

CHAPTER 12

12. STRATEGIES PHASE

Vision

“A developmental municipality that continuously improves the quality of life of its residents timeously.”

The Motto

You **BELONG** We **CARE**

Mission

Emfuleni Local Municipality will accelerate Service Delivery and Socio Economic Development through:

- Basics Service delivery orientated toward improving quality of life
- Institutional capacity building, skills development and Transformation
- Financial Viability and attain value for money
- Local Economic and Tourism
- Promoting Public Safety and Community Development.

Values

- Responsive
- Disciplined
- Accountability & Transparency
- Respect
- Honesty and Integrity

12.1 CORE STRATEGIES

Codes	Core strategies
BS	<ul style="list-style-type: none">• Provide Basic Services
FV	<ul style="list-style-type: none">• Achieve Sustainable Financial Viability
GI	<ul style="list-style-type: none">• Ensure Good Governance and Institutional Capacity
DD	<ul style="list-style-type: none">• Deepening Democracy
EC	<ul style="list-style-type: none">• Create the Culture of Effective Communication
ED	<ul style="list-style-type: none">• Ensure Social and Economic Development
SE	<ul style="list-style-type: none">• Promote a Safe, Secure, and Healthy Environment
SD	<ul style="list-style-type: none">• Promote Optimal Spatial Development.
TS	<ul style="list-style-type: none">• Turnaround Strategy

12.2 MILLENNIUM DEVELOPMENT GOALS

Emfuleni Strategies are informed/guided by the following universal Millennium Development Goals:

1. Eradicate extreme poverty and hunger
2. Achieve universal primary education
3. Promote gender equality and empower women
4. Reduce child mortality
5. Improve maternal health
6. Combat HIV/AIDS, malaria, and other diseases
7. Ensure environmental sustainability
8. Develop a global partnership for development

12.3 IDP STRATEGIC OBJECTIVES

Issues	National & Provincial Targets 2009-2014	Sedibeng Growth and Development Strategies	Objective Code Numbers	Localized Objectives	Core Strategies Codes
Corporate Services	Communication <ul style="list-style-type: none"> Ensure the development of robust, reliable, affordable and secure ICT infrastructure that supports and enables the provision of multiplicity of applications and services to meet the needs of the country and its people Develop and implement ICT policies and strategies and monitor and evaluate their impact on South Africa's Development Agenda Ensure that ICT infrastructure and services are available, reliable and affordable Contribute to 		CM-100	Communication <ul style="list-style-type: none"> Communications Forum to function by 2010/11. 	GI
			CM-101	<ul style="list-style-type: none"> Corporate identity manual to be finalized and implemented by 2010/11. 	GI
			IT-100	Information Technology <ul style="list-style-type: none"> I.T steering committee must have top manager representative by 2010/11 	EC
			IT-101	<ul style="list-style-type: none"> Ongoing embark on Disaster Recovery Plan. 	GI
			CO-100	Secretariat <ul style="list-style-type: none"> Conduct Workshops on procedure manuals with all clusters by 2010/11. 	GI
			CO-101	<ul style="list-style-type: none"> Develop and implement procedure manual by 2010/11. 	GI
			CO-102	<ul style="list-style-type: none"> Implementation of PAIA by 2010/11. 	GI
			HR-100	Human Resources <ul style="list-style-type: none"> Compiled four SOPs due for submission by OD by 2010/11. 	GI
			HR-101	<ul style="list-style-type: none"> Pay day system to be fully functional by 2010/11. 	GI
			HR-102	<ul style="list-style-type: none"> Reduce the re- advertisements of posts (Ongoing). 	GI
			HR-103	<ul style="list-style-type: none"> Develop outstanding policies in addition to the six policies approved by Council (ongoing). 	GI
HR-104	<ul style="list-style-type: none"> Training of initiators and 	GI			

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	<p>achieving the objective of government functioning as one entity</p> <ul style="list-style-type: none"> Priorities skills development in building a safe, secure and inclusive information society. <p>Labour Contribute towards employment creation into the following ways by 2009</p> <ul style="list-style-type: none"> To ensure that labour policies and strategies complement growth and development objectives Sector Skills plans aligned to sectoral growth plans <p>Promoting equity in the labour market by 2009</p> <ul style="list-style-type: none"> Alleviating poverty by addressing the 			presiding officers by June 2010/2011.	
			HR-105	<ul style="list-style-type: none"> Involvement of external legal services to be reduced only to matters referable to the Labour Court by 2010/11. 	GI
			OD-100	<p>Organizational Development</p> <ul style="list-style-type: none"> Compile new Job Descriptions based on the 2008 approved Functional Organizational Structure, finalization and Benchmarking by 2010/11. 	GI
			OD-101	<ul style="list-style-type: none"> Conduct Performance Management System Workshops by 2010/11. 	GI
			OD-102	<ul style="list-style-type: none"> Implement Change Management Project Plan by 2010/11. 	GI
			OD-103	<ul style="list-style-type: none"> Compliance on Occupational Health and Safety measures by 2010/11. 	GI
			EE-100	<p>Employment Equity</p> <ul style="list-style-type: none"> Implementation of the EE Plan by 2010/11 	GI
			EE-101	<ul style="list-style-type: none"> Effective utilization of the EE Forum (ongoing). 	GI
			EE-102	<ul style="list-style-type: none"> Effective utilization of Payday system (ongoing). 	GI
			EE-103	<ul style="list-style-type: none"> Develop a plan to assess and recommend on the status of the municipality buildings by 2010/11. 	GI
LS-100	<p>Legal Department</p> <ul style="list-style-type: none"> Legal department to be 	GI			

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	<p>needs of vulnerable people by setting and enforcing norms and standards that ensure that all existing and new jobs are equitable and do not jeopardize workers rights.</p> <ul style="list-style-type: none"> Strengthen enforcement mechanism whilst promoting the culture of self – regulation <p>Protecting vulnerable workers</p> <ul style="list-style-type: none"> Workers in vulnerable sectors and segments will be identified and protection extended <p>Strengthening social protection</p> <ul style="list-style-type: none"> Achieving financial viability and sustainability of the Unemployment Insurance Fund and Compensation 		LS-101	<p>consulted wherever there are legal challenges or issues faced by the municipality.</p> <ul style="list-style-type: none"> Filling of three (3) legal advisors' positions by 2010/11. 	GI

Issues	National & Provincial Targets 2009-2014	Sedibeng Growth and Development Strategies	Objective Code Numbers	Localized Objectives	Core Strategies Codes
	<p>Fund</p> <ul style="list-style-type: none"> • Extending the coverage of unemployment insurance to other vulnerable workers. • The national integration of compensation and occupational health and safety competencies across government departments. • The reduction of occupational health and safety incidents in targeted industries. <p>Enhancing skills development</p> <ul style="list-style-type: none"> • Skills to assist the country 's competitiveness and growth as part of the broader Human Resources Development Strategy • Scarce Skills to support the 				

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	<p>implementation of the Accelerated and Shared Growth Initiative for South Africa(ASGI-SA)</p> <ul style="list-style-type: none"> • Improved participation of small, medium, and micro, and micro Enterprises in skills development • Promote productive and equitable citizenship by aligning skills development with national strategies for growth and development and accelerating Broad-based Black Economic Empowerment by 2010 <p>Promoting sound labour relation</p> <ul style="list-style-type: none"> • Ensuring that the proportion of workers covered by collective agreements is 				

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	<p>increased</p> <p>Strengthening the capacity of labour market institutions by</p> <ul style="list-style-type: none"> Improve service deliver provided by statutory bodies and public entities associated with the department, through clear performance standards for relevant agencies. 				
Gender, Youth and Disability	<p>Gender</p> <ul style="list-style-type: none"> To promote job creation and economic opportunities and to balance dependence on social grants. Cooperating with strategic partners, work towards the creation of a violence free society by significantly reducing gender-base violence Actively engage the judiciary and 	<ul style="list-style-type: none"> Raise the skill profile through support of educational institutions on formal schooling and tertiary institutions 	MO-100	<p>Gender, Youth, HIV/ AIDS & Disability</p> <ul style="list-style-type: none"> Implementation of Gender, Youth, HIV/ Aids and Disability policies by 2010/11. 	ED
			MO-101	<ul style="list-style-type: none"> Internal training off staff by 2010/11. 	GI
			MO-102	<ul style="list-style-type: none"> Development and implementation of programs for the youth, disabled gender and HIV/ Aids by 2010/11. 	ED
			MO-103	<ul style="list-style-type: none"> Strengthening of the relations with the International twinning partners (VNG and Eindhoven) by 2010/11. 	GI
			MO-104	<ul style="list-style-type: none"> Sustain and extend the programs funded by VNG by 2010/11 (ongoing). 	GI

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	<p>the legal sector to promote gender equality and improve the status of women in the judicial system.</p> <ul style="list-style-type: none"> • Effective engagement with the media and advertising agencies with a view to enabling these institutions to become more gender sensitive and to increase women's representation within these business/institutions • Develop innovative campaign/ conjunction with civil society partners and where appropriate government, to raise awareness among and traditional leaders. <p>Youth</p> <ul style="list-style-type: none"> • To ensure access 				

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	<p>to updated information on the status of youth development by Collecting data from secondary sources on specific items:-access to education, access to and impact of the social security system health youth, crime and the justice system impact of two-tier labor market on youth</p> <ul style="list-style-type: none"> • To provide a framework to direct all sectors involved in youth development initiatives • To guide initiatives towards economic participation and empowerment of young people • To ensure meaningful participation in international engagements • To actively promote the 				

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	<p>adoption of healthy lifestyles among youth-ongoing</p> <ul style="list-style-type: none"> • To promote the institutionalization of youth participation in local government <p>Disability</p> <ul style="list-style-type: none"> • Government departments and state bodies have a responsibility to ensure that, in each line function, concrete steps are taken to ensure that people with disabilities are able to access the same fundamental rights and responsibilities as any other South African. • The Office on the Status of Disabled Persons will work together with, and parallel to, the various state bodies and departments in 				

