

FINAL

IDP 2017/18 – 2020/21



Vaal River City, the Cradle of Human Rights



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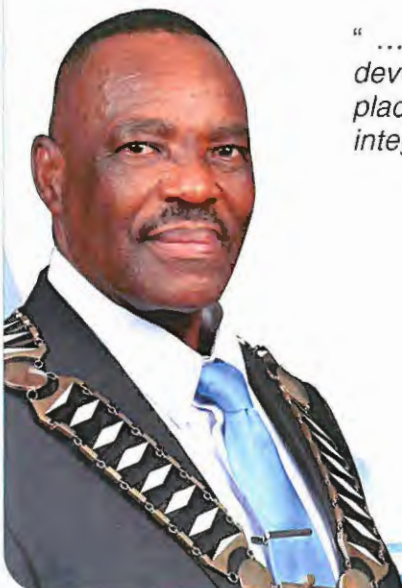
THE EXECUTIVE MAYOR'S FOREWORD

This Integrated Development Plan (IDP) and Budget Report is the culmination of inputs and comments submitted during a string of public participation meetings that were held throughout the area of jurisdiction of our municipality. We did this driven by the belief we hold dearly that *"nothing for our people – without their involvement"*. This was done in pursuance of Section 29 (1)(b) and 16 (1)(a)(i) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000). It was during these public participation meetings that as your servants we listened to you. This IDP and Budget are deliberately intended to address some of the pertinent issues and challenges our community has raised, and no government in its right mind can afford to ignore.

As it is known that municipalities are required to approve their process plans 60 days after the start of the financial year. In all the meetings, as the Executive Mayor of Emfuleni Local Municipality, accompanied by Members of the Mayoral Committee and our Councillors from across party-political divide, I delivered presentations which included a needs analysis revealing successes and challenges, strategies to consolidate on our success and mitigate against challenges, planned service delivery projects to implement developed strategies, challenges about matters such as billing as well as payment records and history of our wards. These engagements which deepened our democracy and put our social contract to test, were robust and enlightening. I greatly welcomed such.

The afore-mentioned Municipal Systems Act (No. 32 of 2000) also compels all municipal councils to develop and adopt a five (5) year Integrated Development Plan (IDP). The five year IDP has to be reviewed on an annual basis. It is imperative to note that the IDP represents the vision and overarching mission of a municipality, and it charts the road map for a developmental, people-centred and people-driven local government.

This particular IDP Review, is commonly referred to as **One-Plus-Four** because we review the IDP 2016/2017 and at the same time it commences the process of our Five Years IDP – the IDP and Budget for 2017-2021. We have emerged from the Local Government Elections which were held on the 3rd of August 2016, where at the majority of the people of Emfuleni once again expressed their confidence on the African National Congress (ANC), giving it the absolute majority in the Municipal Council. This has resulted in the ANC retaining its position as the ruling party since the inception of democratic local government in South Africa. For that reason, our municipality embraced the wish of the majority of our people by adopting the 2016 Local Government Elections Manifesto of the Ruling Party with the theme, ***Together Advancing People's Power in Every Community: Local Government is in Your Hands***, which states that:



" enhance the capacity of the local state to deliver on its mandate, and develop and strengthen local economies, create jobs and promote job placements; intensify the fight against fraud and corruption, build spatially integrated communities", amongst others.



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This IDP and Budget is true to the year declared as **"The Year of Oliver Tambo: Deepening Unity"** which resonates with our service delivery turnaround theme of **"Getting the Basics Right: Our Programme for Restoration"**, which we formulated inspired by our government's Back to Basics policy guidelines for the municipalities. It further reflects alignment to the fundamental pillars of the National Development Plan and the Gauteng Provincial Government Programme of Transformation, Modernisation and Re-industrialisation.

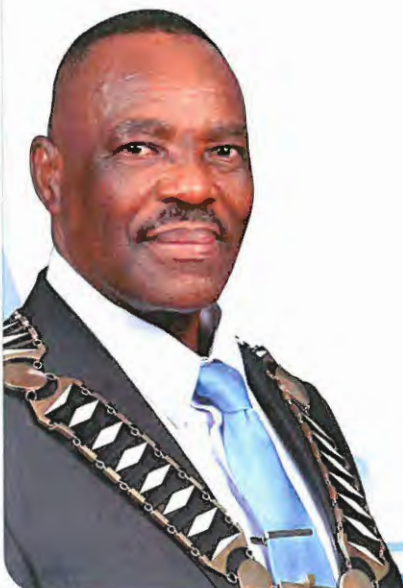
As we have stated before our municipality will continue to strive to be representative, responsive and committed. We remain guided by seven key Growth and Development Strategies (GDS) of:

- Reinventing the local economy,
- Renewing our communities,
- Reviving a sustainable environment,
- Reintegrating the region,
- Releasing human potential,
- Good and financially sustainable governance and
- Deepening democracy.

Our turn-around theme of **'Getting the Basics Right: Our Programme for Restoration'** has assisted us to fast-track and accelerates service delivery. In ensuring that services are indeed delivered have partnered with the Office of the Premier of Gauteng Provincial Government in its monitoring and evaluation programme called **"Ntirhisano"**.

Despite financial challenges, we remain committed to providing responsive, effective, efficient, and sustainable municipal services. We continue to deliver on our mandate to change the lives of our people for the better. Although faced with serious financial constraints, it is something never seen before that our municipality is executing more about fifteen infrastructure projects successfully at the same time.

In our eagerness to get the basics right we have put in place solid internal control mechanisms in combating laziness, maladministration, fraud and corruption.





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In an effort to address the financial challenges, a Four Pillar Financial Turn-Around Strategy has been developed and is being implemented with all our internal and external stakeholders having been engaged on it to contribute in championing it. The Four Pillar Financial Turnaround Strategy consists of four pillars, which are to:

- **Improve collections:** Revenue Task Team has been formed where all Clusters report on their respective collections rates on all revenues owed to the municipality against the projected for the year to date.

The implementation of the tariffs model developed through the assistance of CoGTA Gauteng is underway to mitigate against tariffs that are not cost reflective.

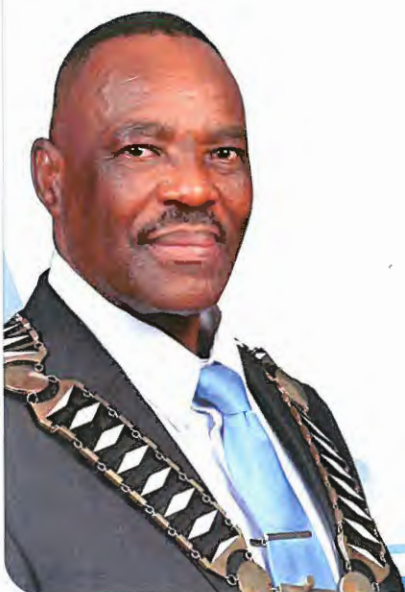
Debtors Management cycle changed with the billings issues out on the 15th every month with the payment due on the 31st of the month in line with the payment day of many companies to mitigate against low payment levels. We have realized slight improvement as many rate payers are still using the 7th of the new month as the due date for the payment of their municipal services.

The Smart Meters rollout programme is being intensified including in the newly developed townships like Tshepiso and Bophelong Extensions where the Municipality supply the electricity.

Agreements signed with the developers that all new developments henceforth, should have electricity Smart Meters installed to be followed by the water Smart Meters once they are SABS approved.

Improving Debt Management by writing off portion of the debts (Bad Debts) from the households in former black township in exchange of water Smart Meters once approved by SABS a part of breaking years old culture of non-payment of Municipal Services.

- **Reduce loss:** In order to encourage Wards that are paying their services teaching a set target will be introduced incentivized in the form of community development projects to be agreed upon with the community in all the Wards on an economical way also as a means to break the culture of non-payment to the former townships wards.





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The incentive will include writing off of the portion of the debts for the former townships wards to break the historic culture of non-payment of municipal services by the community from the former black townships.

- **Reduce expenditure:** Implementation of price benchmarking through price threshold, supply rotation buying directly from the suppliers and sourcing of a new system to assist with Contract and Demand Management areas of SCM as well as stopping of 7 days quotation procurement.

Realignment of structure to achieve higher efficiencies, and introduction of better accountability and performance monitoring system that will include the non-section 56 managers down to Level 5 of the staff.

- **Credible Indigent Register: Our Indigents** Policy has been benchmarked against other municipalities and is amended to accommodate the current socio-economic realities facing our area and will be implemented from the 1st July 2017.

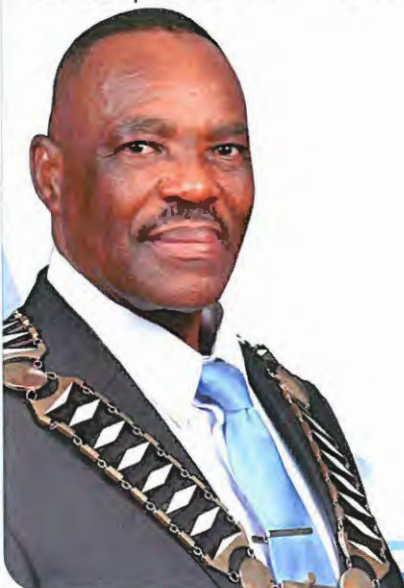
Installation of smart meters to manage the use of services like water and electricity to the approved free basic services for the registered and qualifying indigents households.

Use of a system that allows immediate validation of the indigent status by checking economic activities of the registered indigents.

The municipality is currently experiencing financial challenges mainly due to the low payment rate resulting in challenges in providing basic services to some areas. The collection rate in the 2016/2017 financial year was significantly lower than in previous financial years further adding to the cash flow challenges.

Another area adding to the challenges is the distribution losses and communities who can afford are urged to pay for services, to come forward and register as indigent where they cannot afford services, to report all water leaks immediately and to report instances of electricity and water theft.

The municipality, in addressing these challenges approved cost-cutting measures and the 4 pillars strategy which are meant to reduce expenditure and losses, to increase revenue and to provide accurately for indigents. A number of policies among them the Indigent and the Credit Control policies were also enhanced to improve the quality of the indigents register, and to assist the municipality control consumption and to enhance revenue and collection.





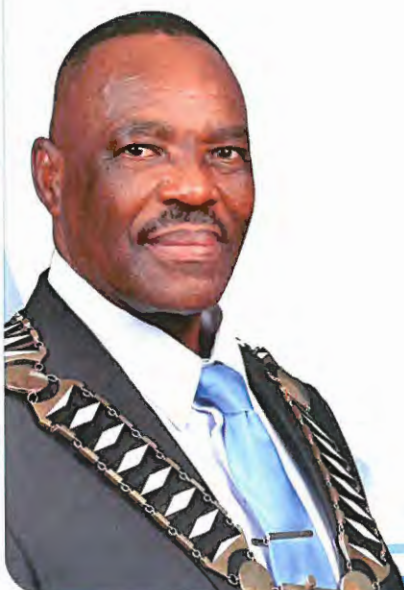
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The total budget for the financial year and the 2017/2018 – 2019/2020 MTREF amounts to R6 288 085 055 which consist of the operational budget of R5 864 496 217 and capital budget of R423 588 838.

This is a decrease of R 21 163 748 or 0.34% on the adjustments budget of R 6 309 248 803 in the 2016/2017 financial year. The decrease in the budget is a result of:

- Trimming down of the expenditure budget to match the anticipated collection rate for the financial year. This is in compliance to the Extended Mayoral Committee Lekgotla held on 08 to 16 February 2017 and the recommendation of the Gauteng Provincial Treasury that Council must approve a funded budget; and
- The budget which was tabled in March 2017 was assessed by the Gauteng Provincial Treasury as not credible and unsustainable and the following policy changes were made to enhance the budget and the cash flow of the municipality:
 - Technical changes were made to the Indigents Policy, shifting the focus of the indigents register to be mainly deemed indigents based on the value of the property. Exclusions by exception must be made after approval. A higher benchmark of R 250 000 is proposed;
 - Proposal of the writing-off of indigent debt above 300 days and the immediate installation of alternative devices to measure and control consumption;
 - Reduction of the own-funded portion of the capital budget;
 - Increment of the property taxes to 5%.

Other interventions we are making to improve on our work to meet the expectations of our people, include the exploration of the establishment of municipal entities and shared services operational model, as a prelude/plan for the Metro anchor and the development of a Public Participation Model/Plan. This will assist our Sedibeng District Municipality in its process for the creation of a metropolitan municipality for the region in 2021. We have also been working around the clock to mobilise and facilitate mega developments in the area in partnership with both the private and public sector.





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We are further going ahead with plans for a Smart River City, by improving levels of connectivity in various areas of communication and service delivery. We further intend to roll out Wi-Fi at strategic spots in order to enable our people to connect amongst them and with the global village.

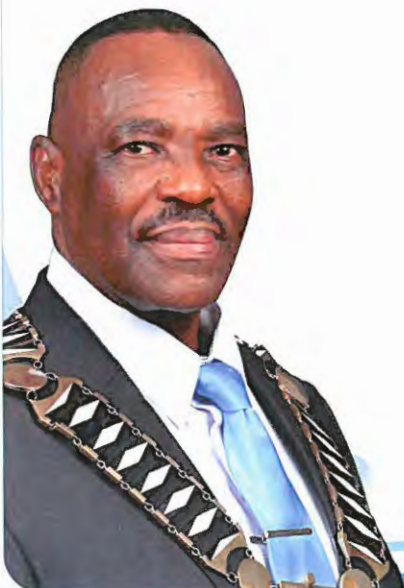
We will continue with implementation of projects started during 2016/17 financial year. We have heard the cries of our communities about the need for better roads, for regular refuse removal, uninterrupted electricity supply and correct billings amongst others.

As our population continues to grow, more developments put pressure on our existing aging infrastructure comprising of roads, electricity, water and sanitation – elements of our *Big 5 program*. As a consequence thereof, this IDP and Budget addresses the gaps that have been identified in the said infrastructure.

I am therefore extending an invitation to members of our communities and all of our stakeholders to join hands and support us as we continue on the journey of transforming and repositioning our municipality to be a high performing and responsive municipality.

I thank you.

**CLR MAHOLE SIMON MOFOKENG,
EXECUTIVE MAYOR**



FORWARD BY THE ACTING MUNICIPAL MANAGER - 2017/18 – 2020/21 IDP

I am pleased to present the 2017/18 to 2020/21 IDP in compliance with Section 29(1)(b) and 16(1)(a)(i) of the Local Government: Municipal Systems Act, 2000 (Act number 32 of 2000). Section 26 of the Act states that the IDP must reflect the under-mentioned components:

- The Municipal Council Vision for long term development, with special emphasis on the Municipality's most critical developments and internal transformation needs;
- An assessment of existing land for development in the Municipality, which must include an identification of communities which do not have access to basic services;
- The Council's development priorities and objectives for its elected term of office including its local economic development aims and its internal transformation needs;
- Council's developmental strategies that must be aligned with any National or Provincial Sector Plans and planning requirements binding on the Municipality in terms of legislation;
- Spatial Development Framework which must include the provision of basic guidelines for Land Use Management system for the Municipality;
- Council's operational strategies;
- Applicable Disaster Management Plans;
- A Financial Plan, which must include budget for projects for at least 3 years; and
- Key Performance Indicators and Performance Targets determined in terms of Section 41 of the Act.

Emfuleni Local Municipality's IDP is guided by the under-mentioned six key Growth and Development Strategies (GDSs) which are the cornerstones of the Emfuleni Local Municipality's strategic priorities:

- Reinventing the economy;
- Ensuring that our communities are renewed;
- Revising sustainable development;
- Reintegrating the region;
- Releasing human potential;
- Good and financially sustainable governance; and
- Deepening democracy.

In this document one will also find the four pillar programme which is aimed amongst other things, to achieve the following:

- Improve collections;
- Reduce losses;
- Reduce expenditure; and
- Developing a credible Indigent Register.

The four pillars will form part of our Financial Turnaround Strategy that will see this Institution going to greater strides. The Municipality publishes this IDP as commitment and a social contract to the community of Emfuleni to deliver on the promises we made through the public consultation processes to deliver services to our people as espoused in the Constitution.

The structure of the IDP of 2017/18 is in line with the legislative provisions. The IDP highlights the Municipality's vision, priorities and strategies, including Key Performance Indicators and Performance Targets and Sector Plans.

C P KEKANA
ACTING MUNICIPAL MANAGER



Cllr Maipato Tsokolibane
SPEAKER OF COUNCIL
016 950 6462



Cllr Mahole Mofokeng
EXECUTIVE MAYOR
016 950 5452



Cllr Christinah Sale
CHIEF WHIP OF COUNCIL
016 950 6457

Mayoral Committee



Cllr Edwin Kele
Sport, Recreation, Arts and Culture,
Library Information Services,
Parks & Cemeteries
016 932 3683/9



Cllr Dimakatso Malisa
Waste Management
and Planning
016 950 5069



Cllr Pias Maseko
Public Safety
016 422 1483



Cllr Busi Mncube
Corporate and Governance
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Cllr Khethiwe Ntombela
Infrastructure Planning and Development
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Cllr Jan Moshooluba
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Cllr Robert Thema
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Cllr Nomvula Thulo
Basic Services
016 440 7628

Senior Management Team



CP Kekana
Acting Municipal Manager



CP Kekana
Chief Operations Officer
also Acting Chief Director:
Utilities & Strategic
Projects



SJ Masite *CMIIA CFE*
Chief Audit Executive



EN Maseko
DMM: Corporate Services



JF Mokoena
DMM: Public Safety
& Community
Development



HL Sekoto
DMM: Agriculture,
Economic
Development Planning &
Human Settlement



TNLP Konyana
Chief Risk Officer



HL de Hart
Head: Strategic
Management Support



MD Modiba
Chief Information Officer



BJ Scholtz
Acting Chief Financial Officer



G Maswime
Acting DMM: Infrastructure
Planning, Development &
Project Management



M Maseanoka
Acting Executive Director:
Revenue Management



S Mdletshe
Acting DMM:
Basic Services



S Laing
Acting Chief Director:
Utilities

IDP EXECUTIVE SUMMARY

IDP 2017/18 – 2020/21

CHAPTER 1

This chapter contains the **Introduction & Legislative Framework**; it reflects the basis of the IDP emanating from the Constitution of the Republic of South Africa, the White paper on Local Government; Local Government : Municipal System Act No 32 of 2000 and various Acts. Municipal Vision Statements is clearly outlined in this chapter which is “A developmental City that continuously improves the quality of life of its community”. This section also outlines processes followed during the IDP review. The process plan was approved by Council within 60 days after the start of the financial year.

IDP Development and Key priorities, the chapter stated the Emfuleni local municipality developmental priorities which are as follow: Revenue Collection, Construction of roads and storm water, Patching of potholes & grading of roads, Regional sewer scheme, strengthening electrical networks, maintenance of street lights and high must lights, upgrading of recreational facilities, removal of illegal dumps, Development of parks, grass cutting, illegal electrical connections and cable theft.

MEC Comments on 2016/17 IDP were received and incorporated into the document. All issues raised by the MEC were responded to and the review of this document was mainly informed by the MEC comments.

Public Participation meetings were conducted during the month of September/October 2016 and other set of meetings were held during the month of April/may 2017 to get inputs and comments on the final draft IDP before Council approval.

The document is aligned to the following plans and programme: GDS 2, election manifesto as adopted by Council, Gauteng ten Pillars, back to basics and national outcomes.

CHAPTER 2

This chapter indicates the planned targets for 2016/17 financial years and the achievements thereof as at 17 may 2017. The report clearly shows that most of the planned targets were achieved under difficult financial circumstances.

CHAPTER 3

Chapter 3 contains the overall Municipal analysis and statistical demographic for the entire Municipality. It denotes the analysis of functions rendered by the municipality as stipulated in the Municipal Structures Acts. For Example the Basic services, Social & Community development matters, financial analysis, Economic development and planning etc.

The following are the main statistical demographics of Emfuleni Local Municipality: Municipal jurisdiction - 987.45 km²; Population is 721 663 (Stats SA, 2011); Municipal asset value - R12 Billion; Total Municipal Budget 2016/17 - R 6.3 Billion; Water and sanitation coverage - 98%; Portable water quality compliance - 100% ; Waste Water Discharged compliance - 93%; Electricity coverage - 98%; Refuse collection coverage - 100%; Length of tarred roads -1 600 km; Total number of employees – 2846; Unemployment rate - 34% (Stats SA 2011); Main employers - Government Departments, Municipality, Acellor Mittal, Cape Gate and Trade; Total number of registered indigents is estimated at 38 000.

CHAPTER 4

Strategies Phase seeks to address the key development priorities or strategic objectives and deliverables for the next four years (2017/18 – 2021). The previous chapter which is analysis determine local issues, problems, potentials and priorities. The following are Emfuleni Local Municipality strategic objectives which are the corner stone of the IDP: Reinventing our economy; Renewing our communities; Reviving a sustainable environment; Reintegrating our region; Releasing human potential; Good and Financial sustainable governance and Deepening democracy.

CHAPTER 5

This chapter reflects the Emfuleni Local Municipality funded projects, MIG funded and other Grants. The total capital budget for 2017/18 is R423 588 838.00

CHAPTER 6

This chapter contains executive summary of the Municipal Budget and Revenue. The total Municipal budget for 2017/18 financial year is estimated at R6 028 010 405.

CHAPTER 7

This chapter contains the Reviewed Spatial Development Framework for 2017/18. It denotes various nodes of development such as: Development Concept; Residential Development; Commercial and Industrial Development; Nodal Development; River City Concept and Southern Corridor.

CHAPTER 8

This Section reflects the Municipal Performance targets for 2017/18 – 2020/21. This will be the basis of the SDBIP and performance contracts of Section 56/57 employees.

CHAPTER 9

This chapter addresses the mainstreaming issues. These are cross cutting issues, which require a multi Sectoral response and thus need to be considered by all departments. For example: disability, gender, HIV/AIDS and Youth matters.

CHAPTER 10

The Integration phase seeks to integrate various Sector Plans and programmes to avoid duplication of resources by National, Provincial and Local spheres of government. In compliance to the Legislation, Emfuleni Local Municipality has the following plans and programme in place: Financial Turn – Around strategy; Service Delivery Budget and Implementation Plan; 5 Year Internal Audit Strategy; Risk Based Audit plan; Water Service Development Plan; Local Economic Development Plan; Waste Management Plan; Disaster Management Plan Level 2; Performance Management Plan; Spatial Development Framework; Human Resource Development Strategy; Communication Strategy; Municipal 5 Year Plan; HIV/Aids Plan; Employment Equity Plan and Procurement Plan

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ACRONYMS

AIDS	Acquired Immuno Deficiency Syndrome
ANC	African National Congress
APC	African Peoples Convention
ARV	Anti-Retro Viral
BNG	Breaking New Grounds
CA	Chartered Accountant
Capex	Capital Expenditure
CBD	Central Business District
CDWs	Community Development Workers
CCTV	Closed Circuit Television
CoGTA	Cooperative Governance and Traditional Affairs
COPE	Congress of the People
CWP	Community Works Programme
DA	Democratic Alliance
DAFF	Department of Agriculture, Forestry and Fisheries
DBSA	Development Bank of Southern Africa
DEAT	Department of Environmental Affairs and Tourism
DED	Department of Economic Development
DG	Director-General
DLGH	Department of Local Government & Housing
DLA	Department of Land Affairs
DME	Department of Minerals and Energy
DP	Development Planning
DLG	Department of Local Government
DOH	Department of Health
DPLG	Department of Provincial and Local Government
DRP	Disaster Recovery Plan
DRT	Department of Roads & Transport
DTI	Department of Trade and Industry
DWAF	Department of Water Affairs and Forestry
EAP	Employee Assistance Programme
EFT	Electronic Funds Transfer
EIA	Environmental Impact Assessment
ELM	Emfuleni Local Municipality
EPWP	Extended Public Works Programme
FBE	Free Basic Electricity
FBW	Free Basic Water
FF	Freedom Front
FML	Full Maintenance Lease
FS	Financial Services
GAMAP	Generally Accepted Municipal Accounting Practice
GDP	Gross Domestic Product
GDP-R	Gross Domestic Product per Region
GDS	Growth and Development Strategies
GED	Gauteng Enterprise Propeller
GDE	Gauteng Department of Education
GGDS	Gauteng Growth and Development Strategy
GIS	Geographic Information System
GP	Gauteng Province
GPG	Gauteng Provincial Government
GRAP	General Recognised Accounting Practice
Ha	Hectare

HDI	Historical Disadvantaged Individuals
HIV	Human Immunodeficiency Virus
HOD	Head of Department
HR	Human Resources
HRD	Human Resource Development
ICT	Information Communication Technology
IDP	Integrated Development Plan
IGRA/-Act	Intergovernmental Relations Act
IMCI	Integrated Management of Childhood Illness
INEP	Integrated Electricity Programme
IT	Information Technology
IWEX	Industrial Waste Exchange
IWMP	Integrated Waste Management Plan
KM	Kilometers
KPA	Key Performance Areas
KPI	Key Performance Indicator
KV	Kilovolts
LDV	Light Delivery Vehicles
LED	Local Economic Development
LG	Local Government
LGWSETA	Local Government Water SETA
LRAD	Land Redistribution for Agricultural Development Programme
MAYCO	Mayoral Committee
MEC	Member of the Executive Committee
MFMA	Municipal Finance Management Act
MHS	Municipal Health Services
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MPCs	Multi-purpose Centers
MSA	Municipal Systems Act
MSS	Municipal Support Services
MVA	Megavolt Ampere
NER	National Electricity Regulator
NFPA	National Fire Protection Association
NGOs	Non-governmental Organisations
NQF	National Qualifications Framework
NRS	National Regulator Services
NSDP	National Spatial Development Perspective
NT	National Treasury
NWMS	National Waste Management Strategy
O&M	Operations and Maintenance
Opex	Operational Expenditure
PAC	Pan African Congress
PaC	Performance Audit Committee
PC	Personal Computer
PD	Previously Disadvantaged
PGDS	Provincial Growth and Development Strategy
PJEC	Principal Job Evaluation Committee
PMS	Performance Management System
PMTCT	Prevention of Mother to Child Transmission
PMU	Project Management Unit
POPs	Persistent Organic Pollutants
PS	Public Safety
PS & CD	Public Safety and Community Development

RBO	Relationship by Objective
RDP	Redistribution and Development Programme
RW	Rand Water
RSA	Republic of South Africa
SALGA	South African Local Government Association
SALGBC	South African Local Government Bargaining Council
SAM	Strategy-Alignment Management
SANCA	South African National Council on Alcoholism & Drug Dependence
SANCO	South African National Civics Organisation
SAPS	South African Police Services
SASS	South African Scoring System
SATSA	Southern Africa Tourism Services Association
SCADA	Supervisory Control and Data Acquisition Systems
SDF	Spatial Development Framework
SDM	Sedibeng District Municipality
SETA	Sector Education and Training Authority
SME's	Small and Micro Enterprises
SMME's	Small, Medium and Micro Enterprises
SMS	Short Message System
SO	Strategic Objectives
SRAC	Sports, Recreation, Arts and Culture
Stats-Sa	Statistics South Africa
STI's	Sexually Transmitted Infections
TB	Tuberculosis
TLB	Tractor Loader Backhoe
Ur	Unemployment rate
VCT	Voluntary Counseling and Testing
VIP	Ventilated Improved Pit
WCW's	Water Care Works
WMS	Water Management System
WRP	Water Resource Plan
WSA	Water Services Authority
WSDP	Water Services Development Plan
WWTW	Waste Water Treatment Works

CHAPTER 1

1. INTRODUCTION AND LEGISLATIVE FRAMEWORK

According to the Constitution of the Republic of South Africa (Act 106 of 1996), section 152 and 153 local government is in charge of the development process in municipalities and municipal planning. The constitutional mandate to relate its management, budgeting and planning functions to its objectives gives a clear indication of the intended purpose of municipal Integrated Development Planning.

The Constitution also demands local government to improve intergovernmental coordination and cooperation to ensure integrated development across three spheres of government.

The White Paper on Local Government gives municipalities the responsibility to work with communities and groups within communities to find sustainable ways to their social, economic and material needs and improve the quality of their lives.

The Municipal Systems Act (32 of 2000) defines Integrated Development Planning (IDP) as one of the core functions of a municipality in the context of its developmental orientation. The Municipal Systems Act requires the IDP to be strategic and inclusive in nature. The Integrated Development Plan should link, integrate and coordinate other plans, while taking development proposals into account. It should be aligned with the municipality's resources and capacity, while forming a policy framework on which annual budgets are based. The Integrated Development Plan must be aligned with National and Provincial development plans and planning requirements.

Chapter 4 of the Municipal Finance Management Act, No 56 of 2003, states that the Council of a municipality must for each financial year approve an annual budget for the municipality before the start of the financial year. The Mayor of the municipality must table the annual budget at a council meeting at least 90 days before the start of the budget year.

1.1 THE MUNICIPAL VISION STATEMENTS

1.1.1 VISION

A developmental City that continuously improves the quality of life of its community

1.1.2 MISSION

Providing responsive, effective, efficient, and sustainable municipal services in an accountable manner.

1.1.3 VALUES

Subscribe to Batho-Pele Principles as well as being:

- Responsive
- Disciplined
- Accountable & Transparent
- Respectful and
- Honest

1.1.4 MOTTO

“Vaal River City, the Cradle of Human Rights”

1.2 IDP REVIEW 2017/18 PROCESS METHODOLOGY

The IDP review is an annual process that has to be done in conjunction with all stakeholders within the jurisdiction of the municipal area. The process starts with the approval of the IDP & Budget process plan as per legislations. Municipalities are required to approve their process plans 60 days after the start of the financial year. Emfuleni Local municipality in compliance to the legislative frame has approved the Integrated Process Plan during the month of August 2016. The Integrated Process Plan indicates that public participation meetings have to be held during the IDP review, alignment process, activities and role players.

The first set of public participation meetings were held during the month of April/October 2016. The purpose of the meetings was to solicitate inputs and comments that will be automatically inform the development/review of the IDP. The public participation meetings were a huge success. This culminated into Mayoral Strategic Session that was held at the Shakespeare Inn(Vanderbijlpark) during the month of October 2016. The community issues as raised during public participation were then prioritised into touchable projects and costed.

The draft IDP then to be presented to District coordination meetings, SMT, IDP Steering Committee, Mayoral Committee and Council for financial approval.

1.3 IDP DEVELOPMENT AND KEY PRIORITIES

1. Revenue collection
2. Construction of Roads and Stormwater
3. Patching of potholes and grading of roads
4. Regional Sewer Scheme (sewer blockages and water leaks)
5. Strengthening electrical network
6. Maintenance of street lights and high mast lights
7. Upgrading of recreational facilities
8. Removal of illegal dumps
9. Development of parks
10. Grass cutting
11. Illegal electrical connections and cable theft

1.4 MEC COMMENTS ON 2016/17 IDP

The following are comments from the MEC of Local Government and Housing on Emfuleni Local Municipality Integrated Development Plan of 2016/17 and responses to the MEC comments by Emfuleni Local Municipality (ELM)

MEC COMMENTS	Response
<p>PART A : CROSS-CUTTING ISSUES</p> <p>SPATIAL PLANNING</p> <p>The municipality is advised to clearly indicate the integration of spatial rationale as per its' Spatial Development Framework with the relevant Capital Investment Framework in terms of SPLUMA guidelines.</p> <p>EmfuleniLMis further urged to integrate the densification targets along public transport routes in relation to Transit Orientated Development as described in the GITMP25.</p>	<p>Please note that the Sebokeng CBD Higher Density Housing Project is one of the projects identified in the SDF as a catalyst project and is supported by the catalyst project cost estimate list on Table 41 of the ESDF under the project name: Affordable Housing. The same applies to the construction of a commuter railway station at Sonlandpark, a catalyst project pursuant to this objective is listed on Table 41 under the project name: Transportation Infrastructure.</p> <p>We have, however, observed that not all our spatial projects are supported in the Capital Investment Programme, so the municipality is working towards ensuring that all identified spatial objectives are underpinned by supportive capital projects listed in the Capital Investment Programme.</p> <p>The Emfuleni SDF has densification targets within and outside identified activity nodes as depicted on Table 33 and recommended TOD design densities on Diagram 18, 19 and 20 but the Municipality acknowledges that densification targets on public transport routes need to be further developed and expanded on in the next 2017- 2022 SDF document.</p>
<p>FINANCIAL VIABILITY</p> <p>Cash coverage: the municipality's cash coverage status remains the same from the tabled budget at 0.3 months or less than a month, meaning should the municipality be under stress from a collection and cash in-flow perspective they would be unable to meet its monthly commitments. Existence of cash shortages (overdrafts):Based on the submitted monthly returns, the municipality has been seen operating at a cash deficit for a period of 5 months (December 2015 to April 2016), this shows serious cash constraints for the municipality. Furthermore, the situation could worsen in the upcoming financial year due to tariff increases for services which might slowly decrease the</p>	<p>The municipality and the MEC for Finance have agreed on a four pillar turn-around plan which was tabled at Council and is reported-onmonthly. The four pillars are the following:</p> <ol style="list-style-type: none"> 1. Improve collection; 2. Reduce losses; 3. Saving on expenditure; and 4. Credible Indigent Register. <p>This is meant to turn around the financial</p>

MEC COMMENTS	Response
<p>affordability of services and increase the debtors' book in the short to medium term.</p> <p>Effectiveness of municipal spending in line with budget and legislation: the municipality's fruitless and wasteful expenditure and unauthorized expenditure trends have been seen increasing as per audited financial statements, ELM is urged to improve in this regard as they are losing crucial funds that could have been directed to providing services.</p> <p>Efforts in collecting outstanding debt and enhancing revenue: the municipality has a cost containment and revenue enhancement strategy in place which is being implemented. Secondly, a debt collection agency has been appointed to improve the collection of long outstanding debt, of a concern is the increasing debtors' book though there are measures in place to improve the situation.</p>	<p>situation of the municipality which will result in improved ratios.</p> <p>Further the municipality with the assistance of Gauteng CoGTA developed a tariff model which is due for implementation in the 2017/18 financial year. Where the escalation in tariffs is steep the increases will be implemented in a phase-in approach over a number of years.</p> <p>Additional to the four pillars strategy the municipality adjusted its budget in an effort to match it to the actual collection as at 31 December 2016. The adjusted budget will serve as a baseline for the 2017/18 MTREF period to control expenditure beyond the current year.</p>
<p>GOOD GOVERNANCE AND INSTITUTIONAL DEVELOPMENT</p> <p>According to the IDP, the total number of employees in Emfuleni LM is 2, 816 and only 38 of them are persons with disabilities which translates to 1,4 per cent. The municipality needs to beef up efforts to reach 2 per cent target. Women account for 1per cent of senior management and the human resources department should come up with strategies to undo this inequality as per Employment Equity Provisions.</p> <p>The Municipality needs to formulate and adopt targeted community participation strategies to facilitate the involvement of marginalized groups in community decision making processes. The Municipality and Council should ensure that women are equitably represented on community structures such as ward committees and public meetings.</p> <p>Communication methods utilised by the municipality in public participation meetings should accommodate people with special needs, for instance, by using sign language.</p> <p>Marginalized youth often do not have access to information for their own development such as entrepreneurial opportunities. It important that youth friendly communication channels are considered in order to promote and strengthen the presence of youth public participation processes.</p> <p>Disability Management: It is noted that the municipality</p>	<p>The total number of 2 816 employees reflected in the IDP is inclusive of temporary workers and Councillors. Based on the EEA2 report submitted to the Department of Labour in January 2017, the total workforce excluding Councillors and Temporary workers equals to 2588</p> <p>Currently there are 38 People with Disabilities in the organization and they constitute 1.4% of the total workforce.</p> <p>The Employment Equity Department together with Training Department held discussions with the South African Disability Development Trust(SADDT) to explore the possibility of developing an internship Programme for PWD and a strategy to absorb them upon completion of the this programme</p> <p>We need to put a holistic HR strategy in place to ensure that the gap that exist with regards to designated groups are closed. There is currently a proposed Hr strategy that is still pending approval by Council.</p>

MEC COMMENTS	Response
<p>does not have a database of persons with disabilities therefore it affects planning and provision of sufficient services. A lack of profile of people with disabilities may result in the following service delivery gaps:</p> <ul style="list-style-type: none"> • centralised water points not accessible to persons with disabilities; • electricity meter boxes are located at a height that is inaccessible to wheel chair users and also not user friendly to the blind; • toilets still inaccessible to those on wheel chairs; and • municipal buildings, recreational facilities, walkways still not user friendly to people with disabilities. 	<p>The Public participation processes and strategies are covered under public participation. Ensuring that there is 50% gender balance in public meeting is a challenge, as is still a challenge to have 50% representation in ward committee composition. Ward Committees are elected meaning the community dictates who must be elected. During outreach programmes and ward committee election campaigns emphasis was put on 50/50 representation. Community meetings such as IMBIZOs and Council meetings accessibility to people with disability is prioritised depending on the targeted audience. The municipality further provides transport to make sure the Public Meetings venues are accessible</p>
<p>ECONOMIC DEVELOPMENT</p> <p>The projects of Emfuleni Local Municipality are not aligned to Township Economy Revitalisation (TER), due to the non-existence of the TER Plan. Therefore, DED recommends that the municipality should align their projects to TER and formulate a TER plan. It has been noted that the municipality has developed its LED and Agricultural Development strategies. Aligning these strategies to TER would be beneficial to the municipality's private sector, and even more to the municipal residents.</p>	<p>Currently, the responsible department is busy reviewing all its policies and policies with the view of aligning them with the provincial TER.</p> <p>Attention is drawn to the fact that the responsible department is further busy developing the municipal TER strategy and TER plan in this regard.</p> <p>The aim of the proposed or being developed municipal TER strategy is to grow and develop the township economy in order to give township enterprises greater productive capacity so that the townships can become places of mainstream economic activity, wealth creation, economic advancement and asset building or creation for the masses of municipal, regional and provincial people.</p> <p>It is also worth to add that the municipality through the responsible department has entered into strategic partnerships with various sectors of the society which is a sign of the municipal commitment to the stakeholder partnership approach towards inclusive growth in order to drive and promote TER proposed or being developed TER</p>

MEC COMMENTS	Response
	<p>strategy.</p> <p>The aim of the responsible department seeks to grow the municipal, regional and provincial economies equitably by focusing on the township economy as a future growth node with immense transformation potential in terms of changing the characteristics of the municipal, regional and provincial economies.</p>

Below is the recorded consolidated outcomes of the Mayoral Lekgotla that was held from the 19 to 20 October 2016.

1.5 PUBLIC PARTICIPATION MEETINGS

Public Participation is the main vehicle through which the Council is able to develop and practice a culture of community participation as required by legislation. The unit is responsible for making sure the following meetings are properly coordinated:

- National, Provincial, District and Mayoral Imbizos;
- Councillors' Public Meetings; and
- Outreach programs from different ELM departments including IDP & Budget public participation meetings

According to the Legislation, Ward Councillors are expected to hold at least one public meeting per ward per quarter but the Office of the Speaker's through its Public Participation Policy encourages Ward Councillors to hold public meetings every month to insure constant contact and communication with their constituencies.

Section 28 (3) and 21 of the Municipal Systems Act, 2000 (Act 32 of 2000) as well as Section 21 (1) (a) of the Municipal Finance Management Act, 2003 (Act 56 of 2003) requires that all community members take part in IDP and Budget Public Participation Meetings. The Act requires that the process be followed on the preparation and finalization of the IDP to have mechanisms and procedures for public participation and stakeholder involvement. It stipulates that the community should be consulted with regard to their developmental needs and priorities.

In compliance with the Act, Emfuleni Local Municipality has developed an IDP process plan spelling out the process that should be followed when reviewing the IDP for 2017/2018 financial year. The Act considers public participation as the backbone for the IDP process.

In the month of April&October 2016, the offices of the Executive Mayor, Speaker and the IDP in collaboration with Ward Councillors embarked on public participation meetings with the purpose of collating information from the community to be incorporated into the IDP Review for 2017/2018. The notice of the meetings was placed in two local newspapers fourteen days prior to the meetings as required by the Municipal Systems Act.

A total of 23 public participation (April and October 2016) meetings were held to afford the community the opportunity to consider the draft budget and IDP before adoption by the Council. Loud hailing was also used to mobilize the community for the meetings and

pamphlets were distributed. Buses were organized to fetch people at their pick up points through the assistance of bus coordinators.

The meetings were clustered in the following regions:

- 1A** - Mafatsane Hall-Wards 18, 29, 37, 38, 39, & 42
- 1B** - Wilberforce College-Wards 19, 20, 24, 26, 40, 41, 43 & 44
- 2A** - Bophelong Community Hall-Wards 6, 7, 23, & 25
- 2B** - Mayors Parlour (Vanderbijlpark)-Wards 3, 4, 5, 8, 9 & 10
- 2C** - Boipatong Hall - Wards 3, 8 & 22
- 3A** - Sharpeville Community Hall-Wards 11, 12, 13 & 14
- 3B** - Vereeniging Banquet Hall-Wards 1, 11, 15, 16, 21 & 45
- 4** - Saul Tsotetsi Sports Centre-Wards 2, 17, 27, 28, 30, 31, 32, 33, 34, 35 & 36

The most general issues raised by the Emfuleni community were service delivery matters, for example, the quality of services, water leakages, bad conditions of Roads & Storm water, illegal dumping, rubbles left by contractors, high rate of unemployment, need for housing, upgrading of clinics, dysfunctional public lighting, sewer spillage, incorrect billing for water and electricity, limited recreational facilities, need for cemeteries.

The community also commended the municipality in areas where there is visible improvement on service delivery for example, grass cutting, tarring of certain roads, fixing of high mast lights and other area.

The meetings were chaired by the Speaker of the Council and the Executive Mayor made presentations in all the meetings afterwards. Members of the communities were given opportunities to ask questions, clarify and input on the presentation.

As a trend communities across the municipal area raised issues that are well known by the municipality ranging from maintenance of roads, grass cutting, lack of houses, patching of potholes, tarring of roads, incomplete projects, removal of rubbles, illegal dumping, need for street lights, high rate of unemployment, drug abuse, removal of unwanted trees, grading of roads, water leaks, water logged houses, reduction of rates and taxes, need for multipurpose centres, title deeds, maintenance of parks, consideration of people living with disability in public meetings e.g. use of sign language, need for sports facilities, community needed clarity on MBD and they complain about sms's and calls from MBD, need for speed humps, etc.

The public participation meetings have therefore necessitated the update of Chapter 5, 5.7 Ward Councillors' project list. This chapter encapsulates all Ward Councillors' wish list or things they want to see happening in their respective wards.

During the month of April & May 2017, the municipality conducted another series of public participation meetings to present the draft IDP & Budget for 2017/18.

The meetings were clustered as follows:

- Region 4 which consists of wards 2, 17, 27, 30 and 32. The meeting was held at Saul Tsotetsi Sports Centre on 04 April 2017 with the recorded of 309 participants.
- Region 4B meeting consists of the following wards 28, 31, 33, 34, 35 & 36. The meeting was held on 05 April 2017 at Saul Tsotetsi Sports Centre with 211 recorded participants.

- Region 1 meeting was held at Mafatsane Community Hall on 06 April 2017. The Mafatsane meeting consists of wards 18, 29, 37, 38, 39, 42 and 44 with 214 recorded participants.
- Region 1B meeting was held on 11 April 2017 in Wilberforce College Hall and consists of wards 19, 20, 24, 26, 40, 41 and 43 with 338 numbers of recorded participants.
- Region 2 consists of wards 6, 7, 23 and 25. The meeting was held on 12 April 2017 at Bophelong Hall with 378 recorded participants.
- Region 2C meeting was held on 19 April 2017 in the Boipatong Community Hall. Region 2C meeting consists of wards 3, 8 and 22 with 269 recorded participants.
- Region 3B meeting was held on 20 April 2017 in Vereeniging Banquet Hall. The Region consists of the following wards: 1, 11, 15, 16, 21 and 45 with 176 recorded participants.
- Region 2B. The Vanderbijlpark meeting was initially planned to take place on the 25 April 2017. It was then postponed to the 09 May 2017 due to picketing in the main building by employees from Fire and Rescue department. Region 2B meeting consists of wards 3, 4, 5, 8, 9, & 10. The meeting was held at Totius Primary school on 09 May 2017, with 60 recorded participants
- The last meeting as per the original schedule was Region 3 which was held in Sharpeville Community Hall on 03 May 2017. This consists of the following wards: 11, 12, 13 and 14 with 209 recorded participants.

The meetings were chaired by Cllr BusiMncube, Cllr DimakatsoMalisa and the Speaker of Council Cllr MaipatoTsokolibane. The Executive Mayor Cllr Mahole Mofokeng made presentations and in some meetings presentations were presented by the Acting Executive Mayor Cllr Malisa. All presentations of the meetings are available at an individual request.

Members of the communities were given opportunity to ask questions of clarity, comment and input on the presentation.

The issues raised by the communities were not different from the issues raised in the past. The most common issues raised were service delivery related matters such as maintenance of roads, grass cutting, lack of houses, title deeds, patching of potholes, tarring of roads, incomplete projects, removal of rubbles, illegal dumping, need for street lights, high rate of unemployment, drug abuse, removal of unwanted trees, grading of roads, water leaks, water logged houses, reduction of rates and taxes, need for multipurpose centres, title deeds, maintenance of parks, need for sports facilities, need for speed humps, tariff increase, need for geysers, dysfunctional high mast lights, request for multi-purpose centres, need for police stations, high rate of crime, maintenance of sport grounds.

The Executive Mayor requested Members of Mayoral Committees to respond to the questions asked relevant to their respective clusters or portfolios. The Executive Mayor concluded the meetings by thanking communities for their active participation and attendance.

The issues that are capital in nature were incorporated in the IDP document for 2017/2021 as part of the Councillor's submission list (Wish List) The Councillor's wish list will be prioritised as an when we get resources.

In conclusion, the IDP office deemed the meetings as a huge success. The total number of attendees were 2 164 across the municipal area, as compared to the 1810 recorded participants in the April/May 2016 similar meetings. The challenge remains with the implementation of the issues raised by the communities.

1.6 ALIGNMENT PROCESS

The reviewed IDP has also taken into consideration various National, Provincial and District wide plans. There is a proper signage of this review IDP with NDP, Back to Basics, Gauteng Ten Pillars, and Sedibeng Growth and Development Strategy.

