance of investment in infrastructure to the socio-economic advancement of a nation cannot be overemphasized. Insufficient or poor infrastructure limits citizens' access to markets, as well as livelihood opportunities and services such as clean water, education, health, transport and communication. The importance of investment in infrastructure to the socio-economic advancement of a nation cannot be overemphasized. Therefore, to raise productivity growth countries must boost the rate of capital accumulation on the tangible capital such as plant and equipment, or intangible capital such as that generated by research and development expenditures.

Economic theory identifies five channels through which infrastructure can positively impact on economic growth: (i) Infrastructure may simply be regarded as a direct input into the production process and hence serve as a factor of production; (ii) infrastructure may be regarded as a complement to other inputs into the production process, in the sense that its improvements may lower the cost of production or its deficiency may create a number of costs for firms, (iii) infrastructure may stimulate factor accumulation through, for example, providing facilities for human capital development; (iv) infrastructure investment can also boost aggregate demand through increased expenditure during construction, and possibly during maintenance operations; and finally, (v) infrastructure investment can also serve as a tool to guide industrial policy²⁹; The City has activated this by investing in specific infrastructure projects with the intention of guiding private-sector investment decisions.

From the South African legislative perspective, notably the National Small Business Act 102 of 1996, SMMEs are categorised into five stages of development: (1) survivalist, (2) micro, (3) very small, (4) small and (5) medium-sized enterprises. Survivalist enterprises operate form part of the informal

²⁹ Fedderke and Garlick, 2008

economy, are undertaken by unemployed persons whose primary objective is to survive economically (Turner, Varghese & Walker 2008:8). Little capital is invested in survivalist enterprises and therefore they do not generate as much as necessary income and assets, the owners possess inappropriate business skills and training to run the business, and the opportunities for growing the business are limited.

JOB CREATING ECONOMIC GROWTH

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2015/2016				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 3	2020/2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
Direct Outcome	Economic Development	Increased sustainability of enterprises developed	31. Number of enterprises participating in the EMM's business incubation program	800	160	40	40	40	40	160	160	160	160	The indicator measures the enterprises that benefit through actively participating in the enterprise mentorship, business incubation and linkages as well as access to financial and other business support services provided by EMM for sustainability purposes.

NATIONAL OUTCOME: PROTECT AND ENHANCE OUR ENVIRONMENTAL ASSETS AND NATURAL RESOURCES

The NDP 2030 vision is that by 2030, South Africa's transition to an environmentally sustainable, climate-change resilient, low-carbon economy and just society will be well under way. The NDP 2030 envisages a phased trajectory over the three successive MTSF periods. In order to realise the NDP 2030 Vision for Environmental Sustainability and Resilience there are a number of immediate constraints that must be addressed. South Africa faces the challenge of deteriorating environmental quality due to pollution and natural resource degradation, destruction and/or depletion. If the current challenges are not effectively addressed they will exacerbate the rate of environmental degradation and have the potential to undo or undermine many of the positive advances made in meeting South Africa's own development goals and the Millennium Development Goals (MDGs) as well as the 2030 vision. In supporting the national outcome the following interventions will be implemented during the 2016/2017 financial year:

Air Quality - EMM is an industrial hub with multiple manufacturing and processing industries. Because of its heavy industries, EMM falls within the Highveld priority area which makes it highly susceptible to air pollution. "Ekurhuleni region has numerous sources of air pollution such as domestic coal burning, industries and mining, hence as the city aims to channel all resources to the improvement of air quality.

- **Climate Change** - South Africa is a significant contributor to greenhouse gas emissions and the country is also vulnerable to the impacts of climate change with adverse effects on inter alia socio-economic conditions, water, food security, health, natural resources and ecosystem services. In order to address increasing emissions of greenhouse gases, market-based instruments such as a carbon tax, carbon budgets and policy support for low-carbon technologies will be employed to ensure that greenhouse gas emissions peak, plateau and decline. There is also a need to enhance the resilience of people and the economy to adapt to the effects of climate change.

If climate variability is to increase, it is necessary to understand how climate impacts on the different sectors and their resultant vulnerabilities. This will focus attention on where priority intervention might reduce the impacts of climate change, and help cities to adapt rather than react when the damage has already been done. It is, therefore, necessary to develop a framework for adaptation to climate change at the municipal level in order to prioritize the most urgent local adaptation activities and identify the required local human and financial resources. In the 2016/2017 financial year the City will invest in the development of climate change response plans across the metro

- **Deployment of Renewable Energy Regimes** - At present, the commercial exploitation of South Africa's renewable energy sources is limited, but it is clear that the cost of renewable energy will continue to decline as the technologies mature. Increased use of renewables will require the introduction of new policies. The White Paper on Renewable Energy (2003) set a target of 4% of projected electricity demand for 2013 (DME 2003b). A strategy for implementing this target needs to be formulated, focussing on specific projects and their financing. The

government has often stated its intention to improve the local content of renewable energy technologies used in South Africa. Hence a policy should be set up for progressively increasing local content in the local manufacture of renewable technologies. Such a policy should be accompanied by government-sponsored enabling conditions for local technology. EMM in its bid to deploy renewable energy regimes will increase the accessing energy from renewable sources.

- **Promoting the Re-Use of Waste** - The GDS indicates the need to reduce the negative impact on the environment that is caused by waste throughout its life-span, from production to disposal, via recycling. This approach means that every item of waste is seen not only as a source of pollution to be reduced, but also as a potential resource to be exploited. The programmes that will be implemented during 2016/2017 will move towards limiting waste production. Certain techniques will be used to reduce the volume of waste are actually more polluting than others, even if using them means greater reductions in volume. The main focus of the strategy for preventing waste production is on reducing the environmental impact of waste and products that will become waste. In order to be effective, this impact must be reduced at every stage of a resource's life-span.

The strategy aims to promote the recycling sector in order to reintroduce waste into the economic cycle in the form of quality products, while at the same time minimising the negative environmental impact of doing so. Recycling targets could in the long run be set at appropriate levels, taking account of the characteristics of each material and the range of options for recycling it.

SUSTAINABLE NATURAL RESOURCE USE

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2016/2017				2017/2018	2018/2019	2019/2020	2020/2021	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June	YEAR 1	YEAR 2	YEAR 3	YEAR 4	
Direct Outcome	Energy	Increased generation of renewable energy, from alternative /renewable sources	32. Installed capacity of alternative/renewable power	10mw	2mw	0	0	0	2mw	2mw	2mw	2mw	2mw	<p>The indicator measures installed capacity of renewable energy.</p> <p>This renewable energy is installed through a process where gas is extracted from a landfill site and turned into renewable energy through a convention process.</p>

CONSERVING EXISTING ECOSYSTEM AND BIODIVERSITY

Investing in ecological infrastructure has its foundation in simultaneously identifying critical services flowing from naturally functioning ecosystems, and identifying those organisations that would benefit from or have a key responsibility for investing in these naturally functioning systems. The ecosystem services that are primarily being focused on for attracting investment in EMM are largely related to water and disaster risk reduction, with climate change adaptation elements in both of these (see Section three).

Within the South African context, **ecological infrastructure** refers to naturally functioning ecosystems that deliver valuable services to people, such as healthy mountain catchments, rivers, wetlands, coastal dunes, and nodes and corridors of natural habitat, which together form a network of interconnected structural elements in the landscape. Ecological infrastructure is therefore the asset, or stock, from which a range of valuable services flow. For the 2016/2017 financial year the focus will be on conserving and managing protected areas.

ENVIRONMENTAL GOVERNANCE

Managing the transition towards achievement of the vision will require strong institutional and governance mechanisms that create an enabling environment for stakeholders to contribute to the transition. The desired outcome includes the establishment of monitoring and evaluation mechanisms. Compliance mechanisms will also be improved to build a culture of compliance.

South Africa faces the triple challenge of poverty, inequality and unemployment which are aggravated by the increasingly negative environmental footprint of developments. To minimise this, economic development policies and infrastructure investments will need to consider the impact on the environment. Hence the main programme to be implemented during 2016/2017 will be the enforcement of by-laws of carbon reduction.

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2016/2017				2017/2018	2018/2019	2019/2020	2020/2021	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June	YEAR 1	YEAR 2	YEAR 3	YEAR 4	
Direct Outcome	Environmental Resource Management	Raised levels of environmental awareness	33. Number of beneficiaries reached with a relevant environmental campaign or program to increase their environmental awareness	85 000	15 000	3 750	7 500	11 250	15 000	17500	17500	17500	17500	The indicator tracks the number of individuals participating in an environmental awareness campaign or program will confirm his/her raised awareness. The SDBIP targets are cumulative.
Direct Outcome	Environmental Resource Management	Decreased vulnerability in EMM to the effects of climate change	34. Number of climate actions (mitigation and/or adaptation) implemented	20	4	1	1	1	1	4	4	4	4	The indicator tracks the actions implemented to cope better with the effects of climate change (adaptation includes infrastructure redesign, food security, efficient water use, preparations to handle storms, droughts and heat waves). Actions can also be implemented to reduce carbon emissions (mitigation includes energy efficiency, engineering to limit carbon emissions, flaring landfill gas, etc.).
Direct Outcome	Environmental Resource Management	Reduced pollution levels in EMM (Land, Water and Air	35. AIR: Number of actions taken to reduce air pollution	50	5	1	1	1	2	10	10	10	15	The indicator tracks the number of actions taken to reduce air pollution. Air pollution is addressed by early identification of sources through continuous data monitoring and evaluation of identified pollutants and comparison with set criteria. Actions (i.e. implementing AQMP, issuing of emissions licence, etc.) are taken to ensure that air pollution is reduced.

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2016/2017				2017/2018	2018/2019	2019/2020	2020/2021	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4	YEAR 1	YEAR 2	YEAR 3	YEAR 4	
						Sept	Dec	Mar	June					
Direct Outcome	Environmental Resource Management	Reduced pollution levels in EMM (Land, Water and Air)	36. LAND: Number of land areas rehabilitated	20	4	1	1	1	1	4	4	4	4	The indicator tracks the number of land rehabilitated. Rehabilitation of land areas indicates that an area was brought back to an acceptable or good/healthy operational state. Actions can include identification, clearing, planting and maintenance.
Direct Outcome	Environmental Resource Management	Reduced pollution levels in EMM (Land, Water and Air)	37. WATER: Number of water bodies rehabilitated	20	4	1	1	1	1	4	4	4	4	The indicator tracks the number of water bodies rehabilitated. Rehabilitation of a water body indicates that was brought back to an acceptable or good/healthy operational state. Actions can include identification, clearing, planting, and restoration of water bodies, water treatment and maintenance.
Direct Outcome	Environmental Resource Management	Increased compliance with environmental legislation	38. Number of EMM departments with an improved Environmental Compliance index score (Internal)	12	6	1	1	2	2	12	12	12	12	<p>This indicator tracks number of audited departments registering a positive improvement in their index score.</p> <p>An environmental compliance index is an index with criteria against which the departments' compliance is audited.</p> <p>The number of elements of the criteria that each department complies with is recorded to give a score per department. As a department complies with more elements of the criteria, the score of that department increases.</p>

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2016/2017				2017/2018	2018/2019	2019/2020	2020/2021	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4	YEAR 1	YEAR 2	YEAR 3	YEAR 4	
						Sept	Dec	Mar	June					
	Environmental Resource Management		39. Number of industries with an improved Environmental Compliance index score (External)	30	4	1	1	1	1	6	6	7	7	<p>This indicator tracks the number of licensed industries which when audited against defined criteria register a positive improvement in their index score.</p> <p>An environmental compliance index is an index with criteria against which a licensed industry compliance is audited</p> <p>The number of elements of the criteria that each industry complies with is recorded to give a score per industry. As an industry complies with more elements of the criteria, the score of that industry increases.</p>
Direct Outcome	Waste Management Services	Increased compliance of landfill sites	40. Number of landfill sites compliant with permit conditions	38	20	5	5	5	5	5	5	4	4	<p>The indicator tracks compliance with the minimum requirements for waste disposal by landfill. 90% is departmental benchmark as per research and comparison with other landfill sites in Gauteng.</p>
Direct Outcome	Waste Management Services	Improved level of cleanliness in Central Business District and Residential Areas	41. Cleanliness level of central business district (CBDs) and residential areas as determined by the standards of cleanliness by GDARD Waste Management Standards.	Level 1	Level 2	Level 2	Level 2	Level 2	Level 2	Level 2	Level 1	Level 1	Level 1	<p>The indicator tracks the level of cleanliness of Central Business Districts and Residential Areas in line with the Gauteng Standards of Cleanliness levels 1 - 5. Level 1 is the ideal and acceptable standard while Level 5 is the worst condition of litter and unacceptable.</p>

NATIONAL OUTCOME: AN INCLUSIVE AND RESPONSIVE SOCIAL PROTECTION SYSTEM

Social determinants of health are defined as the economic and social conditions that influence the health of people and communities, and include employment, education, housing, water and sanitation, and the environment. South Africa's 2010 MDG Country Report to the United Nations indicated that the country made progress towards the goals of eradicating extreme poverty achieving universal primary education, through social protection and provision of free basic services to the indigent. However, inequality has increased, as reflected by the huge Gini coefficient. Persistent reports of poor quality education and poor health care services, especially in rural areas and socio-economic communities also exist.

SOCIAL CARE SUPPLY CHAINS MANAGEMENT

The GDS states that the current policy response to poverty is that of “one size fits all” social grants from national government, and indigent support and free basic services from local government, at least in formal areas. This creates a culture and reality of dependency and lack of ambition and entrepreneurship. Poor communities are disconnected and disassociated from value chains in food production and community services that could easily provide for security, productivity and income generation. The education and development ladder is fragmented between a wide range of authorities from ECD to basic education to secondary, tertiary and vocational skills development, which is failing to provide an effective or needs based solution to Ekurhuleni's developmental challenge. Supply-driven initiatives such as the Extended Public Works Programme, Community Works Programme and antiretroviral (ARV) roll-out programmes are indisputably valuable and important but fail to address the root causes of systemic social problems. The current trajectory of “one size fits all” interventions where citizens are beneficiaries and not participants in the social development process is likely to widen rather than narrow the painful gaps which currently exist in Ekurhuleni society. As these approaches fail to recognise the inherent capability of individuals, families and communities to manage their own upliftment and capacitate themselves in the process, the current interventions have very limited coverage and very limited impact.

Going forward the City there will be support to multiple livelihood strategies and the upgrading of human capability in the broadest sense. Looking to the future it will also be essential to intensify and focus EMM's role in early childhood development and youth development in general. The young people of Ekurhuleni are the future and there can be no prospect of a competitive future unless concerted effort is made to bridge the gaps which previous approaches have created. This will require cooperation and alignment of goals and resources between different departments within EMM as well as between EMM, provincial and national spheres of government. The question of food security also has multiple implications and impacts, given the inevitability of future scarcities of food, water and soil at a global, national and local level. Accessible nutritional and affordable sources of food supply in the future will be ever more important. This GDS report proposes the following programmes going forward:

- Social care supply chains management;
- Capabilities development;
- Responsive and active citizenry.

INTEGRATE SOCIAL CARE POLICY AND FAMILY DEVELOPMENT

South Africa has some of the most progressive ECD policies but there are no effective frameworks in place to promote ECD. Although there may be some rapid growth in ECD provision, the type of ECD service is often of poor quality with no professional benchmarks, few training opportunities and lack of recognition for ECD professionals. The poorest and most vulnerable groups are still receiving poor quality service. An added challenge is the lack of capacity which is critically disadvantaging the delivery of high quality ECD programmes. The majority of the practitioners have limited or no previous exposure to preschool education. It is envisaged that the long term impact of the training is lasting and sustainable as it directly builds and develops human capital and resources. To achieve the long term impact, it is imperative that integrated approach to ECD service delivery is adopted and is inclusive of all stakeholders from the government, non-governmental and private sectors.

2017/2018 YEAR 2	2017/2018 YEAR 3	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2015/2016				2017/2018 YEAR 2	2018/2019 YEAR 3	2019/ 2020 YEAR 3	2020/ 2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
Direct Outcome	Health and Social Development	Increased capacity in Early Childhood Development service delivery.	42. Number of ECD practitioners trained in accredited ECD training programme	930	140	0	0	0	140	160	180	200	250	The indicator measures the number of ECD practitioners graduating (after having undergone training) from an ECD training programme conducted by relevant accredited external service provider.

INCREASE SUPPORT TO PRIMARY AND SECONDARY EDUCATION

Academics are an important part of each student's school years, especially since high school grades play an integral role in college acceptance. Parents spend a lot of time encouraging their teens to study more -- and play less -- in the pursuit of this goal. However, there are other components of a well-rounded education -- outside the regular academic program -- that may positively impact students' success. Activities, such as basketball, baseball, tennis, debating, chess clubs, student government, yearbook, drama, choir and computer clubs can round out students' academic careers to great effect. Besides being fun and a great way to socialize with peers, extracurricular activities can enhance students' time management and stress management skills, improving overall productivity.

The GDS promotes the implementation of sports, arts, recreation and culture programmes in primary and secondary schools. This IDP will implement SRAC programmes (Sports, Recreation, Arts and Culture) as well as the implementation of awareness programmes that helps children to become fully involved with their environment.