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	order to further the development of a disability friendly environment				
Finance	<ul style="list-style-type: none"> Achieve sustainable financial viability 	<ul style="list-style-type: none"> Promote good governance Increase in funds available for development Zero tolerance to fraud and corruption Promote good governance Promote efficiency Finance Charter: banking council involvement in funding bankable public projects 	FC-100	<ul style="list-style-type: none"> Explore alternative options for water readings in 2010, including considering using different service providers in different areas 	FV
			FC-101	<ul style="list-style-type: none"> Current account collection to be 90% by 2010/11 and 2011/12 (noting the current economic conditions). 	FV
			FC-102	<ul style="list-style-type: none"> Analyses debtor's balance into different categories and apply relevant credit control measures to each category. (ongoing) 	FV
			FC-103	<ul style="list-style-type: none"> Continuous management of the existing debt so that it does not grow uncontrollably. 	FV
			FC-104	<ul style="list-style-type: none"> Take continuous legal action where accounts are in arrears. 	FV
			FC-105	<ul style="list-style-type: none"> Procure a Service provider to maintain database and data cleanup by 2010/11 	FV
			FC-106	<ul style="list-style-type: none"> Improve financial controls (ongoing). 	FV
			FC-107	<ul style="list-style-type: none"> Strive to pay all suppliers / service providers / contractors within 30 days of invoice / statement. 	FV
			FC-108	<ul style="list-style-type: none"> Centralize all invoices from suppliers and service providers at SCM by 2010/11. 	FV

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			FC-109	<ul style="list-style-type: none"> Minimize all payments going through as "Sundry Payments". 	FV
			FC-110	<ul style="list-style-type: none"> Implementation of MFMA reforms and best practice in 2010/11. 	FV
			FC-111	<ul style="list-style-type: none"> Compliance with laws and regulations throughout the year. 	GI
			FC-112	<ul style="list-style-type: none"> Monitor budget versus actual expenditure on a quarterly basis through Budget Steering Committee. 	FV
			FC-113	<ul style="list-style-type: none"> Establish internal customer care centre to address customer queries by 2010/11. 	FV
			FC-114	<ul style="list-style-type: none"> Implement additional payment systems/channels e.g. debit cards, credit cards at pay points by 2010/11. 	FV
			FC-115	<ul style="list-style-type: none"> Implement and promote Batho Pele Principles in all departments of finance (ongoing). 	GI
			FC-116	<ul style="list-style-type: none"> Renegotiate all industrial contracts (1987 and prior) by 2010/11. 	GI
			FC-117	<ul style="list-style-type: none"> Improve contract management of all leases on Council property (liaising with LED) by 2010/11. 	GI
			FC-118	<ul style="list-style-type: none"> Address matters raised by Auditor General and reduce the number of queries by 2010/11. 	FV
			FC-119	<ul style="list-style-type: none"> Awareness campaigns on Council's policies by 2010/11. 	DD
			FC-120	<ul style="list-style-type: none"> Awareness campaigns 	GI

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				throughout the year to encourage people to pay.	
			FC-121	<ul style="list-style-type: none"> Extend incentives to business by 2010/11. 	FV
			FC-122	<ul style="list-style-type: none"> Continue to build Capacity by 2010/11. 	GI
			FC-123	<ul style="list-style-type: none"> Review policies and procedures annually. 	GI
			FC-124	<ul style="list-style-type: none"> Empowerment of Co-operatives via SCM policies by 2010/11. 	ED
			FC-125	<ul style="list-style-type: none"> Non-local companies to subcontract 30% to locally based companies by 2010/11. 	ED
			FC-126	<ul style="list-style-type: none"> Continuous monitoring so as to minimize deviations in the procurement process. 	FV
			FC-127	<ul style="list-style-type: none"> Two adverts per annum to encourage suppliers to register on the Council's database. 	ED
			FC-128	<ul style="list-style-type: none"> Have workshops with SMME's by 2010/11 to explain procurement processes of Council. 	ED
			FC-129	<ul style="list-style-type: none"> All assets to be insured annually. 	GI
			FC-130	<ul style="list-style-type: none"> Turnaround times for settlement of claims by insurance companies to be reduced. 	FV
Internal Audit	<ul style="list-style-type: none"> Ensure good governance and institutional capacity Assist all municipality to 		MM-100	<ul style="list-style-type: none"> Develop an Annual Audit Plan by 2010/11. 	GI
			MM-101	<ul style="list-style-type: none"> Implementation of the Annual Plan by 2010/11. 	GI
			MM-102	<ul style="list-style-type: none"> Create internal capacity by 2010/11. 	GI

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	achieve a clean audit by 2011		MM-103	<ul style="list-style-type: none"> Continuous implementation of internal audit framework. 	GI
			MM-104	<ul style="list-style-type: none"> Continuous implementation of risk assessment and fraud awareness. 	GI
Office of the Mayor			MO-100	<ul style="list-style-type: none"> Continuous implementation of approved policies and procedures. 	GI
			MO-101	<ul style="list-style-type: none"> Review of the organogram 	DD
			MO-102	<ul style="list-style-type: none"> Appointment Compliance officer by 2010/11. 	GI
Office of the Speaker	<ul style="list-style-type: none"> Build cohesive, caring and sustainable communities Support the development and strengthening of community organisations such as school governing bodies, community policing forum, ward committees, and others that are meant to organise and develop the cultural and recreational life of communities 		SP-100	<ul style="list-style-type: none"> Establishment of the following committees: <ul style="list-style-type: none"> - Risk management committee by 2010/11 - Fraud and corruption committee by 2010/11 - Performance management committee by 2010/11 - Accident committee by 2010/11 - Establish local government tribunal to listen to community concerns. 	DD
Local Economic Development	<ul style="list-style-type: none"> Speeding up growth and transforming the 	<ul style="list-style-type: none"> Reinventing our economy by consolidating the 	LE-100	<ul style="list-style-type: none"> Implementation of LED Strategy by 2010/11. 	FV
			LE-101	<ul style="list-style-type: none"> Building internal capacity (by 	GI

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	<p>economy to create decent work and sustainable livelihoods</p> <ul style="list-style-type: none"> Promoting the creation of decent employment, economic growth, broad-based industrialization, reduced income inequality and other developmental imperatives and maintaining a stable pro-employment macro economic environment. Implementing trade and industrial policy to create decent work on a large scale, broadening the country's industrial base and deal with the re-emerging balance of payment constraint. The target is to create more, sustainable 	<p>existing sectors and exploring new sectors of growth</p> <ul style="list-style-type: none"> Renewing our communities by provision of basic services, regeneration and property development to improve the quality of living for all Releasing human potential through accelerated investment in people and increased focus on the development of social capital 		filling of critical vacancies) by 2010/11.	
LE-102			<ul style="list-style-type: none"> Continuation of Vereeniging CBD Urban Development Zone by 2010/11. 	ED	
LE-103			<ul style="list-style-type: none"> Renewal of Vanderbijlpark CBD by 2010/11. 	SD	
LE-104			<ul style="list-style-type: none"> Precincts Business Hub Plans to be developed by 2010/11. 	SD	
LE-105			<ul style="list-style-type: none"> Enhance relations with Local Business Sector (ongoing). 	ED	
LE-106			<ul style="list-style-type: none"> Build internal capacity (ongoing). 	GI	
LE-107			<ul style="list-style-type: none"> Implementation of Tourism development strategy by 2010/11. 	ED	
LE-108			<ul style="list-style-type: none"> Review by-laws governing informal trading and drawing management directives in collaboration with DLG by 2010/11. 	GI	
LE-109			<ul style="list-style-type: none"> Ongoing facilitation and support for agricultural development programmes. 	ED	
LE-110			<ul style="list-style-type: none"> Empower Co-operatives to take over management function of hydroponics projects by 2010/11. 	ED	
LE-111			<ul style="list-style-type: none"> Finalize the River Front Development Plan, Caravan Park 	ED	
LE-112			<ul style="list-style-type: none"> Implement advertising strategy by 2010/11. 	GI	
LE-113			<ul style="list-style-type: none"> Resolve the Vaal Show Ground 	SD	

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	<p>and decent work opportunities, increased domestic production for local and regional markets and increase the ratio of exports to GDP by 2014.</p> <ul style="list-style-type: none"> • Undertake interventions for creating a more inclusive economy, by expanding opportunities for the poor to access the labour market and broadening the impact of growth and ensuring its benefits reach all sectors of society particularly the poor and marginalized • Strengthening competitiveness and promotion of Small and Medium-sized enterprises (SMEs) and co-operatives 			<p>matter in collaboration with the legal department by 2010/11.</p>	

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	<p>remains a cornerstone for the growth of the economy and the creation of decent work opportunities.</p> <ul style="list-style-type: none"> • Ensuring the country keeps up with global technological trends and fully exploits our comparative advantages, including usage of ICTs. • Recognising that science and technological innovation and development are important sources of industrial competitiveness and sustaining growth, government will: <p>The Department of Trade and Industry developed a National Industrial Policy in 2006. The draft states the Industrial policy vision for</p>				

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	<p>2014 as follows:</p> <ul style="list-style-type: none"> • Diversify the economy from a traditional reliance on minerals and mineral processing and increase value added per capita • Participation in higher-value activities and value chain segments • Increase downstream beneficiation • Technological leadership in specific technologies • Promote a more labour-intensive industrialization path • Sustainable labour-intensive manufacturing and service sectors • Economic linkages which catalyse employment creation • Promote broad-based industrial growth 				

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	<ul style="list-style-type: none"> Greater levels of participation of historically disadvantaged people in the mainstream of the industrial economy Create conditions for sustainable growth and tourism development <i>Vision 2014</i> Reduce unemployment by half Reduce poverty by half Provide the skills required by the economy 				
Land Use Management	Finalization of the Land Use Management Bill for immediate implementation. <ul style="list-style-type: none"> The objective of the Land Use Management Bill is to create a uniform national policy for the regulation of land use with the intention of 	<ul style="list-style-type: none"> Reintegrating the region with the rest of Gauteng, South and Southern Africa through improving connectivity and transport links Active involvement of BBBEE companies in GDS projects. 	U-100	<ul style="list-style-type: none"> Develop policies around the Land Audit outcomes by 2010/11. 	SD
			U-101	<ul style="list-style-type: none"> Transfer of Council owned business stands in terms of Conversion Act. (ongoing). 	SD
			U-102	<ul style="list-style-type: none"> All Council disused properties to be identified by 2010/11. 	GI
			U-103	<ul style="list-style-type: none"> Develop a strategy to address the problem of livestock in townships in collaboration with Departments of Social Development and Safety and Security by 2010/2011. 	SE