GDS 2	ELECTION MANIFESTO AS ADOPTED BY COUNCIL	GAUTENG 10 PILLARS	BACK TO BASICS	NATIONAL OUTCOMES
<ol style="list-style-type: none"> 1. Reinventing our economy 2. Renewing our communities 3. Reviving a sustainable environment 4. Reintegrating our region 5. Releasing human potential 6. Good and Financial sustainable governance 7. Deepening democracy 	<ol style="list-style-type: none"> 1. Basic Services 2. Municipal Services and Outsourcing 3. Public Participation and Accountability 4. Municipal Capacity 5. Local Economy and Job Creation 6. Fraud and Corruption in Local Government 7. Crime in Communities 8. Education in communities 9. Community Health 10. Climate Change 11. Integrated Communities 12. Social Cohesion and Nation Building 	<ol style="list-style-type: none"> 1. Radical economic transformation 2. Decisive spatial transformation 3. Accelerated social transformation 4. Transformation of the state and governance 5. Modernisation of the public service 6. Modernisation of the economy 7. Modernisation of human settlements and urban development 8. Modernisation of public transport infrastructure 9. Re-industrialisation of Gauteng province 10. Taking the lead in Africa's new industrial revolution 	<ol style="list-style-type: none"> 1. Putting people first 2. Service Delivery 3. Good Governance 4. Sound Financial Management 5. Building Capable Local Government Institutions 	<ol style="list-style-type: none"> 1. Improved quality of basic education 2. A long and healthy life for all South Africans 3. All people in South Africa are and feel safe 4. Decent employment through inclusive economic growth 5. A skilled and capable workforce to support an inclusive growth path 6. An efficient, competitive and responsive economic infrastructure network 7. Vibrant, equitable and sustainable rural communities with food security for all 8. Sustainable human settlements and improved quality of household life 9. A responsive, accountable, effective and efficient local government system 10. Environmental assets and natural resources that are well protected and continually enhanced 11. Create a better South Africa and contribute to a better and safer Africa and World 12. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship

CHAPTER 2

2. ACHIEVEMENTS

2.1 ONE YEAR TARGETS AND ACHIEVEMENTS 2016/17

The following are the highlights of the accomplishment during 2016/17 financial year per KPA:

ONE YEAR TARGETS 2016 - 2017	PROGRESS REPORT AS AT MAY 2017
WATER	
97% of SANS 241 compliance on average for potable water quality in Rand Water supply areas in 2016/17	99% achieved
Less than 34% of potable water supplied by Rand Water lost due to water system losses in 2016/17	34% water losses
100% of reported potable water supply interruptions restored in 2016/17	69% restoration rate
100% of reported potable water leaks repaired in 2016/17	72% repair rate
95% of SANS 241 compliance on average for potable water quality of Vaaloewer purification plant in 2016/17	97% achieved
100% of potable water repairs and maintenance budget spent in 2016/17	48% budget spent by quarter 3
181,736 formalized urban stands with access to the potable water reticulation network in 2016/17	100% of 181,736 of formalized urban stands have access to potable water to date
10 working days average turnaround time to commission additional potable water connections, measured from the date of approval of applications to the date of completing the connections in 2016/17	77% of approved application with 10 working days turnaround time
48 hours average turnaround time to restore potable water service interruptions, measured from the time of receipt of the interruption alert to the time of restoration in 2016/17	63% of all reported potable water supply interruptions restored within the 48 hours turnaround time
SANITATION	
90% compliance with discharge license requirements on average for effluent quality at Rietspruit and Sebokeng waste water treatment works in 2016/17	It must be noted that since the withdrawal of Rand Water in 2016/06/30, no analysis was conducted from 01/07/2016 to 28/02/2017. Analysis took place from 01/03/2017, RietspruitWCW compliance rate is at 91% and SebokengWCW compliance rate is 92%.

ONE YEAR TARGETS 2016 - 2017	PROGRESS REPORT AS AT MAY 2017
100% of reported waste water blockages resolved in 2016/17	91.53% of reported waster blockages resolved to date
100% of reported broken waste water pipes repaired in 2016/17	80.33% of reported broken waste water pipes repaired to date
6,000m of waste water pipes cleaned in 2016/17	8,088m of waste water pipes cleaned to date
14% compliance with discharge license requirements on average for effluent quality at the Leeuwkuil waste water treatment works in 2016/17	<p>It must be noted that since the withdrawal of Rand Water in 2016/06/30, there was no analysis conducted from 01/07/2016 to 28/02/2017. Analysis took place from 01/03/2017:the Leeuwkuil WCW compliance rate is at 23%.</p> <p>The National Department of Water and Sanitation (DWS) is currently reviewing the Green Drop license requirements for Leeuwkuil WCW as the current requirements were erroneously issued by the Department for the waste water treatment plant for 2016/17 resulting in a significant decline in the compliance rate from 88% in 2015/16 to the current 14%.</p>
100% of waste water repairs and maintenance budget spent in 2016/17	77% of the waste water repairs and maintenance budget spent to date
100% of waste water revenue billed actually collected as revenue in 2016/17	Revenue billed for the treatment of effluent from Johannesburg Water from 2016/2017 @ R 2,739,247.36 per month, is R 27,392,472.20 at 10 months
179,814 formalized stands with access to the waste water network system in 2016/17	100% of 179,814 formalized stands have access to the waste water network system for the reporting period
24 hours average turnaround time to restore waste water service interruptions, measured from the time of receipt of the interruption alert to the time of restoration in 2016/17	78% of reported waste water service interruptions restored within the 24 hours turnaround time
ELECTRICITY	
Less than 18% of electricity supplied by Eskom lost due to electricity system losses in 2016/17	The electricity losses are currently at a rate of 18.11%
3000of reported public light fittings replaced in 2016/17	1,374 public light fittings have been replaced to date
5000of reported public light lamps replaced in 2016/17	5,735 public lights lamps have been replaced to date

ONE YEAR TARGETS 2016 - 2017	PROGRESS REPORT AS AT MAY 2017
40% of own funded electricity capital budget spent in 2016/17	11% of own funded capital budget has been spent to date
100% of electricity repairs and maintenance budget spent in 2016/17	70% of repairs and maintenance has been committed, and of these commitments, 40% was actually spent as expenditure
100% of national electrification grant spent in 2016/17	64% of the grant is committed and actual expenditure to date is 19%
35 000 formal houses within the NERSA licensed area of the municipality connected to electricity network by means of electricity meters in 2016/17	31,402 formal houses within the NERSA licensed area have been connected to date
100% compliance to average turnaround time of 20 days to commission additional electricity connections, measured from the date of receipt of all required documents from the customer to date of connection in 2016/17	40% of electricity connection applications commissioned within the 20 days turnaround time
85% compliance to average turnaround time (24 hours) to restore electricity service interruptions, measured from the time of receipt of the interruption alert to the time of restoration in 2016/17	64% of electricity service interruptions restored within the 24 hours turnaround time
ROADS AND STORMWATER	
15km of tarred municipal roads and streets resealed in 2016/17	17.2km of roads resealed to date
25000m ² of potholes in tarred municipal roads and streets patched in 2016/17	25,317m ² of potholes patched to date
1,250m ² of paving done in 2016/17	246m ² of paving done to date
2000 number of storm water catch pits cleaned in 2016/17	1,480 number of catch-pits cleaned to date
15,000m of kerb channel cleaned in 2016/17	10,652m kerb channel cleaned to date
8,000m of concrete canal cleaned in 2016/17	1,726m concrete canals cleaned to date
32,000m of storm water concrete pipes cleaned in 2016/17	1,318m concrete pipes cleaned to date
25,000m ² of road markings painted in 2016/17	2,220m ² road markings painted to date
800 road traffic signs replaced in 2016/17	65road traffic signs replaced to date
85km of municipal gravel roads re-gravelled in 2016/17	363kmof municipal gravel roads re-gravelled to date
13,000m of gravel channel cleaned in 2016/17	20,380mof gravel channel cleaned to date
100% of roads and storm water repairs and maintenance budget spent in 2016/17	100% of the repairs and maintenance budget spent to date
WASTE MANAGEMENT	
85% average of weekly household waste collection services completed as per schedule in 2016/17	73% waste collection achieved to date

ONE YEAR TARGETS 2016 - 2017	PROGRESS REPORT AS AT MAY 2017
75% average of completed solid waste collection schedule for informal settlements in 2016/17, excluding the areas covered under SW.01	57% collection in informal settlements achieved to date
100% legal compliance on average for all landfills in 2016/17	The department aims to achieve 100% legal compliance by end of financial year in quarter 4
140000 m ³ of reported illegal solid waste dumps cleaned in 2016/17	146,880m ³ of illegal dumps cleaned to date
ENVIRONMENTAL MANAGEMENT	
100% of annual environmental management operational objectives achieved in 2016/17	100% of environmental management objectives achieved to date
ENVIRONMENTAL HEALTH	
100% of reported environmental health complaints resolved in 2016/17	90% of reported environmental/municipal health complaints resolved at the end of April 2017
100% of solid waste management revenue billed actually collected as revenue in 2016/17	11,027 municipal health/environmental health inspections done at the end of April 2017
PROJECT MANAGEMENT UNIT	
Approved integrated infrastructure master plan by 30 June 2017	Draft Status Quo report has been compiled and the Master plan envisaged to be completed by the 30 June 2017
100% of municipal infrastructure grant (MIG) funded capital budget spent in 2016/17	78% of the MIG spent to date
100% of grant, excluding MIG, funded capital budget spent in 2016/17	47% of other capital grants spent to date
100% of own funded capital budget spent in 2016/17	Discontinued due to lack of funds
250 jobs created through the implementation of the infrastructure projects program, measured as full time equivalents at 520 hours per FTE per quarter in 2016/17	250 jobs have been created to-date
TRAFFIC AND SECURITY	
12 road safety education programs implemented in 2016/17	13 road safety education programs implemented to date
12 law enforcement operations conducted in 2016/17	11 law enforcement operations conducted to date
16 social crime prevention campaigns conducted in 2016/17	19 social crime prevention campaigns conducted to date
24 hours average turnaround time to open internal docket on theft and losses of municipal property in 2016/17	Achieved 24 hours average turnaround time to open internal docket on all reported theft and losses of municipal property

ONE YEAR TARGETS 2016 - 2017	PROGRESS REPORT AS AT MAY 2017
DISASTER MANAGEMENT	
Approved level 3 disaster management plan by 30 June 2017	Draft disaster management plan level 3 was submitted to Sedibeng District Municipality for comments, the comments were included in the draft plan that was sent to the provincial and national departments in the third quarter for comments where after the final plan will be submitted to Council for approval in June 2017
FIRE AND RESCUE	
80% of 3 minutes average turnout time for fire and rescue, measured from the time of receiving the alert to the time when the apparatus leave the station in 2016/17	90% of all calls were attended to within the 3 minute turnout time
80% of 20 minutes average response time for fire and rescue, measured from the time of leaving the station to the time of arriving on the scene in 2016/17	88.26% of all calls were attended to within the 20 minute turn up time
MUNICIPAL COURTS	
100% of cases filed in the municipal court processed on average per quarter in 2016/17	256,523 cases issued, and 100% of cases processed
100% of cases concluded (prosecuted) in the municipal court on average per quarter in 2016/17	91.06% of cases concluded
10% of infringement fines issued actually collected as revenue in 2016/17	4.18% cases actually collected
SPORTS & RECREATION ARTS AND CULTURE	
24 library programs implemented in 2016/17	113 library programs implemented in 2016/17
7 sporting programs implemented in 2016/17	6 sporting programs implemented in 2016/17 as at the end of the 3 rd quarter
ARTS & CULTURE	
8 Arts and culture programs implemented in 2016/17	8 Arts and Culture programs achieved
6 Vaal River Carnival programs implemented in 2016/7	6 Vaal River Carnival programs achieved
1 Arts and culture workshop conducted in 2016/17	1 Arts and culture workshop achieved
SOCIAL DEVELOPMENT	
4,000 household indigent applications verified in 2016/17	5,480 verified indigent applications to date
100% of indigent burial applications verified in 2016/17	100% of indigent burials applications verified (total no.119 finalised)
8 social development programs (campaigns) implemented in 2016/17	10 social development programs achieved

ONE YEAR TARGETS 2016 - 2017	PROGRESS REPORT AS AT MAY 2017
PARKS	
1,036 trees in public open spaces pruned and cut in 2016/17	Feathered = 567 and removed = 491: grand total = 1,058 trees
1,500,000m ² grass cut in developed public parks, public gardens, and green belts in 2016/17	13,180,706m ² grass cut
1,500,000m ² grass cut in undeveloped public open spaces in 2016/17	
CEMETERIES	
3 working days average turnaround time for the provision of graves for burial purposes, measured from the time of receipt of applications to the time of completion for providing the graves, in 2016/17	All applications for graves finalised within 3 working days
1,800,000m ² grass cut in cemeteries in 2016/17	7,974,503m ² grass cut
LOCAL ECONOMIC DEVELOPMENT	
300 food garden starter packs distributed in 2016/17	The food packages procurement process now underway, the packages are to be distributed by the end of quarter 4
Zone 7 Sebokeng Hydroponic revitalization project completed in 2016/17	Due to budget constraints, the project will be done by the Gauteng Department of Agriculture and Rural Development
1 storage facility built at Mark Park for informal traders in 2016/17	The storage facility is built/ completed at Mark Park
5 food kiosks provided at Houtkop in 2016/17	The LED department is currently in negotiations with the provincial Department of Economic Development
1,000m ² paved for informal trading area at Mandela Square in Sebokeng in 2016/17	The entire 1,000m ² informal trading area is paved
8 local economic development and tourism initiatives implemented in 2016/17	Due to budget constraints, the department had to adjust to 4 initiatives: <ul style="list-style-type: none"> • NARYSEC initiative – complete • Repairing ablution facilities in the Vanderbilpark CBD. - Complete • Repairing ablution facilities at the Vereeniging taxi rank. – To be completed in Q4 • 300 food gardens to be distributed in Q4
1 approved spatial development framework (SDF) by 31 May 2017	The draft SDF framework has been submitted to Section 80: LED. The draft will be tabled at MAYCO& subsequent approval at Council by end Q4
1 Vanderbilpark Urban renewal strategy	The draft has been tabled at the Section

ONE YEAR TARGETS 2016 - 2017	PROGRESS REPORT AS AT MAY 2017
developed in 2016/17	80: LED. The draft will be tabled at Mayco & subsequent approval at Council by end Q4.
PROPERTIES	
100% valid lease agreements for all properties, excluding housing units, leased in 2016/17	There are valid lease agreements on all land and buildings leases. 100% achieved for valid lease agreements.
100% of revenue billed as a result of leasing properties actually collected as revenue in 2016/17	All leased properties are billed annually
HOUSING	
100% valid rental agreements for renting housing units, excluding hostels, in 2016/17	There are valid rental agreements for all renting housing units. 100% achieved for valid rental agreements.
200 title deeds handed over to rightful beneficiaries in 2016/17	To date the municipality has distributed 130 title deeds.
100% of revenue billed as a result of renting housing units actually collected as revenue in 2016/17	All leased properties are billed annually
BUILDING CONTROL	
100% of received building plans for structures in extent 500m ² and less, adjudicated within 30 calendar days in 2016/17	100% of received building plans for structures in extent 500m ² and less were successfully adjudicated within 30 calendar days in 2016/17
100% of received building plans for structures in extent of more than 500m ² , adjudicated within 60 calendar days in 2016/17	100% of received building plans for structures in extent of more than 500m ² were successfully adjudicated within 60 calendar days in 2016/17
FINANCE	
1 approved annual budget for 2017/18 by 31 May 2017	The Draft Annual Budget is in progress, it has been tabled to the Senior Management Team, the Joint Budget and IDP Steering Committee and the Joint Section 80 for Corporate and Governance And Finance. The budget will be tabled for approval at the Council scheduled for the 25 th May 2017.
1 approved adjustments budget for 2016/17 by 31 May 2017 (if required)	The adjustment budget has been approved by Council.
100% of MSCOA plan implemented in 2016/17	The mSCOA plan is in progress wherein the 2017/18 budget will be approved in compliance with mSCOA and implemented on 1 July 2017.
1 approved valuation roll by 30 June 2017	Valuation roll will be implemented 1 July 2017, now at objection stage
Compliantly submitted monthly MFMA reports in 2016/17	Achieved- Monthly MFMA section 71 reports submitted accordingly
Compliantly submitted annual financial statements for 2015/16 by 31 August 2016	Achieved: Annual Financial Statements submitted on time
REVENUE	

ONE YEAR TARGETS 2016 - 2017	PROGRESS REPORT AS AT MAY 2017
100% of total revenue levied for all revenue sources actually collected as revenue on average per month in 2016/17	The current collection rate is at 74%
38% of debt coverage on average per quarter in 2016/17	Debt coverage achieved
95% of total value of revenue collected from all revenue sources as outstanding service debtors on average per quarter in 2016/17	85% revenue collection achieved to date
30 days turnaround time for the payment of service creditors on average in 2016/17	Due to cash flow challenges the municipality has not been able to settle creditors within 30 days
100% upgrade of financial system from Venus to Solar completed in 2016/17	The Venus system is in process of being upgraded to Solar
100% of registered indigents actually receiving free basic services in 2016/17	The current achievement rate is at 96%
SUPPLY CHAIN MANAGEMENT	
1 approved supply chain management (SCM) policy by 30 June 2017	In progress. To be approved by Council before 30 June 2017
1 approved annual procurement plan (APP) for 2017/18 by 30 June 2017	The preparation of the plan is in progress
1 approved contract management policy and - register in 2016/17	In progress. To be approved by Council before 30 June 2017
Compliantly submitted SCM monthly MFMA reports in 2016/17	Quarter 1, 2 & 3 approved. Quarter 4 in progress
HUMAN RESOURCES	
1 approved human resource development strategy (HRDS) by 30 June 2017	HRDS was work shopped to Councillors on the 15 May 2017 and sequenced for the next Council meeting before end of financial year 2016 /17
4 human resources management reports submitted in 2016/17	3 human resources management reports submitted in 2016 /17
4 approved reviewed human resources policies in 2016/17	Reviewed 5 human resources policies: <ul style="list-style-type: none"> - Acting policy - Leave Administration Policy - Standby allowance Policy - Overtime Policy - Promotions Demotions Transfer Policy The above policies served at SMT Meeting and sequenced for the Corporate and Governance Section 80
4 human resources road shows conducted in 2016/17	Conducted 3 human resources road shows and scheduled one for 17 May 2017
1 approved workplace skills development plan (WSDP) for 2017/18 by 30 June 2017	WSDP submitted to LGSETA by 28 April 2017
100% of training and development budget spent in 2016/17	72% spend on the training budget.
EMPLOYMENT EQUITY	

ONE YEAR TARGETS 2016 - 2017	PROGRESS REPORT AS AT MAY 2017
1 approved employment equity plan (EEP) by 30 June 2017	The Draft EE Plan has already served at The EE and SD Forum Meeting and has been approved by the Senior Management Meeting.
100% of annual employment equity operational objectives achieved in 2016/17	60% of annual EE objectives achieved
4 employment equity awareness programs implemented in 2016/17	4 employment equity road shows have been conducted to date
1% of total workforce consisting of people with disabilities in 2016/17	People with Disabilities represent 1.25% of the total workforce in the organization
ORGANISATIONAL DEVELOPMENT	
140 positions appearing on the approved organizational structure evaluated in 2016/17	126 jobs were evaluated to date
4 change management interventions implemented in 2016/17	6 change management interventions were implemented
20 employee assistance programs implemented in 2016/17	16 EAP programmes were implemented to date
LABOUR RELATIONS	
10 working days average turnaround time to administer commencement of disciplinary inquiry in 2016/17	The average turnaround time to administer commencement of disciplinary hearings was not met as planned
1 approved strike Management Plan in 2016/17	Strike Management Plan approved in 2016/17
4 labour relations road shows conducted in 2016/17	Conducted 4 labour relations road shows in 2016/17
SECRETARIAT AND ADMINISTRATION	
72 hours average notice period to dispatch all documents for scheduled meetings of Mayoral Committee and Council in 2016/17	Adhered to and in some other quarter performed above average on 72 hours average notice period to dispatch all documents for scheduled meetings of Mayoral Committee and Council in 2016/17
LEGAL SERVICES	
100% of annual legal service operational objectives achieved in 2016/17	Achieved 75% of annual legal service operational objectives
10 working days average turnaround time to administer commencement of cases and claims upon the date of receipt in 2016/17	Turnaround time met at 80% to administer commencement of cases and claims received.
10 working days average turnaround time to complete vetting policies, contracts and opinions in 2016/17	Turnaround time met at 80% to administer commencement of cases and claims received.
1 approved legal materiality and compliance framework in 2016/17	Service Provider appointed to deal with the legal materiality and compliance framework. However the service provider couldn't finalise the project due to the municipalities cash flow challenge
INFORMATION TECHNOLOGY	
1 approved information communication technology disaster recovery plan (IDRP) by 30	The automated DRP offsite processing facility is implemented and running in

ONE YEAR TARGETS 2016 - 2017	PROGRESS REPORT AS AT MAY 2017
June 2017	Duncanville for the past five months, a fully DRP test will be scheduled
100% of annual information communication technology operational objectives achieved in 2016/17	This is determined by the outcome of the performance management system audit quarterly. However the quarterly percentage of resolving calls logged stood at 97.5% averagely
8 hours average turnaround time to terminate a former employee on IT network in 2016/17	The termination of the employee is done by deactivating the access of that particular to the municipality computer systems upon notification by the HR department. Logically that would be end of business working day of the day of resignation or retirement
48 hours average turnaround time to attend to all ITC related calls, measured from the time of receiving the call to the time of attendance of the matter, in 2016/17	The calls logged through the IT Helpdesk are identified and scheduled for resolution within 48 hours
FACILITIES MANAGEMENT	
1 approved integrated facilities management master plan by 30 June 2017	The plan was put on hold due to the financial situation of the municipality
100% of facilities repairs and maintenance budget spent in 2016/17	Budget could not be spent as desired due to cost cutting measures implemented by Council
FLEET MANAGEMENT	
1 approved fleet management policy (FLMP) by 30 June 2017	Fleet Management policy approved on the 27 October 2016 by Council under item A3291
60% of fleet assets in the asset register on average available for economic, effective, and efficient service delivery in 2016/17	87% of fleet assets in the asset register on average available for economic, effective, and efficient service delivery in 2016/17 is in usage
INTEGRATED DEVELOPMENT PLAN	
1 approved integrated development plan for 2017/18 by 31 May 2017	In progress pending Council approval
PERFORMANCE MANAGEMENT	
3 approved performance management governance (PMG) documents by 30 June 2017	3 reports achieved to date
1 compliantly approved service deliver and budget implementation plan (SDBIP) for 2017/18 by 30 June 2017	The draft SDBIP has been compiled and will be finalised post the approval of the IDP and Budget
Compliantly (signed) concluded and assessed annual performance agreements for 2016/17 by 31 July 2016	Performance agreements concluded for all senior managers by 31 July 2017
6 compliantly submitted service delivery performance reports in 2016/17	4reports achieved to date
RISK MANAGEMENT	
1 approved risk management, anti-fraud, and anti-corruption strategy RAAMAC) by 30 June 2017	The Anti-fraud and Corruption Strategy has been considered by the SMT and will proceed to all relevant structures for

ONE YEAR TARGETS 2016 - 2017	PROGRESS REPORT AS AT MAY 2017
	Council approval by 30 June 2017
1 approved risk management, anti-fraud, and anti-corruption committee charter by 30 June 2017	Charter approved by the Risk Management, Anti-fraud and Anti-corruption Committee will be tabled in the Audit Committee and to Council for consideration by 30 June 2017
1 developed municipal business continuity and disaster recovery plan by 30 June 2017	Target reviewed due to budget constraints
1 functional loss control committee by 30 June 2017	Loss Control Committee Terms of Reference considered by the SMT, to be considered by the various structures and subsequently approved by Council
4 quarterly submitted RMAAC risk profile reports in 2016/17	3 Quarterly reports submitted to date
4 Anti -Fraud and Corruption Awareness Workshops in 2016/17	Target reviewed due to staff and budget constraints
Achieve risk maturity level of 4 by 30 June 2017	Risk Maturity Assessment to be conducted by 30 June 2017
1 developed municipal occupational health and safety plan by 30 June 2017	OHS Annual Plan developed in August 2016. OHS Policy reviewed and tabled at SMT, LLF and awaiting Section 80 towards Council approval by 30 June 2017
1 approved insurance management policy (IMP) by 30 June 2017	Reviewed Insurance Policy considered by SMT and to be tabled in Section 80 towards approval by Council before 30 June 2017
4 insurance awareness Workshops Conducted in 2016/17	Target revised due to budget constraints.
INTERGOVERNMENTAL RELATIONS	
100% of reported queries from the Public Protector compliantly responded to within 14 days in 2016/17	46 complaints received between July 2016 to March 2017. All the (46) complaints were responded to within 14 days and 39 thereof were resolved within 14 days as well. 6 complaints were resolved through the Alternative Dispute Resolution (ADR) mechanism between the municipality and the complaints, meaning that 45 matters were resolved. However, two of the ADR matters are partly resolved and one its being referred to the Land Tribunal Committee for its decision and the other one has been referred to the High Court – Exparte Application by the municipality. The last matter is an on-going matter which can be resolved over a number of years (Kwa Masiza Hostel) and a yearly progress report is submitted to the Public Protector.

ONE YEAR TARGETS 2016 - 2017	PROGRESS REPORT AS AT MAY 2017
100% of requested information in terms of the Promotion of Access to Information Act (PAIA) compliantly responded to within 30 days in 2016/17	Two requests for access to information were received between July 2016 and March 2017. One of the requests the requester requested more information and a section 23 affidavit was written to the requester – no information could be found. A section 32 report for the period 1 st April 2016 to 31 st March 2017 was submitted to the South African Human Rights Commission as stipulated by the Act.
COMMUNICATIONS	
1 approved communications, branding, and marketing strategy (CBMS) by 30 June 2017	Reviewed communications strategy approved by SMT, Section 80 Corporate Services en-route to Mayco and Council
100% of annual communications, branding, and marketing operational objectives achieved in 2016/17	60% of the objections achieve thus far, owing to financial situation of the municipality
1 approved community satisfaction survey by 30 June 2017	Supply Chain process in progress
4 media analysis reports submitted in 2016/17	Reports submitted
4 published newsletters submitted in 2016/17	3 newspapers inserts done. Further application stopped because of financial matters
INTERNAL AUDIT	
1 reviewed internal audit plan (IAP) for 2017/18 by 30 June 2017	IA Plan in progress and planned to be completed by the 31 st May 2017 for submission to the Audit Committee.
1 reviewed internal audit committee charter by 30 June 2017	Reviewed and approved by the Audit Committee.
1 reviewed performance audit and audit committee charter by 30 June 2017	Reviewed by Audit and Performance Audit Committee
4 assurance audit reports in 2016/17	4 completed
4 operational audit reports in 2016/17	4 completed
4 ICT audit reports in 2016/17	3 completed
4 finance and compliance audit reports in 2016/17	3 completed
4 service delivery audit reports in 2016/17	3 completed
OFFICE OF THE EXECUTIVE MAYOR	
100% of annual objectives in the office of the Executive Mayor achieved in 2016/17	100% of annual objectives in the Office of the Executive Mayor achieved in 2016/17
1 Mayoral Committee in 2016/17	16 Mayoral Committee meetings in 2016/17
8 Executive Mayor site visits/service delivery conducted in 2016/17	7 Executive Mayor site visits/service delivery conducted in 2016/17

ONE YEAR TARGETS 2016 - 2017	PROGRESS REPORT AS AT MAY 2017
4 Oversight Meetings with MMCs and Municipal Manager conducted in 2016/17	2 Oversight Meetings with MMCs and Municipal Manager conducted in 2016/17
40 Stakeholder engagements conducted in 2016/17	35 Stakeholder engagements conducted in 2016/17
Participation in 4 Intergovernmental forums in 2016/17	Participation in 4 Intergovernmental forums in 2016/17
4 social cohesion and promotion of National Building and National Identity Programmes implemented in 2016/17	4 social cohesion and promotion of National Building and National Identity Programmes implemented in 2016/17
MONITORING AND EVALUATION	
12 reports on progress with reported service delivery complaints in 2016/17	10 reports submitted
1 Ntirhisano local task team in 2016/17	Achieved
4 reports on progress with implementation capital program in 2016/17	3 reports submitted
OFFICE OF THE SPEAKER	
100% of annual objectives in the office of the Speaker of Council achieved in 2016/17	126% achieved across the KPIs of the Office wherein a number of target were performed higher than what was planned for the reporting period.
4 Municipal council meetings in 2016/17	8 Ordinary and 7 Special Council Meetings
4 Municipal public accounts committee (MPAC) Meetings in 2016/17	11 committee meetings
1 compliantly submitted annual oversight report without reservations for 2015/16 by 31 March 2017	1 submitted
12 petitions committee meetings in 2016/17	9 meetings
100% of received petitions resolved in 2016/17	59 petitions received and 24 resolved
180 public participation meetings in 2016/17	345 meetings
180 ward committee meetings in 2016/17	57 meetings
12 training and capacitating of councillors in 2016/17	18 trainings and workshops
4 MPAC Oversight Reports on Performance in 2016/17	1 submitted report
4 new councillor induction programmes in 2016/17	1 induction program conducted to date.
OFFICE OF THE CHIEF WHIP	
8 whippery meetings in 2016/17	13 Whippery meetings convened
8 caucus meetings in 2016/17	17 Caucus sittings convened
60 study group meetings in 2016/17	48 Study Groups meetings convened
8 political management team meetings (PMT) 2016/17	9 Political Management Team meetings convened

ONE YEAR TARGETS 2016 - 2017	PROGRESS REPORT AS AT MAY 2017
2 multi-party forum meetings in 2016/17	2 Multi Party Forum Meetings convened
1 Whippery Lekgotla in 2016/17	1 Whippery Lekgotla convened on 08 - 09 November 2016
1 Councillors' caucus Lekgotla in 2016/17	Councillors Caucus Lekgotla is earmarked for 29 - 31 May 2017
4 Whippery oversight tours in 2016/17	2 Whippery Study tours undertaken
3 Amava newsletters developed in 2016/17	2 Amava newsletter printed

CHAPTER 3

3. ANALYSIS

3.1 MUNICIPAL OVERVIEW

- Emfuleni Local Municipality (ELM) is one of the three local municipalities that constitute the Sedibeng District Municipality.
- Municipal jurisdiction - 987.45 km²
- Population is 721 663 (Stats SA, 2011)
- Municipal asset value - R 12 Billion
- Total Municipal Budget 2016/17 - R 6.3 Billion
- Water and sanitation coverage - 98%
- Portable water quality compliance - 100%
- Waste Water Discharged compliance - 93%
- Electricity coverage - 98%
- Refuse collection coverage - 100%
- Length of tarred roads -1 600 km
- Total number of employees - 2846
- Unemployment rate - 34% (Stats SA 2011)
- Main employers - Government Departments, Municipality, Acellor Mittal, Cape Gate and Trade
- Total number of registered indigents is estimated at 38 000

3.1.1 GEOGRAPHIC PROFILE

Emfuleni Local Municipality (ELM) is one of three local municipalities that constitute the Sedibeng District Municipality. It is the western-most local municipality of the district, which covers the entire southern area of the Gauteng Province extending along a 120 kilometres axis from east to west. It covers an area of 987.45 km². The Vaal River forms the southern boundary of ELM and its strategic location affords it many opportunities for tourism and other forms of economic development. ELM shares boundaries with Metsimaholo Local Municipality in the Free State to the south, Midvaal Local Municipality to the east, the City of Johannesburg metropolitan area to the north and Westonaria and Tlokwe Local Municipalities to the west.

ELM is strategically located with access to a well-maintained road network.- N1 national route linking Johannesburg and Bloemfontein, which traverses Emfuleni Local Municipality. It has two main city/town centres, namely, Vereeniging and Vanderbijlpark. It forms the "heartland" of what was formerly known as the Vaal Triangle, renowned for its contribution to the iron and steel industry in South Africa. It contains six large former peri-urban townships of Evaton, Sebokeng, Sharpeville, Boipatong, Bophelong and Tshepiso.

The latter six areas lack facilities associated with towns of their size. The other ten small settlements tend to be suburban in nature and are within six kilometres radius of the above towns: they are Bonanne, Steel Park, Duncanville, Unitas Park, Arcon Park, Sonlandpark, Waldrift, Rust-ter-Vaal, Roshnee and Debonairpark. The area also comprises of a number of large residential areas, all of which require considerable investment in infrastructure and environmental upgrading.

ELM is rich in history as it encapsulates the South African War with the signing of the peace treaty in Vereeniging, heritage assets such as the Sharpeville Monument and the liberation struggle epitomized by the signing of the Constitution of the Republic of South Africa (Act 106 of 1996) in Sharpeville.

3.1.2 DEMOGRAPHIC PROFILE

POPULATION

Emfuleni Local Municipality		Mangaung Metro Municipality	
2001	2011	2001	2011
658 422	721 663	645 440	747 431

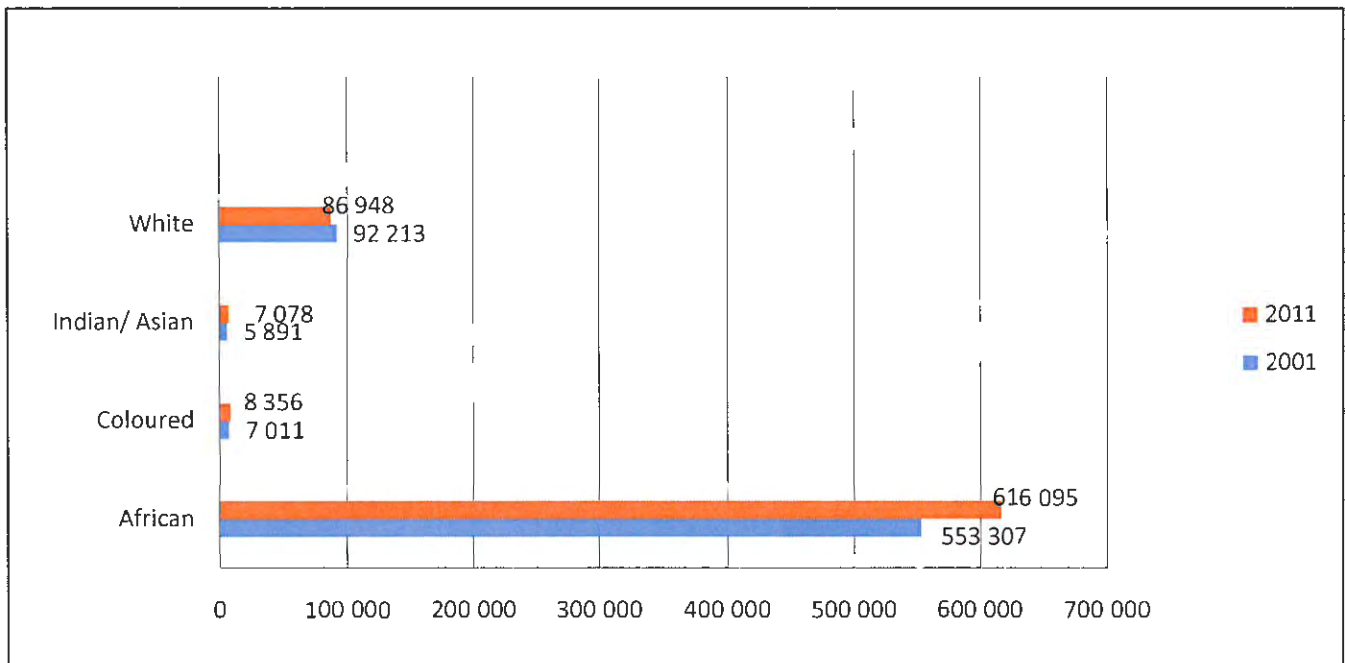
(Source: Stats SA, 2001 and 2011)

The table above depicts the Population of Emfuleni Local Municipality and Mangaung Metro Municipality as per stats SA 2001 and 2011. A comparison was done between the two municipalities since are of the similar size in terms of the demographic population.

The table depicts that Emfuleni Municipality had a population of 658 422 in 2001 whereas Mangaung Metro had a population of 645 440 in the same year. This means that Emfuleni Population was higher than Mangaung Metropolitan Municipality in 2001.

Even though Emfuleni Population seems to have increased in 2011, Mangaung Metropolitan Population shows a huge increased in 2011 to 747 431 and Emfuleni Population was estimated at 721 663 in 2011.

POPULATION DISTRIBUTION BY POPULATION GROUP

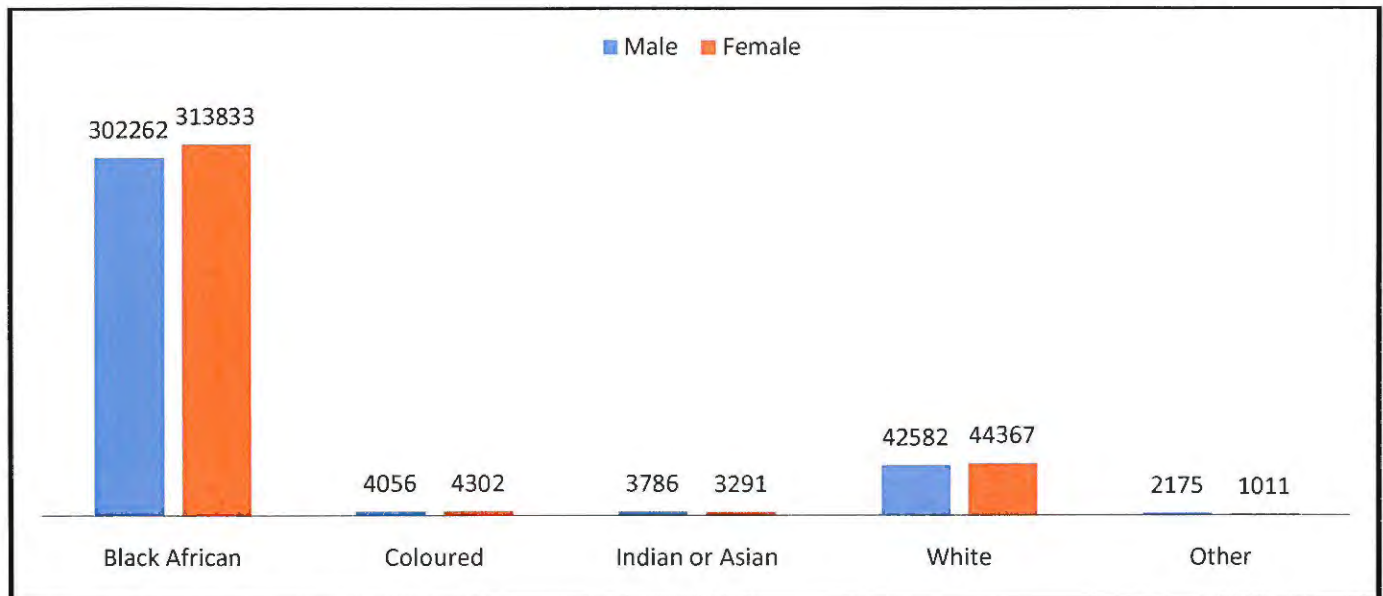


(Source: Stats SA, 2001 and 2011)

The above graph represents the population distribution by population group. The African population has increased significantly from 553 307 in 2001 to 616 095 in 2011 which translate into 11.3% growth and remains the highest. It is followed by Whites making a decrease from 92 213 in 2001 to 86 948 in 2011 and translate into 6% decrease. The Coloured population growth has increased by 19% from 7 011 in 2001 to 8 356 in 2011. Indians/Asian is the lowest but it shows an increase from 5 891 in 2001 to 7 078 in 2011, which translate into 20% growth.

3.1.3 RACIAL COMPOSITION ACCORDING TO GENDER

EMFULENI LOCAL MUNICIPALITY RACIAL COMPOSITION ACCORDING TO GENDER IN 2011



(Source: Stats SA, 2011)

The racial composition of ELM's population is indicated in the above graph. The graph depicts that African females are in majority estimated at 313833 followed by the African males with the population of 302262. The white population are second in terms of numbers and females also lead at 44 367 as compared to their males counterpart at 42 582 followed by coloureds. The Indian or Asian population is least represented within Emfuleni area, but quiet interesting is that the males are more than females at 3786. This is a trend or commonly a case in a mining towns and cities

3.1.4 DISABILITY

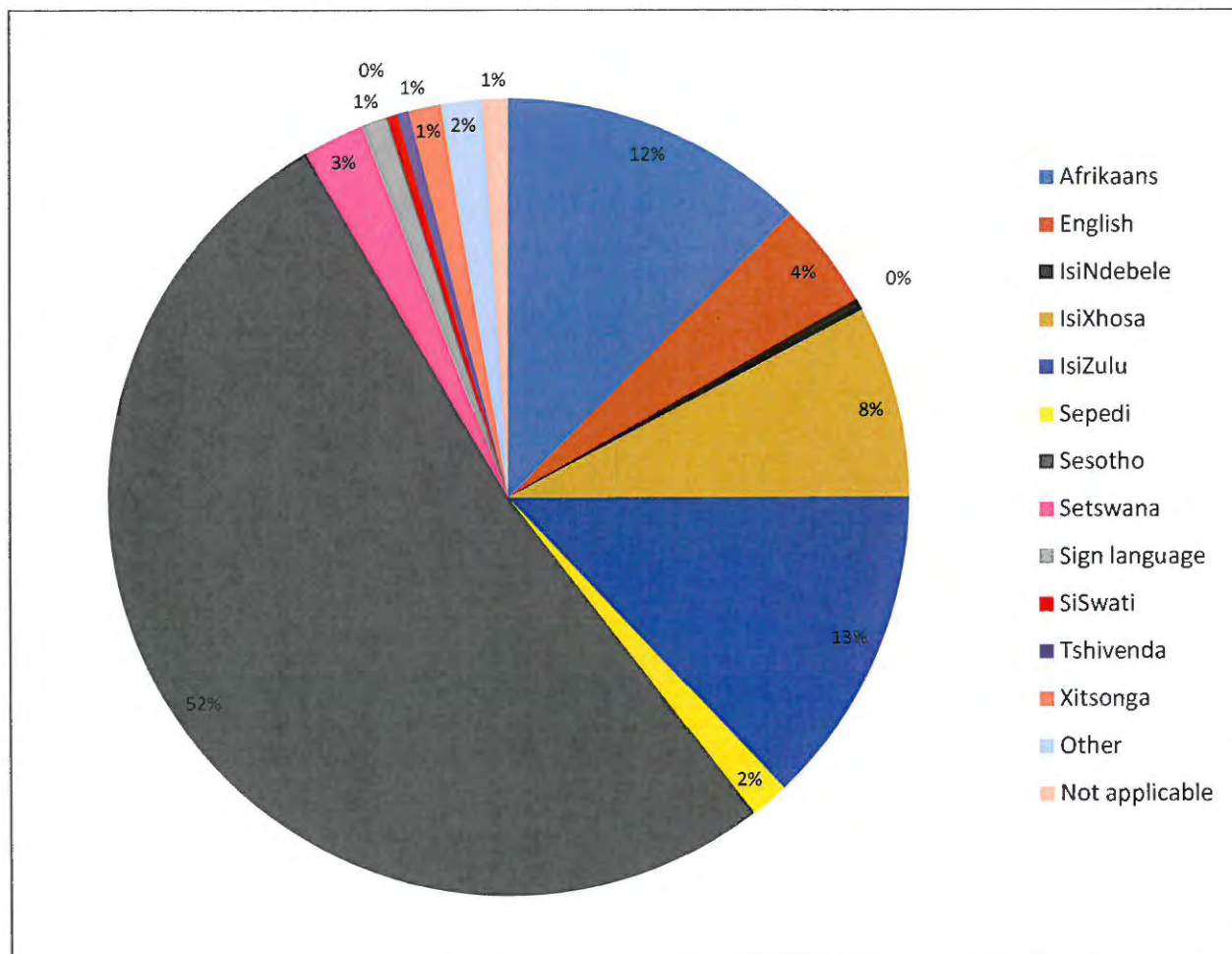
Type of disability	Number
Wheelchair	14 397
Walking stick or frame	18 843
Hearing aid	18 657
Communication difficulty	11 943
Hearing difficulty	23 724
Seeing difficulty	90 699
Self-Care difficulty	23 442
Total	201 705

(Source: Stats SA, 2011)

The table shows that 90 699 population has seeing difficulty and this excludes people using glasses followed by self-care difficulty at 23 442 and the disability with the lowest population is communication difficulty estimated at 11 943.

3.1.5 LANGUAGES

EMFULENI LOCAL MUNICIPALITY LANGUAGES IN 2011



(Source: Stats SA, 2001 and 2011)

The most dominate language is Sesotho at 52% followed by IsiZulu at 13%, Afrikaans at 12% and IsiXhosa at 8%.