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2016/2017				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 2	2020/2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
Direct Outcome	SRAC	Increased participation of children aged 3-6 in accredited early childhood development Programme	43. Number of children aged 3-6 years participating in accredited ECD Programme	60 760	10 640	1 200	1 400	4 600	3 440	11000	12500	13000	13500	This indicator measures the total count of children aged 3-6 benefiting from an ECD programme supporting physical and cognitive development. The projects include indigenous music instrument, art development, art as healing, museum exhibition and educational tours, spelling bee, toy library, kiddies Olympics.
Direct Outcome	SRAC	Increased participation of learners in SRAC School programmes	44. Number of SRAC school programs implemented	80	16	4	4	4	4	16	16	16	16	The indicator tracks the number of school children-focused development programmes implemented in collaboration with the Department of Education. The programmes include sport and recreation, libraries and information services as well as arts and culture. Children are taught basic music instruments through Elementary Classic Music programmes. Strongest Link reading promotion, Debates (Chris Hani and OR Tambo months) 3. Football and Netball as well as the 7 other priority sporting

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2016/2017				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 2	2020/2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
Direct Outcome	SRAC	Increased capacitation of youth and adults across the development continuum	45. Number of beneficiaries participating accredited capacity building programmes	3 090	490	70	150	150	120	550	600	700	750	The indicator tracks the number of beneficiaries participating in the accredited capacity building programmes implemented to impart technical skills

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

The overarching outcome that the country seeks to achieve is ***A Long and Healthy Life for All South Africans***. The NDP asserts that by 2030, it is possible to have raised the life expectancy of South Africans (both males and females) to at least 70 years. Over the next 5-years, the country will harness all its efforts - within and outside - the health sector, to achieve this outcome. Key interventions to improve life expectancy include addressing the social determinants of health; promoting health; as well as reducing the burden of disease from both Communicable Diseases and Non-Communicable Diseases. An effective and responsive health system is essential bedrock for attaining this.

Both the NDP 2030 and the World Health Organization (WHO) converge around the fact that a well-functioning and effective health system is an important bedrock for the attainment of the health outcomes envisaged in the NDP 2030. Equitable access to quality healthcare will be achieved through various interventions that are outlined in this strategic document and will be realizable through the implementation of National Health Insurance. The trajectory for the 2030 vision, therefore, commences with strengthening of the health system, to ensure that it is efficient and responsive, and offers financial risk protection. The critical focus areas proposed by the NDP 2030 are consistent with the WHO perspective.

The Primary Health Care (PHC) service delivery serves as a platform that provides an important foundation for the implementation of NHI. The NDP 2030 further recognizes the health challenges faced by the country and identifies quadruple burden of disease which are HIV and AIDS and related diseases such as tuberculosis (TB), and sexually transmitted infections (STI); Maternal and child morbidity and mortality; Non-communicable diseases (mainly related to lifestyle); and Violence, injuries and trauma. To address this burden of disease, government committed itself to ensuring ***“A long and healthy lives for all South Africans”*** thereby focusing on increasing life expectancy, improving maternal and child health, combating HIV and AIDS and TB, and strengthening health system effectiveness.

HIV and AIDS has been a leading cause of death and contribute significantly to high maternal and child mortality rates. However, the estimates show that progress has been made in improving the health status of the nation. Life expectancy has increased and there have been sustained improvements in mortality of young adults and child mortality, largely due to the roll-out of ART treatment and prevention of mother-to-child transmission of HIV.

IMPLEMENT LIFE CYCLE MANAGEMENT

Key National Development Plan 2030 proposals for preventing and reducing diseases and promote health include: preventing and controlling epidemic burdens through preventing and treating HIV and AIDS, deterring new epidemics and alcohol abuse; improving the allocation of resources and the availability of health personnel in the public sector; improving health systems management by improving the calibre of care, operational efficiency, health worker morale and leadership and innovation. Strategic Objective (SO) 3 of the National Strategic Plan on HIV, Sexually Transmitted Infections (STIs) and Tuberculosis (TB) 2012 - 2016 outlines pertinent interventions to reduce morbidity

and mortality from AIDS related causes and Tuberculosis. SO 3 focuses on sustaining health and wellness, and achieving a significant reduction in deaths and disability as a result of HIV and TB infection through universal access to accessible, affordable and good quality diagnosis, treatment and care. The programmes implemented in the 2016/2017 financial year include strategic focus on combating HIV and AIDS and TB.

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2016/2017				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 3	2020/2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
Direct Outcome	Health and Social Development	Reduced vertical transmission of HIV from Mother to Child	46. Percentage of babies tested HIV-positive (PCR) at six (6) weeks	<2%	<2.11%	<2.11%	<2.11%	<2.11%	<2.11%	<2.10%	<2.00%	<2.00%	<1.5%	The indicator measures the babies tested PCR HIV-positive six (6) weeks after birth as the proportion of babies born to HIV-positive mothers PCR tested for HIV at 6 weeks after birth.
Direct Outcome	Health and Social Development	Increased access to Antiretroviral Therapy initiations	47. Number of eligible patients initiated on Antiretroviral Therapy	159000	37000	9700	9700	8000	9600	35000	33000	28000	26000	The indicator tracks the number of eligible HIV-positive patients initiated on Antiretroviral Therapy during the reporting period.

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

Crime in South Africa has occupied centre stage on the public agenda. Unacceptably high levels of crime, especially serious and violent crime, result in people in South Africa, especially vulnerable groups such as women, children, older persons and people with disabilities, living in fear and feeling unsafe. It also impacts negatively on the country's economic development and undermines the wellbeing of people in the country and hinders their ability to achieve their potential.

Some progress has been made over the past five years in reducing the levels of serious crime such as murders, aggravated robberies, crimes against women, children and other vulnerable groups, but they remain unacceptably high. Communities and all people feel unsafe due to unacceptably high levels of serious and violent crime such as murder, rape and aggravated robberies. To make certain that all people are and feel safe the following actions will be undertaken:

Political and/or domestic instability is a serious challenge that if left unabated will undermine our democracy, rule of law and development trajectory. Issues that contribute to this instability are violent industrial and service delivery-related protest actions, as well as disrespect for authority and for one another. It is therefore imperative to prevent and combat the violent crime that accompanies what is otherwise legitimate industrial and protest action.

To combat and eliminate crime and contraventions of the laws the GDS has called upon the citizens of Ekurhuleni to be responsive and active citizen is upholding the laws and legislation of the country so all people in South Africa are and feel safe. Through the GDS the following will be considered in 2016/2017:

- Reduce fatal accidents;
- Drive down high levels of violent and serious crime; and
- Enforcement of by-laws.

INTEGRATE SERVICE DELIVERY AND CITIZEN RESPONSIBILITY

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2016/2017				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 3	2020/2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
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Direct Outcome	EMPD	Reduction in By-law contraventions An improvement in safety in the City	48. Percentage increase in By-laws enforcement policing citation	50%	10%	2.50%	2.50%	2.50%	2.50%	10%	10%	10%	10%	This indicator measures the EMPD's role in ensuring citizen compliance. A by-law contravention are the fines/notices that the EMPD issues for non-compliance to By-laws.
	EMPD	Reduced criminal contraventions and an improved safer city.	49. Percentage increase in interventions to reduce crime and related incidents.	50%	10%	2.50%	2.50%	2.50%	2.50%	10%	10%	10%	10%	This indicator measures the EMPD's role in ensuring a safer city. An intervention includes Operational Plans of the Department; Joint Operational Plans and Awareness Campaigns run by the Department.
	EMPD	Reduced traffic contraventions and an improved safer.	50. Percentage increase in road policing operations	50%	10%	2.50%	2.50%	2.50%	2.50%	10%	10%	10%	10%	This indicator measures the EMPD's role in contributing to a safer South Africa. A traffic contravention measures the number of violations incurred by non-compliant motorists.
	EMPD	A reduction in fatal road accidents	51. Percentage decrease in road fatalities	10%	2% (reduction)	-	1.0%	-	1%	2%	2%	2%	2%	This indicator measures the EMPD's role in contributing to a safer South Africa. A road fatality is the death of any person resulting from injuries sustained in a road traffic accident including those of a pedestrian, pedal cyclist, motorcycle rider, etc. on a public road.

NATIONAL OUTCOME: RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT DEVELOPMENTAL LOCAL GOVERNMENT SYSTEM

The consolidated legal framework for local government consists of chapter 7 of the Constitution, the Municipal Finance Management Act, together with the Municipal Structures Act, Municipal Systems Act, Municipal Property Rates Act, various sector and other legislation applicable to local government. The South African intergovernmental fiscal relations system is based on section 41(1) of the Constitution, the Intergovernmental Fiscal Relations Act and Division of Revenue Act. Underlying policy development in the arena of municipal finances is the issue of providing acceptable levels of municipal services to poor households at affordable rates which in turn, requires some redistribution. That source of redistribution can be local, through cross-subsidisation within the municipality or from grants financed from national taxes, or a combination of the two. The conventional view internationally is that redistribution is best effected from the national level. In this regard, an increasing reliance of municipalities on transfers (equitable share and others) from national government to fund their activities is evident. This partially reflects the national priority accorded to combating poverty through providing universal access to basic services.

FACILITATE DEVELOPMENT AND ACCESS TO NEW MARKETS

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2016/2017				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 3	2020/2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
Direct Outcome	Economic Development	Increased visitation by tourists to Ekurhuleni	52. Number of business tourists visiting Ekurhuleni	240 906	39 460	0	0	0	39 460	43 406	47 746	52 521	57 773	The indicator is tracking the total count of visitors (both domestic and international) who come to Ekurhuleni in partnership with Tourism stakeholders. The Ekurhuleni tourism target will be increased by a 10% cumulative target for the next five years.

CAPABILITIES DEVELOPMENT - INVESTMENT IN SKILLS AND JOB CREATION

The NDP 2030 asserts that employment is the best form of social protection. However, given the structural and historical factors in South Africa, and the effects of economic downturn that limit the immediate growth of formal employment based on an industrial model of development, it is proposed that the country's approach to social protection should be a two-pronged strategy that protects the vulnerable and those at risk, while simultaneously ensuring economic inclusion through a range of active strategies. Government should ensure that social protection is affordable and sustainable to avoid withdrawal of what is currently provided, and to promote solidarity and social cohesion.

South Africa is working towards improving the quality and skills levels of their labour forces. The increasing recognition of higher technical and vocational skills are crucial in enhancing competitiveness and contributing to social inclusion, decent employment, and poverty reduction has been a strong incentive for reform. Competencies can be acquired either through structured training in public or private TVET schools and centres, or through practical experience on the job in enterprises (work-place training in the formal sector and informal apprenticeship), or both (the so-called "dual" training, involving a combination of work-place and institution based training).

It is generally recognised that the development of relevant skills is an important instrument for improving productivity and working conditions, and the promotion of decent work in the economy, which represents the major employer in South Africa. Education and skills can open doors to economically and socially rewarding jobs and can help the development of small informal-sector businesses, allow the re-insertion of displaced workers and migrants, and support the transition from school to work for school drop-outs and graduates. Ultimately, developing job-related competencies among the poor, the youth and the vulnerable is recognised as crucial to progress in reducing poverty. The development of job-related skills is, therefore, not only part of the countries' human resource strategies but also of their economic-growth and poverty-reduction strategies.

The inclusion of a skills-development component and job creation opportunities is critically important towards breaking the cycle of poverty and reducing unemployment in Ekurhuleni. The programmes that embarked upon in the 2016/2017 financial year include:

- Building the capacity of youth through accredited programmes;
- Facilitation of EPWP programmes and community worker programmes; and
- Creating jobs through marketing Ekurhuleni as a visitations destination of choice.

INCREASE INVESTMENT IN ECONOMIC AND SOCIAL SKILLS

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2016/2017				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 3	2020/2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
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Direct Outcome	Economic Development	Increased number of Job opportunities created	53. Number of job opportunities created	100 000	20 000	0	7500	0	12 500	20 000	20 000	20 000	20 000	The indicator measures paid work created for an individual for any period of time. A job opportunity refers to any paid work created for an individual for any period of time.

RESPONSIVE AND ACTIVE CITIZENRY

The National Development Plan (NDP) views active citizenship as one of three 'cogs' that need to work effectively to keep the wheels of development going in a desirable direction. The concept of "active citizenship", in particular as applied to the sphere of community development, has gained much currency in community discourse and practice ... The National Development Plan (2012) highlights the need to improve state-citizen relations at the point of service delivery and positions this in terms of routine accountability, arguing for the delegation of authority to frontline managers to enable this. "Delegation presents an opportunity to strengthen mechanisms of routine accountability, enabling the state to be more responsive to public concerns. Service delivery protests stem from citizens' frustration that the state is not responsive to their grievances. This is unfortunate, as citizens are often best placed to advise on the standard of public services in their communities and to suggest possible interventions." (2012:427)

This is perhaps not surprising. Enveloped in wholesomely positive values such as cooperation, cohesion, caring and neighbourliness, and evoking heart-warming ideals of belonging and solidarity, the idea appears all at once virtuous, worthy and highly seductive. However, what actions constitute active citizenship? Is it about community members taking initiative, raising popular support and challenging government? Does it matter how active citizenship takes place, and if so, how? Is it always helpful in addressing the needs of the majority of residents in an area? The South African government has attempted, through for example the Municipal Systems Act (No. 32 of 2000), to legislate opportunities for active citizenship to play a role in defining development at a local level. The Municipal Systems Act (2000) (Section 16(1) obliges municipalities to "develop a culture of municipal governance that complements formal representative governance with a system of participatory governance and must for this purpose a) encourage, and create conditions for, the local community to participate in the affairs of the municipality, including in (ii) the performance management system". Thus, there seems to be greater potential for local residents to have control over development processes that affect them.

The experiences of citizens – the intended beneficiaries of government services – are a critical component in measuring the performance of government and for the delivery of appropriate and quality services. Currently the emphasis of government's monitoring is on internal government processes and the voice of the citizen is largely absent. This presents a risk, as the picture is not complete. It is therefore necessary to support the uptake of systematic ways to bring the experiences of citizens into the monitoring of services. This will provide a measure of the gap between the perceived and the actual experiences of service delivery, for both user and provider. Citizens cannot be passive recipients if government is to deliver services that address real needs. The process of citizens working jointly with government to produce information on service delivery fosters active citizenry and contributes to building a capable and developmental state.

The programme described in the GDS seeks to embrace ordinary people within the rubric of civic life and governance. Communities are taking responsibility for their destiny and delivering services which no government could effectively provide. The GDS has looked at the response to active citizenry through a number of programmes

INTEGRATE SERVICE DELIVERY AND CITIZEN RESPONSIBILITY

The supply of basic social services, or lack thereof, directly impacts on the quality of life for all. To this end the Constitution of the Republic of South Africa, various policy instruments and strategy documents emphasise the provision of such services to all citizens of the country. The responsibility and accountability for the provisioning of social services is divided among the national, provincial and local authorities. Public engagement in the planning and prioritising of these services is crucial and a prerequisite for efficient and effective functioning of government. According to Shah (2006) government should be citizen-centred in its planning and in the implementation of policies and programmes. The *Municipal Systems Act*, the *Batho Pele* (People First) principle, and the Turn-around Strategy of 2009 compel municipalities to engage communities in their planning. This is reflected in, for example, the Integrated Development Plans (IDPs), Service Delivery and Budget Implementation Plans (SDBIPs) and other matters that impact on the service recipients or users. Do all municipalities adhere to and apply these in their planning and budgeting for services?

This IDP focuses on integrating service delivers and citizen responsibility through action in terms of:

- EMM providing access to disaster and emergency services;
- Through providing basic services e.g. removal of waste and
- Ensuring that communities are rodent free.

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2016/2017				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 3	2020/2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
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Direct Outcome	DEMS	Maintain and Improve compliance with regulatory and normative standards for emergency services delivery	54. Attend to 70% of Priority 1 emergency medical calls in urban areas within 15 minutes from call receipt	75%	70%	70%	70%	70%	70%	70%	70%	75%	75%	This indicator measures the ability of the emergency medical services response units to be able service a Priority 1 request within 15mins for 70% of the calls in an urban area (pop density >1500/km2) from time of call.
	DEMS	Maintain and Improve compliance with regulatory and normative standards for emergency services delivery	55. Attend to 75% of structural fire fighting calls in urban areas within 14 minutes from call receipt	80%	75%	75%	75%	75%	75%	75%	75%	80%	80%	This indicator measures the ability of fire fighting response units to be able to meet the SANS 10090 averaged attendance times of 14 minutes across categorized fire risks in built upon areas from time of call up to time of attendance at least 75% of the time as required for a Category 1 Fire Brigade Service.
	DEMS	Improve institutional readiness to prevent, reduce and respond to disaster risks	56. Number of municipal critical infrastructure plans that are in place to deal with impending or actual disasters	20	4	1	1	1	1	4	4	4	4	This indicator measures the number of hazard specific plans for critical municipal infrastructure and mission critical areas that are in place that outlines and explains functions, resources and coordination procedures for responding to and restoring the affected critical infrastructure and mission critical areas to an acceptable level of continuity and operational functionality during an impending or actual disaster.

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2016/2017				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 3	2020/2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
Direct Outcome	Waste Management Services	Increased provision of waste management services in line with the waste management services norms and standards.	57. % adherence with the weekly waste collection schedule/calendar for formal households	100%	100%	100%	100%	100%	100%	100%	100%	100%	This indicator tracks adherence with access to scheduled waste collection services for formal households. The portfolio evidence comprises of fixed waste collection schedule, live tracking reports and scheduled route maps. The numerator is venus data and the denominator is GIS.	
	Waste Management Services	Increased provision of waste management services in line with the waste management services norms and standards.	58. % of informal settlements with access to comprehensive waste management services.	100%	100%	100%	100%	100%	100%	100%	100%	100%	The indicator tracks access to scheduled comprehensive waste collection services (comprising of litter picking, clearing of illegal dumping, door to door, and centralized bulk container services) by informal settlements. The services indicated above are available to all informal settlements depending on accessibility in terms of access roads.	

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2016/2017				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 3	2020/2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
Direct Outcome	Waste Management Services	Increased provision of waste management services in line with the waste management services norms and standards.	59. Number of 240ℓ bins rolled – out in line with the mass roll out program	264 000	80 000	20 000	20 000	20 000	20 000	80 000	80 000	24 000	0	The indicator tracks mass roll-out of 240ℓ bins as well as walking customers in all depots in accordance with the departmental plan. Where distribution is done by the Department the portfolio of evidence will consist of Signed Delivery Note or Schedule, A list of bins distributed equal to the number reported for billing. Where a service provider has completed distribution, the portfolio of evidence will be an invoice, billing data in addition to the schedule of signatures
Direct Outcome	Health and Social Development	Reduce the rate of infestation to prevent vector related preventable diseases.	60. Rate of rodent infestation in the formal premises after intervention	9%	15%	15%	15%	15%	15%	14.00%	12%	10%	9%	The indicator measures the extent to which interventions undertaken to reduce rodent infestation in communities are working by reference to the decrease in the rodent infestation rate (RIR). Number of inspected formal premises (premises with official stands numbers) that have active signs of rodents during inspection after intervention as a proportion of the total number of formal premises inspected during the first round of inspection. Active signs of infestation include fresh droppings; rodent burrows without spider web; presence of rats; gnawing marks; runways and smell of rats' urine.