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	eradicating apartheid settlements patterns, at the same time improving service delivery to these areas.	<ul style="list-style-type: none"> • Active promotion of youth, women and people with disabilities in education and training. • Active promotion of SMMEs • Procurement policies by government and private that enables BBBEE 	U-104	<ul style="list-style-type: none"> • Implement Spatial Development Framework by 2010/11. 	SD
			U-105	<ul style="list-style-type: none"> • Consolidation of Emfuleni Town Planning Schemes in collaboration with DED and SDM by 2011. 	SD
			U-106	<ul style="list-style-type: none"> • Conduct a retail/commercial study for Emfuleni by 2010/11. 	FV
			U-107	<ul style="list-style-type: none"> • Conduct an industrial strategy for Emfuleni by 2010/11. 	ED
Housing	<ul style="list-style-type: none"> • BNG prime objective is the eradication or upgrading of all informal settlements in the country by 2014/15. • The housing policy also hopes to address the Millennium Development Goal of eradicating informal settlements by 2014. • Social Contract for Integrated Human Settlement in 	<ul style="list-style-type: none"> • Positioning of Sedibeng as preferred place to stay. • Development of decentralized service centres • Formalization of Informal Settlements by 2008/09 	HO-100	<ul style="list-style-type: none"> • Eradication of Informal Settlements by 2014. 	ED
			HO-101	<ul style="list-style-type: none"> • Implement Integrated Housing Plan by 2010/11. 	ED
			HO-102	<ul style="list-style-type: none"> • Develop a Rural Housing Strategy and Development Plan by 2010/11. 	ED
			HO-103	<ul style="list-style-type: none"> • Address the waterlogged stands situation by either relocating or rectification of Stormwater related problems in collaboration with Service Delivery. 	ED
			HO-104	<ul style="list-style-type: none"> • Kwa-Masiza Hostel issue to be resolved by 2010/11. 	ED
			HO-105	<ul style="list-style-type: none"> • Old Vereeniging Hospital - Council to resolve on the way forward by 2010/11. 	ED

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	<p>Rural Housing Delivery, an effort to achieve housing for all by 2014.</p> <ul style="list-style-type: none"> • Taking active steps to ensure that human settlement formation does not perpetuate apartheid spatial planning and the marginalisation of the poor from economic opportunities and social and cultural amenities • Implementing concrete programmes for the development and provision of suitably located low-cost and affordable housing 				
Public Safety	<p>Intensify the fight against crime and Corruption</p> <ul style="list-style-type: none"> • Formulate and implement a coherent set of objectives, priorities and performance 	<ul style="list-style-type: none"> • Renew our communities through urban reform by making them safe, attractive and clean(housing) 	<p>TS-100</p> <hr/> <p>TS-101</p> <hr/> <p>MC-100</p>	<ul style="list-style-type: none"> • Tighten and monitor security at Emfuleni Local Municipality buildings/ facilities by 2010/11. • Monitor traffic signals to comply 100% functionality by 2010/11. (Basic Services to develop a maintenance plan). • Manage security contracts (ongoing). 	<p>SE</p> <hr/> <p>SE</p> <hr/> <p>GI</p>

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	<p>measurement targets for the key components of the criminal justice system.</p> <ul style="list-style-type: none"> The modernisation of the CJS through the application of technology solutions in order to effectively manage routine operations, reduce costs and eliminating waste and automating paper intensive systems. Enhancing the skills and increasing the number of investigators, forensic experts and active duty police personnel. The mobilisation of the population in the fight against crime, by introducing changes to the CPF regime, including 		MC-101	<ul style="list-style-type: none"> Investigate fraud and losses in relation to Council assets and transactions (ongoing). 	GI
MC-102		<ul style="list-style-type: none"> Localized Crime Prevention Strategy by 2010/11. 	SE		
MC-103		<ul style="list-style-type: none"> Implement Joint Safety Plans (ongoing). 	SE		
MC-104		<ul style="list-style-type: none"> Ensure effective public participation in all CPF's/Sector Forums in all wards (ongoing). 	DD		
MC-105		<ul style="list-style-type: none"> Introduce and maintain a reporting system regarding FPA's (ongoing). 	GI		
MC-106		<ul style="list-style-type: none"> Expand CCTV to Vanderbijlpark CBD and crime hot spot areas by 2010/11. Memorandum of service level agreement to be signed with Sedibeng. 	SE		
TS-102		<ul style="list-style-type: none"> Capacitate the control room at the Vereeniging Market through the IGR process by 2010/11. 	SE		
MC-107		<ul style="list-style-type: none"> Capacitate by-law Enforcement Unit by 2010/11. 	GI		
MC-108		<ul style="list-style-type: none"> Effective by-law enforcement (ongoing). 	SE		
TS-103		<ul style="list-style-type: none"> Capacitate Traffic and Fire in view of 2010/11 and beyond. 	SE		
F&R-113		<ul style="list-style-type: none"> Installation of fire hydrants in all townships by 2010/11. 	SE		
F&R-114		<ul style="list-style-type: none"> Ongoing training on the fire fighting (fire bucket system) should be extended to all wards and rural areas. 	SE		
F&R-115		<ul style="list-style-type: none"> Do a feasibility study to 	SE		

Issues	National & Provincial Targets 2009-2014	Sedibeng Growth and Development Strategies	Objective Code Numbers	Localized Objectives	Core Strategies Codes
	<p>expanding their role in all matters dealing with the CJS and by providing assistance to render them more effective</p> <ul style="list-style-type: none"> Acceleration of efforts to reduce serious and violent crimes by the set target of 7% to 10% per annum and to generally improve public confidence in the criminal justice system. Special attention will be given to combating organised crime Regulating the operations of private security companies amongst others by strengthening the legislative framework governing their activities and expanding the capacity for 			<p>establish fire precincts in order to reduce response in fire safety and fighting by 2010/11.</p> <ul style="list-style-type: none"> Capacitate the Disaster Management Unit by 2010/11 Implement and maintain GIS to assist in fire safety and fighting by 2010/11. Local Road Safety Plans by 2010/11. Review and implement by-laws (ongoing). Parking meters to be procured and maintained by 2010/11. Tender and specifications for new parking meter system by 2010/11. Speed humps and ongoing investigations in conjunction with Gautrans and ELM Roads Departments by 2010/11. Establish regional offices for Traffic and Security in Evaton / Sebokeng by 2010/11. Construction of additional municipal courts in Vereeniging by 2010/11 and Sebokeng by 2011/12. Initiate process to erect a cross-over bridge at Eaton side and Golden Highway with Gautrans through the IGR process by 2010/11. 	<p></p> <p>SE</p> <p>SE</p> <p>GI</p> <p>FV</p> <p>SE</p> <p>SE</p> <p>SE</p>

Issues	National & Provincial Targets 2009-2014	Sedibeng Growth and Development Strategies	Objective Code Numbers	Localized Objectives	Core Strategies Codes
	<p>monitoring the sector.</p> <ul style="list-style-type: none"> Together with other sectors, urgently combat the scourge of corruption in the public and private sectors and in society in general through advocacy, strengthening the legal and policy prescripts and frameworks aimed at combating corruption and ensuring implementation thereof by the law enforcement agencies. 				
Environmental Management, Health & Social Development	Social Development <ul style="list-style-type: none"> Create an enabling environment for social and human capital investment Promote social integration. Establish social protection initiatives to build the capacity of 	<ul style="list-style-type: none"> Exploring partnerships with the private sector, NGO's labour and community based organisations to ensure clean and healthy air, land and water Implementation 	TS-107	<ul style="list-style-type: none"> Participate in the entire province wide policing priorities and monitoring (ongoing). 	SE
			TS-108	<ul style="list-style-type: none"> Effective management of protest marches (ongoing). 	SE
			TS-109	<ul style="list-style-type: none"> Effective management of funeral processions (ongoing) 	SE
			EN-100	<ul style="list-style-type: none"> Utilise the data received from 	SE

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	<ul style="list-style-type: none"> vulnerable groups. • Provide a comprehensive social security system. • Develop leadership in social development to ensure the deepening of social policy discourse and evidence based decision making. • Engage in the effective and efficient management of social development programmes and activities in partnership with civil society and other interested parties. • Increase participation in and improved quality of early childhood development services, with universal access to 	<ul style="list-style-type: none"> Air quality management • Development of environmental management framework and plan. • While the scourge of poverty, ill healthy and HIV and AIDS epidemic continues to plague our people, a concerted partnership of all the stakeholders in Sedibeng working with all spheres of government and national partners can turn this around • Provide basic services needed to improve the quality of life. • Recognize that people are our greatest assets • Attract more 	<ul style="list-style-type: none"> EN-101 EN-102 EN-103 PH-104 PH-105 PH-106 EN-107 PH-108 PH-109 	<ul style="list-style-type: none"> the 4 AQMS (Three Rivers, Sebokeng, Sharpeville and Vanderbijlpark) (ongoing). • Develop and implement an Environmental Management Master Plan by 2010/11. • Capacitating of the Air Quality Management section by 2010/11. • Intersectoral Forum must meet regularly (10 times per annum). • Maintain a comprehensive PHC in 18 clinics (excluding Zone 14) (ongoing). • Maintain drug shortage (stock outs) lower than the national norm of 2%. (ongoing) • Assist with the training of Clinic Health Committees through the Office of the Speaker (ongoing). • That staff recruited to fill the organogram by 2012/13 as per the approved organogram. (2010/11 @ 85%, 2011/12 @ 90% and 2012/13 @ 100%). • Five clinics upgraded by 2012/13 (Beverly Hills, Osizweni, Mpumelelo, Retswelapele and Tlhokomelong). • Build 3 clinics by 2012/13 (Bophelong Ext., Evaton West and Zone 17 (convert mobile clinics to permanent ones). 	<ul style="list-style-type: none"> SE GI GI SE SE SD ED ED SE

