



**EMFULENI**  
LOCAL MUNICIPALITY

Vaal River City, the Cradle of Human Rights

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**2022 - 2026**

**INTEGRATED DEVELOPMENT PLAN (IDP)**

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**SPECIAL COUNCIL MEETING**

**TUESDAY, 31 MAY 2022**





## 5th Generation IDP

# INTEGRATED DEVELOPMENT PLAN 2022-2026





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# POLITICAL MANAGEMENT TEAM (PMT)



**Speaker of Council:**  
Cllr Sibongile Soxuza  
016 950 6461



**Executive Mayor:**  
Cllr Sipho Radebe  
016 950 5452



**Chief Whip:**  
Cllr Bennett Jantjie  
016 950 6457

## MAYORAL COMMITTEE (MAYCO) MEMBERS



**MMC Finance and Revenue**  
Cllr Hassan Mosola Mako  
016 950 5289



**MMC Shared Services**  
Cllr Mpho Serapelo  
016 950 5365



**MMC Agriculture Local Economic  
Development Planning and  
Tourism** Cllr Mbuyiselo Kantso  
016 950 5654



**MMC Human Settlement**  
Cllr Mapitso Molepo  
016 950 6541



**MMC Public Works**  
Cllr Vincent Jones  
016 950 5312



**MMC Infrastructure Planning  
Development**  
Cllr Ezron Nzima  
016 950 5041



**MMC Sport, Recreation, Arts and  
Culture, Library, Information  
Services, Parks and Cemeteries**  
Cllr Sehlare Mahlasele  
016 950 5415



**MMC Health and Social  
Development**  
Cllr Regina Makgala Lesoane  
016 950 5069



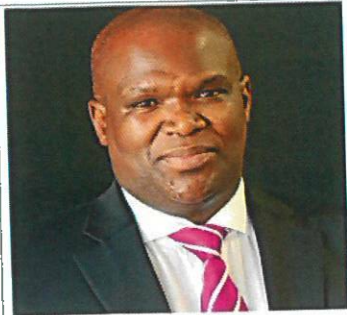
**MMC Environment  
Management and Planning**  
Cllr Jonas Radebe  
016 950 5285



**MMC Public Safety**  
Cllr Raditsela Elias Mokoena  
016 422 1483



# EXECUTIVE COMMITTEE (EXCO)



**Mr Andile Dyakala**  
Chief Financial Officer  
Tel: 016 950 5340



**Mr Lucky Leseane**  
Municipal Manager  
Tel: 016 950 5105



**Ms Refilwe Mokgosi**  
Executive Director:  
Public Works  
Tel: 016 950 5317



**Mr Thabo Ndlovu**  
Executive Director:  
Shared Services  
Tel: 016 950 5444



**Mr. April Ntuli**  
Executive Director: Infrastructure  
Planning & Development  
Tel: 016 950 5041



**Ms Laura Mabunda**  
Acting Chief Audit Executive  
Tel: 016 950 5497



**Mr Benjamin Manzi**  
Acting Executive Director:  
Community Services  
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**Mr Madoda Besani**  
Chief Director: Metsi-a-Lekoa  
Tel: 016 950 8363



**Ms Felicity Human**  
Acting Executive Director:  
Economic Planning and  
Human Settlement  
Tel: 016 950 5680



# EMFULENI 2022 – 2026 COUNCILLORS

 CLLR Y MOTI (ANC) WARD 02	 CLLR ME MOGGRO (ANC) WARD 03	 CLLR MH RORO (ANC) WARD 06	 CLLR NG NDWANDWE (ANC) Ward 07	 CLLR NS PHALA (ANC) WARD 08	 CLLR SJ SEFATSA (ANC) WARD 11
 CLLR MD MOKOLOPO (ANC) WARD 12	 CLLR ME MOHALE (ANC) WARD 13	 CLLR MM SERAPELO (ANC) WARD 14	 CLLR DP MKHUMBENI (ANC) WARD 16	 CLLR M SIKUKULA (ANC) Ward 17	 CLLR TM KHOZA (ANC) WARD 18
 CLLR ER MOKOENA (ANC) WARD 19	 CLLR VR RAMOSHABA (ANC) WARD 20	 CLLR SMS RADEBE (ANC) WARD 21	 CLLR SG ZITHA (ANC) WARD 22	 CLLR MR LESAONA (ANC) WARD 23	 CLLR RM HLAKANE (ANC) WARD 24
 CLLR MM TLADI (ANC) WARD 25	 CLLR TL LEKHEJA (ANC) WARD 26	 CLLR AD MOKOENA (ANC) WARD 27	 CLLR PC DAVIDS (ANC) Ward 28	 CLLR MA TSHABALALA (ANC) Ward 29	 CLLR MB JANTJIE (ANC) WARD 30
 CLLR SJ NAAFO (ANC) WARD 31	 CLLR KP LIUTLOILENG (ANC) WARD 32	 CLLR MA DONDOLO (ANC) WARD 33	 CLLR ST MOKOENA (ANC) WARD 34	 CLLR MV MOLEPO (ANC) WARD 35	 CLLR MR MG KODISANG (ANC) WARD 36



# EMFULENI 2022 – 2026 COUNCILLORS



CLLR HM MAKO (ANC)  
WARD 37



CLLR P.J. NHLAPO (ANC)  
WARD 38



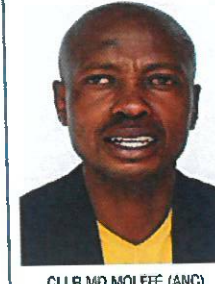
CLLR AS LEKELETSANE (ANC)  
WARD 39



CLLR MP MOSIA (ANC)  
WARD 40



CLLR JS MOCHAWE (ANC)  
WARD 41



CLLR MD MOLEFE (ANC)  
WARD 42



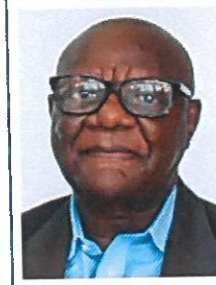
CLLR JR TLADI (ANC)  
WARD 43



CLLR SD SOXUJA (ANC)  
WARD 44



CLLR M VENTER (DA)  
WARD 01



CLLR EK VON BODENSTEIN (DA)  
WARD 04



CLLR D. DOSOUDIL (DA)  
WARD 05



CLLR M Y COERTZE (DA)  
WARD 09



CLLR PA VERBEEK (DA)  
WARD 10



CLLR BP HLANYANE (DA)  
WARD 15



CLLR E AUCAMP (DA)  
WARD 45



CLLR LEP ALFRED (DA)  
PR



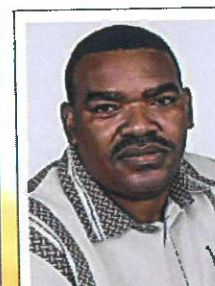
CLLR T MASHIGO (DA)  
PR



CLLR ML MATSIE-SKOSANA  
(DA) PR



CLLR TA MOKOENA (DA)  
PR



CLLR DS MOLLO (DA)  
PR



CLLR HC MDSUANE (DA)  
PR



CLLR ILT MOTLOUNG (DA)  
PR



CLLR NLI MSOILO (DA)  
PR



CLLR ND MTHEMBU (DA)  
PR



CLLR TR RAMONGALO (DA)  
PR



CLLR HH SHABALALA (DA)  
PR



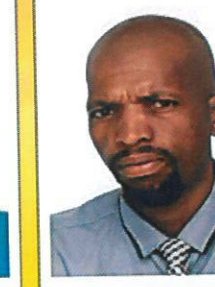
CLLR TG TLHOKWE (DA)  
PR



CLLR ME TSHABALALA (DA)  
PR



CLLR SM TSOTETSI (DA)  
PR



CLLR I TYOBEKA (DA)  
PR



# EMFULENI 2022 – 2026 COUNCILLORS







Executive Mayor:  
Cllr Siphon Radebe  
016 950 5452

# FOREWORD

## BY THE

### EXECUTIVE MAYOR, CLLR.

## SIPHON RADEBE

The local government elections held on the 1st of November 2021 have ushered in a new era in the political management of the affairs of local government. In these elections no single political party received an outright majority in many major cities and towns in the country. This rendered these parties' incapable of constituting a government on their own thereby coercing them to form coalition with other parties in order to govern municipalities. a government, thus coercing municipalities to establish local government coalitions. The Emfuleni Local Municipality was not spared from this phenomenon. The governing party had to coalesce with other progressive parties who share its agenda of transformation and commitment to service delivery for all the communities irrespective of race, colour, religion or class in order to form a majority government.

The progressive coalition in Emfuleni Local Municipality agreed to establish Government of Local Unity (GLU). The GLU shall guide Emfuleni Local Municipality to build a local government that has the capacity to:

- Provide democratic and accountable government for local communities;
- Ensure the provision of services to communities in a sustainable manner;
- Promote social and economic development;
- Promote a safe and healthy environment, and;
- Encourage involvement of communities and community organizations on matters of local government.

Local government remains the closest sphere of government to the people and therefore it is a sphere which is in the hands of the people it serves. This 2021 -2026 Integrated Development Plan (IDP) cycle presents us with an opportunity to reflect on our performance and challenges, identify gaps and to make plans for the next five years. Our IDP must remain a plan of the people. This means that it must continue to deliver on the promised future by

placing people at the centre of development. This IDP must address basic community issues with a view of improving relations and to restore trust between us and our people.

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

For us to place Emfuleni Local Municipality on a sustainable recovery path as we enter into this cycle of IDP process, we need reflect on strength, weaknesses and challenges of the last political administration (2016-2021). We had unprecedented administrative challenges as our municipality was managed by three Executive Mayors and three Municipal Managers resulting into a lot of uncertainty and lack of continuity within the administration.

The Emfuleni Local Municipality (ELM) is the heart of the manufacturing industry in Gauteng. The decline of the manufacturing industry in the last two decades has resulted in high numbers of employment and an economic decline in the region. The level of poverty has escalated to almost 40% of the total population. There has been a significant deterioration of the municipal financial health and service delivery performance as demonstrated by the financial and non-financial performance from the 2016/17 financial year. In a quest to review this state of affairs, on the 18 June 2018, the Gauteng Provincial Executive intervened at the Emfuleni Local Municipality in terms of Section 139 (1) (b) and Section 139 (5) (a) of the Constitution read with Section 139 on the Municipal Finance Management Act (MFMA) (Act No. 56 of 2003). This resulted into the compilation of the mandatory Financial Recovery Plan (FRP), which was subsequently approved by the Provincial MEC of Finance and the Council in March 2019.

The FRP was a holistic plan needed to address challenges that have been identified. A number of strategies have been developed, refined and implemented in the short, medium and long term. The plan is intended to resolve the challenges faced by the municipality to ensure sustainability over the medium to long term. The MEC for COGTA in Gauteng deployed various teams to help in the implementation of the plan. In this regard, the MEC took over functions of the Supply Chain Management, Financial Management and Service Delivery.

The key strategies and activities as outlined in the detailed implementation plan needed to be implemented and yield positive results within below time frames:



- Immediate term (June 2018 to 30 December 2018);
- Short term (up to 30 June 2019);
- Medium term (up to 30 June 2020); and
- Long term (up to 30 June 2021).

Notably in spite of all interventions listed above the state of affairs did not improve instead deteriorated even further. The Municipality received qualified audit opinions in the last two financial years, namely; 2019-2020 and 2020-2021. This followed the unqualified audit opinion received in the two financial years prior to those, namely; 2017-2018 and 2018-2019. The state of finances in the municipality remains a major ongoing concern as the revenue collected is not adequate to fund service delivery programmes. Positive news is that by the time of adopting this IDP the Auditor General (A.G) announced an unqualified audit opinion for the current financial year. It was also the last financial year of the FRP which projected the financial recovery of the municipality. The service delivery performance rating achieved in 2020/2021 is 1.62. This indicates that the Municipality has partially met its annual performance indicators. The revenue collection continues to be a challenge as only 74, 24% was collected. The continual annual losses of water and electricity which amount to R1 billion per financial year also remain an ongoing concern for the Municipality.

During the last three financial years of the last political administration, the entire world, South Africa and the Emfuleni Local Municipality witnessed one of the most severe pandemic crises (COVID-19) which was never seen in decades. The global Covid-19 pandemic necessitated a shift in the way we respond to the needs of residents. We had to adapt budgets and operations to ensure that we continue offering the necessary assistance to residents, while implementing key service delivery projects. Covid-19 affected service delivery as we had to scale down and devise new means to render service to the people of Emfuleni. This saw our municipality working on a skeleton staff to collect waste, respond to electrical deficiencies, attending to water and sanitation calls, helping families on a daily basis to make arrangements to bury their loved ones who passed on. Covid-19 also resulted in the increase of unemployment as businesses and community struggle to cope with changed environment thereby affecting the revenue of the municipality.

On the same breath there has been a positive contribution by the Gauteng Provincial Government assisting with advices, provision of fleet for refuse removal and resealing the strategic routes within the municipal area. The National Government also intervened by placing the Emfuleni Local Municipality under Section 63 by taking over the provision and maintenance of the water and sanitation network. We should also note that just before the

recent local government elections, an investment summit facilitated by provincial government was held where variety of international and local investors committed to investing in our area. A follow up will be made in this regard as this will go a long way in addressing unemployment and economic growth in the area.

Emfuleni Local Municipality is among the top ten urbanized municipalities in the country. Albeit many challenges of service delivery, ELM has a high number of household infrastructure index at 0.86 compared to Gauteng at 0.80 meaning that high number of residents have access to basic services such as water, sanitation, waste and electricity. While our counterparts Lesedi and Midvaal lacks behind at 0.79% and 0.77% respectively. The diversification (tress index) of the local economy has improved from 2000 to 2013 by 16% to an index of 58. Gauteng province has an index of 50. This means that the municipal area is moving away from relying on the manufacturing sector for economic growth and employment. The statistics SA 2016 community survey revealed the following about the Emfuleni Local Municipality on access to services: -

- 90.6% flush toilet connected to the sewerage;
- 88.1% weekly refuse removal;
- 73.3% piped water inside dwelling;
- 95.0% electricity for lighting, and;
- 87% formal dwelling;

The Vaal as defined by the boundaries of Emfuleni Local Municipality with the exclusion of Sasolburg. This region has been an epicentre of the struggle for the liberation of South Africa. From the Evaton Bus boycott in the 1950s, the Sharpeville massacre in 1960, the Vaal Uprising in 1984, many massacres during 1990s prominently features drive-by shootings, Houtkop, Night Vigil Massacres and Boipatong Massacre in 1992. The selfless sacrifices of those heroes and heroines must guide our conscience and remind us of where we are coming from and to give hope to our people that their sacrifices were not in vain.

As we prepare for the 2022 - 2026 IDP cycle, lessons and plans from previous administration must be taken into account to avoid repetition of plans, committing same mistakes and lacking in implementation. During the last political administration key strategic plans or documents namely, Financial Recovery Plan (FRP), Turnaround Strategy and Prioritized Strategic Intervention were developed. Therefore, these plans must inform us on the way forward on how we can improve, correct past mistakes and put the municipality on a sustainable recovery path. Also of utmost importance, in the November 2021 local government elections, communities gave political parties a clear message: deliver or else!!! It is therefore important that the manifestos of the various parties which are in coalition must be consolidated into a program of action. The consolidated manifestos must also find



reflection in our IDP for the next five years. The aspirations of the people during the consultation phases must also be incorporated into our IDP.

The following five key performance areas must remain the strategic areas on which we measure our progress towards the recovery. These strategic areas must therefore be advanced by various clusters and departments.

### **Municipal Financial Viability and Management**

The finances are critical towards the sustainability and service delivery performance of the municipality. The last financial year collection rate needs to improve so that the Municipality can meet its obligations and improve service delivery. We should strive towards a minimum target of 81% collection rate. All areas of revenue like fines, renting, advertising and others must be pursued. The Municipality must also cultivate a culture of saving. These savings can be created by cutting down on non-core services and by growing our revenue. In the long term the key financial ratios such as the current ones and others in the FRP must be addressed.

### **Basic Service Delivery and Infrastructure**

The deterioration of municipal infrastructure is a reflection of the state the municipality is in so far as the provision of basic services to the community is concerned. The human resource challenges with regards to skills and capacity in Municipality have a direct effect on the provision of effective and efficient basic services which need to be attended to. During elections our communities were vocal on issues of non-service delivery. The Municipality was also a permanent feature on social media and public broadcasts issues of poor service delivery. Therefore, resources to enable the affected departments in this regard need to be availed and closely monitored. This area is a source of concern for the municipality as it often leads to community protests. The state of roads, sewerage spillages, mini dumps and electrical outages have dominated the complaints. The losses attributed to water and electricity always needs to pre-occupy our minds. We need to find sources of these losses and attend to them soonest.

### **Local Economic Development and Spatial Planning**

The growth of the local economy is vital in providing the livelihood of our communities and sustainability of the Municipality. There must be continual measures on how this area is monitored. There is also a need to improve relations with variety of stakeholders in the region as this will inform us about nature of the environment needed for businesses to grow. As the Executive Mayor, I also need to see how investments committed by businesses just before elections can be realized. Provision of bulk services remain a challenge,

especially sewer. This needsto be accelerated. The approval of plans - be it for business, township development or households should have a quicker turnaround time.

### **Municipal Transformation and Organizational Development**

The poor performance culture, lack of accountability, irregular attendance to work is affecting service delivery in the Municipality. This behavior has created a poor image of the institution. The morale of the workers in the institution needs to be improved upon and tools of trade need to be provided. The audit skills need to be part of continual assessments of the institution so that our employees are always put on a proper growth path within the institution. The culture of good ethics and pride in serving our community needs to resonate throughout the institution. During the local government elections, the ELM community was perceived as corrupt. Systems and mechanism must therefore be put in place to ensure early detection of corrupt activities. Our approach to service delivery should seek to up-skill and/or re-skillour internal employees as opposed to rely on external service providers. This reliance on external service providers has a tendency of rendering our employees redundant.

### **Good Governance and Public Participation**

We need to portray a better Emfuleni Local Municipality in the eyes of the residents so that we can earn backtheir trust in their institution. Good public ethics and exemplary conduct are required among the councillors as we have all pledged to the community that we will work for their betterment and not ours. The ward councillors will remain our primary ambassadors and communicators with our people. Regular public meetings will be vital in ensuring that correct information is received by the constituency we serve. The synergy with Community Development Workers (CDWs) in wards needs to be forged by continual engagements. The social contract to mobilize the community to protect and safeguard assets needs to be nourished and forged. In all programs we implement we should seek partnerships with civil society to take ownership of municipal service delivery.

As we develop our 2021 – 2026 IDP for the new administration, we should remind ourselves that the changing world will always require new methods. It is always important for us to adapt to such changes. Therefore, innovation is a vital element of living and working in today's world. Innovation drives us to use new ideas and technologies to keep up with the rapid speed of transformation. The South African Local Authorities (SALGA) argues for the importance of getting the most out of what we have in order to build new systems and ways of doing things for generations to come. The approach might result in a new, sustainable and brighter future for our Municipality. This IDP for the period July 2022 to June 2026 gives expression to the political mandate that we have received from residents on the 1<sup>st</sup> of



November 2021 local government election. It is also aligned to the National and Provincial Plans.

## EXECUTIVE SUMMARY BY THE MUNICIPAL MANAGER (MM), MR. LUCKY LESEANE



**Mr Lucky Leseane**  
Municipal Manager  
Tel: 016 950 5105

An Integrated Development Planning remains a base on which we derive our roadmap as the Municipality towards our strategic vision. This remains a five-year pragmatic plan which must be able to take us a step closer to our envisaged destination. It is not a hollow document but rather a policy statement which is used as a yardstick for the measurement of our performance.

This becomes more than just a document prepared for compliance with Section 29 of the Municipal Systems Act, Act 32 of 2000 but a scientific commitment by the leadership of the Municipality in building a better life for our people as part of social compact. It provides us with the strategic framework within which we aim to deliver on our strategic pillars, to continue making Emfuleni a cradle of human kind and a Municipality of choice for better investments.

Through our 2022 - 2026 Integrated Development Plan (IDP) document we envisage to:

- Articulate our vision clearly;
- Identify key development priorities;
- Communicate clear strategies towards the attainment of the development priorities;
- Communicate a clear Service Delivery Model (SDM); and,
- Align resources with development priorities.

This document articulates a world-class competitive city, we are dreaming of as Emfuleni, a legacy that we want to leave for our children and next generations long after our departure from mother earth. This document is a true will of the people of Emfuleni, formerly known as the Vaal as it has been canvassed through all sectors of our population, through robust and intense public participation which sat between 05 April 2022 and 06 May 2022. Though these engagements we were able to garner inputs from the residents as well as from our business community. This makes us to be clear about our roadmap, and as such we will not get lost towards the attainment of the 2022 - 2026 strategic vision of the Municipality. We remain committed to:

- Infrastructure Development in Emfuleni (Electrical, road, water and sanitation);
- Stabilising the Municipality for heightened service delivery;
- Building a habitable environment for our employees for better productivity;

- Cementing our relations with external stakeholders for an enhanced revenue and building rapport with our clientele;
- Changing the identity of the Municipality and making it a Municipality of choice.

Our updated roadmap for the future is now complete and the exact route for the next five years is well articulated in this IDP document. This, like any other any other municipal undertaking is intended to be done in partnership with our communities as the Municipality cannot pull it through on its own. This can only be achieved through collaborative efforts with our residents and organised business.

We believe that the intervention by the National Department of Water and Sanitation (DWS) will go a long way in addressing infrastructural decay in the Municipality as this is slowing down investment and economic growth in the region. In the same vein we appreciate the decisive intervention by the Gauteng Provincial Government on its support to the Municipality towards its recovery and stability. We believe that it is only through good governance that investment can be brought to our Municipality.

The Emfuleni Special Economic Zone (SEZ) remained a dream deferred to those who did not believe when the Premier announced it during his State of the Province Address in 2019. It has now arrived, and it is now here to put Emfuleni into trajectory of economic recovery. This project is buttressed by the intervention from DWS on addressing the water and sanitation infrastructure decay in our area which will in turn infuse growth and development. We remain undeterred in our drive to invest in energy infrastructure within the Municipality. It is our firm belief that this investment will go a long way in addressing the unceremonious power outages which are bringing about huge inconveniences to business operations that has added to the cost of doing business in Emfuleni. We believe that our conviction and dedication towards turning the tide is sufficient to see the realisation of this humongous transformational project.

We still reiterate the call to all the residents of Emfuleni to ensure that they become responsible citizens by paying for rates and taxes and all the services received from the Municipality. This will aid the Municipality as will help enhance its service delivery to our people and to venture into a robust programme of infrastructure development in order to attract investor confidence for economic growth.

In our recent drive we have been meeting with business community individually at their plants and the Municipality is humbled by the commitment displayed to rekindle the partnership between the Municipality and Business. It is through such partnership that our dream to turn Emfuleni Local Municipality into a home for doing business and a Municipality of choice will not be a far-fetched but a realisable dream. We are on course and through a consensus with our communities we shall conquer and reposition Emfuleni as a Municipality of choice and a cradle for human kind.



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## ACRONYMS

ACDP	African Christian Democratic Party
AIDS	Acquired Immuno Deficiency Syndrome
ANC	African National Congress
APC	African Peoples Convention
ARV	Anti-Retro Viral
BNG	Breaking New Grounds
CA	Chartered Accountant
Capex	Capital Expenditure
CBD	Central Business District
CDWs	Community Development Workers
CCTV	Closed Circuit Television
CoGTA	Cooperative Governance and Traditional Affairs
COPE	Congress of the People
COVID – 19	Coronal Virus Disease of 2019
CSA	Community Solidarity Association
CWP	Community Works Programme
DA	Democratic Alliance
DAFF	Department of Agriculture, Forestry and Fisheries
DBSA	Development Bank of Southern Africa
DDM	District Development Model
DEAT	Department of Environmental Affairs and Tourism
DED	Department of Economic Development
DG	Director-General
DLGH	Department of Local Government & Housing
DLA	Department of Land Affairs
DME	Department of Minerals and Energy
DP	Development Planning
DLG	Department of Local Government
DOH	Department of Health
DPLG	Department of Provincial and Local Government
DRP	Disaster Recovery Plan
DRT	Department of Roads & Transport
DTI	Department of Trade and Industry
DWAF	Department of Water Affairs and Forestry
EAP	Employee Assistance Programme
EEDSM	Energy Efficient Demand Side Management
EFF	Economic Freedom Fighters
EFT	Electronic Funds Transfer
EIA	Environmental Impact Assessment
ELM	Emfuleni Local Municipality
EPWP	Extended Public Works Programme
FBE	Free Basic Electricity
FBW	Free Basic Water
FF	Freedom Front
FML	Full Maintenance Lease
FRP	Financial Recovery Plan
FS	Financial Services
GAMAP	Generally Accepted Municipal Accounting Practice
GCR	Gauteng City Region
GDP	Gross Domestic Product
GDP-R	Gross Domestic Product per Region
GDS	Growth and Development Strategies

GED	Gauteng Enterprise Propeller
GDE	Gauteng Department of Education
GGDS	Gauteng Growth and Development Strategy
GIS	Geographic Information System
GP	Gauteng Province
GPG	Gauteng Provincial Government
GRAP	General Recognized Accounting Practice
Ha	Hectare
HDI	Historical Disadvantaged Individuals
HIV	Human Immunodeficiency Virus
HOD	Head of Department
HR	Human Resources
HRD	Human Resource Development
ICT	Information Communication Technology
IDP	Integrated Development Plan
IGRA/-Act	Intergovernmental Relations Act
IMCI	Integrated Management of Childhood Illness
INEP	Integrated Electrification Programme
IPU	Integrated Power Unit
ISCOR	Iron and Steel Corporation
IT	Information Technology
IWEX	Industrial Waste Exchange
IWMP	Integrated Waste Management Plan
KM	Kilometers
KPA	Key Performance Areas
KPI	Key Performance Indicator
KV	Kilovolts
LDV	Light Delivery Vehicles
LED	Local Economic Development
LG	Local Government
LGBTIQ	Lesbian, Gay, Bisexual, Trans and Gender Diverse, Intersex & Queer
LGWSETA	Local Government Water SETA
LRAD	Land Redistribution for Agricultural Development Programme
MAYCO	Mayoral Committee
MEC	Member of the Executive Committee
MFMA	Municipal Finance Management Act
MHS	Municipal Health Services
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MPCs	Multi-Purpose Centers
MISA	Municipal Infrastructure Support Agent
MSA	Municipal Systems Act, Act 32 of 2000
MTREF	Municipal Term Revenue Expenditure Framework
MSS	Municipal Support Services
MVA	Megavolt Ampere
NDPG	Neighborhood Development Partnership Grant
NER	National Electricity Regulator
NFPA	National Fire Protection Association
NGOs	Non-governmental Organizations
NHM	New Horizon Movement
NQF	National Qualifications Framework
NRS	National Regulator Services
NSDP	National Spatial Development Perspective
NT	National Treasury
NWMS	National Waste Management Strategy



O&M	Operations and Maintenance
OPEX	Operational Expenditure
PA	Patriotic Alliance
PAC	Pan African Congress
PaC	Performance Audit Committee
PC	Personal Computer
PD	Previously Disadvantaged
PGDS	Provincial Growth and Development Strategy
PJEC	Principal Job Evaluation Committee
PMS	Performance Management System
PMTCT	Prevention of Mother to Child Transmission
PMU	Project Management Unit
POPs	Persistent Organic Pollutants
PS	Public Safety
PS & CD	Public Safety and Community Development
SCADA	Supervisory Control and Data Acquisition
SOEs	State Owned Entities
TMR	Transformation, Modernization and Re-industrialization

# CHAPTER 1

## 1. INTRODUCTION

### 1.1 Integrated Development Planning

The Integrated Development Plan (IDP) has never been as crucial as now in Emfuleni. This document outlines our strategic vision which is based on the will of our people. It is a mandate which the electorate have given to our Council on the 1<sup>st</sup> of November 2021 during the local government elections. In responding to Section 25(1) of the Municipal Systems Act of 2000, we are expected to develop and adopt an IDP after the start of each election term. Our 2022 - 2026 IDP remains committed to guide the roll-out of the much-needed service delivery at an accelerated phase.

This IDP will also see us through several steps in making the different interventions such as Sections 139 (1)(b)(i) and Section 139 (5) (a) to become effective. As it is envisioned that through this realistic and practical Plan, our social compact with our residents, stakeholders and role-players will be strengthened. This 2022 - 2026 people-centred and driven IDP also comes at the time when our Council has just embraced the District Development Model (DDM)/One Plan which is intended to only bring about game-changing innovations to scale service delivery in the Sedibeng District. With an appropriate theme of *“Achieving Developmental and Capable Local Government through Coordination, Alignment, Integration and Consolidation”*, among the DDMs strategic goals are the following:

- 📌 To ensure good governance with instructional capacity, leadership, sound management practices and good financial management inclusive of stakeholders’ partnership;
- 📌 To promote effective and integral services that addresses the socio-economic and environmental development imperatives of the Region;
- 📌 To enhance sectoral support for agriculture, rural development, tourism, manufacturing and re-industrialization;
- 📌 To maximize the impact of tertiary higher education inclusive of business support on skills development;
- 📌 To promote township economic revitalization with necessary infrastructure, industrial hubs, auto and digital hubs access for youth and vulnerable communities;
- 📌 To develop sustainable regional bulk infrastructure capacity; and
- 📌 To develop spatially integrated region that is sustainable and economically competitive.

Also coming at the right time to breathe oxygen into our IDP is the establishment of the Emfuleni Special Economic Zone (SEZ).



## 1.2 Legislative Framework

The development and implementation of the Integrated Development Plans (IDPs) cut its teeth from some of the following pieces of legislations and directives:

- Constitution of the Republic of South African, Act. 106 OF 1996;
- Municipal Systems Act, No. 32 of 2000;
- Municipal Finance Management Act, No. 56 of 2003;
- State of Local Government Report: 2009;
- National Development Plan (NDP): 2012;
- Spatial Planning Land Use Management Act. (*sPLUMA*), No. 16 of 2018;
- The Integrated Urban Development Framework, 2016;
- Section 139(1)(b) & Section 139 (5)(a) of the Constitution of the RSA & Financial Recovery Plan (FRP), 2019;
- The District Development Model (DDM)/One Plan, 2020;
- Disaster Management Act; Act 57 of 2002; and
- National Treasury's Addendum 3 to MFMA Circular No. 88.

## 1.3 Our Vision, Mission and Motto

This section outlines the visions of the Sedibeng District Development Model (DDM)/One Plan as well as that of the Emfuleni Local Municipality (ELM).

The vision of the Sedibeng District Development Model (DDM) of which Emfuleni Local Municipality is an integral part, along with the Lesedi and Midvaal Municipalities is ***“By 2030, Sedibeng should be a leading and a developmental metropolitan River City that is inclusive of Special Economic Zone (SEZ) initiatives with a strong, infrastructure, diverse economy and an integrated One Plan to promote high quality standard of living”***.

Below are the 2022 ~ 2026 Emfuleni Local Council's Vision, Mission, Values & Motto Statements: -

<b>VISION</b>	: <b><i>Achieving developmental and capable local government through coordination, alignment, integration and consolidation;</i></b>
<b>MISSION</b>	: <b><i>Provide responsive, effective, efficient and sustainable municipal services in an accountable manner;</i></b>
<b>VALUES</b>	: <b><i>Subscribe to the Batho-pele principles as well as being Responsive, Discipline, Accountability, Transparent, Respectful and Honest;</i></b>
<b>MOTTO</b>	: <b><i>Vaal River City: The Cradle of Human Rights;</i></b>

## 1.4 Summary of the 2022/2023 IDP & Budget Integrated Process Plan (IPP)

The Emfuleni IDP and Budget Integrated Process Plan (IPP) was approved by a full sitting of Council of 09 September 2021 *Council resolution A4580*. The Integrated Process Plan is intended to ensure quality standards of the 2022 - 2026 IDP, and to bring about a proper coordination within the

municipality, and with other spheres of government, including state-owned entities/parastatals that operate within the area of Emfuleni.

Below is a summary of the Integrated Process Plan: (IPP)

Table 1: Summary of Integrated Process Plan (IPP)



Task/Action	Jul 2021	Aug 2021	Sep 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022
Table the draft & Budget Integrated process plan											
IDP Budget and Public Participation											
IDP Budget & Mayoral Strategic Lekgotla											
Submission of draft IDP to Council											
Presentation of draft IDP and Budget											
Presenting the draft IDP at a meeting of EXCO											
IDP and Budget Councillors Workshop											
IDP and Budget Public Participation meetings											
Adoption of the final IDP by council											

Source: 2022/2023 IDP & Budget Integrated Process Plan

### 1.5 Municipal Responses on the Assessment of the Emfuleni Local Municipality (ELM) Integrated Development Plan (IDP) Review 2020/2021

The MEC for CoGTA wrote to the municipality on his assessment of the IDP Review 2021/2022 and in the table below are his comments as well as responses provided by the municipality.

Table 2: MEC Comments & ELM Responses on ELM 2021/2022 IDP

 <b>COMMENTS BY MEC OF CoGTA ON THE EMFULENI 2021 - 2022 IDP BUDGET</b>	<b>RESPONSES BY THE MUNICIPALITY ON THE COMMENTS OF THE MEC</b> 
<b>1. LOCAL GOVERNMENT DEVELOPMENT</b> <ul style="list-style-type: none"> <li>➤ The IDP does not contain details pertaining to Local Economic Development (LED) issues and what Municipality seeks to do in this space. It is also unclear whether the Municipality has an LED strategy in place, the status of such and, the extent to which it leverages on comparative</li> </ul>	<b>RESPONSIBLE CLUSTER: ECONOMIC PLANNING &amp; HUMAN SETTLEMENT</b> <ul style="list-style-type: none"> <li>➤ The municipality has an approved LED Strategy which has been now thoroughly reviewed with the assistance of MISA but not yet submitted to council for consideration;</li> <li>➤ For the first time, our reviewed Local Economic Development (LED) Strategy now has a</li> </ul>



advantages as well as links to other provincial and private sector initiatives.

- Apart from discussing LED as a concept as well as some of its tenets, the IDP has not gone further to practically interpret for its own context and elaborate on some of its ideas and projects that would give effect to the concept. Going forward into the new 5- year IDP, the Municipality is urged to pay close attention to this matter and provide clarity on the status of its LED strategy.
- One of the biggest contributors to the Municipality's economy is the manufacturing sector. In line with Township Economy Revitalisation (TER) business are informal in nature and lack manufacturing and production capacity to meet procurement requirements. This provides opportunity to better understand the Municipality's township dynamics from an LED and TER perspective and develop key partnerships that would unlock manufacturing potential that may be dormant in its townships. This is a critical component to be considered in the Municipality's LED strategy.

consolidated business plan for the implementation of the following projects like Vaal recycling, revitalisation of Dhlomo dam, agro-processing, construction of stalls for the informal traders and undertaking the Vaal Re-industrialisation and LED investigation study as well as undertake journalistic expedition and explore developments around the roll-out of Township Economy by looking into its background and current occurrences and its future prospects; and formed partnership with Innovation Hub for purposes of launching the Fourth Industrial Revolution (4IR) programme that will have state-of-the-art equipment that will further adorns high-tech laboratories for the Internet of Things (IoT) and Robotics as well as hosts the International Centre of Excellence that will focus on new global challenges of information technology, big data, the internet of things, statistical leadership, continuing learning and executive education which is testimony to the support that LED and Tourism and its leadership put and continue to place behind African unity and Agenda 2063 because Africa can prosper, but only when it puts its thoughts on leadership and in addition, there will be fully equipped computer laboratories to support postgraduate research in IT, drone-based computing systems, robotics programming and computing networks as this is aimed at realising the highest levels of the government's, provincial and municipal strategic plans for societal and industrial reforms, as well as to narrow the growing digital divide brought about by the emergence of the Fourth Industrial Revolution (4IR). The training is to be done in collaboration with five leading researchers across South African tertiary institutions and or institutions of higher learning.

- These centres of higher learning and or institutions of higher learning are at the cusp of innovations that critically interrogate and address the technological skills shortage and, in so doing, are developing systems and labour ready for the modern economy. It is aligned to the systems and processes and society perspectives of national, provincial and municipal ENVISION2030, and will ensure we can contribute to having an innovative curriculum, as well as contribute to ELM having appropriate 4IR infrastructure to support our innovation and ensure we have the state-of-the-art infrastructure.

**2. SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT**

**RESPONSIBLE CLUSTER:PUBLIC WORKS**

- Despite its myriad of challenges, the Municipality is commended for continuing to

- Roads and Stormwater Department, is responsible for maintenance of 1 645 km of asphalt roads, 1 045km



<p>address the state of its roads and related storm waters systems. Its strategy to address urgent resurfacing of tarred roads to a total of 1372km in length spans over two years.</p> <ul style="list-style-type: none"> <li>➤ The Municipality has aligned its road maintenance and rehabilitation programmes such as gravel base layer repairs, surface layer rejuvenation and resealing activities with a budget being allocated. This alignment is commendable and has helped address challenges relating to poor availability of maintenance plant and machinery.</li> <li>➤ Additionally, the Gauteng Department of Roads and Transport intervened with a program on patching potholes and re-gravelling the municipality's roads, which has further provided much needed relief to the municipality's roads, which has further provided much needed relief to the municipality as the shortage of resources has been a major challenge. To date this has been one of the best examples of how intergovernmental planning can accelerate service delivery in targeted spaces as advocated by the District Development Model.</li> <li>➤ In addressing illegal electricity connections, the Municipality is commended for putting in place direct measures to minimise the trend. Measures put in place include the installation of special locking mechanisms in some of the meter boxes in its area. This seeks to not only reduce the chances of consumers illegally connection themselves onto the reticulation system but further ensures that meter boxes are adequately locked at all times for the safety of households situated near meter boxes.</li> </ul>	<p>gravel roads, 158 445m<sup>2</sup> road markings and 14 602 number of road sign. In summary a total of R 343 million is required to address the urgent resurfacing maintenance needs of 1372km tarred roads.</p> <ul style="list-style-type: none"> <li>➤ In regards to annual maintenance of roads and storm water, 2018/19, 2019/20, 2020/21 and 21/22 (mid-term) financial years the municipality covered 31,32km of resealing to date.</li> <li>➤ Re-gravelling, Grading and Rip &amp; Re-compact of gravel roads, In the 2018/2019 period only a total of 199 km of gravel roads were maintained, In the 2019/2020 period only a total of 121.85 km of gravel roads were maintained, In the 2020/2021 period only a total of 2.6 km of gravel roads were maintained and in the 2021/2022 (Mid-Term) period only a total of 38.9 km of gravel roads were maintained.</li> <li>➤ Intervention by GPDRT in the financial year 2020/21, GPDRT resealed 72.8km of roads which covered about 22 roads. A new business plan was submitted to GPDRT to assist the municipality. The municipality is in a process of installing the robust meter boxes to reduce vandalism and as result the illegal connection. The program will commence this financial year 2021/22. The municipality has planned to R4mil for year one, R5mil year two and R5mil for year three.</li> </ul>
<p><b>3. GOOD GOVERNANCE AND INSTITUTIONAL DEVELOPMENT</b></p>	<p><b>RESPONSIBLE CLUSTER: SHARED SERVICES:</b></p>
<ul style="list-style-type: none"> <li>➤ Emfuleni Local Municipality has done well in fast tracking the process of filling critical senior management position. This includes the appointment of Executive Directors in Shared Services, Public Works, Community Services, Economic Development and Human Settlements among others. However there, remains high vacancy rates in the workforce of the municipality and this ultimately hampers service delivery.</li> <li>➤ The impact of this is clearly noticeable in the IDP with regards to resolving issues on the quality of roads and storm water systems in the municipality.</li> <li>➤ In this regard, Emfuleni's vacancy rate is 79% which has compelled the Municipality to recruit trained personnel as well as expediting the process of acquiring the relevant training and skills development programmes for the noteworthy, it should not be undertaken in reactive manner but should be guided by the</li> </ul>	<ul style="list-style-type: none"> <li>➤ The Municipality has done well in processing filling of vacancies for senior management positions and currently at a vacancy rate of 66%. However, the under mentioned challenges on filling of vacancies are experienced: <ul style="list-style-type: none"> <li>• Lack of financial resources on the part of the municipality to fund these vacancies,</li> <li>• Delay in the payment of service providers who conduct competency assessment tests, background checks and vetting of candidates;</li> <li>• Sometimes there is a delay in having the final interview report signed off the respective Senior Managers;</li> <li>• The delay in placing of adverts caused by the long wait for the adverts to be approved at an executive level;</li> <li>• Some posts are re advertised numerous times because the Municipality is unable to offer</li> </ul> </li> </ul>



<p>municipality's Training and development Policy and its Workplace Skills Plan. In subsequent IDP submissions, the municipality is requested to provide an update on the status of its Human Resource Development Strategy.</p>	<p>competitive remuneration packages to prospective candidates, especially in critical/specialised skills category because the remuneration structure is determined at SALGBC level; the inverse is that those who accept the offer stay minimum of two (2) years and then resign to look for greener pastures; the post then has to be advertised again and at cost;</p> <ul style="list-style-type: none"> <li>➤ The outbreak of the Covid- 19 pandemic worldwide had a negative impact on social, economic and political life of all citizens globally. Therefore, the pandemic also negatively affected operations at ELM including filling of staff, i.e., the municipality operated at 50% staff capacity at the height of the pandemic; inter provincial travel restrictions meant interviews had to be halted because candidates could not travel; service providers were also operating at low staff capacity, so the turn around on vetting and background checks, and competency assessments took too long.</li> </ul>
<p><b>4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</b></p>	<p><b>RESPONSIBLE CLUSTER:FINANCE</b></p>
<ul style="list-style-type: none"> <li>➤ As Emfuleni continues to operate under administration, the Municipality has adopted a Financial Recovery Plan (FRP) to address its fiscal and service delivery difficulties that are undermining the effective and efficient performance of its functions and mandate. However, the Municipality's compliance and implementation of the plan remains a challenge as it does not report to Gauteng Provincial Treasury for monitoring as required. To this effect, the Municipality is urged to be compliant with the implementation of the FRP by submitting quarterly reports to the provincial Treasury. This would assist in tracking the implementation of the plan and monitor levels of progress as legislatively required.</li> <li>➤ The Municipality's capital and financial performance for the past three audited years indicates a deteriorating operating deficit from R633, 3 million to R1, 306 billion. It is anticipated that this negative trend will continue going forward.</li> <li>➤ It is further noted that the capital expenditure performance has declined from IR152 million to R86, 6 million. The Municipality is currently providing water and refuse services at a loss and this is unsustainable. Technical water losses will further reduce any potential revenue the Municipality could collect to enhance its financial cash inflow.</li> <li>➤ In Emfuleni, as with some of Gauteng municipalities, there is general increase in Unauthorized, Irregular, Fruitless and wasteful expenditure (UIFW). This is coupled with a slow pace in addressing the UIFW and the insufficient capacity of the Municipal Public Accounts</li> </ul>	<ul style="list-style-type: none"> <li>➤ The function of consolidating the FRP progress report and submitting to the Provincial Treasury has been escalated to the Office of the MM. This was to ensure accuracy and timeliness of submissions.</li> <li>➤ The water tariff for un-metered household is determined by using assumed consumption per household per month. The assumed consumption was reduced from 30kl per household per month to 15kl per household per month in the 2020/2021 financial year resulting in the municipality foregoing revenue and budgeting for the service at a loss. The reason was to improve collections as the assumed consumption of 30kl resulted in a higher bill. This matter will be put forward to the planned Mayoral Lekgotla and other committees for discussion. The implementation of assumed consumption was initially implemented to resolve water losses from un-metered households. The recommendations and directives of Council will then be implemented with the annual budget for 2022/2023.</li> <li>➤ The recommendation to provide for outsourced investigations by the MPAC will be put forward to the Lekgotla, other Council Committees and Council and their recommendations and directive on the matter will be implanted with the annual budget for 2022 – 2023.</li> </ul>



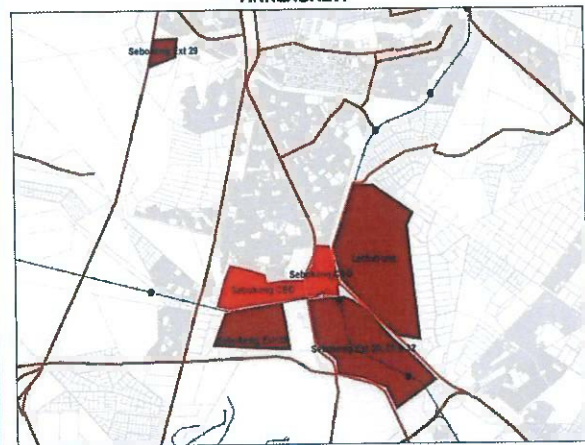
<p>Committee (MPAC) to investigate expenditure matters. The municipal Council is urged to strengthen the capacity of MPAC to investigate matters relating to UIFW, as this has further come under the spotlight following expenditure patterns in the COVID-19 period. Since MPAC Terms of Reference allow for outsourcing of investigations, the committee is should be allocated an adequate budget to outsource investigations.</p>	
<p><b>5. SPATIAL PLANNING AND SUSTAINABLE ENVIRONMENTAL DEVELOPMENT</b></p>	<p><b>RESPONSIBLE CLUSTER: ECONOMIC, PLANNING &amp; HUMAN SETTLEMENT</b></p>
<ul style="list-style-type: none"> <li>➤ Emfuleni is commended for developing a 2021/22 SDF that adequately deals with transportation matters. The SDF sufficiently acknowledges movement patterns, road and rail networks as well as public transport and how they link to the neighbouring municipalities. However, there are several locations proposed for residential use which are not clearly linked to transport/mobility support, with the link to local economic development being further unclear or not addressed at all. The municipality is urged to provide greater consideration of local economic development in support of future residential development with clear transport/mobility/linkages.</li> <li>➤ In terms of managing new settlement development in Emfuleni, the analysis reflects that an urban development boundary has been clearly delineated in the municipal SDF map. However, there is no strategy to accompany the boundary and further emphasises the importance of growth management.</li> <li>➤ The Municipality is urged to expand on growth management by providing a narrative explaining the boundary and how it will lead to inward investment is included in the boundary which creates an unsustainable situation. The area included in the development boundary is very expansive and should be reconsidered in order to drive inward investment.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Please note that at least 95% of the development in ELM are linked to major transportation systems / corridors and existing economic nodes (please see the attached map) showing the latest residential townships approved six years ago in line with the approaches as indicated in the SDF. The Local Economic Development (LED) Department has recently prepared the reviewed LED strategy to provide integrated planning approach to enable better coherent sustainable local economic development.</li> <li>➤ The SDF has a densification approach to densify developments within the immediate influence of existing / planned economic nodes within the earmarked development corridors, as guided by the land use budget as reflected in the SDF. However, it has been unreservedly acknowledged that ELM needs a separate growth management tool (document) not only as a strategy to manage optimised land use within the urban development boundary, but also to guide its expansion / contraction.</li> <li>➤ BRT system provides efficient and cost-effective transportation promoting sustainable compact cities by bringing residential developments closer to places of economic opportunities, thus rendering better non-motorised movements which support environmentally friendly habitats.</li> <li>➤ The provision of BRT system as the most desired economically desired public transport systems in ELM was discounted as unfeasible by DBSA studies carried out in 2015, partly because of low required population densities amongst other things.</li> <li>➤ The Urban Development Boundary (UDB) is an urban growth management tool in the Emfuleni municipality which protects environmental sensitive areas and land with high agricultural potential, reserved to promote agro-processing activities. The Urban Development Boundary also ensures maximum use of bulk infrastructure through promoting compact and densified settlements. The urban growth management tool also prevents urban sprawl; by ensuring development does not encroach beyond the</li> </ul>



delineated areas (the point where it is economically unfeasible).