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2016/2017				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 3	2020/2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
Direct Outcome	Health and Social Development	Reduce the rate of infestation to prevent vector related preventable diseases.	61. Rate of rodent infestation in informal settlements households after intervention	20%	40%	40%	40%	40%	40%	35%	30%	25%	20%	The indicator measures the extent to which interventions undertaken to reduce rodent infestation in communities are working by reference to the decrease in the rodent infestation rate (RIR). Number of inspected households in informal settlements that have active signs of rodents during inspection after intervention as a proportion of the total number of households in informal settlements inspected during the first round of inspection. Active signs of infestation include fresh droppings; rodent burrows without spider web; presence of rats; gnawing marks; runways and smell of rats' urine.

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2016/2017				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 3	2020/2021 YEAR 4	Definition of Indicator
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	Health and Social Development	Increased registration of new indigents.	62. Number of new indigent households approved	37 300	5 300	1 300	1 300	1 400	1 300	6000	7000	9000	10000	<p>The indicator tracks the indigent households approved during the reporting period to receive free municipal basic services based on outcome of health and social development means test. This is the first level of approval before the final approval by the EMM Finance Department.</p> <p>Identification, registration and approval of indigent household to access free municipal basic services as provided by the National Government. The basic services include free basic water, free refuse collection, free basic electricity and free basic sanitation</p>
Direct Outcome	CRM	Improved coordination of multi-disciplinary service delivery facilitate through ORIT	63. Percentage of customer queries resolved in accordance with customer service standards	95%	85%	85%	85%	85%	85%	87%	90%	93%	95%	<p>The indicator measures the percentage count of service request/complaint referred to the relevant service delivery departments for resolution through the coordination and management of ORIT</p>

MODERNIZE AND CAPACITATE LOCAL GOVERNMENT

Municipal capacity to deliver is severely constrained by high vacancy rates and a lack of suitably qualified individuals at all levels. The objective is to ensure municipalities have the right skills, important technical and management positions are filled and the country has a coherent human resource development strategy for local government. To achieve this, it is important that there is a long term strategy to develop the skills required by municipalities including appropriate mechanisms for recruiting young people and ensuring the organizational ethos is conducive for them to grow and develop their skills on the job.

The MFMA marked the start of a major reform process in local government and various mechanisms and tools are created to monitor results and outcomes of this legislation. The MFMA contains provisions that require a number of frameworks, guides and training material to be developed, to enable and empower municipal officials to comply with the Act in its totality. The key objective of the Municipal Finance Management Act (2003) (MFMA) is to 'modernise' and capacitate local government, especially with regards to financial management. The reforms introduced by the MFMA are the cornerstone of the broader reform package for local government and it has four interrelated components: planning and budgeting; revenue and expenditure management; reporting; and oversight.

The current programme of local government renewal aims to significantly improve management and decision making structures and financial and human resource management. It aims to develop the role of local government in community leadership. Essentially, the same objective drives the reform process at central and local levels – to put in place a first class service, efficient and responsive to its customer base.

To give effect to this, the GDS programmes implemented through the IDP for 2016/2017 includes programmes such as more rigorous planning and organisational performance reporting; recruiting appropriate capacity and putting in place mechanisms to manage the capacity; strengthening governance structures and systems to ensure efficient and effective service delivery.

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual	2015/2016				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 3	2020/2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
Direct Outcome	ICT	Increased fibre broadband coverage within the metro	64. Number of Wi-Fi hotspots deployed	500	100	25	25	25	25	100	100	100	100	<p>The indicator tracks a number of Wi-Fi hotspots deployed as part of the digital city enablement.</p> <p>A hotspot is a site that offers internet access over a wireless local area network through the use of a re-router connected to a link to an internet service</p> <p>The hotspot is a site that offers Internet access over a wireless local area network through the use of a router connected to a link to an Internet service provider. Hotspots typically use Wi-Fi technology.</p> <p>Deployed means Wi-Fi nodes procured and installed on Ekurhuleni Network.</p>
Direct Outcome	Strategy and corporate	Improved implementation of Monitoring & Evaluation	65. Number of evaluations conducted	5	1	0	0	0	1	1	1	1	1	The indicator measures the total count of evaluation projects conducted on any of the identified service delivery programmes of the municipality
	Strategy and corporate Planning	Improved business intelligence to inform service delivery decision making	66. Percentage Metro-wide service delivery satisfaction rate recorded	70%	68%	0%	0%	0%	68%	68%	69%	69%	70%	The indicator measures the average satisfaction rate recorded as a finding of a survey conducted to assess the perceptions held by households and businesses about the services provided by the municipality (results of perception survey on EMM service delivery)

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						Q 1	Q 2	Q 3	Q 4					
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Direct Outcome	Communications and Brand Management	A clear single brand identity	67. Number of brand promotion interventions implemented	60	12	3	3	3	3	12	12	16	16	The indicator promotes a clear single identity of the City of Ekurhuleni, it is necessary to ensure that branding the region and organisation is done clearly, and according to the set guidelines of the Corporate Identity Manual. This is done through three different brand promotion interventions that cut across the whole of the organisation. Brand Promotion interventions are seen as: 1. Major events (Chris Hani Month, OR Tambo Month, 16 Days of Activism, Mandela Day etc); 2. Flagship Projects (IRPTN, Beautification of Lakes and Dams (Clean City) etc); 3. Facility signage (signage of buildings and facilities).
	Fleet	Reduction in fuel operating costs	68. Percentage reduction on cost of vehicle repairs and maintenance	30%	6%	1.50%	1.50%	1.50%	1.50%	6%	6%	6%	6%	The indicator tracks the percentage (%) reduction on cost of vehicle repairs and maintenance in the period under review
Direct Outcome	Fleet	Reduction in fuel operating costs	69. Number of vehicles fitted with the electronic fuel management device	5 000	1 000	0	300	350	350	1000	1000	1000	1000	The indicator tracks the number of vehicles to be fitted with Electronic fuel management devices to monitor daily fuel consumption per vehicle and provide a secondary source of kilometre travelled to calculate the cost per kilometre (cpk) for all vehicles fitted with the technology.
	Risk Management	Improved level of corporate governance and compliance through efficient and effective standards, practices and systems	70. Number of risk profiles completed	159	30	7	7	8	8	30	32	32	35	This indicator measures the number of risk profiles completed. Risk profiles contain critical information on the risks inherent to the department, perceived level of effectiveness of controls and mitigation of risks.

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						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
Direct Outcome	Risk Management	Improved level of corporate governance and compliance through efficient and effective standards, practices and systems	71. Level of EMM compliance maturity recorded	4	3	0	0	0	3	3	4	4	4	Institutional compliance maturity measures the advancement of the institutional culture implementing and observing processes, systems and principles of ethics, integrity and compliance with applicable laws, regulations and policies. The maturity tools usually range from Level 1 to Level 5/6. Level 1 - 2 refers to developmental state of compliance management in the institution whereas Level 3-5/6 refer to established compliance management where compliance processes and systems are well defined, embedded and systematically contribute to improvement in the performance of the institution.
Direct Outcome	Risk Management	Improved effectiveness of risk financing and transfer	72. Number of insurance audits undertaken	8	4	1	1	1	1	4	4	8	8	This indicators measures the number of audits undertaken to review the adequacy and effectiveness of the municipal insurance portfolio and cover.
Direct Outcome	Legislature	Ensure effective Council decision making processes	73. Percentage effectiveness of Council decision making processes	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	The target relates to the seamless flow of matters referred to Council by the Programming Committee. The indicator seeks to measure the percentage of decisions taken by Council against the number of matters referred and/or before it. The target is absolute through-out the quarters and outer years.

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual	2015/2016				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 3	2020/2021 YEAR 4	Definition of Indicator
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						Sept	Dec	Mar	June					
	Legislature	Increase functionality of Section 79 Committee system	74. Number of functional Section 79 Committees	18	18	18	18	18	18	18	18	18	The indicator is based on the total number of Section 79 Committees of Council. The target is absolute throughout the Quarters and outer years. Functionality in this case means that all the eighteen committees convene as per the Council-approved Calendar, deliberate on matters referred to them, verify and track implementation of resolutions and report to Council.	
Direct Outcome	Legislature	Ensure a functional Ward Committee System	75. Number of functional ward committees	112	112	112	112	112	112	112	112	112	The target is absolute over the quarters and outer years and is based on the number of ward committees in EMM that are functioning optimally. Functionality in this instance means that all Ward Committees meet as scheduled, deliberate and report to Council on relevant community issues in their respective areas	
Direct Outcome	Corporate and Legal Services	Reduced legal threats	76. Percentage progress made with establishing the Office of the Municipal Ombudsman.	N/A	100%	35%	35%	15%	15%	N/A	100%	35%	35%	The indicator tracks the progress made to establish the Ombudsman's Office against set targets in the reporting period, with the ultimate objective of reducing legal threats against EMM once operational. <i>Definition of Ombudsman:-</i> The Ombudsman is an official who shall receive complaints investigate and make recommendations on solutions to be implemented on service delivery, to provide a mechanism for the speedy and effective resolution of these disputes and queries.

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual	2015/2016				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 3	2020/2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
	Corporate and Legal Services	Resolved resident Complaints/disputes	77. Number of Municipal Courts established.	10	2	0	0	1	1	7	8	9	10	The indicator tracks the number of Municipal Courts established during the year under review. <i>Definition of a Municipal Court:-</i> A Municipal Court is an additional Magistrates Court established for the sole purpose of enforcing Municipal By-laws, Road Traffic infringements and any other National & Provincial legislation.
Direct Outcome	Corporate and Legal Services	Improved regulatory compliance	78. % of By-Law contravention cases filed with the courts for finalisation	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	The indicator measures the effectiveness with which matters submitted to the Corporate Legal Services department are speedily referred to Court for finalization.
	Internal audit	Finalise risk based audit reports and Performance audit reports as stipulated on the approved annual audit plan	79. % of planned internal audit reviews completed	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	This indicator measures the actual Planned audits finalised compared to the approved Internal Audit Plan per quarter. Numerator: Number of completed Internal Audit reports. Denominator: Number of planned audit reviews according to the approved Internal Audit plan.
Direct Outcome	Internal audit	Finalised investigations of cases reported	80. % of cases finalised with clear recommendations	70%	60%	60%	60%	60%	65%	65%	70%	70%	70%	This indicator measures the amount of finalised Investigations compared to the allegations received and is a cumulative measure per quarter. Numerator: Number of forensic reports for the year to date. Denominator: Number of cases carried over plus new cases reported for the year to date.

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual	2015/2016				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 3	2020/2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
Direct Outcome	EPMO	Improved project management capabilities of EMM	81. Project Management maturity level	4	3	0	0	0	3	3	3.5	3.5	4	The indicator measures the level of maturity of project management best practices within the Metro. Improvement is traced through the rating scale of 1-5 where 5 signifies the most efficient project management environment (methodologies and practices) and 1 denotes the least efficient project management environment.
Direct Outcome	EPMO	Improved performance on capital expenditure against the budget for capital projects	82. Percentage capex spend against the budget for capital projects	95%	95%	20%	45%	70%	95%	95%	95%	95%	95%	The indicator measures overall performance on capital budget expenditure allocated to EMM departments for the delivery of projects.

STRENGTHEN DEVELOPMENTAL GOVERNANCE

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/ 2017 Annual Target	2016/2017				2017/ 2018 YEAR 1	2018/ 2019 YEAR 2	2019/ 2020 YEAR 3	2020/ 2020 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
Direct Outcome	Communications and Brand Management	Enhanced City stakeholder relations	83. Number of multi-departmental participative stakeholder engagements coordinated	80	16	4	4	4	4	16	16	16	16	The City of Ekurhuleni deals with both internal (eg staff/councillors) and external stakeholders (eg citizens/business/media). Stakeholder engagements take place across the municipality by various departments. Stakeholder engagements are categorised as: 1. Those engagements by other departments within the organisation, and where this department assists eg SA Golf Open (SRAC is lead department), 2. Media stakeholder engagements; Business engagements; 3. Internal stakeholder engagements eg My Ekurhuleni My Pride; 4. Citizen engagements eg Budget Tips, SoCa and the like

ESTABLISH LONG TERM FISCAL STRENGTH

The fiscal performance of South African municipalities is under increasingly intense scrutiny, as more municipalities are failing to create and deliver public value to their communities, despite sustained national government efforts to build the capacity in local sphere and to support improvements in the quality of municipal services and the eradication of service backlogs. Many municipalities are in fiscal distress, which is a key public issue that affects the economic, social and political wellbeing of both individuals and communities (Carmeli, 2008). As noted in Chapter 6, fiscal distress may mean different things to different people. In this chapter, fiscal distress¹ is defined as the sustained inability of a municipality to fund the delivery of basic public goods and other requirements as per its constitutional mandate and also meet its financial obligations. Municipalities in fiscal distress not only fail to satisfy their service obligations to citizens but also drain the fiscal by requiring ameliorative measures, which implies forgone economic growth and development. Therefore, fiscal distress modelling is needed to provide early warnings of fiscal distress incidents in municipalities to promote proactive responses for their resolution.

A key programme proposed by the GDS to establish long term fiscal strength is the need to develop a long-term financial framework which clearly articulates how the EMM will meet its constitutional obligations in regard to service delivery and finance new growth within an overall growth management framework. The framework would cover the following aspects such as galvanise private and state investment and strengthen the tax-base and income streams. Both these programmes will be addressed in the 2016/2017 IDP.

GALVANISE STATE AND PRIVATE SECTOR INVESTMENT

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2016/2017				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 3	2020/2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
Direct Outcome	Economic Development	Increased public investment and large scale private investments through the proposals submitted	84. R-value of investments approved/ committed	R37.5 bn	R7.5 bn	0	0	0	R7.5bn	R7.5 bn	R7.5 bn	R7.5 bn	R7.5 bn	Indicator measures the total monetary value (expressed in rands) of all investment projects facilitated in the period reviewed. Rand value of investment refers to a total of all projects' investment values given by investors / developers for all projects facilitated within the reporting period". The indicator only refers to new Investment that may be in the form of green field, brown field or an expansion facilitated by among other activities: assisting new and existing investors with Council and other regulatory processes needed before an investment can be undertaken, site identification, applications for council bulk services, applications
Direct Outcome	Real Estate	Improved management of property portfolio – Strategic Land Parcels	85. Number of strategic land parcels approved for development/investment.	50	10	0	5	10	10	10	10	10	10	This is cumulative. These are properties on which more than a single dwelling unit or more than single factory or a business complex can be developed and will include Residential and business erven on which multiple residential and/or business units will be allowed in terms of the Spatial Development Framework and/or Town Planning Scheme. They are such other properties that the council may in its sole discretion determine.

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2016/2017				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 3	2020/2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
Direct Outcome	Real Estate	Land banking, strategic acquisition of land for municipal purposes	86. a number of land/erven aquired and secured through purchasing and reservation of land will change to Number of land parcels banked for basic municipal needs	100	20	0	0	10	10	20	20	20	20	This is cumulative. Land banking is where land is allocated to a specific EMM Department for delivering of basic municipal services such as building a clinic by either reserving existing EMM owned land for the basic service or to buy land from private owners and reserve it for the required basic municipal service. .
Direct Outcome	Real Estate	Improved management of the property portfolio – Property Development Projects	87. No of refurbishment projects successfully implemented.	69	9	0	0	3	6	15	15	15	15	This is cumulative. Unit of measure is the number of refurbishment projects successfully completed. Refurbishment will be any additions and alterations to all council owned facilities, civic centres and civic office buildings, depots and call centres are also included in the projects. A Certificate of Completion / Close Out report shall be issued by the consultant/contractor to the HoD.

STRENGTHEN TAX BASE AND INCOME STREAMS

The mandate for local government is succinctly contained in the preamble to the *Local Government: Municipal Structures Act, 1998* (Act 117 of 1998) as: *A vision of democratic and developmental local government in which municipalities fulfil their constitutional obligations to ensure sustainable, effective and efficient municipal services, promote social and economic development, encourage a safe and healthy environment by working with communities in creating environments and human settlements in which all our people can lead uplifted and dignified lives.* The *White Paper on Local Government* asserts that “basic services enhance the quality of life of citizens and increase their social and economic opportunities by promoting health and safety, facilitating access to work, to education, to recreation and stimulating new productive activities” (RSA, 1998:92).