Issues	National & Provincial Targets 2009-2014	Sedibeng Growth and Development Strategies	Objective Code Numbers	Localized Objectives	Core Strategies Codes
	<p>Grade R and double the number of 0-4 year-old ECD learners by 2014</p> <p>Environmental Management</p> <ul style="list-style-type: none"> • Create conditions for sustainable tourism growth and development. • Promote the conservation and sustainable development of our natural resources. • Protect and improve the quality and safety of the environment. • Promote a global sustainable development agenda and transformation. <p>Health</p> <ul style="list-style-type: none"> • Reducing the number of HIvV infections by 2011. • Ensure that 8 out of 10 people who need antiretroviral 	<p>people to the region as a preferred place to stay.</p> <ul style="list-style-type: none"> • Provide basic services needed to improve the quality of life. 	<p>SD-100</p> <p>SD-101</p> <p>SD-102</p> <p>SD-103</p> <p>SD-104</p> <p>PH-115</p> <p>PH-116</p> <p>PH-117</p> <p>PH-118</p> <p>PH-119</p> <p>SD-105</p> <p>PH-121</p>	<ul style="list-style-type: none"> • Coordinate NGO's & CBO's and assist with funding applications (ongoing). • ID, Birth Certificates and grant campaigns (ongoing). • Implementation of Social Development programs to support the desk in the Office of the Executive Mayor (ongoing). • Awareness campaigns to engage the community in cluster activities (ongoing). • Victim Empowerment Centres to be established through the IGR process by 2012/13. • Support and sustain the Local AIDS Council. (ongoing). • Sustain the Rural Development Program. (ID Campaigns, victim empowerment, mobile clinic services, etc) (ongoing). • EMS to be capacitated through the IGR process (ongoing). • ARV rollout - referral of patients to ARV sites (ongoing). • Extended working hours at clinics where there is overcrowding by 2010/11. • Sharing of indigent register with SASSA and Eskom (ongoing). • Implement Workplace HIV/ Aids Plan by 2010/11. 	<p>SE</p> <p>SE</p> <p>SE</p> <p>SE</p> <p>SE</p> <p>SE</p> <p>GI</p> <p>?</p> <p>?</p> <p>?</p> <p>?</p> <p>?</p> <p>?</p>

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	<p>treatment receive it.</p> <ul style="list-style-type: none"> • Implement the TB strategic plan by 2007-2011. • Improve the health profile of all South Africans • Improving access to health services and achieving better clinical and patient outcomes from the public health system • Phasing in a National Health Insurance (NHI) system within the next 5 years based on the principles of health care coverage for all, cost containment, equitable healthcare financing, compulsory/mandatory participation, risk equalisation, and simplified administration • Increase institutional capacities to 				

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	<p>deliver health-system functions and initiate major structural reforms to improve the management of health services at all levels of healthcare delivery, but particularly hospitals.</p> <ul style="list-style-type: none"> • Strengthening treatment of TB to combat the high rates of immune suppression and the emergence of the multi-drug resistant and extremely drug resistant strains. • Implementation of the Comprehensive Plan for the Treatment, Management and Care of HIV and AIDS so as to reduce the HIV-incidence rate by 50% by the year 2011 and ensuring that the target of 				

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	<p>reaching 80% of those in need of ARV treatment by 2011 is achieved</p> <ul style="list-style-type: none"> Enhancing the ability of public health services to respond to a range of no communicable diseases, injuries and trauma. Introduction of new child vaccines to reduce cases of diarrhoea and pneumonia, which are significant causes of child morbidity. 				
SRAC	<p>Sports and Recreation</p> <ul style="list-style-type: none"> To increase level of participation in sports and recreation by all South Africans. To raise sport profile amongst decision makers in the face of conflicting and compelling priorities. To maximise the 	<ul style="list-style-type: none"> Each municipality to identify their flagship projects for 2010 and long term with regards to Sports and Recreation Facilities Building and maintaining the town entrances, parks and cemeteries 	SA-100	<p>a) Sport & Recreation</p> <ul style="list-style-type: none"> Negotiate the transfer of the 2 MPCC with GP by July 2011. 	EC
			SA-101	<ul style="list-style-type: none"> Implementation of the 2010 World Cup Strategy through Legacy Projects as a FIFA requirement (ongoing). 	SE
			SA-102	<ul style="list-style-type: none"> To ensure racial integration through mass participation in sport and recreation programs (ongoing). 	SE
			SA-103	<ul style="list-style-type: none"> Resolve the Vaal Show Ground dispute in conjunction with LED by 2010/11. 	ED
			SA-104	<ul style="list-style-type: none"> Resolve the outstanding lease 	SE

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	<p>probability of success of SA teams and individuals in major international events.</p> <ul style="list-style-type: none"> • To place sport in the fore front of efforts to address issues of national importance. • To host a world class 2010 soccer tournament. • Use arts and culture as mechanisms for promoting the cultural diversity of our society and for bringing people together • Promote culture and the arts as well as sport in order to consolidate community and national pride, positive social values as well as economic development (including tourism) 	<ul style="list-style-type: none"> • Greening and tree planting • Sports and recreation facilities 		agreements in conjunction with LED and Legal by 2010/11.	
			SA-105	<ul style="list-style-type: none"> • Grading and formalising of informal soccer fields if permitted by the zoning of the land by 2010/11, 2011/12. 	SE
			SA-106	<ul style="list-style-type: none"> • Implement the maintenance plan for existing sport facilities (ongoing). 	SE
			SA-107	<ul style="list-style-type: none"> • Prioritise upgrading of identified sport and recreational facilities .e.g. President Park by 2010/11, 2011/12. 	SE
			SA-108	<p>b) Arts & Culture</p> <ul style="list-style-type: none"> • Support and sustain the Arts & Culture Forum in ELM (ongoing). 	ED
			SA-109	<ul style="list-style-type: none"> • Ongoing implementation of Arts & Culture programs with partnership from relevant stakeholders locally, provincially and nationally. 	SE
			SA-110	<ul style="list-style-type: none"> • Establishment of new arts and culture facilities through the IGR process by 2010/11, 2011/12. 	SE
			SA-111	<ul style="list-style-type: none"> • Develop and implement a policy on geographic name changes through the IGR process by 2010/11. 	EC
			SA-112	<ul style="list-style-type: none"> • Promote racial integration through Arts and culture programs (ongoing). 	ED
			SA-113	<p>c) Library Information Services</p> <ul style="list-style-type: none"> • Upgrading and maintenance of 	ED

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				libraries by 2010/11.	
			SA-114	<ul style="list-style-type: none"> Construction of library in Boipatong by 2010/11. 2011/12. 	SE
			SA-115	<ul style="list-style-type: none"> Support 2010 strategy and sustain legacy projects by 2010/11, 2011/12. 	SE
			SA-116	<ul style="list-style-type: none"> Conduct library outreach programs including rural areas through mass participation programs by 2010/11/12. 	SE
			SA-117	<ul style="list-style-type: none"> Celebrate national commemorative days through library programs (ongoing). 	SE
			SE-118	<ul style="list-style-type: none"> Sustain Community Library Committees (ongoing). (include libraries of FET and universities) 	SE
Parks & Cemeteries		<ul style="list-style-type: none"> Identify land and establish new cemeteries for burials. 	CS-100	a) Parks <ul style="list-style-type: none"> Clean and Green Campaign by 2010/11, 2011/12. 	SE
			CS-101	<ul style="list-style-type: none"> Development and implementation of the Public Open Space Framework by 2010/11. 	SE
			CS-102	<ul style="list-style-type: none"> Development and implementation of the Master Plan through the IGR process with Sedibeng by 2010/11. 	GI
			CS-103	<ul style="list-style-type: none"> Establishment of 1 Community Park per ward per annum in each area by 2012. 	ED
			CS-104	<ul style="list-style-type: none"> Removal of problematic trees in all wards by 2010/11. 	SE
			CS-105	<ul style="list-style-type: none"> Trimming of trees in all wards on 	SE

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				municipal properties (ongoing).	
			CS-106	<ul style="list-style-type: none"> Maintenance program on all horticultural activities (ongoing). 	SE
			CS-107	<ul style="list-style-type: none"> Develop a policy to address the removal of problematic trees on private properties of indigents by 2010/11. 	SE
			CS-108	b) Cemeteries <ul style="list-style-type: none"> Revise and implement by-laws by 2010/11, 2011/12. 	GI
			CS-109	<ul style="list-style-type: none"> Acquire suitable land for the development of new cemeteries for all categories by 2010/11, 2011/12. 	SE
			CS-110	<ul style="list-style-type: none"> Upgrading of closed and existing cemeteries by 2010/11. 	SE
			CS-111	<ul style="list-style-type: none"> Promote alternative burial methods (ongoing). 	SE
			CS-112	<ul style="list-style-type: none"> Closing down of all illegal cemeteries (ongoing). 	SE
			CS-113	<ul style="list-style-type: none"> Maintenance program on all horticultural activities in all cemeteries (ongoing). 	SE
Roads & Stormwater	<ul style="list-style-type: none"> The National Department of Public Works advances and transforms the delivery of infrastructure to meet the physical needs and social needs of South Africa's poorest 	<ul style="list-style-type: none"> Roads improvement projects including tarring, signage and streets lights to ensure that our areas are safe and attractive. Tarring and maintenance of 	R&S-100	<ul style="list-style-type: none"> Tarring of all roads by June 2012. 	BS
			R&S-101	<ul style="list-style-type: none"> Implementation of flagship projects by June 2012. 	BS
			R&S-102	<ul style="list-style-type: none"> Completion of pre-planning and design of all untarred roads by 2010/11. 	BS
			R&S-103	<ul style="list-style-type: none"> Implementation of annual maintenance plan on: (potholes patching, resealing, gravelling, stormwater & road traffic signs), 	BS