- The demarcation of the Urban Development Boundary is supported by a land use budget, which provides information on land taken up by different land uses (residential, commercial, industrial, etc.) and the rate at which the land is consumed within the urban development boundary. The land use budget is also used to estimate settlement and industrial expansion within Emfuleni. [p 142, SDF (2021-2022)]. The bulk of literature and recorded practices indicate that there are more viable tools to promote inward investments within the urban development boundary such as incentive policies, status of infrastructure, development compactness approaches to optimise all sectors of energy.

ANNEXURE A



**6. CROSS-CUTTING ISSUES**

- With regard to the Municipal Sector Plans, Section 26 the Municipal Systems Act indicates that an Integrated Development Plan must reflect certain core components, one of them being applicable sector plans. Municipalities are urged to submit their sector plans as annexures to the IDP in subsequent submissions of the next IDP cycle.
- Furthermore, collaboration with provincial sector departments is essential for obtaining assistance in developing municipal sector plans. The Municipality is advised to include a table/chapter in the IDP that indicates the existing municipal sector plans and their status.
- On the issue of Gender Mainstreaming, Gender Based Violence and Femicide (GBVF) is an important issue for consideration and response. Preliminary observations revealed that IDPs do not include mainstreaming of gender or contain targeted responses to GBVF. While the IDP does

**RESPONSIBLE CLUSTER: INTEGRATED DEVELOPMENT PLAN**

- The municipality took part in a series of provincial/national driven meetings to discuss various sector plans of various departments earmarked for Emfuleni.
- These include the Section 139, Section 63 and Emfuleni SEZ interventions/support.
- These interventions, sector plans and Gender Mainstreaming, Gender Based Violence and Femicide (GBVF) are included in the 2022 – 2023IDP.
- Sector plans are included under Chapter 10 on Integration (Intergovernmental) Phase;



<p>reflect overall intentions to address gender-based violence and femicide in a way that would be impactful to communities, it is recommended that the municipality refer to province's adopted five pillar GBVF response plan which requires the participation of local government as one of the key stakeholders towards ensuring adequate gender mainstreaming within municipal IDPs.</p>	
<p><b>7. DISTRICT DEVELOPMENT MODEL (DDM) AND ONE PLAN</b></p>	<p><b>RESPONSIBLE CLUSTER: INTEGRATED DEVELOPMENT PLAN</b></p>
<ul style="list-style-type: none"> <li>➤ The Sedibeng District's DDM One Plan was developed and submitted by the end of June 2021 as per the National Department of Cooperative Governance (DCOG requirements). The District's proposition for the DDM Launch/Pilot in Gauteng is also noted and Emfuleni Local Municipality is encouraged to support this.</li> <li>➤ It should be noted that going into the 5th Generation of IDPs, the Municipality will be required to include a chapter on DDM Implementation and the One Plan into the IDP. The alignment of IDPs and One Plan necessitates incorporation of the long-term priorities and commitments into shorter term interventions as part of the IDP term.</li> <li>➤ The municipality is encouraged to continue to participate and support the implementation of DDM as well as the review and implementation of the District One Plan.</li> </ul>	<ul style="list-style-type: none"> <li>➤ A report to embrace and approve the support to the District Development Model (DDM) One Plan was presented at the Councillors Induction Workshop and also approved by Emfuleni Council sitting [Council resolution no: A4641].</li> </ul>
<p><b>8. IDP MONITORING AND SUPPORT</b></p>	<p><b>RESPONSIBLE CLUSTER: INTEGRATED DEVELOPMENT PLAN</b></p>
<ul style="list-style-type: none"> <li>➤ The Gauteng Department of Cooperative Governance is committed to provide support and guidance while monitoring the development of the Municipality's IDP as outlined in Section 154 of the Constitution. To this extent, the department: <ul style="list-style-type: none"> <li>○ Has established the Provincial IDP Manager's Forum as critical support structure,</li> <li>○ Will be issuing an IDP Circular that will provide the necessary guidance and clarity on the development, review and implementation of IDPs and other matters in the province, and</li> <li>○ Has established Regional Support Teams that will, amongst others continue to work with the Municipality and provide support on IDP and other matters.</li> </ul> </li> <li>➤ In addition, the Department would like to continue to participate in IDP Steering Committee Meetings of the Municipality in order to provide support and guidance.</li> <li>➤ Lastly, the Department, working together with provincial Treasury and the Office of the Premier as the centre of government, will assist to coordinate the participation of sector departments in the IDP process.</li> </ul>	<ul style="list-style-type: none"> <li>➤ In the report approved by our Council the municipality is represented at both the political and administrative steering committees led by the Executive Mayor respectively.</li> <li>➤ The IDP Steering Committee is led by the Executive Mayor and sits when necessary to discuss the IDP and Budget related matters. The Department will be invited to future meetings.</li> </ul>

Source: Assessment of the ELM IDP Review 2021/2022 –CoGTA MEC



## 1.6 2022 - 2026 IDP & Budget Development Processes

Drawn from various applicable pieces of legislations and guidelines, the activities mentioned below are what the Municipality has employed in the development of this IDP as well as the Municipal Budget: -

Table 3: IDP & Budget Development Processes

DATE	ACTIVITIES
October 2021 to March 2022	Consultations with internal clusters and departments to source relevant information.
November 2021 – to-date	Consultation with role-players such as StatsSA, SAPS, etc., to solicit data.
January 2022	Presentation of the District Development Model/One Plan, Emfuleni Special Economic Zone (SEZ) and Water Services Reports to workshops and meetings of the Mayoral Committee and Council for approval. <i>Ref to Council resolution: A4641.</i>
26 – 27 January 2022	Councillors Induction Workshop to discuss the District Development Model/One Plan, Emfuleni Special Economic Zone (SEZ) and the process to develop and adopt the 2021 – 2022 IDP & Budget.
03 February 2022	Sitting of the Sedibeng Municipality-convened District-wide IDP Steering Committee to discuss the DDM and District's IDP Development Framework. The ELM delegation was led by the Executive Mayor.
February – March 2022	Meetings to develop and approve the April 2022 IDP & Budget Public Participation Schedule: EXCO: 12 January 2022; Meeting of the Managers of the PMT, MM and IDP Department: 03 February 2022; IDP & Budget Political Steering Committee: 22 February 2022; MAYCO: 23 February 2022;
24 February 2022	One Plan Quality Assurance Meeting arranged by CoGTA
25 February 2022	Sedibeng District 1 <sup>st</sup> IDP Stakeholder Engagement
25 March 2022	Presenting the draft IDP at a meeting of the Mayoral Committee (MAYCO)
23 March 2022	Presenting the draft IDP document at a meeting of the Executive Committee (EXCO)
24 March 2022	Presenting draft IDP at a meeting of the Joint IDP & Budget Steering Committee
24 March 2022	Presenting draft IDP at the meeting of the Joint Performance and Audit Steering Committees
24 March 2022	Presenting IDP Draft at the meeting of the joint shared services Section 80
31 March 2022	Serving the draft IDP at the meeting of Council.
1, 2, 3 April 2022	Sitting of the IDP & Budget Mayoral Strategic Session/Lekgotla.
05 April – 06 May 2022	Conduct IDP and Budget Public Participation Program to solicit inputs from communities and stakeholders on the 2021 – 2026 IDP & Budget.
11 April 2022	IDP Analysis Week, Sedibeng District & Local Municipalities by CoGTA
13 April 2022	Joint MMs Forum
09 – 10 May 2022	Sedibeng District-wide IDP & Budget Lekgotla
13 May 2022	District Development Model Implementation meeting with SOE's.
17 May 2022	Presenting Progress on developing the 2022 – 2026 IDP document and the IDP document itself to a meeting of Exco
18 May 2022	Presenting Progress on developing the 2022 – 2026 IDP document and the IDP document itself to a meeting of Joint Audit and Performance Steering Committee.
20 May 2022	Presenting Progress on developing the 2022 – 2026 IDP document and the IDP document itself to a meeting of Joint IDP & Budget Steering Committee.
20 May 2022	Presenting Progress on developing the 2022 – 2026 IDP document and the IDP document itself to a meeting of the Mayoral Committee (MAYCO)
23 May 2022	Presenting the Progress in developing the IDP document and the IDP document itself at a meeting of the Executive Committee (EXCO)
26 May 2022	Presenting the Progress in developing the IDP document and the IDP document itself



	at a meeting of the Audit Committee to discuss alignment of the IDP, SDBIPs and Budget
27 May 2022	Presenting the Progress in developing the IDP document and the IDP document itself at a meeting of the Mayoral Committee (MAYCO)
30 May 2022	Serving final IDP at the meeting of Council

Source: 2022 - 2023 Integrated Process Plan

### 1.7 The Schedule/Program of 2022 - 2026 IDP & Budget Public Participation Meetings

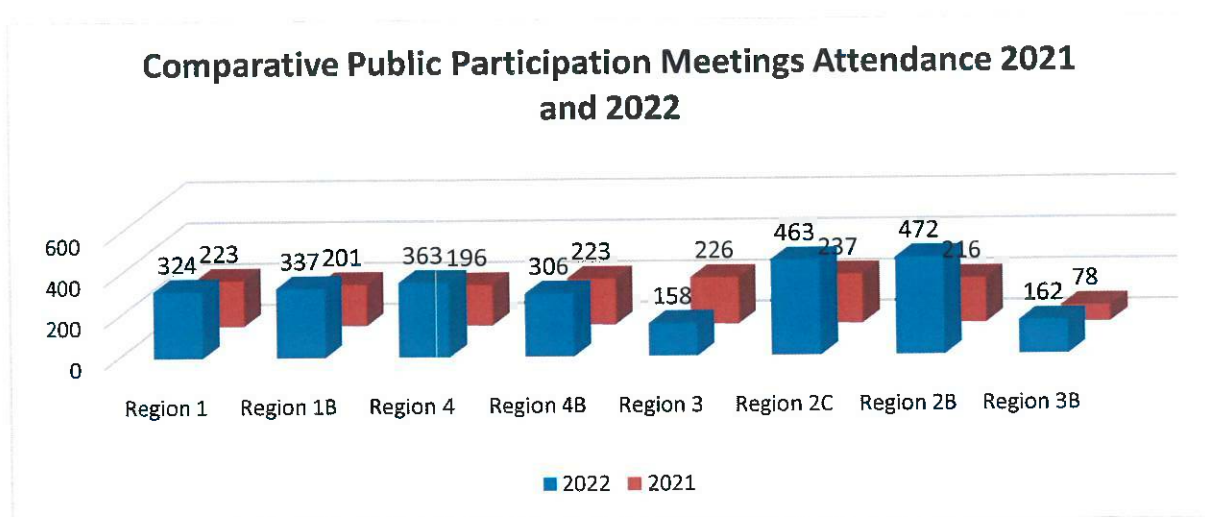
The schedule was approved by the meetings of the Executive Committee (EXCO), Political Management Committee (PMT) and Mayoral Committee (MAYCO) of the 12 of January 2022, 22<sup>nd</sup> of February and 23<sup>rd</sup> of February 2022 respectively. In the schedule, the region is demarcated into eight (8) regions as reflected in the Table below and all meetings started at 16h30 to accommodate members of the communities who are at work during the day. These meetings are conducted concurrently with sector-focused engagements driven by our various municipal service delivery clusters.

In the Table below, we also indicate a comparison of the attendance of the public participation meetings of 2021 and 2022.

Table 4: IDP & Budget Public Participation Meetings



REGION	WARD NO.	DATE	VENUE	MEETING ATTENDANCE	
				2021	2022
Region 1	18, 29, 37, 38, 39, 42 & 44	05 April	Mafatsane Hall	324	223
Region 1B	19, 20, 24, 26, 40, 41 & 43	07 April	Wilberforce College Hall	337	201
Region 4	2, 17, 27, 28, 31&33	12 April	Saul Tsotetsi Sports Centre	363	196
Region 4B	30, 32, 34, 35 & 36	13 April	Saul Tsotetsi Sports Centre	306	223
Region 3	11, 12, 13 & 14	14 April	Rhoda Yende Hall	158	226
Region 2C	3, 8 & 22	20 April	Boipatong Community Hall	405	159
Region 2B	6, 7, 23 & 25	26 April	Bophelong Community Hall	472	216
Region 2C	4, 5, 9 & 10	04 May	Mayor's Parlour	58	78
Region 3B	1, 11, 15, 16, 21 & 45	06 May	Vereeniging Banquet Hall	162	168

### 1.7.1 Public Participation Schedule & Comparative studies



### 1.8 Summary of Issues Raised During the 2022 ~ 2026 IDP & Budget Public Participation Program

Table 5: Issues Raised during the April – May 2022 IDP & Budget Public Participation Program

05 APRIL 2022 MAFATSANE COMMUNITY HALL REGION 1 (WARD 18, 29, 37, 38, 39, 42 & 44)	07 APRIL 2022 REGION 1B WILBERFORCE COLLEGE HALL (WARD 19, 20, 24, 26, 40, 41 & 43)
	
<p><b>Issues Raised</b></p> <p>Ward 42: construction of Police station and have ward 42 appearing on the IDP;</p> <p>Ward 29: Refurbishment of Evaton bridge between Ward 49 and ward 44; dumping sites with skip bins;</p> <p>Ward 29: completion of Evaton Road construction; EWP Learner-ships to include community members; waste removal collection trucks every week;</p> <p>Ward 18: Provision of PPE and equipment for sewer removal project;</p> <p>Ward 42: Refurbishment of U road; construction of bridges; streets paving;</p> <p>Ward 37: Electricity;</p> <p>Ward 28: Refurbishment of Magoma Street; attend Sewer problems Kwamasiza;</p> <p>Ward 18: Sewer removal at small farm road and next to</p>	<p><b>Issues Raised</b></p> <p>Ward 19: We welcome the new Mayor, and we will clean our Ward, we ask ELM to assist with trucks.</p> <p>Ward19: There is a call for the scrapping of old debt</p> <p>Ward19: Old Eskom boxes should be replaced by new ones</p> <p>Ward19: Youth unemployment</p> <p>Ward19: Sewer spillage</p> <p>Ward19: Mushrooming of scrapyards promotes crime</p> <p>Ward19: There is a concern that pensioners wait outside to collect their government grant</p> <p>Ward19: The road next to Qedilizwe is rotten</p> <p>Ward19: Water leaks next to Wilberforce entrance gate</p> <p>Ward20: Request that specific projects for Ward 20 be printed and make known</p> <p>Ward20: There is no budget for the Ward, the status of the stadium is unknown</p>



<p>depo; construction of full force storm water;          Drain; effective communication between community members and councillors;          Ward 38: Provision of IDP to councilor's prior Public Participation meetings for effective participation; regulation of foreign contractors.          Budget for arts &amp; culture to reflect on IDP;          Refurbishment of zone 7 street from standard bank to clinic;          Ward 13: Refurbishment of vandalized building next to buses to a library &amp; information Centre; tarring of Zenex road; reasonable electricity outages; indigents for the elderly; Provision of title deeds; attendance to corruption &amp; nepotism in the ELM; regulation to reputation of contractors for projects;          Ward 39: refurbishment of zone 7 stadium, replacement of hanging cables; Refurbishment of container clinic to bricks building;          Ward 44: attendance to blue pipes at Champane Road; inclusion on ELM cleaning campaigns; completion of Mercado road project;          Ward 37: maintenance of tempered electricity boxes;          Ward 44: regulations for illegal taxi rank at Machaeneng and house riders on the road;          Ward 37: removal of illegal dumping sites;          Ward 39: Refurbishment of ward 39 golf course;          Schedule of IDP Public Participation meetings be on Sundays to accommodate all community members;</p>	<p>Ward20: The is a proposal that inner roads should be build with concrete          Ward20: Dysfunctional highmast lights          Ward20: Tarring of roads          Ward20: The Executive Mayor should be invited to the          Ward20: Chestnut and Eagle streets are inaccessible yet the is no budget allocation for that. The is no consistency for water and sanitation projects          Ward20: By- Laws unit should assist at the Palmsprings mall          Ward20: What is the status of sports ground, when is phase 2 taking place?          Ward20: Youth unemployment          Ward20: Illegal dumping          Ward20: Sewer spillage affecting roads          Ward20: We need access to resources including connectivity, the are no Wi-fi hotspots          Ward20: A trench was opened during Clir Ngubane's term and it has not been covered          Ward20: The library is not utilised, its a white elephant          Ward20: Drug abuse is a problem and ELM does not show any plans to address the challenge          Ward24: Sewer spillage is a challenge yet the is no budget allocated for Ward 24          Ward24: Illegal buildings are affecting sewer lines          Ward24: Construction of roads          Ward26: Bad road in Ext 4, including the so called Swimming pool road          Ward26: Please explain or translate some of the things in Sotho          Ward26: Unavailability of waste removal trucks contributes to illegal dumping          Ward26: The is a need for housing          Ward40: Propose that a library be built on stand number 56202          Ward40: Nothing is planned for Ward 40 based on the presentation          Ward40: Zone 3 is an old township with ageing infrastructure          Ward40: Some roads are inaccessible</p>
<p><b>Responses</b></p> <p>It is our responsibility to collect waste weekly, but because of trucks shortage we could not. The availability of the new trucks means that everything will be back to normal. We had to attend to Sharpeville due to 21 March memorial but other areas will be considered. Construction of 32 roads will be done through the assistance by the Provincial government. The Provincial and National Government have intervened through Rand Water to address Water and Sanitation. Communities should also advice the Council where necessary.</p> <p>Licence Dept will be completed after July. The has been a change of plan in the Vereeniging taxi rank hence the delay. All the new projects identified in the presentation will kick off sooner including Van Schkalwyk road. Communities are urged not to stop projects, we do not have Zone 7 stadium today because of that.</p> <p>Vaal 21 Association will be working closely with communities to address arts and culture challenges. Members of the community are encouraged to take photos and report municipal vehicles that are parked in taverns.</p> <p>Title Deeds are on-going but we find challenges because of illegal occupants. Councillors should assist with the process</p>	<p><b>Responses</b></p> <p>We will be engaging with the horse owners so that we find a solution to the problem, By-Laws will be enforced. Together with the South African Police Service will visit scrapyards to check whether they comply.          Drugs is a major challenge and together with SAPS a strategy will be made in addressing the matter.</p> <p>The is an intervention by the Provincial government with R41 million earmarked for Small Farms. Alternative means to have electricity outside Eskom is considered. He also encouraged residents who qualifies to register as indigents so that the municipality can benefit from the Equitable shares</p> <p>He outlined the difference between Capital and Operational</p>



of acquiring Title Deeds. When you have subsidy and a happy letter, you are entitled to a house.

Attention will be given to crime at Umfundo. Police and traffic officers will be deployed at Machineng to address the challenge. There is going to be a meeting next week with horse owners regarding the challenges raised. Evaton police station will be divided into two to address the access challenge.

Heritage is under SDM but we will assist. Funding was promised not only for Mangalembé but for other projects. We are planning to bring SRAC employees to the people, like having their offices at Mafatsane. Zone 7 stadium is a project on the pipeline. Libraries are being revamped, but Evaton library will be the last.

Evaton and other areas are Eskom responsibility, we only try by all means to assist. Sewer is a big challenge, but there is Section 63 intervention to remedy the situation. Eight contractors are on ground. The road next to Boiketlong is part of Provincial intervention. MMC invited the Administrator to outline the prioritised roads that he said will be complete by end of December 2022.

Community encouraged to register as indigents

**12 APRIL 2022 REGION 4 SAUL TSOTETSI HALL  
(WARD 2, 17, 27, 28, 31 & 33)**



Ward 02 Projects are taking place in the Ward but Councilors are not informed or involved  
Ward 02 Foreigners are occupying all the containers and the locals are deprived economic opportunities  
Ward 02 In 2019 we requested land for agricultural purpose. We got funding and they needed an SG diagram. Property manager promised to come back to us but has not  
Ward 02 There is a need for housing because the informal settlement occupied is flooded and unsafe  
Ward 02 Unattended water leakage in the yard  
Ward 17 Kwamasiza is inhabitable because all seven sections are covered by sewerage that causes sickness to the community

projects. He stated that grass cutting is taking place and ongoing and the overgrown grass in Ward 43 next to Osizweni will be addressed. Libraries are the competency of the Provincial government, but municipality does assist because they are located within municipal jurisdiction. He further urged community members to take care of their cemetery in Evaton, and made an example that, community in Vanderbijlpark does not vandalise the concrete palisade. On the issue of Ward 20, he promised that oversight will be conducted.

The Provincial government is assisting with roads construction and there are 32 roads planned for Emfuleni. Some of the roads cannot be constructed due to sewer affecting them. Firstly, we need to address the sewer challenge. The problematic Boiketlong road will be fixed, starting with the resealing then after it will be an overall construction of the road itself. Cleaning campaigns are underway to address waste collection and illegal dumping.

Housing remains the competency of the Provincial government, but the municipality facilitates the process. Housing allocation is a huge challenge because there are people who have since registered in 1998, yet have not been allocated houses. She further explained that even if people have registered for housing, they still need to fill subsidy forms, hence some people are not allocated.

**13 APRIL 2022 REGION 4B SAUL TSOTETSI HALL  
(WARD 30, 32, 34, 35 & 36)**



Ward 31 There is a Petition that needs to be signed  
Ward 31 Department of Agriculture has donated wheeled bins. What happened to the remaining bins because they are in need  
Ward 31 What are the criteria for road project allocation, for example Van Schalkwyk road  
Ward 31 There is a call for transparency when the projects arrive because some members of the community have companies and they need to be considered  
Ward 31 Rand Water cannot purify water and maintain it  
Ward 31 Moshoeshoe road needs speed humps next to Masoheng  
Ward 31 There is a proposal that all previous subsidies should



<p>Ward 17 Grading of roads</p> <p>Ward 17 Road from hostel to Moshoeshoe road is full of potholes</p> <p>30 Construction of roads</p> <p>Ward 30 Petitions are forwarded to Council but nothing is done</p> <p>Ward 30 School is needed in Zone 16</p> <p>Ward 30 Concern over problematic sewer system that hampers the opening of Zone 17 clinic</p> <p>Ward 30 Houses are being sold illegally</p> <p>Ward 30 Youth unemployment can be addressed through township development</p> <p>Ward 30 Children with special needs are not included in the municipal budget</p> <p>Ward 30 Fixing of trucks should be outsourced so that waste collection can be expedited</p> <p>30 Salary cut for Councillors to improve service delivery</p> <p>Ward28 Overgrown grass between Zone 20 and Sonderwater causes crime</p> <p>Ward 30 Highmast lights are needed in Westside park</p> <p>Ward 30 Eskom has failed the community hence the call for ELM to intervene</p> <p>Ward 30 The rate of rape is high in Pofokong and Westside park</p> <p>Ward 30 Road to Malgere need grading</p> <p>30 Applied for housing since 1998</p> <p>Ward 31 Potholes are damaging cars</p> <p>Ward 31 The is a proposal for the cancellation of debt by ELM and start everything on a clean slate</p> <p>Ward 32 Sewer challenge is not addressed</p> <p>Ward 31 Sebokeng Ext 28 has no electricity and has high crime rate</p> <p>Ward 32When will CBD development going to take place</p> <p>Ward 32 The is a 21 years old person living with disability without electricity and the yard flooded with sewer</p> <p>Ward 32 Burial rates should be reduced because ELM is not maintaining cemeteries</p> <p>Ward 32 Development should not only be directed to Bophelong stadium only because other areas have plenty of soccer fields</p> <p>Ward 33 Overgrown bushes causes crime</p> <p>Ward 33 Information should be provided about Sebokeng Waste Water treatment plant (Matamong) because it has been five years yet people are not employed</p> <p>Ward 33 Ntabankulu Centre is not accessible to the community</p> <p>Ward 33 ELM is providing false promises</p> <p>Ward 33 Sewer spillage is a challenge that is not addressed adequately by ELM</p> <p>Ward 33 The are 30 houses without electricity, yet we are next to Ward the transformer</p> <p>Ward 33 I live with a pensioner next to Mme Manku and it has been a year without electricity</p> <p>Ward 33 A wrong Title Deed was sent to me three times. Please rectify the Title Deed</p>	<p>be used when applying for housing</p> <p>Ward31Request for stormwater drainage next to the filling station because it was part of 2009 Petition, what is the progress</p> <p>Ward31By-Laws need to be intensified to prevent livestock that is seen all over the residential areas</p> <p>Ward32How far is the forensic investigation regarding corruption in ELM</p> <p>Ward32The are no projects allocated to Zone 13</p> <p>Ward32The is water challenge in Thella boy</p> <p>Ward32Tshediso, Morija and Motumisi streets are flooded with sewer</p> <p>Ward32Community members request agricultural space to improve the local economy</p> <p>Ward32Construction of Ntja and Mangope streets were promised long ago, what happened?</p> <p>Ward32Serathebe and Monnafela streets need speed humps</p> <p>Ward32Sports facilities are in need</p> <p>Ward32The is a call for a clinic in Zone 13 to operate 24 hours</p> <p>Ward32A community hall is needed</p> <p>Ward32Community claims that they have been living without electricity for the past three years in Zone 24</p> <p>Ward32The is a request for wheely bins in Zone 24</p> <p>Ward32What is the status of Vereeniging taxi rank</p> <p>Ward32Stormwater drainage is sealed next to 1367 Baoki street and it is causing water floods due to water from Qhoheng</p> <p>Ward32Can it be possible to transfer Eskom electricity to ELM in Zone 13</p> <p>Ward32Transformers are not working</p> <p>Ward32Sewer challenge is not addressed</p> <p>Ward32The roads are bad and the is no infrastructure</p> <p>Ward32Foreigners shops are selling expired goods and Health inspectors are not doing anything</p> <p>Ward32When will Administration end in ELM</p> <p>Ward32Call for the removal of waste</p> <p>Ward32Title Deeds are needed in Zone 24</p> <p>Ward32Municipal Manager without Matric is part of corruption</p> <p>Ward32Zone 14 precinct is suitable for tourism but the are no travel agencies and registered tourist guides</p> <p>Ward32Sports grounds need to be graded</p> <p>Ward32Challenge of sewer spillage next to the shops</p> <p>Ward32Youth unemployment</p> <p>Ward32Construction of roads</p> <p>Ward32A house got burned in July 2021 and Eskom is not assisting with electricity connection</p> <p>Ward32The is a need for recreational facilities</p> <p>Ward32Provincial government should implement and monitor ELM Performance Management System</p> <p>Ward32Provincial government should train people rather than only providing trucks to ELM</p> <p>Ward32State Owned Enterprises (SOE) should be invited in</p>
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<p>Ward 33 Foreigners are giving our children drugs</p> <p>Ward 33 Sewer spillage in old Zone 12 and Zone 12 Ext needs to be attended to.</p> <p>Ward 33 A member of the community claims to be an Engineer and willing to assist the Municipality with her skills to address service delivery challenges</p> <p>Ward 33 The is a problematic house in Zone 12 occupied by drug users</p> <p>Ward 33 Street traders are closing the road next to Mandela Square and littering all over.</p> <p><b>Responses</b></p> <p>Collection of waste will be done weekly, thanks to the procurement of new trucks. I'm impressed by Monica Pooe from Ward 33 knowledge. Sewer challenge is no longer in the shoulders of ELM alone but also in the National Government. Rand Water has also been involved through Section 63. Local youths should be prioritized when economic opportunities arise. Zone 17 clinic should be attended to by Department of Health</p> <p>There 32 roads to be constructed through the help of the Provincial government. The municipality has introduced the 50% incentive scheme to address high debts. Rapid land release Programme will assist those living wetlands. The is an on-going engagement between ELM and Eskom to address the electricity challenges</p> <p>Zone 17 clinic might look as a complete project, but there other things that need to be attended to including sewer. I had a meeting with the Director from Health Department and he promised that the clinic will be opened soon. It should be noted that clinics are not the sole responsibility of the municipality but we share some responsibility. A person that needs a wheelchair will be attended.</p> <p>Grass cutting has started and it will continue for the next three months. A budget has been released and cemeteries will also be taken care. Rates are difficult to reduce because of the benchmarking by the Provincial government. We will prioritize sports grounds to be graded.</p> <p>EPWP signed contracts and they will make a difference. Assistance with Title Deeds will be addressed. Crime hot spots will be identified and dealt with.</p> <p>All the entrepreneurs should meet the MMC Kantso on township revitalization. There only 11000 people applied for Indigents policy for free basic electricity yet people claim to be unemployed. Communities are encouraged to consult Councillors to help with indigent's application. A budget is allocated for fixing of cemeteries. A budget presented today is for 2022/23, some projects belong to ELM and others to Provincial government. The 2023/24</p>	<p>IDP public participation meetings</p> <p>Ward32The MMC for Finance should check the rightful criteria for indigents</p> <p>Ward32Youths are not benefitting on skills development at the Sebokeng Waste Water Treatment plant</p> <p>Ward32It is unacceptable that people are urged to pay R500 to erect a tombstone yet Evaton cemetery is not maintained</p> <p>Ward34Zone 11 stadium should be fixed</p> <p>Ward34Zone 11 clinic should be extended because it is too small</p> <p>Ward34Parks should be maintained</p> <p>Ward35Application forms are misplaced at the office working with indigents</p> <p>Ward35Boleo street is incomplete</p> <p>Ward36The are no school patrollers in the area yet a child was knocked by a car</p> <p>Ward36Open space in Zone 10 is dangerous and needs to be maintained for the safety of children</p> <p>Ward36Request for sports facilities</p>
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budget will look different and it will accommodate some excluded wards

**20 APRIL 2022 REGION 2C BOIPATONG COMMUNITY HALL (WARD 3, 8 & 22)**



**Issues Raised**

- Ward 03 No budget for Arts and Culture
- Ward 03 Ward Councillor is not visible in Vanderbijlpark
- Ward 03 Unmaintained parks causes crime
- Ward 03 The youths want to utilise the new library but is closed
- Ward 03 There is a need for funding to assist orphan homes
- Ward 03 High rate of crime
- Ward 03 Still awaiting housing
- Ward 03 The roads are bad they need to be constructed
- Ward 03 Youth unemployment rate is very high
- Ward 03 Sewer spillage is very rife
- Ward 03 Dr Nkomo street has a cable that needs to be attended
- Ward 03 Somebody has tampered with my file at the Housing Dept because it reflects someone else
- Ward 03 Poor infrastructure is hampering tourism that can improve the local economy
- Ward 03 There is a big tree that is causing a problem in the yard
- Ward 03 The local cemetery needs to be maintained
- Ward 08 We have subsidy and approval but still not allocated a house
- Ward 08 Sewer trucks are ineffective because whenever they are called, they cannot resolve the problem
- Ward 08 There are trucks moving next to our houses regularly on the Cape Gate road. We are living under health hazard, the road is dirty and there is bad smell, we cannot open our windows
- Ward 08 There is a request for the replacement of electrical transformer
- Ward 08 Overgrown trees need to be removed
- Ward 08 There is no electricity in Slovo. How long are we going to stay without it?
- Ward 08 Landfill site does not comply

**26 APRIL 2022 REGION 2B BOPHELONG COMMUNITY HALL (WARD 6, 7, 23 & 25)**



**Issues Raised**

- Ward 06 There is a need for housing
- Ward 06 Councillors need to be more informed about projects
- Ward 06 The presentation is more about roads rather than building of houses in Bophelong
- Ward 06 There is high rate of crime and the community member propose that ELM provide self defence training
- Ward 06 There is a request for land allocation for agricultural purpose
- Ward 06 There is a proposal for a shopping complex
- Ward 06 Transformer is overloaded due to high number of users
- Ward 06 There is a call for monthly ward meetings so that progress report is provided on issues affecting the community
- Ward 06 Request that the Executive Mayor provide letter of authority to Bophelong schools to allow farmers to utilise school's land
- Ward 06 Construction of roads
- Ward 06 Young farmers need support from ELM
- Ward 06 There is a call for ELM to support people with registered business companies in Bophelong
- Ward 06 ELM is doing nothing to train the community about the necessity of the environment
- Ward 07 Transformers are a challenge
- Ward 07 High rate of unemployment
- Ward 07 Grading of roads
- Ward 07 The clinic is too small and needs to be extended
- Ward 07 A community member has applied for housing since 1996 and there has been no response
- Ward 07 There are cases of corruption in ELM but no arrest
- Ward 07 As a shop owner I need ELM to assist with acquiring Title Deed
- Ward 07 There is a call for the revival of underground electrical network
- Ward 07 The current electricity rates are high, therefore the electricity tariffs increase is unacceptable. The electricity units are also not the same
- Ward 07 Poverty is very high hence there is high rate of crime in Barrage



<p>Ward08Clean the water channels</p> <p>Ward08MMC Jones is inaccessible due to the secretary who operate as a gate keeper</p> <p>Ward08Wheely bins are needed to curb illegal dumping</p> <p>Ward08The is high rate of crime</p> <p>Ward22Some of us are graduates but we are still unemployed</p> <p>Ward22The taxi rank is not useful</p> <p>Ward22The is an open space in Ext 1 that can be utilised for development</p> <p>Ward22People are dumping next to my house</p> <p><b>Responses</b></p> <p>Subsidy is provided by the Provincial Government and ELM only facilitates the process. People are encouraged to visit Housing offices to check their status. The Station commander is on the ground and working. We have a programme to visit police stations, to verify whether they are up to task. Fixing of street lights will be attended to, because when they are dysfunctional they also contribute to crime.</p> <p>The is a list of 32 roads construction through the assistance by the province, some roads will be constructed at a later stage. Sewer is a challenge and there are eight contractors to address that. But we need a permanent solution. Please provide addresses of the problematic houses we will attend to them.</p> <p>Our townships do not have Wi-Fi. He challenged youths to clean the open spaces so that the municipality could intervene. Once parks are maintained then connectivity can take place. Libraries and clinics are the responsibility of the Province, but as the municipality we will forward all the concerns to the relevant depts. He welcomed the proposal that, awareness campaigns about the importance of sewer need to be transferred to the communities, and the youths have a role to play in that regard. Landfill sites will be developed by GDAARD because the current ones do not comply. They will be rezoned and the recycling will assist the economy. The IDP budget is for the 2022/23 financial year and will be revised annually. He pleaded with community members to attend ward Councillors meetings and verify some projects that were proposed previously.</p>	<p>Ward 07 The hall in Ext 6 need to be extended including the sports facilities</p> <p>Ward 07 The is a request for the wheely bins</p> <p>Ward 23 We farm on the leased land but there is no water, we ask for the supply of water</p> <p>Ward 23 Mqiniso street is very bad</p> <p>Ward 23 Why was Chris Hani project stopped?</p> <p>Ward 23 The electrical transformer on stand number 11463 cannot be fixed because it's flooded. Therefore, there is call for it to be shifted as a permanent solution</p> <p>Ward 23 Taxi rank allocation is needed</p> <p>Ward 23 There is a need for a police station</p> <p>Ward 23 There are unfinished roads projects in Matthews and Wabe streets</p> <p>Ward 23 Joko Tea area is not habitable and houses are sold illegally at Muvhangø</p> <p>Ward 23 The ELM is requested to utilize the unemployed youth for the indigents registration campaign</p> <p>Ward 23 Former Mayor announced key intervention on corruption through forensic report, what is the progress regarding that?</p> <p>Ward 23 There is high rate of crime and the municipality shows no interest in dealing with illegal scrap yards</p> <p>Ward 23 There is electrical department in ELM but they cannot address electrical challenges, so what is their purpose?</p> <p>Ward 23 There is clean water leakage in Bonanni that is left unattended</p> <p>Ward 23 The Ward Councillor should call meetings regularly to assist with service delivery solutions</p> <p>Ward 23 There is a challenge of waterlogged houses during rainy season</p> <p>Ward 23 Some shacks are built on top of sewer lines and the toilets are out of order in the past three weeks</p> <p>Ward 23 There should be Deed search to know where houses should be built</p> <p>Ward 23 There is constant cable theft next to Bonanni</p> <p>Ward 25 Housing is in need</p> <p>Ward 25 There are no basic services for people living in rural areas</p> <p>Ward 25 There is a need for electricity in Rietspruit</p> <p>Ward 25 Ward committees were elected but were not officially introduced to the community</p> <p>Ward 25 School buses are in need</p> <p>Ward 25 High unemployment rate</p> <p>Ward 25 MIG funding usage should be explained</p> <p>Ward 25 Who will be the beneficiaries of the SEZ?</p> <p>Ward 25 The community member claims that they have been living for two years without electricity in Polokong</p>
<p><b>05 MAY 2022 REGION 3 RHODA YENDE HALL (WARD 11, 12, 13 &amp; 14)</b></p>	<p><b>06 MAY 2022 REGION 3B VEREENIGING BANQUET HALL (WARD 1, 11, 15, 16, 21 &amp; 45)</b></p>





#### Issues Raised

- 11 Installation of speed humps
- 11 Pitseng road has high crime rate
- 12 High rate of unemployment
- 12 Tenders irregularities
- 13 Jobs should be allocated to local people
- 13 Hulwana street is full of potholes
- 11 Access to title deeds
- 11 Fixing of electricity transformers
- 11 High rate of unemployment
- 14 Stormwater drainage system is dysfunctional
- 13 Patching of potholes
- 13 All people occupying houses illegally should be evacuated in Phase 4
- 14 Sewer challenge
- 12 Grass cutting and tree pruning in Phelindaba/Kissington
- 12 Clear and shut dumping sites
- 12 Build multipurpose Sports Centre
- 13 Tarring and grading of gravel roads
- 13 Weekly waste removal
- 13 Replacement of Sewer Leads
- 13 Cleaning of Storm Water drainages
- 14 Dhlamini Street storm water realignment
- 14 Maintenance of Vuka Cemetery
- 14 Sports ground maintenance & George Thabe Stadium maintenance
- 14 Swimming Pool maintenance every week
- 14 Fixing of High mast lights



#### Issues Raised

- Ward 01 Still awaiting the smart meters
- Ward 01 Debit sundry account for people who sold houses prior 20015, people still awaiting their money ELM should pay what is due to people
- Ward 01 10% of ELM budget comes from Ward 1 but traffic lights and high mast lights are not working
- Ward 01 The water leaks should be addressed
- Ward 01 Residents are disrespected by Call Centre agents
- Ward 01 There is a need for road signs and markings
- Ward 15 By – Laws are not effective
- Ward 15 There is a call for effective By-Laws due to illegal structures built for renting.
- Ward 15 Why an increase on rates and taxes yet there is no service rendered by the municipality
- Ward 15 Illegal immigrants are putting more pressure to the sewer system yet are not paying tax.
- Ward 15 Patching of potholes in Peace haven
- Ward 15 Lot of houses are illegally occupied by foreigners
- Ward 15 Repair Street lights
- Ward 15 How accessible is the Executive Mayor and his Mayoral Committee?
- Ward 15 Electricity call center is none functional
- Ward 15 Nothing is done by the By-Laws unit on scrap metal shops that are illegal
- Ward 15 There are waterlogged houses in Ext 2 during rainy season due to dysfunctional drainage system
- Ward 15 High rate of crime in Vereeniging and nothing is done despite reporting it.
- Ward 15 Municipality does not take water leaks seriously
- Ward 15 There is a call for amnesty on historical debt
- Ward 15 Rand Water should do social responsibility programmes
- Ward 15 Does the 733 444 population figures include foreign nationals?
- Ward 15 There is an expectation that the Executive Mayor should provide case numbers on vandalism and those who delayed the projects
- Ward 15 Municipal rates and taxes should be lowered



	<p>Ward16Out of R7 Billion budget tabled, how much goes to employees' salaries?</p> <p>Ward16The is a need for road construction</p> <p>Ward16Why is Ramaphosa settlement not included in the budget?</p> <p>Ward16The is a call for housing allocation in Rus-ter-Vaal</p> <p>Ward16Why use contractors because ELM has its own employees?</p> <p>Ward16High rate of unemployment</p> <p>Ward16Ext 4 Rus-ter-vaal has power interruptions due to illegal connections, how does ELM solve the challenge?</p> <p>Ward16Sports grounds are vandallized and R2,5 million is too little for cemetery</p> <p>Ward16When will the process of formalizing Gauteng informal settlement begin?</p> <p>Ward16Small emerging entrepreneurs need assistance</p> <p>Ward16High rate of crime</p> <p>Ward16This presentation is just a wish list</p> <p>Ward16ELM should correct the incorrect billing</p> <p>Ward21The project list has no allocation for Ward 21</p> <p>Ward21The is no water in Phase 4 informal settlement and the roads are inaccessible</p> <p>Ward21The is a need for the grading of roads and fixing of stormwater channels</p> <p>Ward21Fix the highmast lights</p> <p>Ward21Resealing of main street used by taxis</p> <p>Ward21Transform highmast lights into solar</p> <p>Ward21High rate of crime</p> <p>Ward21The are businesses that hire foreign nationals only, what is ELM saying about that?</p> <p>Ward21Sewer spillage is a challenge</p> <p>Ward21ELM should stop making empty promises</p> <p>Ward45The is a high rate of cable theft at R82 next to Caltex petrol station</p> <p>Ward45Tennis court at Sonlandpark should be revived</p> <p>Ward45Fixing of street lights.</p> <p>Ward45The is a call for the municipality to create a conducive environment for local entrepreneurs</p> <p>Ward 45The is a request to lease land from ELM at the closed dumping site</p>
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### 1.8.1 Issues Received Through Social media / e-mails

Table 6: Objections

Address	OBJECTIONS AND REASONS PROVIDED ON THE PROPOSED TARRIFS AND LEVIES INCREASE FOR 2022 - 2023
1 Monte Caprara, Golf Road Athlone Drive	- Very poor to no services being provided.
2 Monte Caprara, Golf Road Athlone Drive	- Sewage is running in the streets & roads.
3 Monte Caparra, Golf Road	- Potholes which do not get repaired. Load shedding id excessive.