3.1.6 POPULATION DETAILS

(Source : Stats SA, 2011)

Black African			Coloured			Asian /Indians			White			Other			Total			
Age	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
0 - 4	32016	32343	64359	404	416	820	299	296	594	2690	2527	5216	115	118	234	35524	35700	71223
5 - 9	26009	26438	52447	372	342	715	312	239	552	2252	2352	4604	71	63	134	29017	29434	58451
10 - 14	24689	23729	48418	342	333	675	302	264	566	2505	2485	4991	44	58	102	27881	26870	54751
15 - 19	27380	28771	56151	381	429	809	309	246	555	3150	3050	6200	107	62	168	31327	32556	63883
20 - 24	35641	35210	70851	480	478	958	384	263	646	3157	3125	6282	354	125	479	40016	39200	79217
25 - 29	32008	30181	62190	432	379	811	415	330	744	3220	3216	6436	502	148	650	36578	34253	70831
30 - 34	27178	25786	52964	333	366	699	359	269	628	2885	2916	5801	380	109	488	31135	29446	60580
35 - 39	22767	22081	44848	282	319	601	316	275	591	3104	3184	6288	212	78	291	26682	25938	52620
40 - 44	18247	19129	37376	263	288	552	252	205	457	3421	3485	6906	139	62	200	22322	23169	45491
45 - 49	15483	18362	33845	236	279	516	207	191	399	3101	3300	6401	64	34	98	19091	22167	41258
50 - 54	13586	15784	29370	176	228	404	169	193	362	3127	3204	6331	47	23	70	17105	19433	36538
55 - 59	10662	12593	23255	140	172	312	139	154	294	2848	2965	5813	35	21	56	13825	15904	29729
60 - 64	7363	8873	16236	90	106	196	100	124	224	2354	2569	4923	27	32	59	9935	11703	21638
65 - 69	4130	5412	9542	60	70	130	96	90	186	1931	2045	3977	20	29	49	6237	7647	13883
70 - 74	2568	3974	6543	40	40	80	71	75	146	1319	1630	2949	26	20	46	4024	5739	9763
75 - 79	1370	2557	3927	10	22	32	27	40	67	816	1115	1932	17	21	38	2241	3755	5997
80 - 84	618	1402	2021	9	16	25	14	25	39	454	720	1174	4	2	6	1099	2165	3264
85 +	547	1207	1755	6	16	21	15	12	28	247	478	725	10	8	18	825	1722	2546
Total	302263	313832	616095	4056	4300	8356	3787	3290	7078	42582	44366	86948	2175	1011	3186	354862	366800	721663

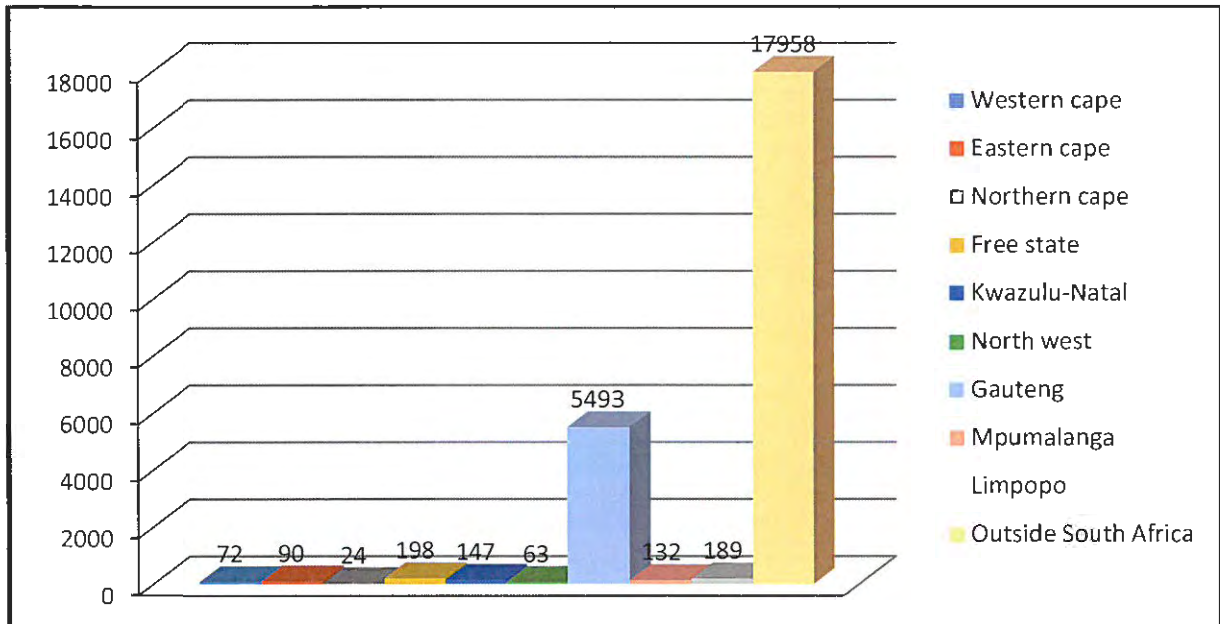
The above table represents the population details and indicates that the highest numbers of the population is concentrated on the 20-24 age groups at 79 217, with the African population being the largest. It is followed by the age group 0-4 at 71 223 and still led by the African population. Thirdly is the age group 25-29 at 7 0831. The youths have the potential to be a great impetus for the region's development, provided that appropriate investments in health and human capital are made. However, if youths issues are not addressed, and if high rates of youth unemployment persist, regional development could be negatively affected. This means that local government needs to increase efforts to engage youths in policy formulation. Youth issues require more critical thinking and strategic planning.

3.2 REINVENTING OUR ECONOMY

Reinventing the economy advocates for exploring new section of growth, building local economics and create more employment. The purpose of this section is to provide an overview of the economic characteristics and trends of the area.

3.2.1 MIGRATION PATTERN

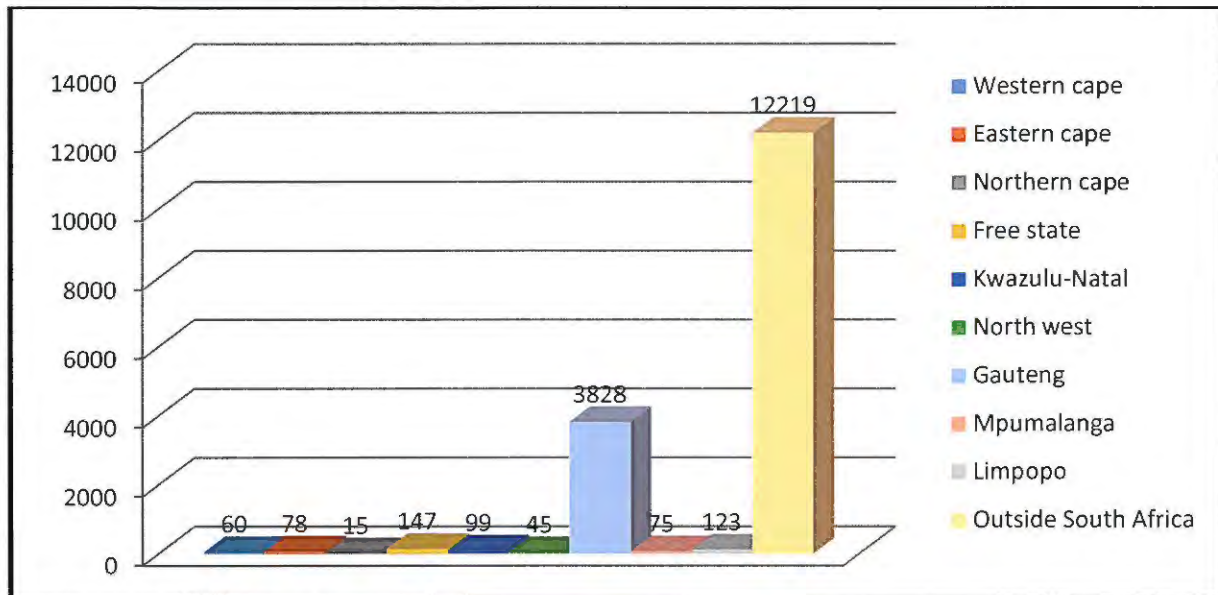
SEDIBENG DISTRICT MUNICIPALITY MIGRATION PATTERN



(Source: Stats SA, 2011)

The graph depicts that the majority of migrations in Sedibeng region are from outside South Africa at 17 958 followed by Gauteng at 5 493 and the lowest migration is from Northern Cape at 24 persons.

EMFULENI LOCAL MUNICIPALITY MIGRATION PATTERN FROM 2001 TO 2011



(Source: Stats SA, 2011)

The graph depicts that the majority of migrations in Emfuleni Local Municipality region are from outside South Africa at 12 219 followed by Gauteng at 3828 and the lowest migration is from Northern Cape at 15 persons.

3.2.2 SOCIO-ECONOMIC AND DEVELOPMENT PROFILE

Since the start of the transition to democracy, there has been an increasing emphasis on local economic development (LED) in South Africa. LED is about local people working together to achieve sustainable economic growth that brings economic benefits and quality of life improvements for all in the community. LED brings into focus the role of towns in fostering new opportunities for people. This is important for promoting broad based economic growth, improving social welfare and promoting a more varied and vibrant local economy.

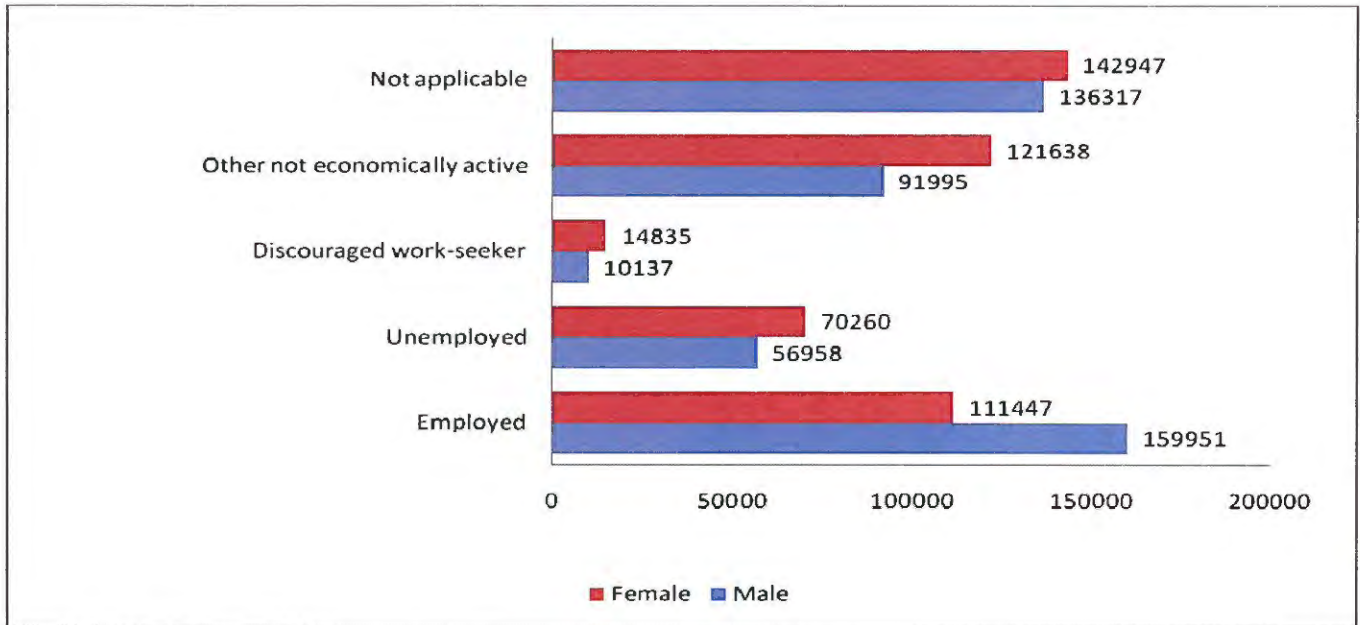
3.2.3 EMPLOYMENT STATUS

EMPLOYMENT STATUS	YEAR	
	2001	2011
Employed	93 537	202 543
Unemployed	63 160	107 555

(Source: Stats SA, 2011)

The above table depicts that the number of Employed people has tremendously increased from 93 537 in 2001 to 202 543 in 2011. At the same time the number of unemployed people also increased from 63 160 in 2001 to 107 555 in 2011

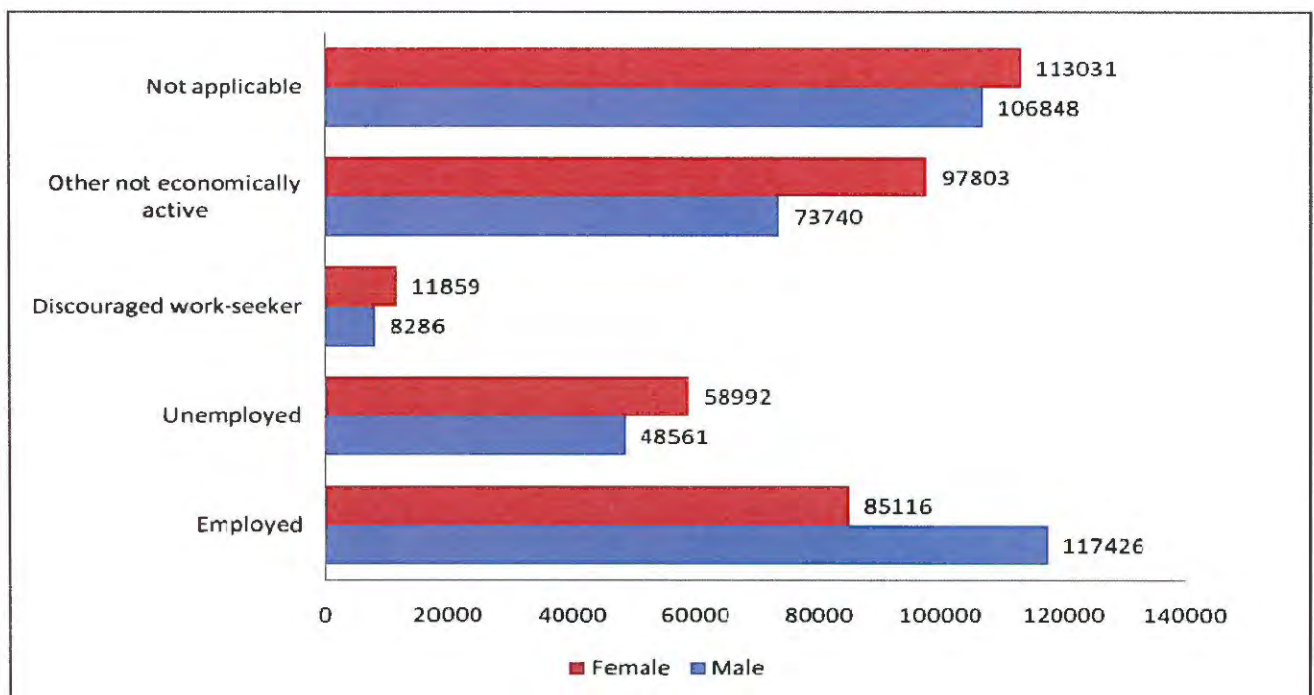
SEDIBENG DISTRICT MUNICIPALITY EMPLOYMENT STATUS ACCORDING TO GENDER IN 2011



(Source: Stats SA, 2011)

The above graph indicates that 159 951 males are employed and employed females are estimated at 111 447. It further depicts that 70 260 females are unemployed compared to 56 958 males in the same category. The graph shows a high number of not economically active population in females estimated at 121 638 and males at 91 995.

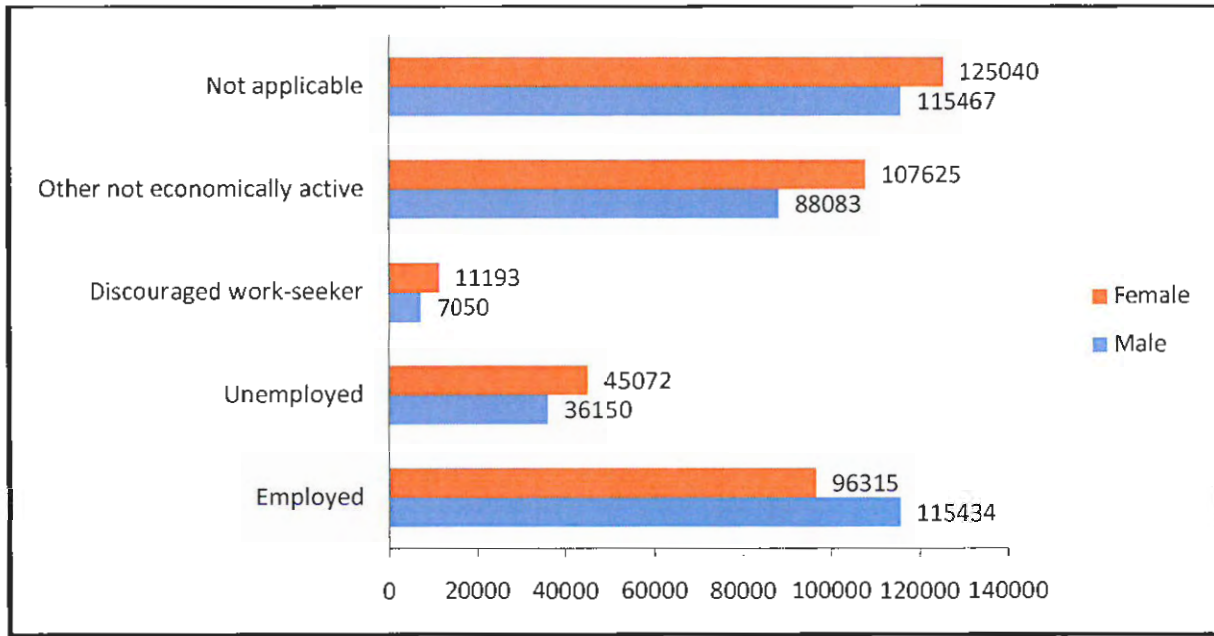
EMFULENI LOCAL MUNICIPALITY EMPLOYMENT STATUS ACCORDING TO GENDER IN 2011



(Source: Stats SA, 2011)

The above graph indicates that 117 426 males are employed and employed females figures stand at 85116. It further depicts that 58 992 females are unemployed compared to 48 561 males in the same category. The graph shows a high number of not economically active population in females estimated at 97 803 and males at 73740.

MANGAUNG LOCAL MUNICIPALITY EMPLOYMENT STATUS ACCORDING TO GENDER IN 2011

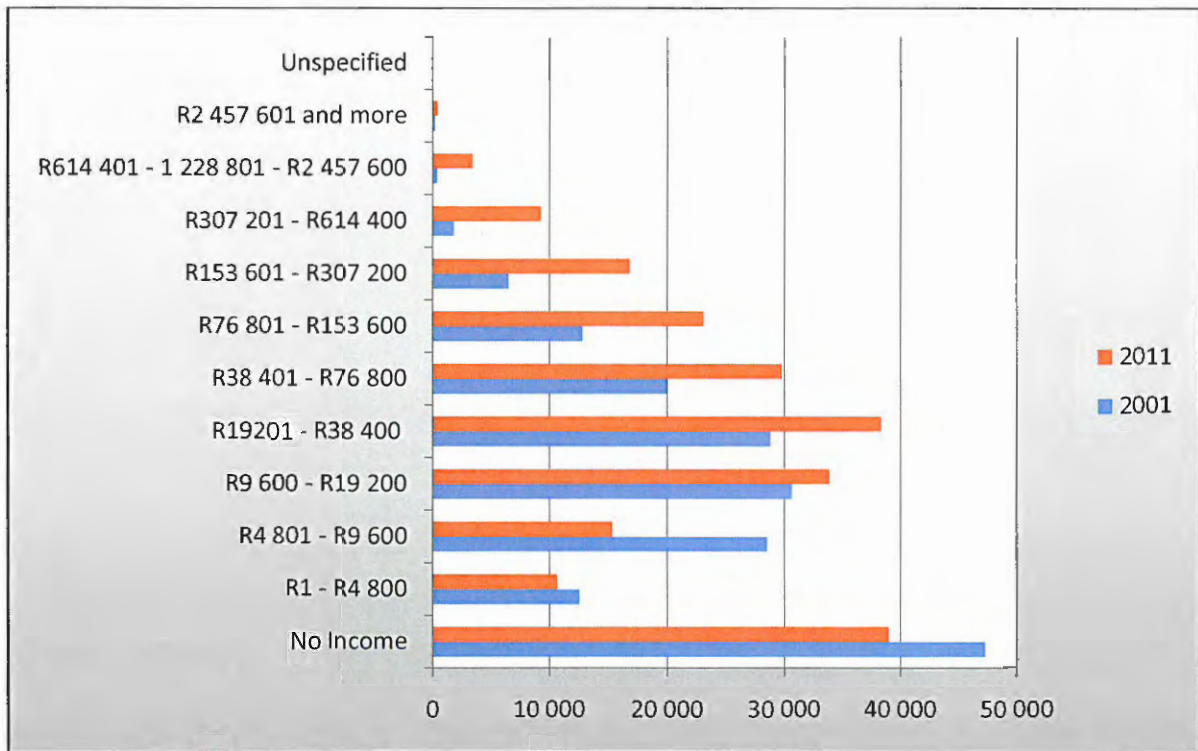


The above graph indicates that 115 434 males are employed and employed females are estimated at 96 315. It further depicts that 45 072 females are unemployed compared to 36 150 males in the same category. The graph shows a high number of not economically active population in females estimated at 107 625 and males at 88 083.

This therefore means that Mangaung Metropolitan Municipality has low unemployment rate compare to Emfuleni Local Municipality.

3.2.4 HOUSEHOLD INCOME

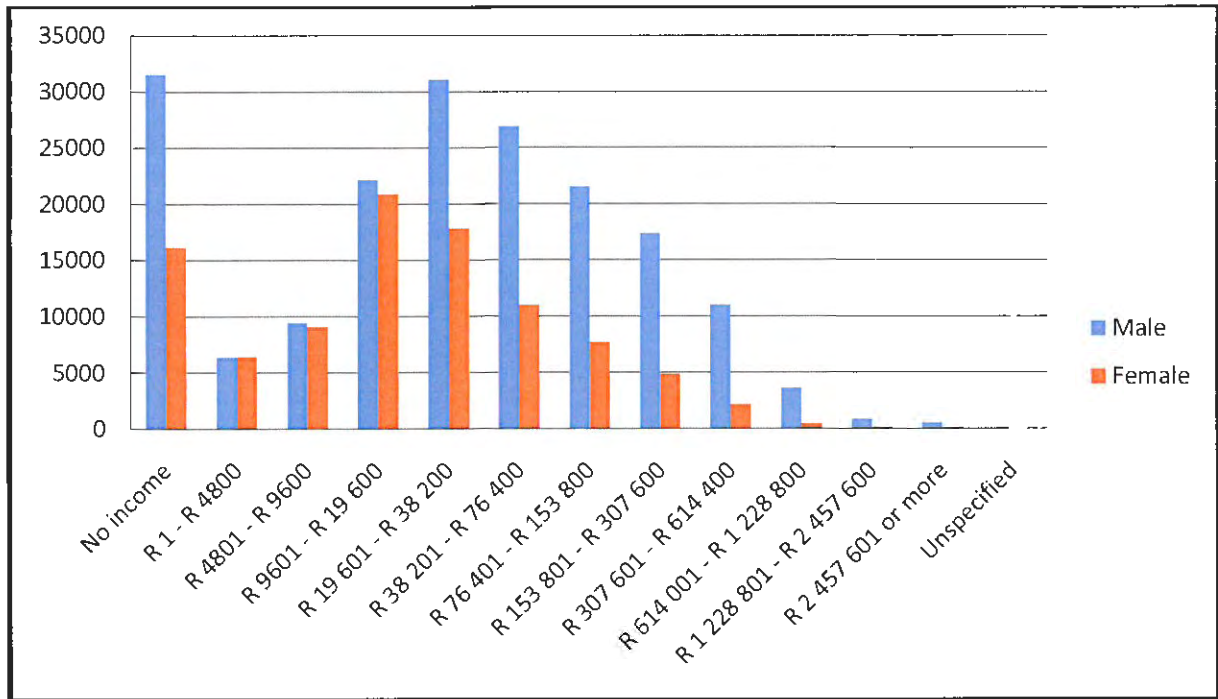
EMFULENI LOCAL MUNICIPALITY ANNUAL HOUSEHOLD INCOME IN 2001 AND 2011



(Source: Stats SA, 2001 and 2011)

The graph above depicts a significant decrease from those with no income to those earning between R4 801- R9 600. The highest numbers is concentrated on the income bracket of between R19 201 - R38 400 with the rapid growth from 30 695 in 2001 to 33 902 in 2011. There is an increase in the income bracket between R153 601- R 1 228 801.

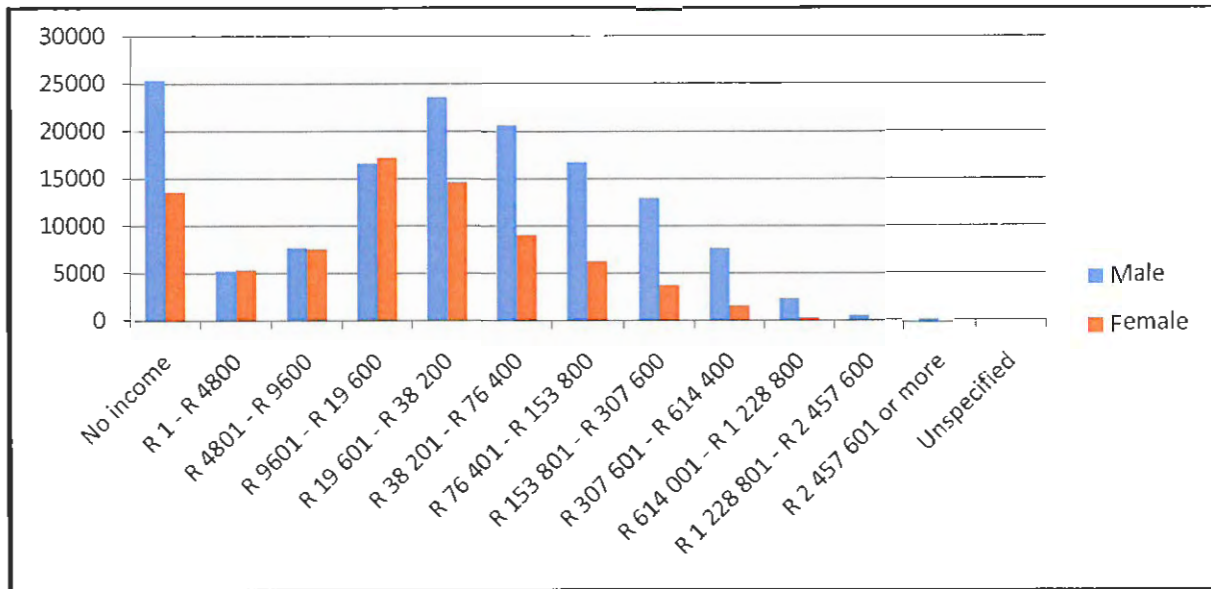
SEDIBENG DISTRICT MUNICIPALITY ANNUAL HOUSEHOLD INCOME BY GENDER OF HEAD OF HOUSEHOLD IN 2011



(Source: Stats SA, 2001 and 2011)

The above graph represents SDM annual household income by gender and depicts that male outnumber their female counterpart in all income brackets. Between the income bracket of R1 - R9 600 the margin is very low, but starting from the income bracket between R19 601 - 1 228 800 there is a huge margin and males are in the leading role. In the no income category, male are the highest as compared to their female counterpart.

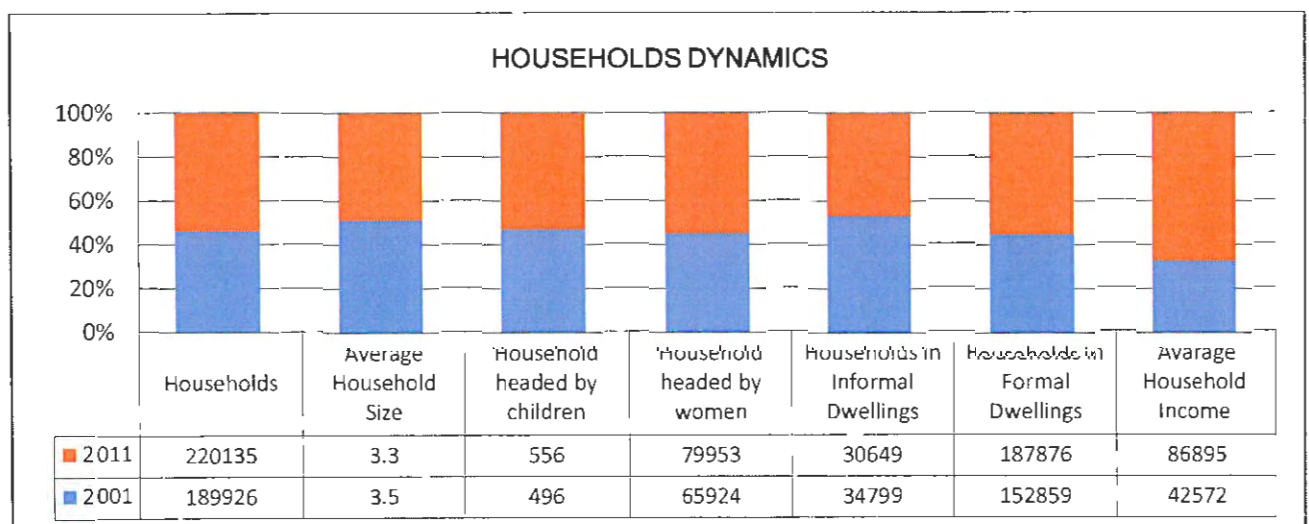
EMFULENI LOCAL MUNICIPALITY ANNUAL HOUSEHOLD INCOME BY GENDER OF HEAD OF HOUSEHOLD IN 2011



(Source: Stats SA, 2001 and 2011)

The above graph represents ELM annual household income by gender and depicts that male outnumber their female counterpart in all income brackets. Between the income bracket of R1 - R9 600 the margin is very low, but starting from the income bracket between R19 601 - 1 228 800 there is a huge margin and males are in the leading role. In the no income category, male are the highest as compared to their female counterpart.

Child headed households

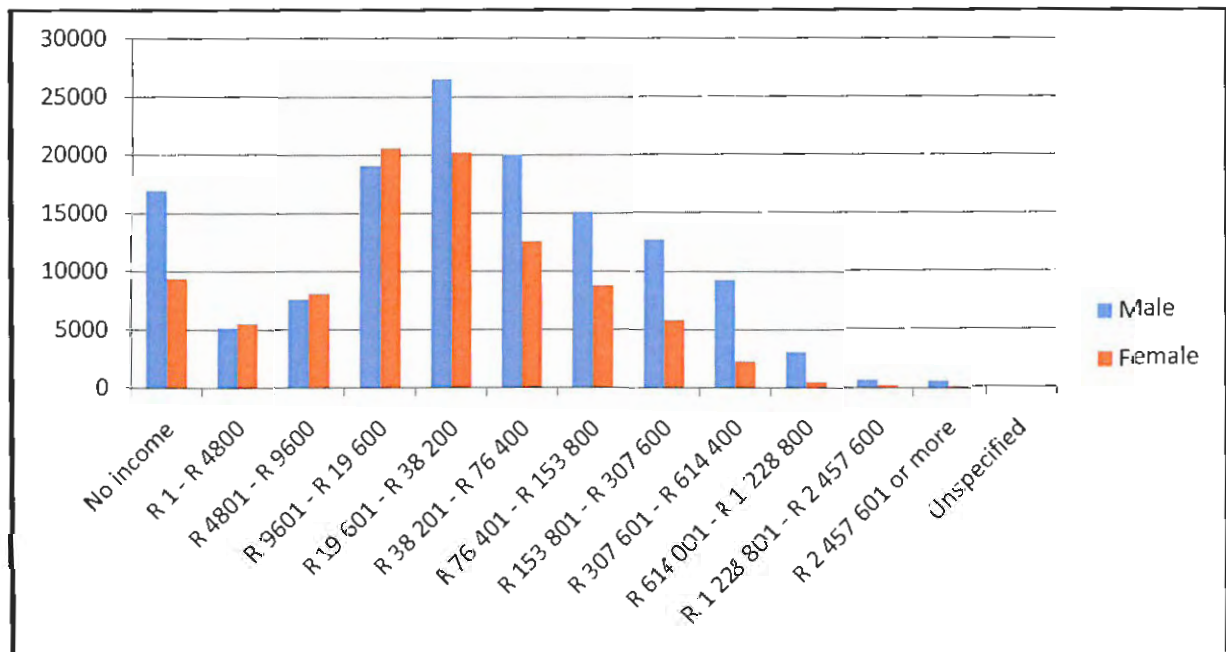


Source: Census, 2011

Emfuleni population was calculated using Census 2011 figures based on Census 2011 sub-place areas (see Figure 1.1.3 above). As depicted in Figure 1.1.3 above, the number of households headed by children has increased by 1.12% while households headed by women have increased by 1.21%. However, the household in informal dwellings has slightly declined by approximately 1.13% due to the increasing number housing developments in the

area. The households in formal dwellings increased by 12% and the average household income increased by more than 100% due to a significant increase in economic growth within the Municipality during the period under review.

MANGAUNG MUNICIPALITY ANNUAL HOUSEHOLD INCOME BY GENDER OF HEAD OF HOUSEHOLD IN 2011

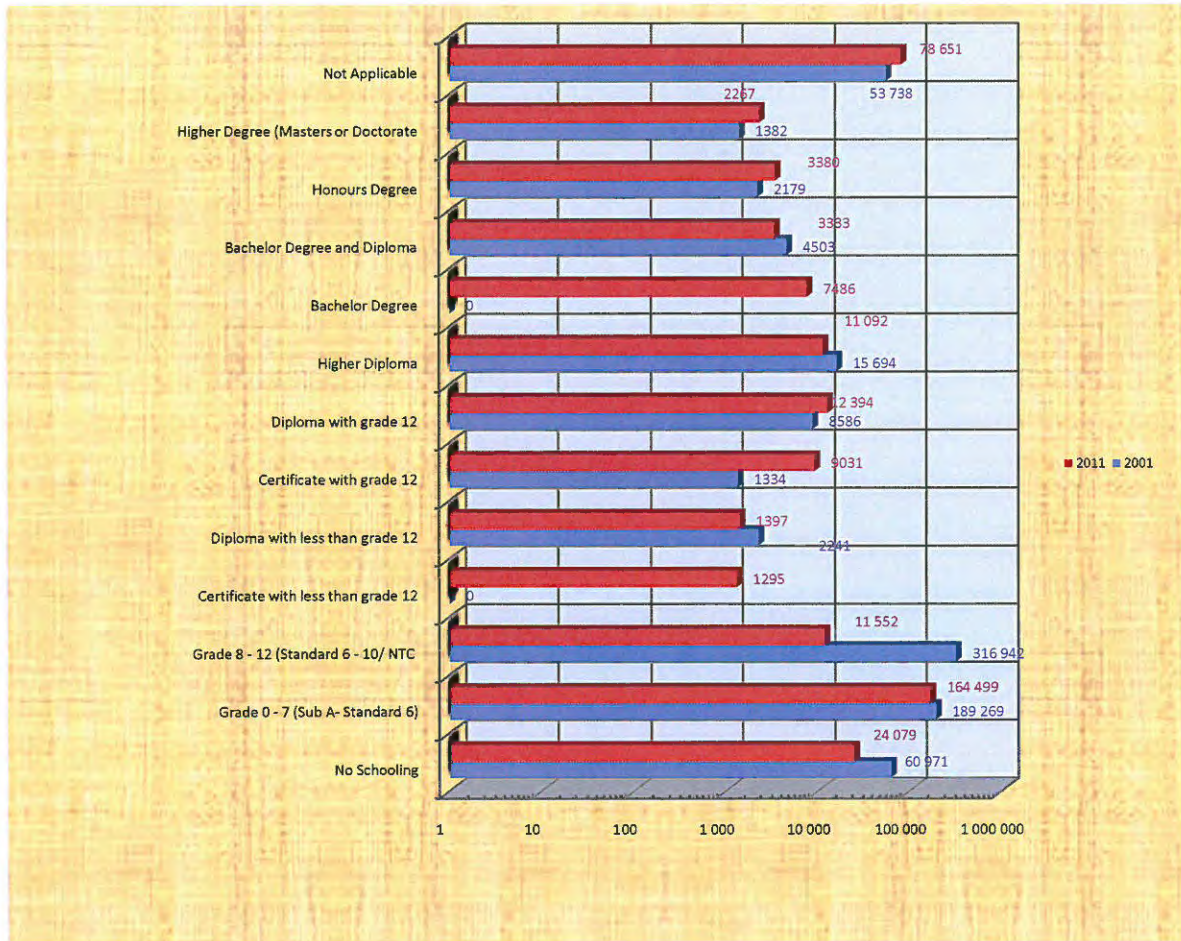


(Source: Stats SA, 2001 and 2011)

The Mangaung Municipality household income is almost similar to Emfuleni local Municipality bracket income. Both Municipalities show a Huge increase of male income than female in the income bracket between 19 601 – 38 200

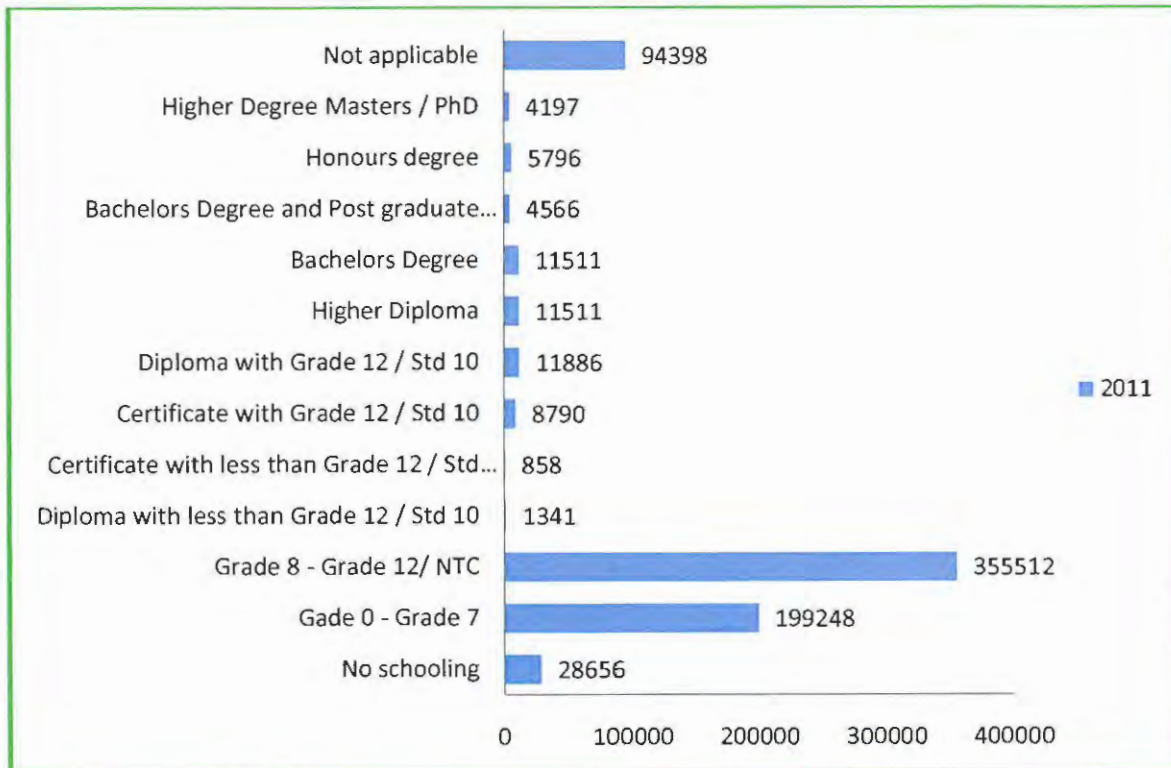
3.2.5 EDUCATIONAL LEVELS

EMFULENI LOCAL MUNICIPALITY EDUCATION LEVEL IN 2001 AND 2011



(Source: Stats SA, 2011)

MANGAUNG MUNICIPALITY EDUCATION LEVEL IN 2011



(Source: Stats SA, 2011)

The above graph depicts the levels of education, with a very significant decrease of more than 30 000 from 60 971 in 2001 to 24 079 in 2011 for those with no schooling. Despite Mangaung's population of 747 435 as compared to ELM's 721 662, Mangaung has the highest numbers of people with no schooling at 28 656 as compared to ELM at 24 079 with Sedibeng district at 33 666 and South Africa at 3 158 658. The numbers has decreased from 15694 in 2001 to 12394 for people having Diploma with grade 12. South Africa's 2015 matric pass rate stood at 70.7%, a drop of 5% compared to the 75.8% achieved in 2014. Gauteng matric rate for 2015 stood at 84.2% and the Free State at 81.6%. The Sedibeng district achieved a matric pass rate of 90.4% and that makes it the number one and best performing district both provincially and nationally. There is a significant increase from 4503 in 2001 to 7486 in 2011 for people with Bachelor degrees. There is also an increase of people with higher degrees (Masters or Doctorate), from 1585 in 2001 to 2267 in 2011, whereas Sedibeng district is at 2934, Mangaung at 4 200 and the entire South Africa at 205 416.

3.2.6 THE ROLE OF THE PRIVATE SECTOR

The existence of Vaal University of Technology and North West University within ELM with their large students' enrolments provides some positive impacts to the local economy.

Both institutions, residential accommodations cannot cater all students; hence there is an ever increasing rezoning application from the public. This clearly indicates that, there is a booming property development business opportunities, however, the very same business opportunities has led to illegal housing occupation and increased backyard rooms that do not comply with the Council building regulations as evidenced in Ward 4 (Bedworthpark area).

The money that the students spent on their daily needs can be one of the leading contributors to the survival of retail sectors in Vereeniging and Vanderbijlpark CBD's. Iron

and steel industries dominates the manufacturing sector of Emfuleni area, and of the total inputs (labour included), 49% comes from within the region.

Arcelor Mittal South Africa Limited formerly known as Iscor, is the largest steel producer on the African continent with its biggest plant situated in Vanderbijlpark. It has a production capacity of 7.8 million tonnes of liquid steel per annum with a turnover of R40bn. Based on the above information, there is no doubt that Arcelor Mittal has a significant contribution to poverty alleviation in the region and its demise will also have a significant impact to the region's socio-economic well-being. A number of social investment programmes by the company are visible, and they includes amongst others, the re-roofing of some houses in Boipatong, the renovation of Bophelong hall as well as Boipatong. Other initiatives include, Broad Based Black Economic Empowerment (BBBEE) and Small Medium Enterprise development. It also offers in-service training programmes and draws large number of qualified students from Vaal University of technology. Cape Gate and Nampak all situated in Vanderbijlpark are similar industries that also contribute to the region's employment rate.

3.2.7 VAAL 21

The proposed Vaal 21 concept derives its mandate from Sedibeng district municipality, emphasis is on projects that entails development of tourism related precinct and water front. It also entails urban renewal of centres such as Evaton, Vanderbijlpark and Vereeniging. It also cover Heidelberg, Ratanda, Meyerton, Vaal Marina, Sharpeville, Boipatong, Sebokeng, Bophelong, Deneyville, Oranjeville, Parys, Tumahole, Vredefort, Sasolburg and Zamdela, Kroonstad, Villiers and Frankfort.

Apart from its water supply function, the Vaal River is almost unique in the Gauteng area for the opportunity it provides for tourists and upmarket residential development. It would be important, however, to ensure that the water supply capacity and conservation value of the Vaal River (existing and potential) are not threatened by development. Strategies to reverse current pollution levels are necessary, and it is essential that preventative as well as remedial measures be taken. The development along the Vaal River should be an asset to the benefit of all residents and that the activities be promoted to become a value-chain as opposed to an ad-hoc development vision.

3.2.8 NEIGHBOURING MUNICIPALITIES

Fezile Dabi District Municipality is a large municipal area stretching from the southern banks of the Vaal River to the major agricultural regions of the Free State.

Although part of the Free State, its major economic centres are closely inter-related with the Gauteng economy and ELM is their gateway to Gauteng. The Vaal dam is one of the main features of Fezile Dabi municipality. Many excellent resorts line the banks and make this a popular venue for wind surfing, water skiing and river rafting. All this activities presents mutual benefits to both ELM and Fezile Dabi. With less than 15km from ELM to Sasolburg chemical giant and hub of industry, that has created an advantage for ELM residents to seek employment in their neighbouring municipality.

The R553 (Golden Highway) creates a perfect link between Joburg City and ELM and its close proximity to the area serve as an important advantage for ELM residents.

Hence the majority of Palm Springs and Evaton residents work in Joburg. The Palm Springs mall situated between Palm Springs and Orange Farm present a possible precinct development that both Joburg City and ELM needs to explore in the future.

The region's economic muscle has been further strengthened by the major developments taking place in Lesedi. The construction of a national multi product pipeline, this also includes the Transnet oil pipeline terminal which has also attracted Vortex (major oil terminal/refinery hub that will serve the whole of Gauteng). Industrial district is also located within the area, therefore, all these major economic developments will automatically be to the advantage of people residing in the Sedibeng region.

3.2.9 EMFULENI LOCAL MUNICIPALITY ECONOMIC DELIBERATIONS

The proposed logistical hub project intends to attract new investment, economic development and job creation opportunities in the Vaal, based on international best practice principles.

It will afford local people who have been disadvantaged from entering the economy through partnering, business establishment, training and skills development access to finance and marketing opportunities. The aim is to target specific groups of people, especially woman, youth, disabled, SMME's and BBBEE for procurement of goods and services from the full spectrum of a world class project. It will also create new demand for the basic iron and steel manufacturing plant from the world class producer, Arcelor Mittal, in order to increase its economic impact in the Vaal with higher demand and supply of products and services from the local community. Furthermore, it will diversify and grow the economy of the Vaal following international trends in establishing the Vaal Logistical Hub.

3.2.10 SPECIAL ANNUAL EVENTS

Tourism has been identified as one of the high impact sectors which will build on and complement initiatives of the growth and development strategy of the region. The LED and Tourism department has come up with excellent and exciting events that will expose the ELM and Sedibeng Region as a vibrant, 'must go to' tourist destination. The events will include wine tasting, jazz festival, life style events, river fashion show and vintage car show. This will unlock a huge value for thriving entrepreneurs and bring vibrancy into townships socio-economic environment.

In an area such as Emfuleni, with its relatively high levels of unemployment and poverty, the SMME's and co-operative sectors will play an important role in job creation and poverty alleviation. It is essential to strengthen the support systems available for SMME's and co-operatives in the region in order to create the SMME and co-operatives sectors that will increase the sustainability of the local economy, increase the competitiveness of local businesses, generate jobs and broaden the tax base of the ELM.

It was resolved that:

- Township economies to be stimulated through local economic development initiatives.
- On Lease agreements. That the cooperation between the administrative units of Housing, Facilities and Town Planning departments are necessary to evaluate municipal properties. Check the ownership and the status of lease agreements.
- Revenue generation not showing visible results. Building plans, Advertising, GIS and selling of land should contribute more to the improvement of local economy.