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	communities. <ul style="list-style-type: none"> • The EPWP aims to employ a million people by 2010. • Provision of economic and social infrastructure. • Support economic growth and investments through the provision of appropriate transport systems and socio-economic infrastructure 	roads and sidewalks <ul style="list-style-type: none"> • Upgrading of public transport infrastructure 		supplemented by monthly programme submitted to ward councillors.	
			R&S-104	<ul style="list-style-type: none"> • Implementation of “as and when” contractors to assist in peak seasons in demand by June 2011. 	BS
			R&S-105	<ul style="list-style-type: none"> • Establishment of the Traffic Engineering Section that will be responsible for (traffic lights, settings, access management, traffic calming measures) by June 2011. 	SE
			R&S-106	<ul style="list-style-type: none"> • Implement traffic calming measures in line with the policy (e.g. installation of speed humps etc) by June 2011. 	SE
			R&S-107	<ul style="list-style-type: none"> • Develop and manage appropriate road marking and signage management plan by June 2011. 	SE
			R&S-108	<ul style="list-style-type: none"> • Embark on the physical placement of the street name boards where street names exist but are not properly displayed by June 2011. 	BS
			R&S-109	<ul style="list-style-type: none"> • Facilitate the transfer of the two stormwater pump stations to Metsi (Boy Louw & Rhodes Sub10) 	BS
			R&S-110	<ul style="list-style-type: none"> • Development of two pedestrians bridges (Eatonsyde / Lebohang Mahata and Andries Potgieter / Barrage) by June 2011. 	BS

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			R&S-111	<ul style="list-style-type: none"> Implement 20 PTP in the 4 identified townships (Sharpeville, Bophelong, Sebokeng & Boipatong) by June 2011. 	BS
			R&S-112	<ul style="list-style-type: none"> Regular monitoring of infrastructure projects through monthly neighborhood visits by the Section 80 & Department. 	BS
Water & Sanitation	<ul style="list-style-type: none"> Finalising and implementing the programme to ensure universal access to electricity, water and sanitation by 2014 by not only expanding infrastructure but modifying and repairing aging or inappropriate infrastructure in order to reduce wastage, contamination of natural systems and service disruptions. Build and maintain water infrastructure to improve reticulation, 	<ul style="list-style-type: none"> Construct a regional sewer works by 2010 which can contribute significantly to improved service delivery and clean services. 	W&S-100	<ul style="list-style-type: none"> Conduct feasibility study to determine the supply of waterborne sanitation to all formalized and proclaimed stands by June 2011. 	BS
			W&S-101	<ul style="list-style-type: none"> Enforce bylaws to prevent the use of bucket by residents by June 2011. 	SE
			W&S-102	<ul style="list-style-type: none"> Provide sewer to Malgere (Ward 30) by end of June 2010. 	BS
			W&S-103	<ul style="list-style-type: none"> Conduct feasibility study by end June 2010 for making pre paid meters available to consumers as an option. 	BS
			W&S-104	<ul style="list-style-type: none"> Investigate alternative level of service to rural areas by June 2010. 	BS
			W&S-105	<ul style="list-style-type: none"> Minimize all sewer spillages and control by entering into partnership with Rand Water by June 2010. 	BS
			W&S-106	<ul style="list-style-type: none"> Improve quality of water released into the environment (effluent) by June 2010 through the Rand Water Partnership. 	SE

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	<p>prevent wastage and ensure reliable and safe supply for human consumption, industrial activity and for agriculture, including special irrigation projects such as Mokolo River Augmentation Project, the Vaalharts/Taung and Makathini irrigation schemes.</p> <ul style="list-style-type: none"> Implementing the Strengthening institutional capacity for water management so that water scarcity is not exacerbated by ineffectual management, and finding the right mix of mechanisms to effect change in behaviour including regulatory, self-regulatory, market-based instruments and awareness and education 		W&S-107	<ul style="list-style-type: none"> Upgrading and maintenance of problematic pump stations through the Rand Water Partnership by June 2010. 	BS
			W&S-108	<ul style="list-style-type: none"> Installation of water meters in all unmetred areas: Sebokeng & Evaton 2010/11; 2011/12; 2012/13, Tshepiso, Boipatong & Sharpeville 2014 and Bophelong 2015. 	BS
			W&S-109	<ul style="list-style-type: none"> Embark on annual replacement of all identified ageing water and sanitation infrastructure. 	BS
			W&S-110	<ul style="list-style-type: none"> Increase capacity of Sebokeng WCW by 50m/l by June 2011. 	BS
			W&S-111	<ul style="list-style-type: none"> Align organogram & personnel training to meet DWAF standard by June 2011. 	GI
			W&S-112	<ul style="list-style-type: none"> Fully utilize existing asset management systems such as plant man in order to ensure accurate asset registers by June 2011. 	GI
			W&S-113	<ul style="list-style-type: none"> Conduct an investigation throughout Ward 2 to establish the root causes for all sewer blockages by June 2010. 	BS
			W&S-114	<ul style="list-style-type: none"> Preparation & Roll Out of an integrated public awareness campaigns on all Cluster services to be launched by Feb 2010 in Sharpeville & quarterly thereafter in other areas. 	DD

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	<ul style="list-style-type: none"> Sustainable water use and preserving quality of drinking water and enhancing biodiversity and the preservation of natural habitats 		W&S-115	<ul style="list-style-type: none"> Piloting of pre-planning concept where service providers responsible for planning & design of all projects are appointed at least a year before projects are implemented. 	BS
			W&S-116	<ul style="list-style-type: none"> Provision of a maintenance team backup through appointment of an annual “as and when” contractor. 	BS
Electricity	<ul style="list-style-type: none"> Massive programme to build economic and social Infrastructure Finalising and implementing the programme to ensure universal access to electricity, water and sanitation by 2014 by not only expanding infrastructure but modifying and repairing aging or inappropriate infrastructure in order to reduce wastage, contamination of natural systems and service 	<ul style="list-style-type: none"> Provide the basic services needed to improve the quality of life. Revitalize aging infrastructure Ensure basic infrastructure is in good working order and maintained 	EY-100	<ul style="list-style-type: none"> Ensure that all formal urban areas in ELM have public lighting by June 2011. 	BS
			EY-101	<ul style="list-style-type: none"> Provide 50kWh of free basic electricity to all registered indigent households by June 2011. 	BS
			EY-102	<ul style="list-style-type: none"> Ongoing maintenance on high mast and street lighting. 	BS
			EY-103	<ul style="list-style-type: none"> Achieve national household electrification target by June 2011. 	BS
			EY-104	<ul style="list-style-type: none"> Increase functionality of all public lighting to 95% by June 2011. 	BS
			EY-105	<ul style="list-style-type: none"> Ongoing maintenance of NERSA responsiveness standards. 	BS
			EY-106	<ul style="list-style-type: none"> Continuous upgrading and improvement of the level of maintenance of the electricity infrastructure. 	BS
			EY-107	<ul style="list-style-type: none"> Maintain the capital re-investment into the electricity 	BS

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	<p>disruptions.</p> <ul style="list-style-type: none"> Continuing with the programme to build, revamp and maintain electricity infrastructure, including generation, distribution and reticulation to ensure sufficiency and sustainability of supply and development of alternative energy sources. Efforts to meet the energy efficiency target of 12% by 2015 and renewable energy target of 10 000 GWh by 2013, 		<p>EY-108</p> <p>EY-109</p> <p>EY-110</p> <p>EY-111</p> <p>EY-112</p> <p>EY-113</p> <p>EY-114</p>	<p>infrastructure to meet the NERSA requirements of 5% of sale of electricity.</p> <ul style="list-style-type: none"> Ongoing implementation of energy saving programs in cooperation with Eskom. Conclude the ring fencing of the Electricity Service (financially) by 2010/11. Annual revision of the electricity tariffs in compliance with the NERSA guidelines for implementation on 1 July of every year. Continuous coordination of the normalization of the electricity infrastructure in the Eskom areas of supply (e.g. Evaton & Sebokeng) by 2010/11. Conduct a feasibility study regarding the amalgamation of the Emfuleni and Eskom areas of supply under Emfuleni by 2011. Finalization of the assessment of the electricity function, in terms of Section 78(3) of the Municipal Systems Act, by 2010/11. Implementation of the measures to curb theft of infrastructure by June 2011. 	<p>BS</p> <p>BS</p> <p>BS</p> <p>BS</p> <p>BS</p> <p>BS</p> <p>BS</p>
Waste	<ul style="list-style-type: none"> The National 	<ul style="list-style-type: none"> Recycling, 	WM-100	<ul style="list-style-type: none"> Implement an effective refuse 	SE

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Management	<p>Waste Management Strategy presents a long-term plan (up to the year 2010) for addressing key issues, needs and problems experienced with waste management in South Africa. Aims to reduce both the generation and the environmental impact of waste. It presents a plan for ensuring that the socio-economic development of South Africa, the health of its people and the quality of its environmental resources are no longer adversely affected by uncontrolled and uncoordinated waste management.</p> <ul style="list-style-type: none"> Gauteng launched a comprehensive 	<p>revival and environmental resuscitation of our general environment that would turn environmental problems in the air, water and waste into economic opportunities and a green city.</p> <ul style="list-style-type: none"> Exploring opportunities for the recycling and regeneration of all forms of waste and improved waste management. Exploring partnerships with the private sector, NGO's, labour and community based organisations to ensure clean and healthy air, land and water. Transformation 		collection system (bin & bag) on an ongoing basis.	
			WM-101	<ul style="list-style-type: none"> Achieve & sustain Dept of Water Affairs & Environment standards by June 2010/11. 	SE
			WM-102	<ul style="list-style-type: none"> Continuous implementation of Integrated Waste Management Plan (IWMP). 	SE
			WM-103	<ul style="list-style-type: none"> Ongoing implementation of illegal dump removal in urban & rural areas. 	SE
			WM-104	<ul style="list-style-type: none"> Enforcement of bylaws through appointment of 50 Enforcement Officers by June 2011 & 50 by June 2012. 	SE
			WM-105	<ul style="list-style-type: none"> Development of at least 4 mini dumps / transfer stations equipped with waste separation mechanisms by June 2011 	SE
			WM-106	<ul style="list-style-type: none"> Continuous extension of refuse removal services in all ELM areas. 	SE
			WM-107	<ul style="list-style-type: none"> Introducing refuse removal to all existing informal settlements by June 2011. 	SE
			WM-108	<ul style="list-style-type: none"> Erection of warning signage in all identified hot spots and installs at least 4 CCTV cameras in the selected spots by 2011. 	SE
			WM-109	<ul style="list-style-type: none"> Formalization and capacitating of all 350 identified reclaimers in Boitshepi by June 2011. 	SE
WM-110	<ul style="list-style-type: none"> Rolling out of 240 litre bins 	SE			