Address	OBJECTIONS AND REASONS PROVIDED ON THE PROPOSED TARRIFS AND LEVIES INCREASE FOR 2022 - 2023
Athlone Drive	- Refuse removal is erratic.
4 Monte Caprara, Golf Road	- Grass cutting on pavement and parks is non-existent.
Athlone Drive	
5 Monte Caprara, Golf Road	- Road drains are blocked.
Athlone Drive	
6 Monte Caprara, Golf Road	- Rate and Tariffs must be reduced in line with the service that is being provided.
Athlone Drive	
7 Monte Caprara, Golf Road	
Athlone Drive	
9 Monte Caprara, Golf Road	
Athlone Drive	
71 Kowie Street	- No reason provided
Three rivers	
20 Letaba Street, Three 1929	- No reason provided
51 Ring Road	- No Reason Provided
35 Berg Street Three Rivers	- No Reason Provided
17 Pelican Street Three Rivers	- No Reason Provided
23A Mozart Street Vanderbilpark	- No Reason Provided
2323A Mozart Street	- No Reason Provided
Vanderbilpark	
	<ul style="list-style-type: none"> <li>- The advert was placed in the Vaal Ster on 17 May and the public only have 3 days to comment and raise their concerns.</li> <li>- Telephone numbers were of no help, as no one pick up. This happens with all the department within Emfuleni, so why bother to give telephone numbers?</li> <li>- An overall increase of 35% on all tariffs. I find this percentage ludicrous. The majority property owners in Emfuleni and business will be forced to close their doors, which will lead to more unemployment in the area.</li> <li>- The new valuation rolls for 2022 to 2025 will be implemented on the 1<sup>st</sup> of July with an increase of approximately 8% on the values of properties in the Emfuleni area and over and above this Emfuleni suggest an increase of 4.8%.</li> </ul>
1 Ritz Street, Roshnee, 1936	- Street lights in non-working condition
Bonane	- Poor Road maintenance
	- Water meter Leakages
	- Storm Drains
	- Refuse Removal
37 Ebner on Vaal	- Sewage Problem,
	- No street lights



Objections received for payments for refuse removal. The objector from Vaanderbijlpark has a contractor who collects his/her refuse and also objecting on tariffs and levies increases as she/he is a pensioner.

### 1.9 The 2022 ~ 2026 IDP & Budget Public Participation Program/Schedule

South Africa’s democratic dispensation brought about the idea of public participation in public affairs. Section 152 (1) of the Constitution of the Republic of South Africa, Act 108 of 1996 provides for public involvement in the sphere of local government by compelling it to “provide democratic and accountable government for local communities; and encourage the involvement of communities and community organisations in matters of local government”. Municipalities are mandated to promote developmental local government which focuses on development in integrated and a sustainable manner geared towards addressing socio-economic inequalities.

### 1.10 Ward Councillors Priority List of Projects/Service Delivery Issues

Table 7: Ward Councillors Priority List of Service Delivery Issues

WARD 1	WARD 2
<p>Weekly household removal; Mini recycle substations in the ward in order for job creation with private sector’s investment.</p> <p>Upgrade of all electrical substations within infrastructure as well as upgrading of electricity upgrade; Ring-feed cables needs to be sorted out which has been changed and overloading the system currently;</p> <p>Replacement of main cables needed as well as areas where substations experience constant regular off power problems due to old infra structure and overloaded use of infrastructure; Secure a back-up transformer for Ward 1 back again – (previous one has been removed to Vaanderbijlpark and not replaced). Moving electrical lines and infrastructure from back of properties to front in streets;</p> <p>Installation of Solar streetlights with motion detection to reduce load on current electrical bill, as well as for safety and crime prevention.</p> <p>Repair all water leaks in whole of ward 1 and implement maintenance plan for replacement of water pipes; Secure services regarding proper water pressure in Ward 1; Service and Maintenance of Fire Hydrants</p> <p>Repair all potholes in Ward 1; Cleaning of Storm water drains - Hydro-blasting; Road signs and road marks is critical</p> <p>Attend to the sewerage infrastructure in the Ward in all areas – especially Proper where sewer streaming into the Klipriver and Vaal River and Sugarbush river.</p> <p>Address Sewer pump stations not operating in ward and also collapsed sewer pipeline; Addressing infrastructure in Ext 1 and 2 running in the back of properties of residents and blocked manholes overflowing into premises regularly; Opening of all sewer lines properly</p>	<p>Hostel Development- Sebokeng Hostel; Refurbishment of Zone 20 Main Road- Zone 20 Phase 1; Tarring of Roads in Zone 14- Sebokeng Zone 14;Development of a Park facilities in Zone 14;Installation of Streetlights in Zone 17 Sebokeng Zone 17;Development of Sports Facilities in Zone 17 and Parks; Building of Canals in Zone 20- Phase 1;Installation of High mast lights in Sebokeng Hostel(3-5);Building of Primary School in Zone 20- Phase 1; RDP houses for the Ward 02;Refurbishment of Zone 17 Streets.</p>



<p>with a structured programme; Moving of sewer infrastructure from back of properties to front of streets. Regular cutting of grass;</p> <p>Removal of illegal dumping and cleaning of pavements and parks; Cleaning and maintenance of Riverfront – at Klipriver, Vosloo Park and Sam Gross Park; Pruning of trees where electrical wires are running through as well as around all streetlamps in Ward 1; Addressing and action steps of illegal dwellings and rooms.</p>	
<p><b>WARD 3</b></p>	<p><b>WARD 4</b></p> <p>Increase the capacity of the sewage system to prevent sewer spillage; Stopping of water leaks. Continuous water and sewer leaks; Fixing of street lights; Street light in all of ward 04 dysfunctional; Disintegrated streets in SE4,SE6,Bedworthpark and River bend Gardens; Curbing of illegal dumping with enforcement of By-Laws at Mario Milan and within Bedworthpark; Pruning of overgrown trees; Cutting of grass for the entire ward; Overgrown grass in SE4, SE6 River bend and Bedworthpark; Consistent waste removal; Road resealing; Irregular waste removal the rest of ward 04;illegal dumping at Maria Milani and within Bedworthpark; attend to bypassed meters to correct billing system.</p>
<p><b>WARD 5</b></p> <p>Sewer pipelines in ward 5 to be replaced/repared; Sewer pipelines to be flushed every 6 months; In light of the fact that National Treasury is going to allocate R7 billion to the repair and upgrade of the sewer works to repair and upgrade the pumps and water treatment plants in Emfuleni, it makes sense that maximum benefit will be to have the pipelines that feed the plants, working at optimal performance.</p> <p>Currently there is an amount of approximately R1, 150, 000.00 allocated to Ward 5 on the capital budget for refurbishment of the SE2 swimming pool. However, there is no provision made to maintain the swimming pool once refurbished as the monthly cost of chemicals and gardening is not on the maintenance budget. There is rarely enough money to buy chemicals for the upkeep. Please adjust budget for refurbishment of the swimming pool to:</p> <p>Replace/refurbish/upgrade all DP boxes in ward 5 and secure (bracket) the DP boxes from theft. Once that is complete and funds remain, replace all broken street lights and also consider installing solar lights (estimate price from a private contractor R2, 100.00/light installed).</p>	<p><b>WARD 6</b></p> <p>Refurbishing of pavement road between EXT 1,4,5 and 6; Construction of Helen Joseph in EXT1.2; Construction of Kopana street in Ext 13; Completion of Thomas Nkobi Road in Ext 9 and 10; Upgrading of all Stormwater in ward 6; Construction of water channel in EXT5 &amp;6; Upgrading of Bophelong north sub-station, cables must be underground; Fixing of Apollo lights; Additional of transformers in every extension; Upgrading of sewer system; Maintenance of main pipes; Sports grounds to be maintained; Construction of sport Centre; Construction of health facility (Clinic Ext 14); Mobile clinic for human settlement Marikana; Weekly household refuse removal; Removal of illegal dumping sides; Grass cutting throughout the ward; Construction of dumping sides (wheel bins); New housing development; Construction of police station.</p>
<p><b>WARD 7</b></p> <p>Renovation of extension 16 hall and installation of electricity; Reseal of Mandela Road; Refurbishing paving road; Reseal Mofolo street; Reseal Mathews Street; Reseal Dube street; Reseal Mqhayi street; Renovate Bophelong library; Mass lights and install mass lights in Marikana; Construct Easy Poee Road; Construct Thabo</p>	<p><b>WARD 8</b></p> <p>Demolition/Development of Old Beer Hall; Building (Moshoeshoe Street); Walkway Bridge Ext 2 to Frikkie Meyer Main Road; Extension of Tarred Road to Ext 2 Moshoeshoe Street; Tarring of Batloung Street and Development of Batloung Park; Refurbishment of all Parks in CW4 Vanderbijipark.</p>



Mbeki Road.	
<b>WARD 9</b>	<b>WARD 10</b>
Weekly household refuse removal; Upgrade of electrical substations in SW 1 and SE 7; Attend to the sewerage infrastructure in the Ward, especially SW 1 and SE 7; Repair the concrete channel in SE 7; Remove illegal dumping sites in Ward 9; Repair all the potholes in Ward 9; Installation of Solar Streetlights with motion detection to reduce load on current electrical bill, as well as to reduce theft; Mini recycles stations for every block; Employ homeless people to earn an income with private sector's investment; Pruning of trees around all streetlamps throughout the Ward; Grass cutting throughout the Ward; Clean storm-water drains throughout the Ward, especially in Helena Lochner Street, SW 1; Rikkie Postma Street, SW 1 (near Pinedene School) and Andries Potgieter Blvd, SE 7 (near the VUT)	Upgrading and maintenance of all electrical substations; Upgrading and maintenance of all green street boxes; Implement 3x bays at Vanderbijlpark town Sub-station on Curie Blvd; Total overhaul of all street lights; Maintenance of all open spaces; Alternative use of all open public spaces; Total resealing of roads in CW 5 (top section); Fixing of potholes; Weekly waste collection; Removal/pruning of trees in CE1 and all areas; Low-cost housing audit in CW5; Business development of women and youth in CW2/CW5/CW1/CW4 based on the implementation of a Public-private-partnership (PPP); Correct monthly billing (no estimates/actual meter readings); Write-off historical residential debt; Vendor data base: community support for electricians and plumbers; Main sewerage pipe line replacement in CW5 and CW6; Amend By-Laws: flexi time; Amend implementation Super By-Law Unit; Absconded property policy – inclusion into municipal low-cost housing; Amend Eskom load shedding schedule with an even distribution of the load shedding over all areas of Vanderbijlpark.
<b>WARD 11</b>	<b>WARD 12</b>
	Do grass cutting and tree pruning in Phelindaba/Kissington and build public park; Pave/Tar no name street passing in front of Re tswelapele Clinic in Phelindaba; Supply and install storm water pipes in a trench next to Phelindaba shops and shut the trench; Build a public park with outside gym; Build park at Dhlomo Dam with outside gym; Clear and shut illegal dumping in inner Putswastera. Fence site and prepare it for food gardening; Clear and shut dumping site near Roman Catholic Church; Fence site and build a public park; Clear dumping site between Lebowa Primary School and Roman Catholic Church and build a public park with an outside gym. Do grass cutting in front of Lebowa Primary School. Prepare site and build multipurpose Sports Centre; Finish the Mbatha Street construction;
<b>WARD 13</b>	<b>WARD 14</b>
Tarring and grading of gravel roads; Patching of potholes; Grass cutting and maintaining of parks; Installation of high mast lights next to Tswelo Pele School, Kgomoco Primary School and next to Presbyterian Church and Jehovah Witness of God Church; Fixing Street lights; Removal of illegal dumping; Weekly waste removal; Challenges of ESKOM load shedding; Replacement of Sewer Leads; Cleaning of Storm Water drainage.	Gravelling of un-tarred streets; attending clean water leaks; Patching of potholes; Ben Pitsi Street tar-road construction; Machobane Street tar road construction; Dhlamini Street storm water realignment; Solar high lights masters; Tea-Tea Street create 3 speed humps; Samuku street create 2 speed humps; Weekly collection of waste; Monthly grass cutting, maintenance of Vuka Cemetery, Swimming Pool maintenance every week; Sports ground maintenance; George Thabe Stadium maintenance.
<b>WARD 15</b>	<b>WARD 16</b>
Reopening of the library; Maintenance of community parks; Streets lights; Reopening of the swimming pool; Road-markings; Revamping of the mall; Free toilets at the mall (Mark park); Building sporting facilities; Building of the taxi rank; Electricity cuts to be managed (install prepaid for household individuals); Sewer and waste to	Fixing of street lights; Road resealing; Grass cutting and pruning of trees; Curb water leakages; Cleaning of storm water drainage system; Covering of manholes; Establishment of parks on designated areas; Proper billing and receiving of rates & taxes accounts; Completion of Rust



<p>be upgraded; Constant grass cutting; Streets lights in all streets (crime prevention); Constant refuse removal; Recruitment of patrolers (especially at night); Utilizing of open spaces for youth (skills and development); Business opportunities for youth and people living with disabilities; Constant cleaning awareness campaign in ward 15(Vereeniging); Functional SAPS; Speed humps in selected.</p>	<p>Ter Vaal Stadium; Upgrading of cemetery; and completion of Rus Ter Vaal High School.</p>
<b>WARD 17</b>	<b>WARD 18</b>
	<p>Construction of Miller Road; Construction of Selbourne Road; Construction of Hunt Road; Construction of a road surrounding St John church – Small Farms; Construction of a clinic; Construction of a library; Construction of Community Hall; Fixing of high mast lights; Grading of sports fields.</p>
<b>WARD 19</b>	<b>WARD 20</b>
<p>Roads for Pavement Ramotshewa roads to Magasela Primary school; Roads to Phahamang Primary School;Thipenyane Street; Molotshwa Street; Mashinini Street; Tare Roads; Renew Roads;Resealing Roads: Mokoena Street; Twayi Street; Moleko Street; Letebele Road;Construction: Evaton North Stadium; Storm Water: Corner Moleko and Moabi street; Sterling Road; Sthebe Street; Grading of Roads: All Roads in the ward need grading; Sundowns Grounds; Conti Grounds; Humps Sterling and Rabotapi Lind Road; Buffalo Road; Twayi Street</p>	<p>Construction of Begonia Street; Construction of Rose Street; Resurfacing of Eagle, Chestnut; Repairing of high mast lights; Enhancement of water pressure in Section I, J and K.</p>
<b>WARD 21</b>	<b>WARD 22</b>
<p>Construction of Mary St Mary Street; Fixing of High mast Lights, Construction of Tshepong Street passing at the clinic; Tarring of road next to the school</p>	<p>Community Hall; Sidewalk at Govan Mbeki Road;Tarring RoadGovan Mbekidrive; Tshepiso south 1 High mast light; Street names in the ward; Upgrading of Tshepiso c.</p>
<b>WARD 23</b>	<b>WARD 24</b>
<p>Transformers or big transformer; Transformers to be installed in empty poles; Fix Stormwater drainage in 1179 Thema Street Bophelong (This Road need investigation); Bathokwa and Bafokeng Street needs Road; All Street lights need to be functional; Bophelong community hall need lights and maintenance.</p>	<p>Road's construction/street and storm water drains. (Pansy street is one of my priorities) it's a street passing near chief Bambatha primary school; Clinic; Library; Installation of electricity by our community hall; Barricade our community park; Electrification of our community hall; Tarring of the roads in Ext 11, Ext 2, Graceland and Ext 7 Evaton west; Grading of the roads in Ext 2 Evaton west; Repairing of high mast lights in the entire ward24</p>
<b>WARD 25</b>	<b>WARD 26</b>
<p>Roads in Polokong; Housing project in Polokong; Sport complex; Housing project in Barrage and Vaaloever squatter camp; Taxi rank for Polokong.</p>	<p>Construction of main road from Golden highway to Pilanesberg Road; Grading of streets; Repairing highmast lights; Construction of a clinic in 4206 Kopano street; Construction of school; Electrification of the community hall.</p>
<b>WARD 27</b>	<b>WARD 28</b>
<p>Youth Centre Ext 15, Sports Centre Ward 27; Sekhulilekile Street; Construction of Main entrance Street to Matotomane; Construction of Nkosi Street; Tarring of all roads; building of old age home</p>	<p>Construction of Beverly Hills Phase 4 Kentucky Street; Construction and tarring of Hollywood Road from Easton Road to Florida Street Beverly hills; Construction and tarring of San Francisco Road, Beverly Hills Ext 07; Construction and tarring of a road in Sonderwater(Entrance towards other parts of Sonderwater becomes consistently difficult especially during rainy seasons); Upgrading of stormwater and drain system in Mojaho; Street Ext 11 ; Construction of V Drain to ease overflowing of water in Eastern road after heavy rain, Beverly Hills; Installation of High Mast Lights; Installation of High Mast Lights; Fixing of street Lights in Beverly Hills Phase 1; Upgrading of existing main outfall sewer on the; Sonderwater Sewer Pipeline; Upgrading of</p>



	Sewer Pipeline in Beverly Hills Phase 1; Feasibility Study on the construction of Multipurpose Recreational facility in Beverly Hills (Phase 1); Feasibility study on construction of a Health Facility (Clinic) in Extension 11 Evaton West
<b>WARD 29</b>	<b>WARD 30</b>
A clinic; A Rehab centre; Library; A high mass light (Apolos); The Houses; Tyre Roads names: Evaton road; Selborne Road; Molofo church road; Charmbelein road.; Sports centre; Electricity; Sewerage pipes replacement; Toilets.	Road resealing; Storm water catch pit cleaning; Sewer; Illegal dumps; Waste removal; Road marking maintenance; Gravel Roads maintenance; Potholes Patching; Grass cutting; Repairs of High mast and street lights; Tarring of main streets and around schools; Erecting speed humps in golden Highway; Maintenance of parks; Storm water (concrete and gravel canals pipes) Golden Highway next to Zone 16;  Building of the second phase; Deregistration; Electrification of remaining houses; Sewer challenges; Illegal dumping; Water leaks;
<b>WARD 31</b>	<b>WARD 32</b>
Fixing of street lights; Fixing of two high mast lights in Lebohang Mahata street Zone 10 Ext 1; Construction of three streets at Zone 10 railway area and two street at Zone 14; Road resealing for the entire ward; Construction of a speed hump in Moshoeshoe street; Construction of a library next to lebohang center; Sports field next to BP garage; Extension and upgrading of the existing clinic because is too small.	Tarring of Ntja, Mangope and Segoeete Streets; Tarring of the main street Zone 24; Grading of all gravel roads in ward 32; Attend to potholes, road markings and speed humps; Grading of Sports ground and conduct grass cutting; Building of clinic at Lekashu school; Building/contraction of storm water channel between zones 13 and 24, between Kora ground and Mangope Street; Attend to sewer spillages at zone 13 shops;
<b>WARD 33</b>	<b>WARD 34</b>
Construction of Serogole Street to join Mandela Square; Construction of Mpangeva Street; Construction of drainage system on houses next to Engine garage; Construction of Kanana Street; Paving of Matanzima Road; Stormwater pipes at A-Z next to Presbyterian church at Poto Street; Road resealing; Fixing of high mast and Street lights.	Construction of Masiza street, Zone 12; Construction of Makeleng Street, Zone 12; Upgrading of Zone 11 Stadium; Paving all passages; Maintenance of High Mast Lights; Providing Wheelie bins;
<b>WARD 35</b>	<b>WARD 36</b>
Zone 10, Construction of street behind Sasol Garage (The is no street name); Construction Jwalaboholo Street in Zone 11; Construction of Ntjapedi Street in Zone 11; Construction of Boleu Street in Zone 11; Construction of Thuto Street in Zone 13; Fixing of high mast lights; Construction of Bosiu Street;  Completion of Zone 11 mini park, next to Mogogodi School; Provision of Skip bins and dust bins.	Completion of a storm water channel; Naming of streets; Resuscitation of the golf course; Sports courts; Repairing of vandalized high mast lights; Library.  Tar or paving roads; Repairing of vandalized mass lights; Park; Naming of streets all in Zone 10 Ext 2.  For Zone 12, Tar or paving road Sehopotso secondary school street; Repairing of vandalized mass lights; Completion of a storm water channel; Tar Road (main road); Clinic; Police Station in Waterdal;  For Boiketlong - Sport courts; School.
<b>WARD 37</b>	<b>WARD 38</b>
Construction of Itso seng, Baloi, Toto, Hlabirwa Street all in zone 7. Replacement of high mast lights throughout the ward.	Construction of Ezendimevi Street between Zone 7B and Zone 3 next to Spar; Construction of Sebe Street next to Chota and Ghetto; Repairing of high mast lights.
<b>WARD 39</b>	<b>WARD 40</b>



<p>Construction of Van Schalkwyk Road; Construction of Hlakubele Street; Paving of passage from 9701 to 9623 in Eatonside; Installation of solar geysers in Eaton side; Construction of a new clinic in Eatonside; Upgrading of sewer pipes.</p>	<p>Construction of outstanding RDP houses in Lakeside Ext 4; Repairing of high mast lights; Tarring and storm water on entrances at main streets from house number 244 to 235. Side Walk paving Ester Mazibuko Road (Zone 3); Tarring of street as from 604083, 604037 and 602004; Tarring of street as from house no. 591038 to 572025 (Zone 3); Tarring of road with pavement next to number 1 Zone 6 EXT 5 to lakeside EXT 4 from house number, 8231, 8225, 8139, 8001, 8264, 7981, 8130; Grading of sports field and fixed poles Zone 3 and Zone 6 EXT 5; fixed aqll high mast lights Zone 3 and Zone 6 EXT 5; Maintenance of Stormwater drainage Zone 3 and Zone 6 EXT 6 &amp; EXT 5; Speed humps need to be fixed at Zone 3 and Zone 6 EXT 5; Letsatsi Power Station a fence needed to close the building as its dangerous to the community</p>
<p><b>WARD 41</b></p>	<p><b>WARD 42</b></p>
<p>Removal of illegal dumping at Corner Adams and Easton roads; The constant waste pickups will ease pressure and be helpful in fighting illegal waste dumping; Grating of Ward Road and Wright Road; Unblocking of sewerage blockage at Ward Road and Wright Road; Electricity supply remains a big problem and we have six non-working transformers in the area, some of them it is now seven years; The removal of pit toilets at coloured school (situated at Ward Road) is very important and hygienically.</p> <p>The electricity transformer near Ekujuleni Primary school, which affects the 54... section; Constant pickup of waste will assist to ease the pressure of illegal waste dumping; Grass cutting and illegal dumping removal at the sports ground; Fixing of Apolo lights to enhance brightness during night hours, it will also reduce crime; Water logged houses near the stadium in the section of 5420... and 5430; Increasing of water supply pressure to reach other areas; Sewerage system blockages is also a main problem in the area Pothole closing at Esther Mazibuko street.</p> <p>Sports ground grass cutting and illegal dumping removal; The constant waste removal will ease the pressure on illegal dumping; Intense grass cutting at block 1, block 7 and block 4; Potholes closing at Mopholosi Secondary School Road; Street lights fixing; High pressure system that unblocks sewerage system is needed for the line of house no.495 and the line of house no. 1497 and the replacing of sewerage pipes is very urgent, they have been reported to Metsi-a-Lekoa and nothing has been done;</p> <p>Perceiving very well this basic service delivery mini-report, we can conclude by saying the illegal dumping, potholes and sewerage challenges are main and needs a very serious attention in all three areas;</p>	<p>Paving of Wright Road; Paving of Fourth Avenue; Construction of the unfinished U Road; Construction of a pedestrian bridge.</p>
<p><b>WARD 43</b></p>	<p><b>WARD 44</b></p>



	Tarring of Micardo, Buffalo & Durban Road; Fixing of High mast lights and all street lights of Adams Road; Patching of potholes in Cradock Road, Sterling Road & Hamilton Road
<b>WARD 45</b>	
Fixing of potholes/re-tarring of roads; Repair streetlights; Cutting of grass and pruning of trees; Attendance to water leaks; Lastly sports facilities.	

### 1.11 Issues Received through social media

Objections were received on the 19 May from a resident from Vanderbijlpark on refuse removal as he/she has own contractor which collects the refuse and also on tariffs/levies hikes.

### 1.12 IDP Alignment Process

The Integrated Development Plans (IDP's) are expected to guide not only municipal decisions and budgets, but also those of other organs of state, including state-owned enterprises and businesses in the private sector. The Municipal Systems Act (MSA), Section 35 emphasises the centrality of IDPs to all role-players who are doing planning for or development within a municipality, including the district and all organs of state as well as the private sector.

The under mentioned policies of national and provincial government including government parastatals/entities have been considered in this 2022 - 2026 IDP.

Figure 1: IDP Alignment Process Diagram



The diagram above consists of various legislations and policies that influences the development and drafting of the IDPs.

### 1.13 The Alignment with the National, Provincial Government, Sedibeng District Strategies

#### NATIONAL STRATEGIES

**National Development Plan 2030 (NDP 2030):** *The NDP offers a long-term perspective. It defines a desired destination and identifies the role different sectors of society need to play in reaching that goal. The NDP aims to eliminate poverty and reduce inequality by 2030.*

**Disaster Management Act No. 57 OF 2002:** *The Disaster Management Act (DMA) intends to provide for an integrated and co-ordinated disaster management policy that focuses on preventing or reducing the risk of disasters, mitigating the severity of disasters, emergency preparedness, rapid and effective response to disasters and post-disaster recovery.*

**District Development Model (DDM)/One Plan:** *The Emfuleni Council adopted the District Development Model in its sitting of Council which sat on the 25 January 2022, ref Council resolution A4641. This makes the municipality an active participant in the implementing the Model in the Sedibeng Region.*

**Back-to-Basics:** *The municipality has been involved in the program, which included submission of monthly reports on its activities to the National and Provincial Departments of CoGTA. The reporting was since halted by CoGTA in 2021.*

#### GAUTENG PROVINCIAL GOVERNMENT STRATEGIES

**Gauteng Pillars of Turnaround, Modernization and Re-Industrialization:** *Gauteng has determined its new priorities within the context of transformation, modernisation and re-industrialisation which resulted in the Ten Pillars Programme; -*





- *Pillar 1: Radical economic transformation,*
- *Pillar 2: Decisive spatial transformation,*
- *Pillar 3: Accelerated social transformation,*
- *Pillar 4: Transformation of the state and governance,*
- *Pillar 5: Modernisation of public service,*
- *Pillar 6: Modernisation of economy,*
- *Pillar 7: Modernisation of human settlements and urban development,*
- *Pillar 8: Modernisation of public transport infrastructure,*
- *Pillar 9: Re-industrialisation of Gauteng province, and*
- *Pillar 10: Taking the lead in Africa's new industrial revolution.*

**Section 139 of the Constitution of the RSA:***Section 139 of the Constitution of the RSA authorises the provincial Executive to intervene in municipalities when they do not fulfil their executive obligations in terms of legislation. By the time of the development and approval of this IDP, Emfuleni Local Municipality is placed under Section 139 (1)(b)(i) and 139 (5)(a).*

#### SEDIBENG DISTRICT'S STRATEGIES



**Sedibeng District-wide Growth & Development Strategy (GDS):** November 2006, when GDS 1 was adopted was a time of optimism and positive economic growth. It was at a time of looking forward to the 2010 FIFA Soccer World Cup. The 2006 Local Government Elections heralded in new mandates and delivery goals. The concept of the GCR was being rolled out. Since that time, global, national and local events have placed a number of challenges and priorities into the Sedibeng space. The Sedibeng District's Municipality's GDS is highly influenced by all these developments. The 2022 ~ 2026 IDP comes when the GDS is at its third (3) generation. The district municipality together with its municipalities adopted seven (7) pillars (5Rs + 2) that would be used as a roadmap towards sustainable development of the Region:

-  *Reinventing our Economy;*
-  *Reviving a Sustainable Environment;*
-  *Renewing our communities;*
-  *Reintegrating the Region;*
-  *Releasing Human Potential*
-  *Vibrant Democracy, and*
-  *Good and Financial Sustainable Governance.*

**Sedibeng District IDP Development Framework:** Section 27 of the Municipal Systems Act (Act. 32 of 2000) confers the district municipalities with the responsibility of providing guidelines for the Integrated Development Planning process. Each district municipality is expected within a prescribed period after the beginning of its political elected term and after undergoing a consultative process with its constituent local municipalities to adopt a framework for Integrated Development Planning in the area as a whole. It determines procedures for consultation between the district municipality and its local municipalities during the processes of drafting their respective IDPs.

## CHAPTER 2

### 2. PERFORMANCE ASSESSMENT STATUS QUO

This Chapter deals with the 2021/2022 Midyear Budget and Performance Assessment Report for the period of July to December 2021. It further aims to disclose and account on the actual performance results of the assessment of the actual achievements against the half yearly projections of performance indicators and performance targets. The 2021/22 Midyear Budget Assessment Report presents both the financial and non-financial performance results and it comprise the actual results pertaining the Service Delivery milestones and the Financial Performance of the municipality for the first half year of the 2021/2022 Financial Year. These performance indicators and targets were identified and recorded in the Organizational Service Delivery and Budget Implementation Plan (O-SDBIP) for the 2021/22 Financial Year.

#### 2.1 Legislative Background

Section 72 of the Municipal Finance Management Act (MFMA) requires that the Municipality to review its financial results for the mid-year during January of each year. The accounting officer in compliance with Section 72 of the MFMA must submit a Mid-year Budget and Performance Assessment Report by 25 January of each year to the Executive Mayor, National Treasury and Provincial Treasury. Section 52(d) of the MFMA requires that the Executive Mayor tables a report on the performance of the municipality to the Council within 30 days after the end of the quarter. In compliance with these legislative directives the 2021/22 Mid-year Budget and Performance Report is based on the audited outputs of the quarterly performance assessment of service delivery and budget performance indicators, targets, and projections.

#### 2.2 Implementation of Performance Management

One of the core components of the Integrated Development Plan and the Performance Management System is the setting of appropriate performance indicators with regard to the municipality's development priorities and objectives (s.26 and s.41, MSA). The initiation point and planning of performance management are therefore found in the integrated development plan. The 2021/2022 Integrated Development Plan together with the 2021/2022 Medium Term Revenue and Expenditure Framework (Budget) were approved by the Municipal Council on June 2021.

Subsequent to the approval of the IDP and Budget, the Executive Mayor also approved the 2021/2022 Service Delivery and Budget Implementation Plan in June 2021. The SDBIP is a plan that translates the IDP and Budget into measurable criteria on how, where and when the strategies, objectives and normal business process of the municipality is implemented. It also allocates responsibility to Clusters to deliver the services in terms of the IDP and Budget.

Emfuleni Local Municipality uses Excel (spreadsheet) electronic system to monitor its performance and manage its performance information. The development of this electronic system was guided by the Performance Management Framework, Policy and Procedure Manual.



The basic functioning of the performance monitoring electronic system is to compare actual performance achievements with quarterly performance projections; to calculate the deviations of the actuals against the projections; to express those deviations as percentages; and to calculate performance ratings in relation to the values of the deviations and the relative weights allocated to specific performance indicators.

The system also provides management information in the form of graphical representations when the actual achievements are compared against the quarterly projections. These graphical representations are used for performance and trend analyses to reflect on progress meeting predetermined objectives and targets; and for the purposes of early warning indicators of where corrective actions are required. The system also provides for accounts in the form of explanations for actual achievements, putting these achievements into context; and proposed actions for improvement where performance targets and projections were not achieved.

### **2.3 2021/2022 Organizational Midyear Budget and Performance Assessment Results**

The performance summary of the municipality is based on 79 performance indicators with associated performance targets that were due for reporting in December 2021. Out of 71 performance targets that were due for review and audited as at December 2021, 27 performance targets were achieved, 7 partially Achieved, 37 not achieved, 8 were not due for evaluation.

This accounts for 38% target achievement of performance target in the 2021/2022 Midyear Performance Assessment, translating to a negative variance of 62%. The 2021/2022 Midyear Performance Assessment Results of the municipality indicate that the service delivery performance during the first six months of the 2021/2022 Financial Year are not satisfactory. The majority of performance targets were not achieved and as such are lagging behind, whilst some of the performance targets set by the municipality depicted in the SDBIP are on track.

### **2.4 Reasons for Poor Performance in Regard to Key Targets as At Midyear**

The reasons for non-achievement for some of the key indicators are attributed to the delays in the appointment of Supply Chain Committees, which contributed to the lack of implementation of Infrastructure Projects, Public Works projects, Utilities and Strategic Projects. Non-payment of service providers continues to hamper service delivery. Lack of machinery, vehicles, material and other resources also forms part of key challenges that hinders service delivery. The Service Level Agreement to regulate provisions for Rand Water and the municipality in regard to the water quality is still not concluded since 2019/2020 Financial Year.

### **2.5 Other Factors Hampering Service Delivery Performance**

**Lack of adherence to time frames**

Other factors contributing to poor performance in the municipality relates to the disregard of timelines. There is a total disregard of process plans which stipulate time frames for the submissions of performance information. The clusters continue to report performance outside the reporting times frames. Consequently, the organizational performance is not reported properly since we will be pacing against time to comply with other users of the report. Lack of adherence to time frames has a risk of producing of poor interpretation of performance data and poor writing of reports.

#### **Portfolio of Evidence.**

Portfolio of evidence is useful in assisting the municipality to verify performance information, and to determine material differences between actual and planned performance. The portfolio of evidence must be relevant, measurable, valid and reliable in order to give a conclusive opinion. This has become a thorny issue for some time and has been raised as the finding. Sadly, the cluster undercuts the importance of submitting the quality performance information. Ultimately, zero performance will be recorded due to lack of justifiable performance evidence.

#### **Poor Performance Culture**

Improvement of the service delivery of an organization happens when the culture of accountability is instilled in the workplace. Performance culture relies on the performance discipline. This, in turn will establish the standards of service delivery. At present the municipality's performance culture is extremely poor. It has become normal to achieve below the standard according to the Performance Management Framework. Clusters continue to perform poorly with no sign of improvement. The corrective measures and explanation of performance do not give an indication of remorse and intention to change. Poor performance in the municipality is not managed properly. This gives an impression that is acceptable.

#### **Leadership Commitment**

Excellent performance depends on the tone that the leadership and management sets for its employees with the intention to facilitate an environment which seeks to promote productivity. Sadly, there is lack of tone setting from the leadership and management. This becomes evident when the clusters submit performance information without the knowledge of the Head of the Cluster or the Head of the Cluster is not aware the performance has been reported on time. The portfolio of evidence submitted also signifies that there is lack of cluster reviews taking place to monitor performance on monthly basis to detect early warnings are detected early.

### **2.6 Management Recommendations and Way forward**

Resultant to the Executive Committee meeting (dated 17 and 19 February 2022) that engaged on the 2021 - 2022 Second Quarter Performance Report and Midyear Budget and Performance Assessment, the following interventions were undertaken:



- ❖ The current targets of Organizational Service Delivery Budget Implementation Plan and the Operational Budget be reviewed during mid-year to align with budget and challenges faced by the Municipality.
- ❖ Management has also noted that current organizational processes for planning, implementation and reporting are not aligned to assist the municipality to perform optimally and that needs to be revisited.
- ❖ Management resolved to implement consequence management for non-submission of performance reports as well as poor performance.
- ❖ In this session the review of the explanation for non-achievement of planned targets was done as well as interventions for future recurrence and corrective measures indicated. It is anticipated that monthly performance meetings will address this mishap.
- ❖ All the performance information that was not processed due to time constraints, will be processed and reflected during the 2021/2022 Third Quarter Performance Information.
- ❖ Management noted that, the non-achievement of Organizational Service Delivery Budget Implementation Plan targets due to poor or non-submission of credible evidence is concern as it places limitation of scope. As part of the intervention measures, the monthly meetings will be convened with respective clusters with the aim to understand the underlying non-compliance and failure to submit such information as requested and in line with the process plan for Mid-year performance reporting.
- ❖ A calendar will be developed to schedule these monthly and quarterly meetings to deal precisely with performance of the institution. The meeting will also address the compliance, poor performance and unlock the bottlenecks hindering service delivery.
- ❖ Constant one on one meetings of the Accounting Officer with his direct managers will be scheduled to unlock the blockages that hamper service delivery.

## 2.7 Organizational Performance Results in Terms of the Regulation 805 for Performance Management at Local Government Level

The following Table specifies the Criteria for Performance Levels (aligned to Regulation 805 for management performance of senior management at local government level).

Table 8 Criteria for Performance Levels

RATING	SCORE	LEVEL OF PERFORMANCE
1	0 -74%	Unacceptable Performance
2	75 – 99%	Not fully effective
3	100- 129%	Fully Effective
4	130- 149%	Exceed Expectations
5	150%	Outstanding performance

## 2.8 Organizational Performance per Key Performance Area

Table depicts the 2021/2022 Midyear Organizational Performance Results of the municipality. The municipal performance during the 2021/2022 Midyear Organizational Performance is not satisfactory when measure against the criteria displayed on the Table above.

Table 9: 2021/2022 Midyear Organizational Performance

SUMMARY PER KEY PERFORMANCE AREA	QUARTER 1 PERFORMANCE	QUARTER 2 PERFORMANCE	MIDYEAR PERFORMANCE
KPA 1	44%	33%	46%
KPA 2	71%	73%	70%
KPA 3	99%	89%	101%
KPA 4	36%	29%	40%
KPA 5	84%	54%	74%
<b>Overall Performance</b>	<b>67%</b>	<b>55%</b>	<b>66%</b>

In line with the Municipal Performance Management Regulation 805 criteria (above) for measuring performance, the 2021/2022 Midyear organisational performance achievement of Emfuleni Local Municipality is calculated at 66 % taking into account that the 100% achievement of all performance targets would result in a rating of 3.0.

## 2.9 2021/2022 Midyear Budget and Performance Assessment Results per Cluster

Table 10: 2021/2022 Midyear Budget and Performance Assessment Results per Cluster

SUMMARY PER CLUSTER	QUARTER 1 PERFORMANCE	QUARTER 2 PERFORMANCE	MIDYEAR PERFORMANCE	LEVEL OF PERFORMANCE
Office of the Municipal Manager	56%	50%	57%	Unacceptable
Political Office	97%	49%	74%	Unacceptable
Public Works	81%	74%	73%	Unacceptable
Shared Services	36%	29%	40%	Unacceptable
Economic Development and Planning	123%	106%	121%	Fully Effective
Finance	55%	41%	55%	Unacceptable
Infrastructure Development	0%	3%	3%	Unacceptable
Community Services	93%	108%	106%	Fully Effective
Utilities and Special Projection	40%	51%	43%	Unacceptable
Internal Audit	150%	150%	150%	Outstanding Performance



## 2.10 Summary: Overall Municipal Performance

A total of 71 performance targets were due for review 2021/2022 Midyear Performance. Of these 71 targets reviewed and audited, 27 targets were achieved. These accounts for 38% target achievement, while 27 were not achieved, translating to a negative variance of 62%.

Some of the major causes that gave rise to the under-performance included among others, inappropriate planning and limited resources. Some of the targets were not achieved due to incomplete or non-submission of portfolio of evidence. Lack of adherence of the process plan for the submission of performance reports continues from one quarter to the other. The factors that impeded service delivery performance must be addressed by the Executive Committee in consultation with the Political Leadership of the municipality.

## CHAPTER 3

### 3. SITUATIONAL ANALYSIS PHASE

This chapter provides a high-level picture of Emfuleni in the Sedibeng District and also provides some of the key socio-economic information. The chapter also assesses the level of services and highlights the backlogs on service delivery. The information contained in the chapter is sourced from the reports provided by the municipal clusters, status quo analysis study report commissioned by the Gauteng CoGTA, IEC and search engines such as *Stats SA*.

#### 3.1 Municipal Overviews

##### 3.1.1 Demographics, Comparative Political & Socio-Economic Indicators

Table 11: Demographics, Comparative Political & Socio-Economic Indicators

No.	SOCIAL ECONOMIC INDICATOR	2016 ~ 2021		2022 ~ 2026
1.	Municipal area	987.45 km <sup>2</sup>		987.45 km <sup>2</sup>
2.	Population size	733 444( <i>StatsSA 2016</i> )		733 444( <i>StatsSA 2016</i> )
3.	Main Employers in the area	(National/Provincial Government, Municipalities, Cape Gate, Arcellor Mittal		(National/Provincial Government, Municipalities, Cape Gate, Arcellor Mittal
4.	Unemployment Rate in the area of Emfuleni	50%		56.2%
5.	Total Number of Registered Indigents	77 644		79 747
6.	Total Number of Registered Voters	349 403		Registered Voters: 350 368 ( <i>Results as at: 2021/12/06: IEC</i> )
7.	Interesting facts/Main attractions in the area of Emfuleni	Easy access to well-maintained roads network N1 linking Johannesburg to Bloemfontein; Home to the Sedibeng District Municipality and several Historical Heritage Sites, Vereeniging and Vanderbijlpark city centres.		
	<b>POLITICAL TERM</b>	<b>20216 - 2021</b>		<b>2022 - 2026</b>
	<b>FINANCIAL YEAR</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>
8.	Total Municipal Budget	R 6, 400, 348, 599	R 6, 800, 595, 414	Still to be prided after adoption of the budget.
9.	Auditor General's Audit Opinion	Unqualified	n/a – year still in progress	n/a – year not started yet
10.	MEC of CoGTA comments on the IDP	Credible	Credible	To be presented for 2022 - 2023
11.	Municipal Assets Value	<i>Movable</i> R104,931,271 <i>Library Books</i> R9,342,212 <i>Immovable Assets</i> R10,824,090,985	Only Available After AG Audit is completed	Only available after AG Audit is completed.
12.	Total No. of Municipal Employees		2 223	2 280
13.	Water & Sanitation Coverage	100% to all formalized households.	100% to all formalized households.	100% to all formalized households.
14.	Portable Water Quality Compliance	95%	O. No analysis was conducted.	Rand Water to start again with analysis as effective February 2022.
15.	Waste Water Discharged Compliance	58.2%	O. No analysis was conducted.	Rand Water to start again with analysis as effective February



				2022.
16.	Electricity Coverage	85 796 per household	85 810 per household	71 389 per household
17.	Refuse (Waste) Collection Coverage in all Formal Settlements	190 426	190 608	191 336
18.	Length of Tarred Roads	1 600km	1 645km	
19.	Roads Rehabilitation	9.067 km	<i>Roads Resealed;</i> 1 645km	No resealing yet, but stats to be provided in the coming financial year once projects have taken place.
20.	Roads Rehabilitation GPDRT	27.1 km	50.47 km	

### 3.1.2 Composition of Council – Political Parties in Council

Table 12: Composition of Council – Political Parties in Council

No.	POLITICAL PARTY (In alphabetical order)	Abbr.	No. of Seats in Council in 2016 – 2021 (Municipal Code: GT421)	No. of Seats in Council in 2021 – 2026 (Municipal Code: GT421)
21.	African National Congress	ANC	50	38
22.	African Christian Democratic Party	ACDP	0	1
23.	Community Solidarity Association	CSA	0	2
24.	Democratic Alliance	DA	21	24
25.	Economic Freedom Front	EFF	11	14
26.	Freedom Front +	FF +	2	6
27.	New Horizon Movement	NHM	0	1
28.	Patriotic Alliance	PA	0	1
29.	Pan African Congress	PAC	1	2
30.	Vaal Alternative Alliance Lekgotla	VAAL	0	1

### 3.2 Demographic Profile

The Sedibeng region is also known as the Vaal. Its administrative seat is situated in Vereeniging and it is a category “C” municipality. It derives its name from the Sesotho language meaning ‘*the place of the pool*’, on account of the Vaal River being a water source for Gauteng Province and beyond.

The name Vereeniging is derived from the Dutch language, and it means “union”. In 1902, Vereeniging was the venue where the peace treaty was signed that ended the second Boer War between the British and Boer Republics. The end of the war and British occupation of the then Transvaal paved the way for the exclusive white self-governance of the Transvaal by the Afrikaners. This would eventually see the establishment of the Union of South Africa almost 8 years later. But this was long after the richly endowed district had established itself with stone artefacts dating back 1.5 million years and engravings in the Vaal-Klip Valley which bear testament to the burgeoning ability of humankind to give pictorial form to experiences and ideas.

The area has been claimed by both the Ba Sotho and BaPedi people as an area that once formed their great nations at different times. It is also the site of the Sharpeville Massacre where apartheid police opened fire and killed 69 protestors on 21 March 1960 during the Pass boycott which became a turning point in the South African liberation struggle. As a result, the 21<sup>st</sup> of March has been

declared as a national Human Rights Day and a public holiday in South Africa. Additionally, in the build-up to democracy and during negotiations, two separate acts of violence became turning points in the country, the 12 January 1991 Sebokeng Massacre where more than 30 people were gunned down whilst attending a funeral, and the 17 June 1992 Boipatong Massacre where armed men gunned down 46 residents at night.