Sound financial management is one of the key pre-requisites for an efficient and effective local government. Although a lot has been achieved by local government in delivery of services, there is still a lot of evidence which shows that local government does not have adequate capacity to manage its affairs, as well as perform its functions – particularly with respect to delivery of good quality services and achieve compliance with the MFMA. Through the implementation of the GDS programme “strengthening its tax base and revenue streams” the 2016/2017 IDP proposes the following:

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/ 2017 Annual Target	2016/2017				2017/ 2018 YEAR 1	2018/ 2019 YEAR 2	2019/ 2020 YEAR 3	2020/ 2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
Direct Outcome	Water and Sanitation Services	Decrease Non Revenue Water	88. % of Non-Revenue Water (NRW)	30%	34%	36%	36%	35%	34%	33%	32%	31%	30%	The indicator tracks the total system input volume minus billed authorised consumption minus consumption in Informal settlements (bulk metered and extrapolated) and RDP houses (bulk metered and extrapolated) divided by the total system input volume.
Direct Outcome	Water and Sanitation Services	Increased Metering of unmetered stands	89. Number of unmetered stands provided with meters	70 000	10 000	2 500	2 500	2 500	2 500	12 500	12 500	12 500	12 500	The indicator tracks the number of metered stands that were previously not metered.
Direct Outcome	Finance	Optimised Collections for Sustainable Service Delivery	90. Percentage of Billed Amounts Collected	95%	94%	89.00%	92.80%	93.50%	94.00%	94%	94%	95%	95%	This indicator measures the EMM's payment/collection levels received from its consumers within the City of Ekurhuleni in terms of the % rand value received in respect to billed amounts. NB: Quarterly Targets are for the said quarter only and is not a cumulative target

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2016/2017				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 3	2020/2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
	Economic Development	Increases Revenue generated by SFPM	91. Rand-value generated in SFPM	R125m	R22.2m	R5m	R5m	R6.2	R6m	R23.5 m	R24.9 m	R26.4 m	R27.9 m	The indicator measures the rate (expressed in percentage) of increase in the revenue generated through or at the Springs Fresh Produce Market (SFPM).Sales Turnover of Fresh Produce at Springs Fresh Produce Market
Direct Outcome	Transport Planning and Provision (BBC)	Improved sustainability of the buses from core business activities	92. Total Revenue Generated from core business	R203 940 488	R32 372 000	R8 497 650	R7 303 932	R8 072 768	R8 497 650	R36,96 8,000	R40,66 4,800	R44,73 1,280	R49,20 4,408	The indicator tracks revenue from core business activities, it will be generated from sales of bus coupons and smart cards, and also the Government subsidy.
Direct Outcome	Real Estate	Revenue enhancement through the property portfolio	93. Percentage increase in revenue generated through management of property transactions	31%	5%	0%	0%	0%	5%	5%	5%	8%	8%	Only determined in Q4. 5% is an annual increase target. Numerator for year is the increase for that year and the denominator is the previous year's total revenue

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2016/2017				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 3	2020/2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
Direct Outcome	EDC	Ensure financial sustainability	94. Revenue collected as a % of amount billed (R30,2m) for the year excluding arrears	93%	93%	93%	93%	93%	93%	93%	93%	93%	The indicator tracks cash collected (numerator) over amounts invoiced (denominator) which excludes amounts that have been written-off ; and amounts owed by tenants that no longer occupying the unit.	
Direct Outcome	Energy	Improved energy balance by reduction of non-technical losses	95. Percentage Unaccounted for electricity	10.50%	11.10%	11.10%	11.10%	11.10%	11.00%	10.90%	10.70%	10.50%	10.50%	This indicator seeks to reduce unaccounted for electricity. The aim is to protect the Energy Revenue component of the City. Energy losses are made up of two components: technical losses and non-technical losses. Technical losses are estimated at approximately 5,9%. This loss cannot be reduced. Non-technical losses ("controllable" losses) are targeted and can be reduced. This comprises illegal connections, tampering and other forms of theft of electricity.
Direct Outcome	Finance	Clean and Effective Administration	96. Audit Opinion from the Auditor General	Clean Audit	Clean Audit	-	Clean Audit	-	-	Clean Audit	Clean Audit	Clean Audit	Clean Audit	This indicator measures the EMM's ability to obtaining an Audit Opinion from the Auditor General South Africa according to certain predetermined criteria set out by the Auditor General South Africa.

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2016/2017				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 3	2020/2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
Direct Outcome	Finance	Improved Procurement Management	97. % of tenders completed within the valid period (120 days from date of close of advert)	95%	85%	50%	50%	60%	85%	85%	90%	95%	95%	The indicator seeks to measure the % of tenders that have been completed during the validity period of 120 days from the date of close of advert.

STRATEGIC ACQUISITION AND MANAGEMENT OF ASSETS AND OPERATIONS

A strategic asset management framework brings together the inter-relationships between key corporate planning activities and asset management, allowing the entity's strategic goals to be integrated with the asset portfolio to meet the organisation's program delivery requirements. The primary objective of strategic asset management is to create and maintain an asset portfolio that contains an optimal mix of assets to efficiently meet program delivery requirements. The program delivery requirements of an entity are outlined in its strategic and business plans, which will reflect the organisation's strategic goals. Strategic asset management involves consideration of the City's plan in light of the programme delivery requirements, to identify an optimal asset mix and compare it to the existing asset portfolio. This identification and review then culminates in an asset divergence analysis. The results are then incorporated into an asset management strategy, which sets out how the asset portfolio will assist the entity to meet its strategic outcomes. A key function of the municipality is to maintain their assets in terms of the regulatory requirements.

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2015/2016				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 3	2020/2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
Direct Outcome	HRMD	Reduced vacancies in line with the identified critical posts on the new organisational structure	98. Percentage of critical prioritised posts filled	100%	100%	N/A	N/A	N/A	100%	100%	100%	100%	This indicator compares the % of posts requested to be filled and that are funded to the actual posts filled for the financial year. (Organisational design)	
Direct Outcome	Roads and Stormwater	Improved management of key assets	99. KM of road network maintained	6 500	1 300	350	350	300	300	1300	1300	1300	1300	The indicator is tracking the kilometres of roads maintained in EMM. In this context the kilometres of roads maintained means a) the kilometres of strategic roads (Classes 1 to 3) maintained, b) the kilometres of secondary tarred roads (classes 4 and 5) maintained, c) the kilometres of gravel roads maintained d) the kilometres of informal gravel roads maintained and e) the road signs maintained expressed in kilometre terms (8 signs is equal to one equivalent kilometre). Maintenance of roads in this context means the reinstatement of the riding quality to an acceptable standard by addressing potholes, crack sealing, sealants, localised patching, overlays, grading of the road network, gravelling of roads etc. Target for Strategic Road Network maintained = 20km, target for Tarred Road network maintained = 59km, target for Gravel Road Network Maintained = 250km, Informal Road Network Maintained = 339km, target for Road Signage compliant to legislation = 870 equivalent km

Level of Planning	Responsible Department	Planning Statements	Indicators	5 Year Target	2016/2017 Annual Target	2015/2016				2017/2018 YEAR 1	2018/2019 YEAR 2	2019/2020 YEAR 3	2020/2021 YEAR 4	Definition of Indicator
						Q 1	Q 2	Q 3	Q 4					
						Sept	Dec	Mar	June					
Direct Outcome	Roads and Stormwater	Improved management of key stormwater assets	100. Number of stormwater systems maintained	32 000	6 500	1 500	2 000	2 000	1 000	6375	6375	6375	6375	The indicator is tracking the number of stormwater systems maintained. In this context number of stormwater systems maintained means the number of stormwater systems and the number of attenuation dams maintained. In this context a SW System means a) an inlet with the associated conduit or part thereof maintained or b) an attenuation dam maintained to alleviate flooding. Stormwater Pipe and Channel Systems Maintained = 9000 systems
Direct Outcome	Water and Sanitation Services	Maintain Blue drop status on drinking water quality management	101. The percentage Blue Drop Score	>95%	>95%	>95%	>95%	>95%	>95%	>95%	>95%	>95%	>95%	Blue Drop certification granted by the DWA which should be greater >95%

CHAPTER 8

8. DRAFT MULTI-YEAR FINANCIAL PLAN

The Draft 2016-2019 Multi-year Financial Plan is contained under a separate cover.

CHAPTER 9

9.1 EKURHULENI METROPOLITAN SPATIAL DEVELOPMENT FRAMEWORK 2035 (MSDF)

EXECUTIVE SUMMARY

South African cities are all searching for a more just spatial development model whereby the imbalances of the past can be eradicated and the demand of modern sustainable city building can be met.

In this process of urban transformation one has to move from a low density, private transport dominated and dispersed urban structure that has been developed over many years to a public transport oriented higher density compact urban structure where high levels of safety and freedom of choice exist as related to transport modes, housing typologies and proximity to job and recreation opportunities.

This Metropolitan Spatial Development Framework (MSDF) must be viewed as first step towards guiding future spatial development in Ekurhuleni to achieve a more sustainable metropolitan city structure, which can lead economic and social development in Gauteng.

BACKGROUND

The review of the Ekurhuleni Metropolitan Spatial Development Framework (EMSDF) was done against the legislative backdrop of the local government Municipal Systems Act (MSA), 32 of 2000 and the Spatial Planning and Land Use Management Act (SPLUMA) 16 of 2013.

Policies that guided this planning process indicate inter alia the National Development Plan (NDP), the Gauteng Employment, Growth and Development Strategy, the Ten Pillar Programme, the Gauteng Spatial Development Strategy and the Ekurhuleni Growth and Development Strategy.

The normative principles as described in the NDP encompass the spirit within which this plan was prepared and in this vein can be described as the guiding principles for the compilation of the EMSDF. These principles are:

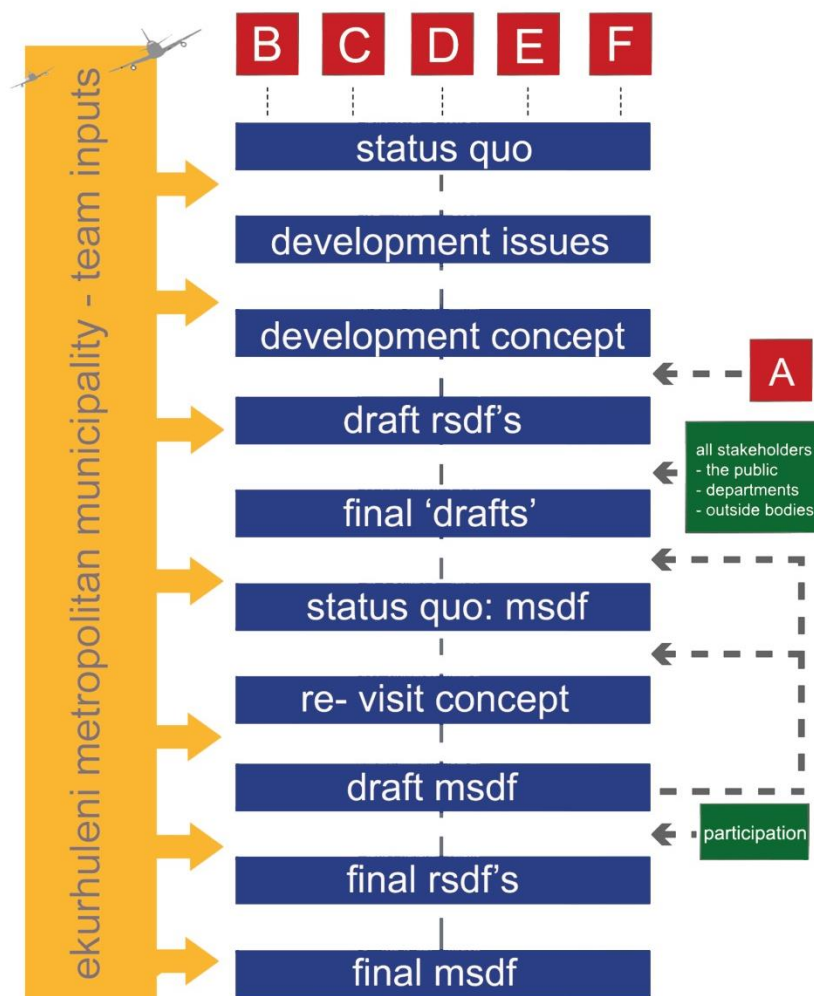
- Spatial Justice.
- Spatial Sustainability.
- Spatial Resilience.
- Spatial Quality.
- Spatial Efficiency.

CONTENTS AND PROCESS

The MSDF contains the following sections:

- Section A, which includes the contextual perspective of the legislative framework within which the EMSDF was done.
- Section B is a comprehensive status quo analysis of the physical, social, economic and institutional sectors.
- Section C comprises the spatial development framework, which also includes development guidelines and implementation strategy with catalytic interventions.

The process followed was on-going throughout the planning period and is summarised in the following diagram.



STATUS QUO FINDINGS (SPATIAL)

The main findings from the status quo analysis include the following:

- Ekurhuleni is well placed to accommodate future regional growth in view of the growth patterns in Gauteng and the role of the future growth of the aerotropolis.
- The urban footprint is dispersed with the related pressures on service delivery and transport systems.
- The traditional core areas (CBDs) are unable to provide the needs of the growing residential areas of the south, south-west and east.
- The agricultural areas of the metro appear to have significant development potential in support of the aerotropolis and should as such be protected and developed.
- The well-established transport routes, being rail, road and air.
 - The transport system including rail, road and air, is well developed and remains a strong resource to attract and accommodate future development.
 - The extensive open space system within the metropolitan area should be protected and developed to support the future densified urban structure.
 - Water, sewer and electrical services - all need expansion, specifically in the north-eastern and southern sectors of the metro.

In addition to the above, the main influencing factors, which were taken from the Status Quo Analysis, are indicated in the following table.

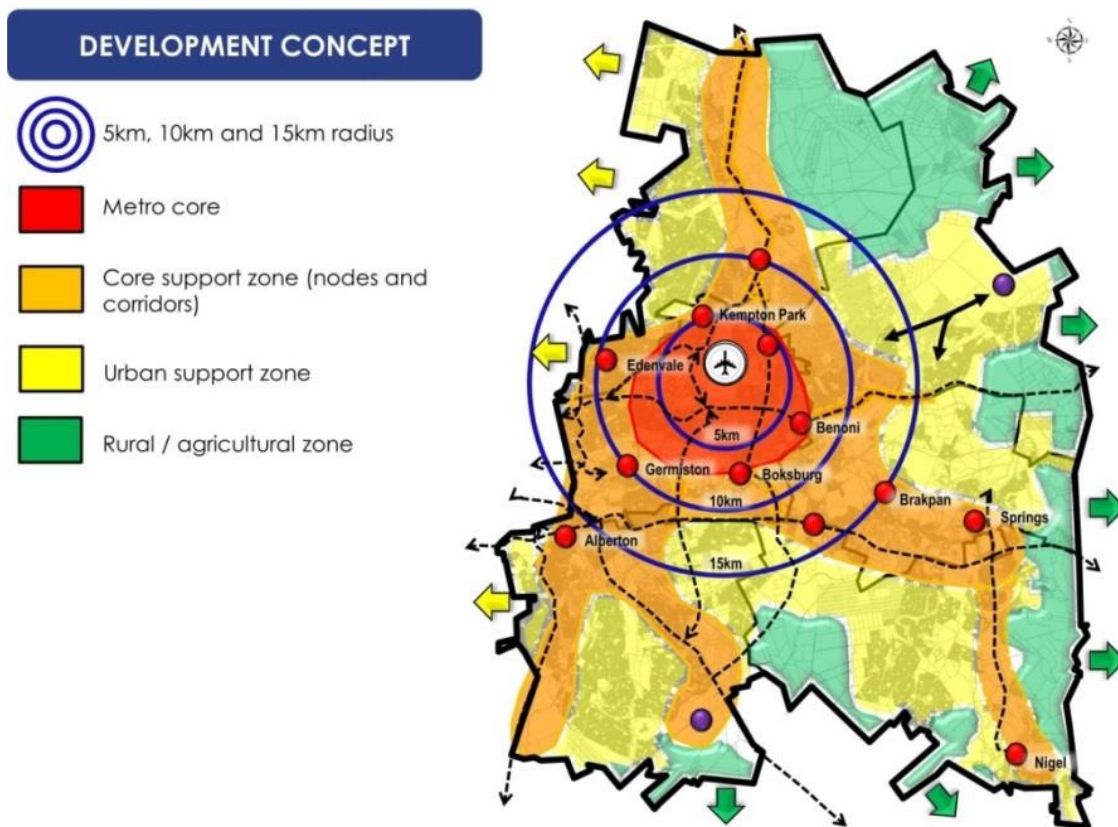
INFLUENCING FACTORS	
GROWTH AND DEVELOPMENT STRATEGY	HUMAN SETTLEMENTS
<ul style="list-style-type: none"> • Re-urbanise • Re-industrialise • Re-generate • Re-mobilise • Re-govern 	<ul style="list-style-type: none"> • Mega housing projects • Informal settlements • Backyard shacks • Housing backlog
PLANNING PROCESS	AEROTROPOLIS
<ul style="list-style-type: none"> • Fragmented urban structure • Metropolitan identity • Peripheral urban development • Nodal transition • Large open spaces and agriculture • Regional opportunities • National focus – air, rail • Strategic land parcels 	<ul style="list-style-type: none"> • Multi-core districts • Areas of influence • Research and manufacturing • Creative cluster • Agri-business • Logistics • Mixed -use infill
ENVIRONMENT	TRANSPORT
<ul style="list-style-type: none"> • Gauteng Environmental Framework • Gauteng Department of Agriculture and Rural Development • Ekurhuleni Bio-Regional Plan • Ekurhuleni Environmental Management Framework • Ekurhuleni Biodiversity and Open Space Strategy (EBOSS) • Agricultural potential 	<ul style="list-style-type: none"> • Good rail network • Road-based development • Dedicated freight routes • Freight hubs • Functional public transport • Gautrain • Aerotropolis • Regional airports

- Pedestrianisation
- Transit-oriented development

METROPOLITAN SPATIAL DEVELOPMENT CONCEPT (MSDC)

The MSDC that now guides the MSDF builds on the existing concept in that it suggests a strengthening and expansion of the core triangle between Kempton Park, Germiston and Benoni, to include the proposed new airport node in the east.

It further proposes the inward growth of the peripheral residential areas i.e. Etwatwa and the development of clearly defined corridors, while the agricultural land needs to be protected (see diagram overleaf).