- There must be an audit of all leases in order to determine if leases are beneficial to the municipality or not. The utilization of billboards and advertising facilities can also be improved to increase revenue for the municipality.
- The resolution of the Vaal River City deadlock is to be elevated to the Executive Mayor and the Premier and also to meet with all parties to resolve the issue.
- Payment of accounts for all housing stock - report to be tabled by the Revenue Department.

3.3 RENEWING OUR COMMUNITIES

A focus on renewing our communities can be categorised into the following three areas:

Changing the nature of housing delivery through

- Provision of basic services
- Mixed housing development
- Developing comprehensive human settlements (Formalisation of informal settlements,
- Hostel upgrading

Making Emfuleni look attractive through

- Greening programmes
- Security, social cohesion, economic development,
- improved infrastructure

Investing in Precinct and Nodes through the

- Renewal of CBDs
- Development of tourism and heritage sites
- Renewal of old townships

3.3.1 ROADS AND STORMWATER

Patching of potholes rehabilitation and reseal of tarred roads

Provide daily sustainable tar road maintenance to 1 600km of tarred roads

Re-gravelling, grading and rip & re-compact of gravel roads

Provide daily sustainable gravel road maintenance to 1 054km of gravel roads

Erection of road traffic signs and street name boards

Provide daily sustainable road sign maintenance of 14 602 in number

Road Markings

Provide daily sustainable road markings maintenance area of 158 445m²

Cleaning of Verges and Gutters

Provide daily sustainable road cleaning maintenance to all tar roads

Cleaning of Storm water pipes, lined, unlined channels and Catch pits

Provide daily sustainable storm water system maintenance to some 12 270 catch pits, 213km channels and 508 km pipes.

Repair kerbs and paving, catch pits, manholes and concrete lined channels

Provide daily sustainable road kerbs and sidewalk paving maintenance

Planning and Projects

Provide for the establishment of policies with regard to the provision of, and contributions to, road infrastructure required by developments in Emfuleni Local Municipality.

3.3.1.1 STATISTICAL INFORMATION OF EXISTING INFRASTRUCTURE

ROADS		ROAD TRAFFIC SIGNS AND MARKINGS		STORMWATER	
Tarred Roads	1 600	Traffic Signs	14 602 No	Stormwater	508
Gravel roads	1 054	Road Markings	158 445m ²	Lined Canals	44km
				Unlined Canals	169
				Catch-pits	12 270 no

3.3.1.2 STATISTICS OF ROADS AND STORMWATER

TARRED ROADS	GRAVEL ROADS	STORMWATER PIPES	STORMWATER CATCH PITS	ROAD MARKINGS	TRAFFIC SIGNS	OPEN STORMWATER CHANNEL
1 600km	1 054km	508km	12 270 numbers	158 445 square meters	14602 numbers	213km

3.3.1.3 STRATEGY FOR CURRENT ROADS REHABILITATION CONTRACT

Route Classification	Length	Resurfacing Cost	
		First Year	Second Year
Primary Routes	245 km	R51 million	R36 million
Secondary Routes	204.4 km	R32 million	R46 million
Main Tertiary Routes	206.1 km	R7 million	R32 million
Tertiary Routes	716.4 km	R22 million	R117 million
Total Maintenance Needs	1 372 km	R112 million	R231 million

A total of R343 million is required to address the urgent resurfacing maintenance needs of Tarred Roads.

3.3.2 ELECTRICITY

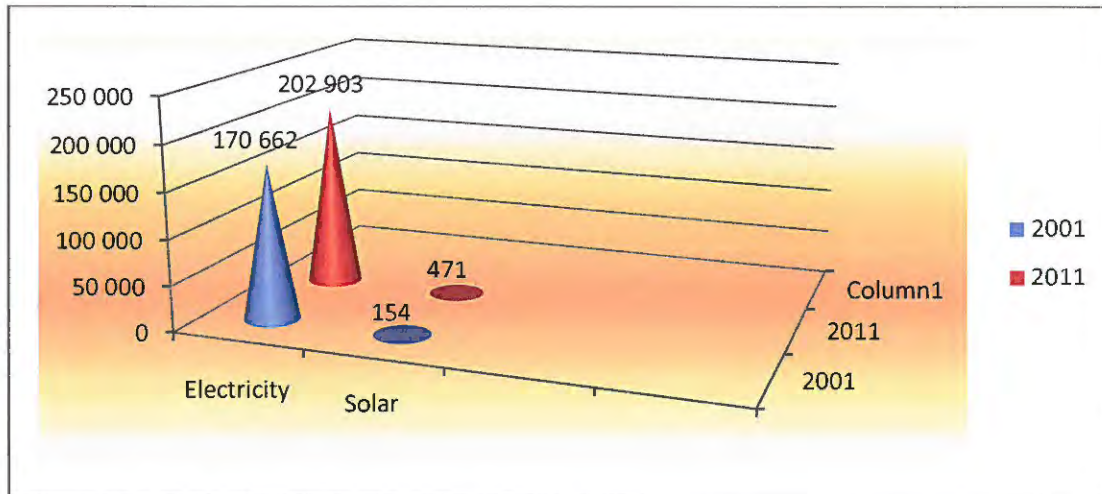
Electricity department strategic objective is quality rendered, accessible, sustainable and reliable municipal services. The municipality is licensed to provide electricity mainly in the Vanderbijlpark, Bophelong, Boipatong, Ironsyde, Eatonsyde, Roshnee, Vaalower, Sebokeng Hostel, Rust-ter-Vaal and Vereeniging areas whilst Eskom has been licensed to provide electricity in the remaining areas. There is 98% electricity coverage. Free basic electricity of 50kWh/month is provided to registered indigents. Approximately 78% of electricity is sold to industrial and commercial customers and the remaining 22% is sold to domestic and agricultural customers and for the municipality's own use.

The public lighting infrastructure consists mainly of the following:

- 25000 Streetlights
- 625 High mast lights
- 1125 km of Streetlights, cable and lines
- 126 Traffic light intersections

A large percentage of customers are metered via prepaid meters, which facilitates the management of usage by customers.

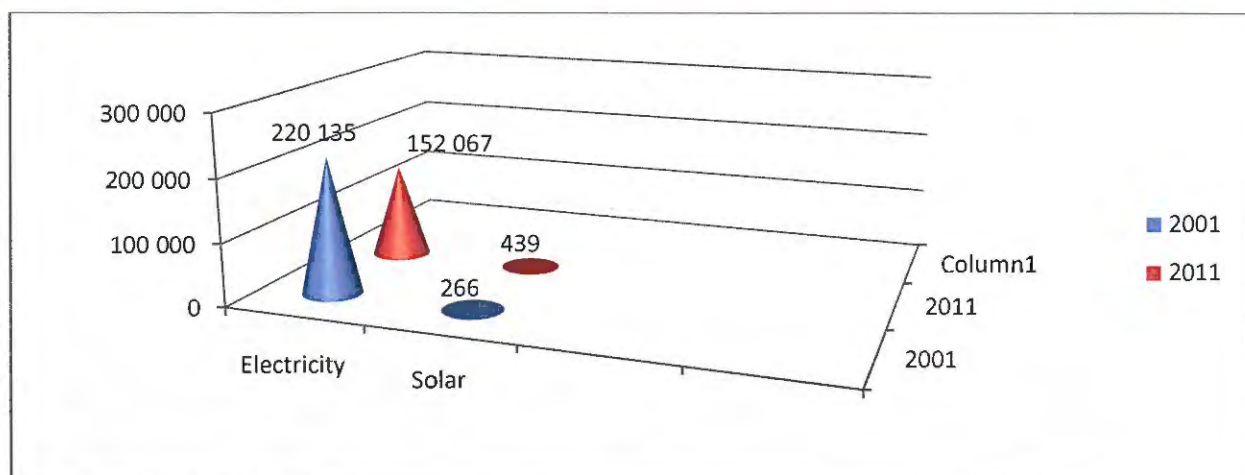
3.3.2.1 ENERGY SOURCE OF LIGHTING



(Source: Stats SA, 2011)

The number of households that have been electrified and uses electricity as a source of lighting has increased from 170 662 in 2001 to 202 903 in 2011 depicting an additional 32 241 more households. There is also an increase on the use of solar energy from 154 in 2001 to 471 in 2011.

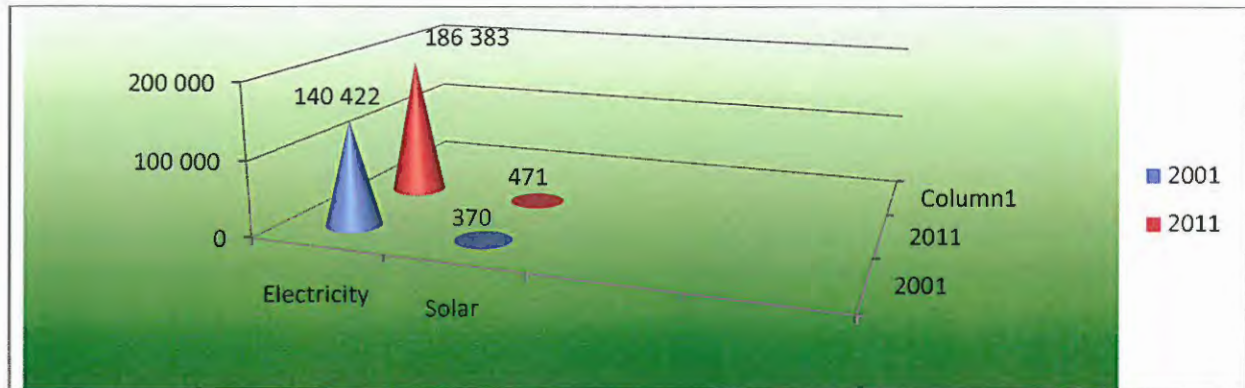
3.3.2.2 ENERGY SOURCE OF COOKING



(Source: Stats SA, 2011)

The use of electricity as an energy source for cooking has decreased from 220 135 in 2001 to 152 067 in 2011. That is decrease of 68 068 less households but an increase in the use of solar energy for cooking from 266 in 2001 to 439 in 2011.

3.3.2.3 ENERGY SOURCE OF HEATING



(Source: Stats SA, 2011)

The use of electricity as an energy source for heating has increased from 140 422 in 2001 to 186 383 in 2011. An increase of 45 961 households, and also an increase in the use of solar energy as a source of heating from 370 in 2001 to 471 in 2011, an increase of 101 households.

3.3.3 WATER AND SANITATION

Metsi-a-Lekoa, the water unit of Emfuleni Local Municipality is responsible for the distribution of potable water, collection and conveyance of wastewater and the treatment of waste water. In addition to these functions, the unit also takes the responsibility for the maintenance of the water services systems and all costs associated with all the assets including maintenance, insurance, licensing and running costs. There is 100% water supply coverage to all formal and informal settlements. In the informal settlements the water is supplied in accordance to RDP Standard (Communal tap). The water system consists of:

- 2 677 km pressurised water pipe line
- 5 high level reservoirs
- 10 low level reservoirs
- 1 0.5 Ml/day potable water treatment plant
- 14 528 network valves
- 6 232 fire hydrants

Monthly monitoring and analysis of potable water quality in compliance with the SANS241 standard was done where 100% compliance was achieved.

There is 100% sanitation coverage in all formal settlements. Sanitation provision is still a challenge in areas that are not yet proclaimed townships.

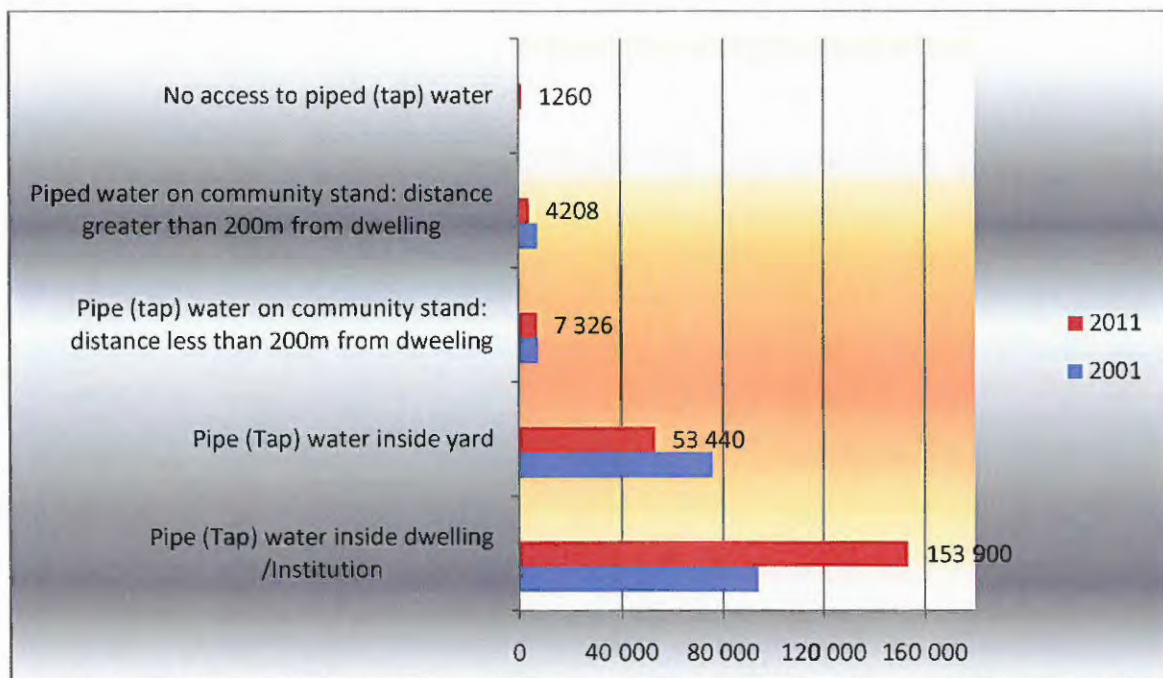
The Sanitation gravity network provide waterborne sewer connections to 230 000 stands in the Emfuleni Local Municipal area, 5 250 stands make use of on-site sanitation systems like French drains and septic tanks. The sanitation network consists of the following elements:

- 2 600 Km of gravity sewer pipe lines.
- 33 328 Sewerage manholes
- 44 sewerage pump stations
- 34 km Sewer pump pipe lines
- 98 sewer pumps

It was resolved that:

- Sedibeng Regional Sewer Scheme is currently not in the domain of the administration. The municipality to consider ways to include regional sewer scheme under its domain.
- Bolokametsi-water saving concept to be restored as a strategy.
- Water saving measures of pressure reducing valves to be introduced.
- On the smart vs old type meters. The old meters use to show current units but the smart once don't reflect current units. This is raising suspicions.

3.3.3.1 HOUSEHOLD ACCESS TO PIPED WATER



Source: Stats SA, 2011)

The graph above represents household with access to piped water and shows an increase from 94 035 in 2001 to 153 900 in 2011 for households with piped (tap) water inside dwelling/ institution. Piped (tap) water inside yard has decreased from 75 874 in 2001 to 53 440 in 2012.

3.3.3.2 HOUSEHOLD SOURCE OF WATER	YEAR	
	2001	2011
Regional/local water scheme (operated by municipality or other water services provider)	-	212 002
Borehole	342	3 822
Spring	4	107
Rain-water tank	70	418
Dam/pool/stagnant water	53	233
River/stream	22	97
Water vendor	199	648
Water tanker	-	454
Other	1331	2 354

(Source: Stats SA, 2011)

3.3.3.3 HOUSEHOLD TOILET FACILITIES	YEAR	
	2001	2011
None	3 853	2 257
Flush toilet (connected to sewerage system)	158 311	194 098
Flush toilet (with septic tank)	2 818	4 322
Chemical toilet	774	557
Pit toilet with ventilation (VIP)	1 418	1 832
Pit toilet without ventilation	17 918	13 577
Bucket toilet	1 950	2 029

(Source: Stats SA, 2011)

The table above depicts an increase of flush toilet (connected to sewerage system) from 158 311 in 2001 to 194 098 in 2011. The number of pit toilet without ventilation have decreased from 17 918 in 2001 to 13 577 in 2011.

3.3.4 HOUSING (HUMAN SETTLEMENTS)

The Housing Department is committed to the delivery of diversified habitable houses, with all social amenities, in a secure and development-friendly environment.

The Housing Department's mission is to uphold the Batho Pele principles by:

- Ensuring cost effective and affordable services
- Being responsive and sensitive to the social and housing needs of our communities
- Providing a range of affordable shelter options
- Identifying suitable land for the establishment of new housing projects, to reduce the housing backlog on the Gauteng Waiting List.

Emfuleni Local Municipality is one of the municipalities identified by the National Department of Human Settlements to be considered for National Upgrading Support Programme technical assistance and capacity building support, in agreement with the Gauteng Department of Human Settlements.

National Upgrading Support Programme technical assistance and capacity building support to provinces and municipalities is guided by the following objectives:

- Contribute to the achievement of the Outcome 8 Delivery Agreement targets;
- Promote incremental upgrading in line with the National Housing Code's aim to provide secure tenure, upgradeable basic services and build community empowerment;
- Capacitate state and community structures to continue the development of sustainable human settlements; and
- Formalize an Informal Settlement Upgrade strategy for Emfuleni Local Municipality.

Phase 1 of the National Upgrade Support Programme assisted Emfuleni Local Municipality Human Settlements Department to compile an Informal Settlement Strategy that was approved by Council on 31 August 2015. Phase 2 of the National Upgrading Support Programme commenced in October 2015. A consultant (Urban Dynamics) was appointed by National Government to assist Emfuleni in the 2nd phase. The following deliverables will be achieved:

- The completion of and Implementation Plan for this phase of the programme.
- The development of Upgrading Plans for 14 informal settlements in the Govan Mbeki Municipality (including the enumeration of all households in each settlement and the undertaking of a socio-economic survey on 10% of the households in each settlement).
- The design of a Community Capacity Building Programme for the municipality.
- The development of a Sustainable Livelihoods Programme for 21 informal settlements in Emfuleni Local Municipality.
- The undertaking of a Skills Transfer programme to selected Municipal Human Settlements officials.
- The completion of a project Close Out Report.

Emfuleni Local Municipality's Human Settlements Department also established Rental Housing Information Offices where Rental Tribunal Administration is performed and the function of the Information Offices is to advise tenants and landlords in regard to their rights and obligations in relation to dwellings within the area of their jurisdiction.

TYPE OF DWELLING	YEAR	
	2001	2011
House or brick/concrete block structure on a separate stand or yard or on a farm	132 038	166 909
Traditional dwelling/hut/structure made of traditional materials	2716	654
Flat or apartment in a block of flats	6 988	7 243
Cluster house in complex	4 203	866
Townhouse (semi-detached house in a complex)	-	2 229
Semi-detached house	-	1 030
House/flat/room in backyard	8 052	8 529
Informal dwelling (shack; in backyard)	13 570	17 675
informal dwelling (shack, not in backyard; e.g. in an informal/squatter settlement or on a farm)	17 190	12 974
Room/flat let on a property or larger dwelling/servants quarters/granny flat	1 662	1 070
Caravan/tent	262	95
Private ship/boat	360	-
Not applicable (living quarters is not housing unit)	3 120	-

(Source: Stats SA, 2011)

The table above shows an increase in the number of concrete block structure from 132 038 in 2001 to 166 909 in 2011. The informal dwelling (shack, in back yard) have increased from 13 570 in 2001 to 17 675 in 2011.

3.3.4.1 HOUSING DELIVERY AND BACKLOG IN 2015/16 FINANCIAL YEAR

Housing backlog for the municipality is 67 848 units. The Gauteng Department of Housing has delivered the following:

- Number of stands services with water and sewer:
 - Golden Gardens : 345 - 95% completed
 - New Village : 128 - 95% completed

- Number of houses built:
 - Golden Gardens : 401
 - Westside Park : 49
 - Sonderwater : 79

The total number of houses built is 529 units. To address the backlog, the Gauteng Human Settlement department has several programmes listed in Chapter 4.

3.3.4.2 DEPARTMENT OF HUMAN SETTLEMENTS

All projects below budget are subject to final approval by Gauteng Department of Local Government and Human Settlements.

A. INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: RELOCATE BENEFICIARIES AND DEMOLISH EXISTING UNITS

PROJECTS	NUMBER OF UNITS	BUDGET
Tshepiso North Ext 4	45	R5,515 989
Lakeside Ext 4	26	R3 731 315

B. INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: TOP STRUCTURE CONSTRUCTION

PROJECTS	NUMBER OF UNITS	BUDGET
Evaton North	21	R2 700 894
Tshepiso North Ext 3	170	R20 936 284
Sebokeng Ext 24 (354)	230	R27 579 947
Sonderwater (935)	320	R38 869 026
Golden Gardens	380	R 48 956 913
Sebokeng Ext 28	230	R 28 597 947
New Village	118	R 18 961 261
Westside Park	118	R 8 715 989

C. INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: INSTALLATION OF SERVICES

PROJECTS	NUMBER OF UNITS	BUDGET
Sebokeng Ext 28	500	R 47 600 000
New Village	128	R 6 584 128
Golden Gardens	345	R 10 688 370

D. INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: RECTIFICATION OF HOUSES

PROJECTS	NUMBER OF UNITS	BUDGET
Lakeside Proper		R500,000
Palm Springs	62 Stands	R2,500,000
Sebokeng Ext 20	50	R3,864,00

F. INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: REFURBISHMENT OF EXISTING HOSTEL UNITS

PROJECTS	NUMBER OF UNITS	BUDGET
KwaMasiza	192	R44 553 560
Sebokeng Hostel		R 2 000 000

G. INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PROJECTS IN PLANNING

PROJECTS	NUMBER OF UNITS	BUDGET
Rust-ter-Vaal	3500	R6,000,000
Kaalplaats (Barrage)	250	R1,500,000
Sebokeng Hostel (Eradication)	4000	R30,000,000
Vereeniging Old Hospital	1500	R2,500,000
Leeuwkuil	3500	R1,500,000
Houtkop	1800	R1,500,000
Sonderwater Phase 2	488	R1,000,000
Cyferpan	1000	R1,000,000
Johandeo Phase 2	14500	R6,000,000

PROJECT NAME
Evaton Renewal Programme (Evaton Mega)
Tshepong Proper
Bophelong Chris Hani(LA)
Restructuring Zones for the implementation of Social Housing Projects: The following areas were approved for Social Housing purposes: <ul style="list-style-type: none"> • Vereeniging Ext 1 • Proposed Leeuwhof Ext 3 • Old Vereeniging Hostel: Portion 141 of the Farm Leeuwkuil 596 IQ

It was resolved that:

- A process and methodology should be developed to address the illegal occupation of houses. It was also stressed that there should be preventative measures that can be taken to prevent illegal occupation of RDP houses.
- Mixed housing development model should be prepared as opposed to the purely RDP housing as this can improve the impact on services payments.
- Damages to RDP houses and the maintenance thereof are the owners' responsibility and this needs to be communicated to owners.

- If the Evaton Renewal project was regarded as closed, there should be a close-out report.
- The future of ELM rental stock was interrogated. An idea was raised that it could be transferred to a management company to improve effectiveness and efficiency. A conclusive study needs to be conducted in this regard

3.3.5 PRIMARY HEALTH CARE SERVICES

The Primary Health Care renders comprehensive primary health care services to the community living within the boundaries of ELM, and also ensures that they have access to personal health services through promotive, preventative, curative and rehabilitation. Four health posts have been established in Boipatong.

Emfuleni Local Municipality has 18 fixed clinics, 5 of these clinics are structurally adequate to render a comprehensive PHC core service package. The remaining 13 clinics have structural constrains which prevents comprehensive PHC service delivery or one stop shop as advocated by National Health Norms and Standards.

Overcrowding, long queues and compromised infection control becomes a reality in these facilities. Due to the challenges alluded to above. The department has prioritised upgrading of health facilities to address the structural constrains in health facilities.

Number of public and private health facilities:

Clinic	
Public clinic	26
Private clinic	4
Hospital	
Public hospital	5
Private hospital	7

(Source: ELM, 2012)

Overthe years the municipality rendered Primary Health Care Services on behalf of Gauteng Department of Health whose competency this function resides.

In March 2014 Gauteng Department of Health informed the municipality of its intention to take over (provincialise) the function subsequent to a Provincial Health Council resolution of March 2012.

Ennfuleni Local Municipality resolved as Item A2844 on 19 June 2014 to transfer Primary Health Care staff and assets to GDoH in line with section 197 of Labour Relations Act 66 of 1997. The provincialization process is currently underway and taking longer to finalise due to the fact that transfer of staff to a sphere of government with different working conditions than they currently enjoy is not an easy task.

The proposed date for transfer of staff is 31 March 2017 but may be postponed due to the nature of these negotiations.

Road shows with relevant stakeholders, staff, unions and affected communities will be embarked on to bring parties on board regarding this process.

3.3.6 PROPERTIES

The Property Department's function is the effective and efficient facilitation of applications for the lease and sale of Council fixed assets which comprise of applications for vacant land as well as improved land.

In order to achieve the above the Property Section must:

Respond to applicants/developers professionals and governmental departments within an acceptable timeframe and submit applications to the relevant Committees without unreasonable delays.

Deliver an effective service to the public by providing the necessary information and guidelines in terms of relevant legislation, procedures and policies within an acceptable timeframe and without unreasonable delays.

Promote economic development by means of effective and responsive service delivery.

3.3.6.1 COUNCIL OWNED PROPERTY

Category	Available	Not Available	Total	Uplift Moratorium
Agricultural	27	15	42	No
Business	81	192	273	Yes
Business 1	17	2	19	Yes
Business 2	4	9	13	Yes
Business 3	0	1	1	Yes
Business 4	2	7	9	Yes
Cemetery	0	10	10	No
Commercial Residential	7	1	8	Yes
Community Facility	40	333	373	Yes
Educational	88	196	284	Yes
General Business	0	5	5	Yes
Industrial	1	72	73	Yes
Industrial 1	3	15	18	Yes
Industrial 2	2	0	2	Yes
Industrial 3	1	0	1	Yes
Institutional	1	6	7	Yes
Motel	1	0	1	Yes
Undetermined	5	69	74	Yes
Municipal	0	551	551	No
Parking	0	13	13	On merit
Private Open Space	0	14	14	No
Public Garage	1	2	3	Yes
Public Open Space	0	829	829	No
Public Purposes	0	22	22	No
Public Road	0	429	429	On Merit
Reservoir	0	2	2	No
South African Railway	0	1	1	On Merit
Special	25	14	39	Yes
Sub Total Excluding Residential Sites	306	2810	3116	

Category	Available	Not Available	Total	Uplift Moratorium
Residential	0	9516	9516	Yes but verification not finalized
Res 1	0	1209	1209	Yes but verification not finalized
Res 2	6	0	6	Yes but verification not finalized
Res 3	3	0	3	Yes but verification not finalized
Res 4	3	23	26	Yes but verification not finalized
Special Residential	3	0	3	Yes but verification not finalized
Sub Total (Residential Sites)	15	10748	10763	
Total (All Council Owned Sites)	321	13558	13879	

A total number of 13 879 properties are owned by Council. A total of 10 763 of these sites are residential sites and the remaining 3116 sites have other zonings as indicated in the table above.

Applications for Parking and Private Open Spaces are handled on merit

The moratorium has not been uplifted on even with the following zonings: Agricultural, Cemetery, Public open Space, Municipal, Reservoirs, South African Railways and Residential.

Only properties which are not needed to provide minimum basic Services may be disposed of in terms of the Municipal Management Finance Act (56 of 2003). The disposal process of properties on which applications were received after the implementation of the Municipal Management Finance Act, must be competitive, equitable and transparent.

The Council resolved 30 May 2014 to proceed with the sale of a first batch of properties. During July 2015, 21 Properties were advertised per public auction. Only 14 of the 21 properties were sold successfully. On the remaining 8 properties, the minimum input price (market value) was not obtained. During December Council again advertised 19 properties of which 5 were successfully sold. The total value of the stands, which were sold, amount to R10 448 906.00.

These sites were sold in accordance with the Supply Chain Management procedures in order to comply with the requirements of the Municipal Management Finance Act in so far that the disposal process must be competitive, equitable and transparent. It is envisaged that the process will be finalized by the end of the 2017/2018 financial year.

3.3.7 GOOD AND FINANCIAL SUSTAINABLE GOVERNANCE

The Constitution of Republic of South Africa sets out the necessary codes of good governance as being: the rule of law; accountability, accessibility, transparency, predictability, inclusivity, equity, participation and responsiveness to people's needs.

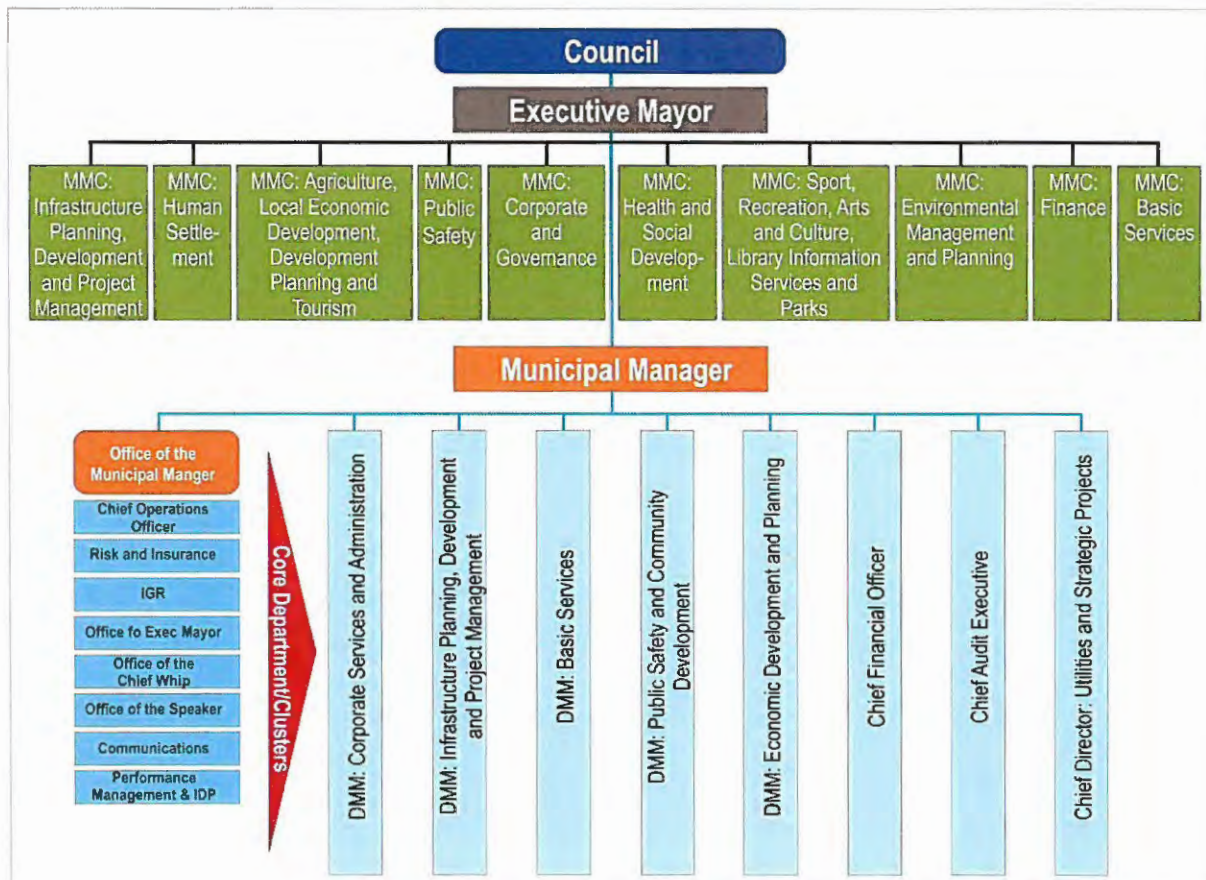
In line with the Sedibeng Growth Development strategy, Good Governance & Financial Sustainable Governance covers the following aspects:

Accountable, effective and clean government, sound financial management, functional, compliance and competence matters

3.3.8 ORGANISATIONAL STRUCTURES

Emfuleni Local Municipality is led by an Executive Council which is headed by the Executive Mayor. The Executive Council comprises of elected representatives. The Executive Council appoints 11 of its members, including the Executive Mayor, to serve on the Executive Mayoral Committee. Each member of the Mayoral Committee heads a portfolio committee in terms of Section 80 of the Municipal Systems Act (No. 32 of 2000). The Executive Committee members are essentially members from the ruling party, which appoints the Executive Mayor and Speaker of Council. The Speaker acts as Chairperson of Council. The key role of Council is to focus mainly on legislative, participatory and oversight roles. Council has delegated its executive functions to the Executive Mayor and the Mayoral Committee. Council's principal role in this instance is that of a law maker. Other key roles of Council are to debate issues publicly as well as facilitate political debate and discussion.

3.3.8.1 COUNCIL STRUCTURE



The structure above shows the Council and Administrative Governance within Emfuleni Local Municipality.

The Municipal administration is led by the Municipal Manager who in turn is supported by a team of 5 Deputy Municipal Managers, Chief Financial Officer, Chief Operations Officer, Chief Audit Executive who are appointed in terms of section 56 of the MSA as outlined in the approved council structure

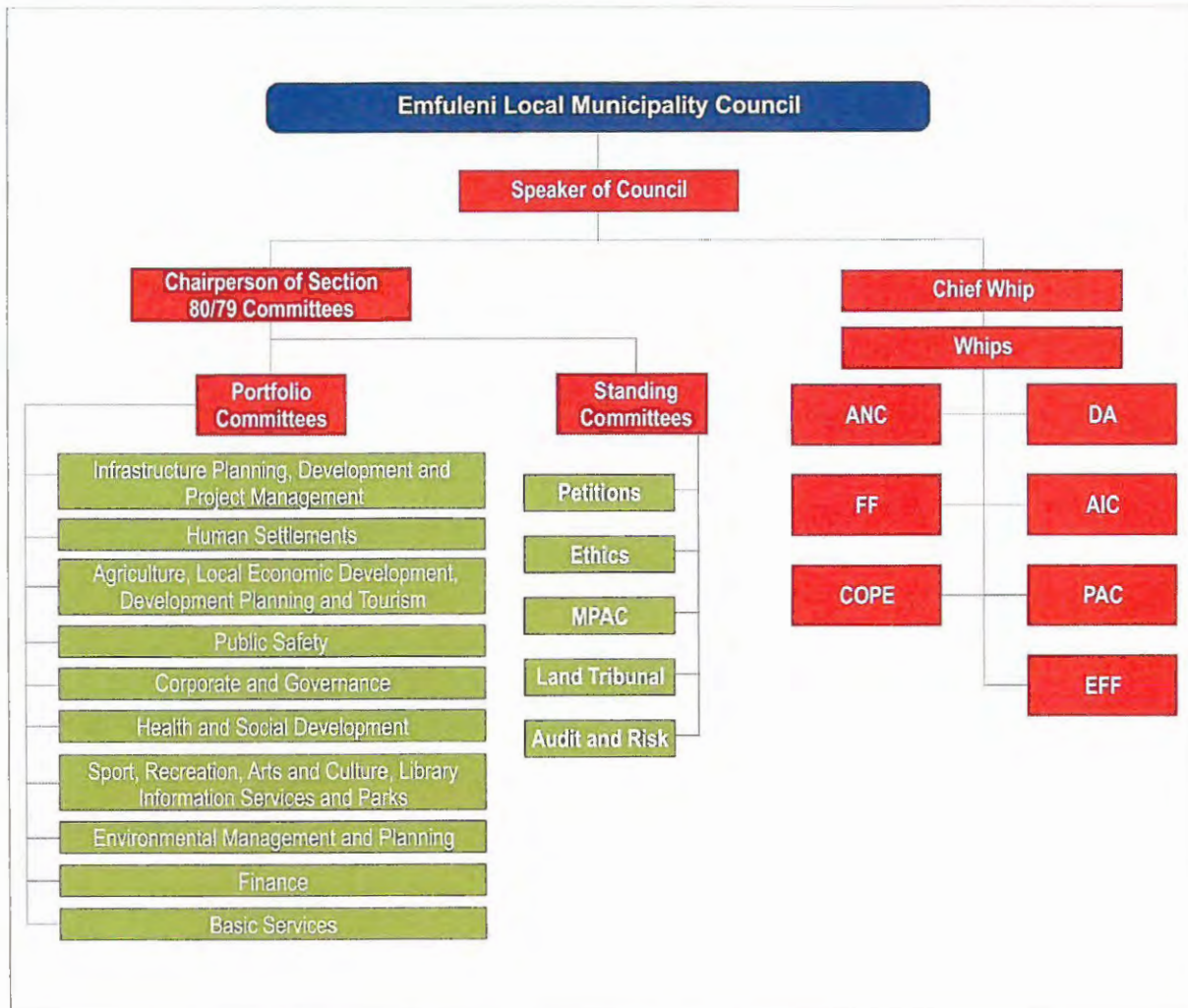
Other managers supporting the Municipal Manager reporting to the COO and Departmental heads appointed in terms of section 57 of the MSA are Chief Risk Officer, Chief Information Officer & Head: Strategic Management Support, Head of Revenue Management and Chief Director Metsi-a-Lekoa who is reporting to the DMM : Basic Services.

The Senior Management Team that assists the Municipal Manager (sections 56 & 57) comprises a total of 13 professionals. Emfuleni Local Municipality administrative governance is divided into eight clusters for efficient and focused administrative service delivery. The clusters are further divided into departments. The clusters are the following:

- Office of the Municipal Manager
- Corporate and Governance
- Agriculture, Local Economic Development, Development Planning, Tourism and Human Settlement
- Public Safety and Community Development
- Financial Services
- Infrastructure Planning and Assets Management
- Basic Services
- Internal Audit

The diagram below shows the Council's Governance structure of Emfuleni Local Municipality.

COUNCIL COMMITTEES



3.3.8.2 MUNICIPAL COUNCIL COMPOSITION

Emanating from the developments made in local government elections that were conducted on 03 August 2016 Emfuleni Local Municipality registered Councillors seats is 90. The table below reflects the composition Emfuleni Local Municipality by political party, seats and gender.

Council Composition by Political party, seats and gender:

Party	Total Seats	Ward Seats	PR Seats	Gender	
				Male	Female
African National Congress	50	37	13	28	22
Democratic Alliance	22	8	14	15	7
Economic Freedom fighters	11	0	11	5	7
Congress of the People	1	0	1	1	0
African Independent congress	3	0	3	2	1
Freedom Front	2	0	2	1	1
Pan African Congress	1	0	1	1	0
TOTAL	90	45	45	48	42

The Council has 90 seats in total, made up of 45 wards and 45 PR seats.

The distribution of Gender is slightly balanced with Males in the ANC representing 40.5% and female representation being 31.5%. The DA gender representation is also slightly balanced with 13.5% being males and 10.5% of all councillors being females. Total gender representation in Council is 58% Males and 42% Females.

There are also other structures of Council which deals with vast wide ranging responsibilities and issues of Council that has been delegated by Council to these structures which are the following:

- Office of the Speaker
- The office of the Executive Mayor and Mayoral Committee
- Office of the Chief Whip
- Section 79 Committees of Council
- Section 80 Committees of Council
- Standing Committees
- MPAC

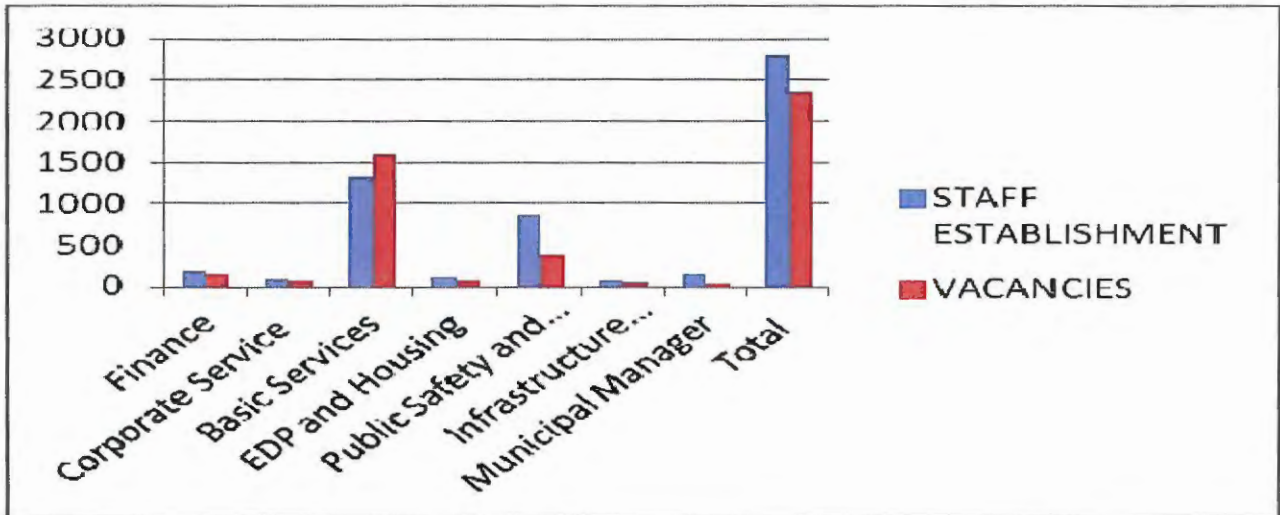
3.3.9 HUMAN RESOURCES AND TRAINING

3.3.9.1 HUMAN RESOURCES

ELM is guided by the recruitment and Selection Policy to fill the positions. The Development of Human Resource Development Strategy has been considered as a comprehensive plan that will ensure that human resources are aligned to organizational plans and operational needs.

3.3.9.2 GRAPHICAL ILLUSTRATION OF THE STAFF ESTABLISHMENT AND VACANCIES

STAFF ESTABLISHMENT		
(Excluding interns and Councillors)		
CLUSTER	STAFF ESTABLISHMENT	VACANCIES
Finance	194	142
Corporate Service	87	72
Basic Services	1334	1598
EDP and Housing	103	77
Public Safety and Community Development	870	377
Infrastructure Planning and Assets Management	77	58
Municipal Manager	127	33
Internal Audit	24	7
Total	2816	2364

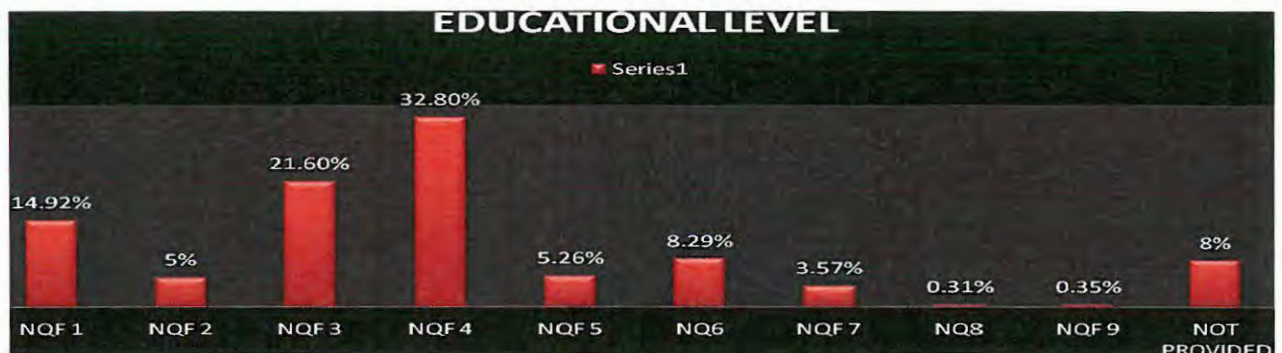


In November 2012 Council adopted the revised Recruitment and Selection policy, the thrust of which was mainly to address the attraction of young graduates/professionals into the Municipality, thereby creating a large skills base. In this instance, the policy provides for the advertisement of all vacancies internally and externally, which is meant to reduce turnaround times, whereas job categories on job levels 06-16 were advertised internally only. Electronic Employee Self Service is one of the key project Human Resources is introducing to ELM. The service will increase efficiency in that turnaround time on leave application and processing will be reduced tremendously by allowing employees to apply for leave online and instant approval by their managers. The system is a powerful management tool to assist with the monitoring of leave trends, leave credits etc. On boarding of new employees by HR on the electronic Pay Day system as a strategic move from transactional HR administration is underway.

3.3.10 TRAINING

The training and development is a division within Human Resources department. The key functions of Training and Development are to conduct regular skills audit, establishing and prioritizing training needs as per results of skills audit and KPA from PMS evaluations, aligning skills development strategy with IDP strategy and goals, Compiling workplace skills plan (WSP), arranging training activities, compiling Annual Training Reports (ATRs). The Skills Audit exercise has been completed.

3.3.10.1 EMFULENI LOCAL MUNICIPALITY SKILLS AUDIT OUTCOME



Source : ELM Skills Audit

The above institutional educational profile graph of ELM indicates that 14.92% of employees have an NQF 1 level of education which equates to anything between grade R-9 (standard 2-7). The next biggest clustering is 21% for NQF 3 (grade 12 or standard 10). The biggest clustering is 32% for NQF 4 (certificate obtained at FETS).

Employees with tertiary level education at NQF 5 and 6 stand at 5% and 8% respectively. The percentage decreases progressively the higher the NQF level. These statistics do indeed suggest that ELM may have a low level of technical proficiency for its size. In other words, the current skills reservoir is not adequate in serving the strategic ELM service delivery objectives. A Basic Services Cluster, which is the essential service delivery arm of ELM, reveals the same trend as the institutional educational profile:

- NQF 1 - 19%
- NQF 3 - 26%
- NQF 4 - 31%
- NQF 5&6 - 6%

The Basic Services Cluster is the most labour intensive business unit at ELM and is at the coal face of service delivery. This Cluster is also highly reliant on technically skilled professionals and technicians with varying levels of expertise.

There are a number of collaborations with tertiary institutions from various business units within ELM. Currently the Training Department has forged links with VUT especially in the area of providing a platform for work- integrated- learning opportunities for students from VUT. This collaboration will be expanded to all the relevant tertiary institutions within ELM.