The rich history of the region influenced a decision by the 1<sup>st</sup> democratic President of the RSA, the late Dr. NR Mandela to sign the Constitution of South Africa in the “Vaal” on the 21<sup>st</sup> of March 1996. Sedibeng is also the iron and steel industrial hub for Gauteng being the home of Vanderbijlpark Steel (previously part of ISCOR (Iron and Steel Corporation), now part of the global company ArcelorMittal).

This dates back to when Dr HJ van der Bijl, a brilliant young scientist working in the United States, was called back to South Africa in 1920 by the then Prime Minister Jan Smuts to advise the government on planning South Africa's industrial development. Van der Bijl oversaw the development of the Iron and Steel Corporation's first plant at Pretoria and the second steel works began operating in 1947 in the town that was named after him and the town was proclaimed in 1949. The town attained municipal status in 1952 when Governor General Dr EG Jansen opened ISCOR's Vanderbijlpark works.

### **Location of Sedibeng Region**

The Sedibeng District Municipality is surrounded by three provinces, namely; the Free State to the south, Mpumalanga to the east and North West to the west. This makes the district and its development critical to the three provinces since there is inward and outward migration to and from the surrounding provinces and the districts of GertSibande (Mpumalanga), FezileDabi (Free State) and Dr Kenneth Kaunda (North West). Sedibeng straddles a geographic region of some 4,173 km<sup>2</sup> and covers the entire southern area of Gauteng. The district is made up of three local municipalities, namely Lesedi, Midvaal and Emfuleni. Primary nodes in the region are Vereeniging, Vanderbijlpark, Meyerton and Heidelberg. Secondary nodes include Evaton, Sebokeng, De Deur, Savannah City, Walkerville, Waterval, Ratanda, Jameson Park, Vischkuil and Devon. The Rural nodes are Langzeekoegat and Bantu Bonke, both of which are classified as agri-villages.

The Vaal River on the southern border of Sedibeng is regarded as one of the most important sources of water in South Africa. Water from the river meets the residential, industrial and agricultural needs for much of Gauteng. The Vaal River is also a key supplier of other tributaries located in Mpumalanga, the Free State, North West and the Northern Cape.

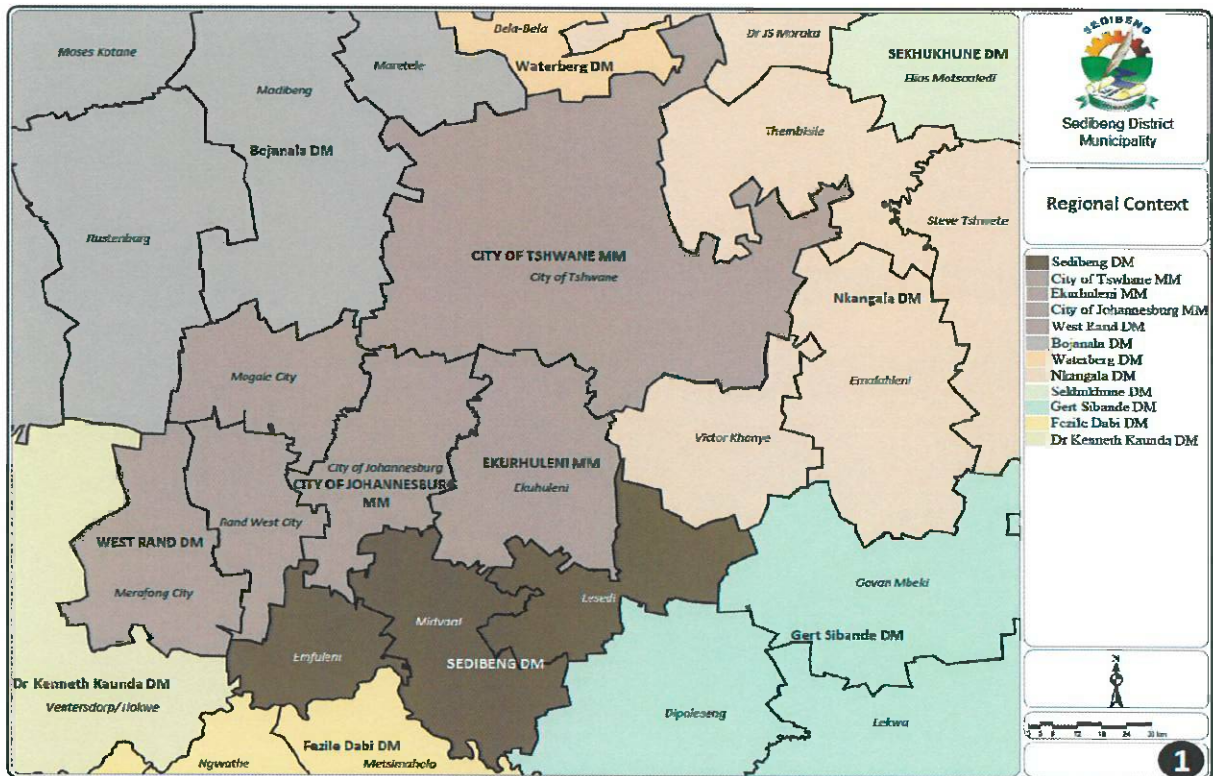
Construction of the Vaal Dam was completed in 1938 but its capacity later extended during the 1950s. The tourism town of Vaal Marina is located on banks of the Vaal Dam. Development of irrigation farming, tourism and agro-processing industries are of central importance to Sedibeng, especially in the Midvaal and Lesedi municipal areas.

Key strategic transportation routes in the Sedibeng region includes the N1 National Highway (the main north-south highway in the country), the R59 (linking Vereeniging and Meyerton to Johannesburg), the R42 (linking Vereeniging and Heidelberg to the East Rand), and the N3 National



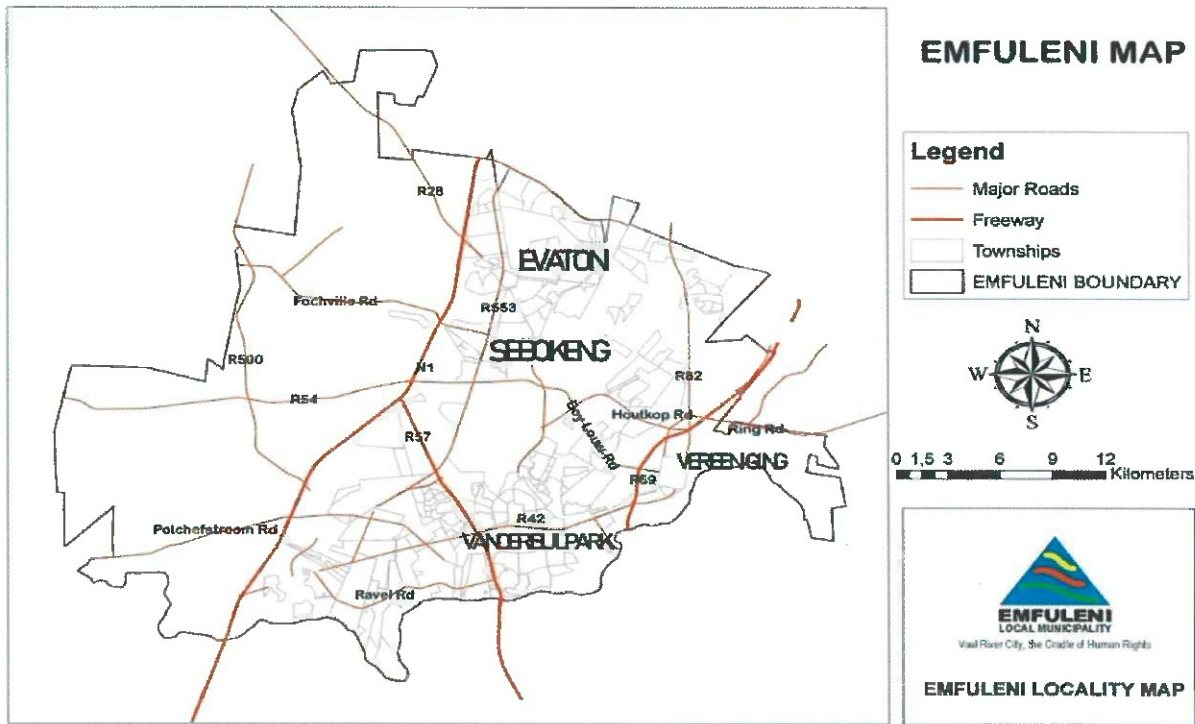
Highway linking South Africa’s largest harbour at Durban to Gauteng. The use of the R82 north-south route between Vereeniging and Johannesburg has been increasing in recent years due to new residential and commercial developments taking place.

### Emfuleni and Sedibeng Demographics



The largest municipality in the region in terms of population size is Emfuleni. This reflects poorly managed budgets as well as staff and skills shortages which negatively impacts on infrastructure condition. The municipality has been under administration since mid-2018 in terms of Section 139(1) (b) of the Constitution but has since regressed further. At the centre of socio-economic challenges are the highest levels of unemployment, high inequality levels and the percentage of people living in poverty continues to increase. The district has one of the highest kidnapping rates and car theft crimes in South Africa. Sedibeng had 11.2% deaths per thousand people in 2012 which rose to 11.7% deaths in 2016. High unemployment is the major contributor to the high crime rate, ranging from 32.2% to 50.2%. Environmental quality has been an ongoing concern.

### Geographic Map of Emfuleni



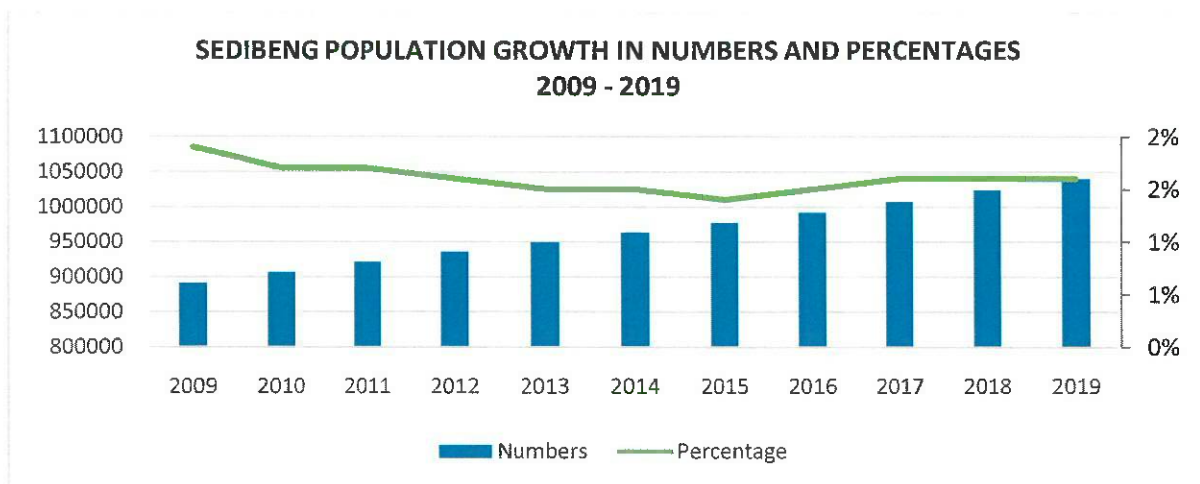
A major problem is the pollution of water resulting from collapsed sewer networks and this has had multiple effects on the socio-economy of the entire district, halting development, affecting tourism, aqua marine, fishing and other water sporting events. In 2018, the manufacturing sector was the largest contributor to the regional economy, accounting for R14.7 billion or 23.8% of the total GVA in the district's economy. The sector that contributes the second most to the GVA is the community services sector at 23.7%, followed by the finance sector at 20.5%. The sector that contributes the least is the agriculture sector with a contribution of R668 million or 1.08% of the total GVA.

The Vaal River Intervention and the Sedibeng Sewer Scheme remain the priority catalytic projects to unlock socio-economic opportunities. Other prioritised projects include urban renewal in the Central Business Districts. This will include tarring of main roads, fixing of robots and streetlights, fixing of potholes, cleaning of the Vaal River, maintenance of parks and other related infrastructure to kick-start business investment and tourism. In the medium to long term, the Vaal River will provide immense opportunities for the development of a new economy with a potential to unlock additional socio-economic opportunities in the region.

## Social Developments: Key Social Demographics

### Population





As depicted above, the Sedibeng Population Growth in numbers and percentage: 2009-2019 Sedibeng District is home to 1 039 908 i.e., 1.8% of South Africa's total population. Between 2011 and 2016, the population of Sedibeng increased by 4.5% from 916 484 to 957 528. The growth rate averaged 1.4 % between 2012 and 2016, and 1.6% between 2016 and 2019, indicating an increase in population size and inward migration flows. This means that the population of Emfuleni is growing steadily.

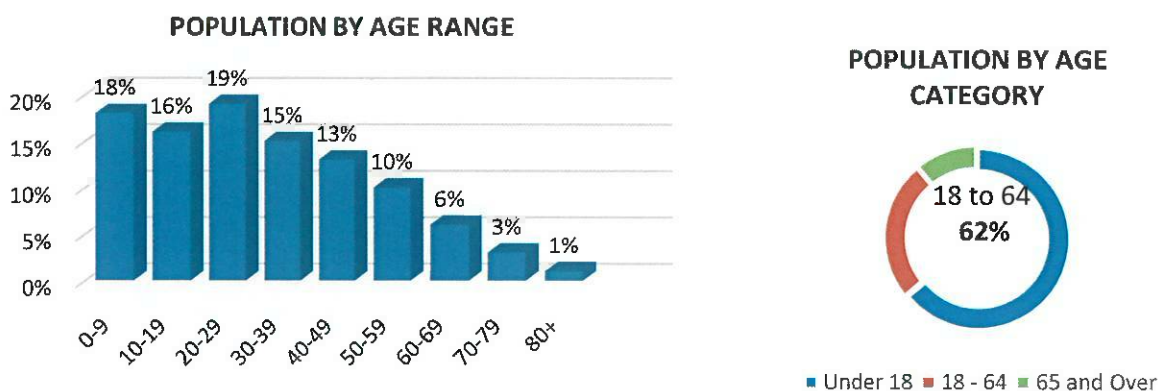


Table 13: Projected population increment and growth rate

PROJECTED POPULATION			POPULATION INCREMENT			GROWTH RATE PER ANNUM		
2016	2025	2037	2016-2025	2025-2037	2016-2037	2016-2025	2025-2037	2016-2037
957 529	1 222 888	1 379 226	267 359	154 338	421 697	2.8%	1.0%	1.8%

## Health Profile

The leading causes of death for children under the age of 5 years are lower respiratory infections, diarrhoeal diseases and preterm birth complications. For males between the ages of 5 and 14 the leading cause of death is drowning (15%), whereas for females it is lower respiratory infection (18,

5%). HIV/AIDS and accidental threats to breathing are the second and third leading causes for females in that age category. Whereas for males it is lower respiratory infections and accidental threats to breathing. For males between the ages of 15 and 24 the leading cause of death is interpersonal violence (22, 3%), whereas for females it is lower respiratory infections.

The second and third causes of death for females in this age category are HIV/AIDS (15,9%) and TB (15,8%). Whereas for males it is accidental threats to breathing and mechanical forces. The top three leading causes of death for females between the ages of 25 and 64 are lower respiratory infections (18, 2%), TB (12, 7%) and HIV/AIDS (11,9%). Whereas for males it is TB (16,5%), lower respiratory infections (13,4%) and HIV/AIDS (10,4%). For females above 65 the leading causes of death are cerebrovascular diseases, ischemic heart diseases, and hypertension. It is the same for males, but lower respiratory infections are more common than hypertension. There are 33 clinics, four Community Health centres, two district hospitals and one regional hospital in Sedibeng.

Table 14: Health Profile

Municipality	Ward Based PHC outreach teams	Clinics	Community health centre	District hospital	Regional hospital	Other hospitals
Emfuleni	55	20	1	4	1	1
Lesedi	14	8	0	0	1	0
Midvaal	5	5	1	0	0	0
Sedibeng	74	33	2	4	2	1

## Covid- 19

In June 2020, Sedibeng had the lowest cases of the five districts in the Gauteng province. The District experiences its first fatality on the 9 of June 2020. The Council for Scientific and Industrial Research (CSIR) in collaboration with Albert Luthuli Centre for Responsible leadership have developed a set of COVID-19 Vulnerability Indicators using available data and knowledge. It identifies vulnerabilities present in communities and identifying areas in need of targeted coordinated interventions and early response. The purpose of the indicators is to support the early prevention/mitigation and preparedness phase of the disaster management cycle and informing disaster management decision making. It is not based on epidemiological modelling but a response to highlighting intervention areas due to underlying situation. The composition of the index follows two main factors, namely: transmission potential and health susceptibility.

## Poverty Dimensions

### Distribution

The upper poverty line of R1 227 per person per month shows that 48.5% of the population lives in poverty. However, the number of those who are living below the food poverty line of R561 per person per month remains high. All regions have shown an increase in the percentage of people



living in poverty, with Emfuleni having the highest number of people living in poverty with over half of them living below the poverty line. Even though those that are living in Midvaal are relatively better off, the percentage of people living in poverty has gradually increased by 4% annually over the past 20 years.

### **Inequality**

The Gini coefficient for Sedibeng indicates very little progress in reducing the level of income inequality. It only improved from 0.630 to 0.635 between 2000 and 2017 and reached 0.64 in 2019. The improvement in health, especially life expectancy and educational achievement has, however, resulted in an improved reading of the Human Development Index (HDI) in Sedibeng over the years. The HDI considers health, education, and income.

### **Employment/Unemployment**

Sedibeng District has experienced significant de-industrialisation because of the decline in the steel industry which is one of the main employers in the District. This and other economic factors have had major negative effects on the region's economic growth rate resulting in a high unemployment rate of 50.7% and a backlog of 120 218 job opportunities.

The Sedibeng region displays some of the highest unemployment rates of between 34.2% and 56.2% in 2017 resulting in the highest poverty levels in the province of Gauteng. A total of 42.6% (271 398) of the Sedibeng population is employed.

Based on the Quarterly Labour Force Survey for the year ending in the third quarter of 2020 (Q3), thus covering the period of the onset of the COVID-19, the employed to 18 population ratio (i.e. the absorption rate) reduced from 41.9% to 39.2% and the labour force participation rate decreased from 61.3% to 52.5%.

Unfortunately, a breakdown by district is not currently available. It is interesting to note that the total economically active age group in the Gauteng non-metro area increased from 1 288 830 in 2016 to 1 364 000 in the third quarter of 2020, an increase of 75 170 individuals. 3.4.4 Crime Sedibeng has one of the lowest crimes rates in the Gauteng and South Africa. In terms of the crime rate as analysed and released by the South African Police Service, the following analysis was recorded for 2017 – 2018 to 2018 - 2019:

- Total contact crime (crimes against persons) – decrease of 5.3%. This includes crimes such as murder, attempted murder, assault grievous bodily harm, common assault, robbery aggravating and common robbery.
- Property related crimes (burglary residences, burglary businesses, stock theft, theft of motor vehicles, theft out of motor vehicles) – decrease of 10.4%.
- Drugs related crimes increased by 29.8%, however; visible policing, awareness and educational crime prevention campaigns showed a positive impact with a decrease of about 14.1% in driving under the influence of drugs and/or alcohol.

- There is an increase of carjacking and truck hijacking of about 11.5% and 19.6%, respectively.
- House robbery increased by 18.1%, whilst business robbery decreased by 22.2%.
- Sexual assault increased by 4.9%, and though there was a slight decrease of 0.7% of rape incidents, there was an increase of 38.9% of attempted rape cases recorded.
- Businesses are responding satisfactorily to crime prevention initiatives, and as a result; a decrease of about 14.6% has been recorded.

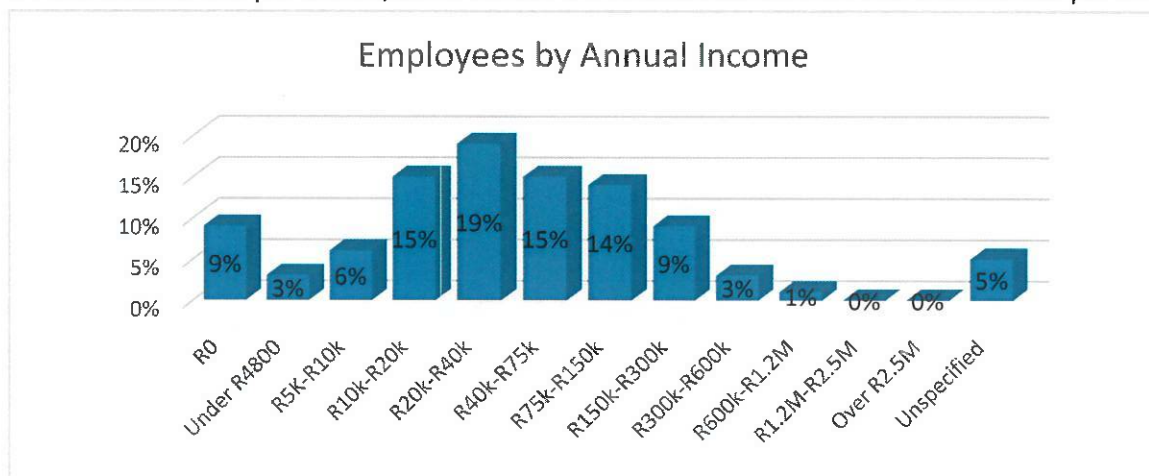
### Education and Skills Profile

Sedibeng has a total of nine combined, three intermediate, 149 primary schools and 82 secondary schools. At tertiary level the region hosts eight tertiary institutions and 18 (other) colleges. Some 75.5% completed Grade 9 or higher and 47.3% completed matric or higher.

### Drivers of the Economy

### Structure of the Economy

The total annual average income in the Sedibeng District in 2011 was R30 000. Some 9% of people in the District do not earn any income while 24% of the economically active population earns between R4 800 and R20 000 per annum, and a further 34% earns between R20 000 and R75 000 per annum.



The economy of Sedibeng District is made up of various components such as agriculture, mining, manufacturing, electricity, construction, trade, transport and finance.

Table 15: Industries annual growth

SECTOR	2008	2013	2018	AVERAGE ANNUAL GROWTH
Agriculture	0.38	0.39	0.41	0.82%
Mining	0.62	0.67	0.62	0.04%
Manufacturing	11.38	10.58	10.33	-0.97%
Electricity	1.51	1.75	1.71	1.23%



Construction	1.16	1.48	1.57	3.06%
Trade	3.75	4.46	4.79	2.50%
Transport	2.53	2.83	3.07	1.95%
Finance	7.81	8.56	9.35	1.81%
Community services	7.07	8.41	8.90	2.33%
<b>Total Industries</b>	<b>36.21</b>	<b>39.12</b>	<b>40.75</b>	<b>1.19%</b>

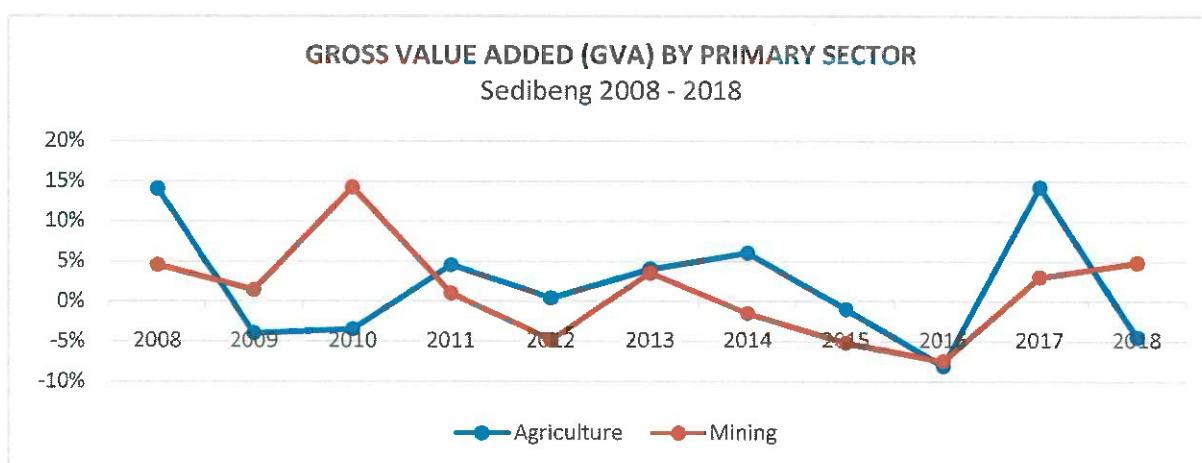
### Gross Value Added by Region (GVA-R)

An overview of the period from 2008 to 2018 indicates that the Growth Value Added (GVA) in the construction sector had the highest average annual growth rate in Sedibeng at 3.06%. The industry with the second highest average annual growth rate is the trade sector averaging at 2.50% per year. The mining sector had an average annual growth rate of 0.04%, while the manufacturing sector had the lowest average annual growth of -0.97%. Overall a positive growth existed for all the industries in 2018 with an annual growth rate of 0.30% since 2017.

It is anticipated that the finance sector in Sedibeng will grow fastest at an average of 2.16% annually from R9.35 billion to R10.4 billion by 2023 while the manufacturing sector will be the largest sector with a total share of 24.9% of the total GVA (measured at current prices). The sector that is estimated to grow the slowest is the mining sector at an average annual growth rate of -3.52%.

### Primary Sector

In the Sedibeng District the primary sector consists of agriculture and mining. The average growth rate in the GVA for both the agricultural and mining sectors from 2008 to 2018



In Sedibeng is depicted in the graph above. Between 2008 and 2018, the agriculture sector experienced the highest positive growth in 2017 with an average growth rate of 14.2%. The mining sector reached its highest point of growth of 14.3% in 2010. The agricultural sector experienced the

lowest growth for the period during 2016 at -8.1%, while the mining sector also had the lowest growth rate in 2016 and experienced a negative growth rate of -7.4% which is a lower growth rate than that of the agricultural sector. While both the agriculture and mining sectors contribute immensely to the GVA, these have generally been characterised by volatility in growth over the period.

### **Secondary Sector**

Sedibeng has a significant manufacturing presence, with a share of 32% of total GVAR. Due to its focus on manufacturing, the District is vulnerable to issues common to the country as a whole, such as electricity supply constraints and labour unrest. At 16% and 15% respectively, finance and community services also account for a large portion of the district's economy.

According to IHS Global 2018, the manufacturing sector experienced the highest growth in 2010 at a rate of 5.5% between 2008 and 2018. The construction sector reached its highest growth in 2009 at 13.8%.

The manufacturing sector experienced its lowest growth in 2018 of -17.8%, while construction sector reached its lowest point in 2018 with -1.9% growth rate. The transport sector reached its highest point of growth in 2014 at 5.0%. The manufacturing sector has a potential to be the largest sector within the Sedibeng District in 2023, with a total share growth of 24.9% of the total GVA (as measured in current prices), growing at an average annual rate of 1.0%.

The construction sector is expected to grow by 1.64% in 2023 at an annual growth rate of 0.91% per annum. The transport sector is anticipated to have a slightly higher growth of 1.64% in 2023 with annual rate of 2.15% compared to construction sector. The total number of bed nights spent by tourists increased at an average annual growth rate of 3.44% from 1.91 million in 2008 to 2.68 million in 2018. This was due to international tourism, as the number of bed nights spent by domestic tourists decreased at an average annual rate of -2.97%, while in the same period the international tourists increased at an annual average rate of 8.71%.

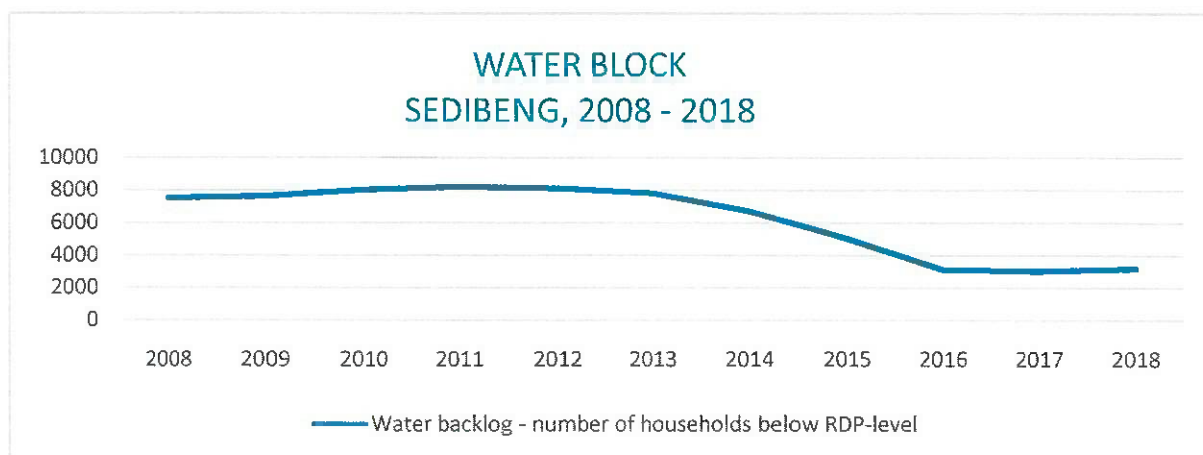
### **Tertiary Sector**

The Sedibeng tertiary sector, which includes finance and business services, trade and retail, government services, and transport, accounts for most economic activity (63.6%) within the district. This is followed by the secondary sector (34.1%) which comprises of manufacturing, electricity and construction, and the primary sector (2.3%), which includes agriculture and mining. The local municipalities are characterised by a similar sectoral contribution profile. The trade or retail sector experienced the highest positive growth in 2011 with a growth rate of 6.1%. The finance sector experienced the highest growth rate in 2017 at 3.0% and recorded the lowest growth rate in 2010 at 0.9%. The trade or retail sector had the lowest growth rate in 2008 at -3.0%. The community services sector, which largely consists of government, experienced its highest growth in 2011 at 6.1% and the lowest growth rate in 2018 at 0.3%.

### **Service Delivery**

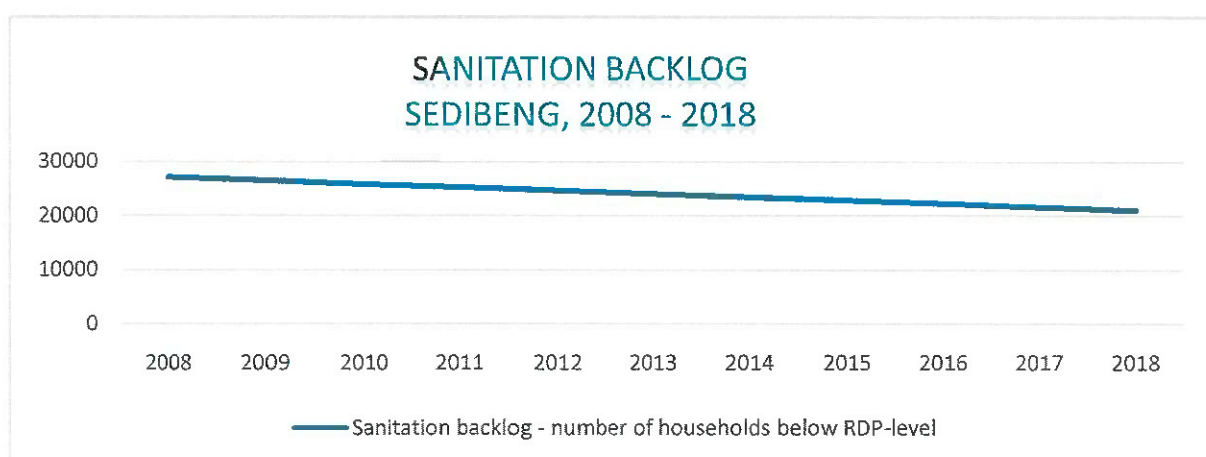


The following table indicates that while service delivery challenges still remain in the district, over time, i.e. since 1996, the Sedibeng District has seen some improvements. Sanitation in the district has improved from 84.6% in 1996 to 90.6% in 2015. Water infrastructure has improved from 94.9% to 96.4%. Electricity connections have improved from 85% to 86.5% and waste removal has improved from 59.7% to 89.2%.



An overview of water backlog considering the number of households below RDP-level over time, shows that in 2008 the number of households below the RDP-level were 7 470 within the Sedibeng District. This has since decreased annually at -8.61% to 3 040 in 2018. In 2018, the Sedibeng District had a total number of 297 000 flush toilets (i.e. 92.81% of total households), 1 480 (i.e. 0.46%) Ventilation Improved Pit (VIP) Latrines and 16 000 (i.e. 4.98%) of total households with pit toilets.

The sanitation backlog (number of households without hygienic toilets) over time decreased annually at a rate of -2.25% from 27 100 in 2008 to 21 600 in 2018.

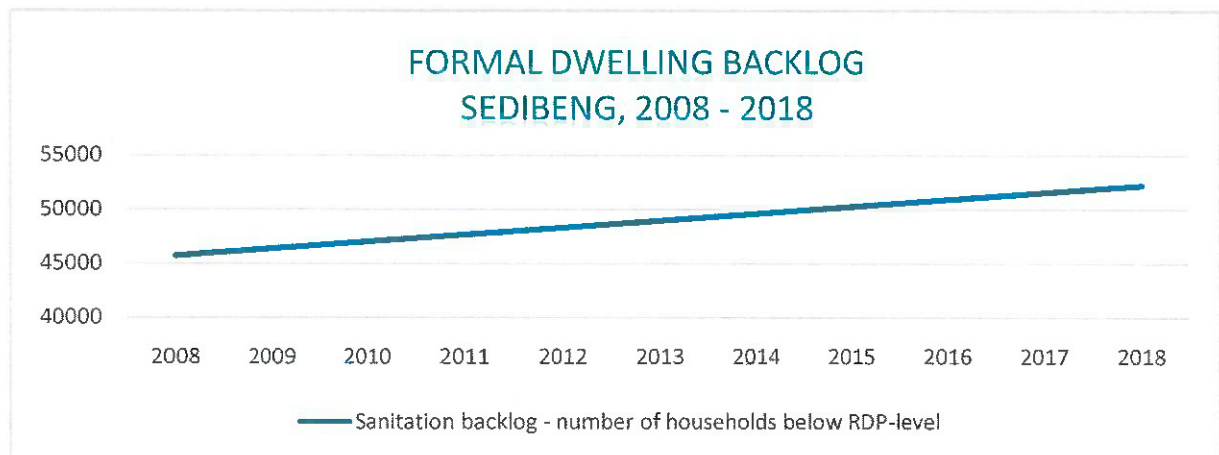


The bulk of the water and sanitation network is old and overloaded. The age of the networks varies from 60 to 70 years across the municipal area. Significant parts of both the water and sanitation system need to be upgraded and rehabilitated. Water losses and water demand management in all

three municipalities also need to be addressed and an increase in water and wastewater treatment capacity is required to support growth in the region.

### Human Settlements

According to IHS Global 2018, Sedibeng District had a total number of 208 000 very formal dwelling units (64.76% of households), a total of 60 300 formal dwelling units (18.81% of households) and a total number of 35 600 informal dwelling units (11.10% of households).



When looking at the formal dwelling unit backlog (number of households not living in a formal dwelling) over time, it can be seen that in 2008 the number of households not living in a formal dwelling were 45 700 within Sedibeng. From 2008 this number increased annually at 1.42% to 52 600 in 2018.

The number of informal dwellings is expected to increase, due to, amongst others, the impact of the Corona pandemic on employment, the gradual decline in the mining and manufacturing sectors and the influx of people from outside the district.

This expected increase in informal dwellings will increase the burden on the municipalities in terms of provision of all engineering infrastructure and municipal services such as refuse removal. Suitable land for formalising the informal settlements will have to be identified, planned and serviced. An ambitious plan was launched in 2020, to develop housing in areas identified in the Priority Human Settlements and Housing Development Areas (PHSHDAs) Gazette 43316.

The aim is to get all spheres of government involved in delivering housing, associated services and attracting industry and investment in the identified areas. The two areas selected in Sedibeng are shown in the table below. This will require significant development of social and engineering services and bulk infrastructure.

### Areas identified for PHDA Housing Developments



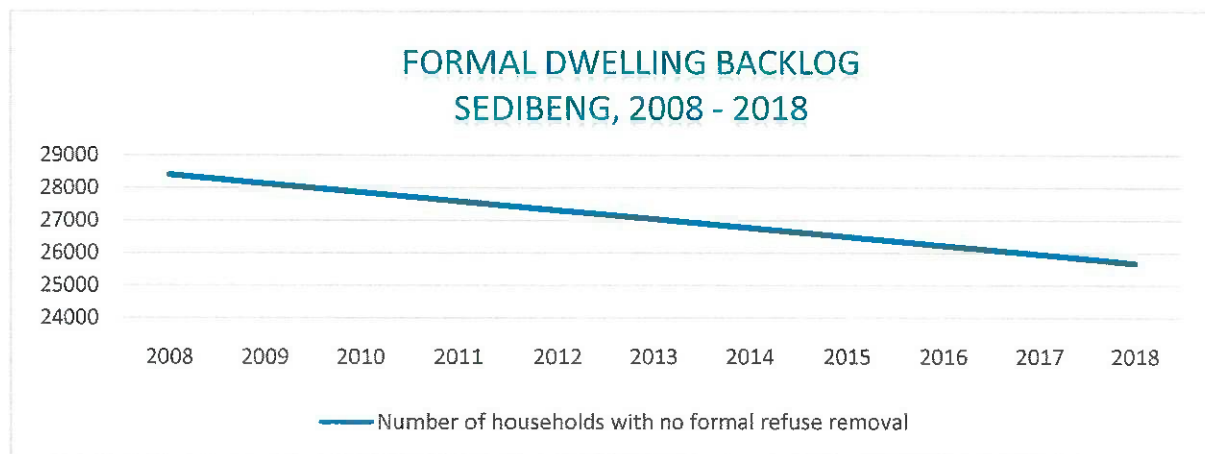
Table 16: Areas identified for PHDA Housing Developments

Nr	Name	Location	Area(ha)	Number of units
<b>EMFULENI LOCAL MUNICIPALITY</b>				
1	Cyferpan	Sebokeng		2 000
1	Golden Gardens	Sebokeng		4 161
1	Johandeo Phase 2	Sebokeng		14 500
1	Westside Park	Sebokeng		1 462
2	Lethabong	Sebokeng		341
2	Lethabong Ext 1	Sebokeng		2 390
2	Lethabong Ext 2	Sebokeng		2885
3	Sebokeng Ext 28	Sebokeng		4 010
3	Sebokeng Ext 30,31,32	Sebokeng		3 136
4	Powerville Ext 4	Sharpeville		189
4	Powerville Ext 5 & 6	Sharpeville		856
4	Sharpeville Ext 2	Sharpeville		n.a
4	Tshepiso Ext 4,5 & 6	Sharpeville		2 528
5	Vaal River City	Vereeniging		n.a
	<b>Subtotal Emfuleni LM</b>			<b>38 458</b>
<b>MIDVAAL LOCAL MUNICIPALITY</b>				
6	Savannah City	Midvaal West		5 517
6	Savannah Res 3	Midvaal West		2 635
7	Sicelo Two Blocks	Midvaal Central		842
7	SiceloErt 78	Midvaal Central		660
7	SiceloErt 72	Midvaal Central		700
7	SiceloErt 56	Midvaal Central		700
7	SiceloErt 188	Midvaal Central		338
7	SiceloErt 175	Midvaal Central		204
7	SiceloLangkuil	Midvaal Central		9 732
8	Mamello Phase 1	Midvaal South		565
8	Mamello Phase 2	Midvaal South		271
8	Mamello Phase 3	Midvaal South		156
9	Skansdam	Midvaal Central		3 500
10	The Grace	Midvaal Central		850
11	Panfontein Agri Village	Midvaal South		500
	<b>Subtotal Midvaal LM</b>			<b>27169</b>
<b>LESEDI LOCAL MUNICIPALITY</b>				
12	Obeid Nkosi	Heidelberg		6000
13	Kaydale /Jameson Park	Jameson Park		2 290
14	Impumelelo Phase 3	Devon		1000
14	Impumelelo Phase 4	Devon		2400
15	Kwazenzele Phase 2	Vischkuil		2 000
	<b>Subtotal Lesedi LM</b>			<b>13690</b>
	<b>Total Sedibeng DM</b>			<b>79317</b>

## Waste Management

As indicated by IHS Global 2018, Sedibeng District had a total number of 292 000 (91.00%) households which had their refuse removed weekly by the authority. A total of 3 090 (0.97%) households had their refuse removed less often than weekly by the authority, while a total number of 15 200 (4.74%) households had to remove their refuse personally (own dump). Recent service delivery challenges within Sedibeng District have affected the rate of waste collection in the area. In 2018 the municipality with the highest number of households where the refuse was removed weekly

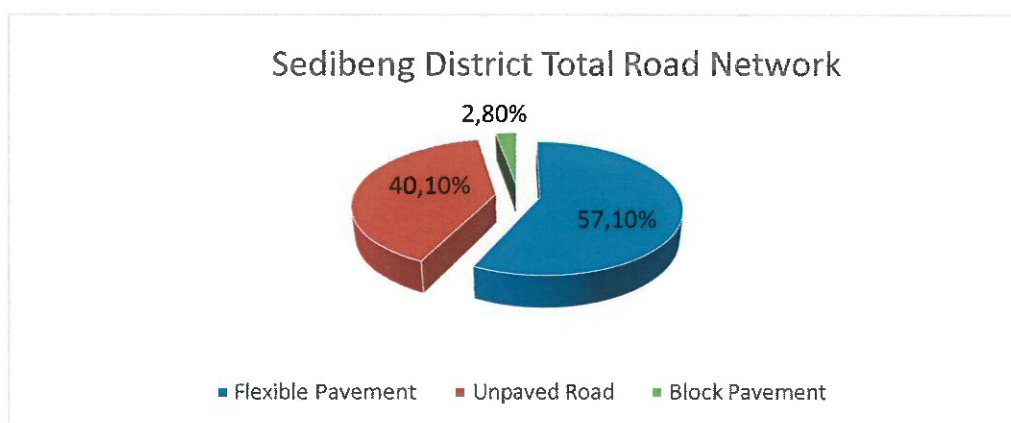
by the authority was Emfuleni with 226 000 or a share of 77.65%. This rate has dropped significantly as observed in waste disposed in various open spaces within Emfuleni municipal area. From 2008 the number of households with no formal refuse removal in Sedibeng was 28 400. This decreased annually at -0.96% per annum to 25 800 in 2018. However, this figure is expected to rise in view of service delivery



Challenges especially in Emfuleni. None of the solid waste sites are licensed and thus capacity is limited.

### Roads and Transport

The Sedibeng Road network is essential to economic and township development, mobility and public transport. There is a growing concern that the condition of the road network in the district is continuously declining due to poor workmanship on new construction and lack of maintenance.



According to RRAMS Business Plan 2019-20, Sedibeng District has a total road network extent of 4 375 km with flexible pavement of 2 500 km (57,1%), unpaved road amounting to 1 754 km (40,1%) and block pavement of 121 km (2,8%). The estimated budget for routine road maintenance in Lesedi

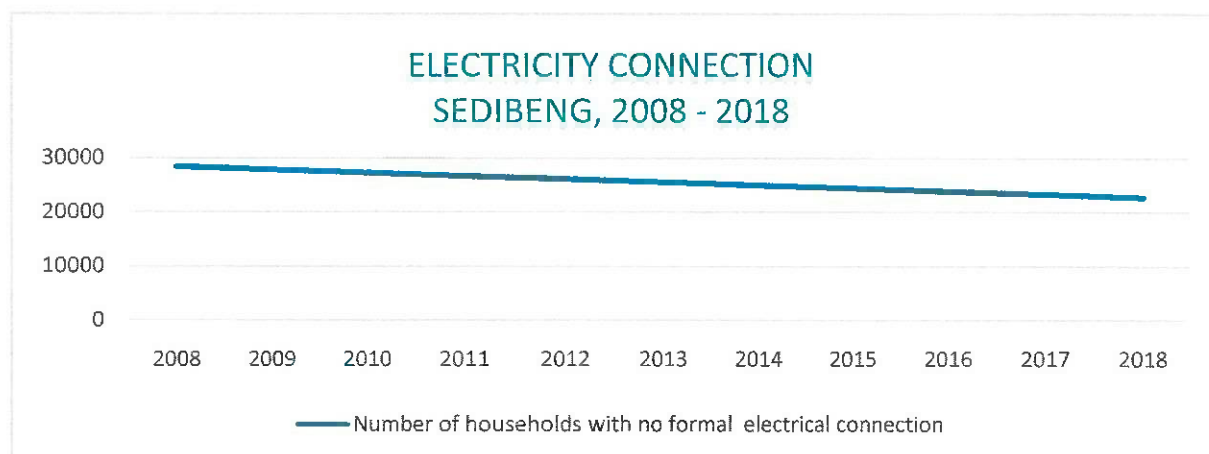


is R59 million, in Midvaal, the probable budget for routine maintenance is R93 million while that of Emfuleni is estimated at R289 million.