REVISED MSDF

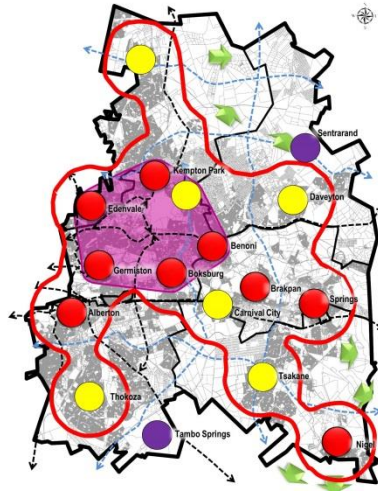
The revised MSDF includes the following **primary building blocks**:

MSDF PRIMARY BUILDING BLOCKS

Functional nodes

- Compact city
- Public transport
- Pedestrianisation
- Improved connectivity
- Urban integration
- Urban transformation

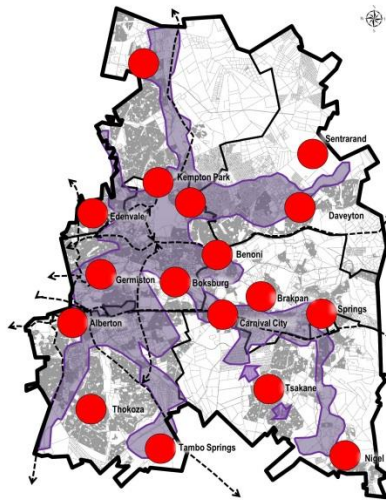
- Core nodes
- Additional core nodes
- New logistic hubs



- The promotion of functional nodes to serve the population efficiently.

Functional corridors

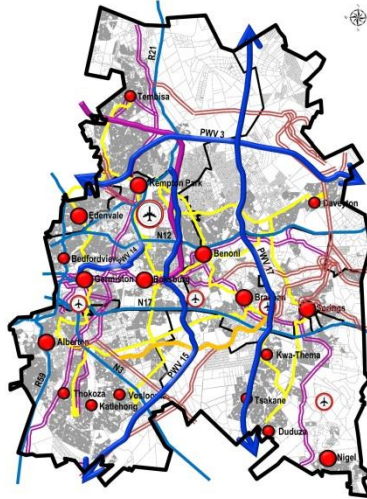
- Access to opportunities
- Mixed land use
- Transport optimisation
- Beads-on-a-string



- The development of functional corridors where economic activities will be concentrated and supported by public transport.

MSDF PRIMARY BUILDING BLOCKS

-  Regional accessibility
-  International and regional airports
-  Freight rail network
-  Passenger rail network
-  Freight line vs Passenger line
-  Public Transport Network
-  Proposed extension of the Gautrain
-  Priority PWV Roads



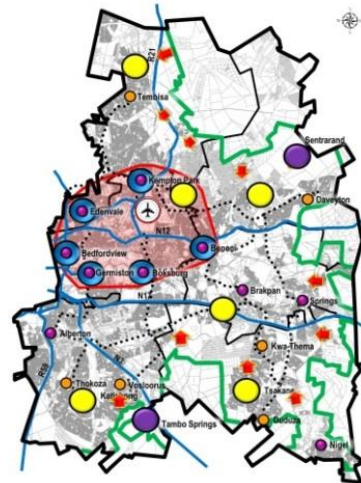
- An effective transport system to serve the urban structure and to guide appropriate densification opportunities.

In addition to the above, the **key components** of the MSDF are the following:

KEY COMPONENTS

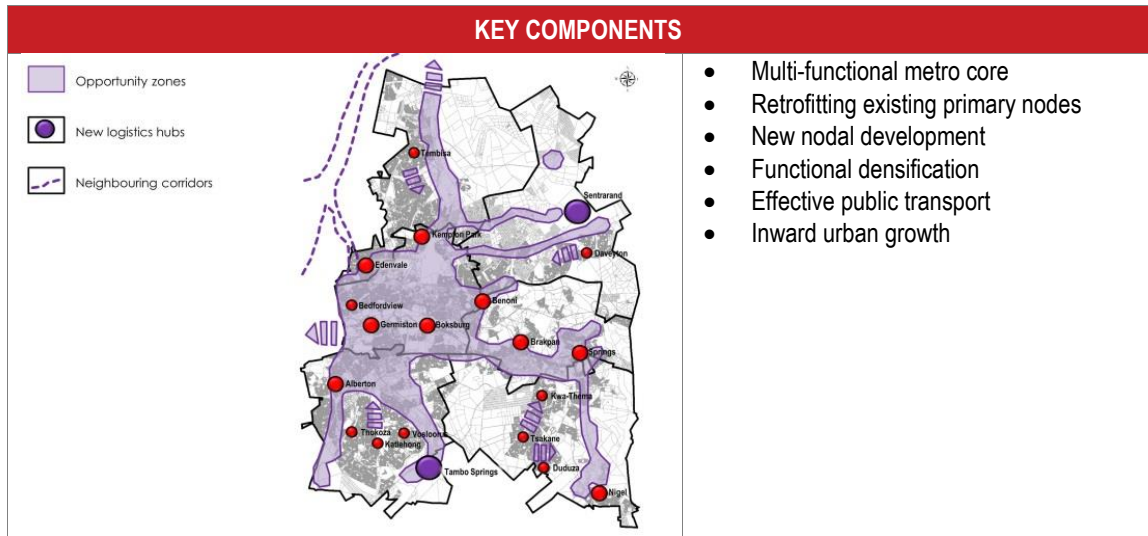
Re-urbanise

-  Metro Core
-  Nodal retrofit
-  New nodal development
-  New logistics hubs
-  Regeneration areas
-  Public transport
-  Permanent urban boundary



- Multi-functional metro core
- Retrofitting existing primary nodes
- New nodal development
- Functional densification
- Effective public transport
- Inward urban growth

Re-industrialise



KEY COMPONENTS

Re-govern	Re-mobilise
<ul style="list-style-type: none"> ● Permanent urban boundary 	<ul style="list-style-type: none"> ● Development of under-developed social services land
<ul style="list-style-type: none"> ● Functional planning / management regions 	<ul style="list-style-type: none"> ● Shared facilities
<ul style="list-style-type: none"> ● Planning to lead decision making 	<ul style="list-style-type: none"> ● Multi-functional facilities
<ul style="list-style-type: none"> ● Lesedi 	<ul style="list-style-type: none"> ● Public transport
<ul style="list-style-type: none"> ● Growth management strategy 	<ul style="list-style-type: none"> ● Functional participation (refuse removal)
<ul style="list-style-type: none"> ● Land acquisition (inter-governmental land) 	
Re-generate	
<ul style="list-style-type: none"> ● Recycled grey water for agriculture 	
<ul style="list-style-type: none"> ● Rail transport 	
<ul style="list-style-type: none"> ● Stormwater management 	
<ul style="list-style-type: none"> ● Alternative land use / building uses 	
<ul style="list-style-type: none"> ● Multi-functional land / facilities 	
<ul style="list-style-type: none"> ● “Green” buildings and services 	

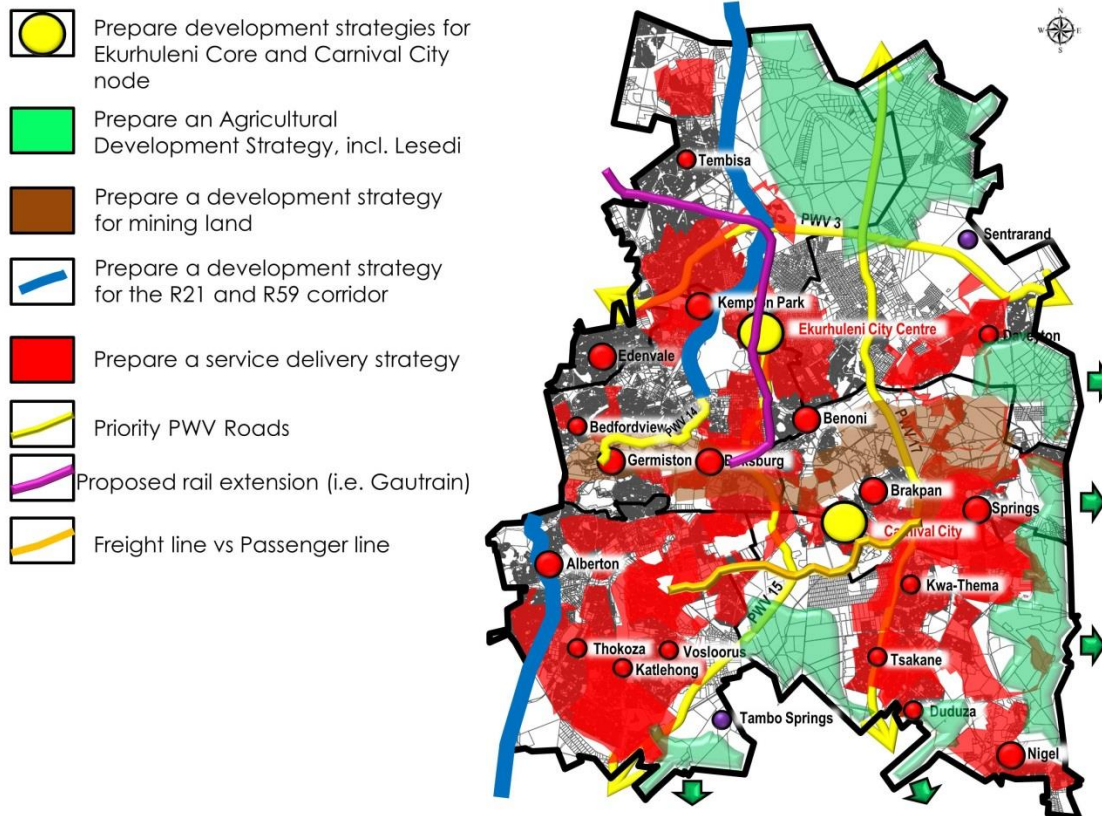
STRATEGIC PROPOSALS AND CATALYTIC RECOMMENDATIONS

The following strategic proposals are encompassed in the MSDF:

- Establish a permanent urban boundary as per this MSDF;
- Develop the core node as a metropolitan hub around the airport;
- Existing nodes need to be retrofitted to serve the current needs of the metro and new nodes need to be developed to improve connectivity and serviceability in the metro;
- Corridors need to be developed applying the “beads on a string” principle;
- Agriculture should be developed (in conjunction with Lesedi) to become a meaningful contributor to the Ekurhuleni economy;
- Densification needs to support public transport and needs to be supported by sufficient municipal services;
- Transit-orientated development needs to be promoted throughout the metropolitan area;
- Improved regional connectivity needs to be achieved via the development of PWV 3, PWV 5 and PWV 17 routes;

- Rail services need to be improved to augment the road-based public transport services and to develop the inland freight ports of Tambo Springs and Sentrarrand; and
- Gautrain extensions need to be pursued to service the eastern side of the airport.

As regards the catalytic recommendations, the following should be implemented with urgency:



CONCLUSION

The review of the EMSDF 2011 was necessary to align the Ekurhuleni spatial development with new legislation and with large-scale new developments in the region.

As such, this plan should ensure that the future spatial development of the metropolitan area will be sustainable and that it will contribute to the wellbeing of all its citizens.

Ekurhuleni is well-placed to become a leader in the future of Gauteng.

INTRODUCTION

The Ekurhuleni Metropolitan Municipality (EMM) approved the Metropolitan Spatial Development Framework (MSDF) for Ekurhuleni in April 2011 in accordance with the provisions of Section 26(e) of the Municipal Systems Act 32 of 2000.

In terms of the above-mentioned act, a metropolitan municipality also needs to prepare Regional Spatial Development Frameworks (RSDFs), for its area of jurisdiction, to facilitate the development of the metropolitan municipality as envisaged in the MSDF.

This revision of the 2011 MSDF, is the result of the RSDFs for the regions of Ekurhuleni having been completed since 2011. This revision of the 2011 MSDF thus provides some improved local information for refinement of the MSDF.

Events such as the Ekurhuleni Growth and Development Strategy 2055 (EGDS) and the preparation of the short-term Aerotropolis Development Plan have also provided important inputs towards a progressive and action-oriented MSDF.

The purpose of the MSDF is to indicate to members of the public and others with an interest in the city, the desired long-term proposals that will affect the spatial form of the Ekurhuleni metropolitan area and to:

- provide a long-term vision of the desired spatial form and structure of the EMM;
- align the EMMs spatial development goals, strategies and policies with relevant national and provincial spatial principles, strategies and policies;
- spatially co-ordinate, prioritise and align public investment in the municipality;
- direct private investment by identifying areas that are suitable for urban development, areas where the impacts of development need to be managed, and areas that are not suited for urban development;
- identify strategies to prevent loss and degradation of critical biodiversity areas, and ensure the necessary level of protection for the remaining areas; and
- provide policy guidance to direct decision-making on the nature, form, scale and location of urban development, land-use change, infrastructure development and environmental resource protection.

This first section focuses on the main contextual and statutory issues. Although spatial development policies and proposals must be directed primarily at the development and other use of land, they cannot be prepared for implementation without careful consideration of the wider economics, social strategies, policy context and social contexts. The strategies and policies contained in this review are aimed at maintaining and regenerating Ekurhuleni's economy and creating employment opportunities through intervention, improving the skills and literacy of the workforce, improving existing homes and building new ones; reducing social deprivation, disadvantage and marginalisation; improving environmental conditions; improving the availability and quality of public transport services; upgrading the road network and building new links; and meeting other particular transport needs (such as those of pedestrians and cyclists) job creation and poverty alleviation and addressing issues of the environment and climate change.

DEVELOPMENT CONTEXT

Development is not a one-dimensional process. It is multi-faceted with various components/sectors influencing one another. The four development sectors that inform the development of a Spatial Development Framework (SDF) are the economic, social, physical (natural and man-made) and institutional sectors.

Table 4 -

Table 6 provide concise overviews of the economic, social and physical development trends that impact on the spatial development of Ekurhuleni.

Table 4: Trends in the economic sector

TRENDS IN THE ECONOMIC SECTOR THAT SHAPE AND INFLUENCE DEVELOPMENT

GLOBAL	CONTINENTAL	NATIONAL	PROVINCIAL
<ul style="list-style-type: none"> • Increased access to global markets. • The gap between rich and poor nations continues to widen. • Growth of world gross product (WGP) is estimated to be 2.6 % in 2014, marginally better than the growth of 2.5% registered in 2013, but lower than the 2.9% projected in <i>World economic situation and prospects as of mid-2014</i>.³⁰ • Six years after the global financial crisis, gross domestic product (GDP) growth for a majority of the world economies has shifted to a noticeably lower path compared to pre-crisis levels.³¹ 	<ul style="list-style-type: none"> • Africa had a growth rate of 3.70% during the period 2008-2012. • Africa is the fastest growing continent³². • The private sector is the main engine of growth and is increasingly driven by internal demand. • The progress in the economic sector has brought increased levels of trade and investment and greater regional economic integration. • The improvement in the regional economic integration will enable African producers to build regional value chains, achieve economies of scale, increase intra-African trade and become internationally competitive. • The investment in the infrastructure sector is 	<ul style="list-style-type: none"> • SA is the second largest economy in Africa. • According to the preliminary estimates of real GDP released by Stats SA the SA economy grew by 1.5% in 2014, down from 2.2% in 2013. • SA is a leading producer of platinum, gold, chromium and iron. • Manufacturing increased to 9.5% in 2014, boosted by production of petroleum, chemical products, rubber and plastic, basic iron and steel, non-ferrous metal products, metal products and machinery division, motor vehicles, parts and accessories and other transport equipment. • The industry that grew fastest in 2014 was agriculture. 	<ul style="list-style-type: none"> • The Gauteng Province is the economic hub of the manufacturing, tertiary and quaternary sectors of the national economy. • Gauteng generates 33.9% of SA's GDP and 10% of the total GDP of the African continent. • The province dominates in every major economic sector, except agriculture, mining and quarrying. • An estimated 40.6% of SA's manufacturing is done in Gauteng. • The economy is dominated by the tertiary industries. The finance, real estate and business sector makes up 22.8% of the GDP. • Approximately 75% of manufacturing companies in South Africa are located in the province.

³⁰ World Economic Situation and Prospects 2015, United Nations, pg 3

³² The Atlantic: The next Asia is Africa: Inside the Continent's Rapid Economic Growth and The African Development Bank Group: Africa is now the fastest growing continent in the world (2013) www.afdb.org

TRENDS IN THE ECONOMIC SECTOR THAT SHAPE AND INFLUENCE DEVELOPMENT			
GLOBAL	CONTINENTAL	NATIONAL	PROVINCIAL
	<p>inadequate and infrastructure remains a major constraint to economic growth and development</p> <ul style="list-style-type: none"> • Currently Africa invests just 4% of its collective GDP in infrastructure. 		<ul style="list-style-type: none"> • Gauteng also plays a pivotal role in the region and Sub Saharan Africa from a logistical perspective, due to the OR Tambo International Airport (ORTIA) and a number of existing regional distribution centres like the City Deep container depots. • About 58% of the population in Gauteng is economically active. The highest unemployment rate and number of unemployed people are currently found in Ekurhuleni.