The Local Government Sector Education Training Authority (LGSETA) is making more financial resources available for municipalities to take advantage of. The LGSETA also has a bursary scheme for technical professional working for municipalities. The National Skills Development Strategy III implores all employers to invest in skills development of its employees and more financial and training intervention programmes are made available through the respective SETAS for this purpose. There is pre-approval of the ELM Declaration of Intent by LGSETA. The approval of an ELM employee bursary scheme will also provide additional development opportunities for employees.

3.3.11 ORGANISATIONAL DEVELOPMENT

3.3.11.1 JOB EVALUATION

The Department: Organizational Development reviewed Job Descriptions for the preparation of Job Evaluation processes. The Job Evaluation Panel has evaluated ninety five (95) jobs in different job categories. The Service Delivery Budget Implementation Plan has quarterly targets from the second quarter till last quarter. The first quarter was the planning phase for the evaluation of positions by the Job Evaluation Panel. This entailed the submission of the Process Plan to the Emfuleni Local Municipality Senior Management Team for approval and the submission of the approved Job Evaluation Process Plan to the Gauteng South African Local Government Association Provincial Audit Committee to moderate and to pronounce the Job Evaluation Results of the municipality as mandated by the approved Job Evaluation policy.

In the 2015/16 financial year, the department met the set targets as contained in the Departmental Service Delivery Budget Implementation Plan (SDBIP 2015/16). The department will evaluate other positions in the municipality in the 2016/17 financial year with

an average thirty (30) positions per quarter. The project cycle will be repeated in 2016/17 financial year.

3.3.11.2 ORGANISATIONAL DESIGN

The Department was requested to amend the Organizational Structure of the Executive Office to accommodate the decision employees transferred from Sedibeng District Municipality. Other amendments of the Functional Organizational Structure were the transfer of the following functions from Infrastructure Planning and Asset Management to Corporate Services and Basic Services clusters respectively:

- ✚ Fleet Management Services;
- ✚ Facilities Management;
- ✚ Information Communication Technology;
- ✚ Project Planning;
- ✚ Infrastructure Projects & Implementation; and
- ✚ Asset Management.

The first three (3) above-mentioned functions were transferred to Corporate Services and the last two (2) functions went to the new cluster Entities & Strategic Programmes and Projects.

The KPMG project was not implemented as its foundation was based on the Metro status should ELM becomes a metropolitan.

3.3.11.3 CHANGE MANAGEMENT

The following are the workshops that were conducted by the department with managers, assistant managers:

- ✚ Job Evaluation Policy to prepare for Job Evaluation Processes; and
- ✚ Transformation in the Work-Place – Culture Change.

Each quarter has a workshop on Change Management on recent trends or development in law or in organizational development areas.

3.3.11.4 EMPLOYEE ASSISTANCE PROGRAMME

There are various workshops and medical surveillance that are conducted at the depots on monthly basis. Workshops range from Financial Management, Debt Counselling, Substance Abuse, and Violence in the Work-place etc. Medical surveillance is HCTs, TB assessments, Blood sugar levels, Cholesterol, Eye-testing etc.

Employees access the services through self and formal referrals. There are two (2) EAP Practitioners and one (1) HIV & AIDS Counsellor.

EAP PROGRAMME	SPECIFICATION	TARGET GROUP	EMPLOYEES REACHED
Financial Management	4 (Including Pre-retirement financial workshops)	All Employees	39
HIV and AIDS Programmes Organized	World AIDS Day wellness Event (includes screening of vital signs, eye testing & TB).	All Employees	45 VCT Conducted at Depots 49 VCT at World AIDS Day 44 Eye Testing 81 TB 49 Vital signs
Workshops for educating/empowering employees	All EAP related programmes (including substance abuse, mental well-being & debt review)	All Employees	43 on EAP
Counseling and Referral of employees	According to need	According to need	105 Counseled 18 Referred

Outcome: resilient, productive work-force and financial savvy employees. The EAP peer educators are taken to various seminars and international workshops. Employees who are on ARVs are encouraged to regularly visit the public clinic and share the experience of living with the disease with peers to fight stigmatization.

3.3.12 EMPLOYMENT EQUITY

The introduction of the Employment Equity Act in 1998 was heralded as a change in the structure and management of the labour force. The purpose of the Act is to achieve equity in the workplace by, firstly 'promoting equal opportunities and fair treatment in employment through the elimination of unfair discrimination; and secondly 'implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups, in order to ensure their equitable representation in all occupational levels in the workforce. This entails that the municipality must ensure that steps are taken to promote equal opportunities in the workplace and that no one is unfairly discriminated against. The successive Employment Equity Plan was developed and approved by Council in June 2015. Furthermore the Employment Equity and Skills Development Forum have been established as one of the consultative structures required by the Employment Equity Act 55 of 1998.

The Municipality embarked on road shows to raise awareness on employment equity to internal stakeholders. Two programmes have been established to deal with reasonable accommodation for people with disabilities as well as creating an enabling environment. These programmes include revamping of building infrastructure, designating vacancies for people with disabilities as well as development of data base for people with disabilities. The Municipality prioritise to mainstream women in management positions to increase female's representation at the top echelon of the institution.

3.3.12.1 INSTITUTIONAL PROFILE EMPLOYMENT EQUITY

INSTITUTIONAL PROFILE JOB LEVEL = SEC 56 AND JOB LEVELS 1 - 16									
	RACE & GENDER								TOTAL
	AM	AF	CM	CF	IM	IF	WM	WF	
TOTAL PERMANENT WORKFORCE	1718	898	9	11	2	5	102	101	2846
	63%	29%	0.3%	0.3%	0%	0.2%	4.2%	3.4%	100%
ELM Targets 2014/15	35	65	29	11	0	2	34	14	190
ELM Targets 2016/16	37	75	42	31	11	2	41	18	257
GOAL	72	140	71	42	11	4	75	32	447
Goal expressed in %	16%	31%	16%	9%	3%	1%	17%	7%	100%
Current status (appointments effected)	37	60	0	1	0	0	2	6	106
Current status expressed in % of total Goals	8.2%	13%	0%	0.2%	0%	0%	0.4%	1%	22.8%

The above table depicts ELM Municipality from contracted staff, Section 56 to elementary staff workforce.

The current status on the last row of the table reflect no movement in the mainstreaming or appointment of Coloured Males (0%), Indian Males (0%), Indian Females (0%) and an increase in African Males by (8.2%), African Females (13%) and White Females by (1%).

The current status further represents overall 22.8% towards compliance target of 100% by 2015/16 financial year end. Based on the proportion of under representation, African Females, Coloured Males, Coloured Females still needs to be prioritised.

The Employment Equity National compliance targets requires that the at least the profile should reflect 39% African Males, 35% African Females, 06% Coloured Males, 05% Coloured Females, 02% Indian Males, 01% Indian Females, 07% White Males, and 05% White Females. The goals are made of the duration of the two years Employment Equity plan targets as depicted in the table above.

The status of representation across occupational levels inclusive of people with disabilities is hereunder analyzed as follows:

- The report shows that women are still under-represented at top and Senior management levels. However there is evidence the Municipality has made significant strides in the appointment of females at different levels and categories.
- Generally there has been an underrepresentation of Indians, Coloureds and Whites especially at the skilled technical, semi-skilled and unskilled level and therefore the organization will continues to make concerted efforts to change the situation.

3.4 INTERNAL AUDIT

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. King III report has been adopted as a

tool for good corporate governance. It helps Emfuleni Local Municipality (ELM) accomplish its IDP objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

Internal audit also play an important role in evaluating ELM effectiveness of control systems, and contribute to on-going effectiveness by playing a significant and a proactive monitoring role through continuous audit processes and consulting services.

Further, Internal Audit Department follows a cluster audit approach in order that a full audit coverage and a value add service can be realised which is aimed at improving risk management, control as governance processes.

3.5 RISK MANAGEMENT

Risk Management is a proactive approach to the management of uncertainty. The process of risk management identifies possible risks and outlines the actions to be taken to help manage those risks. It is a deliberate attempt to learn from past mistakes and to be better prepared for potential future events. Risk management is a governance tool that forms a critical part of any municipality's strategic management. It is a process whereby a municipality both methodically and intuitively addresses the risk attached to their activities with the goal of achieving sustained benefit within each activity and across the portfolio of activities. The Enterprise Risk Management process is a structured, systematic and deliberate effort by management to identify, assess and address institutional risks on a continuous basis before such risks can negatively impact on the institutions service delivery objectives.

The Risk Management department exist to ensure that the municipality has systems in place to address the risk exposure of the municipality, in terms of identifying the risks facing the institution and setting up systems to address those risks, including obtaining adequate and proper risk financing in terms of insurance, as well as ensuring systems are in place to address the health and safety of employees. The Risk Management department is divided into, Occupational Health and Safety, Insurance and Forensic Investigations Units.

3.6 LEGAL SERVICES

Legal services department mainly gives support to all the clusters in the form of prosecutions and disciplinary enquiries on request, vetting of draft/revised By-laws and policies, management of civil litigations, professional and strategic support to contract management unit, compliance management and provision of general legal advisory services.

3.7 INFORMATION TECHNOLOGY

All IT Services are rendered to Emfuleni Local Municipality by employees of Sedibeng District Council on a Service Level Agreement (SLA). The IT Services rendered to Emfuleni Local Municipality can be divided into the following categories: Operations, Technical Maintenance, Software Support, Projects and Administration. The technical function is responsible for the maintenance on hardware and network infrastructure.

The IT department is responsible for:

- Daily cash updates and backups of servers
- Daily/monthly/yearly operating schedules on Venus system
- Calls logged at the IT. Help desk
- Average 750 calls per month

- Maintaining a data library for backups taken of all servers
- Ensuring that DRP (Disaster Recovery Plan) procedures are done on daily basis
- Printing of Consumer Accounts (Water & Electricity, Rates)
- Average of 148,000 accounts per month

3.8 PROJECT MANAGEMENT UNIT

The Project Management Unit (PMU) is a specialist department with the main focus of delivering programmes/projects. It is positioned to offers services that are geared towards the delivery of all projects and programmes. There are three services offered by the Project Management Unit. Programme/project administration, programme/project control and programme/project implementation and infrastructure planning.

3.9 FACILITIES MANAGEMENT

The facilities department plays a critical role in enhancing the working environment of all Emfuleni Local Municipality employees. This department impacts on multiple facets of the employees comfort from their parking to an OHS act compliant building. This is achieved through maintenance, cleaning and properly secured properties. It is thus responsible for both maintenance and risk and upkeep management. At the moment it is mainly involved with Corrective Maintenance but its services should grow towards legislative maintenance and differed or backlog maintenance. The risk component is presently outsourced but the department is still responsible for the management of the contract. The upkeep management is mainly the management of cleaning staff. Some of these staff members are still being transferred from other departments.

3.10 ASSET MANAGEMENT

This department is more of a coordinator for asset management compliance than one that properly executes asset management. The responsibility of maintaining departmental or cluster assets still remain the responsibility of the cluster or department. This also applies to the registration of assets. The asset management department will track and record registered items for maintenance routines by the clusters and with time produce a comprehensive maintenance plan. This department is responsible for the consolidated asset register and for report on control items.

3.11 FLEET MANAGEMENT

Emfuleni Local Municipality has a medium diversified fleet of about 661 vehicles; 498 ELM owned vehicles and 163 vehicles on Full Maintenance Lease. These vehicles range from light vehicles to construction equipment; in operation to provide essential services to the community it serves.

The number of vehicles was reduced during the auction which took place in October 2016
Status of those vehicles as at January 2017:

- 498 of ELM owned vehicles are functional.
- 163 vehicles are on Full Maintenance Lease Contract
- The status of the vehicles is changing everyday due to breakdowns and services

At the moment this number of vehicles is not enough for a municipality of this magnitude. Most of ELM owned vehicles have reached its life expectancy. The Municipality is still in need of more than 200 vehicles and equipment.

The Municipality is in the process to conduct the fleet status assessment to establish the fleet needs in various Departments.

Departments within ELM are very dependent on the maximum availability of vehicles in order to efficiently render services.

3.12 BUILDING CONTROL

The Building Control Department currently operates from two Customer Centres, the one based in the EDP & IDP Building (corner of Eric Louw and President Kruger Streets), Vanderbijlpark Central Business District and the other in the Houtkop Office Complex (Moshoeshoe Street) in Sebokeng. It is the vision of the Building Control Department to ensure an aesthetical, safe and well-constructed community environment through the application and enforcement of legislative provisions National Building regulations Act 103 of 1977. In order to ensure that the *Applications for the Approval of Building Plans* received are either approved or refused to be approved in good time, this Department endeavours to process plans for buildings with an architectural floor area smaller than 500m² within 30 days of submission and those with an architectural floor area larger than 500m² within 60 days of submission. *Applications for the Approval of Building Plans* are registered and processed immediately when they are received and the required building fees are paid.

Compulsory inspections, in terms of approved *Applications for Approval of Building Plans* for new buildings, additions/alterations to existing buildings and buildings/structures of special character under construction are done as and when requests for such inspections are received.

3.13 INTER-GOVERNMENTAL RELATIONS AND PRIVATE SECTORS

The Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005 - "the IGR Act") extends the principles of participation and co-ordination between organs of state in the different spheres of government to also include integration, participation and co-ordination of joint programmes within a particular sphere of government.

The Framework defines joint programmes as "Those programmes that transcend the conventional organisational boundaries in planning, budgeting and implementation resulting in a number of departments/agencies/ministries responsible for one aspect of the programme, although none is responsible for it in its entirety".

In terms of Section 120 (1), of Municipal Finance Management Act No. 56 of 2003 "a municipality may enter into a public-private partnership agreement, but only if the municipality can demonstrate that the agreement will— (a) provide value for money to the municipality; (b) be affordable for the municipality; and (c) transfer appropriate technical, operational and financial risk to the private party.

Emfuleni Local Municipality has the following existing partnerships with various sector departments, private and parastatals;

Gauteng Department of Human Settlement – Transfer business properties to beneficiaries.
Gauteng Department of Local Government and Housing – Municipality avails land for purposes of building houses.

Vaal University of Technology (VUT) – various projects
Department of Agriculture – various programmes
Department of Environmental Affairs – Building of stalls

Emfuleni Local Municipality also has a Service Level Agreement with Gauteng Provincial Department of Health where they provide short courses for Emfuleni Local Municipality Primary Health Care staff members.

ELM has a Service Level Agreements with the following companies to maintain the Traffic Islands in front of their business premises by cutting grass, landscaping and maintain flowerbeds and equipment:

- Vaal Toyota (Vereeniging)
- Fab-lane - small portion in front of their office in Piet Retief blvd in Vanderbijlpark
- Active auto motors - C/o Frikkie Meyer and Rutherford blvd in Vanderbijlpark
- Taljaard Taxis - in front of their office in Faraday blvd in Vanderbijlpark
- Bophelong Bricks - portion of Golden highway - in front of their offices
- DME panel beaters - C/o Houtkop road and Steel road
- Roshnee community - Cordoba street park, Roshnee community - Badir street park, Roshnee
- Vaal Toyota - Johannesburg road middle Islands
- Palms shopping centre - Middle islands opposite shopping centre in Vanderbijlpark

There is a Memorandum of Agreement (MoA) between Sedibeng District and Emfuleni Local Municipalities for rendering of Fire Fighting Services during Specialized fires and Hazmat incidents.

The National Department of Arts and Culture is assisting the Emfuleni Local Municipality Libraries and Information System Services with grant funding for recapitalization of libraries.

The Gauteng Provincial Sports, Arts, Culture, Recreation, Libraries and Archives is helping Emfuleni Local Municipality with the building of new library infrastructure.

The National Library of South Africa together with the Bill and Melinda Gates Foundation will assist by a donation of Information and Communication Technology.

Emfuleni Local Municipality Traffic and Safety Department has Joint Social Crime Prevention Programmes with the following:

- Gauteng Department of Community Safety
- Department of Social Development
- South African Police Services (SAPS)
- Youth Desk
- Community Policing Forum
- Big Gama
- Correctional Service

In addition to Joint Social Crime Prevention Programmes, Emfuleni Local Municipality has a Joint Drug Awareness Program with South African National Council on Alcoholism (SANCA) as well as a Joint Law Enforcement Program with the South African Police Services where Emfuleni Local Municipality looks at the traffic violations aspect of the program and the South African Police Services looks at the crime prevention aspect.

The Above mentioned entities sponsor Emfuleni Local Municipality with awareness campaign material and man-power (as required).

Department of Local Government and Housing works with the Emfuleni Local Municipality on the Public Information and Education Relations Programme (PIER) where they supply Emfuleni Local Municipality Fire and Rescue Department with information material.

Sasol/Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) - Partnering in order to share best current practices on water conservation. The partnership is very beneficial to Emfuleni Local Municipality (Metsi-a-Lekoa) with current high rate of water loss.

Randwater - A five year Operations and maintenance agreement to maintain water care works and pump stations. Emfuleni Local Municipality and the Rand Water Board work together on Joint simulations and exercises.

Department of Agriculture and Emfuleni Local Municipality Waste department – As part of integration of provincial and municipal programs Cleaning and Greening of the area 'Bontleke Botho' concept has been adopted into municipal programmes.

University of the North-West -There is also private agreement with the university on Cleaning and greening of the area. The University advises the municipality on the best practices and implementation.

3.14 OFFICE OF THE EXECUTIVE MAYOR

The Office of the Executive Mayor is established in terms of the laws of the Republic. It finds its existence and genesis on the duties, roles and responsibilities on the virility on the relevant legislation conferring and defining legislative competencies and obligations of local government.

The Executive Mayor within the realms of the law remains at the political apex of the municipality exercising political authority. Much as we believe in the open door policy principle, availability, accessibility and Batho-Pele principles, protocol and systems need to be adhered to. Currently, the office of the Executive Mayor is establishing a home for the street kids in Sharpeville as one of the Mayor's legacy programme. The Integrated Development Plan (IDP) has been developed and awaiting approval.

3.14.1 POLITICAL LEADERSHIP AND MEMBERS OF MAYORAL COMMITTEE AND THEIR PORTFOLIOS

Political Leadership and Mayoral Committee	PORTFOLIO
Cllr MS Mofokeng	Executive Mayor
Cllr M Tsokolibane	Speaker of the Council
Cllr C Sale	Chief Whip of Council
Cllr S Sengoatsi	Health and Social Development
Cllr MJ Moshoaluba	Human Settlements
Cllr ME Kele	Sport, Recreation, Arts and Culture, Library Information Services, Parks and Cemeteries
Cllr K Ntombela	Infrastructure Planning and Development
Cllr R Thema	Finance & Revenue
Cllr D Malisa	Waste Management and Planning
Cllr NR Thulo	Basic Services
Cllr BP Maseko	Public Safety
Cllr B Mncube	Corporate and Governance
Cllr TS Nquba	Agriculture, Local Economic Development, Development Planning and Tourism

3.14.2 STANDING COMMITTEES

Standing Committees are permanent committees established to deal with Council matters. They are delegated some decision-making powers relating to the legislative arm and are required to submit reports to Council. A Councillor is usually selected to Chair all standing committees except the Audit Committee, which is chaired by an independent person in line with the prescriptions of the MFMA.

3.15 OFFICE OF THE SPEAKER

The Speaker is the Chairperson of Council, serving as the chief custodian and guardian of the legislative arm. The Speaker plays the following roles in building democracy within Council:

- To preside over meetings of Council;
- To ensure that Council meets at least quarterly;
- To maintain order during meetings;
- To ensure compliance in the Council and Council Committees with the Code of Conduct as set out in Schedule 5 of the Municipal Structures Act;
- To ensure that Council meetings are conducted in accordance with the Rules and Orders of the Council.

The Office of the Speaker is instrumental in the establishment and the functionality of the Ward Committees. The cardinal function of these ward committees is to assist the democratic representatives (Ward Councillors) to carry out their respective political mandates and to promote an ongoing process of debate, dialogue and communication between the Emfuleni municipal council and the community.

Various ward committee meetings were subsequently convened to discuss basic service delivery issues and business activity matters including, the provision of water, health services and electricity, pipe leakages, contents of the IDP, waste removal and Identification of indigent households. The office of the Speaker has also coordinated training for Ward Councillors and their Ward Committee members.

The Speaker heads a committee that handles all petitions by the community.

3.15.1 SECTION 79 AND 80 PORTFOLIO COMMITTEES

COMMITTEE	PURPOSE OF COMMITTEE
Senior Management Meeting	Consider reports relating to all strategic issues and resolve in line with Delegated Authority.
Extended Senior Management Meeting	Consider all reports from Clusters and make recommendations to relevant Section 80 Committees except where the Committee have Delegated Authority.
Mayoral Committee	Consider all reports recommended by all Section 80 Committees and resolve all items delegated to the Mayoral Committee where they do not have delegated authority they refer reports to Council for approval.
Council	Approve all reports where the Mayoral Committee does not have delegated authority.

COMMITTEE	PURPOSE OF COMMITTEE
SECTION 79 COMMITTEES	
Audit Committee	Provides independent specialist advice on financial performance, efficiency and effectiveness, performance management and compliance with legislation and oversee the performance of Internal Audit. It is mandated to provide independent, objective assurance and consulting services geared towards adding value to Emfuleni Local Municipality and improve quality of the service delivery.
Ethics Committee	Ensures declarations of financial interest and compilation of the Register of Financial Interest annually and considers any alleged breaches of the Code of Conduct of Councillors.
Gender Committee	Gender mainstreaming training and empowerment.
Land Tribunal Committee	This Committee attends to objections on applications such as removal of restrictive conditions, rezoning, subdivision and consolidations.
MPAC Committee	Is the mechanism through which the Council exercises oversight over the expenditure of public funds (money) and performance. It enhances the accountability process by ensuring objective political oversight in addition to governance structures, i.e. Council, Finance and Audit Committees.
Petitions Committee	Manage and process petitions from the public and co-ordinate and co-operate with Gauteng Provincial Petitions Committee. The Committee records and acknowledges the petitions and refer these petitions to the relevant Department for attention and execution.
Revenue Management Committee	The purpose of the Revenue Management Committee is to take decisions regarding Revenue Management Functions and make proposals to Council in a prompt and efficient manner.
SECTION 80 COMMITTEES	
Agricultural, Local Economic Development, Development Planning and Tourism Committee	Render oversight function to the Cluster. Consider reports from the following Departments: Local Economic Development, Land Use Management and Building Control in line with the authority delegated to them. Approve and or refer reports to the Mayoral Committee in line with the Delegated Authority.
Basic Services Committee	Render oversight function to the Cluster. Consider reports from the following Departments: Infrastructure, Electricity, Water and Sanitation in line with the authority delegated to them. Approve and or refer reports to the Mayoral Committee in line with the Delegated Authority.
Corporate and Governance Committee	Render oversight function to the Cluster. Consider reports from the following Departments: Human Resources, Legal, Organisational Development, Employment Equity and Secretariat and Administrative Support Services, including

COMMITTEE	PURPOSE OF COMMITTEE
	Municipal Managers Departments i.e. IDP, Intergovernmental Relations, Internal Audit, Communication, and Information Technology and Political Offices: Executive Mayor, Speaker and Chief whip in line with the authority delegated to them. Approve and or refer reports to the Mayoral Committee in line with the Delegated Authority.
Environmental Management and Planning Committee	Render oversight function to the Cluster. Consider reports from the following Departments: Waste and Landfill Management in line with the authority delegated to them. Approve and or refer reports to the Mayoral Committee in line with the Delegated Authority.
Finance and Revenue Committee	Render oversight function to the Cluster. Consider reports from the following Departments: Budget Control, Debt Management, Expenditure Management, Financial Control, Revenue Management and Supply Chain Management in line with the authority delegated to them. Approve and or refer reports to the Mayoral Committee in line with the Delegated Authority.
Health and Social Development Committee	Render oversight function to the Cluster. Consider reports from the following Departments: Environmental Management and Health and Social Development in line with the authority delegated to them. Approve and or refer reports to the Mayoral Committee in line with the Delegated Authority.
Human Settlement Committee	Considers reports regarding all Housing and Property matters - Both the Administration of leasing of units and planning of Housing Developments in collaboration with the Gauteng Department of Local Government and Housing. Alienation and leasing of Land transactions in line with the Delegation of Authority.
Infrastructure Planning, Development and Asset Management (IPAM) Committee	Render oversight function to the Cluster. Consider reports from the following Departments: Fleet Management, Roads and Stormwater, Infrastructure Planning and Asset Management, PMU and Facilities in line with the authority delegated to them. Approve and or refer reports to the Mayoral Committee in line with the Delegated Authority.
Public Safety Committee	Render oversight function to the Cluster. Consider reports from the following Departments: Fire and Rescue, Traffic Control, By-law Unit and Municipal Court in line with the authority delegated to them. Approve and or refer reports to the Mayoral Committee in line with the Delegated Authority.
Sport, Recreation, Arts and Culture, Library Information Services, Parks and Cemeteries Committee	Render oversight function to the Cluster. Consider reports from the following Departments: Sport, Recreation, Arts and Culture, Library Information Services and Parks and Cemeteries in line with the authority delegated to them. Approve and or refer reports to the Mayoral Committee in line with the Delegated Authority.
OTHER COMMITTEES	

COMMITTEE	PURPOSE OF COMMITTEE
Audit Steering Committee	To interrogate findings made by Internal Audit as well as the Auditor-General, and follow up on Management Action Plans to develop efficient internal control systems.
Bid Adjudication Committee	Consider the awarded tenders based on recommendations by the Evaluation Committee and awarded in line with the Supply Chain Policy.
IDP Steering Committee	Consider the draft IDP document and Process Plan and refer them to the Mayoral Committee and Council.
Information Communication Technology and Governance Committee	Enhance information and communications technology use in Emfuleni Local Municipality.
LLF	This is a platform to discuss matters of mutual interest between Organised Labour and Management of local level.
Performance Audit Committee	Play oversight role on all performance Systems, Policies and Procedures outcome of quarterly assessment and appraisals.
Remuneration Committee	Consider the salary scales of Section 56 Employees and all other contracted employees who do not fall under SALGA Bargaining Council.
Risk Management, Anti-Fraud and Anti-Corruption Committee	To review effective functioning of Risk Management Systems and to ensure that the institutions risks are properly identified and well managed.

3.15.2 PORTFOLIO COMMITTEES

The portfolio committees of Emfuleni Local Municipality are constituted or drawn from a range of political parties represented within Municipality. The committees are mainly chaired by non-executive Councillors and their primary responsibilities are of an oversight role of the executive arm of the Municipal governance structures. This committees are responsible to independently monitor the service delivery outputs of the Executive's and may request clusters, departments and any members of the Mayoral Committee to account on their functions and actions. This governance model separate Councillors as public representatives, from those responsible for executive decision making and day-to-day operations of the institution. Their main role is that of an oversight role without any decision making. The section 79 committees submit reports to Council as legislated.

CORPORATE SERVICES & GOVERNANCE					
MMC	MEMBERS	GEN- DER	MUN	PARTY	STUDY GROUP
					CONVENER
Cllr Busi Mncube	Cllr S. Soxuza	F	ELM	ANC	Cllr Soxuza
0828288408	Cllr A Khoali	F	ELM	ANC	
	Cllr M Tlebere	M	ELM	ANC	
	Cllr B Jantjie	M	ELM	ANC	
	Cllr M Sikukula	M	ELM	ANC	
	Cllr R Mphuthing	F	ELM	ANC	
	Cllr O D Rapakeng	M	ELM	ANC	
	Cllr P.M Jama	F	ELM	ANC	

	Cllr Joyce Radebe	F	ELM	ANC	
	Cllr Mokoena Stephen	M	ELM	ANC	
	Cllr Senekal Gerda	F	ELM	VF+	
	Cllr Von Bodenstein	M	ELM	DA	
	Cllr Tlhokwe	M	ELM	DA	
	Cllr Mzongwane S.L	M	ELM	COPE	
	Cllr Sula Samuel	M	ELM	PAC	
	Cllr Mohono Shaun	M	ELM	EFF	
	Cllr Loyiso Masisa	M	ELM	AIC	
FINANCE & REVENUE					
MMC	MEMBERS	GENDER	MUN	PARTY	STUDY GROUP
					CONVENER
Cllr Robert Thema	Cllr A Khoali	F	ELM	ANC	Cllr A. Khoali
0826828566	Cllr S Soxuza	F	ELM	ANC	
	Cllr M Tlebere	M	ELM	ANC	
	Cllr B Jantjie	M	ELM	ANC	
	Cllr M Sikukula	M	ELM	ANC	
	Cllr R Mphuthing	F	ELM	ANC	
	Cllr O D Rapakeng	M	ELM	ANC	
	Cllr P.M Jama	F	ELM	ANC	
	Cllr Joyce Radebe	F	ELM	ANC	
	Cllr Mokoena Stephen	M	ELM	ANC	
	Cllr Senekal Gerda	F	ELM	VF+	
	Cllr Sebenzile Zwedala	M	ELM	AIC	
	Cllr Mollo Simon Daddy	M	ELM	DA	
	Cllr Verbeek Peter	M	ELM	DA	
	Cllr Sula Samuel	M	ELM	PAC	
	Cllr Toni Thobela	M	ELM	EFF	
INFRASTRUCTURE PLANNING, DEVELOPMENT & ASSET MANAGEMENT (IPAM)					
MMC	MEMBERS	GENDER	MUN	PARTY	STUDY GROUP
					CONVENER
Cllr K Ntombela	Cllr Jantjie Bennet	M	ELM	ANC	Cllr Jantjie Bennet
0745466999	Cllr Radebe Nomvula	F	ELM	ANC	
	Cllr Phumzile Nxongo	F	ELM	ANC	
	Cllr Mahlase Kedibone	F	ELM	ANC	
	Cllr Rapapadi Lahliwe	F	ELM	ANC	Ait NO 0637894480
	Cllr Mkhwanazi Oupa	M	ELM	ANC	
	Cllr Velaphi Ntuthu	M	ELM	ANC	
	Cllr Lekeletsane Saba	M	ELM	ANC	
	Cllr Mnune Vusi	M	ELM	ANC	
	Cllr Rakak iMalefetsane	M	ELM	ANC	
	Cllr Senekal Gerda	F	ELM	VF+	
	Cllr Venter Daleen	F	ELM	DA	
	Cllr E Shabalala	M	ELM	DA	
	Cllr Sula Samuel	M	ELM	PAC	
	Cllr Mamatu Philda	F	ELM	EFF	
	Cllr Loyiso Masisa	M	ELM	AIC	
PUBLIC SAFETY					
MMC	MEMBERS	GENDER	MUN	PARTY	STUDY GROUP
					CONVENER

Cllr Pius Maseko	Cllr O.D Rapakeng	M	ELM	ANC	Cllr O.D Rapakeng
0790452242	Cllr ModiseTlebere	M	ELM	ANC	
	Cllr Maria Mahlase	F	ELM	ANC	
	Cllr Nnana Banda	F	ELM	ANC	
	Cllr Molepo Mapitso	F	ELM	ANC	
	Cllr Mampa Ndlovu	F	ELM	ANC	
	Cllr Radebe Matshepo	F	ELM	ANC	
	Cllr Mokoena Stephen	M	ELM	ANC	
	Cllr Nthuthu Velaphi	M	ELM	ANC	
	Cllr Masooa Moeketsi	M	ELM	ANC	
	Cllr Smith Christo	M	ELM	VF+	
	Cllr Nkosi Simon	M	ELM	DA	
	Cllr Msolo Joseph	M	ELM	DA	
	Cllr Mzongwane S. L	M	ELM	COPE	
	Cllr Sula Samuel	M	ELM	PAC	
	Cllr Manini Mofokeng	F	ELM	EFF	
	Cllr Gladys Madisha	F	ELM	ANC	
HEALTH & SOCIAL DEVELOPMENT					
MMC	MEMBERS	GENDER	MUN	PARTY	STUDY GROUP
					CONVENER
Cllr P Sengoatsi	Cllr Nomsa Mooi	F	ELM	ANC	Cllr NomsaMooi
0630328235	Cllr A Seshauke	M	ELM	ANC	
	Cllr T Mvala	M	ELM	ANC	
	Cllr S. Sinyanya	M	ELM	ANC	
	Cllr Molepo Mapitso	F	ELM	ANC	
	Cllr Mokoena Elias	M	ELM	ANC	
	Cllr Rakaki Malefetsane	M	ELM	ANC	
	Cllr Nomvula Radebe	F	ELM	ANC	
	Cllr Bheki Ntsele	M	ELM	ANC	
	Cllr N.P Makhobotloane	F	ELM	ANC	
	Cllr B. Khumalo	M	ELM	ANC	
	Cllr Mampai Ndlovu	F	ELM	ANC	
	Cllr Smith Christo	M	ELM	VF+	
	Cllr Yvonne Cortzee	F	ELM	DA	
	Cllr Mncube Elias	M	ELM	DA	
	Cllr Sula Samuel	M	ELM	PAC	
	Cllr Madisha Gladys	F	ELM	AIC	
	Cllr Moipone Maisa	F	ELM	EFF	
AGRICULTURE, LOCAL ECONOMIC DEVELOPMENT, PLANNING & TOURISM					
MMC	MEMBERS	GENDER	MUN	PARTY	STUDY GROUP
					CONVENER
Cllr TS Nquba	Cllr P Nxongo	F	ELM	ANC	Cllr P Nxongo
0829050019	Cllr Mokoena Elias	M	ELM	ANC	
	Cllr Stanley Sinyanya	M	ELM	ANC	
	Cllr SelloaneLesetja	M	ELM	ANC	
	Cllr Nomsa Mooi	F	ELM	ANC	
	Cllr Makhobotloane N	F	ELM	ANC	
	Cllr Tatae Thabo	M	ELM	ANC	
	Cllr Motsei Lekhoanyane	M	ELM	ANC	
	Cllr Mcasa Ntobeko	M	ELM	ANC	

	Cllr A Khoali	F	ELM	ANC	
	Cllr Nothnagel Phillipus	M	ELM	DA	
	Cllr Senekal Gerda	F	ELM	VF+	
	Cllr Mzongwane S.L	M	ELM	COPE	
	Cllr Sula Samuel	M	ELM	PAC	
	Cllr Verbeek Peter	M	ELM	DA	
	Cllr Raphesu Mamabolo	M	ELM	EFF	
	Cllr Loyiso Masisa	M	ELM	AIC	
HUMAN SETTLEMENT					
MMC	MEMBERS	GENDER	MUN	PARTY	STUDY GROUP
					CONVENER
Cllr Moshooluba	Cllr R Mphuthing	F	ELM	ANC	Cllr R Mphuthing
0781022870	Cllr Mokoena Elias	M	ELM	ANC	
	Cllr G Mzizi	M	ELM	ANC	
	Cllr S Sinyaynya	M	ELM	ANC	
	Cllr Selokane Lesetja	M	ELM	ANC	
	Cllr Rapapadi Lahliwe	F	ELM	ANC	Alt NO 0637894480
	Cllr P.M Jama	F	ELM	ANC	
	Cllr Thabo Tatae	M	ELM	ANC	
	Cllr Motsei L	M	ELM	ANC	
	Cllr M Sikukula	M	ELM	ANC	
	Cllr Mcasa Ntobeko	M	ELM	ANC	
	Cllr Smith Christo	M	ELM	VF+	
	Cllr Aucump Elize	F	ELM	DA	
	Cllr Matsie Skosana	F	ELM	DA	
	Cllr Mzongwane S.L	M	ELM	COPE	
	Cllr Sula Samuel	M	ELM	PAC	
	Cllr T.Thobela	M	ELM	EFF	
	Cllr Gladys Madisha	F	ELM	AIC	
ENVIRONMENTAL MANAGEMENT & PLANNING					
MMC	MEMBERS	GENDER	MUN	PARTY	STUDY GROUP
					CONVENER
Cllr D Malisa	Cllr MoeketsiMasoa	M	ELM	ANC	Cllr MoeketsiMasoa
0824687668	Cllr Joyce Radebe	F	ELM	ANC	
	Cllr Griffith Mzizi	M	ELM	ANC	
	Cllr Velaphi Ntuthu	M	ELM	ANC	Alt NO 0619758584
	Cllr L Rapapadi	F	ELM	ANC	Alt NO 0637894480
	Cllr O Mkhwanazi	M	ELM	ANC	
	Cllr Banda Nnana	F	ELM	ANC	
	Cllr Lekeletsane Saba	M	ELM	ANC	
	Cllr MnuneVusi	M	ELM	ANC	
	Cllr N Mooi	F	ELM	ANC	ALT NO 0733118193
	Cllr Smith Christo	M	ELM	VF+	
	Cllr MokoenaTebello	M	ELM	DA	
	Cllr Innocentia Tyobeka	M	ELM	DA	
	Cllr Sula Samuel	M	ELM	PAC	
	Cllr L Malindi	M	ELM	EFF	
	Cllr Sebenzile Zwedala	M	ELM	AIC	
SPORT, RECREATION, ARTS AND CULTURE INFORMATION SERVICES, PARKS & CEMETERIES					
MMC	MEMBERS	GENDER	MUN	PARTY	STUDY GROUP

					CONVENER
Cllr E Kele	Cllr ModiseTlebere	M	ELM	ANC	Cllr ModiseTlebere
0781876370	Cllr Stanley Sinyanya	M	ELM	ANC	
	Cllr Nomsa Mooi	F	ELM	ANC	
	Cllr Babie Kumalo	M	ELM	ANC	
	Cllr Molepo Mapitso	F	ELM	ANC	
	Cllr Mvala Thami	M	ELM	ANC	
	Cllr Bheki Ntsele	M	ELM	ANC	
	Cllr Makhobotloane N	F	ELM	ANC	
	Cllr Masooa Meketsi	M	ELM	ANC	
	Cllr P Ndlovu	F	ELM	ANC	
	Cllr Smith Christo	M	ELM	VF+	
	Cllr Hlophe Christinah	F	ELM	DA	
	Cllr Motloung Isaac	M	ELM	DA	
	Cllr Molefe Tshepo	M	ELM	EFF	
	Cllr Zwedala Sebenzile	M	ELM	AIC	
	Cllr Mzongwane S.L	M	ELM	COPE	
	Cllr Samuel Sula	M	ELM	PAC	
BASIC SERVICES					
MMC	MEMBERS	GENDER	MUN	PARTY	STUDY GROUP
					CONVENER
Cllr Thulo N.R	Cllr Maria Mahlase	F	ELM	ANC	Cllr Maria Mahlase
0718024176	Cllr Radebe Nomvula	F	ELM	ANC	
	Cllr Jantjie Bennet	M	ELM	ANC	
	Cllr Mvala Thami	M	ELM	ANC	
	Cllr A Seshauke	M	ELM	ANC	
	Cllr Oupa Mkhonazi	M	ELM	ANC	
	Cllr Banda Nnana	F	ELM	ANC	
	Cllr Lekeletsane Saba	M	ELM	ANC	
	Cllr Rakaki Malefetsane	M	ELM	ANC	
	Cllr Mnune Vusi	M	ELM	ANC	
	Cllr Smith Christo	M	ELM	VF+	
	Cllr Maraka Thabelo	F	ELM	DA	
	Cllr Simon Tsotetsi	M	ELM	DA	
	Cllr Sula Samuel	M	ELM	PAC	
	Cllr Mannini Mofokeng	F	ELM	EFF	
	Cllr Madisha Gladys	F	ELM	AIC	
LAND TRIBUNAL					
CHAIRPERSON	MEMBERS	GENDER	MUN	PARTY	CHAIRPERSON
Cllr L Seloane	Cllr G Mzizi	M	ELM	ANC	Cllr L Seloane
	Cllr Babie Khumalo	M	ELM	ANC	
	Cllr Mkhwananzi O	M	ELM	ANC	
	Cllr Bheki Ntsele	M	ELM	ANC	
	Cllr Nomvula Radebe	F	ELM	ANC	
	Cllr Banda Nnana	F	ELM	ANC	
	Cllr Mooi Nomsa	F	ELM	ANC	
	Cllr S.Sinyanya	M	ELM	ANC	
	Cllr Motsei Ananias	M	ELM	ANC	
	Cllr Aucump Elize	F	ELM	DA	
	Cllr Shabalala Hezekiel	M	ELM	DA	

	Cllr M Mapei	M	ELM	EFF	
	Cllr Senekal Gerda	F	ELM	VF	
	Cllr Sula Samuel	M	ELM	PAC	
	Cllr Mzongwane S.L	M	ELM	COPE	
MUNICIPAL PUBLIC ACCOUNT COMMITTEE (MPAC)					
CHAIRPERSON	MEMBERS	GENDER	MUN	PARTY	CHAIRPERSON
Cllr Nthebe MM	Cllr B Ntsele	M	ELM	ANC	Cllr Nthebe MM
	Cllr L Seloane	M	ELM	ANC	
	Cllr S Soxuza	F	ELM	ANC	
	Cllr M Masooa	M	ELM	ANC	
	Cllr Joyce Radebe	F	ELM	ANC	
	Cllr P Nxongo	F	ELM	ANC	
	Cllr T Tatae	M	ELM	ANC	
	Cllr R. Mphuthing	F	ELM	ANC	
	Cllr G Mzizi	M	ELM	ANC	
	Cllr Senekal Gerda	F	ELM	VF	
	Cllr MS Mashabela	M	ELM	DA	
	Cllr Von Bodenstein	M	ELM	DA	
	Cllr Mzongwane S.L	M	ELM	COPE	
	Cllr Sula Samuel	M	ELM	PAC	
	Cllr R Mamabolo	M	ELM	EFF	
	Cllr Loyiso Masisa	M	ELM	AIC	
PETITIONS					
CHAIRPERSON	MEMBERS	GENDER	MUN	PARTY	CHAIRPERSON
Cllr Sikukula M	Cllr P Nxongo	F	ELM	ANC	Cllr Sikukula M
0826655759	Cllr Molepo Mapitso	F	ELM	ANC	
	Cllr Radebe Joyce	F	ELM	ANC	
	Cllr Mcasa Ntobeko	M	ELM	ANC	
	Cllr Seshauke P	M	ELM	ANC	
	Cllr Khumalo Babie	M	ELM	ANC	
	Cllr Ntuthu Velaphi	M	ELM	ANC	
	Cllr Ndlovu Patricia	F	ELM	ANC	
	Cllr Tatae Thabo	M	ELM	ANC	
	Cllr Senekal Gerda	F	ELM	VF	
	Cllr Vester Getruida	F	ELM	DA	
	Cllr Hlalele Cohen	M	ELM	DA	
	Cllr Mzongwane S.L	M	ELM	COPE	
	Cllr Sula Samuel	M	ELM	PAC	
	Cllr Maisa Moipone	F	ELM	EFF	
	Cllr Sebenzile Zwedala	M	ELM	AIC	
GEYODI					
CHAIRPERSON	MEMBERS	GENDER	MUN	PARTY	CHAIRPERSON
Cllr L Rapapadi	Cllr P Nxongo	F	ELM	ANC	Cllr L. Rapapadi
	Cllr L Seloane	M	ELM	ANC	
	Cllr Motsei	M	ELM	ANC	
	Cllr Mokoena Elias	M	ELM	ANC	
	Cllr Tham iMvala	M	ELM	ANC	
	Cllr Mnune Vusi	M	ELM	ANC	
	Cllr R.D Mphuthing	F	ELM	ANC	
	Cllr Makhobotloane N	F	ELM	ANC	
	Cllr Lydia Skosana	F	ELM	DA	

	Cllr Hlalele Cohen	M	ELM	DA	
	Cllr Smith Christo	M	ELM	VF+	
	Cllr Gladys Madisha	F	ELM	AIC	
	Cllr Moyakisi Mazibuko	F	ELM	EFF	
REMUNERATION COMMITTEE					
CHAIRPERSON	MEMBERS	GENDER	MUN	PARTY	CHAIRPERSON
Cllr MS Mofokeng	Cllr Thema Robert	M	ELM	ANC	
	Cllr Mncube Busisiwe	F	ELM	ANC	Alt NO 0738556959
	Cllr A Khoali	F	ELM	ANC	
	Cllr S. Soxusa	F	ELM	ANC	
	Cllr Mollo Simon	M	ELM	DA	Spokesperson
LLF, EMPLOYMENT EQUITY SKILLS DEVELOPMENT FORUM					
CHAIRPERSON	MEMBERS	GENDER	MUN	PARTY	
Cllr S Soxuza	Cllr Thema Robert	M	ELM	ANC	
	Cllr B Mncube	F	ELM	ANC	Alt NO 0738556859
	Cllr A Khoali	F	ELM	ANC	
IDP STEERING COMMITTEE					
CHAIRPERSON	MEMBERS	GENDER	MUN	PARTY	
Cllr MS Mofokeng	Cllr Thema Robert	M	ELM	ANC	
	Cllr Mncube Busi	F	ELM	ANC	Alt NO 0738556959
	Cllr Nquba Thembile	M	ELM	ANC	
	Cllr Thulo Nomvula	F	ELM	ANC	
	Cllr Ntombela Khethiwe	F	ELM	ANC	
	Cllr Maseko Pius	M	ELM	ANC	
	Cllr Malisa Dimakatso	F	ELM	ANC	Alt NO 0833195398
	Cllr Sengoatsi Sylvia	F	ELM	ANC	
	Cllr Moshooluba M J	M	ELM	ANC	
	Cllr Edwin Kele	M	ELM	ANC	
	Cllr Senekal Gerda	F	ELM	VF+	
	Cllr Nkosi Simon	M	ELM	DA	
	Cllr Sula Samuel	M	ELM	PAC	
	Cllr Moyakisi Mazibuko	F	ELM	EFF	
	Cllr Loyiso Masisa	M	ELM	AIC	
ETHICS COMMITTEE					
CHAIRPERSON	MEMBERS	GENDER	MUN	PARTY	
Cllr M Tsokolibane	Cllr Mahole Mofokeng	M	ELM	ANC	
	Cllr Sale Masabata	F	ELM	ANC	
	Cllr Penny Sengoatsi	F	ELM	ANC	
	Cllr Busi Mncube	F	ELM	ANC	Alt NO 0738556959
	Cllr Thembile Nquba	M	ELM	ANC	
	Cllr Thema Robert	M	ELM	ANC	
	Cllr Moshooluba M	M	ELM	ANC	
	Cllr Senekal Gerda	F	ELM	VF+	
	Cllr Nkosi Simon	M	ELM	DA	
	Cllr M Motaung	F	ELM	EFF	
	Cllr Gladys Madisha	F	ELM	AIC	
RULES COMMITTEE					
CHAIRPERSON	MEMBERS	GENDER	MUN	PARTY	
Cllr M Tsokolibane	Cllr Robert Thema	M	ELM	ANC	

	Cllr Thembile Nguba	M	ELM	ANC	
	Cllr Mahole Mofokeng	M	ELM	ANC	
	Cllr Busi Mncube	F	ELM	ANC	Alt NO 0738556959
	Cllr Edwin Kele	M	ELM	ANC	
	Cllr Jan Moshooluba	M	ELM	ANC	
	Cllr Khethiwe Ntombela	F	ELM	ANC	
	Cllr Senekal Gerda	F	ELM	VF+	
	Cllr Nkosi Simon	M	ELM	DA	
	Cllr Shaun Mohono	M	ELM	EFF	
	Cllr Sula Samuel	M	ELM	PAC	
	Cllr Masisa Loyiso	M	ELM	AIC	
ELECTIONS COMMITTEE					
CHAIRPERSON	MEMBERS	GENDER	MUN	PARTY	
Cllr Christine Sale	Cllr R Thema	M	ELM	ANC	
	Cllr E Kele	M	ELM	ANC	
	Cllr Jan Moshooluba	M	ELM	ANC	
	Cllr Khethiwe Ntombela	F	ELM	ANC	
	Cllr Busi Mncube	F	ELM	ANC	Alt NO 0738556959
	Cllr Dimakatso Malisa	F	ELM	ANC	
	Cllr Daddy Mollo	M	ELM	DA	
	Cllr Senekal Gerda	M	ELM	VF+	
	Cllr Sula Samuel	M	ELM	PAC	
	Cllr Sebenzile Zwedala	M	ELM	AIC	
	Cllr M Motaung	F	ELM	EFF	

(Internal Audit as an Independent cluster reports operationally to Audit Committee as per section 166 of MFMA the arrangements made above is for submission of reports to Mayoral Committee as well as to Council).