According to Sedibeng Travel Household Survey 2014, the non-motorised transport (NMT) was the predominant form of transport in the district at 45%. A significantly high NMT was noted in the Midvaal Rural West (60%), Lesedi Rural (53%) and Emfuleni Urban (48%) and so was public transport usage. Private transport is mostly used in the high-income areas of Midvaal Rural East (73%), Emfuleni Rural (63%) and Lesedi Urban (41%). Conversely, public transport usage in Midvaal Rural East and Emfuleni Rural was lowest at 13%.

### Electricity

In 2018, according to HIS Global, Sedibeng District had a total number of 5 970 (1.86%) households with electricity for lighting only, a total of 291 000 (90.91%) households had electricity for lighting and other purposes.



The number of households with no electrical connection in 2008 was 28 400. This decreased annually at -2.00% per annum to 23 200 (7.23%) in 2018. However, the mushrooming informal settlements especially on the north western side of Emfuleni area will increase this backlog. Losses vary from 17% to 28% taking away much-needed funding for service delivery projects and maintenance of existing infrastructure. Programmes to reduce the losses including the introduction of smart meters, managing large power users, tackling illegal connections, and upgrading aging infrastructure are required.

### Information and Communications Technology (ICT)

Although the provision of telecommunications is not a municipal service, it is important for economic development, health, education, agriculture, tourism and many other areas critical to the well-being and opportunities for municipal citizens. Internet access at home is still limited. In 2019 only 14,9% of Gauteng households had access to the internet at home while 74,2% had access from

other locations such as at work, university and internet cafés. (Source: Statistical Release P0318; General Household Survey 2019, Stats SA).

Other sources indicate that in the Vaal area, only 1.36% of households have access to the internet. Stats SA reported that 9.4% of urban households outside the metros had access to the internet at home; 21.6% had access to the internet at work and 12.9% at Internet cafes or educational facilities. A total of 63.3% have access to cellular phones.

## Governance and Management

### Municipality Performance

Table 17: Municipality Audit Outcomes

MUNICIPALITY	2017/18	2016/17	2015/16	2014/15
Sedibeng	Unqualified	Unqualified	Unqualified	Unqualified
Emfuleni	Unqualified	Unqualified	Unqualified	Unqualified

The district's spending on salaries was at 57.06% of operating expenditure in 2018, which is more than the 40% norm, and currently has a potential to default on salary payments. Emfuleni recorded under-spending on the Capital Budget of 34.91% between July 2017 and June 2018, spent 0% on maintenance in 2017 and 2018, however overspent by 25.1% of the operating budget in the 2018 financial year. In 2018, 15.4% was spent towards salaries, which is lower than the norm, hence the non-expenditure and poor service delivery.

### Municipal Capacity

The district municipality has a full complement of senior manager positions and has been relatively stable at senior management. Lesedi has four acting senior managers, two of which are the CFO and MM, having been vacant for over a year. However, the biggest municipality in the region, Emfuleni, has been facing instability at senior management level over a period of 3 years, the most part of which there were no senior managers, including the Municipal Manager. The posts have been recently filled. This municipality is currently under Section 139(1) (b) intervention. Instability and lack of capacity at the local municipal level has had a detrimental impact on planning and service delivery and will continue to do so unless this situation is corrected.

### Projects to Diversify and Grow People and the Economy

#### Social Development Projects

The Vaal River City project proposed by the province in the Growing Gauteng Together strategy, proposes building the Vaal University student village. Some of the social development projects earmarked include the facilitation of sports development programmes through stakeholders' involvement, regional Arts and Culture programmes and others.



## Spatial Development

The Gauteng Spatial Development Framework (GSDF) has identified Vereeniging, Vanderbijlpark and Sebokeng as key urban development nodes of provincial significance. These nodes are to be linked via movement networks such as rail and road. Emfuleni major roads and rail infrastructure are well developed; these traverse the area and are as follows:

- The N1 linking Pretoria with the Free State continuing to Cape Town to the south;
- The K178 linking Vereeniging with the N1 and the North West Province to the west
- The K53 linking Vereeniging in the south with Johannesburg in the north;
- The K59 linking Vereeniging with De Deur, Walkerville and Johannesburg to the north; and
- The rail line that links Vereeniging and Johannesburg to the north.

Similarly, Sedibeng's SDF identifies Vanderbijlpark, Vereeniging, Meyerton and Heidelberg towns as the primary activity nodes, offering the highest order and widest range of goods and services to other towns and settlements as well as the rural parts of the District. These are also recognised as important nodes in the provincial context in terms of the SDF. The secondary nodes are all in the process of development serving local/surrounding communities. Some of these nodes are located at strategic intersections e.g. Sebokeng and De Deur, while others represent activity nodes along development corridors e.g., Walkerville and the Waterval node.

Savanah City is a new emerging node along the broader N1 corridor in the southern parts of Gauteng while the Evaton node is proposed in order to stimulate some local economic activity in this residential area and to provide a range of convenience goods and services to local residents. The secondary nodes above, together with Vanderbijlpark, Vereeniging and Meyerton primary nodes, represent the master framework of a future urban conurbation to be established in line with the Sedibeng Vision.

The Ratanda and Jameson Park nodes in Lesedi are also intended to perform a similar function by functionally consolidating with Heidelberg (the primary node). Devon/Impumelelo and Kwazenzele/Vischkuil are the other two secondary nodes in the district. The two rural nodes include Bantu Bonke in the Midvaal area and Langzeekoegat in the Lesedi – both of which are classified as Agri-villages.



## Infrastructure Projects

The Vaal River Systems Intervention (VRIS) is part of a broader Regional Sanitation Scheme, which is based on 2005 recommendations and approvals by the Presidential Infrastructure Co-ordinating Council (PICC) to establish an eighteenth Strategic Implementation Project (SIP):

Water and Sanitation Infrastructure which has two focus areas:

- Projects to provide new infrastructure, rehabilitate and upgrade the existing infrastructure, and
- Project to improve management of water infrastructure. The VRIS project is a special intervention by the Department of Water and Sanitation (DWS) supported by Department of Cooperative Governance & Traditional Affairs (CoGTA), Gauteng Provincial Government, MISA with Rand Water and ERWAT as Implementing Agents. The aim of the project is eradicating the Vaal River sewer pollution through rehabilitation and upgrade of sanitation infrastructure in Emfuleni and Midvaal Local Municipalities.

The total budget for undertaking this intervention in Emfuleni is estimated at R1.1 billion. To this effect, the DWS has prioritised this project and allocated an amount of R241 million in 2019/20 financial year through the National Treasury rollover process, to address pollution of the Vaal River System. National Treasury through DORA has allocated a further R750 million towards the efforts to stop the sewage pollution into Vaal River. Funding is being available under from WSIG, RBIG and MIG. Key projects to address backlog and capacity constraints are listed in the following table.

Table 18: Infrastructure Projects

Municipality	Project Name
Emfuleni	Bulk water supply from Evaton Reservoir to Dadeville
	Bulk water supply from Tshepiso to Sharpeville
	Gravity sewer line from Houtkop and Unitaspark north of Leeuwkuil WWTW to PS3D
	Gravity sewer line from industrial area through Boipatong / Tshepiso to PS4
	Refurbishment of Vanderbijlpark reservoirs
	Refurbishment of Waterdal pressure station (Evaton/Sebokeng)
	Rehabilitation of Emfuleni pump stations: pump station 8, 9 and 10
	Repairs and maintenance of Rietspruit WWTW.
	Repairs, maintenance and upgrade of Sebokeng WWTW
	Sewer projects Three Rivers, Three Rivers east, Sonlandpark
	Sharpeville Reservoir Refurbishments
	Three Rivers Reservoir Refurbishment to Concrete Water Tower and Pump Station
	Upgrade gravity outfall sewer: Union street
	Upgrading of existing main outfall sewer on the Northern area
	Upgrading of sewer pipelines from PS8: rising main to stilling box
	Upgrading of sewer pump station
	Leeuwkuil WWTW Upgrade and Refurbishment

## Sedibeng Regional Sewer Scheme

Linked to the intervention is an upgrading programme known as the Sedibeng Regional Sanitation Scheme (SRSS), which is a multi-faceted sanitation project that aims to:



- Develop sustainable bulk sanitation capacity (including capacity of WWTW) in the Sedibeng region;
- Deliver effective solutions to prevent pollution of strategic national water resources; and
- Unlock development projects and economic opportunities in the region that require sanitation services. This project is aimed at addressing the service delivery needs in the area and restoring human dignity to the community. Furthermore, it is anticipated that municipal revenue will increase as a result of additional investment and new development opportunities in the Emfuleni area. The total budget for undertaking the capacity upgrades is estimated at R5.7 billion, with a grand total of R6.8 billion to implement both the projects (Vaal River System Intervention and the upgrade programme) to address pollution of the Vaal River System.

### Economic Projects

The long-term revitalisation of the Southern corridor is to build a new economy in the Vaal, in both the Gauteng and Free State-side of the Vaal River. The Sedibeng’s catalytic investment projects identified by GGDM includes:

- Savannah City;
- The Vaal River City and the Vaal University Village;
- A regional airport and logistics hub;
- The Vaal Special Economic Zone declaration;
- The Vaal Marina development;
- Logistics and mining investments; and
- The Gauteng Highlands projects.



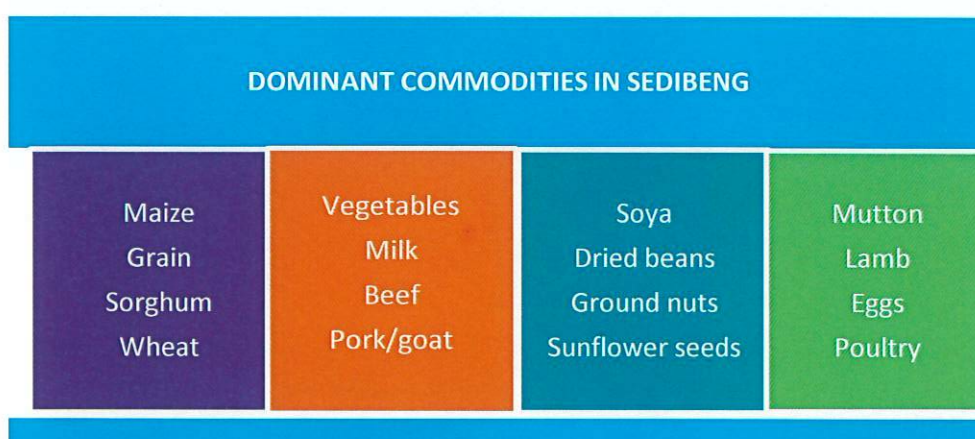
Sedibeng is currently conducting the feasibility studies for the following projects:

- Sedibeng Fresh Produce Market; and
- Sedibeng Government Precinct/Office Accommodation.
- The Aerotropolis

Table 19: Economic Projects

SECTOR	PROJECT	DEPARTMENT	STAGE
Green economy	Natural gas hub	Department of Energy/ Sedibeng	Feasibility required
	Waste to power plant: Renewable energy (proposed US\$500 million plant)	Earth Sea Corporation Energy	Implementation
Agro-Tourism	Waterfront precinct - Waterfront	Sedibeng District	Feasibility required
	developments	Emfuleni Municipality	Implementation
	Sharpeville and Vereeniging Precinct	Sedibeng District	EMP development
	Framework	Sedibeng District	Planning stage

In terms of spatial extent, agriculture is the dominant land use in the Sedibeng District covering an area of about 340 418 ha which represents about 81% of the total district area. Approximately 97 674 ha of Sedibeng’s area is under cultivation (crop farming), 4 662 ha is irrigated and about 238 079 ha is utilised for grazing. Farmers produce a variety of commodities within each of the local municipalities, of which their performance is very dependent on climatic conditions and may fluctuate from year to year. The following list indicates the dominant commodities within Sedibeng:



Tunnel/shade net farming is concentrated around route N1 in the vicinity of the Vaal River and around the Walker Fruit Farms and Homestead Apple Orchards areas in the Midvaal area. Cattle and chicken farming occur extensively throughout the municipal area with the Karan feedlot to the south-west of Heidelberg being a prominent facility. The Escort pig abattoir is located in the Springfield industrial area in Heidelberg.



Grain silos are mainly concentrated in the rural area between Meyerton and Heidelberg (four silos), and between Heidelberg and the north-eastern border of the study area (five silos). The Agri-Park initiative was also introduced to the Sedibeng District during 2015/16. Parts of the objectives of the Agri-Park project were to identify the four dominant or most feasible commodities within the district. Based on the analysis, the three priority commodities identified include vegetable, broiler and production. A detailed analysis was conducted of the local, global, capital and commodity markets for each of the selected commodities. It was proposed that the Rietkuil Agri-Hub (AH) and Sebokeng Agri-Park (AP) will be located in Sedibeng.

### **Solution design**

- ❖ Identify the relevant future cash flows that would flow once bulk services and other infrastructure are installed (developer contributions, bulk service charges and user charges for services including electricity, water and fibre) which can be partially encumbered as collateral alongside portions of future grant income (particularly relevant for the development of provincial and local road improvements).
- ❖ Use these as a basis to apply for up-front funding of the required bulk services and other public infrastructure.
- ❖ Position the bulk financing with a dedicated special purpose vehicle, accountable to the various public sector entities involved that can:
  - Consolidate existing technical work done on infrastructure master-planning – including that done by those with active development applications and those at preparatory phases thereof - and enhance that work into an infrastructure masterplan, integrated with regional roads and transport planning.
  - Coordinate owners and proposers of credible economic development initiatives for the region as well as leads from all relevant public sector bodies with an economic development mandate to develop a provisional economic masterplan for the area.
  - Coordinate with investors in other key infrastructure, particularly those relevant to digital industries including the mobile network operators, investors who will sell services on the fibre networks and those who will locate digital services in the node, to factor their needs into the economic masterplan, and catalyse participation where necessary.
  - Supervise execution against these master-plans using the allocated financing lines under supervision of an investment-grade governance structure which mandates feeding back to, and compliance with, the regulatory and oversight requirements of all involved parties, but which permits the agility to deliver at pace, optimising efficiency and quality control.
- ❖ Create the governance framework for an area-wide coordinating body (a form of city improvement district) that will allow for an engagement platform with the major land-owners/ developers and relevant municipal governments to drive specific public environment management regimes linked to a truly regional growth and development strategy.

## Regional Economic Vision: The Case for a Vaal Regional Master plan

- ❖ The regional economy has suffered significant deindustrialisation due to the collapse of the steel industry.
- ❖ Thus, the government's goal will be to build a new economy in the Vaal, in both the Gauteng and Free State-side of the Vaal River.
- ❖ Southern Corridor's catalytic investment projects to be supported by catalytic infrastructure:
  - The Savannah City;
  - Vaal River City and the Vaal University Village precinct;
  - A cargo airport and logistics hub.
  - The Vaal Special Economic Zone.
  - The Vaal Marina development and logistics and mining investments in Lesedi.
  - The Gauteng Highlands projects.
- ❖ Gauteng working with national government, the private sector, SOEs and universities to direct infrastructure initiatives and human capital development interventions towards the same vision.
- ❖ Collectively, these projects will unlock over R20 billion investments into the Vaal economy.

### Emfuleni

- Vaal River City – commercial, industrial and residential mega project - 400,000 square metres of commercial office space; 60,000 square metres of retail and leisure component; 20 hectares of park areas – including a bird sanctuary; and 5,000 residential units
- Boiketlong Mega Housing Development – 15,000 housing units

These require a 15 MVA substation to unlock at a cost of R90 million (total sub-station distribution requirement for the industrial node is estimated at 90 MVA at a cost of R660m with potential to introduce embedded generation – this will be dealt with by the master-planning process.

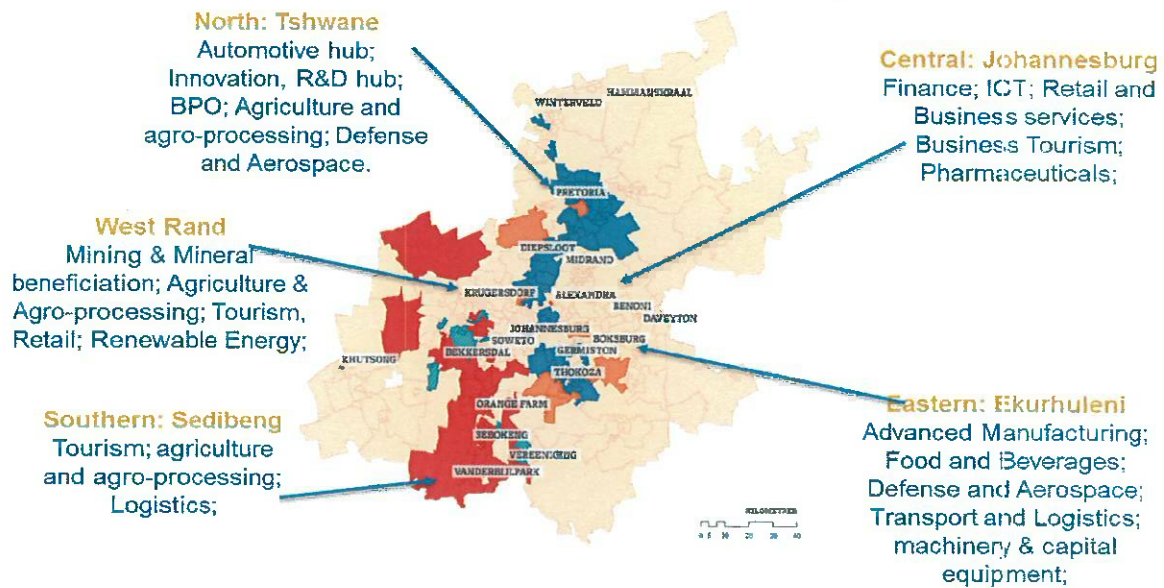
#### Additional key analytic points:

- The area needs a stabilised industrial grid overall, this could be a good case for a micro-grid combining embedded generation with main grid access, and this could be financed as part of the SPV approach linked to the master plan.
- Business case for an SEZ linked to logistics and manufacturing still needs to be comprehensively made – land parcels to execute would most likely be private land ceded in return for equity or other considerations (Arcelor-Mittal, has extensive land holdings that are not utilised on the old Iscor estate). Likely focus would be on manufacturing and agro-processing, with a potential link to airport as a cargo hub.
- Master plan process would also have to deal with the sewerage and water quality issues at a more comprehensive level in order to unlock commercial and residential infrastructure along the river.

These projects need to be structured into a regional masterplan, supported by a common economic and infrastructure roadmap for the region, under the auspices of a special purpose vehicle to fund the public infrastructure components.



## Emfuleni, the Gauteng City Region (GCR) and its Comparative Advantage



### 3.3 Clusters Review of the 2021 ~ 2022 IDP & Their Projected Programs for 2021 – 2026 IDP

Emfuleni Local Municipality has eleven (11) clusters which are as follows: Political Management Team (PMT); Finance and Revenue; Shared Services; Agriculture, Local Economic Development, Planning and Tourism; Human Settlement, Public Works; Infrastructure, Planning and Development, Public Safety, Environment Management and Planning, Health and Community Services; and, Sport, Recreation, Arts and Culture, Parks and Cemeteries. The following are the submissions of clusters on the review of the 2021 – 2022 IDP and 2021 – 2026 IDP.

#### 3.3.1 POLITICAL MANAGEMENT TEAM (PMT)

##### The Office of the Speaker of Council

<b>NAME OF DEPARTMENT</b>	<b>OFFICE OF THE SPEAKER OF COUNCIL</b>
<b>POLITICAL HEAD</b>	<b>CLLR, SIBONGILE SOXUZA, SPEAKER OF COUNCIL</b>
<b>MANAGER</b>	<b>MS. MMATSHEPO MATHUMBO</b>
<b>LOCATION OF CLUSTER</b>	<b>2<sup>ND</sup> FLOOR,</b>
<b>STRATEGIES/PILLARS</b>	<b>Gauteng’s TMR Pillars: Transformation of State and Governance; Modernisation of the Public Service; Sedibeng’s GDS 3: Good governance &amp; Deepening Democracy;</b>

The Municipal Structures Act defines the Speaker as a councillor elected in terms of Section 36 of the Act to be the Chairperson of a municipal council as envisaged in section 160 (1)(b) of the

Constitution. The Speaker's role is to ensure oversight, accountability, integrity, discipline of office, and the efficient running of council meetings. The Speaker must distinguish between her activities as a politician and her functions as a Speaker. It also means that the function of the speaker and the non-partisan exercise of that function must be respected by members, parties and interests represented in the council.

The overall principle in the determination of the function of the Speaker is that the Speaker is in charge of the legislative arm of the municipal council. This means that she must guard the integrity of the legislative process. Further, the Speaker must protect the 'checks and balances' between the legislature and the Executive, in other words, the 'oversight' that the council must exercise over actions of the Executive.

**The functions of the Speaker as set out in Section 37 of the Municipal Structures Act are follows:**

- Presides over at meetings of the Council;-
- Performs the duties and exercises the powers delegated to the Speaker by the Council;-
- Must ensure that the Council meets at least quarterly;-
- Must maintain order during meetings;-
- Must ensure compliance in the Council and its committees with the Code of Conduct for Councilors as set out in Schedule 1 of the Municipal Systems Act; and
- Must ensure that council meetings are conducted in accordance with the rules and orders of the council.

**In addition to the statutory functions listed, the Office of the Speaker is also responsible for the functions listed hereunder:**

- Encouraging participation of communities and community organizations in the decision-making process of the Municipality;
- Developing mechanism to ensure and monitor participation of communities in the decision-making process; and
- Ensuring that communities and community organizations participate and give input to planning and budget processes through IDP engagement meetings. Peoples Assembly and other outreach programmers ensure accountability of performance management system by the executive arm.

**The Office of the Speaker of Council leads the Emfuleni Stakeholder's Forum**

The Forum comprises of different government departments & NGOs such as Department of Home Affairs, Emfuleni Local Municipality, Department of Social Development, SAPS, COGTA, Faith Based Organization FBO, and Non-Governmental Organization (NGO), Education, Health, Institutions of higher learning, correctional-services, I.E.C Voter education and responsible citizen's programs are done with communities and media engagement quarterly.

**The Speaker attends and participates in the following inter-governmental relations forums and platforms:**

- The Sedibeng Speakers Forum;



- The Gauteng Provincial Speakers Forum;
- The Gauteng Provincial Municipal Public Accounts Forum;
- SCOPA;
- SALGA, and
- Gauteng Legislature Petitions Committee.

### **Public Participation and Meetings of Councillors**

Public participation process plays a vital role of bridging the gap between the municipality and communities. The process of communication cannot be regarded as a phenomenon which simply occurs but should be seen as a process which involves the municipality and its communities negotiating their roles with desired outcomes. Effective communication with communities is important for both the development of our municipality and its communities. This communication is central to the work of the municipality and plays a crucial role in contributing to the public's understanding of public service and how they can engage with local issues. It also plays a vital role of bridging the gap between the municipality and communities.

Public participation is a process through which the Municipality consult with the people, especially interested or affected individuals, organisations and government entities, before making decisions and as part of Batho Pele principles which governs Local Government. Communities should be consulted regularly, and provided with appropriate information about services, to increase openness and transparency about the services of the Municipality.

Public participation in the Municipality is coordinated through five units situated in the office of the speaker which are Ward Committees, Petitions, MPAC, Public participation and Councillors' welfare and support. Different channels of public participation are used in the institution such as ward committees, Petitions committee, MPAC Public hearings, Councillors monthly public meetings, loud hailing, IDP & Budget Public Participation Meetings, Sector's engagement meetings and Mayoral *Izimbizo*. These forums are also utilized as report back platforms on service delivery matters. The municipality uses various media platforms such as Notice boards, Website, Newspapers, Rates and water bills to spread information about prices, new plans, budget priorities, pamphlets etc. The commercial media as well as community radio are also used to inform people, and in some cases through phone-in programmes.

### **Ward Committees**

The South African Local Government Association, which is the sole representative of all municipalities, declares ward committees as important in fostering relations between ward councillors and key stakeholders at ward level, such as traditional councils and community development workers. The Ward committee system is also said to play a critical role in giving meaning to the notion of "the people shall govern". This is so because local government is regarded as the level of government closest to the people and ward committees are just one way to ensure that citizens give input to the decisions that local councils make.

Ward Committee members represent the community on the compilation and implementation of the Integrated Development Plan. They also, ensure constructive and harmonious interaction between the municipality and the community, attend to all matters that affect and benefit the community,

acts in the best interest of the community and ensure active participation of the community in the municipality's budgetary process.

The Office of the Speaker is instrumental in the establishment and the functionality of the Ward Committees. The cardinal function of these ward committees is to assist the democratic representatives (Ward Councillors) to carry out their respective political mandates and to promote an ongoing process of debate, dialogue and communication between the Emfuleni municipality Council and the community. Various ward committee meetings are subsequently convened to discuss basic service delivery issues and business activity matters including, the provision of water, health services and electricity, pipe leakages, contents of the IDP, waste removal and identification of indigent households. The office of the Speaker has also coordinated training for Ward Councillors and their Ward Committee members.

The Office of the Speaker launched Ward committees in all 45 wards of Emfuleni Local Municipality in September 2016 and the term ended in October 2021.

- Each ward committee consist of ten ward committee members to head different portfolios within the wards with the support of ward councillors.
- Ward committees form part of the certain basic values and principles of public participation at all spheres of government. Ward committees are composed of ten members per ward and chaired by the Ward Councillor.
- Emfuleni Local Municipality has 45 committees with each ward comprising of 10 ward committee members which makes a total of 450 Emfuleni ward committee members.
- Each ward must have at least one ward committee meeting in a month which means at least 12 ward committee meetings must take place a year or in each financial year. Therefore, it means that in the entire financial year ELM must have 540 ward committee meetings.
- Ward committees do not receive a stipend or salary but they receive the "out of pocket expenses" which is based on the required performance per monthly.

#### **Programme to Launch 2021-2022 Ward Committees in Emfuleni:**

##### **Pictures taken at recent launches**



#### **The Petitions Committee**

The Office of the Speaker receives petitions and distribute to different departments for response and resolution. There is a back log of resolutions to petitions and covid-19 made matters worse.



There are 219 petitions which were received during the period under review. A total of 84 of these have been resolved while 135 still need to be attended to. A total of at least one meeting of the Petitions Committee per quarter is held coupled with hearings and oversight visits. The process of petitions process works as follows:

- receive and record any petition submitted in the speaker's office in terms of the petition management policy;
- record the oral submission or evidence of a petitioner
- if a petition has been referred in terms of clause 8 (m) (ii) and (ii) –
  - (i) direct the person or body to whom the petition has been referred to consider that petition, make a decision or recommendation in respect of that petition or otherwise dispose of the request or complaint raised in that petition;
  - (ii) require the person or body to whom the petition has been referred to furnish the committee within three (3) days of that referral in writing with a detailed report on the steps taken by such person or body to address the complaint, request, recommendation or instruction by the committee, as the case may be, and the reasons for those particular steps.
- On a quarterly basis report to the Council on the number and types of petitions submitted to it during that period, number of resolved, outstanding petitions and all its activities in respect thereof including:
  - the responsiveness, efficiency and timeous response with which petitions were dealt with: and
  - the efficacy of the petitions process and procedures; and
  - Instruct the petitions coordinator to inform the petitioner timeously- from time to time, of progress in respect of consideration of a petition and of any decision taken by the committee in respect of a petition and the reasons for that decision.
- If the petitioner or anyone has been invited by the committee to come and make oral submission or call a witness such a petitioner or person(s) must be informed of the date, time and venue when the petition is to be considered and the petitioner may attend that sitting of the committee.

### **Municipal Public Accounts Committee (MPAC)**

The duties of MPAC are to review the ELM's Annual Report, including the Auditor General's report on the financial statements and responses thereto with a view to ensuring satisfactory responses and corrective action, where necessary (in terms of the Municipal Finance Management Act, No 56 of 2003, section 129(4) (a) and (b). Specific to the Auditor General's report and the Annual Financial Statements, the Committee Shall –

- Examine the reports of the Auditor-General on the accounts for the preceding financial year
- Review Specific Reports of the Auditor-General; and
- Review the Auditor-General reports in question, supplemented by a number of preliminary questions based on the audit report and to which the accounting office is required to respond in writing.

- According to clause 5.11 of the terms of reference The Municipal Public Accounts Committee is required to draft an oversight report as per Section (129) (1) of the MFMA, 56 of 2003.
- The oversight report must include a statement whether the Council:-
- Has approved the annual report, with, or without reservations;
- has rejected the annual report; or
- Has referred the annual report back for revision of those components that can be revised.

#### **Highlights for the year 2016 – 2021**

- Number of meetings held: 14
- Number of meetings required as per legislation: 04 annually& 01 per quarter.

#### **Important matters discussed in MPAC meetings:**

- Unauthorized, Irregular, Fruitless and Wasteful Expenditure reports 2019/2020.
- Section 71 Reports (Monthly budget statements).
- Section 52 Reports (Mid-year performance assessment).
- Section 32 Report (Oversight Report).
- Irregular Expenditure report 2019/2020 – Forensic Investigation.

#### **Reports submitted to Council:**

- Unauthorized, Irregular, Fruitless and Wasteful Expenditure reports 2019/2020.
- Section 71 Reports (Monthly budget statements).
- Section 52 Reports (Mid-year performance assessment).
- Section 32 Report (Oversight Report).
- Irregular Expenditure report 2019/2020 (Forensic Investigation).
- Annual Review Process Plan.

#### **Councillors Welfare, capacity building and support**

The objective is to equip councillors with personal and leadership skills to effectively fulfil their role in serving the communities. The office enrolls councilors in different institutions of higher learning to help enhance their knowledge in serving communities to the best of their abilities. Two councilors graduated in Masters in Public management during the year under review.



<b>NAME OF THE DEPARTMENT</b>	<b>OFFICE OF THE EXECUTIVE MAYOR</b>
<b>POLITICAL HEAD</b>	<b>CLLR. SIPHO RADEBE, EXECUTIVE MAYOR</b>
<b>CHIEF OF STAFF/MANAGER</b>	<b>MR. BOB MTHEMBU</b>
<b>LOCATION OF CLUSTER</b>	<b>5<sup>TH</sup> FLOOR, MAIN BUILDING</b>
<b>STRATEGIES/PILLARS</b>	<b>Gauteng’s TMR Pillars: Transformation of State and Governance; Modernising of the public Service; Sedibeng’s GDS 3: Good governance &amp; Deepening Democracy;</b>

The role of the Executive Mayor is well defined in law. It is the view of the Mayoral Committee that our vision for fundamental transformation of our society must drive our political agenda. The local conditions of citizens in any nation or state determine the agenda and the priorities of a responsive leadership. It is therefore, incumbent upon us to place equal emphasis both in robustly relieving the internal structural combustion that has affected service delivery capacity of Emfuleni and be relentless in our pursuit to create meaningful jobs that will enhance our productive capacity as a region and improve the quality of life of our people especially the poor.

#### Introduction of Mayoral Committee (MAYCO): 2021 – 2026

Table 20 : Introduction of Mayoral Committee (MAYCO): 2021 – 2026

No.	Member of the Mayoral Committee (MAYCO)	Portfolio/Name of Cluster
1	Cllr Siphon Radebe	Executive Mayor
2	Cllr Hassan M. Mako	MMC: Finance & Revenue
3	Cllr Mpho Serapelo	MMC: Shared Services
4	Cllr Mbuyiselo Kantso	MMC: Agriculture, Local Economic Development, Planning and Tourism
5	Cllr Mapitso Molepo	MMC: Human Settlement
6	Cllr Vincent Jones	MMC: Public Works
7	Cllr Raditsela Mokoena	MMC: Public Safety
8	Cllr Jonas Radebe	MMC: Environment & Planning
9	Cllr Regina Makgala Lesoane	MMC: Health & Social Development
10	Cllr Sehlare Mahlasela	MMC: Sport, Recreation, Arts and Culture, Library, Information Services, Parks and Cemeteries
11	Cllr Ezrom Nzima	MMC: Infrastructure Planning and Development

#### Special Programmes of the Mayoral Committee (MAYCO)

The Mayoral Committee (MAYCO) has identified a number of key programmes.

These projects are called Special Mayoral Projects and are aimed at supporting our transformation and service delivery objectives. These projects will form part and parcel of the *Urban Management, Recovery and Growth Plan* as adopted by the Mayoral Committee. The selection of the proposed programs among others is to create jobs and to foster a meaningful black economic participation in the main stream of the economy and trade. This objective is further linked to drawing our communities into partnerships with the municipality. These partnerships will go a long way in contributing to the quality of services which in turn will contribute to both the quality of life of individual members of the community and social stability. The nature of the projects will include social support and economic development initiatives that will further contribute in enhancing good relations between government and communities.

Local Government is the sphere of government closest to the people. The priorities identified by the citizens during the 2016 and 2021 Local government elections have demonstrated that people expect local government to respond to all issues which are affecting them. The distinction between the different spheres of government is not recognized by communities. Performance challenges facing State Owned Enterprises (SOE's) and National Government and Provincial Departments have a direct bearing on our local environment. Municipalities are now compelled to play an active and developmental role to enhance national and provincial government initiatives.

The incapacity of Transnet to reopen the heavy industrial steel transportation line feeding the large manufacturing industries such as Mittal Steel, Cape Gate, etc. has an impact on local jobs and municipal revenues. The failed Vereeniging Taxi facility rank is also other impactful projects of the SOEs which was meant to make a positive impact on both the economy of the region and on the social lives of the residents. These failures have imposed a responsibility on the municipality to take a developmental approach with innovation to address the fundamental fault lines of our skewed economy.

The creation of a smart city driven by world class technology, attraction of new industries and other innovations on energy generation, climate change and the green economy, and waste management have occupied our agenda as a municipality that must compete across the globe as a developmental city and a destination of choice. The Mayoral Committee and Council have taken the path to break new ground on innovations using existing government supported initiatives and those that require partnerships with the private sector.

## **Summaries of the Projects**

### **Vaal Broadband Rollout (BBBEE)**

The main objective of the above project is to introduce a partnership on the Broadband Rollout conceptual idea between the municipality and the private sector with strong local black equity participation. The Vaal area is currently flooded by ICT companies that have applied and obtained Way-leave Permits from ELM. These permits have allowed the successful applicants to lay underground optic fibre cables within municipal servitudes with permission from the institution.



The final product of the project should enable the enhancement of broadband connectivity in the entire area of Emfuleni with special attention given to the underserved areas within black communities. Furthermore, the project should serve to empower local black ownership and the development of local technical and management experience for the youth and women.

#### **Students' City: The Role of Emfuleni and Establish BBBEE Real Estate Consortium**

The concept of the Students' City is an integral part of the Vaal River City Development. The municipality has an opportunity to use its land parcel to influence the first stage of generating private sector interest in the Student City development. The municipality will be able to contribute meaningfully to alleviate the dire student accommodation shortages experienced by the local institutions of higher learning. This situation has contributed to the decline in the state of services and the quality of life of the surrounding residences. The opportunity has the potential to introduce black local participation in the real estate industry by inviting private sector partnership with local black businesses to explore this concept. The objective of alleviating student accommodation shortages and to further contribute to economic and growth of Emfuleni will be enhanced.

#### **Growing the Township Economy: Retail & Agriculture, FMCG and SMME Support Programme**

The above subject is focussing on growing the Township Economy using agriculture and the Fast-Moving Consumer Goods jointly with the Retail Industry to promote a massive enhancement of local SMM's. Local entrepreneurs and the local retail industry have an opportunity to redefine their relationship from being described as consumer and supplier into the creation of a local supply industry from agricultural goods to local light manufacturing e.g. furniture, clothing etc.

#### **The Plan**

To roll-out this programme, the municipality through the LED Department is initiating stakeholder platforms of all the relevant players in the affected economic sectors. The stakeholders will formally enter into business relationships on the use of local products in all areas and products where it is possible to acquire competitive and qualitative local products. Partnerships with similar organized institutions must be sought and the necessary technical training be identified and organized to ensure qualification to all the required international and national industry standards and approvals.

The potential to create partnerships with schools for land use of available school unused spaces, while providing much needed security to school infrastructure. Other government departments including the Department of Agriculture and Social Development are potential partners to the above project.

#### **Clean My City and Waste Management & LED Partnerships with Communities (Township Corridors)**

The Clean My City Campaign is also one of the Mayoral Special projects. This project needs community support and a committed workforce to ensure its success.

A Clean City is recognized as the symbol of the performance of the city leaders and the attitude of its citizens towards their love for life and nature. The Executive Mayor has prioritized the Clean My City campaign as his primary measure of his contribution to the recovery of Emfuleni and to give the much-deserved happiness to the people of the Vaal.

To sustain this campaign there is a necessity to promote a partnership between various initiatives from organized community groups and companies together with municipal resources. The current institutional and financial challenges compel for innovative methods to sustain the campaign and to elevate it to its objective to beautify the Vaal. A combined effort led by the Waste Management department and contributions from LED, Parks and Shared Services do present an opportunity to explore a more practical and bankable plan.

Contributions from the Advertising Revenues needs to be exploring on how they could be managed to subsidize part for the partnership between Local Community organized Cooperatives. This approach will help to contribute to mobilize communities to take responsibility for their cleanliness while creating jobs and waste management and recycling opportunities. The programme should also be used to provide more capacity to the institution to rebuild the waste management capacity. There are local organizations and communities and black owned companies that are ready for this model of partnership.

### **Dhlomo Dam Initiatives**

Dhlomo Dam in Sharpeville is an iconic and tragic historical site. The technical description, size, tourism potential and the environmental challenges are well documented in the municipal records and by several private organizations. The Municipality is regularly approached by companies of different capacities who have taken interest in developing the site with various proposals. This has been the case over many years. The administration and management of this heritage is uncoordinated within the municipality. There are lease agreements given to different companies on the different parts of the Dam.

The Municipality and DWS have a record which outlines the challenges posed by the pump station which is located closely to the site and has contributed immensely to the adverse environmental conditions of the dam and the surroundings. This site has a huge potential when linked to the River City Development and the potential for growth in the surrounding areas linking both Vereeniging and Vanderbijlpark.

### **Agricultural Schemes**

The local agricultural industry has a huge potential to contribute significantly to local economic growth given the current volumes and existing expertise and supply chain infrastructure. There are dominant players in some of the agricultural industrial sectors who are keen to create partnerships with the municipality for the growth of the industry and to establish empowerment schemes that will benefit new entrants in the food chain industry.



The Food Security Programmes have a potential to absorb new players and the utilization of government land to create jobs and to grow the economy. The Piggery industry together with the Cannabis industries are the immediate sectors that are available to create partnerships with the Municipality to explore business growth and empowerment. The municipality is exploring partnerships with the two industry of interest which have a huge potential.

The Dhlomo Dam Development will focus on promoting Tourism and Black Business Participation in the main tourism markets and to boost offerings.

### Sharpeville Six Heritage Housing Project

This is a SANCO Sedibeng initiative in partnership with the Minister of CoGTA. The aim of the project is to fulfil the wishes of the struggle victims of the Sharpeville Six Trial arising from the 1984 Vaal Uprisings. Only two survivors of the Sharpeville Six are still alive except those who were not part of the group that was sentenced to the gallows. The two families have approached SANCO Sedibeng to request the municipality to identify potential sponsors who may be willing to consider supporting the project. The Minister in her private capacity successfully raised the capital for the purchase of two residential properties for the 2 survivors or beneficiaries in the Miami Sands Suburb in Vanderbijlpark.

The outstanding part of the project is construction of the two houses. The building plans in this regard have already been approved by the municipality. The rates and taxes of the two beneficiaries have been accumulating a debt. This is also receiving attention. The municipality will further identify similar initiatives with the aim of promoting and supporting the Vaal Heritage and the struggle icons who contributed to the rich political history of the region.

### The Office of the Chief Whip of the Majority Party and of Council

<b>NAME OF DEPARTMENT</b>	<b>OFFICE OF THE CHIEF WHIP</b>
<b>POLITICAL HEAD</b>	<b>CLLR. BENNETT JANTJIE, CHIEF WHIP</b>
<b>MANAGER</b>	<b>MR. JUDA DHLAMINI</b>
<b>LOCATION OF CLUSTER</b>	<b>1<sup>ST</sup> FLOOR,</b>
<b>STRATEGIES</b>	<b>Gauteng's TMR Pillars: Transformation of the State and governance; Modernization pf the public service; Sedibeng's GDS 3: Good governance &amp; Deepening Democracy;</b>

The mandate of the Office of the Chief Whip is clearly spelt out on Section 1 Act 117 of 1998, as amended by Section 93 of Act 27 of 2000 and Section 3 of Act 19 Of 2008. The Section 41b defines the powers of the Chief Whip as being to:

- liaises with the different political parties to ensure representation in council and council committees;
- Maintains sound relations between the various political parties;
- Informs the whips of all parties on important matters on the council agenda;
- assists the speaker to count votes in the council meeting;
- Facilitates the interaction between the executive and legislative oversight structures in the municipality; and
- Resolves disputes between the speaker, mayor or executive mayor, or members of the mayoral committee.

The Office of the Chief Whip also performs powers delegated to the Chief Whip. The Office of the Chief Whip is mandated to perform the following –

- To deliver a functional Multi-Party Caucus Systems that consists of Chief Whip of Council and Chief Whips of all Political Parties represented in Council to deal with issues that may hamper constructive relations between various political parties in Council.
- To ensure Multi-Party Forum assess, evaluate and monitor the performance of Councillors in various committees of Council and to deal with all matters that may hamper the functionality of Council Committees.
- To ensure that convened Council Committee’s meetings have a quorum and Councillors contribute constructively to the business of Council being monitored by Chief Whips and Leaders of parties.
- To facilitate and coordinate Party Proportional representation of councillors to Council Committees in consultation with the Chief Whips of other Political Parties and to monitor and evaluate the functioning of those Committees.
- To oversee the effective coordination of Party Caucus Strategic retreats and all other oversight forums in soliciting political parties’ input to the IDP/Budget Processes and Council Programs.
- To deliver and coordinate the work of Caucus Sub-committees through Whips who are chairpersons of Caucus Sub-committees (Study Groups and all other Caucuses Forums) to perform their oversight role over the Executive.
- To coordinate and manage the work of Sub-Committee’s by ensuring the functionality of Caucuses Sub-Committees (i.e., Whippery and all other Caucus Forums).
- To manage Caucus budget allocations in line with the approved Council policy.
- To collaborate with the leader of the Legislative Arm of Council (**Speaker of Council**) on issues related to conduct of Councillors, Councillors benefits including governance matters that requires intervention of Party Chief Whips.
- To ensure and maintain and promote optimal functioning of governance structures by coordinating and providing political research for use by study groups, Whippery and individual councillors.
- To act as a link and interface between the Legislative Arm of Council (**Speaker of Council**) and Executive Arm of Council (**Executive Mayor**) through the Political Management Team (PMT).



- To ensure effective management and accountability of TROIKA through governance reports by the Executive Mayor & Speakers on institutional progress and challenges on the implementation Council programs.
- To strengthen the oversight role of Caucuses and ensure Executive and Legislative Authority accountability and to serve as a link between the administrative arm and the legislative arm of Council.
- To ensure efficient and smooth political and admin interface in Council.
- To ensure development of policies and strategies in respect political cohesion in Council.
- To ensure the building of relations and coordination between leaders of political parties represented in Council.
- To ensure the maintenance of discipline among councillors.
- To attend to disputes between political parties.