Issues	National & Provincial Targets 2009-2014	Sedibeng Growth and Development Strategies	Objective Code Numbers	Localized Objectives	Core Strategies Codes
	<p>campaign on waste minimisation called Love Gauteng! Keep It Clean! A Clean Gauteng by the Year 2010.</p> <ul style="list-style-type: none"> Adopting waste reduction practices by encouraging the re-use of waste outputs as productive inputs 	<p>of the way we deal with landfill sites.</p> <ul style="list-style-type: none"> Exploring partnerships with private sector, NGOs, labour and community based organisations to ensure clean and healthy air, land and water. This partnership would focus on conservation of biodiversity, research on cleaner technology, rehabilitation, awareness, recycling and improved prevention and compliance Ensuring that the Klip and Vaal Rivers are sewerage free 	<p>WM-111</p> <p>WM-112</p> <p>WM-113</p>	<p>throughout ELM as follows: Sebokeng by 2010/11, Sharpeville, Bophelong, Boipatong, Boitshepville by 2011/2012, Vanderbijlpark & Vereeniging by 2012/13 and develop and operate a new general waste site in Millie Farm by June 2011.</p> <ul style="list-style-type: none"> Finalization of licenses of Boitshepi and Waldrift by June 2011. Investigate possibilities to extend removal services in rural settlements by 2010/11. Investigate root causes of illegal dumping on an ongoing basis. 	<p>SE</p> <p>SE</p> <p>SE</p>
Fleet Management	None	<ul style="list-style-type: none"> Efficiency 	FM-100	<ul style="list-style-type: none"> Ongoing effective fleet management services to ensure smooth running of ELM fleet & equipment; (licensing, fuel management, misuse of 	ED

Issues	National & Provincial Targets 2009-2014	Sedibeng Growth and Development Strategies	Objective Code Numbers	Localized Objectives	Core Strategies Codes
				vehicles, etc).	
			FM-101	<ul style="list-style-type: none"> Investigate the possibilities of extending more refuelling sites and securing the ownership of existing fuel equipment by 2010/11. 	GI
			FM-102	<ul style="list-style-type: none"> Complete the upgrading and full operation of the Mechanical Workshop by June 2011. 	GI
			FM-103	<ul style="list-style-type: none"> Implementation of a functional pool system by June 2011. 	GI
			FM-104	<ul style="list-style-type: none"> Training and transfer of skills to the fleet services officials by the current service provider by March 2010. 	GI
			FM-105	<ul style="list-style-type: none"> To investigate the possibilities of extending the current apprenticeship to allow for informal mechanics to enroll in order to increase skills pool. 	GI
			FM-106	<ul style="list-style-type: none"> The revival and operation of the vehicle accident committee by March 2010. 	GI
			FM-107	<ul style="list-style-type: none"> Review the code of conduct to incorporate the accreditation of all municipal drivers by 2010/11. 	GI
			FM-108	<ul style="list-style-type: none"> Continuous implementation of the fleet renewal programme for at least the next five years. 	GI

12.4 Emfuleni Local Municipality Turnaround Strategy

12.4.1 Service Delivery

No.	Priority Turn Around Focal Area	January 2010 (<i>Current Situation/ Baseline</i>)	Target for June 2010	Target for December 2010	Project Status (<i>Current Status & Relevant Expenditure</i>)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (<i>e.g. intervention or technical support</i>)	Human Resource allocated	Budget
1.1	Access to Water	Currently high water losses prevail and a Water Demand Management project has been developed to reduce water losses. The project is underway and will run for a period of three years	Reduce annual water losses by at least 3%	Reduce annual water losses by at least 3.5%	A service provider has been appointed and is implementing the 3 interventions for the reduction of water losses.	Municipality needs to avail resources and budget for the successful delivery of the Water Demand Management Project. In addition need to ensure that all vacancies in the Water department are successfully filled.	Assess reduction of water losses in line with the water balances, as issued by Rand Water on the water purchases by the Municipality. The successful completion of a Water Services Development Plan	none		
		Efforts underway to ring-fence Metsi by July 2010 and ensure capacitation of the team.	Successful ring fencing of Metsi by July 2010	Top Management & junior approved by December 2010	Matter has been referred to the SIRIS group (provincial service provider-PPMO) for finalisation of the ring fencing.	Municipality to drive and unblock actions to successfully ring-fence Metsi.	Metsi successfully ring fenced and fully operational	GPG to that ensure that the appointed service provider delivers the requisite and outstanding actions for the successful ring fencing of Metsi		
		Currently there are 2 informal	The 2 informal settlements	Housing process should	An existing service	Municipality needs to fast	Successful completion of	none		

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for June 2010	Target for December 2010	Project Status (Current Status & Relevant Expenditure)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget
		settlements and 1 school that do not have access to water.	will have access to water in the form of communal taps. The school will be given access to water, in the form of a stand pipe.	start to approve them. Internal reticulation to be done	provider's scope has been extended to include the installation of communal taps in the informal settlements and the school.	track the extension of scope of the service provider, and enable successful implementation	the access to water in the identified areas.			
1.2	Access to sanitation	Ongoing contract with Rand Water for operations and maintenance of sewer infrastructure.	The storm water ingress project will be completed in August 2010.	Assessment of impact on WCW & pumpstations by December 2010. Implementation of the dry flow assessment by December 2010	Ongoing intervention for long term overhaul of the sewer system.	Municipality to continue providing support and funding for the effective implementation of initiatives	Successful refurbishment and effective and efficient maintenance of the sewer infrastructure. Compliance with DWA standards.	Continuous availability of funding for the upgrade of the sewer infrastructure.		
		In terms of investigations conducted to date, the following entities do not have access to the sewer networks: 1 school (Sizwe Sechaba School), 3 informal settlements (+/- 200 residents) and approximately 8 agricultural	Provide access to the bulk sewer network to approximately 35% of the identified entities.	What is the percentage aimed for by December?	Quotations for the school to gain access to the network have been requested and have been submitted. In respect of the Agricultural holdings, a service provider is in place for the access for one of the agricultural holdings.	Continued support and provision of allocated budget	Successful access to the bulk sewer network for the identified recipients	None		

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for June 2010	Target for December 2010	Project Status (Current Status & Relevant Expenditure)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget
		holdings.			Further investigations and design is required for the additional agricultural holdings before appointing a service provider. A contract is in place for the access to the informal settlements					
		Assess and investigate areas and households that have pit latrines		Develop and implement an enforcement programme to ensure that households, who are connected to the sewer network, are compelled to remove pit latrines and ensure connection to the network.	All households are connected to the municipal sewer network; however some landowners have pit latrines in parallel to the sewer system on their properties. The intention is to ensure that all landowners remove latrines and connect additional toilets to the sewer system.	Municipality to pass and enforce the required resolution and bye-laws for effective management and removal of pit latrines within the municipal boundaries	Reduction of pit latrines within Municipal boundaries	Area of Evaton falls within the Evaton Renewal Programme, which falls within the President's national urban renewal programme. This area is a key area affected by the removal of pit latrines. Political support will assist in the implementation of the programme.		

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for June 2010	Target for December 2010	Project Status (Current Status & Relevant Expenditure)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget
1.3	Access to electricity	Currently have a repair and maintenance plan in place	Ensure repairs and maintenance in accordance with the plan and budget.	Ensure repairs and maintenance in accordance with the plan and budget.	Currently delivering against plan.	Continued availability of planned budget	Successful delivery against plan	None	R 33 357 490.00	R 761 580 360.00
		Currently implementing against a Electricity Capital Infrastructure Plan	Continue to deliver against the plan.	Continue to deliver against the plan (the current plan will not be complete by end of June, therefore delivery against it will continue after June. However, the plan may change in the new financial to include new project - which have been determined yet because the budget has not been approved. in the event that it changes, activities will continue according to that new plan)	Currently have a budget.	Municipality needs to ensure the provision of an adequate budget for the continued implementation	Successful implementation of plan	None		
		Current intention to introduce a smart metering system but placed on hold	Continue to pursue alternative funding to secure a smart metering	Continue to pursue alternative funding to secure a smart meter reading	Ongoing funding search, including DBSA	Continued support to elicit funding for system	Successful procurement for funding and the introduction of a smart meter	Support and provision of funding		

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for June 2010	Target for December 2010	Project Status (Current Status & Relevant Expenditure)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget
		due to the lack of funds	system	system (once alternative funding is secured project implementation will commence)			reading system.			
		Currently 65 650 (96.39%) households (in Emfuleni area of supply) have access to electricity	Increase access to electricity to 66 604 (97.79%) households	No more funding available to improve on the June figure at this stage although there's still a requirement (remaining percentage)	Tender has been issued for installation process and the successful bidder will be informed within the Month of May	Municipality to complete tender process and appoint contractor. Further to ensure successful implementation of tender.	Number of households successfully connected.	Increase efforts to elicit funding for remaining households		
1.4	Refuse removal and solid waste disposal	165 000 households receive weekly waste removal service. 30% of informal settlements receive a service on illegal dumps. All operating landfill sites on contractual operations on 3 sites	Service standards will remain in place	Service standards will remain in place	A tender has been issued for services on the Boitshepi landfill and aim to appoint a service provider in the month of May.	Ensure that SCM process is timeously completed and project implemented	Current service standards maintained	None	?	R 180, 7 million
1.5	Access to municipal roads	All formal municipal properties have access to the public road network. Level of access may vary between	An additional 12kms will be upgraded and added to the paved road network.	A total of 25kms will be upgraded and added to the paved road network.	Efforts to Increase the paved road network are underway	Ensure the availability of budget and the successful recruitment of technical vacancies.	An addition al 25kms of paved roads added to the road network	None	R 31 936 892.00	R 250 654 861.00