3.16 OFFICE OF THE CHIEF WHIP

The Chief Whip's role is to maintain cohesion within the governing party and to build relationships with other political parties. Other tasks of the Chief Whip include the following roles:

- To deliver a functional "Whippery Forum" system that consists of the Council Whip and Chairpersons of Study Groups who plays an oversight role over the Executive.
- To deliver a functional "Whips Forum" that consists of the Council Whip and the Council Chief Whips of the Political Parties represented on the Council. Note: The Council Whips of all Political Parties who are Members of the Council Whip's Forum;
- To deal with issues that could hamper constructive relations between the various Political Parties as represented on Council;
- To collaborate on a regular basis with the Council Speaker on issues of conduct, Councillor benefits and Governance;
- To act as an interface between the Speaker, the Mayoral Committee and the Executive Mayor through the Political Management Team (PMT) sittings
- To provide a thorough understanding of Council and its Committees and to support successful communication and decision-making;
- To oversee the effective coordination of caucuses' retreats of parties represented in Council to input on IDP and Budget processes.

- To oversee and effectively communicate the work of the Executive arm, Legislative arm and Caucus to communities
- To oversee equitable representation of all parties represented on the different Council Committees;
- To ensure that Council Committees meet regularly and contribute constructively to the business of Council;
- To chair the Section 79 Disciplinary Committee; and
- To chair Section 79 Elections Committee

3.17 RELEASING HUMAN POTENTIAL

It is about creating a municipality with improved literacy, numeracy and skills levels. Emfuleni will be a place where life-long learning is promoted and learning is done in partnership with communities, educational institutions, and the private sector. The region needs to build social capital through key socio-economic interventions.

3.18 SPORT, RECREATION, ARTS AND CULTURE

3.18.1 SPORT AND RECREATION

The Sport and Recreation Division of Emfuleni Local Municipality is functioning within the SRACLIS Department (Sport, Recreation, Arts, Culture, Library and Information Services) under the guidance and supervision of the Manager: SRACLIS. The Division is divided into three components which are the design and implementation of Sports Development Programmes and day to day maintenance of all councils sport facilities and the management and maintenance of recreational facilities such as public swimming pools, recreational resorts and community halls.

The municipality maintains and manages the following facilities through its Sport and Recreation Division

- C.O.P. Sport Grounds (Vanderbijlpark)
- Bophelong Sport Stadium
- Boipatong Sport Stadium
- Tshepiso Sport Facilities
- George Thabe Sport Stadium (Sharpeville)
- Dick Fourie Sport Stadium (Vereeniging)
- Steelpark Sport Grounds
- President Park Sport Grounds (Vereeniging)
- Roshnee Sport Stadium
- Rust-ter-Vaal Sport Stadium
- Sonlandpark Tennis Courts
- Evaton Golf Course
- Saul Tsotetsi Sport Centre. (Sebokeng)
- Sebokeng Zone 7 Sport Stadium
- Evaton Sport Facilities
- Lakeside Sport Stadium
- Palm Springs Sport Stadium
- Evaton North Sport Stadium
- Sebokeng Zone 11 Sport Stadium
- Sebokeng Hostels Sport Stadium
- Sebokeng Zone 13 Sport Stadium
- Emfuleni Caravan Park

- Emfuleni Picnic Resort
- Emfuleni Youth Camp Site
- Dickinson Park
- Sam Gross Boat Yard
- C.O.P Swimming Pool
- SE2 Swimming Pool
- Duncanville Swimming Pool
- President Park Swimming Pool
- Sharpeville Swimming Pool
- MphoSiphiwe Community Hall
- Boipatong Community Hall
- Bophelong Community Hall
- Noord Vaal Community Hall and Squash Court

During the past financial year the Sport Development Section implemented several sport development programmes for inter alia the development of the following sporting codes:

- Soccer, in close co-operation with Emfuleni Local Football Association (ELFA)
- Swimming (as part of the “Learn to Swim” Programme)
- Indigenous games, in co-operation with the Department of Education
- Korfbal, boxing, softball, netball, karate, chess and others.

In co-operation with PMU, the Sport and Recreation Division is involved in the following capital projects:

- Upgrading of Rust-ter-Vaal Sport Stadium
- Completion of outdoor sport facilities at George Thabe Sport Stadium in Sharpeville
- Planning and development of a new Sport Centre in Palm Springs (Evaton)

3.18.2 ARTS AND CULTURE

The main purpose of this division is to design, implement Arts and Culture Development Programmes and also forge partnership with relevant Arts and Culture stakeholders.

The following are some of the programmes implemented during the past year:

- **Dance:** We had the Dance auditions around the area to identify potential and talented dancers who staged the Emfuleni Dance Festival in September as part of our Heritage Month Programme. The programme was successful as we partnered with Gauteng Dance Manyano and Provincial Arts and Culture Department. This is an ongoing relationship and it has created a good platform for our artists to be seen and noticed outside the region.
- **DJ’s Festival:** The 2015 Festival was held in a bigger venue partnering some of the DJ’s in making it bigger and better.
- **Fashion Show:** The fashion show for this financial year the show was very big as we had models and designers coming from other countries like Botswana, Congo, Zambia and Namibia, as it is the theme of the show was “Fashion without Borders”. This was the department flagship, and was held during the Vaal River Carnival month.

- **Indigenous Gospel:** This was another success this year as we had the legend “Baronisibamorena” sharing the stage with our local Indigenous choirs.
- **Brass Band Festival:** This festival is growing annually and one can see the growth from the bands that started with this festival in previous years.
- **Street Parade:** The parade was held in March as part of Human Rights events at Bophelong and was very successful.
- **Film Marathon:** This is a new programme that was introduced for this year's financial year. It started in March as part of the Human Rights festival for the Vaal River Carnival. We had a film summit followed by a film marathon featuring local film productions.
- **Kasie Live Bands:** This is a newly introduced programme with the intent of making it an annual event. It was part of the Vaal River Carnival calendar. As a starter it was very successful, we had five(5) local bands performing.
- **Groenpunt Rehabilitation Jazz Festival:** This is an annual event done in partnership with Sedibeng District Municipality, Groenpunt Prison, Metsi - maholo local municipality, Fezile Dabi District Municipality and Sedibeng Jazz Foundation. Upcoming and established Jazz Bands gave performances. The Emfuleni Arts and Culture Unit held workshops for two (2) weeks preparing inmates to give performances at the festival, and introducing them to artists who can help them to pursue their talents when get to be released from prison.
- **Gauteng School Drama Festival:** Emfuleni Arts and Culture in Partnership with Department of Sport, Arts, Culture and recreation appointed Artists who goes to schools, teaching the learners drama, dance, poetry and music. It is through this programme that the office identified schools that were taken through the programme, and enrolled for Gauteng School Drama Festival, where Lekoa-Shandu Secondary School from Sharpeville won the first prize in Gauteng, and Thandukwazi Secondary School from Zone 6 Sebokeng got the third prize provincially. The programme still continues with more schools participating from Emfuleni

3.19 LIBRARY AND INFORMATION SERVICES

The Library and Information Services department manages fifteen (15) libraries across the municipal area. These libraries are divided into three (3) regions. (Region 1: 5 Libraries Region 2: 4 Libraries, Region 3: 6 Libraries). A Principal Librarian is in charge of each region and each library is headed by a Librarian.

Region 1: Vanderbijlpark-, Driehoek-, Boipatong-, Bophelong and Stephenson Libraries
 Region 2: Vereeniging-, Sharpeville-, Tshepiso and Rus-ter-Vaal Libraries
 Region 3: Residensia-, Evaton-, Evaton-North-, Sebokeng Zone 13-, Boitumelo and Roshnee Libraries

The following programmes are being implemented at the 15 Libraries:

- **Born to Read programme.**
 This is a family Literacy program to promote the love and culture of reading in the upcoming generation and create awareness in parents on their responsibility of reading to very young children.

- **Early Childhood Development**
This programme introduces children to the magic of books by providing appealing books that information workers, teachers and caregivers can share enthusiastically with the children at an early age. This is an outreach and Educational service to rural crèche's and ECD Centres.
- **Story telling**
Storytelling is conducted in all languages to inculcate a culture of reading to all.
- **Outreach service**
Taking the Library service to old age homes, housebound people and shelters in Emfuleni.
- **Reading Programmes**
These are different programmes that focus on getting the entire population to read – from programmes at schools, crèches, programmes during South African Library week, National Book Day, Reading and Literacy Day, Battle of the Minds, a debate programme.
- **Additional Programmes**
Food Gardens at the Libraries for the poor, to alleviate poverty and empower communities, programmes to celebrate national days of importance, e.g. Heritage Day, Human Rights Day, etc.

3.20 TRAFFIC AND SECURITY

The main focus is the improvement of road safety and to prevent crime and losses on Council property in order to ensure the safety of human life and property. The Division participates in the respective national road safety campaigns, provincial road safety and crime prevention campaigns and co-ordinate actions with other law enforcement agencies such as the South African Police Services, Gauteng Provincial Traffic Services and the Department of Transport.

Traffic and Security has conducted 482 roadblocks during July 2014 - November 2015 and a total of 524 333 fines were issued to offenders during July 2014 – November 2015 to the amount of R235 353 940. A total of 24 203 fines to the amount of R6 922 865 were recovered.

3.21 MUNICIPAL COURTS

The Emfuleni Municipal Courts has a mandate in terms of the Municipal Systems Act, (Section 112), to conduct prosecutions and to institute criminal proceedings in respect of a contravention or failure to comply with a provision of a by-law, a regulation of a municipality and legislation administered by the municipality.

Court functions are performed as determined in terms of the Criminal Procedures Act, the Magistrates Courts Act, the National Prosecuting Authority Act and upon delegation by the National Director of Public Prosecutions.

The Municipal Courts provides services relating to the functioning of the courts in order to facilitate effective court and case flow management in respect of contraventions that falls within the ambit of its jurisdiction.

The core function of the Municipal Courts is the capturing, processing and adjudication of all municipal related cases issued by the respective law enforcement agencies in Council (i.e. Land Use Management, Building Control, By-Laws, Traffic and By-law cases enforced by the SAPS etc.)

Emfuleni Local Municipality consists of three magisterial districts which are Sebokeng, Vanderbijlpark and Vereeniging jurisdictions. The required Municipal Courts services need to be delivered throughout these jurisdictions to the communities residing in such areas. Although Municipal Courts infrastructure has not yet been established in all three the above-mentioned jurisdictions, municipal courts services are rendered from the Sebokeng Magistrates Court and Vereeniging Magistrates Court. This is done by having offices for the Municipal Courts Prosecutors as well as admission of guilty pay points, at the mentioned Magistrate Courts in order to expedite the adjudication of municipal related cases in these jurisdictions.

The above also confirms Emfuleni's constitutional mandate in respect of co-operative government, (Section 154), to manage own affairs, exercising powers and performing functions in order to bring justice closer to the people of Emfuleni.

The Municipal Courts is responsible for the processing and adjudication of all municipal related cases submitted by the respective law enforcement agencies in Council (i.e. Land Use Management, Building Control, By-Laws, Traffic, By-laws and cases enforced by the SAPS, etc.)

The Municipal Courts recognizes the progressive need to co-ordinate and align to criminal justice issues in keeping up with the demands of present day development and circumstances. Initiatives have therefore been implemented in a collaborative way without risking the judicial independence.

Effective leadership is provided to anticipate and meet the challenges of the day. This is done to sustain stakeholder input and commitment.

The Municipal Courts realizes that court and case flow management relies on certain factors of practice to succeed. These factors are regarded to be the core competencies which sustainable case flow management is built upon, towards the ultimate and common goal of improving service delivery.

These factors are strategic planning, information technology, training and development, case management, communication and leadership.

In order to achieve success, the Municipal Courts endeavours to focus on the main objectives such as securing commitment from all role players, inculcating a culture of commitment and effective leadership, fostering accountability, adopting measures to ensure the control of case flow, the enhancement of public confidence in the judicial system and to ensure that justice is equally and timely available to all persons.

The scheduling of cases is a function inherent to the responsibilities of Municipal Courts which exercises a responsibility in scheduling cases for forthcoming appearances ensuring that it is recorded. In the jurisdictions such as Sebokeng and Vereeniging cases are scheduled in liaison with the magistrates.

The Municipal Courts applies the general principles of case flow management in order to maintain consistent, effective management of the courts and case flow to get the job done properly.

Administering the Municipal Courts requires planning and co-ordination that complement each other whilst it focuses on the overall core business. Court and case flow management essentially deals with court operations and it follows structures to support these operations.

All the relevant role players such as law enforcement agencies, prosecution, court support and legal the fraternity, only to name a few, are integrated to achieve the service expected of the Municipal Courts.

The administrative component of the Municipal Courts is responsible for the provision of all support services required for adjudication of cases. As with other key role players, the Municipal Courts is an integral component in the realization of acceptable delivery in the criminal justice system.

3.22 DISASTER MANAGEMENT

During 2008, the Division Fire & Rescue Services embarked upon the establishment of a Disaster Management Unit for Emfuleni Local Municipality.

Although the function is mainly performed by Sedibeng District Municipality, the Disaster Management Act permits Local Municipalities to establish its own units.

During 2009, the Division Fire & Rescue Services started with preparations for the drafting of a Disaster Management Plan. The Level 1 Plan was submitted to and approved by Council in March 2012. The level 2 plan was approved in June 2013. It is envisaged that the Level 3 Plan will be finalized during the 2016/17 financial year. Outcome one of the Disaster Management Plan Level 3 was achieved in 2013/14, currently busy with Outcome 2 of Disaster Management Plan Level 3. For 2014/15 July to December the Process Plan was drawn up and approved and steps 1 & 2 of outcome two were done.

For 2015/16 busy with Outcome 3 of Disaster Management Plan Level 3. For July to December the Process Plan was drawn up and approved and currently busy with steps 1, 2 and 3 of outcome 3 for the second quarter.

The type of disasters recorded during the past years is mainly damage to resident's houses/units/property caused by wind and storm, flooding in low lying areas and informal settlement fires destroying the houses and personal belongings.

3.23 SOCIAL DEVELOPMENT

Social development is defined as a process for social change, community development is the model of intervention that is the most appropriate for the ELM, as it is about addressing material, physical, and psycho-social needs of the target groups, through the reorientation of social development programmes towards comprehensive, integrated and developmental strategies.

The theoretical context of community development lies in the social development approach and comprises two elements, namely, Social Protection and Social Investment.

The definition of community development is a process which seeks to empower local communities and to strengthen the capacity of people as active citizens, through their communities, organisations and networks, and the capacity of institutions and agencies to work in dialogue with citizen to determine and shape change in their communities. Community development is therefore about change and growth within communities, giving people power over changes, policies and services, helping the vulnerable communities increase their well being.

The purpose of community development practice is to collectively bring about change and social justice. Furthermore community development espouses the values of social justice, empowerment, social cohesion, community ownership, sustainable change and community self-reliance.

The foundation of community development practice is based on 3 components namely:

- Understanding the community and their dynamics
- Developing successful community initiatives
- Areas of specialization and emphasis.

The community development practitioner is an individual that has both theoretical and practical skills that will assist the change process. She also makes the distinction between a community development practitioner and an assistant community development practitioner who is in a supportive role to the community development practitioner.

The key activities of a Community development Practitioners as follows:

- Managing interactions with communities and stakeholders
- Facilitating understanding of the community by its members
- Planning for change
- Mobilization of resources for community development
- Facilitating implementation for livelihoods intervention – Community based management
- Monitoring evaluation and learning

PILLARS OF SOCIAL DEVELOPMENT

- Individual capacity development
- Social & Human capital development
- Poverty reduction & Sustainable livelihood
- Family centred & Community based development
- Community education

ELM Social Development renders social work services to various target groups namely, children, women, families, old aged persons and people with disabilities. ELM in its implementation of social community development programmes is working closely with local non-governmental organization. Key areas include women and children, elderly, HIV/AIDS and people with disabilities, early childhood development. In order to align ourselves to a broader national framework, ELM is jointly working with different stakeholder from civil society and government.

On the other hand **Social Investment** address the immediate needs, empowers people and communities to take responsibility for themselves and makes them independent and reduces the burden on social protection system. It contributes towards building of community capital.

The Social investment programmes entails;

- Render social work services to various target groups namely; children, youth women, families, older persons and people with disabilities. Social Programmes rendered to these target groups entails socio-economic, moral regeneration, empowerment, and poverty reduction programmes.

- The Levels of intervention utilized in rendering services to these target groups are: Prevention, Early Intervention (Non-Statutory) and re-integration. As an example various communities have been educated and informed on Child abuse and how to protect and prevent children from being victims of physical, sexual, emotional and financial abuse. Door to door campaigns, distribution of educational materials and carrying out workshops and meetings took place as part of prevention and early intervention to protect children from abuse. Cases which need statutory intervention were referred to Provincial Social Development, Legal Courts and other relevant government Departments.
- A referral system enhances continuous successful services to concerned groups.
- Eleven (11) Qualified Social Workers render social development services to the community of Emfuleni and they utilize the five methods of Social Work .Primary methods casework, group work, community development research and administration in rendering social development services to Emfuleni Local Municipality residents.

Social protection on one hand consists of a range of policies and programmes that support vulnerable households in managing potentially dangerous situations and risks that threaten their living standards.

Social investments build adaptive capacity, whilst Social Protection builds coping strategies.

One of the key social protection programmes within ELM is the **Indigent Household Consumer Subsidy Policy** that is at ensuring that house hold consumers without income or with lower income are not denied reasonable services and that the Municipality is not financially burdened with non-payment of services. The indigent policy emphasizes assessment and verification of the level on need and indigence to ensure that applicants meet the policy requirements and criteria.

One of the qualifying criteria is a total gross income of all occupants which is currently equivalent to amount received by two state pensioners as approved by South African government (as part of that year budget) plus R2000,00. Subsidy may be allocated to an owner or tenant of a property who resides within ELM.

ELM Social Development conducts indigent registration and verification to all applicants who applied for indigent subsidy. 2015/16 financial year a total number of **4375** indigent households were verified and assisted with indigent applications.

The second key social protection programme within ELM is the Indigent burial policy that is aimed at providing assistance to poor families, who are unable to bury their beloved ones due to socioeconomic factors.

Social development services are regional based with four service regions that are:

- Region 1. Evaton, Palm Springs, Zone 3, 6, 7, 8 &Residensia
- Region 2. Vereeniging that covers (Roshnee, Rust-ter-Vaal, Sharpeville and Tshepiso, Steelpark and Bedworthpark, Debonairs, Tshepong and Ironside)
- Region 3. Vanderbijlpark (including agricultural and small holdings, Boipatong and Bophelong

- Region 4. Sebokeng

3.24 VIBRANT DEMOCRACY

Growth and Development Strategy 2 believes there should be an intensified democratic participation and action, unified behind a commonly understood and agreed goal of what Emfuleni should be in 2030.

This will require meaningful engagement with all stakeholders around the vision and ideas for implementing the vision. Ongoing, interactive communication will be an essential component of growing a participative and engaged city. Cities that are alive to their potential, who enjoy positive engagement from stakeholders and citizenry have been proven to do better from an economic development perspective.

3.24.1 COMMUNICATIONS

In South Africa, local Government operates as an autonomous sphere of government within a highly defined and complex legal environment. As such communication services at municipalities need to comply with a policy framework developed in accordance with the prevailing local government legislation, but considering precedents set by the norms and standards guiding the of government communication in general.

Political leadership and management of the local communication function is a critical success factor in ensuring healthy communication with communities. It is only when communication functions are properly reported on, accounted for, monitored and evaluated that municipal communicators are able to effectively support the implementation of a municipality's programme of action (POA) as contained in the legislative framework.

The ELM communication unit produces monthly internal newsletters aimed at keeping staff members abreast of developments and activities within the Municipality. The Communications Strategy is in place and is reviewed. Some of the Communications key programs include:

- Emfuleni Employee of the year
- Continuous updates of the website
- Implementation of the Corporate identity manual

3.25 REVIVING A SUSTAINABLE ENVIRONMENT

Reviving the environment is about providing a healthy living and working environment for our people and future generations. High levels of water, air and land pollution in Emfuleni represent not only a major environmental and health challenge, but present key obstacles to attracting further economic development. Unless chemical processing and heavy industry in the region become cleaner, they may destroy the future viability of the region's tourism and agricultural sectors. Additionally, the challenge is not only to address the environmental challenge but to set the goal of becoming a 'green' or 'eco-city' which focuses on being environmental, energy and conservation friendly. Green cities can on their own become magnets, attracting people and investors. This will involve forging strong partnerships to manage the environment. Initiatives to clean air water and land must be at the centre.

3.25.1 ENVIRONMENTAL HEALTH

Environmental Management Services are prescribed by and defined in:

Section 24 of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), which entrenches the right of all citizens to live in an environment that is not harmful to their health or well-being; and to have their environment protected; National Environmental Management Act, Act 107 of 2008; National Environmental Management Air Quality Act, 2004 (Act 39 of 2004); National Environmental Management: Biodiversity Act, National Environment: Protected Area Act.

Reviving the environment is about providing a healthy living and working environment for our people and future generations. High levels of water, air and land pollution in Emfuleni represent not only a major environmental and health challenge, but present key obstacles to attracting further economic development. Unless chemical processing and heavy industry in the region become cleaner, they may destroy the future viability of the region's tourism and agricultural sectors. Additionally, the challenge is not only to address the environmental challenge but to set the goal of becoming a 'green' or 'eco-city' which focuses on being environmental, energy and conservation friendly. Green cities can on their own become magnets, attracting people and investors. This will involve forging strong partnerships to manage the environment. Initiatives to clean air water and land must be at the centre.

The area of Emfuleni was declared an Airshed Priority Area due to elevated levels of air pollution. ELM has reacted to this by employing Environmental Officers, Trained them as Environmental Management Inspectors and the MEC designated them as such. ELM is implementing the Vaal Triangle Airshed Priority Area Air Quality Management Plan. Officials regularly conduct site inspection on industries to monitor compliance with Atmospheric Emission Licenses as issued by the district municipality.

ELM actively participates in the Implementation Task Team for the Air Quality Management Plan. The Multi Stakeholder Reference Group meetings are attended on regular basis to monitor the successes of the air quality interventions in the area. Air quality complaints are regularly attended and resolved to ensure that the quality of air is improved. The ELM is planning to develop its own Air Quality Management Plan to enable the municipality to develop and implement its own local air quality interventions. The ELM is in a process of developing its Air Quality Management By-laws to make it easy to regulate and monitor air quality in the area.

In accordance with the Environmental Management Act and its Strategic Acts, The Environmental Management Section has the following core functions:

- Air Quality Management
- Industrial Site Inspections
- Attend to Environmental Management complaints
- General Environmental pollution control
- Environmental Education and awareness
- Environmental Compliance and Enforcement

Air Quality Management involves diesel vehicle emissions testing and monitoring of industrial premises for compliance with Atmospheric Emissions Licenses. Implementation and enforcement of the recommendations of the air quality management plan. This involves education and awareness to the public regarding the environment and specifically air quality.

Municipal Health Services are prescribed by and defined in:

Section 24 of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), which entrenches the right of all citizens to live in an environment that is not harmful to their health or well-being; National Health Act, 2003 (Act 61 of 2003), which states the responsibilities of

Municipalities in the performance of such services; Section 10(3)(b) of the Foodstuffs, Cosmetics and Disinfectants Act, 1972 (Act 54 of 1972); Business Act, 1991 (Act 71 of 1991); National Environmental Management Air Quality Act, 2004 (Act 39 of 2004); National Building Regulation and Standards Act, 1977 (Act 103 of 1977); as well as all relevant Legislation and Municipal Health By-Laws.

In accordance with the National Health Act of 2003, the Environmental Health Division has the following core functions:

- water quality monitoring
- food control
- waste management
- health surveillance of premises
- surveillance and prevention of communicable diseases, excluding immunisations
- vector control
- environmental pollution control
- disposal of the dead
- chemical safety

The monitoring of water quality comprises the monitoring and surveillance of water quality and checking the availability of water intended for human consumption and recreational, commercial and industrial use.

This section has a programme that monitors surface water for water borne diseases such as cholera by taking samples from rivers, streams and sewerage purification plants.

In the unlikely event of a water-borne disease outbreak, the section has response strategies in place to deal with such cases. Environmental health practitioners play a proactive role in reducing littering and illegal dumping through monitoring, controlling and educating communities about the health risks associated with such practices, e.g. recycling programmes and clean up campaigns.

The EHPs are highly skilled and qualified, tasked with the responsibility of ensuring a healthy and safe environment for all communities in ELM. In order to annually register with the Health Professionals Council of South Africa (HPCSA), EHPs are required to accumulate 30 Continuous Professional Development (CPD) points per annum. This could be acquired by way of attending meetings or training initiatives for further enhancement and development. Evidence of such interventions has to be provided to the HPCSA.

3.25.2 PARKS

The Division strives to acquire; develop; maintain; promote the sustainable use thereof; conserve; foster appreciation and enjoyment of Public Open Spaces (POS), Parks, Conservation and Environmentally sensitive areas; Green – belts; Inscapes and the exceptionally rich local biodiversity for the benefit of all the people of Emfuleni Local Municipality.

There are a large number of undeveloped parks which are primarily located in the “townships”. These undeveloped parks are threatened by encroachments; squatting; crime hotspots and sites for illegal dumping. Developed parks are generally over utilized and in dire need to further development of upgrading.

Primarily the undeveloped pos's are characterized by:

- illegal dumping which promote rodent infestation.
- Over growth of vegetation causes dark spots which inturn provide hide outs for criminal activities
- The above is still a sense of fear in residents and provides a source of unhappiness in communities.

However the demand for developed parks is increasing due to:

- The large number of people purchasing houses and newer residential developments fast emerging
- Residents desiring a higher standard of living and better quality of life.

Growing "Green consciousness" amongst residents whereby residents demand for a clean and green environment.

Growing awareness and concerns in residents about global warming.

3.25.2.1 PUBLIC OPEN SPACES/PARKS

No	Area	Size / Target
1	Number and total size of developed Parks	now 101 or 2,740,000m ²
2	Number and total size of undeveloped Public Open Spaces / Parks	now 607 or 10,670,000m ²
3	Size of Greenbelts along pavements	1,427 km x 3 m strip either side of road network equals 8,562,000 m ²
4	Size of area where weed are chemically controlled	1427 km x 2 = 2,854 km or 2,854,000 m
5	Number of floral decorations effected	10
6	Number of formally planted trees	110 000

3.25.2.2 GREENING OF EMFULENI LOCAL MUNICIPALITY

The Greening of ELM faces challenges such as the Vaal being one of the most atmospherically polluted areas in the country; overgrown trees in much need of extensive arboriculture maintenance and the lack of Greening over the greater part of the ELM. Thus whilst the removal of alien vegetation has started, there is a need for a rehabilitation program.

The Greening program is currently focused on:

- Support of National Arbor Day celebrations held at schools and churches and
- Eradication of problematic trees in ELM as a whole.

3.25.3 CEMETERIES

The analysis provides current and future needs based on predicted population and mortality statistics. The analysis predicts that current capacity for Category C cemetery (Nanescol 2) will be exceeding its burial capacity within one (1) year while that for Category A cemetery (Vanderbijlpark and Jacobskop cemeteries) will be exhausted within 4 years. Currently there is no available capacity in close proximity to the high density areas in the northern and eastern regions. This means that persons residing in this area wishing to utilise or visit

cemeteries have to travel long distances to Vanderbijlpark, Jacoboskop and Nanescol cemeteries and this is negatively affecting the poor communities.

There are (5) five active cemeteries and six passive cemeteries in the Emfuleni Local Municipality. The active cemeteries include: Jacoboskop, Noordvaal/Nanescol, Roshnee, Rust-ter-Vaal and Vanderbijlpark Cemeteries.

The Vereeniging, Phelindaba, Vuka, Tshepiso, Boipatong and Evaton cemeteries are passive (closed). However, we do re-burials at those cemeteries.

Council authorise the rezoning of the following properties and appointment of professionals to effect the decision

1.1 Portion of portion 9 the Farm Vlakfontein 546-IQ as an extension of Jacoboskop;

1.2 Portion 4 of the Farm Damfontein 541-IQ extension of Rust-ter-Vaal;

1.3 Portion 23 of the Farm Vlakfontein 546IQ extension of Rust-ter-Vaal;

1.4 Portion 2 of the farm Small Deel 542 IQ extension of Rust-ter-Vaal;

1.5 Portion of portion 3 and portion of portion 8 of the farm Rietfontein of Klopperskraal 534-IQ for a new cemetery; and

1.6 Remainder portion of Farm the Bophelong 639-IQ/Rietspruit 583 IQ for a new cemetery.

3.25.3.1 JACOBSKOP CEMETERY

Jacoboskop no. 1 a "Category A" cemetery contains an office block and a crematorium wall with memorial plaques of deceased persons whose ashes are kept on site. Jacoboskop no. 1 has an average burial of 30 per week, with the remaining life span of \pm 1 month.

3.25.3.2 ROSHNEE MUSLIM CEMETERY

Roshnee Muslim cemetery is a "Category A". The site contains a preparation room. The average burial per month is 6 burials (6 graves utilised in Roshnee cemetery) and is expected to reach its capacity in 35 years.

3.25.3.3 RUST-TER-VAAL CEMETERY

Rust-ter-Vaal cemetery is a "Category B" cemetery. The average burials per month is 21. The Municipality recently obtained record of decision on the proposed extension of Rust-ter-Vaal cemetery, approximately 21 hectares. About 20 years is left until capacity is reached once the said site is developed.

3.25.3.4 VANDERBIJLPARK CEMETERY

Vanderbijlpark cemetery is a "Category A" cemetery. This is the busiest cemetery with an average burial of 190 burials per month. Vanderbijlpark cemetery is expected to reach its capacity in 3 years due to the high rate of burials that are taking place.

3.25.3.5 NOORDVAAL/NANESCOL CEMETERY

Nanescol cemetery is comprised of two sections, that is Nanescol no. 1, the original, and Nanescol no. 2, the newer Nanescol no. 2 was developed as an interim arrangement to rescue the Jacoboskop no.2. Nanescol no. 1 has burial average of 3 burials and is expected to reach its burial capacity after 10 years. Nanescol no. 2 has an average burial of 95 burials per month and is expected to reach its burial capacity in the next 2 years.

3.25.3.6 EVATON CEMETERY

Although the cemetery is full, reburials are continuing at ± 35 burials per week.

Resolved that:

- A cost/benefit analysis be done to determine the efficacy of using own excavators versus outsourced to service providers for the preparation of grave sites for burials.

3.25.4 ENVIRONMENTAL MANAGEMENT & PLANNING

3.25.4.1 WASTE MANAGEMENT

Waste management in Emfuleni local municipality is categorized according to the following categories: household, illegal dumps, business and industrial refuse collection, informal settlements, CBD cleansing, and landfill sites operations and management. Waste is collected once a week to a total of 189,242 out of 220,617 households in ELM areas. The remainder of the households represents the informal settlements that are serviced through the removal of illegal dumps. The municipality collection is on average, being maintained on 85% and above on weekly curbside collection to all formal households.

Business waste is collected on a daily basis in the Vanderbijlpark, Vereeniging area, and all township areas. Street sweeping services are also being done daily in CBD areas of Vereeniging, Vanderbijlpark (and outer business centers), Sebokeng taxi rank and all main roads.

The waste & landfill infrastructure consist of: Mini dump transfer stations, Landfill sites, and Composting facility.

3.25.4.2 SERVICE LEVELS (STANDARD OF SERVICES)

- Household collection: Currently this Department provides a 1 X weekly sustainable household collection services to 188 566 households in all formal areas.
- Street sweeping services are also being done daily in CBD areas of Vereeniging, Vanderbijlpark (and outer business centers), Sebokeng taxi rank and all main roads.
- The operations of Boitshepi, Palm Springs and Waldrift Landfill site are carried out on a daily basis and are outsourced to external companies. In terms of Palm Springs Landfill, the operations are currently being executed by the hiring in of vehicles and equipment that is directly under the control of this Department. Household services are also collected and disposed of for the Vaal-oewer community on a one day per week basis.
- Removal of illegal dumps is now being done on a continuous roster to include all wards and an average turnaround time of 4 to 5 weeks per week (as per approved program) and subject to the availability of vehicles.
- The recycling centre in Evaton is operational and the re-claiming of all items that have a commercial value are collected in Evaton, Sebokeng, Vanderbijlpark and all landfill sites on a weekly basis.

- The provision of sustainable waste collection to all residents and continuous extension of service to areas not serviced, also safe disposal in landfill sites, and the following specific achievements were registered:
- Total quantity of 62 460 m³ of waste removed from illegal dumps up to 31 December 2014, as opposed to a total of 55 890m³ removed for the same period in the previous financial year.
- Weekly household services increased from 189,242 out of 220,617.

The following are 3 operational Landfill sites in Emfuleni Local Municipality:

Boshepi Landfill site; calculated lifespan to final closure :3.65 years

Palm Springs landfill site; calculated lifespan to final closure: 32.11 years.

Waldrift Landfill site; calculated lifespan to final closure 5.92years.

3.25.4.3 HOUSEHOLD SERVICES

REFUSE DISPOSAL	YEAR	
	2001	2011
Removed by local authority/private company at least once a week	86 658	197 604
Removed by local authority/private company less often	3 921	2 041
Communal refuse dump	22 420	3 539
Own refuse dump	57 451	12 265
No rubbish disposal	16 593	3 705
Other	-	980

(Source: Stats SA, 2011)

Above is the refuse disposal table indicating a very significant increase in the number of refuse removed by local authority/private company at least once a week, from 86 658 in 2001 to 197 604 in 2011. The refuse removed by local authority/private company less often has decreased by more than 1500 as shown by the figures of 3 921 in 2001 to 2 041 in 2011. The own refuse dump has also decreased from 57 451 in 2001 to 12 265 in 2011.

3.25.5 ENVIRONMENTAL MANAGEMENT

Currently the section is in the process of developing an Environmental Management Framework which will inform the drafting and implementation of the strategic documents which are very useful in promoting sustainable development for the local government.

The latest ELM state of the environment report provides an insight into the environmental challenges facing the municipality which specifically include the following environmentally related problems:

Particulate pollution in ELM exceeds international health standards by more than 200%. The quality of air is very poor. High levels of water pollution are found as a result of high levels of e-coli as well as heavy metals from industrial pollution both of which emanate from both inside and outside the Emfuleni Local Municipality. Wetlands are highly sensitive and show serious signs of disturbance largely as a result of human settlements. Measures to improve environmental reporting across the municipality are urgently needed. The area was declared a Vaal Triangle Air Shed Priority area because of the poor quality of air that the citizens are breathing. The Environmental Management Plan is in the process of being developed.

3.25.5.1 AIR POLLUTION

The Vaal Triangle is an urban industrial heartland. The combination of industrial, domestic, transport, biomass burning, agriculture and other emission sources have led to degraded air quality over ELM area. This in turn impacts on the health and wellbeing of people residing in the area.

The air quality assessment results from simulated concentrations varied with ambient monitoring data of the area. The pollutant of concern in the area is inhalable particulate matter (PM₁₀). The area was also selected to correspond with impact zones due to acute exposures to SO₂ and NO₂.

There are four (4) Air Quality Monitoring Stations in the area. These stations monitor level of key pollutants of Sulphur Dioxide (SO₂), Nitrogen Oxide (NO₂), Carbon dioxide (CO₂), Particulate Matter 10 (PM₁₀), and Particulate Matter 2.5 (PM_{2.5}). These monitoring stations are situated in Sebokeng, Sharpeville, Three Rivers and Vanderbijlpark.

CHAPTER 4

4. STRATEGIES PHASE

This Chapter seeks to address the key development priorities or strategic objectives and deliverables for the next four years (2017/18 – 2021). The previous chapter which is analysis determine local issues, problems, potentials and priorities.

The following are Emfuleni Local Municipality strategic objectives

- Reinventing our economy
- Renewing our communities
- Reviving a sustainable environment
- Reintegrating our region
- Releasing human potential
- Good and Financial sustainable governance
- Deepening democracy

4.1 REINVENTING OUR ECONOMY

Reinventing the economy advocates for exploring new section of growth, building local economics and create more employment.

STRATEGIC OBJECTIVE	DELIVARABLES
Reinventing our Economy	➤ Mounting of emerging contractors incubation program
	➤ Fast tracking the implementation of logistic hub
	➤ Facilitating the implementation of the River City
	➤ Implementation of the MEGA agricultural park
	➤ Urban renewal (Vanderbijlpark and Vereeniging)
	➤ Coordinate Local economic opportunities
	➤ Review tourism development strategy

4.2 RENEWING OUR COMMUNITIES

A focus on renewing our communities can be categorised into the following three areas:

Changing the nature of housing delivery through

- Provision of basic services
- Mixed housing development
- Developing comprehensive human settlements (Formalisation of informal settlements,
- Hostel upgrading

Making Emfuleni look attractive through

- Greening programmes
- Security, social cohesion, economic development,
- improved infrastructure

Investing in Precinct and Nodes through the

- Renewal of CBDs
- Development of tourism and heritage sites
- Renewal of old townships

STRATEGIC OBJECTIVE	DELIVARABLES
Renewing our Communities	➤ Converting Sebokeng hostel into family units
	➤ Implementation of the Sebokeng Regional sewer scheme
	➤ Refurbish of strategic water infrastructure
	➤ Tarring of strategic roads
	➤ Patching of potholes
	➤ Maintenance of high mast and street lights
	➤ Repair water leaks
	➤ Maintenance of water and sewer infrastructure
	➤ Cleaning of Stormwater Channel
	➤ Electrification of new developments
	➤ Beautifying our area - grass cutting and
	➤ Maintenance of Cemeteries
	➤ Maintenance of parks
	➤ Pruning of trees
	➤ Conduct Substance abuse campaigns
➤ Strengthen electrical networks	

4.3 REVIVING A SUSTAINABLE ENVIRONMENT

Reviving the environment is about providing a healthy living and working environment for our people and future generations. High levels of water, air and land pollution in Emfuleni represent not only a major environmental and health challenge, but present key obstacles to attracting further economic development. Unless chemical processing and heavy industry in the region become cleaner, they may destroy the future viability of the region's tourism and agricultural sectors. Additionally, the challenge is not only to address the environmental challenge but to set the goal of becoming a 'green' or 'eco-city' which focuses on being environmental, energy and conservation friendly. Green cities can on their own become magnets, attracting people and investors. This will involve forging strong partnerships to manage the environment. Initiatives to clean air water and land must be at the centre.

STRATEGIC OBJECTIVE	DELIVARABLES
Reviving a Sustainable Environment	➤ Upgrade of water treatment plant
	➤ Development of climate change response strategy.
	➤ Water loss reduction
	➤ Review Disaster Management Plan
	➤ Solid waste management and minimization through improved collection, disposal and recycling and increase landfill sites with permits
	➤ Reduction of atmospheric pollutants to comply with Ambient Air Quality Standards.
	➤ Roll out 240 litres of the Wheelie bins
	➤ Review Waste Development Plan
	➤ Curbing of illegal dumping
	➤ Monitor air pollution
	➤ Weekly refuse removal

4.4 RELEASING HUMAN POTENTIAL

It is about creating a municipality with improved literacy, numeracy and skills levels. Emfuleni will be a place where life-long learning is promoted and learning is done in partnership with communities, educational institutions, and the private sector. The region needs to build social capital through key socio-economic interventions.

STRATEGIC OBJECTIVE	DELIVARABLES
Releasing Human Potential	➤ Smart City (Wi-Fi connection)
	➤ Youth development and support programme
	➤ Construction of ECDC in Boipatong, Sharpeville and Evaton
	➤ Training of EPWP beneficiaries, Councillors and employees on various skills
	➤ Upgrading of sport facilities
	➤ Maintenance of all existing sports facilities
	➤ Review and development of HIV/AIDS strategy
	➤ Promote employees wellness program
	➤ Promote all sporting codes
	➤ Promote reading culture

4.5 GOOD AND FINANCIAL SUSTAINABLE GOVERNANCE

The Constitution of Republic of South Africa sets out the necessary codes of good governance as being: the rule of law; accountability, accessibility, transparency, predictability, inclusivity, equity, participation and responsiveness to people's needs.

In line with the Sedibeng Growth Development strategy, Good Governance & Financial Sustainable Governance covers the following aspects:

Accountable, effective and clean government, sound financial management, functional, compliance and competence matters

STRATEGIC OBJECTIVE	DELIVARABLES
Good and Financial Sustainable Governance	➤ Clean Audit Outcome
	➤ (Financially Unqualified Audit Opinion with no material findings)
	➤ Level 6 Risk Management Maturity
	➤ Establishment of an Ethics Office
	➤ Business Continuity and Recovery Plans
	➤ Citizens Satisfaction Survey
	➤ Fraud and Corruption Public Education and Awareness
	➤ Cascading of Performance Management to Level 6 Staff
	➤ Development of Integrated Reporting System
	➤ Communications, Branding and Marketing Strategy
	➤ Human Resources Development Strategy
	➤ Human Resources Management Strategy
	➤ Reviewed and approved Delegations of Authority
➤ Reviewed and approved Organizational Structure	

	➤ Development of Cyber Security Policy
	➤ Reviewed Legal Compliance Framework
	➤ Annual review of IDP
	➤ A well functional of MPAC
	➤ Regular MAYCO and Council sittings
	➤ Long term financial plan
	➤ Financial turnaround plan
	➤ 3 year MTREF and 5 yr Capex budget plan
	➤ Revenue enhancement plan
	➤ Procurement plan
	➤ Financing of Infrastructure plan

4.6 DEEPENING DEMOCRACY

Growth and Development Strategy 2 believes there should be an intensified democratic participation and action, unified behind a commonly understood and agreed goal of what Emfuleni should be in 2030.

This will require meaningful engagement with all stakeholders around the vision and ideas for implementing the vision. Ongoing, interactive communication will be an essential component of growing a participative and engaged city. Cities that are alive to their potential, who enjoy positive engagement from stakeholders and citizenry have been proven to do better from an economic development perspective

STRATEGIC OBJECTIVE	DELIVARABLES
Deepening Democracy	➤ Extensive consultation before implementation of Capital projects
	➤ Continuous engagement with the public through People’s assembly and IDP & Budget public participation Meetings
	➤ Functional ward committees
	➤ On-going Councillors training
	➤ Functional ward Committee system
	➤ Hosting mayoral open days
	➤ Functional Petition Management System

4.7 REINTEGRATING THE REGION:

Reintegrating the region with the rest of Gauteng, South and Southern African to move from an edge to a frontier region, through improving connectivity and transport links. Reintegrating the region focuses on replacing the apartheid geography and long commuting distances with better quality of houses close to economic opportunities. It requires a bold and dedicated emphasis on road and rail corridor development and the need to establish east-west transport links and logistics support to industry.