## COMMITTEES OF COUNCIL – EMFULENI LOCAL MUNICIPALITY

### SECTION 80 COMMITTEES

SHARED SERVICES				
NR	COUNCILLOR NAME	PARTY	CONTACT DETAILS	MMC
1	Cllr Serapelo Mpho Maria	ANC	+27 78 608 5339	Cllr Serapelo Mpho Maria
	Cllr Moti Yongama	ANC	+27 73 125 2251	
	Cllr Tladi Mokete Michael	ANC	+ 27 64 518 0403	
	Cllr Tshabalala Mookgo Alina	ANC	+27 73 477 3845	
	Cllr Sikukula Mthuzumela	ANC	+27 73 687 7164	
	Cllr Liutloilengkgatla Petrus	ANC	+27 72 264 8720	
	Cllr Dosoudil Maureen Sylvia Dorothy	DA	+27 76 654 2099	
	Cllr Tlhokwe Tebogo Gabriel	DA	+27 84 369 9834 +27 65 952 7926	
	Cllr Ramongalo Tumelo Robert	DA	+27 83 343 9830	

	Cllr Matsie-SkosanaMamohapi Lydia	DA	+27 78 250 4775	
	Cllr Motaung Precious Mpho	EFF	+27 73 851 1599	
	Cllr MatlaletsaMohlomi Godfrey	EFF	+27 61 499 7908	
	Cllr Cobus Cato	FF+	+27 72 910 9999	
	Cllr Lihlabi Mmusi Moses	PAC	+27 73 917 8730	

**FINANCE AND REVENUE**

NR	COUNCILLOR NAME	PARTY	CONTACT DETAILS	MMC
2	Cllr Mako Hassan Mosola	ANC	+27 71 883 3519	Cllr Mako Hassan Mosola
	Cllr TladiMokete Michael	ANC	+ 27 64 518 0403	
	Cllr SikukulaMthuzumele	ANC	+27 82 665 5759 +27 73 687 7164	
	Cllr LiutloilengKgatla Petrus	ANC	+27 72 264 8720	
	Cllr Moti Yongama	ANC	+27 73 125 2251	
	Cllr MochaweSandie Jimmy	ANC	+27 82 552 6232	
	Cllr TshabalalaMookgo Alina	ANC	+27 73 477 3845	
	Cllr Von Bodenstein Edward Khululekile	DA	+27 82 754 5268	
	Cllr AucampElize	DA	+27 82 875 6212	
	Cllr MashigoTumelo	DA	+274 541 1835	
	Cllr TshabalalaDimakatso	DA	+27 73 860 4339	
	Cllr TshehlaLindiwe Florence	EFF	+27 60 860 2420	
	Cllr MalindiLehlohonolo Stephen	EFF	+27 78 884 7457	



	CLLR Senekal Gerda	FF+	+27 76 616 2124	
	Cllr Lihlabi Mmusi Moses	PAC	+27 73 917 8730	
<b>AGRICULTURE, LED, DEVELOPMENT PLANNING &amp; TOURISM</b>				
NR	COUNCILLOR NAME	PARTY	CONTACT DETAILS	MMC
3	Cllr Mbuyiseni Kantso	PAC	+27 81 046 5585	Cllr Mbuyiseni Kantso
	Cllr PhalaNtjanyanaShadrack	ANC	+27 71 234 6275	
	Cllr MkhumbeniMadoda Petrus	ANC	+27 78 274 7817 +27 65 566 4398	
	Cllr MolefeMorena Daniel	ANC	+27 73 945 7006 +27 67 290 5882	
	Cllr Davids Peter Cedric	ANC	+27 65 881 9847	
	Cllr ZithaSibonisene Christopher	ANC	+27 73 777 4621	
	Cllr Mokoena AlphonsDikotsi	ANC	+27 71 221 5402	
	Cllr Kodisang Mpho Gaymond	ANC	+27 79 959 8959	
	Cllr Verbeek Peter Andre	DA	+27 72 710 2306	
	Cllr XabaPercevieranceDimakatso	DA	+27 63 392 2926	
	Cllr Venter Magdeline	DA	+27 82 335 8111	
	Cllr Tsotetsi Simon Motlalepule	DA	+27 83 925 5285	
	Cllr MpholoThokoana Gabriel	EFF	+27 78 279 5370	
	Cllr Saul Simon SosebaeniLebogang	EFF	+27 81 479 9788	
Cllr Cobus Gato	FF+	+27 72 910 9999		
<b>HUMAN SETTLEMENT</b>				
NR	COUNCILLOR NAME	PARTY	CONTACT DETAILS	MMC
4	Cllr MolepoMapitso Victoria	ANC	+27 73 159 8824	Cllr MolepoMapitso Victoria

Cllr KodisangGaymond	ANC	+27 79 959 8959 +27 66 510 8506	
Cllr PhalaNtjanyanaShadrack	ANC	+27 71 234 6275	
Cllr MolefeMorena Daniel	ANC	+27 73 945 7006 +27 67 290 5882	
Cllr MkhumbeniMadoda Petrus	ANC	+27 78 274 7817 +27 65 566 4398	
Cllr Davids Peter Cedric	ANC	+27 65 881 9847	
Cllr ZithaSibonisene Christopher	ANC	+27 73 777 4621	
Cllr Mokoena AlphonsDikotsi	ANC	+27 71 221 5402	
Cllr Tyobeka Innocent	DA	+27 63 043 3535	
Cllr MosouaneHlalele Cohen	DA	+27 76 885 4175	
Cllr MsoloNkosikhethile Joseph	DA	+27 73 692 1459	
Cllr Alfred Lilac Eva Paulenah	DA	+27 84 954 4286	
Cllr Saul Simon Lebogang	EFF	+27 81 479 9788	
Cllr NhlapoNkopane John	EFF	+27 73 963 9847	
Cllr Smit Piet	FF+	+27 82 371 8725	

**SPORT, RECREATION, ARTS, CULTURE, PARKS, CEMETERIES AND LIBRARY SERVICE**

NR	COUNCILLOR NAME	PARTY	CONTACT DETAILS	MMC
5	Cllr Mahlasela Sethare Petrus	VAAL	+27 68 566 9569	Cllr Mahlasela Sethare Petrus
	Cllr LekeletsaneSaba Andries	ANC	+27 60 425 4266	
	Cllr MogoroMgopela Elias	ANC	+27 61 453 5131	
	Cllr Roro Mthethunzima Headman	ANC	+27 65 094 3970 +27 63 170 4363	
	Cllr DondoioMathabo Agnes	ANC	+27 885 0117	



	Cllr SefatsaSefatsa Joshua	ANC	+27 65 885 2822	
	Cllr RamoshabaVusimuzi Richard	ANC	+27 73 656 4109	
	Cllr LekhemaTlala Isaac	ANC	+27 64 797 5968	
	Cllr NhlapoPatiwe John	ANC	+27 61 238 0468	
	Cllr MashigoTumelo	DA	+27 74 541 1835	
	Cllr Motloung Isaac Lehlohonolo	DA	+27 72 826 9251	
	Cllr XabaDimakatso	DA	+27 63 392 2926	
	Cllr DladlaMaipatoMirriam	EFF	+27 63 396 6170	
	Cllr Mapeyi Erick Mzwakhe	EFF	+27 68 592 6393	
	Cllr Smit Rudolf Sybrand	FF+	+72 72 674 6295	
	Cllr Lihlabi Mmusi Moses	PAC	+27 73 917 8730	

#### HEALTH AND SOCIAL DEVELOPMENT

NR	COUNCILLOR NAME	PARTY	CONTACT DETAILS	MMC
6	Cllr Lesoane Regina Makgala	ANC	+27 73 012 6083	Cllr Lesoane Regina Makgala
	Cllr SefatsaSefatsa Joshua	ANC	+27 65 885 2822	
	Cllr LekeletsaneSaba Andries	ANC	+27 60 425 4266	
	Cllr MogoroMgopela Elias	ANC	+27 61 453 5131	
	Cllr RamoshabaVusimuzi Richard	ANC	+27 73 656 4109	
	Cllr LekhemaTlala Isaac	ANC	+27 64 797 5968	
	Cllr DondoloMathabo Agnes	ANC	+27 76 885 0117	
	Cllr NhlapoPatiwe John	ANC	+27 61 238 0468	
	Cllr Tshabalala Maki Emily	DA	+27 73 860 4339	
	Cllr HlanyaneBusisiwe Prudence	DA	+27 78 455 8449	

	Clr Alfred Lilac Eva Paulinah	DA	+27 84 954 4286	
	Clr Monakali Noyise Gladys	EFF	+27 67 841 4547	
	Clr Mochela Mathabatha Pertunia	EFF	+27 83 361 6250	
	Clr Cato Carla	FF+	+27 76 303 7467	
<b>PUBLIC SAFETY</b>				
NR	COUNCILLOR NAME	PARTY	CONTACT DETAILS	MMC
7	Clr Mokoena Elias Ndade	ANC	+27 60 498 4840 +27 66 297 3465	Clr Mokoena Elias Ndade
	Clr Roro Mthethunzima Headman	ANC	+27 65 094 3970 +27 63 170 4363	
	Clr Mogoro Mgopela Elias	ANC	+27 61 453 5131	
	Clr Ramoshaba Vusimuzi Richard	ANC	+27 73 656 4109	
	Clr Lekeletsane Saba Andries	ANC	+27 60 425 4266	
	Clr Dondoio Mathabo Agnes	ANC	+27 76 885 0117	
	Clr Lekhema Tlala Isaac	ANC	+27 64 797 5968	
	Clr Nhlapo Patiwe John	ANC	+27 61 238 0468	
	Clr Hlophe Ntombikayise Christinah	DA	+27 79 785 5193 +27 72 209 6289	
	Clr Ramongalo Tumelo Robert	DA	+27 83 343 9830	
	Clr Shabalala Hezekiel	DA	+27 65 887 4597	
	Clr Mamatu Philda Nomvula	EFF	+27 81 401 2257	
	Clr Mochela Mathabatha Pertunia	EFF	+27 83 361 6250	
Clr Smit Rudolf Sybrand	FF+	+27 72 676 6495		
<b>PUBLIC WORKS</b>				
NR	COUNCILLOR NAME	PARTY	CONTACT	MMC



			DETAILS	
8	Cllr Jones Mncedisi Vincent	NHM	27 73 221 1577	Cllr Jones Mncedisi Vincent
	Cllr TladiRabone Jacob	ANC	+27 81 758 6777	
	Cllr NaapoSibongile Judith	ANC	+27 81 565 9474	
	Cllr MokolopoMoferefere David	ANC	+27 82 670 4625	
	Cllr MohaleMeditaba Elisa	ANC	+27 82 092 5710	
	Cllr Mokoena Tsolonyana Stephen	ANC	+27 78 329 2737 +27 61 449 5837	
	Cllr MosiaMoeketsi Piet	ANC	+27 72 463 2466	
	Cllr Tsotetsi Simon Motlalepula	DA	+27 83 925 5285	
	Cllr Mollo Daddy Simon	DA	+27 73 740 8988	
	Cllr HlanyaneBusisiwe Prudence	DA	+27 78 455 8449	
	Cllr HlopheNtombikayise	DA	+27 72 209 6289	
	Cllr MatlaletsaMohlomi Godfrey	EFF	+27 61 499 7908	
	Cllr MonakaliNoyiseGladys	EFF	+27 67 841 4547	
	CLLR Senekal Gerda	FF+	+27 76 616 2124	
Cllr Lihlabi Mmusi Moses	PAC	+27 73 917 8730		
<b>INFRASTRUCTURE PLANNING AND ASSET MANAGEMENT</b>				
NR	COUNCILLOR NAME	PARTY	CONTACT DETAILS	MMC
9	Cllr EzromNdzima	PA	+27 73 175 7917	Cllr EzromNdzima
	Cllr MokolopoMoferefere David	ANC	+27 82 670 4625	
	Cllr Ndwandwe Nkosinathi Gadimuzi	ANC	+27 81 344 6904	
	Cllr TladiRabone Jacob	ANC	+27 81 758 6777	
	Cllr MohaleMeditaba Elisa	ANC	+27 82 092 5710	

	Cllr HlakaneRethabile Michael	ANC	+27 67 897 7647	
	Cllr MosiaMoeketsi Piet	ANC	+27 72 463 2466	
	Cllr Coertze Yvonne	DA	+27 82 770 8222	
	Cllr ShabalalaHlangananiHezekiel	DA	27 27 363 4811 +27 65 867 4597	
	Cllr Mokoena Tebello Abram	DA	+27 78 726 0336	
	Cllr Motloug Isaac Lehlohonolo	DA	+27 72 826 9251	
	Cllr NhlapoNkopane John	EFF	+27 73 963 9847	
	Cllr MochalibaneMmoto	EFF	+27 72 824 8795	
	CLLR Senekal Gerda	FF+	+27 76 616 2124	
	Cllr Lihlabi Mmusi Moses	PAC	+27 73 917 8730	

**ENVIRONMENTAL MANAGEMENT AND PLANNING**

NR	COUNCILLOR NAME	PARTY	CONTACT DETAILS	MMC
10	Cllr Jonas Radebe	CSA	+27 62 892 5374	Cllr Jonas Radebe
	Cllr KhozaThandi Maria	ANC	+27 64 038 6319	
	Cllr MohaleMaditaba Eliza	ANC	+27 82 092 5710	
	Cllr TladiRabone Jacob	ANC	+27 81 758 6777	
	Cllr MokolopoMoferefere David	ANC	+27 82 670 4625	
	Cllr HlakaneRethabile Michael	ANC	+27 67 897 7647	
	Cllr MosiaMoeketsi Piet	ANC	+27 72 463 2466	
	Cllr MsoloNkosithethile Joseph	DA	+27 73 692 1459	
	Cllr Matsie-SkosanaMamohapi Lydia	DA	+27 78 250 4775	
	Cllr MkoenaTebello Abram	DA	+27 78 726 0306	
	Cllr MosuoaneHlalele Cohen	DA	+27 76 885 4175	



Cllr Mollo Simon	DA	+27 73 740 8988	
Cllr Malindi Lehohonolo Stephen	EFF	+27 78 884 7457	
Cllr Monakali Noyise Gladys	EFF	+27 67 841 4547	
Cllr Smith Piet	FF+	+27 82 371 8725	

## SECTION 79 COMMITTEES

MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)			
COUNCILLOR NAME	PARTY	CONTACT DETAILS	CHAIRPERSON
Cllr MokheleSello George	ACDP	+27 83 271 3298	Cllr MokheleSello George
Cllr RamoshabaVusimuzi Richard	ANC	+27 73 656 4109	
Cllr HlakaneRethabile Michael	ANC	+27 67 897 7647	
Cllr NaapoSibongile Judith	ANC	+27 81 565 9474	
Cllr PhalaNtjanyanaShadrack	ANC	+27 71 234 6275	
Cllr Mokoena Stephen Tsoionyane	ANC	+27 61 449 5837 +27 78 329 2737	
Cllr Davids Peter Cedric	ANC	+27 658819847	
Cllr KhozaThandi Maria	ANC	+27 64 038 6319	
Cllr MolefeMorena Daniel	ANC	+27 73 945 7006 +27 67 290 5882	
Cllr Von Bodenstein Edward Khulekile	DA	+27 82 754 5268	
CllrMosouaneHlalele Cohen	DA	+27 76 885 4175	
Cllr Dosoudil, Maureen	DA	+27 766542099	
Cllr Mohono Shaun Elridge	EFF	+27 608462236	
Cllr Saul Simon Lebogang	EFF	+27 814799788	
Cllr Senekal Gerda	FF+	+27 766162124	
PETITIONS COMMITTEE			

COUNCILLOR NAME	PARTY	CONTACT DETAILS	CHAIRPERSON
Cllr TshabalalaMookgo Alina	ANC	+27 73 477 3845	Cllr TshabalalaMookgo Alina
Cllr MkhumbeniMadoda Petrus	ANC	+27 78 274 7817 +27 65 566 4398	
Cllr NaapoSibongile Judith	ANC	+27 81 565 9474	
Cllr LiutiulengKgatla Petrus	ANC	+27 72 264 8720	
Cllr Mokoena Tsolonyana Stephen	ANC	+27 78 329 2737 +27 61 449 5837	
Cllr NhlapoPatiwe John	ANC	+27 61 238 0468 +27 68 027 3107	
Cllr Mohale Elisa Maditaba	ANC	+27 82 092 5710	
Cllr RamongaloTumelo Robert	DA	+27 833439830	
Cllr XabaPerceviaranceDimakatso	DA	+27 633922926	
Cllr Venter Dalene	DA	+27 82 335 8111	
Cllr Mapeyi Erick Mzwakhe	EFF	+27 685923693	
Cllr TshehlaLindiwe Florence	EFF	+27 608602420	
Cllr Smit Sybrand	FF+	+27 726766495	
<b>GENDER, YOUTH &amp; PEOPLE LIVING WITH DISABILITIES</b>			
COUNCILLOR NAME	PARTY	CONTACT DETAILS	CHAIRPERSON
Cllr DondoloMathabo Agnes	ANC	+27 76 885 0117	Cllr DondoloMathabo Agnes
Cllr Mokoena AlphonsDikotsi	ANC	+27 71 221 5402	
Cllr MogoroMgopela Elias	ANC	+27 61 453 5131	
Cllr Mokoena Tsolonyana Stephen	ANC	+27 78 329 2737 +27 61 449 5837	
Cllr NaapoSibongile Judith	ANC	+27 81 565 9474	
Cllr Davids Peter Cedric	ANC	+27 658819847	
Cllr Skosana – MatsieMamohapi Lydia	DA	+27 782504775	



Cllr DladlaMaipatoMirriam	EFF	=27 633966170	
CLLR Motaung Mpho Precious	EFF	+27 812772493	
Cllr Carla Cato	FF+	+27 763037467	
Cllr MamatuPhidaNomvula	EFF	+27 814012257	
<b>ETHICS COMMITTEE</b>			
<b>COUNCILLOR NAME</b>	<b>PARTY</b>	<b>CONTACT DETAILS</b>	<b>CHAIRPERSON</b>
Cllr SikukulaMthuzumele	ANC	+27 82 665 5759 +27 73 687 7164	Cllr SikukulaMthuzumele
Cllr LiutoilengKgatla Petrus	ANC	+27 72 264 8720	
Cllr MosiaMoeketsi Piet	ANC	+27 72 463 2466	
Cllr Kodisang Mpho Gaymond	ANC	+27 79 959 8959 +27 66 510 8506	
Cllr TshabalalaMookgo Alina	ANC	+27 73 477 3845	
Cllr Verbeek Peter	DA	+27 72 710 2306	
Cllr Motaung Precious Mpho	EFF	+27 812772493	
Cllr Mohono Shaun Elridge	EFF	+27 608462236	
Cllr Cobus Cato	FF+	+27 729109999	
<b>RULES COMMITTEE</b>			
<b>COUNCILLOR NAME</b>	<b>PARTY</b>	<b>CONTACT DETAILS</b>	<b>CHAIRPERSON</b>
Cllr SoxuzaSibongile Dorcas	ANC	+27 833611062	Cllr SibongileSoxuzza Speaker of Council
Cllr Mako Hassan Mosola	ANC	+27 71 883 3519	
Cllr Serapelo Mpho Maria	ANC	+27 78 608 5339	
Cllr ShabalalaHlangananiHezekiel	DA	+27 73 63 4811	
Cllr HlanyaneBusisiwe Prudence	DA	+27 784558449	
Cllr Mithembu Duncan	DA	+27 73 797 5368	
Cllr Motaung Precious Mpho	EFF	+27 812772493	

Cllr Mohono Shaun Elridge	EFF	+27 608462236	
Cllr Cobus Cato	FF+	+27 7291099	

### OTHER COMMITTEES

LOCAL LABOUR FORUM COMMITTEE			
COUNCILLOR NAME	PARTY	CONTACT DETAILS	CHAIRPERSON
Cllr Serapelo Mpho Maria	ANC		Cllr Serapelo Mpho Maria
Cllr AucampElize	DA		
IDP & BUDGET STEERING COMMITTEE			
COUNCILLOR NAME	PARTY	CONTACT DETAILS	CHAIRPERSON
Cllr Radebe Sipho Stephen	ANC	+27 659817868	Cllr Radebe Sipho Stephen Executive Mayor
Cllr SoxuzaSibongile Dorcas	ANC	+27 833611062	
Cllr Serapelo Mpho Maria	ANC	+27 78 608 5339	
Cllr Mako HassanMosola	ANC	+27 71 883 3519	
Cllr MolepoMapitso Victoria	ANC	+27 73 159 8824	
Cllr Lesoane Regina Makgala	ANC	+27 73 012 6083	
Cllr Mokoena EilliasRaditsila	ANC	+27 78 945 9279 +27 60 498 4840	
Cllr Nzima Ezrom	PA	+27 73 175 7917	
Cllr Jonas Radebe	CSA	+27 62 892 5374	
Cllr Jones Mncedisi Vincent	NHM	27 73 221 1577	
Cllr Mahlasela Sethare Petrus	VAAL	+27 68 566 9569	
Cllr Mbuyiseni Kantso	PAC	+27 81 046 5585	
Cllr Coertze Yvonne	DA	+27 827708222	
Cllr Tyobeka Innocent	DA	+27 630433535	
Cllr MthembuNkosi Duncan	DA	+ 27 68 313 9458	



Cllr MonakaliNoyise Gladys	EFF	+27 609096369	
Cllr. Gerda Senekal	FF +	+27 766162124	

REMUNERATION COMMITTEE (REMCO)			
COUNCILLOR NAME	PARTY	CONTACT DETAILS	CHAIRPERSON
Cllr Radebe Siphso Stephen	ANC	+27 659817868	Cllr Radebe Siphso Stephen Executive Mayor
Cllr Serapelo Mpho Maria	ANC	+27 78 608 5339	
Cllr Mako HassanMosola	ANC	+27 71 883 3519	
Cllr HlopheNtombikayise Christina	DA	+27 79 785 5193 +27 72 209 6289	
Cllr MashigoTumelo	DA	+27 74 541 1835	
Cllr MochalibaneMmoto,	EFF	+27 72 824 8795	
Cllr NhlapoNkopane John	EFF	+27 73 963 9847	
ELECTIONS COMMITTEE			
COUNCILLOR NAME	PARTY	CONTACT DETAILS	CHAIRPERSON
Cllr JantjieMthandazo Bennet	ANC	+27 735381931	Cllr JantjieMthandazo Bennet Chief Whip of Council
Cllr MokolopoMoferefere David	ANC	+27 82 670 4625	
Cllr TladiRabone Jacob	ANC	+27 81 758 6777	
Cllr SefatsaSefatsa Joshua	ANC	+27 65 885 2822	
Cllr PhalaNtjanyanaShadrack	ANC	+27 71 234 6275	
Cllr LekeletsaneSabaAndries	ANC	+27 60 425 4266	
Cllr Roro Mthethunzima Headman	ANC	+27 64 930 3344	

Cllr Mokoena Tebello Abram	DA	+27 838859572	
Cllr Tsotetsi Simon Motlaiepile	DA	+27 83 925 5285	
Cllr Mohono Shaun Elridge	EFF	+27 608462236	
Cllr Senekal Gerda	FF+	+27 766162124	

### 3.3.2 EXECUTIVE CLUSTER/MUNICIPAL MANAGER'S CLUSTER

<b>NAME OF CLUSTER</b>	<b>EXECUTIVE/MUNICIPAL MANAGER</b>
<b>DEPARTMENTS IN THE CLUSTER</b>	<b>PERFORMANCE MANAGEMENT; INTEGRATED DEVELOPMENT &amp; PLAN; MONITORING &amp; EVALUATION, RISK, AUDIT &amp; COMMUNICATION</b>
<b>HEAD OF THE CLUSTER</b>	<b>MR. LUCKY LESEANE, MUNICIPAL MANAGER</b>
<b>LOCATION OF CLUSTER</b>	<b>1<sup>ST</sup> FLOOR, MAIN BUILDING</b>
<b>STRATEGIES/PILLARS</b>	<b>Gauteng's TMR Pillars: Transformation of the state and governments., Modernisation of public services;</b>

#### Performance Management

<b>MANAGER</b>	<b>MS. NOMPI NTULI</b>
<b>LOCATION</b>	<b>4<sup>TH</sup> FLOOR, MAIN BUILDING</b>

One of the core components of the Integrated Development Plan and the Performance Management System is the setting of appropriate performance indicators with regard to the municipality's development priorities and objectives (s.26 and s.41: MSA). The initiation point and planning of performance management are therefore found in the Integrated Development Plan. So, subsequent to the approval of the IDP and Budget, the Executive Mayor also approves the Service Delivery and Budget Implementation Plan (SDBIP). The SDBIP is a plan that translates the IDP and Budget into measurable criteria on how, where and when the strategies, objectives and normal business process of the municipality is implemented. It also allocates responsibility to Clusters to deliver the services in terms of the IDP and Budget.

Emfuleni Local Municipality uses an electronic system (spreadsheet) to monitor its performance and to manage its performance information. The development of this electronic system was guided by the Performance Management Framework, Policy and Procedure Manual.

The basic functioning of the performance monitoring electronic system is to compare actual performance achievements with quarterly performance projections; to calculate the deviations of the actuals against the projections; to express those deviations as percentages; and to calculate performance ratings in relation to the values of the deviations and the relative weights allocated to specific performance indicators.



The system also provides management information in the form of graphical representations when the actual achievements are compared against the quarterly projections. These graphical representations are used for performance and trend analyses to reflect on progress, meeting of predetermined objectives and targets; and for the purposes of early warning indicators of where corrective actions are required. The system also provides for accounts in the form of explanations for actual achievements, putting these achievements into context; and proposed actions for improvement where performance targets and projections were not achieved.

### 2021 - 2022 Organizational Mid-year Budget and Performance Assessment Results

As at 2021 - 2022 Mid-year reporting period, the performance summary of the Municipality is based on 79 performance indicators with associated performance targets that were due for reporting in December 2021. Out of 71 performance targets that were due for review and audited as at December 2021, 27 performance targets were Achieved, 7 partially Achieved, 37 Not Achieved and 8 were not due for evaluation.

This accounts for 38% target achievement of performance target in the 2021 - 2022 Mid-year Performance Assessment, translating to a negative variance of 62%. The 2021 - 2022 Mid-year Performance Assessment Results of the Municipality indicate that the service delivery performance during the first six months of the 2021 - 2022 Financial Year are not satisfactory. The majority of performance targets were not achieved and are lagging behind, whilst some of the performance targets set by the municipality depicted in the SDBIP are on track.

### Reasons for Poor Performance in Regard to Key Targets as at Mid-year

The reasons for non-achievement for some of the key indicators are attributed to the delays in the appointment of Supply Chain Committees, which contributed to the lack of implementation of Infrastructure Projects, Public Works projects, Utilities and Strategic Projects. Non-payment of service providers continue to hamper service delivery. Lack of machinery, vehicles, material and other resources also form part of key challenges that hinders service delivery. The Service Level Agreement to regulate provisions for Rand Water and the Municipality in regard to the water quality is still not concluded since 2019 - 2020 Financial Year.

### Office of The Municipal Manager (MM)

<b>MANAGER</b>	<b>MR. SIPHO MNGUNI</b>
<b>LOCATION</b>	<b>1<sup>st</sup> Floor, Main Building</b>

The office of the Municipal Manager plays an overarching role in the Municipality in ensuring that the strategic programme of the Executive Mayor i.e. there Integrated Development Plan is realised. We might have faced a number of hindrances in the past financial year in ensuring the full realisation of the programme however we do have a story to tell.

### Performance

The Municipality did not perform well in the last financial year as it achieved less than 50% of its performance indicators. This has been due to supply chain process which took long to be concluded and this inhibited the set time lines on service delivery. This was however ameliorated the establishment of the bid committees and the monitoring their work in order to accelerate service delivery.

The Municipal Manger is also having monthly meetings with Executive Directors in line with performance contracts signed with them. This is to ensure that he provides support to various clusters so that the institution can improve on the set performance indicators.

In the past two financial years the Municipality has been receiving the qualified audit opinion from the office of the Auditor General. I would like to appreciate my team from Senior Managers to Managers who worked tirelessly to change the narration as we now have received the unqualified audit opinion for the financial year under review.

### **Stabilising administration**

The Municipality has been having critical vacancies for the longest time. This has badly affected service delivery. We have since advertised the following posts:

- Chief Audit Executive.
- Executive Director: Community Services.
- Executive Director: Economic Development & Planning.
- Chief Risk Officer.
- Head of Revenue.
- Manager Communication.

These positions were precipitated by the quest to ensure that the Municipal Programme is properly enshrined in the Integrated Development Planning. The Municipality has taken a stance not to give reasons for deviations but rather to accelerate service delivery for the betterment of the lives of our communities.

### **Labour issues**

This remains a matter that has been an albatross on our financially strained municipality as we saw many issues been taken to labour court with serious financial implications. The Municipality has resolved on capacitating its own internal team in dispute resolution so that matters can be better dealt with internally before been taken to labour courts as that has a dire financial impact on the municipality.

We have received a report on all outstanding issues that are either at the courts or have been dragging for long with workers sitting at home and getting a salary without a resolve on their cases. The municipal administrative leadership is busy implementing its plan on reducing a number of those cases by trying to find an amicable solution to all outstanding labour cases. This will go a long way in stabilising the municipality and in heightening service delivery.



## Fraud and Corruption

We are committed as the Municipality to addressing fraud and corruption. To this end, we have established an anti-fraud strategy. We have also tightened our controls systems in order to reduce incidences of corruption within the municipality. We have also established the Financial Disciplinary Board with a sole purpose of curbing and arresting fraud and corruption in the institution.

The implementation of the recommendation of the Financial Disciplinary Board on the *Comperio* report is at an advanced stage. The municipality has taken a posture that we need to recover all the monies that belong to the public purse. Our intention is to decisively deal with these matters in the quest to building the investor confidence in Emfuleni Local Municipality as it is our conviction that a stable and clean governance will yield the anticipated outcome.

## Revenue Enhancement

The full realisation of the IDP as a strategic programme of the Municipality relies on the availability of revenue to buttress it. In the past financial years we have been hamstrung by Covid-19 which pulled us back in terms of collection which had a serious impact on service delivery. We have however as the municipality resolved on the payment program for residents wherein all debtors are encouraged to make an arrangement with the municipality for the settling of outstanding accounts.

We have also visited the large power Users in terms of revitalising and solidifying our relations with them. So far, our roadshow has paid off because our programmes have produced important revenue spin-offs. We continue to encourage all our residents to pay for all services rendered by the Municipality so that we can be a self-sustained municipality that is not reliant on grants.

## Integrated Development Plan (IDP) Department

<b>MANAGER</b>	<b>MR. ANDRIES MAPETLA</b>
<b>LOCATION</b>	<b>4<sup>TH</sup> FLOOR, MAIN BUILDING</b>

## Key Performance Areas (KPA)/Deliverables for the 4<sup>th</sup> Administration 2016 ~ 2021

Table 21: IDP Department KPA/Deliverables for the 4th Administration 2016 ~ 2021

DEPARTMENT: IDP			
No.	DELIVERABLES FOR 2020 - 2021 IDP	ACHIEVEMENTS OF 2020 - 2021	DELIVERABLES FOR 2021 - 2022 IDP
1.	Development of the IDP Document	Development of a credible IDP document	Approved 2020/21 IDP document
2.	Public Participation meetings	Successful public participation meetings	16 Meetings conducted

The IDP Department remains responsible for the IDP document which is a key strategic document that guides and informs the Institution's overall planning. The IDP is a five-year document that is informed by the vision of the political term of office and it is reviewed annually.

At the centre of the IDP Department’s programmes are the developments of a credible IDP documents; development and monitoring of the Integrated Process Plan and monitoring, consolidation of the Back-to-Back monthly reports. All these deliverables are legislated and must be operated within specific time-frames.

During the year under review, 2021/22 the following programmes were carried out:

#### **2021 – 2022 Integrated Development Plan**

The 2021 - 2022 IDP was approved by majority sitting of Council on the 28 May 2021.

#### **IDP & Budget Integrated Process Plan**

The 2022 – 2023 Integrated Process Plan was approved by Council on the 09 September 2021.

#### **Back-to-Back Report**

The Back-to-Back Monthly Reports are compiled and submitted to National and Provincial CoGTA on monthly basis. The reports are based on activities of clusters/departments for each particular month.

#### **Public Participation Programme**

The Department undertook successful public participation programmes in April/May 2021 and April/May 2022. The 2021 Programme was conducted through physical and virtual means to accommodate the Covid-19 lockdown regulations whilst the 2022 Programme was done through physical engagement due to the lockdown regulations being eased. The Department is also responsible for the compilation of the EMs Presentations at public participation and also to provide advises to the municipality and ensures compliance.

#### **Other Activities**

The IDP Department also represents the municipality at the following activities/forums:

- National and Provincial IDP Meeting, and
- Sedibeng District IDP Administrative and Political Meetings.

#### **Monitoring and Evaluation (M&E) Unit**

<b>MANAGER</b>	<b>MR. SETHENJWA NTOMBELA</b>
<b>LOCATION</b>	<b>2<sup>nd</sup> Floor, OK Building</b>

#### **Ntirhisano Service Delivery War room and Outreach Programme**



Monitoring and Evaluation Unit organises and coordinates Ward Task Team meetings and *Ntirhisano* Service Delivery Outreach Programmes in ensuring that service delivery concerns and complains are resolved and addressed by affected government departments.

The Ward Task Team is a collective service delivery team responsible for a particular service delivery cluster. The role of the Task Team is to allow space for the resolvers to account on their performance to the councillors in relation to their programme and complaints received at ward level and work together in common areas of responsibilities and or inter related functions under the banner of *Ntirhisano* Service Delivery outreach programme.

The Ward Task Team consists of Ward Councillors as chairpersons, PR Councillors as secondees, ward coordinators as support staff, Community Development Workers as frontline case Staff and Managers regarded as resolvers from Local, Provincial and National Departments namely Emfuleni Municipality, Eskom, SASSA, Home Affairs, Education, Economic Development, CCMA, Social Development, Public Transport, Labour and Independent Electoral Commission.

### **Rapid Response**

Monitoring and Evaluation Unit facilitates quelling of violent service delivery public protests by negotiating with the protesters in consultation with the affected ward councillor. The Unit also monitors the implementation of the program until the problem is resolved. Regular feedback meetings are held with the delegation of protesters until final resolution.

### **Outreach Programmes**

*Ntirisano* service delivery programmes are implemented in worse affected areas to create that impact whereby service delivery is taken to the door step of the communities in consultation and/or partnership with various National; Provincial; District departments as well as State-Owned Enterprises such as Eskom; SASSA; Home Affairs and others. Departments bring mobile offices and services are rendered on-site while hard-core service delivery departments of the Municipality fix potholes; water & sewer leakages; vegetation control; public lighting and cleaning of illegal dumps,

### **Capital Projects**

In collaboration with the Monitoring and Evaluation Unit, Grant funded capital projects running across various wards of the Municipality are monitored and evaluated to assess impact; value for money; effectiveness and efficiency until completion. The 2020 - 2021 financial year was characterised by a number of water and sanitation projects. Due to the high challenges of sanitation in the region, CoGTA resolved that 70% of Municipal Infrastructure Grant (MIG) should be directed to sanitation projects. Road construction backlog remains high. However, the municipality has acknowledged that challenge, hence five roads construction projects was budgeted for in the current IDP.

## Challenges

- Shortage of personnel
- Delay by departments on submissions
- Projects not delivered as planned.

### Inter-Governmental Relations (IGR) Department

<b>MANAGER</b>	<b>MS. JERO MOFOKENG</b>
<b>LOCATION</b>	<b>2<sup>nd</sup> FLOOR, ROOM 58, OK BUILDING</b>

The Constitution of the Republic of South Africa promotes and encourages co-operative governance between the three spheres of government, government entities, municipalities across the board, including the Chapter Nine institutions as well as interdepartmental relations within such spheres of government. This is done in order to ensure that these bodies can provide effective, efficient, transparent, accountable and coherent government to the people of South Africa as a whole. It further encourages the spheres of government not to work in silos, avoid duplication of projects/work and to support each other. To achieve this the national government has promulgated the Intergovernmental Framework Act, Act 13 of 2015 to guide and assist the three spheres of government in carrying forward the spirit of co-operative governance.

The Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005) extends the principles of participation and co-ordination between organs of state in the different spheres of government to also include integration, participation and co-ordination of joint programmes within a particular sphere of government. The Framework defines joint programmes as those programmes that transcend the conventional organisational boundaries in planning, budgeting and implementation resulting in a number of departments/agencies/ministries responsible for one aspect of the programme, although none is responsible for it in its entirety.

The Emfuleni Local Municipality's Intergovernmental Relations Department (IGR) is a support structure whose aim and purpose is to carry out the spirit of co-operative governance as contained in the Constitution of the Republic of South Africa, 1996, and the related legislative frameworks. IGR is an entry point to ensure that the municipality and its departments know projects/activities taking place nationally, provincially, regionally and within sister municipalities and how to participate in such activities or projects. One of the platforms established by the IGR is the Managers Forum which is intended to sit once a month but due to the Covid-19 pandemic, there are challenges which at the current moment we are working on to reverse the situation. The Managers' Forum will encourage the interdepartmental relations within the municipality and ensure that there is interdepartmental relations and positive workings and support amongst the departments.

Currently the province is resuscitating its departmental IGR meetings which must meet once a quarter and they are technical, MEC/MMC meetings which will ultimately lead into MINMEC meetings. The cluster meetings within corridor five (5) must be co-ordinated by the Sedibeng District Meetings, including the Executive Directors' Forums, Municipal Managers Forum, and Chief Financial Officers' Forums.



Another leg of IGR involves the International Relations (IR) from the beginning to the end.

This means that if the municipality, both administratively and politically have a trip abroad for business purposes, IGR must be involved so that it can work with the provincial IR to obtain the necessary documentation, safety and the ambassador of South Africa in the country of visit to be made aware of the presence of South Africans in that country.

Whilst the Municipality still under administration, IGR is representing the office of the Municipal Manager in all the FRP meetings and implementing the resolutions directly applicable to the office. In terms of Section 120 (1) of Municipal Finance Management Act (Act No. 56 of 2003), a municipality may enter into a public-private partnership agreement, but only if the municipality can demonstrate that the agreement will: –

- (a) Provide value for money to the municipality;
- (b) Be affordable for the municipality; and
- (c) Transfer appropriate technical, operational and financial risk to the private party.

The implication of this is to promote relations and working together between government and the private sector.

To lay the foundation for the establishment of the Ethics Office, IGR and OD established an ethics forum which composed of all the officials who attended the course on ethics and graduated as ethics officers. The IGR and OD drafted the Strategic Ethics Policy and Plan which is reviewable after five years or as the situation may dictate. They further identified policies which are ethics related such as whistle blowing, declaration of interests, sexual harassment to mention a few.

The Strategic Policy and Plan have served in the previous Mayoral Committee and the outgoing councillors were trained on the strategy and plan. The two departments envisage to train the new councillors on the draft ethics strategy and plan. With the support of the Executive Mayor and the Municipal Manager encourage councillors, officials and service providers to commit to the ethics declaration drafted. This process will ultimately lead to the adoption of the ethics strategy and its implementation. To achieve the above, IGR and OD are working with Provincial CoGTA Ethics Office and the Office of the Premier.

Queries from the Public Protector and the South African Human Rights Commission are being attended to by this office. Stronger ties need to be established with the other commissions discussed in Chapter nine of our Constitution. The implementation of the Promotion of Access to Information to the public in terms of Promotion to Access to Information Act, Act of 2000 (PAIA), is the responsibility of the department. On an annual basis, that is, April to June of each financial year, the municipality must report to the South African Human Rights Commission (SAHRC) on the implementation of PAIA. This report is required in terms of section 32 of PAIA and is commonly known as section 32 report. The SAHRC must in return present the section 32 reports of the government to parliament. This is mandatory. The municipality's PAIA manual and its five - year plan are on the process of review.

With the coming into operation of Protection of the Personal Information Act (POPI/POPIA) which in a way relates to PAIA, a POPI manual and other requirements are been studied to ensure that the municipality complies.

### Challenges

The non-approval of the organisational structure is a big concern. The department is not on the current Organogram of the municipality and has one official appointed to it. Other four officials are seconded to the department of which two (2) are from the Speaker's office, one from facilities and properties. Secondly, there are no tools of trade.

### Internal Audit Department

<b>CHIEF AUDIT EXECUTIVE</b>	<b>MS. LAURA MABUNDA</b>
<b>LOCATION</b>	<b>4<sup>th</sup> FLOOR, MAIN BUILDING,</b>

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. King III report has been adopted as a tool for good corporate governance. It helps Emfuleni Local Municipality (ELM) accomplish its IDP objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

Internal audit also plays an important role in evaluating ELM effectiveness of control systems, and contribute to on-going effectiveness by playing a significant and a proactive monitoring role through continuous audit processes and consulting services. Further, Internal Audit Department follows a cluster audit approach in order that full audit coverage and a value-add service can be realized which is aimed at improving risk management, control as governance processes.

### Key Performance Areas (KPAs)/Deliverables for the 4<sup>th</sup> Administration 2016 ~ 2021

- Reviewed Strategic Internal Audit 3 year rolling plan
- Developed Risk Based Internal Audit Plan.
- Reviewed the Audit Committee Charter
- Reviewed Performance and Performance Audit Committee Charter
- One (1) Annually Reviewed Audit Committee Charter.
- One (1) Annually Reviewed Performance Audit Committee Charter.
- Auditor-General (SA) follow – up audits
- Internal Audit Findings follow-up audits
- Key Controls Assessments
- Key Commitment Assessments (Leadership)
- Assurance Audit reports submitted.
- Operational Audit reports submitted.
- Finance and compliance Audit reports submitted.
- ICT Audit reports submitted.



- Service delivery Audit reports submitted.
- Ad- hoc/ investigation assignments performed as per the management request

Challenges that were experienced within the department were due to the pandemic prevalence and the delays in the period on which the Auditor-General (AG) finalizes its audits which necessitated a severe change in the audit approach.

**Risk Department**

<b>CHIEF RISK OFFICE</b>	<b>MS. JACQUELINE MATHABATHE</b>
<b>LOCATION</b>	<b>2<sup>nd</sup> FLOOR, OK BUILDING</b>

Risk management deals with identification, evaluation and addressing risks on a continuous basis before such risks can impact negatively on the service delivery. It forms a critical part of any municipality’s strategic management and operations. It is the process whereby the municipality both methodologically and intuitively addresses the risk attached to their activities with the goal of achieving sustained benefit within each activity and across the portfolio of activities.

The Risk Management function within the municipal environment is a critical component of strategic management. Risk Management influence strategy in relation to the major risks that the municipality is facing and is informed by the extent of its risk exposure, be it strategic, financial, reputational or operational in nature. With the modern-day economic uncertainties that directly and indirectly impact on the municipality’s own business environment, risk management plays a crucial role in identifying both risks and opportunities that are present and to take a strategic position in minimizing the said risks and maximizing present opportunities for the benefit of its citizens.

Risk Management is therefore a proactive approach to the management of uncertainty. The process of risk management identifies possible risks and outlines the actions to be taken to help manage those risks. It is a *deliberate* attempt to learn from past mistakes and to be better prepared for potential future events. Risk management is a governance tool that forms a critical part of any municipality’s strategic management. It is therefore a process whereby a municipality both methodically and intuitively addresses the risk attached to their activities with the goal of achieving sustained benefit within each activity and across the portfolio of activities.

The Enterprise Risk Management process is a structured, systematic and deliberate effort by management to identify, assess and address institutional risks on a continuous basis before such risks can negatively impact on the institutions service delivery objectives.

Risk management must therefore be recognized as an integral part of sound organizational management and must be promoted within the municipality as an institutional resource and a good practice applicable to all departments both in appearance and fact.

The Leadership and Senior Management must to this effect actively demonstrate their commitment and accountability through the implementation of risk actions in their strategic and daily operational

activities to the degree that such activities mitigate or minimise the risks and its impact on the municipality as well as exploit opportunities to the benefit of the institution.

A functional Risk Management, Anti-fraud and Anti-Corruption Committee chaired by an external member (RMAAC) was appointed by Council.

The following Strategic Documentation were delivered:

- Risk Management framework;
- Risk Management Policy;
- Risk Management, Anti-fraud and Anti-Corruption Committee Charter;
- Risk management Anti-Fraud and Anti-Corruption strategy;
- Strategic and operational risk registers, and
- Risk Management, Anti-fraud and Anti-Corruption Committee meetings were held.

### Challenges

Lack of resources and appropriate structure within the cluster. The operations of the cluster were also highly impacted by the pandemic as well.

## Communications Department

<b>MANAGER</b>	<b>MR. MAKHO SANGWENI</b>
<b>LOCATION</b>	<b>2<sup>nd</sup> FLOOR, OK BUILDING</b>

### Department Overview-core functions/purpose

The Department provides marketing, communication, media and branding services. It also supports internal units in ELM with management and co-ordination of their events, promote departmental projects and programmes. Communication department is not only responsible for getting messages across different stakeholders but it is also responsible for building and upholding a positive image for the Municipality.

The Department also offers communication support and interfaces with political offices in ELM. Furthermore, the departments 'role is to establish and maintain relations with the media and other stakeholders. Communication plays a major role by using various techniques to popularize Municipality processes, projects, programmes, those techniques also encourages public participation. Mission of the department is to ensure that all messages are communicated in a coordinated and coherent manner, creating a culture of efficient and effective flow of information and communication. As such Communication Services at Municipalities need to comply with policy framework developed in accordance with the prevailing local government legislation, and also considering norms and standards by GCIS (Government Communication and Information systems) guiding government Communication in general.

### Communication strategy

The Communication Strategy is a key strategic document in the Department. The strategy drives communication activities which include council programmes, publications, media relations, events,



public participation and branding. The strategy is reviewed on an annual basis and its essential that it is formally adopted by Emfuleni Council.