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for June 2010	Target for December 2010	Project Status (Current Status & Relevant Expenditure)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget
		paved/unpaved. Currently 1427.9km are tarred and untarred 1069kms. Informal settlements have access to public road network.								
1.6	Formalisation of informal settlements	17 informal settlements need to be eradicated	14 informal settlements still need to be formalised	Council has approved the eradication of 8 informal settlements - obtain approval for formalisation of these 8	Awaiting approval from Province	Constant communication with Province and Municipality - Municipality cannot move until budget figures have been released	8 more informal settlements formalised	N/A		
1.7	Access to Housing	The Housing backlog stands at 36 662 currently.	Provide an additional 4 000 houses	Provision of additional Houses as prescribed by Province on the eradication of informal settlements - Province's prescription has not yet been realised	Eradication of 3 informal settlements has been completed (top structures have been built)	Public participation done in conjunction with the IDP process	eradication of informal settlement	N/A	N/A	N/A
1.8	Indigent Register Updated	60 % verification of people on the register	100% verification of register by financial year end and continued verification of	Ongoing verification of register for 2010-2011 financial year end and at least 50%	substantial progress to verification process	Effective and consistent management of the indigent register management system	100% verification of all indigent community members within the Municipality		R 4,4 million	R 9 million for departmental budget

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for June 2010	Target for December 2010	Project Status (Current Status & Relevant Expenditure)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget
			new and/or amended register for forthcoming financial year	verification by December 2010? of new and/or amended register for forthcoming financial year						

12.4.2 Public Participation

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for June 2010	Target for December 2010	Project Status (Current Status & Relevant Expenditure)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget
2.1	Functionality of Ward Committees	All Ward Committees fully functional	Focus on improving the non functional ward committees (3 out of 43), due to lack of a Ward Councillor being in place or because of ill health of the Councillor.	All Ward Committees fully functional	Ward Councillor been appointed in vacancy and continued efforts to support the Councillors that have ill health and ensure functionality of the Ward Committees.	Focus on the revitalising the non-functional Ward committees and ensure continued functionality of all Ward Committees	Monitor proof and level of attendance within the Ward Committees. The regularity of submission of reports from the Councillor.	There are currently challenges iro of the stipends- currently the resolution of Council awards R 100 per sitting as opposed to the Stipend Guidelines which propose R1000. The lack of budget	R 2 315 144.71	R 2 million

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for June 2010	Target for December 2010	Project Status (Current Status & Relevant Expenditure)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget
								to pay participants results in constant challenges iro the lack of compensation. There is insufficient training budget to cover all Ward committee members. Currently can only afford one person per Ward per training intervention.		
2.2	Broader public participation policies and plans	Currently in the process of amending the Public Participation policy, as the policies are not reflective of the organisational intentions. The amended policy will be tabled with Council, post consultation and within the current financial year. Other policies	Amended and approved policies will be in place. Need to sustain the efficiency of public accountability forums. Need to ensure that Ward Councillors adhere to their public meetings schedules. Ensure that all clusters have community outreach programmes to	Sustained efforts to improve broader public participation.	Policies are currently being amended. Staff has been appointed to assist with the mobilisation of public participation and the efficiency of the public participation forums. Discussions have been held with the MAYCO to support and drive the	Cooperation and support of the public participation programmes. Consolidation of all the cluster outreach programmes.	Efficient and effective public participation on all municipal policy and programmes.	Timeous notification and engagement on provincial public participation initiatives.		R 500 000.00

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for June 2010	Target for December 2010	Project Status (Current Status & Relevant Expenditure)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget
		are in place and effectively managing areas of public participation.	ensure increased participation and understanding of Municipal policies.		community outreach programmes.					
2.3	Public Communication systems	At present the public communication is jointly managed by the Speaker's office and the Communication Department. There is regular and effective communication via various media forms including: SMS's, emails, flyers radio and print media.	Improve sustain current public communications systems and enhance communication reach within the community	Sustain current public communications systems and enhance communication reach within the community	Current media systems in place and running efficiently.	Continued support for effective community communication.	Sustained and effective communication with communities.	none		R 500 000.00
2.4	Complaints management systems	Customer / Citizen Service is hostile and not Operationally friendly and not in line with Batho-Pele principles	All administrative processes for appointment of meter reading service provider to be completed (b) Open rates halls every fortnight on Saturday for community to	(a) Appoint service provider to do meter readings (b) to get the customer care centre/office fully established	Currently billing task team examining all billing processes	Process needs to be fully supported by municipality	(a) service provider appointed (b) customer care centre established	HR to timeously effect appointments for new customer care centre		

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for June 2010	Target for December 2010	Project Status (Current Status & Relevant Expenditure)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget
			come in and lodge complaints							

12.4.3 Governance

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for June 2010	Target for December 2010	Project Status (Current Status & Relevant Expenditure)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget
3.1	Political Management and Oversight									
3.1.1	Stability of Councils	On the whole Section 80 committees are functional and are held on a monthly basis. Council meets bimonthly, MAYCO meets bi weekly, SMT (MM and direct reports) and extended SMT, meets regularly. Currently the MPAC is not fully functional due to uncertainty of	Ensure that the following committees of Health and social development, sports and recreation, Infrastructure, water and sanitation are fully functional. Improve strategic / administrative support to all of the political structures. Ensure the full functionality of the MPAC	All section 80 committees fully functional, with full strategic and administrative support.	At present 80% of the council structures are fully functional.	Ensure that all council structures are fully functional, provided with administrative support.	Number of decisions taken and implemented by Council structures	None required	Personnel costs	R1,4 million

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for June 2010	Target for December 2010	Project Status (Current Status & Relevant Expenditure)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget
		their role.	through training and empowerment of MPAC members...							
3.1.2	Delegation of functions between political and administration	An approved delegation framework is in place. However the delegation framework, whilst compliant with the Systems and Structures, does not sufficiently delineate the roles of Council and the administration.	Aim to expand delegation framework to delineation of roles and responsibilities between Council and officials, to ensure effective functioning of the Municipality.	An expanded delegation framework in place and strictly adhered to.	A delegation framework is in place but needs to be expanded	Need to identify areas requiring roles and responsibility clarity and amend delegations accordingly.	An expanded delegation framework.	None required		
3.2	Administration									
	a) Recruitment and selection policies and procedures	A recruitment and selection policy and procedure has been drafted and is in place.	Ensure that all recruitment and selection takes place in accordance with the approved policy and procedure.	Monitor alignment to the recruitment and selection policy	Currently all recruitment and selection is/ is taking place in accordance with the policy and procedure - however, the process takes	Track and monitor that recruitment is conducted in a fair and consistent manner. Minimise the number of recruitment	Timeous completion of new appointments in line with policy and procedure stipulations	Prompt signing-off of interview reports by user/line departments		

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for June 2010	Target for December 2010	Project Status (Current Status & Relevant Expenditure)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget
					too long and appointments are therefore delayed	related disputes. Improve turnaround times for new appointments.				
		Recruitment backlog exists particularly in the administration of applications	70% of vacant positions will be filled	90% of current vacancies positions will be filled (this does not take into account vacancies that arise through attrition)	Currently recruitment is being accelerated, especially in line with the 90 days service delivery program	Internal recruitment and selection processes will take place	Vacant positions filled	Maximal utilisation of current capacity and sourcing of additional capacity where possible		
	b) Policy on suspension of employees developed	No policy in place, currently rely on the collective agreement provisions.	Develop a policy for the suspension of employees	Approve and implement the policy for the Suspension of employees.	All suspensions are conducted in terms of the provisions of the collective agreement governing discipline within local government. A policy to deal with suspensions will be developed and implemented.	To give input, consult on and implement a policy for the suspension of employees.	An approved policy in place	None required		
	Top 4 appointed with signed Performance Agreements	The following Top managers are in place (Municipal Manager, Chief Financial Officer, Deputy MM Corporate	DMM Basic Service post advertised and successfully shortlisted.	DMM Basic Service successfully filled.	Recruitment process to fill DMM Basic Services in place and to be fast tracked by MM.	Ensure urgent appointment of vacant DMM post	All senior management posts successfully filled.	None required		

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for June 2010	Target for December 2010	Project Status (Current Status & Relevant Expenditure)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget
		Services, DMM Public Safety, DMM LED but the post of DMM Basic Services currently has an Acting DMM.								
	All S57 with signed performance Agreements	All section 57 have signed performance management agreements in place.	Ensure performance agreement in place for new incumbent of DMM Basic Services	All section 57 managers with signed performance agreements.	Ensure performance agreement in place for newly appointed DMM Basic Services.	Performance reviews conducted and remedial action timeously identified	100 % achievement of all performance targets	None required		
	Organisational Performance Management System developed	PMS (Individual & Organizational) not effective. Currently all employees on Levels 2-5 are required to have a performance agreement in place. This is not consistently applied across the organisation	90% of levels 2-5 employees are to have a signed performance agreement	All level 2-5 existing and newly appointed employees to have a signed performance agreement with their managers.	At present approximately 85% of all Levels 2-5 managers have performance agreements in place	Put in place a practical and effective performance management development system	(a) Employee PMS aligned with the institutional PMS (b) Employees performance effectively managed according to PMDS	None required		
	Skills development plan for employees	A skills development plan is in place.	Ensure alignment of skills development to strategic priorities and ensure that	Sustained training and development against strategic priorities of the Municipality.	At present approximately 40% of skills development budget has been spent	Ensure availability of employees to attend skills development and training initiatives	100% of skills development budget successfully spent	None required		

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for June 2010	Target for December 2010	Project Status (Current Status & Relevant Expenditure)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget
			skills development initiatives are delivered.							
3.3	Labour Relations									
	LLF meetings convened as planned	LLF currently dysfunctional. Previously LLF convened every second month.	Ensure a fully functional LLF, convened on a monthly basis	Sustained and improved LLF functionality.	There have been a number of challenges resulting in a breakdown in the functioning of the LLF.	Initiate relationship building initiatives to improve the overall labour relations environment	A fully functional and effective relationship with recognised unions within the Municipality to strengthen the functionality of the LLF	Appropriate restructuring and reconfiguration of the LLF		