STRATEGIC OBJECTIVE	DELIVARABLES
Reintegrating the Region	Local SDF (Bedworthpark, Vanderbijlpark SE7 and surrounding areas)
	Annual Review of SDF

CHAPTER5

5. PROJECT PHASE

5.1 ELM & MIG FUNDED PROJECTS 2017-18 - 2019-20							
Project Name	Source of Funding	2017/2018	2018/2019	2019/2020	*New Replacement Carried Over	**Land and Buildings Community Assets Heritage Assets Infrastructure Other Assets	*** Sub Category
Municipal Manager							
N:MINOR CAPITALSOFTWAREHARDWARE IT	ELM	1 500 000.00	1 500 000.00	1 500 000.00	NEW	OTHER ASSETS	OTHER
		1 500 000.00	1 500 000.00	1 500 000.00	-	-	-
FINANCIAL SERVICES							
N:Minor Capital	ELM	2 000 000.00	2 500 000.00	2 500 000.00	NEW	OTHER ASSETS	OTHER
N:MSCOA Software	ELM	6 514 188.00	-	-	NEW	OTHER ASSETS	OTHER
		8 514 188.00	2 500 000.00	2 500 000.00	-	-	-
CORPORATE SERVICES							
N:WHITE PLANT	ELM	10 000 000.00	-	-	NEW	OTHER ASSETS	OTHER
N: RED PLANT	ELM	10 000 000.00	-	-			
		20 000 000.00	-	-			
ELECTRICITY SERVICES							
R:Replace 11kV switchgear in varios substation (3years)	ELM	12 000 000.00	12 000 000.00	12 120 000.00	RENEWAL	INFRASTRUCTURE	ELECTRICITY
R:Replacement of 88kV current transformers	ELM	2 000 000.00	2 020 000.00	2 040 200.00	RENEWAL	INFRASTRUCTURE	ELECTRICITY
R:Upgrading 11kV rural lines	ELM	5 000 000.00	5 050 000.00	5 100 500.00	RENEWAL	INFRASTRUCTURE	ELECTRICITY
R:Replacement LT Panels	ELM	3 000 000.00	3 030 000.00	3 060 300.00	RENEWAL	INFRASTRUCTURE	ELECTRICITY
R:Replacement of 11kV RMI (Ring main Units)	ELM	1 000 000.00	1 010 000.00	1 020 100.00	RENEWAL	INFRASTRUCTURE	ELECTRICITY
R:Upgrade high voltage cables	ELM	5 000 000.00	5 050 000.00	5 100 500.00	RENEWAL	INFRASTRUCTURE	ELECTRICITY
R:Upgrade low voltage cables	ELM	2 000 000.00	2 020 000.00	2 040 200.00	RENEWAL	INFRASTRUCTURE	ELECTRICITY
R:Upgrading of 11 kV net work Mario Milani VRG	ELM	3 000 000.00	-	-	RENEWAL	INFRASTRUCTURE	ELECTRICITY
N:Mobile 500KVA standby generator	ELM	2 000 000.00	-	-	NEW	INFRASTRUCTURE	ELECTRICITY
N:Power quality measuring instruments	ELM	1 000 000.00	1 010 000.00	1 020 100.00	NEW	INFRASTRUCTURE	ELECTRICITY
R:Replace enermax meters with online remote metering	ELM	2 000 000.00	2 020 000.00	2 040 200.00	RENEWAL	INFRASTRUCTURE	ELECTRICITY
R:20MVA, 88/11kV transformer and switchgears at Vesco substation	ELM	2 000 000.00	-	-	RENEWAL	INFRASTRUCTURE	ELECTRICITY
N:Install third 20 MVA transformer in Unibijl substation	ELM	20 000 000.00	-	-	NEW	INFRASTRUCTURE	ELECTRICITY
R:Replacement of old 88kV switchgear	ELM	5 000 000.00	5 050 000.00	5 100 500.00	RENEWAL	INFRASTRUCTURE	ELECTRICITY
N:Install bundle conductor	ELM	2 000 000.00	2 020 000.00	2 040 200.00	NEW	INFRASTRUCTURE	ELECTRICITY
N:Scada system (Supervisory and remote switching	ELM	3 000 000.00	3 030 000.00	3 060 300.00	NEW	INFRASTRUCTURE	ELECTRICITY
N:Install second supply to SE10 substation	ELM	2 000 000.00	-	-	NEW	INFRASTRUCTURE	ELECTRICITY
N:New connections and network reinforcement	ELM	4 000 000.00	4 040 000.00	4 080 400.00	NEW	INFRASTRUCTURE	ELECTRICITY
N:20MVA, 88/11kV transformer and switchgears at Duncanville substation	ELM	20 000 000.00	-	-	NEW	INFRASTRUCTURE	ELECTRICITY
N:Increase notified maximum demand at various Eskom intake substations	ELM	10 000 000.00	10 100 000.00	10 201 000.00	NEW	INFRASTRUCTURE	ELECTRICITY
R:Upgrading of Mckinnon Chain 88/6.6kV substation	ELM	1 000 000.00	-	-	RENEWAL	INFRASTRUCTURE	ELECTRICITY
R:Replace battery system on 11kV system	ELM	500 000.00	505 000.00	510 050.00	RENEWAL	INFRASTRUCTURE	ELECTRICITY
R:Replace doors at various substations	ELM	3 000 000.00	3 030 000.00	3 060 300.00	RENEWAL	INFRASTRUCTURE	ELECTRICITY
N:Powerville 1 replice with 22kV outdoor to indoor sub	ELM	2 000 000.00	2 020 000.00	2 040 200.00	NEW	INFRASTRUCTURE	ELECTRICITY
N:Install cable Sonland park 88/11kV substation and falcon ridge substation (Randwater)	ELM	3 000 000.00	-	-	NEW	INFRASTRUCTURE	ELECTRICITY
R:Replace pilot cables with optic fibre cables	ELM	5 000 000.00	5 050 000.00	5 100 500.00	RENEWAL	INFRASTRUCTURE	ELECTRICITY
R:Upgrading of public lighting (Emfuleni)	ELM	3 000 000.00	3 030 000.00	3 060 300.00	RENEWAL	INFRASTRUCTURE	ELECTRICITY
N:Installation of new streetlights in different areas	ELM	5 000 000.00	5 050 000.00	5 100 500.00	NEW	INFRASTRUCTURE	ELECTRICITY
R:Upgrading of traffic lights	ELM	3 000 000.00	3 030 000.00	3 060 300.00	RENEWAL	INFRASTRUCTURE	ELECTRICITY
N:Building of new substation at Verdi SW5	ELM	2 000 000.00	-	-	NEW	INFRASTRUCTURE	ELECTRICITY
N:NEP	NEP	8 000 000.00	8 000 000.00	25 000 000.00	NEW	INFRASTRUCTURE	ELECTRICITY
		141 500 000.00	87 165 000.00	104 956 650.00			

Project Name	Source of Funding	2017/2018	2018/2019	2019/2020	*New Replacement Carried Over	**Land and Buildings Community Assets Heritage Assets Infrastructure Other Assets	*** Sub Category
Planning and development							
N:MASTER PLAN (PMU)	MIG	5 000 000.00	-	-	NEW	OTHER ASSETS	OTHER
N:MINOR CAPITAL (PMU)	MIG	1 000 000.00	800 000.00	800 000.00	NEW	OTHER ASSETS	OFFICE MACHINES
N:DEVELOPMENT OF MOSHOESHOE CORRIDOR	NDPG	30 000 000.00	50 000 000.00	50 000 000.00	NEW	OTHER ASSETS	OTHER
		36 000 000.00	50 800 000.00	50 800 000.00			
Water Services							
N:BULK WATER SUPPLY FROM QUAGGASFONTEIN RESERVOIR TO JOHANDEO	MIG	23 346 126.83	-	-	NEW	INFRASTRUCTURE	WATER
N:BULK WATER SUPPLY FROM TSHEPISO TO SHARPEVILLE	MIG	1 500 000.00	-	-	NEW	INFRASTRUCTURE	WATER
N:BULK WATER SUPPLY FROM EVATON RESERVOIR TO DADEVILLE	MIG	2 500 000.00	5 000 000.00	-	NEW	INFRASTRUCTURE	WATER
N:CONSTRUCTION OF WATER PIPE LINE FROM LETHABONG TO HOUTKOP	MIG	1 000 000.00	-	-	NEW	INFRASTRUCTURE	WATER
N:CONSTRUCTION OF BULK WATER SUPPLY FROM HOUTKOP TO UNITASPARK	MIG	3 000 000.00	2 000 000.00	-	NEW	INFRASTRUCTURE	WATER
N:WATER SUPPLY TO WESTERN AREAS AND VAALOEWER OUTSIDE URBAN EDGE	MIG	702 342.54	10 000 000.00	-	NEW	INFRASTRUCTURE	WATER
N:BULK WATER SUPPLY FROM UNITAS RESERVOIR TO SONLANDPARK	MIG	850 000.00	4 196 000.00	-	NEW	INFRASTRUCTURE	WATER
N:STORMWATER MANAGEMENT PROJECTS ACROSS BOPHELONG	MIG	1 200 000.00	-	-	NEW	INFRASTRUCTURE	WATER
N:REFURBISHMENT OF VANDERBIJLPARK RESEVOIR	WSIG	9 845 610.00	6 666 666.67	5 000 000.00	NEW	INFRASTRUCTURE	WATER
N:REFURBISHMENT OF VAALOEWER WATER TREATMENT WORKS	WSIG	6 671 590.00	6 666 666.67	5 000 000.00	NEW	INFRASTRUCTURE	WATER
N:REFURBISHMENT OF PUMPSTATION#8 & UGRADE OF RISNG MAIN	WSIG	13 482 800.00	6 666 666.67	5 000 000.00	NEW	INFRASTRUCTURE	WATER
		64 098 469.37	41 196 000.01	15 000 000.00			
Waste water management							
N:THE IMPROVEMENT OF FLOW IN THE OUTFALL SEWER NEXT TO THE N1 and R28 INTERSECTION	MIG	2 000 000.00	-	-	NEW	INFRASTRUCTURE	OUTFALL SEWERS
N:EASTERN OUTFLOW DIVERSION	MIG	2 000 000.00	10 000 000.00	23 454 619.92	NEW	INFRASTRUCTURE	OUTFALL SEWERS
N:SEWER LINE PROJECTS - THREE RIVERS, THREE RIVERS EAST AND SONLANDPARK		-	6 900 000.00	-	NEW	INFRASTRUCTURE	OUTFALL SEWERS
N:REPLACEMENT OF BULK SEWER - BONANE FROM VANDERBIJLPARK TO RIETSPRUIT	MIG	-	-	-	NEW	INFRASTRUCTURE	OUTFALL SEWERS
N:UPGRADING OF UNION STR BULK SEWER LINE IN VEREENIGING	MIG	-	-	-	NEW	INFRASTRUCTURE	OUTFALL SEWERS
		4 000 000.00	16 900 000.00	23 454 619.92			
WASTE MANAGEMENT							
R:DEVELOP NEW TRANSFER STATION SEBOKENG	MIG	100 000.00	-	-	RENEWAL	INFRASTRUCTURE	MINI DUMPS
R:DEVELOP NEW TRANSFER STATION VAALOEWER	MIG	100 000.00	-	-	RENEWAL	INFRASTRUCTURE	MINI DUMPS
R: DEVELOP AND CONSTRUCT PALM SPRING AS A LANDFILL SITE PHASE 2 (ADDITIONAL FUNDING) ELCTRICAL CONNECTION	MIG	1 000 000.00	-	-	RENEWAL	INFRASTRUCTURE	LANDFILL
R: INVESTIGATE AND DEVELOP NEW GENERAL LANDFILL SITES (WST) - Pre Planning	MIG	1 000 000.00	5 000 000.00	10 000 000.00	RENEWAL	INFRASTRUCTURE	LANDFILL
N:Bontle ke botho	Bontle	730 000	-	-	NEW	INFRASTRUCTURE	LANDFILL
		2 930 000.00	5 000 000.00	10 000 000.00			
ROADS AND STORMWATER							
R:UPGRADING OF R&S IN SEBOKENG ZONE 6 EXT 5	MIG	6 000 000.00	-	-	RENEWAL	INFRASTRUCTURE	ROADS & S/W
R:BEVERLY HILLS - ROADS AND STORMWATER	MIG	100 000.00	-	-	RENEWAL	INFRASTRUCTURE	ROADS & S/W

Project Name	Source of Funding	2017/2018	2018/2019	2019/2020	*New Replacement Carried Over	**Land and Buildings Community Assets Heritage Assets Infrastructure Other Assets	*** Sub Category
R:CONCRETING OF A STORMWATER CHANNEL IN SEBOKENG ZONE 10	MIG	2 663 332.82	-	-	RENEWAL	INFRASTRUCTURE	ROADS & S/W
N:CONSTRUCTION OF "U" STREET IN SEBOKENG ZONE 7	MIG	6 000 000.00	-	-	NEW	INFRASTRUCTURE	ROADS & S/W
N:CONSTRUCTION OF EVATON MULTIPLE ROADS AND STORMWATER UPGRADE PROJECT	MIG	6 000 000.00	15 000 000.00	14 000 000.00	NEW	INFRASTRUCTURE	ROADS & S/W
N: CONSTRUCTION OF NKOMO DRIVE IN SHARPVILLE	MIG	6 000 000.00	-	-	NEW	INFRASTRUCTURE	ROADS & S/W
R:UPGRADING OF GLASCO AND DONA ROAD FROM GRAVEL TO TARRED WITH SW IN EVATON	MIG	6 000 000.00	-	-	RENEWAL	INFRASTRUCTURE	ROADS & S/W
N:BISHOP TUTU STREET - CONSTRUCTION OF PAVED ROADS AND STORMWATER PAVING OF 1.2KM OF ROADS IN BOITUMELO	MIG	421 374.36	-	-	NEW	INFRASTRUCTURE	ROADS & S/W
N:CONSTRUCTION OF KHATEKA STREET (KHATHEKA STR IN SEB ZONE 11)	MIG	7 839 650.00	-	-	NEW	INFRASTRUCTURE	ROADS & S/W
N:TARRING OF CETSHWAYO STREET	MIG	1 000 000.00	-	-	NEW	INFRASTRUCTURE	ROADS & S/W
CONSTRUCTION OF STORM WATER PIPES – MALEBOGO, MAMELODI AND DR NKOMO STREETS	MIG	-	20 000 000.00	28 059 520.01	NEW	INFRASTRUCTURE	ROADS & S/W
N:CONSTRUCTION OF THOMAS NKOBI	MIG	2 500 000.00	-	-	NEW	INFRASTRUCTURE	ROADS & S/W
N:TARRING OF SWINEFLUE ROAD ZONE 14	MIG	7 720 000.00	-	-	new	INFRASTRUCTURE	ROADS & S/W
N:TARRING OF RAMAGWASE STREET	MIG	6 000 000.00	-	-	new	INFRASTRUCTURE	ROADS & S/W
N:TARRING OF BIKITSHA STREET ZONE 12 - Pre Planning	MIG	6 036 005.00	-	-	NEW	INFRASTRUCTURE	ROADS & S/W
N:TARRING OF MAIN ROAD EXT4 EVATON WEST	MIG	2 000 000.00	5 000 000.00	10 000 000.00	new	INFRASTRUCTURE	ROADS & S/W
N:TARRING OF NTJA STREET	MIG	963 995.00	6 500 000.00	-	NEW	INFRASTRUCTURE	ROADS & S/W
N:LITTLE ROCK STREET EVATON WEST	MIG	2 000 000.00	-	5 000 000.00	NEW	INFRASTRUCTURE	ROADS & S/W
R:UPGRADING OF MULTIPLE ROADS IN JOHANDEO	MIG	-	6 000 000.00	10 000 000.00	RENEWAL	INFRASTRUCTURE	ROADS & S/W
N:TARRING OF RABOROKO STREET IN SHARPEVILLE	MIG	5 000 000.00	-	-	NEW	INFRASTRUCTURE	ROADS & S/W
N:TARRING OF ROADS (TENNIS COURSE & ASSERTION CHURCH STREET)	MIG	1 500 000.00	1 500 000.00	15 254 439.80	NEW	INFRASTRUCTURE	ROADS & S/W
N:ROADS AND STORMWATER INFRASTRUCTURE IN SHARPVILLE, SV 74 STREET	MIG	-	4 500 000.00	7 500 000.00	NEW	INFRASTRUCTURE	ROADS & S/W
N:CONSTRUCTION OF IRONSIDE ROAD 1 STORMWATER AND PAVED SIDEWALKS	MIG	-	6 500 000.00	10 000 000.00	NEW	INFRASTRUCTURE	ROADS & S/W
N:CONSTRUCTION OF VAN SCHALKVYK STREET EATONSIDE	MIG	3 000 000.00	6 775 000.00	10 000 000.00	NEW	INFRASTRUCTURE	ROADS & S/W
N:TARRING OF DHLAMINI STREET FROM UMZIMVUBU TO MOSHOESHOE BOIPATONG	MIG	3 000 000.00	-	-	NEW	INFRASTRUCTURE	ROADS & S/W
N:TARRING OF PITSENG AND URANIUM STREET	MIG	3 000 000.00	-	-	NEW	INFRASTRUCTURE	ROADS & S/W
N:TARRING OF BEGONIA STREET	MIG	2 000 000.00	-	-	NEW	INFRASTRUCTURE	ROADS & S/W
N:TARRING OF MICADO ROAD EVATON	MIG	2 000 000.00	-	-	NEW	INFRASTRUCTURE	ROADS & S/W
		88 744 357.18	71 775 000.00	109 813 959.81	-	-	-
Community and Social Services							
R:VANDERBIJLPARK CEMETERY	MIG	4 500 000.00	8 054 400.00	17 028 445.08	RENEWAL	COMMUNITY ASSETS	CEMETERIES
R:UPGRADING OF NANESCOL CEMETERY	MIG	1 500 000.00	7 000 000.00	7 000 000.00	RENEWAL	COMMUNITY ASSETS	CEMETERIES
R:UPGRADING OF TSHEPISO CEMETERY	MIG	1 500 000.00	7 500 000.00	-	UPGRADING	COMMUNITY ASSETS	CEMETERIES
R:UPGRADING OF RUSTERVAAL CEMETERY	MIG	714 315.00	5 000 000.00	-	UPGRADING	COMMUNITY ASSETS	CEMETERIES
R:UPGRADING OF VUKA CEMETERY	MIG	500 000.00	-	1 500 000.00	UPGRADING	COMMUNITY ASSETS	CEMETERIES
R:UPGRADING OF EVATON CEMETERY	MIG	4 000 000.00	5 000 000.00	-	UPGRADING	COMMUNITY ASSETS	CEMETERIES
N:MINOR CAPITAL, COLLECTION DEVELOPMENT	LIBRARY GRANT	2 260 000.00	2 260 000.00	2 260 000.00	NEW	COMMUNITY ASSETS	LIBRARIES
		14 974 315.00	34 814 400.00	27 788 445.08			
PUBLIC SAFETY							
N:ESTABLISH MUNICIPAL COURT BUILDING SEBOKENG / EVATON (MUN CRT)- Planning	MIG	-	10 000 000.00	8 639 215.19	NEW	COMMUNITY ASSETS	BUILDING
		-	10 000 000.00	8 639 215.19	-	-	-

Project Name	Source of Funding	2017/2018	2018/2019	2019/2020	*New Replacement Carried Over	**Land and Buildings Community Assets Heritage Assets Infrastructure Other Assets	*** Sub Category
SPORT AND RECREATION							
R:UPGRADING OF RUST-TER-VAAL SPORT STADIUM (SPORTS) PHASE 2	MIG	6 000 000.00	-	-	RENEWAL	COMMUNITY ASSETS	OUTDOOR SPORT FACILITY
N:CONSTRUCTION OF NEW MULTI PURPOSE RECREATION FACILITY IN PALMSPRINGS	MIG	6 350 000.00	13 833 233.09	5 000 000.00	NEW	COMMUNITY ASSETS	OUTDOOR SPORT FACILITY
R:UPGRADING OF DICKENSONPARK	MIG	1 000 000.00	-	-	RENEWAL	COMMUNITY ASSETS	OUTDOOR SPORT FACILITY
N:RECREATIONAL FACILITIES AT SHARPVILLE IN WARD 13 (MOEDI SCHOOL) (SPORTS)	MIG	3 227 508.45	-	-	NEW	COMMUNITY ASSETS	OUTDOOR SPORT FACILITY
R:UGRADING OF ZONE 7 STADIUM	MIG	3 100 000.00	1 166 766.91	-	RENEWAL	COMMUNITY ASSETS	OUTDOOR SPORT FACILITY
R:UPGRADING OF ZONE 11 STADIUM	MIG	500 000.00	-	-	RENEWAL	COMMUNITY ASSETS	OUTDOOR SPORT FACILITY
R:UPGRADING OF TENNIS COURTS (TSHEPISO, SHARPEVILLE, SEBOKENG)	MIG	800 000.00	-	-	RENEWAL	COMMUNITY ASSETS	OUTDOOR SPORT FACILITY
N:CONSTRUCTION OF ABLUTION FACILITIES & CARE TAKER HOME ZN3 STADIUM	MIG	2 100 000.00	-	-	NEW	COMMUNITY ASSETS	OUTDOOR SPORT FACILITY
R:UPGR OF FENCE IRRIGATION & FACILITIES IN BOIPATONG	MIG	900 000.00	-	-	RENEWAL	COMMUNITY ASSETS	OUTDOOR SPORT FACILITY
N:HIGHMAST LIGHTS IN DICK FOURIE STADIUM	MIG	250 000.00	-	-	NEW	COMMUNITY ASSETS	OUTDOOR SPORT FACILITY
N:FINALIZATION OF WORK TO COMMISSION COMMUNITY HALLS	MIG	1 000 000.00	-	-	NEW	COMMUNITY ASSETS	OUTDOOR SPORT FACILITY
		25 227 508.45	15 000 000.00	5 000 000.00			
Health							
N:CONSTRUCTION OF ECD	SDG	16 100 000.00	-	-	NEW	COMMUNITY ASSETS	CLINICS
		16 100 000.00	-	-			
TOTAL							
		423 588 838.00	336 650 400.01	359 452 890.00			
National Government		240 984 650.00	251 225 400.01	273 236 240.00			
Provincial Government		18 360 000.00	2 260 000.00	2 260 000.00			
District Municipality		-	-	-			
Other transfers and grants		730 000.00	-	-			
Transfers recognised - capital		-	-	-			
Public contributions & donations		-	-	-			
Borrowing		-	-	-			
Internally generated funds		163 514 188.00	83 165 000.00	83 956 650.00			
		423 588 838.00	336 650 400.01	359 452 890.00			

CHAPTER 6

6. BUDGET AND REVENUE

6.1 BUDGET EXECUTIVE SUMMARY

Description	2017/18 Medium Term Revenue & Expenditure Framework		
	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousands			
Total Revenue (excluding capital transfers and contributions)	6,028,010,405	6,496,471,831	6,852,822,092
Total Expenditure	5,864,496,217	6,413,306,831	6,768,865,442
Surplus/(Deficit)	163,514,188	83,165,000	83,956,650
Transfers and subsidies - capital	260,074,650	253,485,400	275,496,240
Total Capital Expenditure	423,588,838	336,650,400	359,452,890

6.2 OPERATIONAL BUDGET EXECUTIVE SUMMARY

Description	2017/18 Medium Term Revenue & Expenditure		
	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand			
Expenditure By Type			
Employee related costs	1,145,143	1,236,803	1,318,133
Remuneration of councillors	49,659	54,878	58,183
Debt impairment	893,985	947,624	995,005
Depreciation & asset impairment	502,093	673,183	673,535
Finance charges	29,746	11,021	11,442
Bulk purchases	2,519,182	2,688,599	2,885,641
Other materials	3,269	11,499	11,745
Contracted services	120,247	118,258	121,692
Transfers and subsidies	-	-	-
Other expenditure	601,173	671,442	693,489
Loss on disposal of PPE			
Total Expenditure	5,864,496	6,413,307	6,768,865

NB: The detailed Budget is covered under Budget Section or report

CHAPTER 7

7. SPATIAL DEVELOPMENT FRAMEWORK

7.1 DEVELOPMENT CONCEPT

Within the regional context, as depicted conceptually by the Diagram 1 below, Emfuleni is situated at the southern end of two north-south corridors that are aligned along the N1 and the R59 freeways respectively. Emfuleni is tied into the rest of Gauteng and the Johannesburg and Ekurhuleni metropolitan area in particular via these corridors. These corridors also link Emfuleni to the settlements and activity nodes situated along these corridors, such as Orange Farm, Soweto, Meyerton and Germiston. The N1 corridor is supplemented by a commuter railway line, which links Vereeniging to the Johannesburg CBD via Sebokeng and Orange Farm. A freight railway line links Vereeniging to Germiston, via Meyerton. In essence, Emfuleni thus forms the southern anchor of the greater Emfuleni-Johannesburg-Tshwane axis. Further strengthening this southern anchor will benefit this axis as a whole, because it will facilitate movement and people and goods along this axis.

Based on the regional context, a development concept was drafted for Emfuleni that aims to strengthen the role of Emfuleni as the southern anchor of the greater Emfuleni-Johannesburg-Tshwane axis. The Development Concept, which is illustrated by Diagram 2 below, is made up of Transportation structure and Transport corridors.

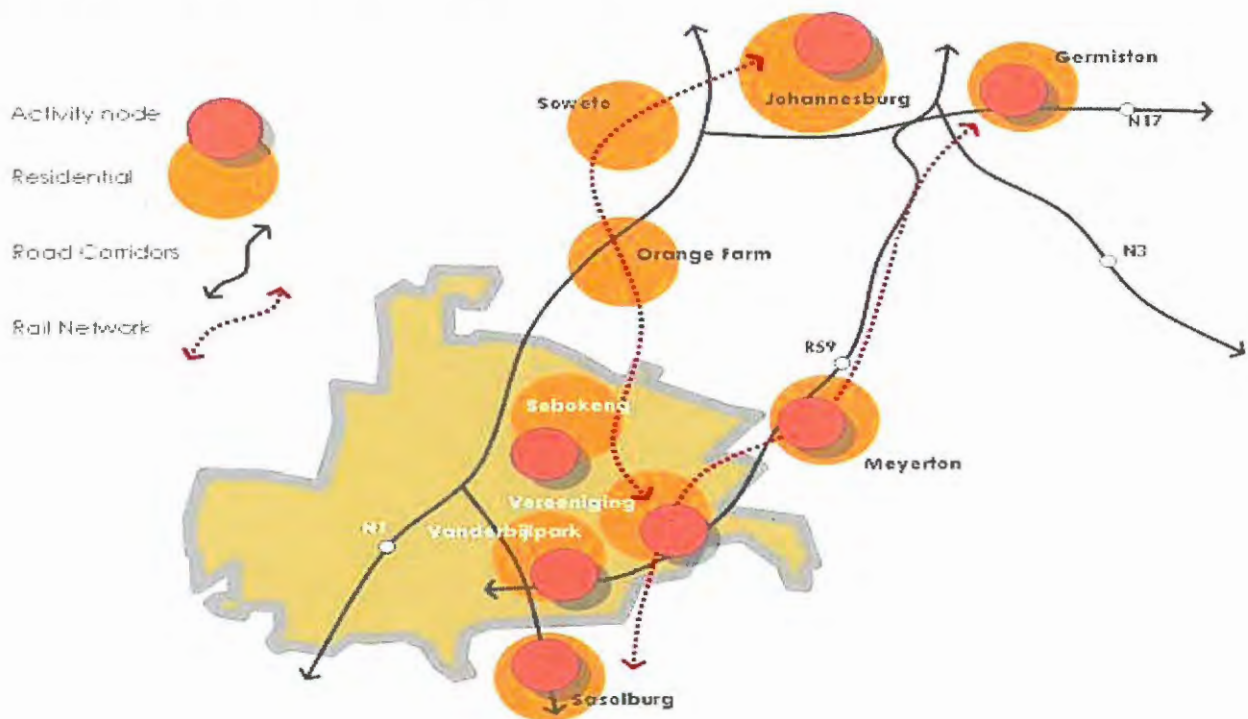


FIGURE 1: REGIONAL CONTEXT

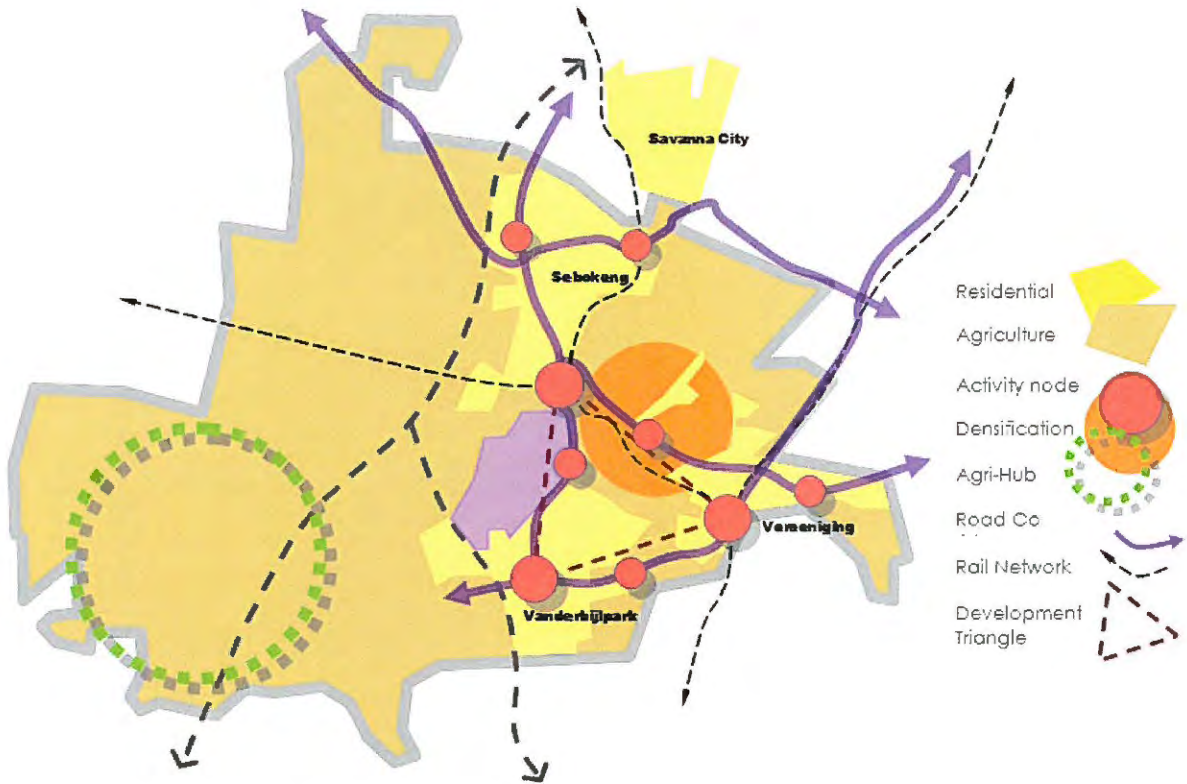


FIGURE 2: DEVELOPMENT CONCEPT



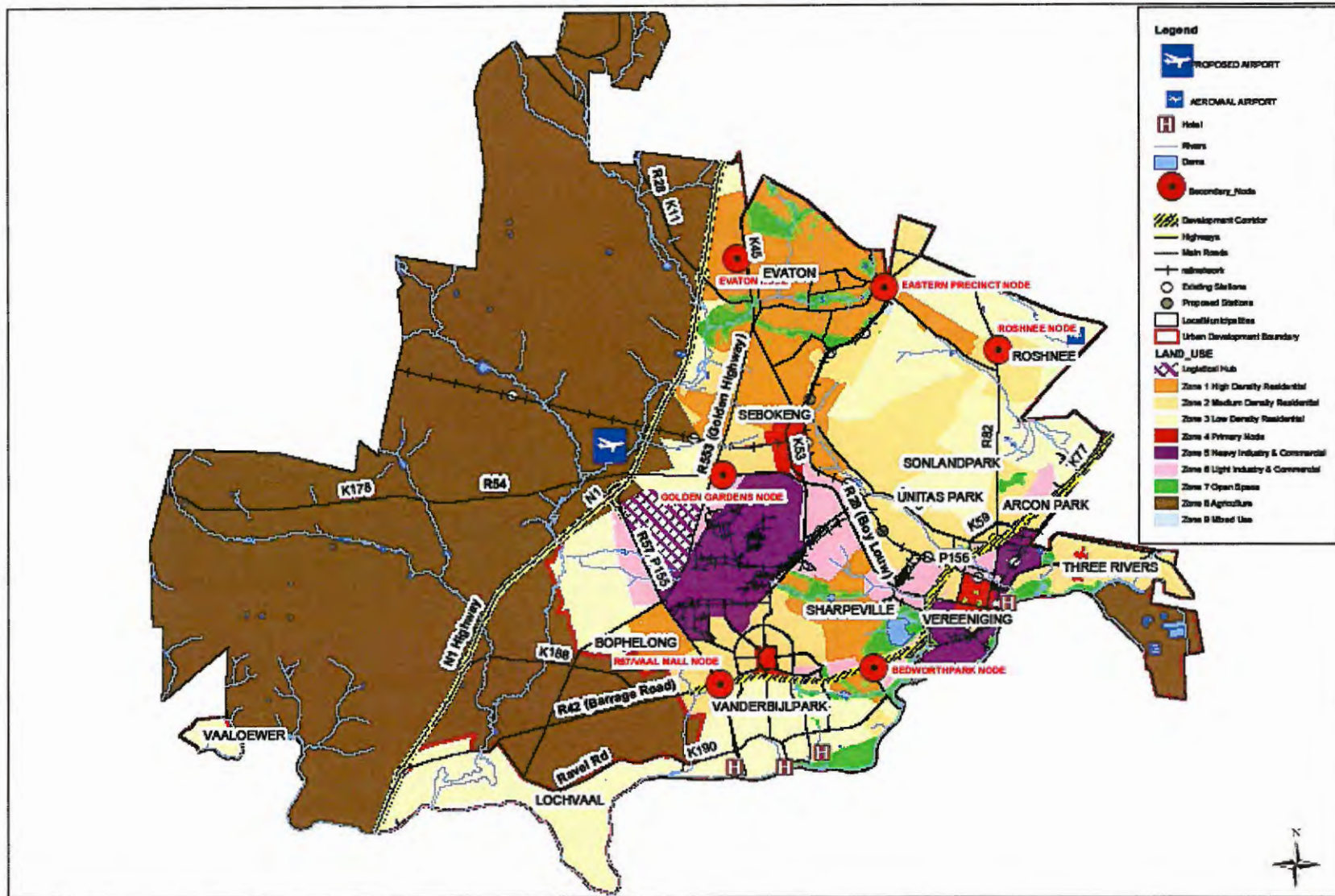
FIGURE 3: RAIL CORRIDOR DENSITYFIICATION

b. Nodal structure

Currently, the Emfuleni area is served by two established Central Business Districts: the Vanderbijlpark CBD and the Vereeniging CBD. The Sebokeng CBD, situated at Sebokeng hostels and hospital, is an emerging Central Business District within Emfuleni. **These three Central Business Districts form a triangle within Emfuleni that must become the focal area for urban development within Emfuleni; consolidating urban development and expansion within this triangle.** The concept of a Development Triangle derives its mandate from national and provincial emphasis on creation of compact cities by optimizing the use of existing resources, including resources relating to land, bulk infrastructure, roads, transportation, transportation and social facilities. The Central Business Districts of the abovementioned development triangle will provide the necessary focal points that will help focus urban development and expansion in a spatially rational manner. In addition to the strengthening of the Sebokeng CBD, a more expanded activity node structure can potentially be developed within Emfuleni, which can help create a more efficient and accessible nodal configuration within Emfuleni. To this end, a number of lower-order nodes can be considered at location within this development triangle at existing or planned commuter railway stations and along major public transportation routes. These lower-order nodes can help focus the development of specific sub-regions parts of Emfuleni. This is illustrated in Diagram 2.

c. Land use structure

Currently, urbanization within Emfuleni is highly fragmented. It is therefore imperative that future urban development and expansion be done in a manner that achieves urban consolidation, density and compactness within Emfuleni, in order to combat urban sprawl and fragmentation. Due to the fragmented nature of Emfuleni, there are many opportunities for infill development and consolidation within Emfuleni. In particular, there are large tracts of land located between Sebokeng and Vereeniging (**in the Sonlandpark region including Rood's Gardens, van der Merwe's Kroon and Unitas Park Agricultural Holdings**), which have the potential for infill development. The development of these land parcels will help consolidate the existing fragmented urban structure and its will help strengthen the existing commuter railway line corridor stretching from Vereeniging to Evaton, as depicted by Diagram 3. To this end, it is proposed that urban development be encouraged along this commuter railway line. This will require residential densification at the commuter railway stations, using higher-density residential typologies.



EMFULENI SDF REVIEW (2016-2017)

FIGURE 4: EMFULENI SPATIAL DEVELOPMENT FRAMEWORK

7.2 RESIDENTIAL DEVELOPMENT

Figure 1 illustrates the land parcels within Emfuleni that are proposed for residential development. These land parcels were identified, taking into account a number of constraining factors into account, such as environmental sensitive areas and geotechnical conditions. Land categorized by EBOSS as environmentally important was deemed unsuitable for urban development and land with poor geotechnical conditions due to dolomite was also considered unsuitable for urban development.

Based on the analysis above, it was found that most of the land within Emfuleni that is potentially available for residential development was suitable for residential development from a geotechnical perspective. Only small pockets of land situated on the northeastern boundary of Emfuleni were deemed unsuitable for residential development due to dolomite conditions. Of particular constraint were the environmentally sensitive areas, situated within the northeastern quadrant of Emfuleni, mostly comprising ridges and river environments.

As depicted by the Table below, approximately 3264.2ha of land was made available for residential development during the period 2010-2015. An additional 1752.2ha of land was made available for residential development during the period 2015-2020. Over and above the aforementioned, an additional 3997.9ha of land is provided through the conversion of existing small holdings within Emfuleni up to 2020 and beyond. As is evident from the Table below, an oversupply of land is made available for residential development within Emfuleni. This was done to accommodate existing township development initiatives and to counter high land values, which is often associated with the severe restriction of land available for residential expansion.

TABLE 1: RESIDENTIAL LAND ALLOCATION

Area	Year 2010-2015		Year 2010-2020	
	Need (ha)	Allocated (ha)	Need (ha)	Allocated (ha)
Residential expansion	1259.3	3264.2	1547.9	1752.2
Small holdings conversion	n/a	n/a	n/a	3997.9

Source: Urban Dynamics Gauteng, 2012

Even though Emfuleni has large tracts of land available that is suitable for urban development, it has to be noted that the thoughtless use of this land is unacceptable. Urban expansion within Emfuleni needs to be controlled and occur in a consolidated manner to prevent urban sprawl and the negative impacts of urban sprawl.

Some negative impacts of urban sprawl include high bulk services development cost due to long infrastructure runs and high public transportation costs due to low commuter patronage associated with low densities. It is therefore imperative that the land, which is made available for residential purposes within Emfuleni, be used optimally. This is primarily achieved by applying higher residential densities, which uses less land and consequently limits urban sprawl.

Emfuleni has large tracts of land that is potentially available for residential expansion, as well as a number of infill sites that can be utilized for residential purposes. Most of the expansion areas are located along the Vereeniging-Johannesburg commuter railway line. The development of these areas for higher-density residential purpose can significantly strengthen the existing Vereeniging-Johannesburg commuter railway line and greatly assist in the viable operation of the commuter rail system.

7.3 COMMERCIAL AND INDUSTRIAL DEVELOPMENT

As depicted by the Table below, it was estimated that Emfuleni requires approximately 200ha of land for industrial and commercial development during the period 2010-2015. It requires an estimated additional 325ha of land for industrial and commercial development for the period 2015-2020. An oversupply of land is made available within Emfuleni for industrial and commercial development during these periods, simply by allowing existing, undeveloped or partly developed industrial and commercial areas to develop.

TABLE 2: INDUSTRIAL LAND ALLOCATION

Area	Year 2010-2015		Year 2010-2020	
	Need (ha)	Allocated (ha)	Need (ha)	Allocated (ha)
Industrial	200.3	1068.7	325.1	500.7

Source: Urban Dynamics Gauteng, 2012

Figure 1 illustrates the land parcels within Emfuleni that are proposed for industrial development. Four industrial and commercial expansion areas are proposed within Emfuleni. These industrial and commercial expansion areas are as follows:

7.4 NODAL DEVELOPMENT

To ensure the viability of proposed business activities within Emfuleni, it is important to (a) link the business areas proposed for Emfuleni to the Land Use Budget, and (b) develop a retail hierarchy to ensure the orderly and logical development of retail facilities within Emfuleni. **The Table below provides a list of the proposed business nodes and the retail and office space that can be support by Emfuleni within each of these nodes.**

TABLE 3: PROPOSED RETAIL AND OFFICE FLOOR AREA ALLOCATION (2010-2020)

Node	Node Classification	Allocation 2010-2020		Existing 2010		Available 2010-2020	
		ha	m ²	ha	m ²	ha	m ²
Vanderbijlpark CBD	Primary	65.0	260052	65.0	260052	0.0	0
Retail (0% of total)		50.0	200040	50.0	200040	0.0	0
Private Office (0% of total)		15.0	60012	15.0	60012	0.0	0
Vereeniging CBD	Primary	132.8	531284	132.8	531284	0.0	0
Retail (0% of total)		102.2	408680	102.2	408680	0.0	0
Private Office (0% of total)		30.7	122604	30.7	122604	0.0	0
Sebokeng CBD	Primary	22.3	89123	10.3	41180	12.0	47943
Retail (20% of total)		19.5	78059	10.3	41180	9.2	36879
Private Office (20% of total)		2.8	11064	0.0	0	2.8	11064
Bedworthpark	Secondary / Regional	13.3	53364	10.6	42300	2.8	11064

Node	Node Classification	Allocation 2010-2020		Existing 2010		Available 2010-2020	
		ha	m ²	ha	m ²	ha	m ²
Retail (0% of total)		10.6	42300	10.6	42300	0.0	0
Private Office (20% of total)		2.8	11064	0.0	0	2.8	11064
Evaton	Secondary / Regional	12.4	49551	6.4	25580	6.0	23971
Retail (10% of total)		11.0	44020	6.4	25580	4.6	18440
Private Office (10% of total)		1.4	5532	0.0	0	1.4	5532
Mantevrede	Secondary / Regional	20.7	82837	14.0	56100	6.7	26737
Retail (10% of total)		18.6	74540	14.0	56100	4.6	18440
Private Office (15% of total)		2.1	8298	0.0	0	2.1	8298
Sonlandpark	Secondary / Regional	10.6	42411	0.0	0	10.6	42411
Retail (20% of total)		9.2	36879	0.0	0	9.2	36879
Private Office (10% of total)		1.4	5532	0.0	0	1.4	5532
Three Rivers	Secondary / Regional	16.9	67704	16.9	67704	0.0	0
Retail (0% of total)		13.0	52080	13.0	52080	0.0	0
Private Office (0% of total)		3.9	15624	3.9	15624	0.0	0
Boitumelo	Community	5.3	21205	0.0	0	5.3	21205
Retail (10% of total)		4.6	18440	0.0	0	4.6	18440
Private Office (5% of total)		0.7	2766	0.0	0	0.7	2766
Kwaggastroom	Community	5.3	21205	0.0	0	5.3	21205
Retail (10% of total)		4.6	18440	0.0	0	4.6	18440
Private Office (5% of total)		0.7	2766	0.0	0	0.7	2766
Lochvaal	Community	5.3	21205	0.0	0	5.3	21205
Retail (10% of total)		4.6	18440	0.0	0	4.6	18440
Private Office (5% of total)		0.7	2766	0.0	0	0.7	2766
Residentia	Community	3.0	11986	0.0	0	3.0	11986

Node	Node Classification	Allocation 2010-2020		Existing 2010		Available 2010-2020	
		ha	m ²	ha	m ²	ha	m ²
Retail (5% of total)		2.3	9220	0.0	0	2.3	9220
Private Office (5% of total)		0.7	2766	0.0	0	0.7	2766
Roshnee	Community	3.0	11986	0.0	0	3.0	11986
Retail (5% of total)		2.3	9220	0.0	0	2.3	9220
Private Office (5% of total)		0.7	2766	0.0	0	0.7	2766
Total		316.0	1263914	256.1	1024200	54.6	218508
Retail		252.6	1010355	206.5	825960	41.5	165956
Private Office		63.4	253559	49.6	198240	13.1	52553

Source: Spatial Planning Section, Emfuleni Local Municipality, 2013

Figure 1 illustrates the location of the existing and proposed primary, regional and community nodes identified within Emfuleni. A total of 3 primary nodes exist within Emfuleni. These primary nodes comprise the existing Vanderbijlpark CBD, the existing Vereeniging CBD and the emerging Sebokeng CBD. The retail and office space existing within the Vanderbijlpark CBD and the Vereeniging CBD is deemed sufficient, so no additional retail and office space is provided. However, an additional 36,879m² of retail space and 11,064m² of office space is allocated to the Sebokeng CBD to further strengthen this emerging Central Business District.

7.5 RIVER CITY CONCEPT

Emfuleni's natural endowment and historical heritage gives it an important edge over other localities in Gauteng Province, especially with regard to tourism development and it being a recreation destination. The municipality's natural landscape is structured by a number of natural watercourses that empty into Vaal River.

Emfuleni Local Municipality will produce a local spatial development framework to provide a comprehensive detailed elaboration on the River City concept and recommend concrete steps calculated at crystallizing the achievement of a development characteristic of a river city.



FIGURE 5: RIVER CITY CONCEPT

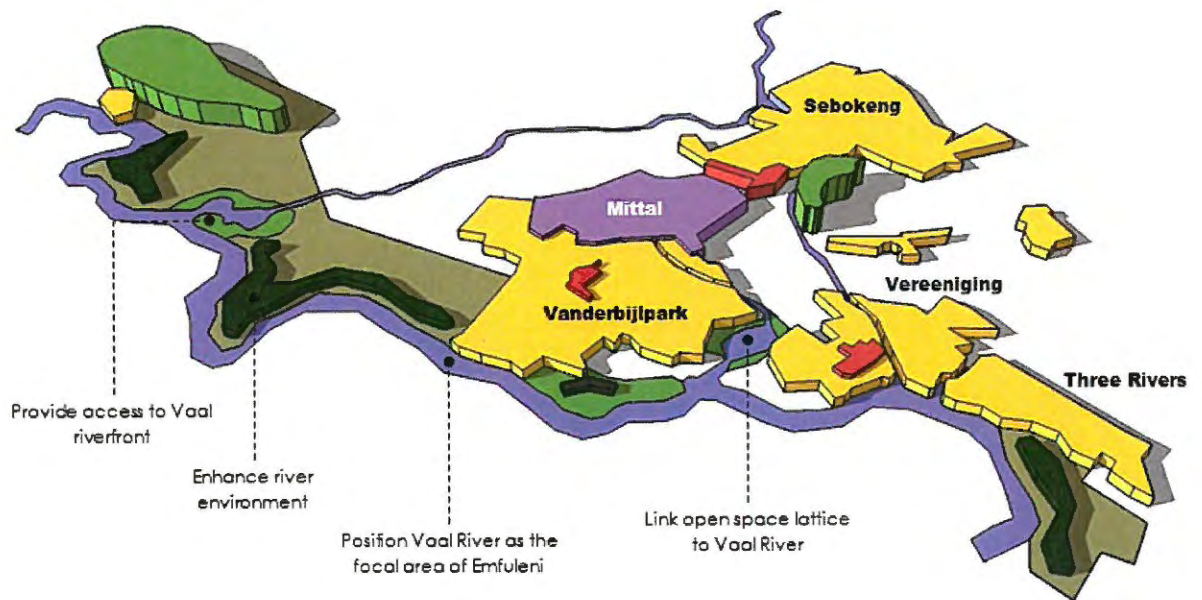


FIGURE 6: RIVER CITY PERSPECTIVE

These watercourses define uninterrupted greenbelts that are directly linked to the Vaal River. These greenbelts provide the Municipality with ample opportunities to develop recreational open spaces linked to scenic, conservancy and tourism elements that can be used to generate economic opportunities and employment within Emfuleni. The Municipality also consists of sites associated with anti-apartheid events, including the Sharpeville event of the 1960s. The advantages of Emfuleni's natural environment and heritage sites can be combined to promote the development of the tourism industry within Emfuleni.