### **Communication Department comprises of three Units.**

#### **Internal and External Communication Unit**

This unit is facilitating flow of communication and information between ELM municipality and all its stakeholders both externally and internally. Idea for internal communication is to generate an informed workforce and to ensure that employees are inspired, informed and fully engaged. External communication contributes by providing techniques or platforms that allows communities to participate in Municipality activities, programmes. This unit helps to strengthen and broaden public participation in Municipality affairs

#### **Methods and mediums used for internal and external Communication.**

Internal and external newsletters, publications, WhatsApp groups, Emails, Approved Memos, meetings. Social Media, technology has presented a fast way to communicate issues around world. Social Media platforms are slowly overtaking the traditional media and ELM Communication department is swiftly using these platforms e.g. ELM Face book page, Twitter, Instagram, You Tube, and WhatsApp.

The Department ensures Regular Website Updates on the following:

- Information of tenders including a functionality which provides for supplier to subscribe and receive regular updates on tenders and request for proposals.
- Job opportunities.
- Overview of Departments.
- Annual and Quarterly reports.
- Budgets.
- Speeches and Articles.
- Interactive platform where residents can send their enquiries or complaints or messages.
- Reports on performance of the departments and functionaries within ELM.
- Information on contacts for various Clusters in the Municipal.
- Municipality programmes, projects and campaigns.

## **Marketing and Branding Unit**

The unit does a wide spectrum of advertising and promotion to set ELM's name, image and services in a positive way in the minds of the public. The unit is also responsible for brand management, making sure that the ELM brand is clearly recognizable and remains strong and consistent. Through this unit Corporate Identity is protected and monitored all the time. The unit also offers events management support to all units within the municipality to ensure that all ELM events are executed professionally and Municipality achieve great publicity through events.

### **Marketing is pursued by making use of the following Marketing collateral or platforms**

Branding, banners, posters, brochures, flyers, prints and Radio Adverts, Billboards, social media, word of mouth, exhibitions.

## **Media Relations**

The Media Relations unit serves as a link between the Municipality, the Media and the community at large. This unit is responsible for ensuring the Emfuleni Local Municipality receives the widest possible media coverage which will promote the Municipality's image. It has to effectively manage the Municipality's reputation in the media. It is the Unit's responsibility that there is a good relationship with all media institutions locally and nationally. Media unit is expected to be proactive and feed the media with positive information about ELM service delivery projects. It has also the responsibilities to promote good relations between ELM and the community by informing communities about programmes of Service Delivery.

### **Media Unit use following techniques and platforms**

Facilitate Media Briefings and handle media enquiries, Media launch for programmes, Press Statements, News articles, Print and Electronic Interviews, Media Monitoring and Analysis, Radio, Television and Print Media.

A number of Campaigns are executed within the Municipality. In this regard the Department ensures that it communicates the Municipality's functionality through various platforms. These include, amongst others:

- Elm WhatsApp Smart meter Reading Campaign.
- Ward Committees establishments and elections.
- Friday Clean Up Campaigns.
- Electricity Public Updates.
- Incentive scheme.



### 3.3.2 SERVICE DELIVERY CLUSTERS

#### Infrastructure, Planning and Development (IPD) Cluster

<b>NAME OF CLUSTER</b>	<b>INFRASTRUCTURE, PLANNING &amp; DEVELOPMENT (IPD)</b>
<b>POLITICAL HEAD/MEMBER OF THE MAYORAL COMMITTEE (MAYCO)</b>	<b>CLLR. EZROM NZIMA</b>
<b>MEMBER OF EXECUTIVE COMMITTEE (EXCO)</b>	<b>MR. APRIL NTULI</b>
<b>LOCATION OF CLUSTER</b>	<b>2<sup>nd</sup> FLOOR, OK BUILDING</b>
<b>STRATEGIES</b>	<i>Sedibeng's GDS 3: Renew Our Communities; Revive Our Communities; Reintegrate the Communities; Gauteng's TMRs Pillars; Radical Economic Transformation; Decisive Spatial Transformation; Re-industrialization of Gauteng Province; Modernization of the Economy;</i>

The Infrastructure, Planning and Development cluster, also known as the Project Management Unit (PMU) is a specialist unit within the municipality that is dedicated to delivering infrastructure (capital) projects funded by the Municipal Infrastructure Grant (MIG), NDP Grant; Social Development Grant and Emfuleni Local Municipality internal funding where available. They are accountable to the Council and management structure of the municipality. However, they are supported and monitored by the national and provincial MIG units on projects.

#### Functions

Functions of the Infrastructure Planning and Development/Project Management Unit as set out in the PMU Business Plan are as follows:

- Managing capital expenditure, within the relevant municipal accounting system.
- Co-ordinating the project feasibility and business planning process, with the involvement of other municipal departments if appropriate, in terms of the relevant IDPs.
- Project management, ensuring projects meet planning objectives.
- Ensuring that project-related capacity building and development objectives are met.
- Managing the monitoring database and preparing all necessary reports.

#### SHARED SERVICES CLUSTER

<b>NAME OF CLUSTER</b>	<b>SHARED SERVICES</b>
<b>POLITICAL HEAD/MEMBER OF THE MAYORAL COMMITTEE (MAYCO)</b>	<b>CLLR. MPHOSERAPELO</b>
<b>MEMBER OF EXECUTIVE COMMITTEE (EXCO)</b>	<b>MR. THABO NDLOVU</b>
<b>LOCATION OF CLUSTER</b>	<b>03<sup>rd</sup> FLOOR, MAIN BUILDING</b>
<b>STRATEGIES</b>	<i>Sedibeng's GDS 3: Release Our Human Potential; Good Governance; Gauteng's TMRs Pillars; Modernization of the Public Service; Transformation of the state and governance;</i>

## Human Resources

<b>MANAGER</b>	<b>MR. DIEK MAHLABA</b>
<b>LOCATION</b>	<b>GROUND FLOOR TRUSTBANK BUILDING</b>

### Training & Vacancy Rate

ELM is guided by a Recruitment and Selection Policy to fill the positions. The Development of Human Resource Development Strategy has been considered as a comprehensive plan that will ensure that human resources are aligned to organizational plans and operational needs. Furthermore, the Training and Development Policy as well as the Workplace Skills Plan are instrumental in guiding the capacity building of the Municipal employees.

### Vacancy Rate

Table 22: Training and vacancy rate

<i>Cluster</i>	<i>Department</i>	<i>Number of Approved Posts</i>	<i>Filled Posts</i>	<i>Vacant Posts</i>	<i>Vacancy Rate %</i>	<i>Critical Vacancies</i>
<b>Executive Cluster</b>	Office of the MM	11	6	5	45.45	3
	Communication	13	7	6	46.15	4
	Risk Management	19	11	8	42.11	4
	Strategic Support	1	0	1	100.00	0
	Performance Management	8	2	6	75.00	4
	IDP	10	7	3	30.00	3
	Policy and Strategy	1	0	1	100.00	0
	Governance Specialist	1	1	0	0.00	0
	Inter-governmental Relations (IGR)	1	1	0	0.00	0
	Monitoring and Evaluation	8	8	0	0.00	0
	Office of the Executive Mayor	18	11	7	38.89	7
	Office of the Speaker	34	31	3	18.82	3
	Office of the Chief Whip	12	10	2	16.67	3
		<b>137</b>	<b>95</b>	<b>42</b>		<b>28</b>
	<b>Grand Vacancy Rate %</b>				<b>30.66</b>	
<b>Chief Audit Executive</b>	Office of the Chief Audit Executive	6	3	3	50.00	3
	Performance Management Audit	5	3	2	40.00	2



	Operational, Risk Based Audits	5	4	1	20.00	1	
	ICT Audits	5	2	3	60.00	3	
	Financial Audits	5	5	0	0.00	0	
	<b>Grand Total</b>	<b>26</b>	<b>17</b>	<b>9</b>		<b>0</b>	
	<b>Grand Vacancy Rate %</b>				<b>34.62</b>		
<b>Chief Directorate: Utilities &amp; Strategic Projects (Metsi-A-Lekoa)</b>							
	Office of the Chief Director	21	5	16	76.19	1	
	Operations	617	267	350	56.73	254	
	Project & Planning	21	4	17	80.95	6	
	Customer Care	25	11	14	56	10	
	<b>Grand Total</b>	<b>684</b>	<b>287</b>	<b>397</b>		<b>271</b>	
	<b>Grand Vacancy Rate %</b>				<b>58.04</b>		
<b>Chief Financial Officer</b>							
	Office of the CFO		10	5	5	50.00	3
	Budget		14	5	9	64.29	5
	Expenditure		48	29	19	39.58	8
	Financial Control		28	14	14	50.00	4
	Supply Chain Management		81	43	38	46.91	15
	Assets Management		12	2	10	83.33	1
	Revenue & Customer Care		112	44	68	60.71	34
	Credit Control & Debt Management		44	14	30	68.18	11
	<b>Grand Total</b>		<b>349</b>	<b>156</b>	<b>193</b>		<b>81</b>
	<b>Grand Vacancy Rate</b>				<b>55.30</b>		
<b>Public Works</b>							
	Office of ED: Public Works		12	7	5	41.67	0
	Roads and Storm Water		1390	200	1190	85.61	489
	Environmental Management & Planning		508	335	173	34.06	169
	Electricity		238	142	96	40.34	76
	<b>Grand Total</b>		<b>2148</b>	<b>684</b>	<b>1464</b>		<b>734</b>
	<b>Grand Vacancy Rate</b>				<b>68.16</b>		
<b>Economic Development Planning</b>							
	Office of the Executive Director	6	5	1	16.67	0	
	Building Control	60	40	20	33.33	23	
	Human Settlement	52	15	37	71.15	25	

	LED & Tourism	24	13	11	45.83	9
	Land Use Management	30	18	12	40.00	9
	Properties	13	6	7	53.85	7
	<b>Grand Total</b>	<b>185</b>	<b>97</b>	<b>88</b>		<b>73</b>
	<b>Grand Vacancy Rate</b>				<b>47.57</b>	
<b>Shared Services</b>	Office of the Executive Director	4	3	1	25.00	0
	Employment Equity	1	1	0	0.00	0
	Facilities	86	44	42	48.84	29
	Fleet	79	37	42	53.16	32
	ICT	21	20	1	5	1
	Human Resource	50	39	11	22.00	8
	Labour Relations	13	7	6	46.15	4
	Legal	22	8	14	63.64	5
	Organizational Development	19	6	13	68.42	5
	Secretariat and Administration	48	25	23	47.92	5
	<b>Grand Total</b>	<b>322</b>	<b>170</b>	<b>151</b>		<b>88</b>
	<b>Grand Vacancy Rate</b>				<b>46.89</b>	
<b>Infrastructure Planning and Development</b>	Office of the Executive Director	4	2	2	50.00	0
	Programme and Administration	19	10	9	47.37	2
	PMU	19	9	10	52.63	13
	<b>Grand Total</b>	<b>42</b>	<b>21</b>	<b>21</b>		<b>15</b>
	<b>Grand Vacancy Rate</b>				<b>50.00</b>	
<b>Community Services</b>	Office of ED: CS	9	4	5	55.56	0
	Sports, Recreation, Arts Culture & Library Information	347	188	159	45.82	104
	By-Law	4	3	1	25.00	1
	Public Safety	706	287	419	59.35	133
	Environmental Health and Social Development	365	145	220	60.27	61
	Parks and Cemeteries	1021	139	882	86.39	299
	<b>Grand Total</b>	<b>2452</b>	<b>766</b>	<b>1686</b>		<b>598</b>
	<b>Grand Vacancy Rate</b>				<b>68.76</b>	
<b>Grand Total</b>		<b>6345</b>	<b>2293</b>	<b>4051</b>		<b>1888</b>



<b>Grand Vacancy Rate %</b>					<b>63.85</b>	

The following critical positions of the senior managers have been filled, Manager of Environmental Health & Social Development, Senior Professional Nurse, and Assistant Manager: Properties, Assistant Manager: Collective Bargaining, ED: Infrastructure Development, Assistant Manager: Spatial Planning, Assistant Manager: Legal Compliance and Manager: Fleet. Manager: Secretariat and Admin Support, Manager Environmental Management and Planning, Assistant Manager: Building Control, Assistant Manager: Spatial Planning and Senior Administration Officer: Performance and Manager: Building Control

Other senior managerial critical vacancies are Chief Audit Executive (CAE), Chief Risk Officer (CRI), etc. will be prioritised for advertisement in the next financial year.

### Labour Relations

<b>MANAGER</b>	<b>MR. VINCENT PHAHLANE</b>
<b>LOCATION</b>	<b>FIRST FLOOR TRUST BANK BUILDING</b>

The Department of Labour Relations sits at the epicentre of labour peace and harmony in Municipality. It is a useful conduit between the employer and the employee. The Department is a custodian of labour related activities which range from conflict management and bargaining management. In a nutshell, the key role of the Labour Relations discipline is to:

- Provide advice to the senior staff/management and the rest of the staff on all labour relations matters;
- Liaise and communicate with all line managers and organised labour;
- Inducting newly appointed staff on their conditions of employment and conducting information sessions through road shows;
- Handling grievance and disciplinary matters;
- Fulfilling the role of a reliable operational conduit between the employer and employee(s);
- Engages in the bargaining activities of the SALGBC at the divisional level and locally in the form of the Local Labour Forum (LLF) with the primary purpose of attaining a sound labour relations environment;
- Participate in relevant activities of the South African Local Government Association (SALGA, as the mother body of all municipalities in sector);  
Represent the employer on dispute matters handled at different dispute resolution bodies i.e., CCMA and SALGBC, and also,
- To also assist in the matters referred to the Labour Courts.
- As a support function, the department also conducts and/or presents training on relevant labour related topics.

## Information Technology

<b>MANAGER</b>	<b>MR BILLY MASHIYA</b>
<b>LOCATION</b>	<b>BASEMENT MAIN BUILDING</b>

The IT services rendered to Emfuleni Local Municipality can be divided into the following categories: Operations, Technical Maintenance, Software Support, Projects and Administration. The technical function is responsible for the maintenance of hardware as well as the network infrastructure. As of the 1 December 2020 ICT has been delinked from Sedibeng to Emfuleni, with a transitional structure.

The IT Department is responsible for the following:

- All the systems of the Municipality, (Financial System, Payroll System, HR Systems ESS, Labour Relations Systems, GIS, etc.).
- Since after Covid-19 ICT is responsible for all Virtual Meetings.
- All Network of Emfuleni inclusive of remote offices and Emfuleni is divided into 2 regions as per ICT, namely: Vereeniging and Vanderbijlpark.
- Vereeniging is having 13 sites including Libraries.
- Vanderbijlpark is having 23 sites including Libraries.
- ICT is responsible for 16 Emfuleni Libraries Network.

In terms of network infrastructure there are 25 switches from outside offices and 14 pairs of radios connecting a radio links.

Main building is having 41 switches.

All Emfuleni Libraries are connected using Gauteng Broadband Network (GBN).

## Fleet Management

<b>MANAGER</b>	<b>MR. LERATO MPHULO</b>
<b>LOCATION</b>	<b>DUNCANVILLE DEPOT VEREENIGING</b>

Emfuleni Local Municipality has a medium diversified fleet of about 500 ELM owned vehicles. These vehicles range from light vehicles to construction equipment; in operation to provide essential services to the community it serves. The number of vehicles was increased by 10 with purchase of 6 crew cabs and 4 cherry pickers during the 2019/20 financial year.

### Current status of the Fleet of Emfuleni

- 500 of ELM are Council owned Vehicles.
- The status of the vehicles is changing everyday due to breakdowns and services.
- Over 95% of vehicles have exceeded their life expectancy with an availability of 38% on average daily.

- An additional fleet will be purchased during the 2020/21 financial year to bolster service delivery departments.
- The average life of the fleet is over 15 years as such an urgent replacement is required.
- A disposal of over 200 obsolete fleet as identified is expected to be auctioned or traded in during the /2020/21 financial year.

## Legal Department

<b>MANAGER</b>	<b>ADV VICTORIA RAMMALA</b>
<b>LOCATION</b>	<b>5<sup>TH</sup> FLOOR MAIN BUILDING</b>

### Mission Statement & Services Statistic

The Legal Services Department is tasked in ensuring good governance within the Municipality. The Department is further tasked to provide legal services in the form of advice solicited to the various clusters and inter-related departments in all legal related matters. Extended and proficient legal support has significantly contributed towards service delivery and the promotion of good governance in the local authority. The Legal Services Department further contributes in monitoring of legal compliance of all structures of the local authority. The personnel within the department further solicits legal advice to all section 79/80 Committees and administrative committees within the local authority. The department also plays a supporting role in maintaining discipline within the institution providing support in terms of disciplinary proceedings.

The Legal Services Department is the custodian of litigious matters against the local authority; of which the Department facilitates all necessary proceedings including: High Court matters; Regional Court matters; Magistrate Court matters and Labour Court matters.

The Legal Services Department is also currently attending to legal appeal functions in terms of SPLUMA; of which the Department further assists with services as Registrar of the Appeal Authority. The Department also has a research unit to assist the local authority in the form of opinions, legal advice, vetting of legal documents and drafting of legal reports to the Section 79/80 Committees, EXCO, Mayoral Committee, Council, etc. The current extended (ongoing) mandates to the Legal Services Department include: the finalisation of the materiality framework; review and process to approve the current System of Delegations, monitoring of compliance in the local authority.

### Current challenges faced by the Legal Department Services

Current challenges include increasing contingent liabilities due to new civil cases being instituted/enrolled against the municipality based on creditor claims that cannot be legally mitigated; but for the proper payment of creditors. Institution of aforesaid matters/cases can be attributed to non-payment/ late payment of service provider's invoices and thus leading to litigations; of which had it not been for the same, actions would not be instituted against the local authority.

### Mitigation actions undertaken by the Legal Services Department



The Legal Services Department has embarked with formalised mitigation strategies to remedy litigious prejudice against the local authority and includes the following actions during the last financial year:

1. The formulation and adoption of a formalised Litigation Management Strategy to ensure uniform decision making in terms of decisions to litigate and the necessitated processes to follow in observance of costs implications thereto.
2. The formulation and adoption of a uniform mandate/instruction precedent to appoint legal practitioners to represent the local authority in specific matters.
3. The formulation and adoption of a formulised legal costs mitigation policy and the establishment of an internal legal costs committee to consider legal accounts tendered by legal practitioners prior to recommendation for payment to the Executive Director Shared Services.
4. Current embankment to clean the Litigation Register in oversight of specific focus to reduce the number of litigations against the local authority and ensure accurate information capturing in the Litigation Register.
5. The formulation and attendance to individual matters by means of the development of a specimen form to obtain monthly feedback from legal practitioners on record for the local authority.
6. The formulation and development of a section 62 policy to ensure internal consideration of disputes and claims to resolve matters prior to the escalation of matters into the judicial domain.
7. The limitation of legal practitioners' fees in terms of litigious matters in terms of the costs' prescripts in relation to both lower and high court matters.
8. Current review processes of the materiality framework and compliance register.

### **Achievements of the Legal Services Department**

Legal Services Department however boost with a number of achievements in relation to the following:

- Improved administration of the Litigation Register and Contingent Liabilities Register of the Local Authority. (Auditor General Enquiries)
- Increased capacity and improvement of research capacity within the Legal Services Department; causing the development of internal monitoring and assessment strategies/capacity.
- Finalisation and Implementation of the Review System of Delegations.
- Development and drafting of the Appeal Authority Code of Conduct, AA/MPT Terms of Reference, Sitting Allowance Guidelines for the AA/MPT and hearing procedures of both the MPT/AA.
- Provision of Registry Services to the Appeal Authority specific to the enrolment of matters; drafting of notices; compilation of bundles and allocation of dates for the Appeal Authority.

- Eradicating SPLUMA appeals backlog from 2015 to date and increasing frequency of Appeal Authority sittings to 1 session every 1 ½ months.

### 3.3.3 COMMUNITY SERVICES

<b>NAME OF CLUSTER</b>	<b>SOCIAL DEVELOPMENT</b>
<b>POLITICAL HEAD/MEMBER OF THE MAYORAL COMMITTEE (MAYCO)</b>	<b>CLLR. REGINA MAKGALA LESOANE</b>
<b>MEMBER OF EXECUTIVE COMMITTEE (EXCO)</b>	<b>MR. BEN MANZI</b>
<b>LOCATION OF CLUSTER</b>	<b>03<sup>rd</sup> FLOOR, ROOM 316, MAIN BUILDING</b>
<b>STRATEGIES</b>	<i>Sedibeng's GDS 3: Release Our Human Potential; Renew Our Communities; Gauteng's TMRs Pillars; Modernization of the Public Service; Transformation of the state and governance; Accelerate Social Transformation;</i>

### Health & Social Development

<b>MANAGER</b>	<b>MS. CX MADIBA</b>
<b>LOCATION</b>	<b>HOUTKOP OFFICES, SEBOKENG</b>

Social development is a multi-disciplinary in nature and cuts across sectors and is driven by the social work profession in caring out services. Social workers are a corner stone of developmental approach they guide and shape the nature of development. Emfuleni Social Development render social work services to various target groups namely; children, youth women, families, older persons and people with disabilities. Social Programmes rendered to these target groups entails socio-economic, moral regeneration, empowerment, and poverty reduction programmes.

Levels of intervention utilized in rendering services to these target groups are: Prevention, Early Intervention (Non-Statutory) and re-integration. As an example, various communities have been educated and informed on Child abuse and how to protect and prevent children from being victims of physical, sexual, emotional and financial abuse. Door to door campaigns, distribution of educational materials and carrying out workshops and meetings took place as part of prevention and early intervention to protect children from abuse. Nine Qualified Social Workers render social services to the community of Emfuleni. Social Workers utilize four methods of Social Work Primary Methods Casework, group work, Community Development and research in rendering social services to Emfuleni Local Municipality residents.

The Cluster comprises of the departments of Public Safety; Parks & Cemeteries; Sport, Recreation, Arts, Culture & Libraries; By-Law Development and Enforcement and Health & Social Development.

**The Cluster's Key Performance Areas (KPA's)/Deliverables, Challenges and Achievements for the 4<sup>th</sup> Administration 2016 – 2021.**



Table 23: Cluster's KPAs/Deliverables, Challenges and Achievements for the 4th Administration 2016 – 2021.

DEPARTMENT: SRACLIS			
No.	DELIVERABLES FOR 2020/2021 IDP	CHALLENGES/ACHIEVEMENTS OF 2020/2021	DELIVERABLES FOR 2021/2022 IDP
1.	16 Library programs implemented	8 Library programmes implemented at end of Quarter 2	16 Library programs

DEPARTMENT: SUPER BY-LAW			
No.	DELIVERABLES FOR 2020/2021 IDP	CHALLENGES/ACHIEVEMENTS OF 2020/2021	DELIVERABLES FOR 2021/2022 IDP
1.	1800 By-Law Inspections /Tickets (24 Special Projects)	Lack of personnel, delay in approval of proposed organisational structure, Inadequate budget and lack of tools of trade (e.g. vehicles, pound/storage facility)	20 By-Law Special Projects
2.	20 By-Law Joint Operations	Lack of personnel, delay in approval of proposed organisational structure, Inadequate budget and lack of tools of trade (e.g., vehicles, pound/storage facility)	20 By-Law Joint Operations
3.	4 By-Law Development	Lack of personnel, delay in approval of draft by-laws and approval of proposed organisational structure and Inadequate budget	3 By-Law Development

DEPARTMENT: PARKS AND CEMETERIES			
NO.	DELIVERABLES FOR 2020/2021 IDP	CHALLENGES/ACHIEVEMENTS OF 2020/2021	DELIVERABLES FOR 2021/2022 IDP
1.	Maintenance of parks, public open spaces, greenbelts and municipality properties by means of grass cutting and maintenance of trees.	Due to lack of fleet and personnel not all areas will be cut. The budget for service provider is insufficient.	Maintenance of parks, public open spaces, greenbelts and municipality properties by means of cutting 20 000 000 m <sup>2</sup> grass and maintenance of trees.
2.	Upgrading of the following cemeteries: Vanderbijlpark, Nanescol, Tshepiso and Rustervaal.	Tenders for upgrading of the cemeteries was advertised and cancelled, waiting for SCM to re-advertise the tenders.	Upgrading of the following cemeteries: Vanderbijlpark, Nanescol, Tshepiso and Rustervaal.

DEPARTMENT: TRAFFIC AND SECURITY			
No.	DELIVERABLES FOR	CHALLENGES/ACHIEVEMENTS OF	DELIVERABLES FOR 2021/2022 IDP



	2020/2021 IDP	2020/2021	
1.	12 road safety education programs implemented in 2018/19	12 Road safety education programs implemented from July 2018 to December 2018 Target achieved beyond projection	12 road safety education programs implemented in 2018/19
2.	12 road traffic law enforcement operations conducted in	08 Traffic Law enforcement Operations target achieved Shortage of petrol and vehicles.	12 road traffic law enforcement operations conducted in
3.	16 social crime prevention campaigns conducted in	16 Social Crime Prevention campaigns implemented (Target achieved beyond projection)	16 social crime prevention campaigns conducted in
4.	Turnaround time (24 hours) to open internal docket on theft and losses of municipal property in	Turnaround time (24 hours) to open internal docket on theft and losses of municipal property in	Turnaround time (24 hours) to open internal docket on theft and losses of municipal property in
5.	Parking meter system revenue	Targets not achieved due to supply chain processes that are unfolding slowly.	Parking meter system revenue

DEPARTMENT: FIRE AND RESCUE			
No.	DELIVERABLES FOR 2020/2021 IDP	CHALLENGES/ACHIEVEMENTS OF 2020/2021	DELIVERABLES FOR 2021/2022 IDP
1.	Disaster Management Plan Level 3 approved by Council	Review Disaster Management Plan Level 3	Update Disaster Management Plan Level 3
2.	Compliance to the SANS Codes 10190 turnaround time (23 Minutes) for fire and rescue in 2021/22. (From initial Call received until arrival on scene.)	70 % (Percent) of fire and rescue incidents responded to within 23 minutes.	70 % (Percent) of fire and rescue incidents responded to within 23 minutes.

DEPARTMENT: MUNICIPAL COURTS			
No.	DELIVERABLES FOR 2020/2021 IDP	CHALLENGES/ACHIEVEMENTS OF 2020/2021	DELIVERABLES FOR 2021/2022 IDP
1.	8% Accumulative Success Rate	8, 02% Accumulative success rate on	12% Accumulative Success Rate on



on cases received in 2018/19	cases received from July 2018 to December 2018.	cases received in 2019/20
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DEPARTMENT: ENVIRONMENTAL HEALTH SERVICES			
No.	DELIVERABLES FOR 2020/2021 IDP	CHALLENGES/ACHIEVEMENTS OF 2020/2021	DELIVERABLES FOR 2021/2022 IDP
1.	The provision of a comprehensive Municipal Health Services to enable the community to live in a healthy and hazard free environment. (. Municipal Health Services composed of nine (9) elements or focus areas).	Provision of a comprehensive Municipal Health Service- Lack of personnel, delay to appoint staff of approved organisational structure. Inadequate budget and lack of tools of trade (vehicles, outdated computers, network failure)	Municipal Health is rendered in terms of National Health Act 61 of 2003. Municipal Health Services composed of nine (9) elements or focus areas, which are the mandate of ELM with regard to Municipal Health Services <ul style="list-style-type: none"> <li>o Food Premises Monitoring</li> <li>o Health surveillance of premises</li> <li>o Vector control</li> <li>o Prevention of communicable diseases</li> <li>o Disposal of the dead</li> <li>o Water Quality Monitoring</li> <li>o Environmental Pollution Control</li> <li>o Monitoring waste</li> <li>o Chemical Safety monitoring</li> <li>o 5 200 Inspections</li> </ul>

DEPARTMENT: SOCIAL DEVELOPMENT			
No.	DELIVERABLES FOR 2020/2021 IDP	CHALLENGES/ACHIEVEMENTS OF 2020/2021	DELIVERABLES FOR 2021/2022 IDP
1.	4000 of household indigent applications to be verified by 2019/20. New applications & current beneficiaries	Network system forever down, (SOLAR system) Shortage of Staff according to the 2008 approved Organogram Shortage of Office Space for proposed newly appointment Staff members. Shortage of Vehicles. Shortage of & out-dated computers are a serious challenge as the department is struggling to procure necessary tools to enhance the functioning of the department (Indigent applications) IT and Telephone connectivity remains a serious challenge,	4000 of household indigent applications to be verified by 2020/21. New applications & current beneficiaries

		System is not readily available to verify indigent applications. Vehicles, particularly servicing, is a major issue which affects service delivery. Indigent application forms not processed within the applicable time frame due to NET WORK challenges.	
2.	8 social development programs (campaigns) implemented in 2019/20	None allocation of Budget to implement Social Development programs Staff - proper training programs to capacitate staff in order to comply with continuing professional development to render a professional service Staff - proper training programs to capacitate staff in order to comply with continuing professional development to render a professional service.	8 social development programs (campaigns) implemented in 2020/21
3.	100% of indigent burial applications verified in 2019/20	Non-South Africans Indigent burial applicants expecting assistance from ELM Over spending of allocated budget on indigent burials, due to high numbers of reported cases Shortage of vehicle for verifications of indigent burials, shortage of computers, shortage of office furniture	100% of indigent burial applications verified in 2020/21

### Indigent Program (Policy on Access to free basic Services)

The key purpose of indigent subsidy policy is to ensure that household consumers with no or lower income are not denied reasonable services and that the municipality is not financially burdened with non-payments of services. One of the qualification criteria is a total gross income of all occupants which is currently equivalent to amount received by two state pensioners as approved by South African government (as part of that year budget) plus R 1 100, 00. Subsidy may be also given to owner or tenants of residential premises not exceeding the municipal value of R 250, 000. 00 as time to time determined by Council.

### Indigent Pauper/burial Program

The Department of Social Development is responsible for verification and approval of Indigent pauper/burials in terms of the Indigent Burial Policy. The aim of the policy is to ensure that



household with no or lower income, and who cannot afford to bury their family members may be assisted with burial packages offered by the municipality.

### **Challenges**

The demand for Indigent burials outstrips the financial supply to the extent that in future the department will be unable to deliver on core mandate which is pauper burials. Lack of a system that will assist with indigent verification and registration, in order to have a credible indigent register. Network is always offline at Houtkop, Zone 10, Evaton Offices affecting service delivery. Indigent door to door campaign never implemented due to financial constraints. The campaign was supposed to increase the number of qualifying indigent households, Shortage of staff members and lack of resources impact negatively towards rendering effective service delivery.

### **Environmental Health Services**

The function includes the provision of a comprehensive Environmental Health Services to enable the community to live in a healthy and hazard free environment. Environmental Health is rendered in terms of National Health Act 61 of 2003.

Municipal Health Services composed of nine (9) elements or focus areas, which are the mandate of ELM through a Service Level Agreement with Sedibeng District Municipality, with regard to Municipal Health Services, namely:

- Food Control.
- Health surveillance of premises.
- Vector control.
- Prevention of communicable diseases.
- Disposal of the dead.
- Water Quality Monitoring.
- Environmental Pollution Control.
- Control of hazardous waste.
- Chemical Safety.

Important to note is that the definition of MHS includes aspects of at least the following Schedule 4 Part B and Schedule 5 Part B functions, which are to be performed by the Environmental Health Division.

- Air Pollution.
- Noise Pollution.
- Licensing and Control of undertakings that sell food to the public.
- Control of Public Nuisances.
- Child Care Facilities.
- Municipal Abattoirs.

### **Challenges Encountered**

- Staff Shortage.
- Vehicle Shortage.
- Outdated IT equipment.
- Shortfall of the budget from Sedibeng District Municipality.

### Progress Relating to Deliverables

In terms of the Environmental Health Services policy and legislation all complaints, inspections and other matters, in respect of which investigations were required, received immediate attention. This section acted continuously regarding matters, which came within its jurisdiction, while matters concerning other Departments were referred to the Departments concerned for the necessary attention.

### Parks & Cemeteries

<b>MANAGER</b>	<b>MS. XW NGOBENI</b>
<b>LOCATION</b>	<b>3<sup>RD</sup> FLOOR, ROOM 318, MAIN BUILDING</b>

The Department is the custodian of Public Open Space, Parks, Green belts and responsible for development and horticultural maintenance and arboriculture. The Department also addresses the interment needs of communities and manages and maintains both passive and active cemeteries.

Below are some of the activities of the Department

#### PARKS

- Responsible for maintenance of developed parks;
- Responsible for taking care of undeveloped Public Open Space;
- Responsible for arboriculture maintenance; and,
- Establishing partnerships i.e., Palm Island (Louis Trichardt Boulevard).

#### Below are some of the challenges encountered

- Lack or diminishing operational budgets, Lack of resources (Fleet) and shortage of staff
- Critical vacancies not filled. Delays in filling funded positions (staff retirement, resignations and deceased) resulting in loss of funding of these positions and the Department operating on skeleton staff compliment.
- Lack of induction process on the recruited staff, resulting in unruly behaviour and loss of productivity due to internal cases.
- Revision of Organogram and job descriptions to cater for specialized skilled staff
- Operational budget insufficient with no provision for purchase of tools, equipment and maintenance thereof.
- Lack of Capital Budget for provision of vehicles, specialized machinery and equipment



- Ten tractors are standing at the workshop for over twelve months for minor issues, e.g. punctures, batteries, scheduled service. The long standing period results in deterioration of the machinery increasing repair costs.
- Non-payment of private service providers.
- Lack of support and provision of IT equipment (Laptops, telephones, network).

## CEMETERIES

- Responsible for the provision of burial spaces, and
- Responsible for the maintenance of active and passive cemeteries.

The challenges encountered, include the following: -

- Shortage of burial spaces, equipment, budget, fleet and staff.
- Critical vacancies not filled. Delays in filling funded positions (staff retirement, resignations and deceased) resulting in loss of funding of these positions and the Department operating on skeleton staff compliment.
- Lack of induction process on the recruited staff, resulting in unruly behaviour and loss of productivity due to internal cases.
- Revision of Organogram and job descriptions to cater for specialized skilled staff
- Operational budget insufficient with no provision for purchase of tools, equipment and maintenance thereof.
- Lack of Capital Budget for provision of vehicles, specialized machinery and equipment
- Ten tractors are standing at the workshop for over twelve months for minor issues, e.g.: punctures, batteries, scheduled service. The long-standing period results in deterioration of the machinery increasing repair costs.
- Non-payment of private service providers.
- Lack of support and provision of IT equipment (*laptops, telephones, network*).
- Shortage of burial land.

## Sports & Recreation

<b>MANAGER</b>	<b>MR. BM MANZI</b>
<b>LOCATION</b>	<b>SE2 SWIMMING POOL OFFICES, VANDERBIJLPARK</b>

This Department is divided into three (3) sub-sections namely, Sports Development, Sports Facilities Maintenance and Recreational Facilities Maintenance. The following is the mandate of the Department:

- To strive for professional standards in the provision of resources and services for sport and recreation.
- In accordance with the needs of the community, provide, maintain and promote outdoor facilities and indoor centres for sport and recreation.

- In accordance with the needs of the community, provide and promote sport development programmes.
- To develop, implement and manage a comprehensive and varied sport and leisure program to meet the needs of the total community, with special emphasis on youth programs.
- To promote and establish greater community involvement and ownership towards the maintenance of facilities and the promotion of sport and recreation in all its dimensions.

These are some of the activities which are undertaken by the Department; -

#### **Recreational Facilities (Swimming pools & Resorts)**

- Normal daily visits do not require any prior bookings.
- Visitors are expected to make payment at the gate as indicated in the tariff's structures.
- Any reduction in tariffs and exemption thereof, prior arrangement must be made in writing to the management for consideration.

#### **Community Halls**

- Community/public must check with the hall caretaker the availability of the event anticipated date.
- On the date suitability, the Caretaker issues a green receipt indicating the amount to be paid.
- The client then makes payment on any municipal pay-point and avails the payment receipt to the Caretaker prior the event date.
- Exemption from payment must be in writing to the management for consideration before the event.

#### **Sport Facilities**

- An approved fixture with dates is received from appropriate sport structures and reservations are made.
- With reference to the above, Municipal events always receive first priority.
- A written request for other functions must be submitted to the management at least 2 weeks prior to the event of less magnitude.
- An approval letter with specified tariff for payment is prepared and issued after payment with receipt being submitted.
- Events of high magnitude are referred to the Events Safety Committee for approval, after which the above applies.

During the past financial year Sport Development section implemented no sport development programmes due to Covid-19.

The following under mentioned are some of the challenges experienced:

- Equipment and machinery.
- Lack of adequate, sufficiently trained and equipped security personnel at most, if not all facilities.
- Allocation of Sport and Recreation budget to Facilities Section which results in non-allocation of budget for horticultural maintenance programme.
- Inadequate budget allocation for programs and projects.
- Theft and vandalism of SRACLIS facilities.

## Arts & Culture

<b>MANAGER</b>	<b>MR. BN MANZI</b>
<b>LOCATION</b>	<b>SE2 SWIMMING POOL OFFICES, VANDERBIJLPARK</b>

The main purpose of this division is to design, implement Arts and Culture Development Programmes, create conducive environment for local artists, develop, support and profile artists for different sectors and also forge partnership with relevant Arts and Culture stakeholders. During the past financial year Sport Development section implemented no sport development programmes due to Covid 19 pandemic.

Programmed implemented during Covid-19:

- Provincial Drama and Theatre auditions (Ishashalazi November 2020)
- Gender-based dialogue and Screening (4 December 2020)
- Notsetsangmetso Literature festival (11 December 2020)
- Emfuleni Hip-hop auditions (13 December 2020)
- Vaal Dance Festival (13 March 2021)
- Human Rights Day (21 March 2021)
- Writing in the Digital Age Workshop (3 April - 22 May 2021)
- Sedibeng Word Fest (24 April 2021)
- Gospel Goes Indigenous (25 April 2021)

Amongst the challenges experienced, include the following:

- Budget allocation;
- Limited number of Art centres;
- Lack of maintenance at Eldorado Arts Centre; and
- Vehicle shortages.

## Libraries & Information Services

<b>MANAGER</b>	<b>MR. BN MANZI</b>
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<b>LOCATION</b>	<b>SE SWIMMING POOL OFFICES, VANDERBIJLPARK</b>
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The Library and Information Services (LIS) Department manages fifteen (15) libraries across the municipal area. These libraries are divided into three (3) regions, Region 1: 5 Libraries; Region 2: 4 Libraries; Region 3: 6 Libraries. A Principal Librarian is in charge of each region and each library is headed by a Librarian. The under mentioned is the manner in which are libraries are clustered;

**Region 1:** Vanderbijlpark - Driehoek, Boipatong-, Bophelong & Stephenson libraries.

**Region 2:** Vereeniging - Sharpeville -, Tshepiso and Rus-ter-Vaal libraries.

**Region 3:** Residensia - Evaton-, Evaton-North-, Sebokeng Zone 13-, Boitumelo & Roshnee libraries.

During the past financial year Sport Development section implemented no library programmes due to Covid 19.

## Public Safety

<b>MANAGER</b>	<b>Mr. NA Makhubo</b>
<b>LOCATION</b>	<b>1<sup>st</sup> Floor Rudi Klopper Building, Vanderbijlpark</b>

The Public Safety Department is responsible for Traffic & Security, Municipal Courts Services, Fire& Rescue Services which also includes a Disaster Management function.

- Emfuleni Local Municipal (ELM) Traffic & Security services are provided in all 45 municipal wards. The following functions are performed in order to secure efficient and effective service delivery to the communities: Law Enforcement, Administration, Logistical Support Services, Accident Management, Training, Engineering, Road Safety Promotion, Social Crime Prevention, Community policing, Traffic policing communities and Security Services:
- ELM's Fire, Rescue and Disaster Management Services have four (4) Fire Stations which are strategically placed in the area and have attended to calls within the applicable South African National Standards (SANS).
- Municipal Courts services are rendered within the three (3) magisterial districts of Sebokeng, Vanderbijlpark and Vereeniging to adjudicate municipal offences related to by law transgressions, traffic offences, etc.

## Fire & Rescue

The Constitution of the Republic of South Africa (Act No.108 of 1996) outlines the objectives of local government which are to provide democratic and accountable government, basic services in a sustainable manner, socio-economic development, promote safe and healthy environment, and encourage the involvement of communities in matters of local government.

The Fire and Rescue services are provided in all 45 municipal wards. The municipal area is subdivided into 3 regions (*Vereeniging, Vanderbijlpark and Sebokeng/Evaton*). The core function of the Fire and Rescue Services is to render fire-fighting, rescue and fire safety services and ensure the safety of human life and property. Disaster Management has established Fire Protection Associations which relates to *veld* and bush fires on the farms and small holdings to give support for the community in distress. This annual review also enables the Municipality to update its IDP to align with the new strategic direction as spelled out by the 2022 ~ 2026 Administration.

Its mandate remains that of rendering a realistic and effective fire and rescue service throughout the Emfuleni Local Municipality so as to minimize the risks, impact and consequences of all emergency situations relating to life and property.

**The under-mentioned are some of the challenges which were experienced in the last administration**

- Not all vacancies *are* filled.
- Insufficient operational budget
- Transporting of personnel from home to work and back
- Unstable and frequent unavailability of the network; including the telephone system.
- Disaster Management - No Organogram utilizing existing fire personnel exists.
- Event Safety Management - No Organogram utilizing existing fire personnel.
- Vehicles and equipment in poor condition and no maintenance on existing equipment. Still awaiting replacement of some fire engines and additional vehicles (Hazmat unit, water tankers, Major fire pumpers, heavy duty rescue, grassfire units and utility vehicles, four sedan vehicles returned, Full maintenance lease expired and no replacements received.
- Poor radio communication due to topography.
- Deterioration of buildings.
- FPA (grass fire trailers and bakkie units) - No budget allocated.
- Out dated ESS system (Alarms).
- Constant interruption of emergency calls due to frequent unavailability of the network which have an effect on the telephone system.
- Insufficient budget for PPE and uniforms (Personal Protective Clothing).

#### Municipal Courts

<b>MANAGER</b>	<b>Mr. NA Makhubo</b>
<b>LOCATION</b>	<b>1<sup>st</sup> Floor Rudi Klopper Building, Vanderbijlpark</b>

The Department of Municipal Courts is responsible for timely and efficient processing and adjudication of cases filed by the Council's Law Enforcement Officers, including the collection of Admissions of Guilt fine/payments. It has territorial jurisdiction within the magisterial district

boundaries namely the Sebokeng Magisterial District, Vanderbijlpark Magisterial District and the Vereeniging Magisterial District.

Section 112 of the Municipal Systems Act of 2000 authorizes a municipality to conduct prosecution in respect of a contravention of, or failure to comply with a provision of a by-law or a regulation of the municipality, other legislation administered by the municipality and other legislation as determined by the National Director of Public Prosecutions. The core function of the Municipal Courts is to impartially adjudicate municipal related legislation through prompt, courteous and fair dispensation of justice in compliance with legislative standards stipulated by the Department of Justice and Constitutional Development, (DoJ& CD) and the National Prosecuting Authority, (NPA). It is a multi-disciplinary function with jurisdiction within the magisterial district boundaries, determined by the Department of Justice & Constitutional Development, aligned with the municipal boundaries of Emfuleni.

#### **The following are the Activities of the Municipal Courts;**

To provide Municipal Court services:

- Manage the Municipal Court functions;
- Manage the Municipal Court administration;
- Manage the capturing of notices;
- Manage the processing of notices & summonses;
- Manage the execution of warrants of arrest;
- Manage revenue from fines; and
- Manage the Back Office services.

To manage the Municipal Court functions:

- Maintain prosecuting services;
- Maintain interpreter services;
- Maintain administrative support; and,
- Maintain judicial services.

To manage Municipal Court administration:

- Maintain court registers;
- Maintain judicial requirements;
- Maintain capturing & processing of notices;
- Maintain records, filing & archives;
- Maintain admission of guilt pay-points, and
- Maintain financial management, (reconciliations, allocations, audit compliance, budget, etc.).



The following table illustrates some of the documentation processed during the term of office:

Table 24: documentation processed during the term of office

Documentation Processed	2019/20
Section 56 Notices Received	20 052
Section 341 Notices Received	30 400
Camera Mailers printed	687 095
Summonses - Section 54's generated	90 146
Summonses served	3 811
Court rolls done	497
Cases on court register	26 393
Representations: Received	69 203
Finalized	69 024
Outstanding	179
Warrants paid	1 036
Warrants withdrawn	423
Receipts issued	78 265
Value of Receipts issued*	R27 334 704
Documentation processed during the year	685 969

During the past year, one hundred eighty-seven (187) fine recovery operations were conducted and 1944 offenders paid a total of 4242 fines to the amount of R1, 179,610. This was paid on site at the mobile offices used during these operations. During the same operations, 417 warrants of arrest were executed to the amount of R220 650 when 357 offenders settled outstanding warrants at the mobile offices. These operations were conducted with the necessary support and assistance from the SAPS and Traffic Officials.