12.4.4 Financial Management

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for June 2010	Target for December 2010	Project Status (Current Status & Relevant Expenditure)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget
4.1	Revenue enhancement programme developed	No formal revenue enhancement programme in place plan in place. Aim to implement a	A new agreement with a meter reading service provider and technology	An agreement with a meter reading service provider in place and implementation of the	Draft RFP on the table and issued within May 2010	Review tender applications and new service provider appointed in the 1st quarter	Fully functional meter reading system and optimal service provider		R 18 078 982.00	R46 492,196.00

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for June 2010	Target for December 2010	Project Status (Current Status & Relevant Expenditure)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget
		number of initiatives, including the implementation of a revenue incentive scheme and eventually extended to all categories.		technology		of the new financial Draft new RFP and issue tender Conduct review of current financial systems				
			Implementation of revenue incentive schemes for?	Revenue incentive schemes extended to all categories		consider and approve by council				
			Establish fully fledged rates department to enhance revenue collection in line with volume of the municipality	Rates department, fully functional and improved rates collection	Currently have a staff complement of 3- insufficient staff					
			Review revenue section and establish revenue management agency	An enhanced revenue department and a design of a revenue management agency	centralise all revenue collection- for enhanced revenue collection					
			Strengthen internal controls	All internal controls, in the form of policies and business processes in place and operational	across all areas...for general revenue enhancement					
4.2	Debt management	Incorrect staff and debtor	A new agreement with	Data clean up project	At present the assessment is	Provide support and			R 4 41 7 649.00	R1 0,997,240.00

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for June 2010	Target for December 2010	Project Status (Current Status & Relevant Expenditure)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget
	programme developed	information (addresses and account outstanding)	a meter reading service provider and improved technology for increased accuracy.	completed, with 100% debt management register verified. Further that the requisite remedial action to avoid future contamination of data is in place.	that 50% of all staff data is incorrect and an estimated 20% of debtor information is incorrect.	enable data clean-up of the revenue management system				
4.3	Cash flow management model developed	At present there is poor cash flow management capacity within the municipality	Improved cash flow management system designed and sourced.	An effective cash flow management system in place and effectively monitored.	SAICA model complex- need to look at easier model	Establish revenue management agency	Comprehensive cash flow reporting		R 255 560.00	
4.5	Funding Plan shows capital expenditure	CAPEX currently part of IDP and Budget	Enhanced reporting framework designed to improve reporting from all internal stakeholders (e.g. PMU expenditure)	An effective reporting framework to monitor capital expenditure in place, in order to improve tracking of expenditure against CAPEX budget.	Need to improve CAPEX projections to improve budget management	Coordination and improved communication between PMU and Finance.	Improved cash flow and communication between departments on CAPEX and budget allocations			
4.6	Clean Audit plan developed	Continuous efforts to address issues raised by AG in Management letter	Substantive improvement in addressing issues raised in AG management letter	Substantive improvement in addressing issues raised in AG management letter	At least 50% tyo addressing the AG issues	Address AG queries	Concerted effort to achieve a unqualified audit report for the next financial year			

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for June 2010	Target for December 2010	Project Status (Current Status & Relevant Expenditure)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget
			Improvement of internal policies and procedures	Which policies will be in place by December 2010		Cooperation of all senior management and accountability for finance related responsibilities relating to their departmental budgets and expenditure.				
			Conduct internal audit verification process to ensure compliance	Monitor and track internal audit findings with the aim of ensuring a clean audit plan	????	Capacitate Internal Audit to ensure improved effectiveness				
4.7	Submission of Annual Financial Statements	Currently achieving compliance of quarterly submission of financials to Council	Move to a monthly submission of financials to Council as ongoing monitoring system	Ongoing efforts to sustain the monthly submission of financials to Council	Compliance driven and moving to best practice accounting standards	Ensure full staffing complement to deliver optimal services within the financial management services	Monthly submission and regular monitoring of financials			
4.8	% MIG expenditure by end of financial year	47% of MIG has been expended in this financial year. The remaining funds have been allocated to specific projects and target date to spend the		Target of MIG - action plan will be developed by PMU in conjunction with SCM, IDP and the implementing departments- to fast track MIG	At present Municipality is on track to ensure delivery of the projects and expenditure of the MIG funds, in line with 2009-2010 budget.	Improved SCM and HR turnaround times- for the supply of resources and delivery of the identified projects.	Successful expenditure of the MIG funds on target date for the current financial year and till December 2010 for the upcoming financial year.	Continued support and provision of technical skills, in the absence of Municipal capacity.	R 3 973 602.00	R51 107 380.25

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for June 2010	Target for December 2010	Project Status (Current Status & Relevant Expenditure)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget
		allocation of 30th June 2010.		expenditure and improve the implementation of projects to meet the targets. (in keeping with the 2010-0211 budget)						
4.9	Asset management register developed.	Disregard of Council's Asset Management Policy	Increased reporting of asset movement from various stakeholders and improved adherence to Municipal policy	Sustained monitoring of asset movement within the municipality		Increased Valuate Council assets			R 1 231 489.00	
		Completeness register, completeness of the register ito of GRAP 17	Efforts to ensure compliance with GRAP 17 by??? And 100% by the end of 2011 financial year end	Sustained efforts to ensure compliance with GRAP 17 and improvement to???% and 100% by end of 2011 financial year end	30% compliance to GRAP 17	Require specialist skills in the form of engineers and accountants to provide input into the valuation of assets	Improved 60% compliance with GRAP 17			
		Incapacitated Asset Management Section	Recruit and appoint in all vacancies in the Asset Management section	100% recruitment of all vacancies in the asset management section	Department not fully staffed and results in poor service delivery	Ensure full capacity within Asset management department	A fully staffed Asset Management department	N/A		
4.1	Supply Chain Management policy applied	Centralised supply chain management	Currently in the process of the decentralisation	Successful implementation of the	Supply chain decentralisation framework has	Implement and monitor decentralised	Improved supply chain turnaround		R 7 014 788.00	R8,308,902

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for June 2010	Target for December 2010	Project Status (Current Status & Relevant Expenditure)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget
	in a fair and transparent manner (e.g. open tenders, Bid Adjudication committee established.	causing backlogs	of the supply chain management process to a departmental level.	decentralised supply chain process at a departmental level, with all of the required structures and policies in place to support SCM.	been tabled and approved for councils, which provides for decentralised supply chain structures.	supply chain management framework.	times			

12.4.5 Local Economic Development

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for June 2010	Target for December 2010	Project Status (Current Status & Relevant Expenditure)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget
5.1	Municipal contribution to LED	At present there is minimal LED service delivery	Approval of the LED strategy	Implementation of the LED strategic initiatives- how many %	Limited LED activity within the Municipality	Drive the implementation of the LED strategy	Increased Municipal LED contribution	none required	?	?
5.2	LED Plan aligned to the PGDS; adopted by Council.	ELM has recently developed an LED Strategy and the strategy will be tabled with Council for approval shortly.	Aim to have the LED strategy approved, projects designed for the effective implementation of the strategy.	A? % of LED projects successfully implemented.						

12.4.6 Sport, Recreation, Arts and Culture and Information Services (Libraries)

No	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for June 2010	Target for December 2010	Project Status (Current Status & Relevant Expenditure)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget
6	Parks and Cemeteries									
6.1	Parks	Plan for the provision of adequate and suitable public open spaces	turnaround plan implemented, supported by the requisite budget		Plan has been drafted and awaiting budget for implementation	Allocated budget for delivery of the plan	Adequate and suitable public open spaces defined and managed.			
		Addressing global warming and reducingEmfuleni carbon footprint	5000 trees have been planted to date		A further 5000 trees to be planted by September 2010	Budget for delivery of planned services available	10 000 trees planted			
6.2	Cemeteries	Currently a need to provide adequate burial space. There is a developed cemetery management plan.	Promote burial policy changes in accordance with the plan		Plan has been drafted and being implemented	Adequate resources for new cemeteries	Sufficient burial space to service community needs.			
		Establish formal cemeteries	Close 1 illegal cemetery		Monitoring plans in place					
7	Sports, arts and culture, recreation and information services									
	Sports and Recreation	Emphasis on maintenance of sports and recreation facilities	Ongoing maintenance and upgrade of 2 recreational facilities		Facilities identified fir upgrade currently inaccessible to communities, upgrade aims to bring facilities up to standard and access to communities	Currently awaiting the finalisation of new budget for 2010-2011 to start upgrade process	Effective upgrade of the identified facilities	Cooperation and effective decision-making from District Municipality-Sports department	R 14,070 500.00	R 27,281 000

No	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for June 2010	Target for December 2010	Project Status (Current Status & Relevant Expenditure)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget
	Arts and Culture	Current focus areas are the World Cup programmes and the upgrade of the Moedi School	Successful delivery of the 2010 World Cup Programmes and the successful upgrade of the Moedi School into an ARTS school.		Applied for funding, ito MIG for Moedi School and awaiting approval	successful approval of budget required for delivery of services	Successful delivery of World Cup programmes and the upgrade of the facilities	none	R 59 500.00 (currently staff salary drawn from other budget vote)	R 820 000.00
	Information services and libraries	Ongoing maintenance of library facilities is a challenge. Upgrade of facility, namely Sebokeng Zone 13 underway. Continued procurement of library resources and enablement of the community outreach programmes	Improved maintenance of facilities by the Facilities Management department, in accordance with projected Maintenance Plans. Successful upgrade of the Sebokeng Zone 13 library. Motor Vehicles to enable community outreach programmes and all other library resource materials		Budgets have been approved, delays experienced through labour unrest. Procurement delayed by poor procurement and supply chain management processes.	Fast-track of procurement process for the resources required for delivery of programmes. Availability of planned budget. There is no timeous appointment of staff in vacant posts and this provides a challenge to the effective delivery of services to the community.	Successful maintenance of facilities planned for the 2010 financial year. Successful upgrade of the Sebokeng Zone 13 facility. Successful procurement of resources for delivery of Outreach programme and other programmes.	none	R 10 457 000.00	R 15 946 000.00