³² The Atlantic: The next Asia is Africa: Inside the Continent's Rapid Economic Growth and The African Development Bank Group: Africa is now the fastest growing continent in the world (2013) www.afdb.org

Table 5: Trends in the social sector

TRENDS IN THE SOCIAL SECTOR THAT SHAPE AND INFLUENCE DEVELOPMENT			
GLOBAL	CONTINENTAL	NATIONAL	PROVINCIAL
<ul style="list-style-type: none"> • In 2014, 54% of the world's population resided in urban areas. • The ratio of children to older citizens is approximately 3:1 but is declining. • In the emerging and developing world, the number of over 60-year-olds will grow to over 1.5 billion by 2050. • Due to rapid aging and rising longevity there has been a change in the nature of illness to non-communicable diseases. • According to the World Health Organisation non-communicable diseases are now responsible for 	<ul style="list-style-type: none"> • With an estimated population of 1.138 billion (2014) Africa is the second-largest and second most populous continent on earth. • Africa has a high proportion of young people. • Life expectancy is very low (50 years in many nations) and has reduced in the last 20 years due to HIV and Aids. • In most countries population growth is in excess of 2% per year. It is predicted that the African population will grow to 1.9 billion by 2050. 	<ul style="list-style-type: none"> • The SA population is estimated at 54 million of which 51% of the population is female. • Approximately 30% of the population is younger than 15 years and 7,8% is 60 years and older. • Migration is an important demographic process in shaping the age structure and distribution of the provincial population. • Life expectancy at birth for 2013 is estimated at 57,7 years for males and 61,4 years for females. • The infant mortality rate for 2013 is estimated at 41,7 per 1 000 live births. • The estimated overall HIV 	<ul style="list-style-type: none"> • Gauteng comprises the largest share of the South African population. Approximately 12,91 million people (24%) live in this province. • Migration rate estimations indicate that Gauteng is receiving the highest number of migrants. • For the period 2011-2016 the out-migration rate is estimated at 624 643, the in-migration rate is estimated at 1 106 375, thus the total net-migration rate is estimated at 481 732. • According to 2012 estimations,

TRENDS IN THE SOCIAL SECTOR THAT SHAPE AND INFLUENCE DEVELOPMENT			
GLOBAL	CONTINENTAL	NATIONAL	PROVINCIAL
<p>about 60% of deaths.</p> <ul style="list-style-type: none"> It is estimated that the world population will be 9.6 billion by 2050. 		<p>prevalence rate is approximately 10%. The number of people living with HIV is estimated at approximately 5,26 million in 2013. For adults aged 15–49 years, an estimated 15,9% of the population is HIV positive.</p>	<p>approximately 1.12 million of the Gauteng population live with HIV/AIDS. The number of people infected increased at an average annual rate of 3.6% since 2002.</p>

Table 6: Trends in the physical sector (natural environment)

TRENDS IN THE PHYSICAL SECTOR THAT SHAPE AND INFLUENCE DEVELOPMENT

GLOBAL

CONTINENTAL

NATIONAL

PROVINCIAL

<ul style="list-style-type: none"> • Food production is generally adequate to meet human nutritional needs. However, problems with distribution leave 800 million people undernourished. • Soil degradation, energy and water consumption, natural resource consumption, deforestation and the use of ozone-depleting substances remain a growing concern. 	<ul style="list-style-type: none"> • The key environmental problems in Africa are land and water degradation, biodiversity loss and climate change. • The above-mentioned issues manifest through deforestation, desertification, reduced soil productivity, pollution and the depletion of fresh-water reserves. • The continent is also prone to droughts, floods and a high burden of disease (high HIV/Aids mortality rates, malaria, tuberculosis and the frequent preventable deaths from waterborne diseases). • Agriculture accounts for 32% of Africa's GDP and as a result the degradation of the natural resources reduce the productivity of those dependent on agriculture for their livelihoods. 	<ul style="list-style-type: none"> • SA has a rich biodiversity and exceptional ecosystems and habitats; abundant non-renewable energy and mineral resources; green growth opportunities from wildlife game farming, ecotourism, energy-efficiency measures and innovation; comprehensive policy and regulatory framework for protecting the environment and managing natural resources; the fastest-growing renewable energy market in the G20 and the ninth-leading destination of clean energy investment. • SA faces the following challenges: it is one of the most energy- and carbon-intensive economies in the world; an overreliance on natural resources; poorly regulated mining resulting in serious environmental damage; high pressures on limited water resources; poor environmental quality and access to environmental 	<p>Gauteng faces four critical problems:</p> <ul style="list-style-type: none"> • Unsustainable use of water and declining quality and quantity of water resources; • Rising greenhouse gas emissions and a lack of strategies to cope with projected climate change impacts and the rising trend in relation to the release of pollutants into the atmosphere; • Poor environmental management; and • Inadequate biodiversity protection.
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TRENDS IN THE PHYSICAL SECTOR THAT SHAPE AND INFLUENCE DEVELOPMENT			
GLOBAL	CONTINENTAL	NATIONAL	PROVINCIAL
		services (sanitation, waste collection and healthy housing) affecting health, especially children; increasing illegal poaching, wildlife trade and damage by invasive species.	

LEGISLATIVE CONTEXT

The main legal obligations that the municipality has to comply with are described below:

The South African Constitution

Local government legislative framework is steeped in human rights provisions in the SA Constitution. This is in line with the universal human rights founded in the United Nations (UN) Declaration of Human Rights of 1948.

Sections 152 and 153 of the constitution state the following regarding the objects and developmental duties of local government:

Section 152 of the Constitution - Objectives of local government

The objectives of local government are:

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

Section 153 of the Constitution - Developmental duties of municipalities

A municipality must:

- a. structure and manage its administration, and its budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community; and
- b. participate in national and provincial development programmes.

Of specific significance is the mention in Section 153(a) that a municipality must structure its planning processes "...to promote the social and economic development of the community".

The Spatial Planning and Land Use Management Act (SPLUMA), 2013

SPLUMA requires national, provincial and municipal spheres of government to prepare SDFs that establish a clear vision that must be developed through a thorough inventory and analysis based on national spatial planning principles and local long-term development goals and plans.³³

Chapter 2 Section 7 (a) to (e) of SPLUMA sets out the following development principles, which are applicable to spatial planning, land development and land-use management in the municipalities:³⁴

- a) **Spatial justice:** *past spatial and other development imbalances must be redressed through improved access to and use of land by disadvantaged communities and persons.*
- b) **Spatial sustainability:** *spatial planning and land use management systems must: promote the principles of socio-economic and environmental sustainability through; encouraging the protection of prime and unique agricultural land; promoting land development in locations that are sustainable and limit urban sprawl; consider all current and future costs to all parties involved in the provision of infrastructure and social services so as to ensure for the creation of viable communities.*
- c) **Efficiency:** *land development must optimise the use of existing resources and the accompanying infrastructure, while development application procedures and timeframes must be efficient and streamlined in order to promote growth and employment.*
- d) **Spatial resilience:** *securing communities and livelihoods from spatial dimensions of socio-economic and environmental shocks through mitigation and adaptability that is accommodated by flexibility in spatial plans, policies and land use management systems.*
- e) **Good administration:** *all spheres of government must ensure an integrated approach to land use and land development and all departments must provide their sector inputs and comply with prescribed requirements during the preparation or amendment of SDFs.*

Chapter 4 Part A of SPLUMA sets out the focus and general requirements that must guide the preparation and compilation of SDFs at the various spheres of government. The following sections of Chapter 4 Part A of SPLUMA have relevance to the preparation of a SDF for the EMM:

- Section 12 (1)
- Section 12 (2)
- Section 12 (5)
- Section 12 (6)

The Local Government Municipal Systems Act (MSA), 32 of 2000

³³ Guidelines for the Development of Provincial, Regional and Municipal Spatial Development Frameworks and Precinct Plans. Final Draft, September 2014. P11

³⁴ Guidelines for the Development of Provincial, Regional and Municipal Spatial Development Frameworks and Precinct Plans. Final Draft, September 2014. P13

The concept of a Municipal Spatial Development Framework (MSDF) was first introduced in the Local Government Municipal Systems Act. Chapter 5 of the Municipal Systems Act (MSA), Act 32 of 2000 deals with integrated development planning. In referring to Section 152 and 153 of the Constitution, Section 23(1) of the MSA states that a municipality must undertake development-oriented planning.

The MSA also refers to Chapter 1 of the Development Facilitation Act, 1995 (Act No. 67 of 1995), ensuring that the DFA principles are included in the municipal Integrated Development Plan (IDP).

Of specific significance is Section 26(e), prescribing that a municipal IDP must include a spatial development framework. Ekurhuleni complies with this section in that the Ekurhuleni IDP includes the Metropolitan Spatial Development Framework (MSDF) as a key operational strategy.

Municipal Planning and Performance Management Regulations

The Municipal Planning and Performance Management Regulations, 2001 were published in terms of Section 120 of the MSA. These regulations spell out the detail to be contained in a municipal IDP. Section 4 of the regulations specifically deals with the spatial development framework. Of specific importance is Section 4(i) (iii), which states that a spatial development framework may delineate the urban edge.

From the above it is clear that municipalities are entitled to delineate the urban edge through the responsibilities vested in it through the Constitution, Municipal Systems Act, and the Municipal Planning and Performance Management Regulations.

POLICY CONTEXT

In the South African context, spatial planning at policy level takes place at national, provincial and thereafter at local authority level (see **Figure 1**). Although there are three spheres of government, in practice each sphere has its own protocol and hierarchy.

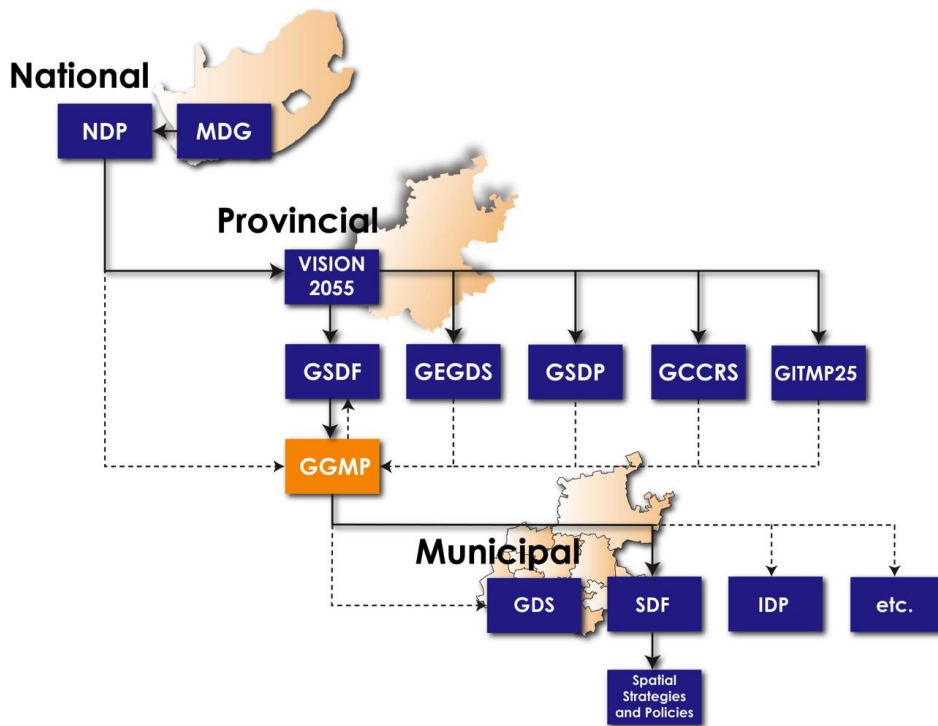


Figure 1: Spatial planning at national, provincial and municipal level

On a global level, South Africa is signatory to a number of international treaties, protocols and agreements signed within the context of the Universal Declaration of Human Rights of 1948. The most prevalent frameworks/policies will be discussed in more detail in the following sections.

Global level

Millennium Development Goals

In September 2000, 189 member states of the United Nations signed a declaration following the Millennium Summit to fulfil eight development goals by 2015, commonly referred to as the Millennium Development Goals (MDGs). In 2004, South Africa became a signatory. The MDGs are not legally binding instruments, but rather have a politically and morally compelling character. The overall goal of the MDGs is to halve poverty by 2015 and to improve the lives of slum dwellers by 2020.

The specific goals and targets to be implemented at local government level are:

- Goal 1: Eradicate extreme poverty and hunger;
- Goal 2: Achieve universal primary education;
- Goal 3: Promote gender equality and empower women;
- Goal 4: Reduce child mortality;
- Goal 5: Improve maternal health;
- Goal 6: Combat HIV/AIDS, malaria and other diseases;
- Goal 7: Ensure environmental sustainability; and

- Goal 8: Develop a global partnership for development.

BRICS

The emerging economies of Brazil, Russia and China were forecast to realise fast economic growth and be larger than some of the developed economies. In 2006, this group became a diplomatic-political entity called BRIC. In 2011, South Africa officially joined and it is now referred to as BRICS. Currently, the BRICS countries together account for more than a quarter of the world's land area, more than 40% of the world population and around 35% of global foreign exchange reserves.

These countries' collaboration is aimed at meeting economic needs of this century, which include infrastructure development, consumption and increased trade. The strength of the BRICS economies is of ever-increasing importance to the global economy. BRICS' collective contribution to world GDP has increased from 11% in 1990 to 26% in 2012.

Continental level

Despite various types of economic policies and programmes, the African economy remains underdeveloped. The New Partnership for African Development (NEPAD) is an African development initiative and a step towards anchoring development in the collective vision and commitment of African leaders. The long-term objective is to place African countries on a path to sustainable development.

In 2010, African leaders launched a new Programme for Infrastructure Development in Africa (PIDA). The African Union, NEPAD and the African Development Bank lead this initiative. The overall goal of PIDA is to promote socio-economic development and poverty reduction in Africa through improved access to integrated regional and continental infrastructure networks and services.

At a sub-continental level, South Africa (and therefore Ekurhuleni) has strong links with the Southern African Development Community (SADC), and the SADC economic region has been strengthened to negotiate with the developed world in particular the European Union for economic and financial support and aid.

SADC is in the process of strengthening regional ties in sub-Saharan Africa. The intention is to have free and unhindered movement and mobility of citizens of SADC, its resources and services with a common currency, trade and citizenship. These include skills, transport and goods and other services and infrastructure development.

National level

At the national state level, there is planning legislation and policy for strategic planning. Besides strategic policy, the national state has adopted a **National Strategic Development Perspective (NSDP)** first formulated in 2003 and reviewed in 2006.

Two concepts key to the role of the NSDP in a development context in South Africa are:

- **comparative advantage**; and
- **competitive advantage** of a city or region.

The NSDP has the same goals as NEPAD of: providing a framework for infrastructure investment and development spending, and emphasises that investment should be focused in areas with potential for sustainable economic and development potential; interpreting of the spatial realities and the implications for government intervention; creating a shared understanding of the national space economy by describing the spatial manifestations of the main social, economic and environmental trends; and establishing a set of principles and mechanisms for guiding infrastructure investment and development decisions.

In support of the NSDP are various pieces of legislation and policies, agencies, organisations and institutions that support, guide and co-ordinate spatial development at national level. These are:

- **Municipal Demarcation Board (MDB):** The board is an independent authority established in terms of the Municipal Demarcation Act (1999) to create and continually review and demarcate local authority boundaries and inner ward boundaries through criteria and procedures for the determination of municipal boundaries. The board therefore provides the framework for municipal spatial development frameworks planning.
- **Statistics South Africa (Stats SA):** Statistics South Africa conducts the national census whose information is vital for analysis and development strategies.
- **SA Cities Network:** The SA Cities Network undertakes studies for South African metropolitan areas, gives advice and, in their approach, recommends four themes that reflect the centrality of the city development strategy.
- **SALGA:** SALGA is an organisation of local government authorities whose task is to ensure that the goal of developmental local governance is achieved and to oversee the activities of the South African Cities Network.






The most important national strategic policies and programmes are the following:

New Growth Path

The New Growth Path (NGP) was adopted in July 2011, places jobs at the centre of economic policy and sets out the key job drivers and the priority sectors on which the government will focus. The NGP is based on inclusive economic growth and the rebuilding of the productive sectors of the economy, with the aim of growing employment by 5 million jobs by 2020. The table below sets out the key job drivers to accomplish this target.

Table 7: Key job drivers

INFRASTRUCTURE	MAIN ECONOMIC	NEW ECONOMIES	SOCIAL CAPITAL	SPATIAL DEVELOPMENT
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	SECTORS			
 <p>Public investment can create 250 000 jobs a year in energy, transport, water and communications infrastructure and in housing. The jobs are in four activities:</p> <ul style="list-style-type: none"> • construction of new infrastructure; • operation of the new facilities; • expanded maintenance; and • the manufacturing of components for the infrastructure programme. 	 <p>The NGP targets opportunities for:</p> <ul style="list-style-type: none"> • 300 000 households in agricultural smallholder schemes; • 145 000 jobs in agro-processing; • 140 000 additional jobs in mining by 2020, • 350 000 jobs by 2020 in the industries not covered elsewhere; • 250 000 jobs in the high level service industry (tourism and business services, and cultural industries). 	 <p>The NGP targets 300 000 additional direct jobs by 2020 to green the economy, with 80 000 in manufacturing and the rest in construction, operations and maintenance of new environmentally friendly infrastructure.</p> <p>In addition, the NGP targets 100 000 new jobs by 2020 in the knowledge-intensive sectors of ICT, higher education, healthcare, mining-related technologies, pharmaceuticals and biotechnology.</p>	 <p>The social economy includes myriad not-for-profit institutions that provide goods and services, including co-operatives, nongovernmental organisations (NGOs) and stokvels.</p> <p>The NGP anticipates 260 000 new employment opportunities in this sector. The public service can also generate 100 000 jobs in health, education and policing by 2020.</p>	 <p>The proposals of the NGP centre on a strategy for improving logistics and an integrated road and rail system across the continent; measures to expand regional investment and trade; develop integrated supply-chains and industrial corridors particularly in mining and agro-processing; and reducing regulatory obstacles to trade and travel.</p>

National Development Plan (NDP)

The NDP focuses on enabling sustainable and inclusive development. The plan seeks to eliminate poverty and reduce inequality by providing South Africans with a secure foundation from which they can expand their capabilities and improve their life opportunities.

It sets out a coherent and holistic approach to confronting poverty and inequality based on the following six focused, interlinked priorities:

- uniting South Africans around a common programme;
- citizens active in their own development;
- faster and more inclusive economic growth;
 - building capabilities;
 - a capable and developmental state; and
 - leadership and responsibility throughout society.

According to the NDP, all spatial development should conform to the following normative principles:³⁵

- spatial justice.
- spatial sustainability.
- spatial resilience.
- spatial quality.
- spatial efficiency.

The priorities of the NDP are:³⁶

- creating jobs and livelihoods;
- expanding infrastructure;
- transitioning to a low-carbon economy;
- transforming urban and rural spaces;
- improving education and training;
- providing quality health care;
- building a capable state;
- fighting corruption and enhancing accountability; and
- transforming society and uniting the nation.