The concept of river city is derived from the fact that Emfuleni is bordered by the Vaal River, but also from the fact that its landscape is structured by a number of rivers and streams that flow into the Vaal River. However, it is the Vaal River that bestows Emfuleni its river city image and provides Emfuleni uniqueness within Gauteng Province. Based on the river city idea, Emfuleni aims to create a better connection between the city and its river environment. Up to now, much of the city has been developed without much regard for this connection; thus not fully utilizing the potential of the river. Although the basic structure of the city has already been established, for example the location of the central business districts, there are conceptual ideas that can be implemented, which would improve the connection between the city and the Vaal River. These conceptual ideas comprise the following basic elements, as depicted on Diagrams 4 and 5:

- **RIVER CORRIDOR:** The Vaal River should be seen as a corridor, rather than a boundary located on the edge of the city. Viewing the river as a corridor will help focus prime development of the river front and avoid locating peripheral uses, such as industrial areas, next to the river.
- **NODAL DEVELOPMENT:** In order to structure development along the river, it will be necessary the focus development at key areas along the river in nodal form. This will provide distinct destinations along the river, which will help draw tourists and day-visitor to the river.
- **CONNECTION:** To prevent the Vaal River from becoming an exclusive resource for only those living next to the river, it will be necessary to establish linkages between the river and inland locations where possible. This will make the river more accessible to the larger Emfuleni population.

7.6 SOUTHERN CORRIDOR

The Southern Corridor (from a provincial wide perspective) includes the creation of internally resourced based economic nodes. It includes the upgrading of infrastructure in declining nodes through urban renewal programs in Emfuleni area. The envisaged development of the River City would facilitate the promotion of the tourism industry and resultant enhancement of its natural assets.

The protection of the natural environment and public investment will catalyze the promotion of the agricultural industry and engender viable economic pillars required to provide sustainable economic growth in the region. The building of strong neighborhoods and communities (mega settlements within existing urban nodal spheres) in the region will contribute towards the envisioned creation of viable compact cities providing sustainable natural and built urban environment. Compacted cities offer better service performance since the cost of travel, provision of essential engineering services, adverse environmental footprints and distances between places of residence and economic opportunities are reduced to the benefit of communities.

CHAPTER 8

8.1 PERFORMANCE TARGETS 2017/18 – 2020/21

Four (4) year IDP Targets (2017/21)	2016/17 Baseline	2017/18 Target (Year 1)	2018/19 Target (Year 2)	2019/20 Target (Year 3)	2020/21 Target (Year4)
OFFICE OF THE EXECUTIVE MAYOR					
48 Ordinary Mayoral Committee by 30 June 2021	16 Ordinary Mayoral Committee meetings	12	12	12	12
32 Executive Mayor site visits/service delivery inspections by 30 June 2021	6 Executive Mayor site visits/service delivery inspections	8	8	8	8
16 Oversight meetings with MMCs and Municipal Manager by 30 June 2021	2 Oversight meetings with MMCs and Municipal Manager	4	4	4	4
48 Stakeholder Engagements by 30 June 2021	15 Stakeholder Engagements	12	12	12	12
16 Intergovernmental Forums by 30 June 2021	3 Intergovernmental Forums	4	4	4	4
12 Social Cohesion and promotion of National Building and National Identity Programs by 30 June 2021	2 Social Cohesion and promotion of National Building and National Identity Programs	3	3	3	3

Four (4) year IDP Targets (2017/21)	2016/17 Baseline	2017/18 Target (Year 1)	2018/19 Target (Year 2)	2019/20 Target (Year 3)	2020/21 Target (Year4)
OFFICE OF THE SPEAKER					
32 Council sittings by 30 June 2021	15	8	8	8	8
16 Municipal Public Accounts Committee by 30 June 2021	11	4	4	4	4
100% Dispersed petition to relevant clusters by 30 June 2021	100% petitions received	100%	100%	100%	100%
32 Ordinary petitions committee meetings by 30 June 2021	9	8	8	8	8
4 Oversight Reports submitted to Council by 31 March annually	1	1	1	1	1
720 Public participation meetings held by 30 June 2021	180	180	180	180	180
2 160 Ward committee meetings held by 30 June 2021	540	540	540	540	540
15 Training and capacity building of councillors conducted by 30 June 2021	4	4	4	4	4

Four (4) year IDP Targets (2017/21)	2016/17 Baseline	2017/18 Target (Year 1)	2018/19 Target (Year 2)	2019/20 Target (Year 3)	2020/21 Target (Year4)
16 MPAC oversight reports on service delivery by 30 June 2021	4	4	4	4	4
OFFICE OF THE CHIEF WHIP					
32 Whippery Meeting Convened by 30 June 2021	8	8	8	8	8
32 Caucus Sittings Convened by 30 June 2021	8	8	8	8	8
160 Study Groups Meetings Convened by 30 June 2021	48	40	40	40	40
16 Political Management Team (PMT) Sittings Convened by 30 June 2021	9	4	4	4	4
4 Whippery Lekgotla Convened by 30 June 2021	1	1	1	1	1
4 Councillors Caucus Lekgotla Convened by 30 June 2021	1	1	1	1	1
16 Councillors oversight work Convened by 30 June 2021	2	4	4	4	4

Four (4) year IDP Targets (2017/21)	2016/17 Baseline	2017/18 Target (Year 1)	2018/19 Target (Year 2)	2019/20 Target (Year 3)	2020/21 Target (Year4)
8 Caucus AMAVA newsletters compiled and distributed by 30 June 2021	2	2	2	2	2
MUNICIPAL MANAGER					
RISK MANAGEMENT					
16 Quarterly Insurance Reports by 30 June 2021	3	4	4	4	4
16 Risk Management Reports submitted to RMAAC by 30 June 2021	3	4	4	4	4
Risk Management Maturity by 30 June 2021	Approved Risk Management Annual Plan 2016/17	Developed Loss Control Policy and Procedures	Developed Risk Appetite levels	Developed Key Risk Indicators	Level 6 Risk Management Maturity
4 Annual International Fraud Awareness Week Campaigns by 30 June 2021	Reviewed risk management, anti-fraud, and anti-corruption strategy	November 2018	November 2019	November 2020	November 2021
Establish an Ethics Office	None	Reviewed Ethics Policy	Approved Ethics Office Organogram	Ethics Risk and Opportunity Assessment	Ethics Maturity Review
Compliant Occupational Health and Safety Programmes	Annual OHS Plan 2016/17	Approved Personal Protective Equipment (PPE) Policy	Developed OHS Evacuation Policy and Plans	Safe Working Procedures for Basic Services Cluster	Review of OHS Policy and Procedures

Four (4) year IDP Targets (2017/21)	2016/17 Baseline	2017/18 Target (Year 1)	2018/19 Target (Year 2)	2019/20 Target (Year 3)	2020/21 Target (Year4)
Municipal business Continuity and Recovery Planning	None	Developed Business Continuity Plan	Developed Business Recovery Plan	Annual Continuity Risk Assessment	Review of Business Continuity and Disaster Recovery Plans
MONITORING AND EVALUATION					
48 Service Delivery Reports Approved by Council by 30 June 2021	12	12	12	12	12
48 Ntirhisano local task team meetings held Annually by 30 June 2021	12	12	12	12	12
16 Project Health Progress Reports on Implementation of Capital Programmes submitted to Council by 30 June 2021	4	4	4	4	4
INTERGOVERNMENTAL RELATIONS					
100% Reported Queries from the Public Protector within 14 days of receipt	100% Reported Queries from the Public Protector within 14 days of receipt	100 %	100	100 %	100 %

Four (4) year IDP Targets (2017/21)	2016/17 Baseline	2017/18 Target (Year 1)	2018/19 Target (Year 2)	2019/20 Target (Year 3)	2020/21 Target (Year4)
100 % Requested information in terms of the Promotion of Access to Information Act (PAIA) responded to within 30 days.	100 % Requested information in terms of the Promotion of Access to Information Act (PAIA) responded to within 30 days.	100 %	100 %	100 %	100 %
COMMUNICATIONS					
4 Annually reviewed and approved Communications, Branding, and Marketing Strategy by 30 June 2021	1	1	1	1	1
16 Media Analysis Reports by 30 June 2021	4	4	4	4	4
4 Annual Citizens Satisfaction Survey by 30 June 2021	None	1	1	1	1
16 Published (double spread) Inserts in Local Publications/ Newspapers by 30 June 2021	4	4	4	4	4
16 Quarterly Internal Newsletters by 30 June 2021	None	4	4	4	4
INTEGRATED DEVELOPMENT PLAN					
4 Approved Integrated Development Plans by 30 June 2021	1	1	1	1	1

Four (4) year IDP Targets (2017/21)	2016/17 Baseline	2017/18 Target (Year 1)	2018/19 Target (Year 2)	2019/20 Target (Year 3)	2020/21 Target (Year4)
4 Approved Service Delivery and Budget Implementation Plans (SDBIP) within 14 days of approval of Annual Budget	1	1	1	1	1
100 % Concluded Annual Performance Agreements with all Senior Managers before 31 July annually	100 % concluded performance agreements	100 %	100 %	100 %	100 %
16 Quarterly Performance Reports approved by Council by 30 June 2021	4	4	4	4	4
4 Annual Reports approved by Council by 30 June 2021	1	1	1	1	1
INTERNAL AUDIT					
Reviewed 3 year Strategic Internal Audit rolling plan and 1 year Internal Audit Plan by 30 June 2021	1 Internal Audit Plan	1	1	1	1
4 Annually Reviewed Audit Committee Charter by 30 June 2021	1	1	1	1	1

Four (4) year IDP Targets (2017/21)	2016/17 Baseline	2017/18 Target (Year 1)	2018/19 Target (Year 2)	2019/20 Target (Year 3)	2020/21 Target (Year4)
4 Annually Reviewed Performance Audit Committee Charter by 30 June 2021	1	1	1	1	1
16 Assurance audit reports submitted by 30 June 2021	4	4	4	4	4
16 Operational audit reports submitted by 30 June 2021	4	4	4	4	4
8 ICT Audit reports submitted by 30 June 2021	2	2	2	2	2
8 Finance and compliance audit reports submitted by 30 June 2021	2	2	2	2	2
16 Service delivery audit reports submitted by 30 June 2021	4	4	4	4	4
CORPORATE SERVICES					
EMPLOYMENT EQUITY					
4 Approved Employment Equity Plans by 30 June 2021	1	1	1	1	1
16 Employment Equity Awareness Programs implemented	4	4	4	4	4

Four (4) year IDP Targets (2017/21)	2016/17 Baseline	2017/18 Target (Year 1)	2018/19 Target (Year 2)	2019/20 Target (Year 3)	2020/21 Target (Year4)
4% of Total Workforce consisting of people with disabilities by 30 June 2021	1%	2%	3%	4%	4%
60% of Facilities Repairs and Maintenance budget spent by 30 June 2021	60%	60%	60%	60%	60%
1 Approved Integrated Facilities Management Master Plan by 2020/21	New Performance Indicator	No projection	1	1	1
60% of Fleet Assets in the asset register on average available for economic, effective, and efficient service delivery by 30 June 2021	60%	60%	60%	60%	60%
100% Approved and implementation human resource development strategy (HRDS)	Approved human resource development strategy (HRDS) by 30 June 2017	100%	100%	100%	100%
16 Human Resources Management (HRM) reports submitted in to SMT and Section 80 by 30 June 2021	4	4	4	4	4

Four (4) year IDP Targets (2017/21)	2016/17 Baseline	2017/18 Target (Year 1)	2018/19 Target (Year 2)	2019/20 Target (Year 3)	2020/21 Target (Year4)
100% Reviewed and Approved Human Resources Policies in line with Annual Process Plans by 30 June 2021	100% approved human resources policies as a result of a review process in 2016/17	100%	100%	100%	100%
16 Human Resources Road-shows conducted by 30 June 2021	4	4	4	4	4
100% Approved and implementation human resource development strategy (HRDS)	Approved Human Resource Development Strategy (HRDS) by 30 June 2017	100%	100%	100%	100%
100% Compliance to average turnaround time (10 days) to administer commencement of disciplinary inquiry, measured from the date of receipt of the complaint to commencement of the inquiry by 30 June 2021	100%	100%	100%	100%	100%
16 Labour relations road shows conducted by 30 June 2021	4	4	4	4	4

Four (4) year IDP Targets (2017/21)	2016/17 Baseline	2017/18 Target (Year 1)	2018/19 Target (Year 2)	2019/20 Target (Year 3)	2020/21 Target (Year4)
20 Labour Relations (LRM) reports submitted to SMT by 30 June 2021	20	4	4	4	4
100% Compliance to average turnaround (10 days) time to administer commencement of cases and claims, measured from the date of receipt of the case to the date of commencement of the inquiry by 30 June 2021	100%	100%	100%	100%	100%
100% Approval and implementation of the legal materiality and compliance framework by 30 June 2021	Draft Legal Material Framework	100%	100%	100%	100%
Annually Reviewed Delegations of Authority by 30 June 2021	Approved delegations	1	1	1	1
Reviewed and Tested Information Communication Technology Disaster Recovery plan (IDRP) by 30 June 2017	Functional DRP Plan approved in 2016 /17	1	1	1	1

Four (4) year IDP Targets (2017/21)	2016/17 Baseline	2017/18 Target (Year 1)	2018/19 Target (Year 2)	2019/20 Target (Year 3)	2020/21 Target (Year4)
1 Developed and Annually reviewed Cyber Security Policy by 30 June 2021	None	1	1	1	1
100% Compliance to average turnaround time (8 hours) to terminate a former employee on IT network, measured from the time of receipt of notices to the time of completion of terminations, by 30 June 2021	100%	100%	100%	100%	100%
100% Compliance to average turnaround time (48 hours) to attend to all ICT related calls, measured from the time of receiving the call to the time of attendance of the matter by 30 June 2021	100%	100%	100%	100%	100%
560 Job Evaluation by 30 June 2021	140 Jobs Evaluated	140	140	140	140
20 Change Management Interventions Implemented by 30 June 2021	4 change management interventions implemented	4	4	4	4

Four (4) year IDP Targets (2017/21)	2016/17 Baseline	2017/18 Target (Year 1)	2018/19 Target (Year 2)	2019/20 Target (Year 3)	2020/21 Target (Year4)
80 EAP Programmes Implemented by 30 June 2021	20 EAP Programmes implemented	20	20	20	20
100% Compliance to average turnaround time (72 hours) notice period to dispatch all documents for scheduled meetings of Mayoral Committee and Council, measured from the time that documents for the meetings are dispatch to the time of commencement of the meeting by 30 June 2021	100%	100%	100%	100%	100%
4 Approved Workplace Skills Plan by 30 June 2021	1	1	1	1	1
60% training and development budget spent by 30 June 2021	50% training and development budget spent in 2016/17	60%	60%	60%	6%
FINANCIAL SERVICES					
SUPPLY CHAIN MANAGEMENT					
16 SCM policy implementation workshops by 30 June 2021	2	4	4	4	4

Four (4) year IDP Targets (2017/21)	2016/17 Baseline	2017/18 Target (Year 1)	2018/19 Target (Year 2)	2019/20 Target (Year 3)	2020/21 Target (Year4)
4 Approved annual procurement plan by 30 June 2021	1	1	1	1	1
4 Contract management workshops conducted by 30 June 2021	1	1	1	1	1
FINANCIAL CONTROL					
48 MFMA compliance report submitted to council by 30 June 2021	12	12	12	12	12
4 Compliant Annual Financial Statements approved by Council and submitted to the Auditor General South Africa by 31 August annually by 30 June 2021	1	1	1	1	1
Financially Unqualified Audit Opinion with no material findings (Clean Audit Opinion) by 30 June 2021	Unqualified	Unqualified	Clean Audit Opinion	Clean Audit Opinion	Clean Audit Opinion
ASSET MANAGEMENT					
100% Compliant Fixed Assets Register	100%	100%	100%	100%	100%
BUDGET					
4 Annual Budgets approved by Council by 30 June 2021	1	1	1	1	1

Four (4) year IDP Targets (2017/21)	2016/17 Baseline	2017/18 Target (Year 1)	2018/19 Target (Year 2)	2019/20 Target (Year 3)	2020/21 Target (Year4)
4 Adjustment Budgets approved by Council by 30 June 2021	1	1	1	1	1
100% Implementation of MSCOA plan	0%	100%	100%	100%	100%
100% Financial management grant spent	100%	100%	100%	100%	100%
EXPENDITURE					
30 Days turnaround time for the payment of service creditors on average per quarter	30 days turnaround time	30 days	30 days	30 days	30 days
REVENUE MANAGEMENT					
100% of Registered indigents actually receiving free basic services	95%	100%	100%	100%	100%
85% of Total value revenue collected from all revenue sources of the actual expenditure	85%	85%	90%	95%	95%
38% of Debt Coverage on average per quarter	38%	38%	38%	38%	38%
100% Approved Valuation Roll	100%	100%	100%	100%	100%

Four (4) year IDP Targets (2017/21)	2016/17 Baseline	2017/18 Target (Year 1)	2018/19 Target (Year 2)	2019/20 Target (Year 3)	2020/21 Target (Year4)
100% of Total revenue levied for all revenue sources actually collected as revenue on average	80%	100%	100%	100%	100%
10% of Fire and Rescue accounts issued actually collected as revenue	0%	10%	10%	10%	10%
100% Revenue billed as a result of renting housing units actually collected as a revenue	55%	100%	100%	100%	100%
AGRICULTURE, ECONOMIC DEVELOPMENT PLANNING & HUMAN SETTLEMENT					
BUILDING CONTROL					
100% Compliant to 30 days turnaround time for approval of plans less than 500m ²	80% were approved within 30 days	80%	100%	100%	100%
100% Compliant to 60 days turnaround time for approval of plans above 500m ²	80	80%	100%	100%	100%
PROPERTIES MANAGEMENT					
100% Valid lease agreements for all leased properties, excluding housing units, leased	100% Lease agreements concluded	100%	100%	100%	100%

Four (4) year IDP Targets (2017/21)	2016/17 Baseline	2017/18 Target (Year 1)	2018/19 Target (Year 2)	2019/20 Target (Year 3)	2020/21 Target (Year4)
100% Valid rental agreements for renting housing units, excluding hostels	100%	100%	100%	100%	100%
HUMAN SETTLEMENTS					
520 Title deeds handed over to rightful beneficiaries by 30 June 2021	130	100	120	140	160
LAND USE MANAGEMENT					
1 Annually Reviewed Spatial Development Framework (SDF) by 30 June 2021	1 Approved Spatial Development Framework for 2017/2021	1	1	1	1
1 Approved and implemented Vanderbijlpark Urban Renewal Strategy	No Plan	1 Approved strategy	Implementation of the strategy	Implementation of the strategy	Implementation of the strategy
LOCAL ECONOMIC DEVELOPMENT					
100 % Instituting & Implementation of the SEDA partnership agreement/ MoU	SEDA 2015/16 Partnership agreement.	100%	100%	100%	100%
1 Developed of Business Growth and Retention Strategy	Approved LED Strategy in place.	No Projection	1	No Projection	No Projection
BASIC SERVICES					

Four (4) year IDP Targets (2017/21)	2016/17 Baseline	2017/18 Target (Year 1)	2018/19 Target (Year 2)	2019/20 Target (Year 3)	2020/21 Target (Year4)
ELECTRICITY DEPARTMENT					
Less than 18% of electricity supplied by Eskom lost due to electricity system losses in by 30 June 2021	18%	16%	14%	12%	10%
24 000 Public light fittings replaced with LED by 30 June 2021	6000	6000	6000	6000	6000
5 360 Public high mast light fittings replaced with LED by 30 June 2021	1340	1340	1340	1340	1340
100% of National Electrification Grant spent by 30 June 2021	100%	100%	100%	100%	100%
100% Own funded electricity capital budget spent by 30 June 2021	60%	100%	100%	100%	100%
100% of Electricity repairs and maintenance budget spent by 30 June 2021	100%	100%	100%	100%	100%
100% Formal houses within the NERSA licensed area of the municipality connected to electricity network by means of electricity meters by 30 June 2021	100%	100%	100%	100%	100%

Four (4) year IDP Targets (2017/21)	2016/17 Baseline	2017/18 Target (Year 1)	2018/19 Target (Year 2)	2019/20 Target (Year 3)	2020/21 Target (Year4)
90% Compliance to average turnaround time (24 hours) to restore electricity service interruptions, measured from the time of receipt of the interruption alert to the time of restoration by 30 June 2021	90%	90%	90%	90%	90%
ENVIRONMENTAL MANAGEMENT DEPARTMENT					
100% of Annual environmental management operational objectives achieved by 30 June 2021	100% Environmental Management Plan implemented.	100%	100%	100%	100%
85% of Weekly household waste collection services completed as per schedule by 30 June 2021	85% average of weekly household waste collection services completed as per schedule	85%	85%	85%	85%
75% of Completed solid waste collection schedule for informal settlements , excluding the areas covered under SW.01 by 30 June 2021	75% of average completed solid waste collection cycles in informal areas.	75%	75%	75%	75%
600 000m ³ of Reported illegal solid waste dumps cleaned by 30 June 2021	140 000m ³ volume of reported illegal solid waste dumps cleaned	150 000m ³	150 000m ³	150 000m ³	150 000m ³

Four (4) year IDP Targets (2017/21)	2016/17 Baseline	2017/18 Target (Year 1)	2018/19 Target (Year 2)	2019/20 Target (Year 3)	2020/21 Target (Year4)
95% Legal Compliance on for all landfills by 30 June 2021	95% of landfill compliance	85%	95%	95%	95%
ROADS AND STORMWATER DEPARTMENT					
290 Kilometres (km) of tarred municipal roads and streets resealed by 30 June 2021	18 km	20 km	60 km	90 km	120 km
190 000 Square Metres (m ²) of potholes in tarred municipal roads and streets patched by 30 June 2021	25 000 m ²	30,000m ²	40 000 m ²	60 000 m ²	60 000 m ²
16 000 Number (#) of storm water catchpits cleaned by 30 June 2021	2 000 #	1000 #	2 000 #	5 000 #	8 000 #
7 900 Metres (m) of concrete canals cleaned by 30 June 2021	2 000 m	400 m	2 000 m	2 500 m	3 000 m
8 300 Metres (m)of stormwater concrete pipes cleaned by 30 June 2021	2 000 m	800 m	2 000 m	2 500 m	3 000 m
12 000Square Metres (m ²) of road markings painted by 30 June 2021	900 m ²	1000 m ²	2 500 m ²	3 500 m ²	5 000 m ²
1 700 Number (#) of road traffic signs replaced by 30 June 2021	550 #	200 #	500 #	500 #	500 #

Four (4) year IDP Targets (2017/21)	2016/17 Baseline	2017/18 Target (Year 1)	2018/19 Target (Year 2)	2019/20 Target (Year 3)	2020/21 Target (Year4)
630 Kilometres (km)of municipal gravel roads re-gravelled by 30 June 2021	85 km	100 km	150 km	180 km	200 km
46 300 Metres (m) of gravel channel cleaned by 30 June 2021	13 000 m	3300 m	13 000 m	15 000 m	15 000 m
WATER AND SANITATION					
90% of SANS 241 compliance on average for potable water quality in Rand Water supply areas by 30 June 2021	90%	90%	90%	90%	90%
2%of Potable water supplied by Rand Water lost due to water system losses by 30 June 2021	34%	32%	30%	28%	26%
70% of Reported potable water supply interruptions restored by 30 June 2021	70%	70%	70%	70%	70%
60% of Reported potable water leaks repaired by 2021	60%	60%	60%	60%	60%
99% of SANS 241 compliance on average for potable water quality of Vaalower Purification Plant by 30 June 2021	70%	80%	90%	95%	97%

Four (4) year IDP Targets (2017/21)	2016/17 Baseline	2017/18 Target (Year 1)	2018/19 Target (Year 2)	2019/20 Target (Year 3)	2020/21 Target (Year4)
70% of Potable water repairs and maintenance budget spent by 30 June 2021	70%	70%	70%	70%	70%
181,736 Formalized urban stands with access to the potable water reticulation network by 30 June 2021	181 736	181 736	181 736	181 736	181 736
70% Compliance to turnaround time (30 days) to commission additional potable water connections, measured from the date of approval of applications to the date of completing the connections by 30 June 2021	70%	70%	70%	70%	70%
70% Compliance to turnaround time (48 hours) to restore potable water service interruptions, measured from the time of receipt of the interruption alert to the time of restoration by 30 June 2021	70%	70%	70%	70%	70%

Four (4) year IDP Targets (2017/21)	2016/17 Baseline	2017/18 Target (Year 1)	2018/19 Target (Year 2)	2019/20 Target (Year 3)	2020/21 Target (Year4)
90% Compliance with discharge license requirements on effluent quality at Riestpruit and Sebokeng Waste Water Treatment Works by 30 June 2021	90%	90%	90%	90%	90%
14% Compliance with discharge license requirements on effluent quality at the Leeuwkuil waste water treatment works by 30 June 2021	14%	80%	85%	90%	97%
90% of Reported waste water blockages and spillages resolved by 30 June 2021	90%	90%	90%	90%	90%
90% of Waste water pipes and manholes repaired by 30 June 2021	90%	90%	90%	90%	90%
24 000m of Waste water pipes cleaned by 30 June 2021	6 000m	6 000m	6 000m	6 000m	6 000m
60% of Waste water repairs and maintenance budget spent by 30 June 2021	60%	60%	60%	60%	60%

Four (4) year IDP Targets (2017/21)	2016/17 Baseline	2017/18 Target (Year 1)	2018/19 Target (Year 2)	2019/20 Target (Year 3)	2020/21 Target (Year4)
179,814 Formalized stands with access to the waste water network system by 30 June 2021	179 814	179 814	179 814	179 814	179 814
85% Compliance to average turnaround time (24 hours) to restore waste water service interruptions, measured from the time of receipt of the interruption alert to the time of restoration by 30 June 2021	85%	85%	85%	85%	85%
PUBLIC SAFETY AND COMMUNITY DEVELOPMENT					
PARKS AND CEMETERIES					
Turnaround time of 3 days for the provision of graves for burial purposes, measured from the time of receipt of applications to the time of completion for providing the graves by 30 June 2021	3 days	3 days	3 days	3 days	3 days
4 320 00m ² Grass cut in cemeteries by 30 June 2021(Subject to the availability of funding)	1 080 000	1 080 000 m ²	1 080 000 m ²	1 080 000 m ²	1 080 000 m ²
2 872 Trees in public open spaces pruned and by 30 June 2021	718 trees pruned	718	718	718	718

Four (4) year IDP Targets (2017/21)	2016/17 Baseline	2017/18 Target (Year 1)	2018/19 Target (Year 2)	2019/20 Target (Year 3)	2020/21 Target (Year4)
4 600,000 m ² Grass cut at developed public open spaces by 30 June 2021	1,150,000 m ²	1500 000 m ²	1500 000 m ²	1500 000 m ²	1500 000 m ²
6 000,000m ² Grass cut at undeveloped public open spaces by 30 June 2021	1,500,000m ²	1,500,000m ²	1,500,000m ²	1,500,000m ²	1,500,000m ²
BY-LAW ENFORCEMENT					
6 400 By-law inspections by 30 June 2021	1,600	1,600	1,600	1,600	1,600
100% of By-law development process plan implemented by 30 June 2021	100%	100%	100%	100%	100%
64 by-law operation in 2017/2021	16	16	16	16	16
ENVIRONMENTAL HEALTH					
39 600 Municipal Health inspections conducted by 30 June 2021	9 900	9 900	9 900	9 900	9 900

Four (4) year IDP Targets (2017/21)	2016/17 Baseline	2017/18 Target (Year 1)	2018/19 Target (Year 2)	2019/20 Target (Year 3)	2020/21 Target (Year4)
1 Developed Environmental Management Policy	Environmental Management Framework	1	No projection	1	No Projection
SOCIAL DEVELOPMENT					
1 Development and annual review of Social Development Master Plan	None	1	1	1	1
100% of Indigent applications verified by 30 June 2021	100%	100%	100%	100%	100%
100% of Indigent burial applications verified by 30 June 2021	100%	100%	100%	100%	100%
32 Social Development programs (campaigns) implemented by 30 June 2021	8	8	8	8	8
PUBLIC SAFETY					
100% Updated and reviewed level 3 disaster management plan by 30 June 2020/21	100%	100%	100%	100%	100%

Four (4) year IDP Targets (2017/21)	2016/17 Baseline	2017/18 Target (Year 1)	2018/19 Target (Year 2)	2019/20 Target (Year 3)	2020/21 Target (Year4)
80% Compliance to turnout time (3 min) for fire and rescue, measured from the time of receiving the alert to the time when the apparatus leave the station by 30 June 2021	80%	80%	80%	80%	80%
80% Compliance to turnaround time (20 min) for fire and rescue, measured from the time of leaving the station to the time of arriving on the scene in quarter 2 of 2020/21	80%	80%	80%	80%	80%
7% of Infringement fines issued actually collected as revenue by 30 June 2021	7%	7%	7%	7%	7%
48 Road Safety Education programs implemented by 30 June 2021	12	12	12	12	12
48 Road Traffic Law Enforcement Operations conducted by 30 June 2021	12	12	12	12	12
64 Social Crime Prevention Campaigns conducted by 30 June 2021	16	16	16	16	16

Four (4) year IDP Targets (2017/21)	2016/17 Baseline	2017/18 Target (Year 1)	2018/19 Target (Year 2)	2019/20 Target (Year 3)	2020/21 Target (Year4)
Turnaround time of (24hours) to open internal docket on theft and losses of municipal property by 30 June 2021	24 hrs	24 hrs	24 hrs	24 hrs	24 hrs
SPORTS, RECREATION, ARTS, CULTURE, LIBRARIES & INFORMATION SERVICES					
64 Library programs implemented by 30 June 2021	16	16	16	16	16
32 SRAC development programs implemented by 30 June 2021	8	8	8	8	8
INFRASTRUCTURE PLANNING AND DEVELOPMENT					
80% Averaged expenditure on Social Development grant and NDPG	0%	60%	70%	90%	100%
100% Municipal Infrastructure Grant funded Capital Budget spent	100%	100%	100%	100%	100%
1500 Jobs created through the implementation of the Infrastructure projects	250	300	300	400	500

Four (4) year IDP Targets (2017/21)	2016/17 Baseline	2017/18 Target (Year 1)	2018/19 Target (Year 2)	2019/20 Target (Year 3)	2020/21 Target (Year4)
2000 People trained on accredited construction related skills	0	250	500	500	750

CHAPTER 9

9. MAINSTREAMING

Mainstreaming is the process of identifying the issues affecting the most vulnerable groups in society and integrating their basic human rights needs in the planning, implementation, monitoring and evaluation of service delivery.

9.1 CROSS CUTTING ISSUES WITH EMFULENI LOCAL MUNICIPALITY

Cross cutting issues refer to those issues, which require a multi-sectoral response and thus need to be considered by all departments. Mainstreaming is considered a cross cutting issue.

Cross Cutting Issues that are jointly addressed at both Social Development and the Mayor's Office herein are:

- Disability
- Gender
- HIV/AIDS
- Youth

9.2 DISABILITY DESK

The desk promotes the employment of disability people in all levels of the municipality and sensitivity to the needs of those living with disabilities.

The following took place in realizing the objectives:

DPSA (Disabled people South Africa) Emfuleni Branch was launched

Deaf Awareness Celebration, ELM annually partner with Bathabile Sign Language Training to celebrate and acknowledge people with disability.

The relationship with the civil society is excellent. ELM carry out programs together with 30 disability organizations locally and sponsor some of their programs. There is a need for Emfuleni to adopt a disability friendly recruitment strategy.

9.2.1 STATUS OF EMPLOYEES WITH DISABILITIES

Level	Number	Male	Female
4	1	1	0
5	1	0	1
6	2	0	2
7	2	2	0
8	1	1	0
9	5	2	2
10	2	2	0
11	1	1	0
12	3	1	2
14	4	2	2
15	2	2	0
16	16	13	3
Total	39	27	12

Challenges

- *Unemployment*
- *Sustainable, accessibility and affordable community facilities and service to people with disability.*
- *Service provider/ construction projects not employing people with disabilities.*

9.3 GENDER

The Desk is responsible for the following:

Implementation of the 50/50 percent National resolution, Eradicating poverty through Economic Empowerment initiatives, Focus on Government and other stake holders projects and Programmes, Deepening women's participation in governance. . Promote Diversity, tolerance and men's role in the Local Government Gender's Agenda. The strengthening of the section 79 of the Municipal Act, Human Rights mainstreaming as an approach to accelerate Gender Equality.

Gender inequalities exist within ELM municipality, women account for 2.5% of the senior management. In order to realize gender mainstreaming ELM send its managers and assistant managers monthly to attend workshops to equip them on gender issues. The desk has initiated training that will economically empower women on how to form Cooperatives, building and brick laying. There is also environmental training in partnership with both national and provincial departments. A draft policy on Gender is drafted awaiting review by legal department the ward based gender as well as Section 79 committee has been established and fully functioning.

9.4 HIV/AIDS

The primary goal of the desk is to coordinate internal and external actions reduce the number of new infections and the impact of the epidemic on individuals, families and communities

9.5 YOUTH

(a) Youth Forums

Emfuleni's report on the establishment of Local Youth Units

The process of establishing Local Youth Units started during the youth month (June 2008). This process was driven by the district municipality since the local municipalities did not have a youth policy and there was no budget for the youth month.

Youth Summit was held in June 2008 at Vaal University of Technology, the summit involved all the municipalities and their youth formations.

This initiative was facilitated by the district municipality and all the three local municipalities were stakeholders. About 250 young people debated robustly on the type of youth policy to be implemented.

The resolutions of that youth summit were then taken for adoption firstly by the district municipality.

Sedibeng District Municipality and Emfuleni Local Municipality have in their position draft youth development policies which are just waiting for adoption by the respective councils. Equally there is no section 80 on Youth Development and there was a proposal that there be one which will consist of (07) councillors of which four should represent the majority party. This committee will discuss reports prepared by the youth development manager and recommend to mayoral committee for final decision. After all this has been established a youth council will be appointed from youth formations representative of all sectors.

The district has only four YAC's and this number need to be increased to six. They also need to be expanded from existing pilot project to be permanent institutions. The NYP (National Youth Policy 2008-2013) clearly states that youth development practitioners need not necessarily be under the age of 35.

(b) Youth Advisory Centres

These centres will propel and inject a renewed hope and dream for a better future for the young people of this district. The Youth Centres are partnered with Umsobomvu Youth Fund which is thrust with the responsibility of locating young people in the mainstream of the economy by providing, employment opportunities, increase the skills base, inculcating and financing entrepreneurship innovations, career guidance & counselling and equipping young people with the necessary life skills & tools in order to become contributing citizens.

The Centre made the following findings as a result of the beneficiary profiles that were created which are completed by young people at the centre. From a sample of (3200) walk-ins and outreach programs in the past four (4) months in the area of Boipatong, Tshepiso & Sharpeville, the Youth Advisory Centres operates in an economically depressed environment, women and mainly young women are frequent visitors of the centre, that these visitors are mainly unemployed, they have low levels of formal education, they lack the relevant labour market orientated skills, they lack the necessary business knowledge, and lack self-worth.

Rural Outreach Program. Members of the Social Development division of Emfuleni consulted an organisation known as YDIDI which translates to Youth Development through Investigation and Dissemination after discovering that the youth in rural areas have no information on developmental issues like bursaries, learner ships, internships and so forth. It is in this context that a partnership between the above mentioned institutions decided to embark on an outreach program for Ramolele and Ramosukuli High Schools. A meeting was convened between the above mentioned project managers on the 13th August 2009 at Southgate Mall and a concept was developed. The project will be facilitated by Letshoao Consulting under the auspices of YFM's YDIDI at no cost to the municipality. This consulting company has credentials to an extend that it hosts a Saturday show on YFM whereby the youth are given all the info regarding bursaries, internships, learner ships and other developmental issues. Cornerstone will also award 10 call centre training bursaries to deserving students. These bursaries are worth R9000 each.

General deliverables for designated groups

This section will focus at general deliverables for designated groups namely women, children, youth, and people with disabilities, elderly and ex-combatants. These deliverables are guided by various policies of SDM aimed at benefiting the designated groups. Due to the purpose of aligning with the District, ELM is also expected to adhere to the deliverables. These include the following:

- Youth Development Policy;
- Ex - combatant Policy;
- Gender Policy;
- Pro - poor Policy; and
- Gender Equity Policy.

The general deliverables have been categorised as follows:

- Training and job opportunities
 - Ensure that training and job opportunities that may arise will target designated groups;
 - Continue with looking at regional sewer works for opportunities; EPWP; BnM (people used in demonstrating technique); and greening initiatives (SDM role to assist local labour and communities in getting involved in national and provincial programmes); and
 - Greening and cleaning.

- Ownership - Facilitate ownership options for designated groups in:
 - Urban renewal projects;
 - Industrial Waste Exchange Programme;
 - Land release; and
- Concrete targets and mechanisms will be set at BBBEE Summit planned for second half of this year.
- Poverty alleviation and social development
 - Ensure that alternative options are explored including ensuring designated groups are prioritized in the “shack down programme”.
- Volunteers - Volunteers from all designated groups should be involved in:
 - HIV and Aids programmes;
 - Fire prevention (PIER) and Clean Fires Programme;
 - Crime prevention; and
 - Greening and cleaning.
- Within SDM
 - Training of community service students in MHS\EHS (within LMs). AQM – will target 2 students per year.

DELIVERABLES FOR DIFFERENT DESIGNATED GROUPS

Women	<ul style="list-style-type: none"> • Identify and assist women in accessing training opportunities related to greening programmes; and • Develop leadership programmes for women.
Youth	<ul style="list-style-type: none"> • Youth (Workplace learning as a means to communicate); • Establishment of the Youth Unit • Get involved in all programmes of Regional Sewer, EPWP, BnM, Greening; and • Expand the Youth Advisory Centre services; Ensure connectivity and accessibility.
People with disability	<ul style="list-style-type: none"> • Special Disability /sheltered employment; • Interpreters; and • Get involved in all programmes of Regional Sewer, EPWP, BnM, and Greening.
Children	<ul style="list-style-type: none"> • Ensure improved air quality and reduction of dangerous emissions which impact on the health of young children (e.g. asthma); • Healthy lifestyle programme, encouraging children to eat healthy and be active • Teen Sexuality education programme focus on discouraging earlier sexual experimentation. • Creating safety heaven for children through child protection services and programmes. • Drug and substance abuse awareness programmes aimed at reducing intake of drugs among children between ages 7-14 years. • Increase capacity development of care givers through training that is aimed at strengthening early childhood development.

	<ul style="list-style-type: none"> • Ensure that child headed households are accommodated in urban renewal projects; • Continue environmental awareness programmes aimed at school children; • Expand mass participation programme for sports; and • Ensure effective implementation of provincial programmes such as the Bana Pele, widow and ECD centres.
Elderly	<ul style="list-style-type: none"> • Elderly used for Oral History, sourcing resources in the form of shelter, tea gardens, and creating videos as stimulation and relaxation; and • Involve elderly in BNM programme. • Implement active aging programmes, wherein elderly will be involved in sporting activities (golden games, choral competition and aerobics) • Implement the Kharigude programme to educate elderly • HIV and AIDS training by the elderly
People infected and affected by HIV and AIDS	<ul style="list-style-type: none"> • SMME development & support to designated groups and ex-combatants; • Develop concrete targets for ownership and empowerment for designated groups and ex-combatants; • Tour guides targeting designated groups and ex-combatants; and • Get involved in all programmes of Regional Sewer works, EPWP, BNM, Greening
Ex-combatants	<ul style="list-style-type: none"> • SMME development & support to designated groups and ex-combatants; • Set concrete targets for ownership and empowerment for designated groups and ex-combatants; • Tour guides targeting designated groups and ex-combatants; and • Get involved in all programmes of Regional Sewer, EPWP, BNM and Greening.

CHAPTER 10

10. INTEGRATION PHASE

Integration phase seeks to integrate various Sector Plans and programme to avoid duplication of resources by National, Provincial and Local spheres of Government.

10.1 SECTOR DEPARTMENTS PROJECTS

ESKOM Projects	2017/18	2018/19	2019/20	2020/21
Beverley Hills Self-Build Units 21 connections		R 336 000		
Goldern Gardens Development Phase 3 705 connections		R 11 421 000		
Sebokeng Ext 28 Phase 1 500 connections		R 10 364 500		
Pre-engineering Greater Emfuleni Sonderwater Phase 2 385 connections	R 3 178 250			
		R 5 515 125		
GDARD Projects	2017/18	2018/19	2019/20	2020/21
• Homestead Food Gardens	R3 500 000			
• Community Food Gardens	R5 250 000			
• School Food Gardens	R2 500 000			
• Farmer Training	R6 822 000			
• Construction of 21 & 50 Sow Piggery Structures	R 17 450 000			
• Construction of 10 000 Carrying Capacity Layers and Broiler structures	R 15 250 000			

• Drilling and Equiping of sixty boreholes for the supply of water in farms and projects	R 6 530 000			
• Vereeniging Fresh Produce Market	R 2 000 000			
• Sinokukhanya Waste Recycling				
• Maintenance of ten (10) Gauteng priority air monitoring stations	R 2 000 000			
• Rehabilitation of illegal dump sites (Kanana& Sharpeville)				
• Upgrading of the existing perk houses	R10 000 000			
Health Projects	2017/18	2018/19	2019/20	2020/21
Kopanong Hospital Refurbishment of psychiatric wards 1&2			R 15 000 000	
LevaiMbatha CHC Upgrades and additions			R 100 000 000	
Tshepiso Phase 4 new clinic			R 60 000 000	
Rietspruit Clinic Construction of new clinic			R 65 000 000	
Evaton Clinic	R 59 000 000			
Sebokeng Zone 17 clinic	R 54 000 000			
Sebokeng Hospital				
Lakeside clinic New clinic		R 59 000 000		
Dr Helga Kuhn Clinic Upgrading of existing clinic		R 60 000 000		
Education Projects	2017/18	2018/19	2019/20	2020/21
Rust-ter-Vaal Secondary (New and Replacement school)	Starting 2016/17		Ending 2019/02/28	
Tshepiso Primary School ACT (New and Replacement school)	Starting 2016/17	Ending 2018/04/30		
Tshepong Primary School ACT (New and Replacement school)	Starting 2016/17	Ending 2018/04/30		
Evaton Primary School (Upgrades and major additions)		Starting 2018/19	Ending 2019/08/31	

Fadimeha Primary School (Upgrades and major additions)		Starting 2018/19	Ending 2019/08/31	
Iphahlolleng Secondary School (Upgrades and major additions)		Starting 2018/19	Ending 2019/08/31	
Jet Nteo Secondary School (Upgrades and major additions)		Starting 2018/19	Ending 2019/08/31	
Laersskool Unitas Park (Upgrades and major additions)		Starting 2018/19	Ending 2019/08/31	
Vukuzakhe Primary School (Upgrades and major additions)		Starting 2018/19	Ending 2019/08/31	
Magasela Primary School (Upgrades and major additions)	Starting 2016/17	Ending 2018/19		
Ramosukula Primary School (Upgrades and major additions)	Starting 2016/17		Ending 2019/20	
Rust-ter-Vaal Primary School (Upgrades and major additions)	Starting 2016/17	Ending 2018/19		
Vaal High School (Upgrades and major additions)	Starting 2016/17	Ending 2018/19		
Evaton Primary (Refurbishment and Rehabilitation)	Starting 2016/17	Ending 2018/19		
Krugerlaan LSEN School(Refurbishment and Rehabilitation)	Starting 2016/17	Ending 2018/19		
Laerskool Noordhoek(Refurbishment and Rehabilitation)	Starting 2016/17	Ending 2018/19		
Laerskool Vaalrivier (Refurbishment and Rehabilitation)	Starting 2016/17	Ending 2018/19		
Laerskool Drie Riviere(Refurbishment and Rehabilitation)	Starting 2016/17	Ending 2018/19		
Pitseng Primary School(Refurbishment and Rehabilitation)	Starting 2016/17	Ending 2018/19		
Vereeniging Gymnasium (Refurbishment and Rehabilitation)	Starting 2016/17	Ending 2018/19		
Mojala- Thuto Primary School (Refurbishment and Rehabilitation)	Starting 2016/17	Ending 2018/19		
Mosioa Primary School (Refurbishment and Rehabilitation)	2016/17	Ending 2018/19		
Sapphire Secondary School (Refurbishment and Rehabilitation)		Starting 2018/19	Ending 2019/20	
Social Development Projects	2017/18	2018/19	2019/20	2020/21
Boipatong Social Integrated Facility- ECD, Day care for older persons & regional offices and facilities				

Evaton ECD				
Sebokeng Rehabilitation Centre				
Rietspruit Clinic Construction of new clinic				
Evaton Clinic				

10.2 EMFULENI PLANS AND STRATEGIES

The Integrated Development Plan is the executive summary of various Sectoral plans as legislated. The Municipal Systems Act No 32 of 2000 requires Local Government to develop and review Sector plans and Programme.

In compliance to the Legislation, Emfuleni Local Municipality has the following plans and programme in place:

- Financial Turn-around strategy
- Service Delivery Budget and Implementation plan
- 5 year Internal Audit Strategy
- Risk Based Audit plan
- Water Service Development Plan
- Local Economic Development Plan
- Waste Management Plan
- Disaster Management Plan Level 2
- Performance Management Plan
- Spatial Development Framework
- Human Resource Development Strategy
- Communication Strategy
- Municipal 5 year Plan
- HIV/Aids Plan
- Employment Equity Plan
- Procurement Plan