To solve some of the problems of spatial and economic exclusion, the NDP proposes a three-pronged approach.³⁷

- *firstly*, that certain types of economic activities should increasingly move closer to deprived areas.
- *secondly*, that development should be promoted along transport corridors to capture the value of the investment in existing infrastructure.
- *thirdly*, that there should be investment in efficient and affordable public transport systems to link people to different parts of the city.

The approach to solving the problems of spatial and economic exclusion requires that the MSDF focus on:

- integration between economic activity and employment areas;
- transit-oriented development, with specific focus on the railway line and the Integrated Rapid Public Transport Network (IRPTN) corridors; and
- the corridor of logistics hubs, road, rail, fuel and other infrastructure, including and connecting Gauteng and Durban i.e. Tambo Springs and Sentrarrand (which is earmarked to a new generation intermodal hub).

National Infrastructure Plan (NIP)

³⁵ National Development Plan, p277

³⁶ National Development Plan, p5-6

³⁷ Trevor A. Manuel, Minister in the Presidency: National Planning Commission, to the 2013 Metropolis Annual Meeting

The NIP was adopted in 2012 and the plan aims transform the economic landscape while simultaneously creating significant numbers of new jobs, and to strengthen the delivery of basic services.

Eighteen Strategic Integrated Projects (SIPs) identified cover social and economic infrastructure across all nine provinces (with an emphasis on lagging regions). The SIPs include catalytic projects that can fast-track development and growth. The work done as part of the SIP projects is being aligned with key crosscutting areas i.e. human settlement planning and skills development.

The SIPs comprise:

- five geographically-focused SIPs;
- three energy SIPs;
- three spatial SIPs;
- three social-infrastructure SIPs;
- two knowledge SIPs;
- one regional integration SIP; and
- one water and sanitation SIP.

The SIP project that has relevance to Ekurhuleni is SIP 2: Durban-Free State-Gauteng logistics and industrial corridor. The purpose of SIP 2 is to strengthen the logistics and transport corridor between SA's main industrial hubs and to improve access to Durban's export and import facilities. The aerotropolis around ORTIA is listed as one of the major components of SIP 2.

Provincial level

The most important provincial strategic policies and programmes are:

Ten Pillar Programme of Transformation, Modernisation and Reindustrialisation (TMR)

To make Gauteng an integrated city-region characterised by social cohesion and economic inclusion, the Gauteng Province has adopted the following ten pillars of radical transformation:

- radical economic transformation;
- decisive spatial transformation;
- accelerated social transformation;
- transformation of the state and governance;
- modernisation of the public service;
- modernisation of the economy;
- modernisation of human settlements and urban development;
- modernisation of public transport infrastructure;
- re-industrialisation of Gauteng Province; and
- taking the lead in Africa's new industrial revolution.

Premier David Makhura in his 2015 State of the Province Address announced that province jointly with municipalities and the private sector partners are making the following three interventions to address unemployment, poverty and inequality:

- spatial reconfiguration;
- township economy; and
- infrastructure investment.

Furthermore, Premier Makhura identified the following five development corridors that have distinct industries and different comparative advantages:

- The 'Central Development Corridor' , anchored by the City of Johannesburg as the hub of finance, services, ICT and pharmaceutical industries;
- **The 'Eastern Development Corridor', anchored by the economy of the Ekurhuleni Metro as the hub of manufacturing, logistics and transport industries;**
- The 'Northern Development Corridor', anchored by Tshwane as the nation's administrative capital and the hub of the automotive sector, research, development, innovation and the knowledge-based economy;
- The 'Western Corridor', encompassing the economy of the current West Rand district and the creation of new industries, new economic nodes and new cities; and
- The 'Southern Corridor', encompassing the economy of the Sedibeng district and the creation of new industries, new economic nodes and new cities.

It is envisaged that the province will strategically use land owned by government and prioritise development approvals in these corridors, as the development of these corridors will ensure balanced economic growth, infrastructure development, sustained employment and significant economic empowerment across the entire city region.

Gauteng Employment, Growth and Development Strategy (GEDS)

The GEDS is an action-oriented strategy for all sectors of society in Gauteng and reflects the following six strategic objectives:

- provision of social and economic infrastructure and services that will build sustainable communities and contribute to halving poverty;
- accelerated, labour-absorbing economic growth that increases per annum and that will create long-term sustainable jobs and contribute to halving unemployment;
- sustainable socio-economic development;
- enhanced government efficiency and cooperative governance;
- deepening participatory democracy, provincial and national unity and citizenship; and
- contribution to the successful achievement of NEPAD's goals and objectives.

The GEDS is currently under review.

Provincial Spatial Development Framework

The Gauteng Provincial Spatial Development Framework (2011) reflects Ekurhuleni, ORTIA as one of the three legs of the provincial economic triangle and is used as such for the purposes of developing Ekurhuleni Metropolitan Spatial Development Framework. The other two legs are the City of Johannesburg and the City of Tshwane.

The Gauteng Spatial Development Framework is currently under review.

Gauteng Strategic Development Perspective (GSDP)

The primary function of the GSDP is to serve as a common platform for planning and investment, in that it is a tool to help all stakeholders in the province agree on a common understanding of the nature and functioning of the provincial space economy.

25-Year Gauteng Integrated Transport Master Plan:

The aim of the 25-Year Gauteng Transport Implementation Plan (GITMP25) is to “fast-track” the implementation of certain urgent initiatives and projects. These include major projects that are already set out in the range of transport plans prepared at the respective spheres of government recently.

The 25-Year Gauteng Integrated Transport Master Plan (GITMP25) proposes eight key interventions:

- subsidised housing provision within urban core areas;
- land use densification in support of public transport;
- reinforcing the passenger rail network as the backbone of the system;
- extending the integrated rapid and road-based public transport networks;
- strengthening freight hubs;
- ensuring effective travel demand management;
- mainstreaming non-motorised transport; and
- ensuring continued provincial wide mobility.

The GITMP25 states that “*Land-use and transportation should be better integrated through processes of land use densification and TODs along the priority public transport network within the urban core of Gauteng.*”

Gauteng Environmental Management Framework

The objectives of the Gauteng Environmental Framework are:

- to make it efficient for urban development (including associated service infrastructure) to occur in defined selected areas with lower environmental concerns and high development demand to help facilitate the implementation Gauteng Growth and Management Perspective, 2014;

- to facilitate the optimal use of current industrial, mining land and other suitable derelict land for the development of non-polluting industrial and large commercial developments;
- to protect Critical Biodiversity Areas (CBAs as defined in C-Plan 3.3) within urban and rural environments;
- to ensure the proper integration Ecological Support Areas (ESAs as defined in C-Plan 3.3) into rural land use change and development;
- to use ESAs as defined in municipal bioregional plans in spatial planning of urban open space corridors and links within urban areas; and
- to focus on the sustainability of development through the implementation of initiatives such as:
 - energy efficiency programmes, plans and designs;
 - waste minimisation, re-use and recycling;
 - green infrastructure in urban areas; and
 - Sustainable Drainage Systems (SuDS).

The Gauteng Provincial Environmental Management Framework as gazetted on 22 May 2015 has now replaced all Environmental Management Frameworks in the Province, including those at a local level.

Global City Region Concept (GCRC)

The purpose of the GCRC is to build Gauteng into an integrated and globally competitive region where the economic activities of different parts of the province complement each other in consolidating Gauteng as an economic hub of Africa and an internationally recognised global city region.

The GCR concept aims to develop the Province based on the following principles:

- reducing reliance on private mobility in favour of safe, convenient and affordable public transport and non-motorised transport;
- reducing present rates of non-renewable energy usage;
- Reducing rates of energy expended on the manufacture of goods, the delivery of these goods to market and the import of goods;
- integrating open space systems into the city region and providing sustainable ecosystems, urban agriculture, and quality of life as a fundamental of the province's development patterns.; and
- promoting a democratic urban order to offer opportunities for all.

Gauteng 2055

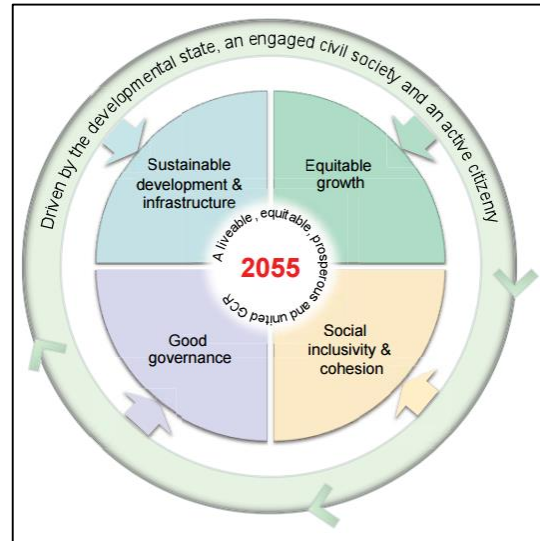
This is a process by the Gauteng Provincial Government to produce a development strategy for the Gauteng City Region in 2055 that:

- Is credible;
- enjoys broad ownership;

- provides useful direction; and
- realises the Freedom Charter of 1955.

In terms of the Gauteng 2055 conceptual framework:

- The outermost ring represents the drivers viewed as necessary to create momentum for, and support achievement of, the four defined ideals and ultimately, the vision for the GCR of 2055.
- The intermediate circle represents the ideals strived for, with delivery envisaged as staggered across the short, medium and long-term. These ideals are intricately inter-related, with causality viewed as complex and situation-specific, rather than being linear in nature.
- The central ring reflects the vision for 2055 – the creation of a ‘liveable, equitable, prosperous and united GCR’.



Gauteng Growth Management Perspective

The purpose of the Gauteng Growth Management Perspective is to provide a clear perspective and understanding of the implications of spatial growth, and an approach to implementation and coordination of growth management in the province and the City-Region...

National and provincial policies set out directives for growth management in Gauteng.

- Spatial restructuring and growth management is an important national and provincial tool to support economic growth and employment creation.
- Growth management must improve spatial efficiency and sustainability in the province, which in turn will assist economic efficiency.
- Growth management must allow for an improved spatial network economy which will allow for improved agglomeration economies, economic clustering and economies of scale.
- There should be a balanced approach between urban and peri-urban development. Although Gauteng is a highly urbanised area, there are significant peri-urban elements and these should be acknowledged as important spatial elements in a comprehensive approach to growth management in the province.
- Growth management should focus not only on growth *per se*, but on the protection of agricultural land in Gauteng for the advancement of land transformation and food-security.
- Peri-urban development should focus on identifying different zones of potential and the identification of growth strategies for these.

- Urban sprawl should be contained and possibly reversed, as denser forms of development are more efficient in terms of land usage, infrastructure cost and environmental protection.
- Growth management should assist with improved movement systems through improved urban linkages and land-use, and transportation integration around transport corridors and Transit Oriented Developments (TODs).
- Areas with existing demonstrated economic potential should form focus areas for intensification and investment. However, economic growth and its spatial manifestation should find ways of being more equitably distributed across the urban environment, including marginalised areas.
- A much greater degree of spatial integration and overlap between disadvantaged areas and areas of economic activity must be ensured. Spatial growth should therefore focus on creating linkages between these areas, but at the same time ensure that such linkages are realistic and sustainable.
- The proposals and outcomes of growth management must be measurable against the five national principles for spatial development, spatial justice, spatial sustainability, spatial resilience, spatial equality and spatial efficiency;
- Growth management must support the Gauteng Vision 2055 ideals of (i) equitable growth, (ii) social inclusivity and cohesion, (iii) sustainable development and infrastructure and (iv) good governance.

Municipal level

Within the context of EMM, the mandate of the City Planning Department is key in developing and promoting an integrated city that addresses spatial injustices and guides spatial development to a sustainable, vibrant and developmental city.

In ensuring that the city's spatial footprint meets the needs of communities as expressed in the IDP, the city planning department ensures that levers such as policies and budget, adequately respond to the spatial trajectory of the city expressed in the planning discourse, GDS 2055, MSDF, guidelines for land-use management, development of a capital investment framework and by-laws.

At the centre of the city planning department is a package of plans that direct investment and development strategic areas of the city. Spatial planning is guided by the vision of the city (GDS 2055). Long terms spatial development framework gives effect to the vision of the city, through the IDP. Furthermore, special projects and geographic information systems give strategic impact on the desired outcomes on the development and transformation of the city. The City planning discourse subscribes to *inter alia* the following planning principles:

- movements networks and systems;
- densification of human settlements;
- transport oriented development;
- polycentric spatial structure;

- urban edge addressing sprawl; and
- environmental management framework.

The spatial planning pyramid (see figure below) demonstrates a new spatial planning regime in EMM.

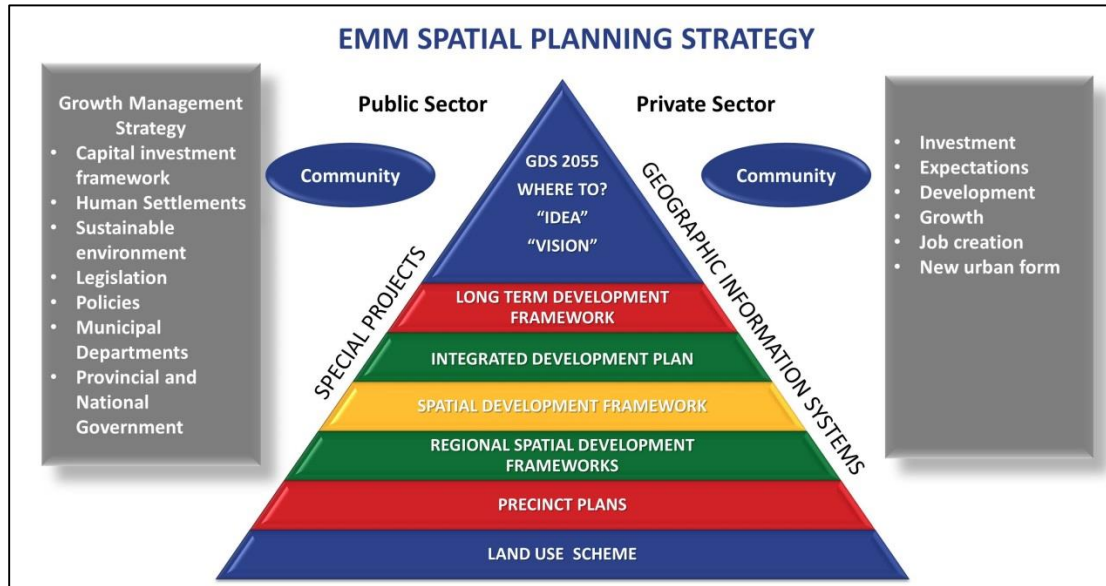


Figure 2: Ekurhuleni spatial planning strategy

The EMM Spatial Strategy is, as a contribution towards **spatial transformation**, characterised by the following package of plans that give effect to EMM GDS 2055.

- The envisaged **Long Term Spatial Development Framework** illustrates the spatial vision of the GDS beyond 2055.
- **The Integrated Development Plan** binds and co-ordinates the cities' strategic plans to a unified vision. This plan forms the backbone development in the short-to- medium term and guides service delivery linked to a specific spatial trajectory as an agreement by city authority.
- The **Municipal Spatial Development Framework** gives effect to the GDS, as a medium- term spatial framework that directs development, growth and infrastructure development.
- **Regional Spatial Development Frameworks** provide spatial reconfiguration that leads towards enhanced economic growth, development, sustainable environment, integrated human settlements and better network and connectivity.
- **Urban Design Precinct Plans** bring to bear the notions of better urban design that is linked to city identity to set EMM apart from other cities.
- **Land Use Scheme** brings legitimacy to a special vision as directed by the GDS, and spatial framed by MSDF. The scheme provides statutory direction and ensures that growth and development is in line with the broad spatial vision of EMM.

The Spatial Strategy has two supporting pillars.

- **Geographic information systems** provide topographical support information that informs spatial planning, development and growth. Furthermore, development trends and analyses are produced as key data in directing and measuring growth for purposes of growth management.
- **Spatial projects** are key in the implementation of all projects as directed by urban design precinct plans. Implementation is not divorced from the package of plans. There are always clear guiding principles that channel implementation to areas that have been identified for potential growth and development. Use of fiscal resources is guided by the capital investment framework, which drives the notion of optimisation of infrastructure development.

Ekurhuleni Growth and Development Strategy 2055

On a municipal level, the Ekurhuleni Growth and Development Strategy 2055 (GDS) primarily informs the MSDF.

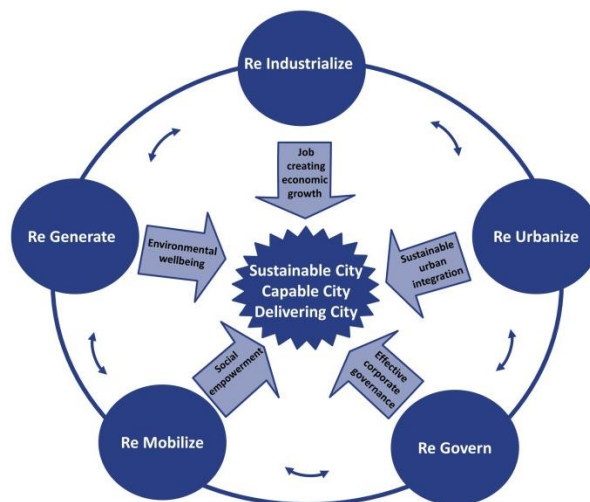
The GDS provides a framework and point of reference for all the EMM plans, policies and strategies in various areas of operation. The GDS is a strategy for all sectors of society and is intended to build a common vision and purpose between government, the private sector and civil society. The broad development strategies and targets contained in the GDS will be further contextualised in the IDP and the various sectoral strategies and policies.³⁸

The report suggests the following three stages in the development of the Ekurhuleni Metropolitan Municipality (EMM):

- 2012 – 2020: Delivering City
- 2020 – 2030: Capable City
- 2030 – 2055: Sustainable City

From the abovementioned it is evident that the sustainable city trajectory lies at the heart of the GDS. This trajectory will be managed through five themes:

- **Re-urbanise.**
- Re-industrialise.
- Re-generate.
- Re-mobilise.
- Re-govern.



At the heart of the spatial pattern is the re-urbanise trajectory. The following lead programmes were identified for the re-urbanise trajectory i.e. the urban strategy:

³⁸ Ekurhuleni Growth and Development Strategy 2055

- **EMM Gauteng City Regional Integration**
 - Regional accessible public transport network development.
 - Regional broadband infrastructure networks development.
 - Regionally integrated Ekurhuleni Aerotropolis redevelopment.
 - Integrated regional air, rail and road logistics network development.
- **Sustainable Settlements and Infrastructure**
 - Investment in off-grid long-term infrastructure.
 - Investment in on-grid long-term infrastructure.
 - Development of a long-term formal settlement plan.
 - Development of a long-term informal settlement plan.
- **Connected working and living spaces**
 - Establishing an integrated urban core.
 - Breaking through and re-connecting townships.
 - Creating new civic identity and connections.
 - Revalorise historic sites and redundant land assets.

Aerotropolis Master Plan

The core of the Ekurhuleni aerotropolis vision is the desire to build prosperity for the City of Ekurhuleni based on job creation. To meet this challenge, the Ekurhuleni Aerotropolis Master Planning strategy proposes five overarching principles. As each principle is intimately linked to every other, they form the foundation for the Vision of the Ekurhuleni Aerotropolis and form the criteria for the success of this important initiative. These principals are:

- **community:** build strong neighbourhoods that allow people to realise their full potential;
- **collaborate:** streamlined and effective governance that meets or surpasses global standards;
- **concentrate:** dense transit-oriented development that leverages and complements existing communities;
- **connect:** move goods, services and people efficiently and effectively; and
- **compete:** identify and amplify the value chains that South Africa can dominate in the global economy.

The Aerotropolis Master Plan seeks to optimize development options to:

- increase employment opportunities broadly throughout each community in Ekurhuleni;
- support economically active and healthy street life along key urban corridors;
- direct new traffic around existing communities to allow them to grow and flourish;
- create out world-class open space and cultural venues in parallel with increased economic activity; and
- unlock the potential of the aerotropolis for all stakeholders by grounding the master plan in sound community-oriented principles.

Conclusion

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 will be informed by its comparative advantages as well as its competitive advantages. The **comparative advantage** would be the provision of efficient production and service delivery. In this instance it will entail an inward focus within Ekurhuleni that is its self-assessment.

It will also look 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 ORTIA gives the metro tremendous corporative advantage. The transport network, the Maputo-Joburg corridor that passes through Ekurhuleni and retail and commercial services give Ekurhuleni a competitive advantage that the MSDF will work to improve.

CHAPTER 10

10. DISASTER MANAGEMENT PLAN

EXECUTIVE SUMMARY

Section 53(1) (a) of the Disaster Management Act, 2002 (Act 57 of 2002 – hereafter referred to as “the Act”) requires the Municipality to prepare a disaster management plan for its area according to the circumstances prevailing in the area and within the ambit of its municipal disaster management framework.

Section 53(2) (a) of the Act specifies that the disaster management plan for a municipality must form an integral part of the municipality’s integrated development plan (IDP). Section 26(g) of the Local Government: Municipal Systems Act, 2000 lists “applicable disaster management plans” as a core component of an IDP.

The Ekurhuleni Metropolitan Municipal Council resolution Item B-PS (10-2005) MC 07/04/2005 gives effect to the City Of Ekurhuleni Integrated Disaster Management Framework and Corporate Disaster Management Plan for the period 2012 to 2017.

The Integrated Municipal Disaster Management Framework provides the institutional scope of how the municipality will organize itself to deal with disaster preparedness planning, risk reduction and response and relief responsibilities with clearly defined elements and is considered as the ‘parent’ document.

The Disaster Management Plan seeks to achieve the integration of disaster management functions into the strategic and operational planning and project implementation of all line functions and role players within the municipality against assessed disaster risks and through this coordinative effort; promotes the integration of fast, efficient and effective responses to disasters (actual or impending) by all role-players.

The Disaster Management Plan is aimed at enabling the City of Ekurhuleni to identify and then reduce risks through proper and timely disaster risk reduction actions as well as the execution of disaster responses; and provides all role-players with pre-determined guidelines on the processes to be followed to save lives and protect property and the environment. Each department of council has identified its disaster responsibilities to ensure that any response to a disaster means that responders do not work against each other but rather complement each other to ensure a speedy recovery from the disaster.

The plan further aims to ensure that development remains sustainable, through the embedding of principles related to disaster risk reduction, disaster mitigation and disaster prevention into developmental projects. This embedment is accomplished by the participation of the function in the Development Facilitation Committee as well as other committees whose primary functions are related to the identified disaster risks, i.e. Environmental Management Department, Health Department and Disaster and Emergency Management Services Department.

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 recovery, rehabilitation and reconstruction (if necessary), occurs within the context of a managed and well-coordinated environment that normalises a disaster-stricken community as quickly as possible.

Funding of the post-disaster response occurs through utilisation of municipal funds set aside for such contingencies; and then secondly by approaching the provincial and national government for additional disaster response and/or disaster grant funding and by the application of municipal finance legislation related to emergency situations.

The life cycle of the Disaster Management Plan (DMP) mirrors that of the IDP which 'hosts' the DMP as part of the developmental agenda of the IDP.

The DMP is reviewed annually to ascertain progress made against actionable risk reduction, risk mitigation and risk preparedness items and to determine whether any material and substantial changes need to be made to the original or reviewed plan as a result of environmental, physical and or developmental challenges in respect of disaster management planning.

Through this 2015/2016 review; it is confirmed, that steady progress is being made by the City of Ekurhuleni in managing and monitoring its disaster management responsibilities and implementable actions as per the plan. The Disaster Management Risk and Vulnerability Assessment, which is currently underway, will inform us of any new and emerging disaster risks which we need to mitigate and be prepared for.

The declared disaster of 16 November 2015 provides opportunity to test real and live disaster response initiatives and the opportunity to learn, how to better provide for all facets of disaster risk reduction and disaster response. The good progress being made in improving the city's readiness for disaster mitigation, preparedness, response and recovery, through the formalisation of service levels agreements (SLAs) that is being pursued between departments; Memoranda of Understandings (MoU's) between the City and non-governmental organisations; and the compilation of critical infrastructure contingency plans for identified mission critical municipal infrastructure and related life-line services will finally make our City a disaster resilient city.

CHAPTER 11

11. PERFORMANCE MANAGEMENT SYSTEM

a) INTRODUCTION

The organisational performance management system implemented aims to achieve the following roles:

- **Intra-Organisational Performance Management**

To ensure that there are appropriate internal controls to monitor the extent to which the municipality and its entities are achieving the development objectives set out in the Growth and Development Strategy, Intergrated Development Plans, Service Delivery and Budget Implementation Plans and other strategies of national and provincial government. This requires an ongoing monitoring of progress or lack thereof on the implementation of programmes and projects in order to create early warnings and activate the implementation of corrective improvement plans. It also requires a periodic evaluation and review of the programmes or interventions implemented using the best available evidence collected through a rigours monitoring and evaluation system.

- **External-Organisational Performance Accountability**

To ensure that the municipality adheres to the statutory requirements that seek to promote corporate governance. In this regard, the municipality has an obligation to communicate performance for the purposes of governance and accountability to its stakeholders which amongst others include provincial and national government, external oversight bodies (Office of the Auditor General, National Treasury etc.) and the general public.

Therefore, simple and manageable processes, clear guidelines and standards, customised controls, the right discipline and culture are the key success factors for any performance management system.

b) LEGISLATIVE INSTRUMENTS GOVERNING PERFORMANCE MANAGEMENT

Performance management in local government is governed by a series of legislation and policy guidelines. The most important of these include:

- Municipal Structures Act, 117 of 1998
- Municipal Systems Act, 32 of 2000
- Municipal Finance Management Act, 56 of 2003
- Municipal Planning and Performance Regulations, 2001

MUNICIPAL STRUCTURE ACT

Table 21: MUNICIPAL STRUCTURE ACT

DESCRIPTION	APPLICATION
<p>The Local Government Municipal Structures Act, 117 of 1998 provides for the establishment of municipalities in accordance with the requirements relating to categories and types of municipalities. It also provides for an appropriate division of functions and powers between categories of municipalities as well as the regulation of the internal systems, structures and office-bearers of municipalities.</p>	<p>Not only does the Structures Act place an obligation on municipalities to achieve the objects set in section 152 of the Constitution, but it unequivocally sets the responsibility for establishing Key Performance Indicators (KPIs) and attaining the standards set by them, at the highest level in municipalities. That is why the executive mayor is tasked with the duty to identify and develop criteria for KPI's. It is also his/her duty to evaluate and review progress on an ongoing basis. (See section 56(3).)</p>

MUNICIPAL SYSTEMS ACT

Table: MUNICIPAL SYSTEMS ACT

DESCRIPTION	APPLICATION
<p>The Act provides for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities, and ensure universal access to essential services that are affordable to all. It is important to note that it establishes a simple and enabling framework for the core processes of planning, performance management, resource mobilisation and organisational change which underpin the notion of developmental local government.</p> <p>The Act also gives very specific attention to performance management as a whole chapter is devoted to it, indicating the concern of parliament with the question of local government accountability for service delivery.</p> <p>In addition the Act makes provision for the additional assignment of functions and powers to municipalities and prescribes the submission of annual performance reports by municipalities.</p>	<p>The Act requires the development of a performance management system. It in fact places a legal obligation on all municipalities to:</p> <ul style="list-style-type: none"> Establish a performance management system; Set targets, monitor and review performance based on indicators linked to their IDP; Publish an annual report on performance for the council, staff, the public and other spheres of government; Incorporate and report on a set of general indicators prescribed nationally by the minister for Local Government. Have their annual performance report audited by the Auditor-General; and Involve the community in setting indicators and targets and reviewing municipal performance. <p>It is important to note that performance management in the context of this Act does not refer to performance of employees others than Section 56 employees⁹. While the two are related and the Act requires that senior officials are appointed on performance contract, there is no legal requirement that a municipality should have a performance management system for its employees. Performance Management in Chapter 6 of the Act refers to management of the <i>municipality as an organisation</i></p> <p>Sec 46 of the Act states that a municipality must, for each financial year, prepare a performance report that reflects:</p> <ul style="list-style-type: none"> The performance of the municipality and of each service provider during that financial year; A comparison of the performance in relation to targets set in the previous financial year. The development of service delivery priorities and the performance targets set by the municipality for the next financial year; and Measures taken to improve performance.

PERFORMANCE REGULATIONS

Table: PERFORMANCE REGULATIONS

DESCRIPTION	APPLICATION
<p>The Regulation were published in terms of Section 120 of the Systems Act to regulate the matters listed in Section 49 and were meant to set out the requirements for performance management systems in more detail.</p> <p>The regulations include: The national Key Performance Indicators (KPIs) on which all municipalities are required to report; The requirements for both internal and external audit processes of</p>	<p>The regulations form a very important part of the establishment and sustainability of the performance management system. Regulations set certain criteria which the municipality's performance management system must comply with. These include amongst others:</p> <p>Procedures for the adoption of the system; The procedures and guidelines for setting of KPIs; The listing of the seven national KPIs as determined by national government;</p> <p>The reviewing of the KPIs; The setting of performance targets for officials, councilors, service providers and administrative</p>

MUNICIPAL FINANCE MANAGEMENT ACT (MFMA)

Table 24: MUNICIPAL FINANCE MANAGEMENT ACT (MFMA)

DESCRIPTION	APPLICATION
<p>The Municipal Finance Management Act (MFMA) establishes a very clear and strict framework to secure sound and sustainable management of the financial affairs of municipalities and other institutions in the local sphere of government. It establishes sound treasury norms and standards for performance measurement and reporting and provides for action against responsible persons for non-compliance.</p> <p>The MFMA reinforces the provisions on municipal performance management as set out in the Systems Act by introducing a performance element into budgeting and financial reporting within the local government sphere</p>	<p>It is important to note that the Systems Act focuses on establishing processes and procedures for strategic planning and performance management in municipalities. This is complemented by MFMA provisions relating to the broader framework for integrating strategic planning, budgeting and performance management within a municipality.</p> <p>The MFMA's requirements in terms of performance management starts with the budgeting process as the annual budget is one of the most important management tools of any municipality.</p> <p>Section 17(3) of the MFMA starts off the whole process by requiring the setting of measurable performance objectives in the early stages of the budgeting process.</p>

DESCRIPTION	APPLICATION
	While other legislation prescribes the procedures and requirements for a performance management system, the MFMA focuses heavily on reporting on financial issues and performance with very clear instructions and guidelines with regard to roles and responsibilities of the mayor, chief financial officer and the accounting officer

c) FUNCTIONING OF THE PERFORMANCE MANAGEMENT SYSTEM

Strategically, the organisational performance management system used by the City focuses on supporting the achievement of the predetermined results and promoting compliance with the statutory requirements. This is guided by the GDS, IDP, other relevant planning instruments as well as the applicable legislative framework. Such a strategic intent is pursued through rigorous planning focusing on effective alignment of resources (budget) to the intended deliverables (targets). Emphasis is placed on promoting simplified plans that are technically sound and responsive to the development needs of the communities.

Operationally, the functioning of the organisational performance management system is informed by the policy on organisational performance and information management. In this regard, the performance management system prioritises the following and these are undertaken within the cycle of organisational performance management (as per the municipal planning cycle):

i. TECHNICAL PLANNING SUPPORT

Providing technical rigour in the planning processes with the aim of ensuring that the plans (content, indicators and targets) are adequately responsive, SMART and sound is the main objective of the planning component of the performance management system. Operationally, the following are engaged on:

- Content Development

Focussed participatory community engagements used to gather community needs and priorities for inclusion in the service delivery plans assist in refining the planning contents and ensuring that the content in the plans is responsive to the needs and priorities of the various communities served by the municipality. Administratively, this entails implementing tailored approach and effective measures of gathering community needs, priority setting and aligning priorities with available budget. While this is a technical planning issue, it also serves as a way of expressing responsiveness to the needs of the community and serves as an indication of the municipality’s commitment in adopting people-centred development planning and execution.

- Selecting and Developing SMART Indicators and Targets

This entails using conceptual, logical and practical techniques to influence the quality of indicators developed and targets set against specific development objectives and service delivery commitments. This process also considers the programme content to select what must be measured in line with the priorities and needs gathered in relation to the desired results (outputs and outcomes). A process of rigorous consultation with programme managers or line function departments and entities is followed as part of the technical refinement of both content (service focus and baseline), performance indicators and targets.

ii. ONGOING MONITORING

The monitoring component of the performance management system focuses on tracking the implementation of commitments, progress made and observations on what is not going according to plan for early warning signals. In the main this functional area focuses on:

- Strengthening of the frontline service delivery monitoring and institutionalisation of onsite monitoring visits to identify service delivery bottle necks for early warnings and implementation of tailored interventions as corrective measures where necessary;
- Institutionalisation of and building of effective project management functions and capabilities to support the completion of capital projects and achievement of the intended project results;
- Strengthening of oversight reporting as a monitoring mechanisms to improve accountability and transparency; and
- Tracking whether the commitments emanating from participatory community engagements and community priority setting are carried through as intended in order to express responsiveness

iii. IMPROVEMENT OF PERFORMANCE REPORTING

The performance reporting component of the performance management system provides for learnings and facilitates early warning and improvements. It also serves as a mechanism to express accountability and transparency. In pursuit of achieving these objectives, the performance reporting component of the system focuses on:

- Developing customised organisational performance reporting protocols supported by detailed clarification of reporting requirements and standards;
- Supporting business units to account adequately for performance in their respective functional areas in order to improve the usefulness and reliability of performance reported to Council, communities and other external oversight bodies;
- Formalization of the process for collecting, collating, verification, transcription, analysis and auditing of performance data. This includes defining the processes, developing monitoring standards for data quality, defining the reporting protocols, clarification of roles and responsibilities throughout the performance management value chain;

- Ensuring that the reporting timelines and quality reporting requirements for compliance reports are met consistently;
- Ensuring that the information reported is useful and reliable at all times
- Providing evidence-based information in order to support the decision making processes of the municipality

The strengthening of reporting mechanisms contributes significantly in promoting participatory development. This is expressed through transparent reporting to communities and other interests groups including other external oversight bodies thus promoting accountability.

iv. INSTITUTIONALISATION OF EVALUATIONS

As a service delivery organisation, the municipality commits to making evidence not just useful but usable and also commits to increasing the uptake of evidence in both practice and strategic decision making processes. Therefore, the institutionalisation of programme evaluations as part of the performance management system has become a preoccupation of the municipality.

Evaluations promote critical reflection and review of policy and programmes through a rigorous process of determining the worth and significance of programmes or interventions. As the City improves its integrated development planning, budgeting, implementation and reporting, evaluations are also made an integral part of its efforts that support its performance management system. A phased approach in the institutionalisation of evaluations has been adopted.

The approach to the incremental implementation of an evaluation programme is to currently prioritise small scale process evaluations through insourcing although there are capacity challenges. As this matures, large scale evaluations i.e. infrastructure impact evaluations will be considered.

v. CONCLUSION

The performance management system adopted by the municipality supports the statutory requirements set out by various legislation and as set out by the National Treasury. The system is also adapted to the national government and the local government planning cycle in order to promote compliance with relevant legislation. Furthermore, a process to entrench a system of controls throughout the system is currently being instituted to advance the desired management practices.

The details presented above provide a brief summary of the City's organisational performance management system. It is worth noting that the formalisation of the system is currently underway and the effectiveness of the system hinges on the following key success factors:

- Management support;
- Adequate adherence to the imperatives and guidance provided by the policy on organisational performance and information management; and
- Adopting a culture of continuous learning and improvement.