**These are some of the challenges experienced;**

Table 25 challenges experienced and Remedial Action Required

Challenges	Description	Remedial Action Required
Payment of Back Office Service Provider.	The Back Office Service Provider invoices have not been paid.	Commitment from the Finance Department to pay the Back Office invoice within 30 days.
Filling of Critical Vacancies	The current staff shortage is 74% in the Municipal Courts causes capacity constraints. Critical vacancies such as Supervisors, Prosecutors, Warrant Officers, Snr. Clerks and Admission of Guilt	Funding should to be provided for the filling of critical vacancies. Council must implement the KPMG organizational design structure.

Challenges	Description	Remedial Action Required
	<p>clerks need to be filled.</p> <p>There is a continuous lack of funding to fill critical vacancies since the inception of the Municipal Courts in 2006.</p> <p>The current Section 139 (b) intervention of the province prevents the filling of budgeted positions.</p>	<p>The Municipal Manager must grant permission to advertise and fill vacant budgeted positions.</p>
Slow progress on the filling of funded vacancies.	<p>It takes an average of 12 to 14 months to fill funded positions.</p>	<p>Department Human Resources needs to fast track advertising and interview processes pertaining to the filling of funded positions.</p> <p>The moratorium on the appointment of staff must be reconsidered.</p>
Timely payment of Supplier accounts.	<p>Suppliers refuse to quote, supply, or to work for the municipality due to outstanding payment of their invoices.</p> <p>Essential stationery such as speed point paper rolls, filing boxes, lever arch files, staples, black pens, etc. cartridges and toner for office equipment such as printers, scanners, copiers, and fax machines cannot be procured.</p> <p>Case records need to be archived for audit purposes.</p>	<p>Supplier invoices should be paid within 30 days of submission thereof to the Creditors Department.</p>
Availability of stock and cleaning material at the municipal stores	<p>The lack of stock and materials at the municipal stores affects health and safety of staff and members of the public.</p>	<p>Demand Management must sustain stock levels in stores.</p>
Approval of procurement orders by Supply Chain Management	<p>Supply Chain Management delays the approval of procurement orders and stores do not stock the much-needed items.</p>	<p>Demand Management must sustain stock levels in stores.</p> <p>Supply Chain Management need to fast track the issuing of procurement orders when certain items are not kept in stores.</p>
Maintenance of Equipment.	<p>Financial constraints affect the repair and maintenance of the following equipment:</p> <ul style="list-style-type: none"> <li>● Emergency Power Plant: - Currently out of order</li> <li>● UPS systems: - Currently out of order</li> <li>● Inverter in Mobile Office: - Currently out of order</li> </ul> <p>Power failures cause a loss of work hours and work</p>	<p>Funding needs to be allocated for the repair and maintenance required.</p>



Challenges	Description	Remedial Action Required
	days. This affects the legal time frames in which the Municipal Courts must comply with.	
Maintenance of Buildings and infrastructure.	<p>Facilities Management need to attend to the following repair and maintenance:</p> <ul style="list-style-type: none"> <li>● Ablution Facilities</li> <li>● Lighting in offices</li> <li>● Other electrical maintenance</li> <li>● Air conditioners</li> <li>● Security fence and gate</li> <li>● Interior and exterior paintwork.</li> <li>● Security equipment</li> <li>● Security Guard House</li> </ul> <p>Repair of damage caused by hail and rain to the building, ceiling panels, carpets, office equipment and office furniture.</p>	<p>The Facilities Department must be capacitated to perform the necessary maintenance as per the works orders that were submitted.</p> <p>The lack of maintenance is affecting work flow and the health and safety of staff in the buildings.</p> <p>The situation with the electricity is causing a potential fire risk to the buildings which could harm the staff and members of the public.</p> <p>Insurance needs to embark upon the repairs of the water damage to offices.</p>
Instability of telephone systems	The public experience difficulty in phoning the Municipal Courts to enquire about unsettled fines.	Telephone system of the Help Desk is obsolete and must be replaced. Stability of the IP telephone facility must be ensured.
Instability of IT network	<p>The instability of the IT network affects efficiency of the systems in use.</p> <p>Many work hours are lost due to network errors.</p> <p>This affects the legal time frames in which the Municipal Courts must comply with to ensure timely processing of cases as determined by the NPA and DoJ.</p>	<p>Network stability must be ensured.</p> <p>Timely response on reported problems is required</p>
Vehicle shortages.	Vehicles that are damaged beyond repair do not get replaced timely.	Supplier accounts must be paid. Vehicles damaged beyond repair must be replaced to sustain service delivery.
Expansion of office facility at Vanderbijlpark Municipal Court Administration building (Rudi Klopper Building)	Additional office space is required to expand and accommodate court functions and staff.	<p>Sedibeng License Department should vacate the Rudi Klopper Building to avail the ground floor where archive facilities, strong rooms, storerooms and office space are situated.</p> <p>Sedibeng should compensate ELM for the space it currently occupies.</p>



Challenges	Description	Remedial Action Required
Installation of security equipment at the Municipal Courts buildings.	CAPEX budget for the procurement and installation of Security scanners and CCTV camera equipment was not approved for the 2018/19 financial year.	CAPEX must be provided for the security needs of the Municipal Courts must be accommodated in the new security tender.
Slow progress on disciplinary cases	Cases of are not timely attended to by the Department Human Resources. Progress on cases is slow or the case disappears. No communication or updates in terms of progress, hearings or case outcome.	HR must institute the required disciplinary procedures within set time frames.
Salary discrepancies.	Several salary discrepancies have been reported to HR but there is no communication or updates in terms of progress or outcome.	Salary discrepancies need to be resolved.
Establishment of Evaton Municipal Court building	This project has now been delayed for four years.	Land dispute in Evaton needs to be solved.
Establishment of Vereeniging Municipal Court building	Business plan has been submitted to the MIG but process is slow.	PMU Department should finalize MIG business plan and project funding.
Enforcement of promulgated by-laws	Some Departments are reluctant to enforce the by-laws relating to their functions.	Law enforcement officers in every department must be committed to enforce the respective by-laws relating to their functions.

## Traffic & Security

<b>MANAGER</b>	<b>Mr. NA Makhubo</b>
<b>LOCATION</b>	<b>1st Floor Rudi Klopper Building, Vanderbijlpark</b>

The Emfuleni Local Municipal (ELM) Traffic & Security services are provided in all 45 municipal wards. The following functions are performed in order to secure efficient and effective service delivery to the communities; *Law enforcement, Administration, Logistical Support Services, Accident Management, Training and Road Safety, Engineering, Social Crime Prevention, Community Policing, Traffic Policing of Disadvantaged Communities, Security Services*. The function is divided into three regions and managed to implement some of the community safety programs emphasizing law enforcement in collaboration with the SAPS, Gauteng Traffic Police and other relevant stakeholders. Road safety promotional campaigns were conducted in schools and in the community, based on vulnerability and risk assessments conducted and as per the request from the community.

The ELM crime prevention initiatives are aligned to the National Crime Prevention Strategy, the Provincial Community Strategy and the Sedibeng District Crime Safety Strategy. Social Crime

Prevention campaigns were held with the Departments of Education, Correctional Services, Provincial Community Safety, SAPS, the CPF's targeting school safety, drug abuse, and reintegration of offenders to the community as per Correctional Services guidelines and policies, domestic violence and all forms of abuse.

**The activities of the Traffic and Security Department include the following;**

Road Safety Promotional campaigns were conducted in various schools and communities. Social Crime Prevention conducted campaigns in respect of school safety, substances abuse awareness, Crime Prevention through environmental design, 365 days of activism and Youth Crime Prevention alongside various relevant stakeholders.

When the National State of Disaster was declared by the President on the 15 March 2020, more emphasis was put on law enforcement together with the SAPS, Gauteng Traffic Police and the Army to ensure compliance to the Lockdown Regulations by:

- Holding joint roadblocks at major arterial routes linking our municipality, district and with other provinces and districts to check permits and adherence to the curfew, etc.;
- Joint law enforcement inspections at the malls, shops, spaza shops, taverns, etc.;
- Assisted in the issuing of permits by providing security, etc.
- Enforcement of compliance to the regulations at Cemeteries during funerals; and
- Conducted patrols to check compliance related to transport permits.

**Here are some of the challenges, the Department is experiencing**

*Table 26: challenges, the Department is experiencing & Remedial Action Required*

CHALLENGES	DESCRIPTION	REMEDIAL ACTION REQUIRED
Infections as results of the virus affecting some of the operations	Loss of some of our officers and operations affected when some officers had to be on quarantine and those who tested positive remaining in isolation.	Conduct risk assessment, ensure observance of hygiene protocols to minimize the risk. and ensure adequate PPE is provided
Filling of critical Vacancies.	High rate of shortage of staff in the Department causes capacity constraints.	Human Resource to fast-track filling of vacancies.
Roadblock Equipment.	Lack of equipment impact departmental performance negatively.	Availability of capital budget.
Poor two-way radio communication	Lack of equipment impact departmental performance negatively.	Sourcing or procuring high tech radio equipment to improve radio communication.
Road safety and Crime Prevention promotional materials.	Tear drops, Laptop, Camera, Gazibo, production of bulletin, etc.	Need for allocation of funds to the department (decentralization of funds).
Vehicle's shortages.	Vehicles that are damaged beyond repair do not	Suppliers accounts must be paid.



CHALLENGES	DESCRIPTION	REMEDIAL ACTION REQUIRED
	get replaced timely.	
Instability of telephone systems.	Unstable network negatively affects our telephone communication.	Stability of the IP telephone facility must be replaced.
Instability of IT network.	The instability of the IT network affects efficiency of the system in use.	Network stability must be ensured.
Maintenance of buildings and infrastructure.	Facilities Management need to attend to the following repair and maintenance: <ul style="list-style-type: none"> <li>• Lighting in offices</li> <li>• Air conditioner</li> <li>• Interior and exterior paintwork</li> <li>• Security equipment</li> </ul> Repair of damage caused by hail and rain to the building, ceiling panels.	The Facility Department must be capacitated to perform the necessary maintenance.
Availability of stock and cleaning material at the Municipality stores.	The lack of stock and materials at the Municipality stores affect health and safety of staff and members of public.	Management must sustain stock levels in stores.
Blood kids.	Managing and testing drivers for drunk and driving.	Availability of funds for procurement for blood kids.

## Super By-Laws

<b>MANAGER</b>	<b>Mr. J Sesing</b>
<b>LOCATION</b>	<b>1<sup>st</sup> Floor, Room 259, Trustbank Building, Vanderbijlpark</b>

The Emfuleni Local Municipality Super By-law Department's function is to develop and enforce municipal by-laws in order to ensure that the municipality secures efficient and effective service delivery to the communities. The Department also strives to improve community relations by increasing the quality and quantity of contact between citizens and Law Enforcement Agencies. The Super By-laws Department is responsible for the development and enforcement of By-Laws.

### By-Law Enforcement

With regards to its function of by-law enforcements, the Department attends to by-law infringements and all enquiries received related to by-law violations.

Amongst its activities are, in terms of enforcing by-laws and crime prevention, the Super by-law Department target and patrol areas based on identified threat analysis and pattern, and it also: -



- Conducts self-directed operations. There are also joint by-law enforcement operations with various municipal departments, such as Traffic Department, Property Section, Waste Management Department.
- Conducts joint operations in identified high-risk areas in support of the South African Police Service (SAPS). The Department also works closely with other external agencies such as Red Ants, Home affairs Department and other municipalities within Gauteng province, also with other provincial and national government departments to uphold law in general and deal with law contravention
- Focus on detecting petty offences including by-law offences and minor crimes.
- Assist in curbing general anti-social behavior, e.g., urinating in public, drinking in public, etc.
- Conduct regular stops and searches of suspected vehicles aim to prevent the occurrence of road traffic offences by means of preventative patrols.
- Respond, attend to, safeguard and investigate reported by-law infringement accidents and incidents.
- Assist in reducing traffic congestion and accident hazards, and improve road user security.
- Promote law compliance in general to reduce the number of crime incidents.
- Maintain high levels of visibility in targeted crime and disorder hot spots.
- Social Crime Prevention conducted campaigns are conducted in respect of school safety, substances abuse awareness, Crime Prevention through environmental design, and Youth Crime Prevention alongside various relevant stakeholders.

When the National State of Disaster was declared by the President on the 15 March 2020, more emphasis was put on law enforcement together with the SAPS, Gauteng Traffic Police and the Army to ensure compliance to the Lockdown Regulations by:

- Holding joint roadblocks at major arterial routes linking our municipality, district and with other provinces and districts to check permits and adherence to the curfew, etc.;
- Joint law enforcement inspections at the malls, shops, spaza shops, taverns, etc.;
- Assisted in the issuing of permits by providing security, etc.
- Enforcement of compliance to the regulations at Cemeteries during funerals; and
- Conducted patrols to check compliance related to transport permits.

### **By-Law Development**

With regard to the function of by-law development the Super By-law Department develops new by-law and review of existing by-laws. The reviewing of by-laws means that each existing bylaw is being comprehensively considered to determine whether it can still be amended or there is a need to repeal and replace it with a new bylaw. Where there have never been any by-laws new by-laws are being developed. The development of by-laws is therefore a work in progress.

There are 16 By-Laws which have been developed by the Department. The By-Laws that have been developed and promulgated are the following By-Laws;

- |                                   |                                  |
|-----------------------------------|----------------------------------|
| a. Solid Waste Management by-law  | <i>(promulgated 29 May 2019)</i> |
| b. Air Quality Management by-laws | <i>(promulgated 29 May 2019)</i> |

- c. Electricity supply by-laws (promulgated 29 May 2019)
- d. Parking by-laws (promulgated 30 December 2020)
- e. Fire safety by-law by-laws (promulgated 29 May 2019)
- f. Water and sanitation by-law (promulgated 21 May 2004)

The draft by-laws that have been developed and still to be approved and promulgated are the following:

- (a) Management and control of informal settlements;
- (b) Street trading;
- (c) Derelict and unsightly buildings;
- (d) Parks and Public open space by-law;
- (e) Outdoor Advertising By-Law;
- (f) Public Road Reserve By-Laws;
- (g) Public amenities by-laws;
- (h) Keeping of animals, birds and poultry;
- (i) Public nuisance by-law; and
- (j) The Hire and Use of Community, Arts and Culture and Sports and Recreation Facilities;

The copies of all the aforesaid by-laws are available on the website of the Municipality under the icon “documents”.

**Below are some of the identified challenges**

*Table 27: identified challenges&Remedial Action Required*

Challenges	Description	Remedial Action Required
Shortage of personnel	High rate of shortage of staff in the Department causes capacity constraints	Having a new organogram approved and start recruitment thus increase and capacitate the department.
Lack of suitable storage for impounded perishables non-perishable goods.	There is no proper storage for impounded goods. Impounded goods end up being stored in an inadequate facility can be damaged and/or lost	Facilities Department must obtain and develop a proper storage space for impounded perishables non-perishable goods.
Delay in the approval of by-laws	There has not been committee sitting for approving the by-laws for a prolonged period	Fast track approval of draft by-law processes and finalise promulgation process.
Lack of proper and road worthy vehicles	Daily patrols cannot be extended to reach all problematic areas due shortage of cars.	Purchase new vehicle through fleet management department
Infections as results of the virus affecting some of the operations	officers and operations affected when some officers had to be on quarantine and those who tested positive remaining in isolation.	Conduct risk assessment, ensure observance of hygiene protocols to minimize the risk. and ensure adequate PPE is provided

Filling of critical Vacancies.	Most officers are acting based on unfilled vacancies	Human Resource to fast-track filling of vacancies.
Roadblock Equipment.	Lack of equipment impact departmental performance negatively.	Availability of capital budget.
Availability of stock and cleaning material at the Municipality stores.	The lack of stock and materials at the Municipality stores affect health and safety of staff and members of public.	Management must sustain stock levels in stores.

### 3.3.4 PUBLIC WORKS

NAME OF CLUSTER	PUBLIC WORKS
POLITICAL HEAD/MEMBER OF THE MAYORAL COMMITTEE (MAYCO) FOR ENVIRONMENTAL MANAGEMENT & PLANNING	CLLR. JONAS RADEBE
POLITICAL HEAD/MEMBER OF THE MAYORAL COMMITTEE (MAYCO) FOR ELECTRICITY, ROADS & STORM WATER & SANITATION	CLLR. VINCENT JONES
MEMBER OF EXECUTIVE COMMITTEE (EXCO)	MS. REFILWE MOKGOSI
LOCATION OF CLUSTER	3 <sup>rd</sup> FLOOR, OK BUILDING
STRATEGIES	<i>Sedibeng's GDS 3: Renew Our Communities; Revive Our Communities; Reintegrate the Communities; Gauteng's TMRs Pillars; Radical Economic Transformation; Decisive Spatial Transformation; Re-industrialization of Gauteng Province; Modernization of the Economy;</i>

#### Electricity, Roads & Storm Water & Sanitation

#### Roads & Storm Water

It is the mandate of the Roads and Storm Water to better the lives of the motorist and community for a safer passage on our roads and have functional storm water network throughout the ELM municipality.



## Statistical Information of Existing Infrastructure

Table 28: Statistical Information of Existing Infrastructure

Roads		Roads Traffic Signs & Markings		Stormwater	
Tarred Roads	1 645	Traffic Signs	14 602 No	Stormwater	530
Gravel roads	1054	Road Markings	158 445m <sup>2</sup>	Lined Canals	44km
				Unlined Canals	169
				Catch-pits	12 270no

## Statistic of Roads and Stormwater

Table 29: Statistic of Roads and Stormwater

Tarred Roads	Gravel roads	Stormwater Pipes	Stormwater Catch Pits	Road Markings	Traffic Signs	Open Stormwater Channels
1 645km	1054km	530km	12 270 numbers	158 445 square meters	14602 numbers	213km

## Strategy for Current Roads Rehabilitation Contract

Table 30: Strategy for Current Roads Rehabilitation Contract

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

A total of R 343 million is required to address the urgent resurfacing maintenance needs of tarred roads.

## Achievements and Challenges

In regards to annual maintenance of roads and storm water, the table below indicates achievements for 2018/19, 2019/20, 2020/21 and 21/22 (mid-term) financial year.

Table 31: Achievements and Challenges

Key Activities	Actual Achievement (18/19)	Actual Achievement (19/20)	Actual Achievement (20/21)	Actual Achievement (21/22Mid-term)
Road Re-sealing	14.12km	3.998km	9.10 km	4.1 km
Pothole's patching	7220.73 m2	6 119.92 m2	1280.27m2	453.27 m2

Stormwater catch pits cleaned	788 no.	N/A	N/A	N/A
Concrete channels cleaned	1270 m	N/A	N/A	N/A
Stormwater concrete pipes cleaned	409m	N/A	N/A	N/A
Stormwater (Concrete and gravel canals, pipes)	N/A	N/A	4826 m	671 m
Roads Marking Maintained	6537.6 m2	N/A	N/A	N/A
Road traffic signs replaced	326 no.	N/A	N/A	N/A
Gravel Roads Maintained	199.04 km	121.85 km	2.6km	38.9 km
Gravel channels cleaned	1108.3 m	N/A	N/A	N/A

Emfuleni managed to align the road maintenance programmes and rehabilitation programmes such as gravel base layer repairs, surface layer rejuvenation and resealing activities with the budget allocation. These addressed challenges that were faced by the municipality of poor availability of maintenance plant and machinery. The intervention from provincial roads and transport in the program of patching potholes and re-gravelling our roads has given the Emfuleni Roads & Storm water a relief as the shortage of resources has been a major challenge. Practically, as is now the programme is achievable through the use of hired plant and machinery. Taking into account the current size of the workforce available, which has about 79% vacant positions, the municipality is looking at recruiting trained personnel and even at expediting the process of acquiring the training and skills development programmes for existing persons. The patching of potholes rehabilitation and reseal of tarred roads provided daily sustainable tar road maintenance to 1645 km of tarred roads.

#### Potholes Patched

In the 2018/2019 period, 7 220.23 m2 of Potholes Patched  
 In the 2019/2020 period, 6 119.92 m2 of Potholes Patched  
 In the 2020/2021 period, 1280.27 m2 of Potholes Patched  
 In the 2021/2022 (Mid-term) period, 453.27 m2 of Potholes Patched

#### Resealed and Rehabilitated

In the 2018/2019 period, a total of 14.12 km of tarred roads were resealed and rehabilitated, in the 2019/2020 period, a total of 3.998 km of tarred roads were resealed and rehabilitated, in the 2020/2021 period only a total of 9.10 km of tarred roads were resealed and rehabilitated, and in the 2021/2022 (Mid-term) period only a total of 4.01 km of tarred roads were resealed and rehabilitated.

#### Intervention by GPDRT

Three roads in Sebokeng namely King Moshoeshoe, Vilakazi and Adams roads were resealed and completed by the GPDRT in the 2019-2020 financial year. In the current financial year 2020-21, GPDRT is resealing about 22 roads, when completed about 72.8km of roads will be resealed.

#### Re-gravelling, Grading and Rip & Re-compact of gravel roads

The following is the achievements on the 1 054 km gravel road maintenance:

- In the 2018/2019 period only a total of 199 km of gravel roads were maintained,
- In the 2019/2020 period only a total of 121.85 km of gravel roads were maintained,
- In the 2020/2021 period only a total of 2.6 km of gravel roads were maintained,
- In the 2021/2022 (Mid-Term) period only a total of 38.9 km of gravel roads were maintained.

### Road traffic signs, Street name boards and Road Markings

Erection of road traffic signs and street name boards, provided a daily sustainable road sign maintenance of 14 602 in number. 326 number of traffic signs were erected in 2018/2019 period. Road Markings, Provided a daily sustainable road markings maintenance area of 158 445m<sup>2</sup>. The 6537.6 m<sup>2</sup> was completed in 2018/2019 period. Due to financial constraints in the financial 2021/22 the municipality could not erect signs.

### Cleaning of Storm Water Pipes, Lined, Unlined Channels & Catch Pits

Cleaning of Storm water pipes, lined, unlined channels and Catch pits provided daily sustainable storm water system maintenance to some 12 270 catch pits, 213km channels and 508 km pipes. In the 2018/2019 period, 1108.3 gravel canal cleaned, 1270m concrete canals cleaned, 788 storm water catch pits cleaned, 409 storm water catch pits cleaned. In the 2020 - 2021 Mid- Term period, 4826 m Stormwater (Concrete and gravel canals, pipes) routine maintenance on the infrastructure is done by internal teams with the help of service providers using hired plant, this is also not measure on the department s performance.

### Some of the challenges encountered

Table 32: Some of the challenges encountered

Challenges	Description	Remedial Action Required
Infections as results of the virus affecting some of the operations	Loss of some of our officers and operations affected when some officers had to be on quarantine and those who tested positive remaining in isolation.	Conduct risk assessment, ensure observance of hygiene protocols to minimize the risk. and ensure adequate PPE is provided
Filling of critical Vacancies.	High rate of shortage of staff in the Department causes capacity constraints.	Human Resource to fast-track filling of vacancies.
Roadblock Equipment.	Lack of equipment impact departmental performance negatively.	Availability of capital budget.
Vehicle's shortages.	Vehicles that are damaged beyond repair do not get replaced timely.	Suppliers accounts must be paid.
Instability of	Unstable network negatively affects	Stability of the IP telephone



telephone systems.	our telephone communication.	facility must be replaced.
Instability of IT network.	The instability of the IT network affects efficiency of the system in use.	Network stability must be ensured.
Maintenance of buildings and infrastructure.	Facilities Management need to attend to the following repair and maintenance: <ul style="list-style-type: none"> <li>• Lighting in offices</li> <li>• Air conditioner</li> <li>• Interior and exterior paintwork</li> <li>• Security equipment</li> </ul> Repair of damage caused by hail and rain to the building, ceiling panels.	The Facility Department must be capacitated to perform the necessary maintenance.

## Electricity

### Statistical Information of Existing Infrastructure

The Electricity Department strategic objective is quality rendered, accessible, sustainable and reliable municipal services. The Emfuleni Local Municipality's Electrical Department is providing electricity to all the customers that are within the license area as issued by NERSA. Electricity department's vision is to have an uninterrupted electricity supply to customers and working public lights to improve safety and quality of life of ELM community.

The municipality is licensed to provide electricity mainly in the Vanderbijlpark, Bophelong, Boipatong, Ironsyde, Eatonsyde, Roshnee, Vaaloewer, Sebokeng Hostel, Rust-ter-Vaal and Vereeniging areas whilst Eskom has been licensed to provide electricity in the remaining areas. There is 98% electricity coverage to date. Free basic electricity of 50kWh/month is provided to registered indigents. Approximately 78% of electricity is sold to industrial and commercial customers and the remaining 22% is sold to domestic and agricultural customers and for the municipality's own use. The municipality aims to secure revenue for municipality through electricity sales. Tshepong Phase 3 Electrification Project (354 connections), designs are completed. Sebokeng Ext 30 Electrification (272 connections), the designs are completed.

The Municipality's electricity infrastructure is characterized by the following:

Table 33: The municipality's electricity infrastructure

Item	Quantity
Primary substations	38
Secondary substations	636
Miniature substations	505

High voltage cables (m)	80,488
High voltage overhead lines (m)	88,782
Low voltage cables (m)	1210,445
Low voltage overhead lines (m)	635,782
Streetlights	24 500
High mast lights	662
Traffic lights	124
Household with Prepaid electricity meters	70 089
Bulk Meters connected on-line	1391
Conventional electricity meters	13635

In the 2019 - 2020 financial year the Municipality procured new vending system and all pre-paid meters were migrated from the old system to a new system. The Municipality could not verify the number of prepaid meters previously due to no access to the vending system. After the new system was procured municipality is able to access the system. As of mid-term of financial 2021/2022, there are 70 089 active meters in the system. Some of the meters can only be verified through field audits.

The municipality is embarking in auditing the electricity prepaid meters to verify the actual electricity number of meters, as it's suspected that some of the houses could have duplicates where by meters were physically replaced and never removed on the system. The municipality has allocated 6% of the total revenue generated from electricity sales have been budgeted for the maintenance of the existing infrastructure.

#### Achievements and Challenges

In regards to annual maintenance of electricity department, the department indicates achievements for 2018 - 2019, 2019 - 2020, 2020 - 2021 and 2021 - 2022 (mid-term) financial year.

Table 34: Achievements and Challenges

Key Activities	Actual Achievement (19/20)	Actual Achievement (20/21)
Number of additional electricity connection of formal household with NERSA	20	16
Electricity restoration turnaround times after interruptions has been reported	96.11%	N/A
Additional proportion of large power user meters connected to on-line metered services	443	N/A
Percentage in electricity distribution losses reduced	23.94%	23.8%
Number of high mast lights retrofitted with energy saving lights	70	N/A

<b>Number of new electricity meters installed</b>	130	433
<b>Percentage of electricity infrastructure repairs and maintenance activities achieved</b>	20%	2

### **Energy Efficiency and Green Energy Initiatives**

ELM adheres to the international drive for energy efficiency and utilizes electricity equipment that has the highest possible level of efficiency.

This includes low loss transformers and the optimization of cable and overhead line systems to reduce “losses” to the minimum. Further use is made of more energy efficient lighting sources for public lighting (street lighting as well as traffic signals).

In 2019/20 financial year, 72 high mast lights were retrofitted (HPS lights were replaced with energy efficient lighting). Furthermore, with the change in technology the municipality is piloting LED lights as an initiative to save energy. The municipality also encourages the developers of new areas to make use of energy efficient building methods as well as solar power systems. In 2020/21 financial year, 41 high-mast lights are planned to be retrofitted (HPS lights were replaced with energy efficient lighting).

### **Number of additional electricity connection of formal household with NERSA**

In the 2020/21 financial year, 20 Number of additional electricity connection of formal household with completed. In the 2021 - 2022 mid-term financial year, 16 Number of additional electricity connection of formal household with completed.

### **Additional proportion of Large Power User meters connected to on-line metered services**

Installation of Large Power Users meters (LPU), a total of 1391 LPU’s had been moved from utilization of manual meter reading and transferred to meter on-line. The on-line system is live and customers can see and plan the consumption day by day. The new system has decrease time and human error during billing. It has furthermore contributed revenue collection an approximate amount of R15 000 monthly. In the 2020/21 financial year, 350 LPU meters connected to on-line metering.

### **Percentage in electricity distribution losses reduced**

In the 2020/21 financial year, 23.96% was achieved on electricity distribution losses. In the 2021/22 mid-term financial year, 23,8 % was achieved on electricity distribution losses. The reason for increase in the electricity losses by 1.6% is due to damaged pillar boxes which are easily accessible, increase in illegal connection, faulty meters due to no services provider not yet being appointed to assist with replacement and meter audit.

### **Number of public lighting repaired/ maintained**



In the 2019/20 financial year, 1156 public lighting repaired/ maintained. For the financial 2020/21 the electricity department continued to repair and maintain the public lighting.

### **Electricity restoration turnaround times after interruptions has been reported**

In the 2019/20 financial year, 96,11% of electricity restoration turnaround times after interruptions has been reported. For the financial ye 2020/21 the electricity continued to restore power outages.

The following were covered in the 2020/21 financial year:

- Bedworth Park 2 substation we replaced with 10x11KV, panels and batteries
- Vereeniging substation 88/11KV 20MVA burnt/damaged transformer replaced.
- Vereeniging Post Office, we installed 7 MV panels and battery charger.
- The damaged 3km underground cable in Three rivers area was replaced.
- Duncanville Repaired burnt Substation and replaced 4km underground cable.
- Duncanville replaced 7MV panels and battery charger and installed 3 robust doors
- Duncanville Substation 88/11kV 20MVA transformer was replaced
- Dicksonville substation 22KV transformer bay was serviced and switch online
- George Thabe Stadium, we installed new mini subs and repaired all floodlights
- Powerville 20 Repaired burnt substation and replaced with mini substation.
- Vereeniging post office we installed &MV panels and battery charger.
- Vereeniging DS replaced 20MVA transformer.
- Peace heaven Refurbished substation and MV ring upgraded from 6,6kV to 11kV.
- Repaired burnt substation and replaced with mini substation
- Vanderbijlpark NE3 substation replaced the 11kV panels
- Vanderbijlpark NE 3 substation replaced 20MVA transformer
- Vanderbijlpark NW 7 replaced 10MVA transformer and done emergency repairs
- Vanderbijlpark CE2 Fitchered Street replaced 2kM cable
- Town substation major maintenance on the 88kV and 11kV
- Bophelong (Movhango) replaced 124 pole transformers
- Retrofitted 125 high mast lights with LED energy-efficient lighting, in in areas such as Sebokeng, Boipatong, Sharpeville and Boitumelo.
- Muni substation refurbished transformer bay 1.
- Dicksonville substation refurbished transformer bay 1.
- Repaired vandalised Faraday Substation and Usco 5kV.
- Boipatong burnt substation repaired.

### **Illegal connections**

In dealing with illegal connections, the Municipality has installed special locking mechanisms in some of the meter boxes in the area. The aim is to reduce the chances of consumers connecting themselves illegally onto the reticulation system and also to keep the meter boxes locked at all times

for the safety of the households situated near these meter boxes. The Municipality has embarked on installation of robust doors in the substations to curb the theft and vandalism.

In 2019/20 financial year, 15 double substation wooden doors, 10 single wooden doors, 3 miniature substation doors and 30 high-mast doors were retrofitted with robust doors.

Free Basic Electricity (FBE) is provided to all registered indigents at 50kWh per month. FBE is provided to approximately 2808 consumers on a monthly basis.

## Challenges

The Municipality, as part of the strategic plan, continues to address challenges that affect service delivery due to the cable theft, meters bypass, vandalism of electrical infrastructure, ageing infrastructure etc. In addition, the Emfuleni Electricity Department is currently face with the following;

- High number of vacant positions that are critical to delivery of services.
- Shortage of fleet and plant has a negative impact to achieve turnaround time.
- Tools of trades.
- Shortage of material which prolongs the repair and response time.
- No control room system that assists to capture all complains reported by communities.
- No central Electricity building since the building burnt in 2018.
- Non- payment of service providers that lead to dishonour of service level agreements.

Table 35 : Challenges & Remedial Action Required

Challenges	Description	Remedial Action Required
Infections as results of the virus affecting some of the operations	Loss of some of our officers and operations affected when some officers had to be on quarantine and those who tested positive remaining in isolation.	Conduct risk assessment, ensure observance of hygiene protocols to minimize the risk. and ensure adequate PPE is provided
Filling of critical Vacancies.	High rate of shortage of staff in the Department causes capacity constraints.	Human Resource to fast-track filling of vacancies.
Lack of Tools, Special	Lack of equipment impact departmental performance negatively.	Availability of capital budget.
Vehicle's shortages.	Vehicles that are damaged beyond repair do not get replaced timely.	Suppliers accounts must be paid.
Instability of	Unstable network negatively affects	Stability of the IP telephone

telephone systems.	our telephone communication.	facility must be replaced.
Instability of IT network.	The instability of the IT network affects efficiency of the system in use.	Network stability must be ensured.
Maintenance of buildings and infrastructure.	Facilities Management need to attend to the following repair and maintenance: <ul style="list-style-type: none"> <li>• Lighting in offices</li> <li>• Air conditioner</li> <li>• Interior and exterior paintwork</li> <li>• Security equipment</li> </ul> Repair of damage caused by hail and rain to the building, ceiling panels.	The Facility Department must be capacitated to perform the necessary maintenance.
Availability of stock and cleaning material at the Municipality stores.	The lack of stock and materials at the Municipality stores affect, response time, repairs and health and safety of staff and members of public.	Management must sustain stock levels in stores.

## Environmental Management & Planning

Waste management in Emfuleni local municipality is categorized according to the following: household, illegal dumps, business and industrial refuse collection, informal settlements, CBD cleansing, and landfill sites operations and management. Waste is collected once a week to a total of 190,462 out of 221,690 households in ELM areas. The remainder of the households represents the informal settlements that are serviced through the removal of illegal dumps. The municipality collection is on average, being maintained on 53.85% and above on weekly curb side collection to all formal households.

Business waste is collected on a daily basis in the Vanderbijlpark and Vereeniging town centres, and weekly in other businesses, and all township areas. Street sweeping services are also being done daily in CBD areas of Vereeniging and Vanderbijlpark, and litter picking is done around outer business centres, Sebokeng taxi rank and all main roads.

The waste & landfill infrastructure consists of: Mini dump transfer stations, Landfill sites, and Mini Recycling Centre facility.

### Service Levels (Standard of Services)

- Household collection: Currently this Department provides a weekly household collection service to 190,462 households in all formal areas. The SDBIP was approved with a target of 40% household coverage (bi-weekly collection).
- Street sweeping services are done daily in CBD areas of Vereeniging and Vanderbijlpark, and litter picking in the outer business centers, Sebokeng taxi rank and all main roads on a weekly basis.



- The operations of Boitshepi, Palm Springs and Waldrift Landfill site are carried out on a daily basis and are outsourced to external operators
- Removal of illegal dumps is now being done on a continuous roster to include all wards and an average turnaround time of 4 to 5 weeks (as per approved program) and subject to the availability of vehicles.
- The mini recycling center in Evaton is operational and the re-claiming of all items that have a commercial value are collected in Evaton, Sebokeng, Vanderbijlpark and all landfill sites on a weekly basis.
- The provision of sustainable waste collection to all residents and continuous extension of service to areas not serviced, also safe disposal in landfill sites, and the following specific achievements were registered:
- Weekly household services increased from 190,108 out of 221,331 to 190,462 out of 221,690.

Landfill sites operator was appointed for the following 3 operational Landfill sites in Emfuleni Local Municipality:

- Boitshepi Landfill site; calculated lifespan to final closure: 2, 13 years
- Palm Springs landfill site; calculated lifespan to final closure: 19, 40 years.
- Waldrift Landfill site; calculated lifespan to final closure 3, 38 years.

### Achievements and challenges

Waste Management By-Laws were successfully updated, aligned with the NEM: Waste Act (Act 59 of 2008) and they have also been gazetted for implementation.

Table 36: Achievements and challenges

Key Activities	Target 18/19	Actual Achievement 18/19	Target 19/20	Actual Achievement 19/20	Target 20/21	Actual Achievement 20/21
Household Refuse Collection	50%	32%	67.50%	69.53%	40%	53,85%
Informal Settlements Collection	50%	3%	N/A	N/A	N/A	N/A
Illegal dumps removed	18,750m <sup>3</sup>	100,576m <sup>3</sup>	N/A	N/A	120,000m <sup>3</sup>	173,544m <sup>3</sup>
Landfill Compliance	95%	18%	95%	75%	40%	80,73%
Complaints Attended	N/A	N/A	85%	95.88%	N/A	N/A

### Household collection

In the 2019/20 financial year, 190,108 household waste collection carried out on the bi-weekly basis due to reduced capacity as result of financial constraints. The municipality continues to collect on the bi-weekly basis schedule in the current financial year 2020/21.

## Expanded Public Works Programme (EPWP) Program

The afternoon shift cleaning program was sustained in the CBDs as part of improving service delivery. All landfill sites (For Boitshepi and Waldrift, license renewal applications have been submitted to GDARD for extension as the current contract has lapsed) and transfer stations are now operating under approved individual registration certificates.

## Removal of illegal dumps

Removal of illegal dumps in all areas was achieved at 173,544m<sup>3</sup> in all the 45 wards. This was achieved through the support program implemented with the Gauteng Provincial Government.

In addition, the municipality hired additional fleet to augment the municipal fleet to improve the coverage of illegal dumps removal programme. The Mayoral Clean My City programme as well as the MMC responsible for *Ntirhisano* Friday and Saturday programme made the impacts in improving the environment of Emfuleni Local Municipality.

## Challenges

The Municipality experienced a drastic decline in the provision of household collection services due to the shortage of the fleet and personnel. The expiry of contracts of the EPWP participants and the Covid-19 Lockdown restrictions led to other staff members to work from home due to age and comorbidities. The Municipality targeted to attain for the 2020/2021 was 50% average collection, however it was difficult to realize.

The annual external auditing of the landfill sites could not be performed due to cash flow constraints which delayed the appointment of Environmental Assessment Practitioners for external audits and renew landfill sites licenses. Out of 3 landfill sites, one (1), Palm Springs is licensed.

The management of weighbridges hampered the billing of users in all the 3 landfill sites. The weighbridges were vandalised, and electricity and data cables were stolen due to ineffective security in the landfill sites. The municipality initiated the process to recruit general workers and other positions to increase the staff for waste collection and removal.

The rental of fleet will be used as a temporary measure to augment the aged municipality fleet. The appointment of consultants for the auditing and licensing of landfill sites was initiated through a tender process to appoint consultants. The benchmarking with other municipalities will be started to identify the more affordable system for the municipality due to financial constraints.

Table 37: Challenges & Remedial Action Required

Challenges	Description	Remedial Action Required
Infections as results of the virus affecting some of	Loss of some of our officers and operations affected when some officers had to be on	Conduct risk assessment, ensure observance of hygiene protocols to

Challenges	Description	Remedial Action Required
the operations	quarantine and those who tested positive remaining in isolation.	minimize the risk. and ensure adequate PPE is provided
Filling of critical Vacancies.	High rate of shortage of staff in the Department causes capacity constraints.	Human Resource to fast-track filling of vacancies.
Vehicle's shortages.	Vehicles that are damaged beyond repair do not get replaced timely.	Suppliers accounts must be paid.
Instability of telephone systems.	Unstable network negatively affects our telephone communication.	Stability of the IP telephone facility must be replaced.
Instability of IT network.	The instability of the IT network affects efficiency of the system in use.	Network stability must be ensured.
Maintenance of buildings and infrastructure.	Facilities Management need to attend to the following repair and maintenance: <ul style="list-style-type: none"> <li>● Lighting in offices</li> <li>● Air conditioner</li> <li>● Interior and exterior paintwork</li> <li>● Security equipment</li> </ul> Repair of damage caused by hail and rain to the building, ceiling panels.	The Facility Department must be capacitated to perform the necessary maintenance.
Availability of stock and cleaning material at the Municipality stores.	The lack of stock and materials at the Municipality stores affect, response time, repairs and health and safety of staff and members of public.	Management must sustain stock levels in stores.

## Environment

The latest Emfuleni Local Municipality (ELM) state of the environment report provides an insight into the environmental challenges facing the municipality which specifically include the following environmentally related problems. Particulate pollution in ELM exceeds international health standards by more than 200%. The quality of air is very poor. High levels of water pollution are found as a result of high levels of e-coli as well as heavy metals from industrial pollution both of which emanate from both inside and outside the Emfuleni Local Municipality.

Wetlands are highly sensitive and show serious signs of disturbance largely as a result of human settlements. Measures to improve environmental reporting across the municipality are urgently needed. The area was declared a Vaal Triangle Air Shed Priority area because of the poor quality of air that the citizens are breathing. The Environmental Management Plan is in the process of being developed.

## Air Pollution

The Vaal Triangle is an urban industrial heartland. The combination of industrial, domestic, transport, biomass burning, agriculture and other emission sources have led to degraded air quality over ELM's area. This in turn impacts on the health and wellbeing of people residing in the area. The air quality assessment results from simulated concentrations varied with ambient monitoring data of the area. The pollutant of concern in the area is inhalable particulate matter (PM10). The area was also selected to correspond with impact zones due to acute exposures to SO2 and NO2.



There are four (4) Air Quality Monitoring Stations in the area, and these stations monitor level of key pollutants of Sulphur Dioxide (SO<sub>2</sub>), Nitrogen Oxide (NO<sub>2</sub>), Carbon dioxide (CO<sub>2</sub>), Particulate Matter 10 (PM<sub>10</sub>), and Particulate Matter 2.5 (PM<sub>2.5</sub>). These monitoring stations are situated in Sebokeng, Sharpeville, Three Rivers and Vanderbijlpark.

### **Refuse Removal**

The municipality is removing waste from 189,912 households in the formal settlements and 30,223 in informal households. This service is provided internally by the Municipality with municipal owned trucks and hired trucks.

### **Cleansing of all CBD's (both in the cities and in townships)**

The Municipality conducts regular street sweeping and litter picking. These are carried out in the CBDs in Vereeniging and Vanderbijlpark. Internal municipal staff, using both municipal owned and hired trucks are responsible for these operations. In addition, the Municipality provides illegal dumps removal services using hired trucks and TLB's in the CBDs.

### **Electricity**

#### **Plans to increase revenue**

In addressing the non-technical losses that have been on the rise for the past quarters, the Electricity Department identified several causes (drivers) of the losses. The programme of action to curb these losses is put in place and executed against the target set. This 2021/22 implementation plan is revised in line with allocated budget. The envisage reduction is to reduce the losses from 24%% to a target of 22% by the financial year end. Table 1 below indicates a progress to date.

Table 1: Reduction of Electricity Losses Programmes:

- Large scale audit of residential meters
- Remove illegal electricity connections
- Improve demand meter reading accuracy for LPU's
- Expand the installation of check meters on the Eskom POD's
- Cost of Supply study
- Secure meter boxes
- POD tariffs analyzed

### **Roads & Storm Water**

### **Making use of pavements in waterlogged areas instead of tar**

As the department is entirely responsible for maintenance of all roads networks, this will need to be considered as a re-construction while taking into account that the storm water pipes need attention. Major work is needed on replacing the current storm water infrastructure due to collapses and smaller size pipes. Paved roads can work better and last longer if constructed well.

### **Use of plastic mash to keep non recyclable waste from the storm water system.**

This has caused major blockages as it was tried before at the 2 major subways catch pits on Boy Louw and Rhodes Avenue. The mash tends to collect all debris and therefore end up blocking water from going into the catch pits. Cleaning up of pavements and streets plays a major role in preventing waste into storm water systems.

## **Environmental Management Planning**

### **Plans to increase revenue**

- Billing of users in the landfill site through operational weighbridges.
- Revive prepaid service in collaboration with Building Control department.
- Conduct a census for business waste to increase the revenue.

### **Increasing jobs and supporting the local economy**

- Create more projects for EPWP.
- Recruitment of permanent staff.
- Support recycling waste initiatives.
- Promote waste cooperative to sustain waste collection.

### **Designated Point refuse collection system instead of street to street refuse collection. Using young people to collect refuse from houses and put them at this designated points.**

- Each ward should identify one suitable area for waste collection and removal, and deploy youth to remove move the waste from the houses to the designated spot.

### **Exploring other service delivery methods that encourage job creation**

- Create more project for EPWP.
- Recruitment of permanent staff.
- Support recycling waste initiatives.
- Promote waste cooperative to sustain waste collection.

### **Skills development unit that will ferociously seek funding from SETA's and place students in various departments and units in the municipality?**

- Landfill site management.
- Environmental and Education awareness (waste spectrum).
- Computer Literacy.

**Improve other systems that should help with revenue collection, for example, IT system**

- Linking of weighbridge system to IT Department for data capturing and billing of users.

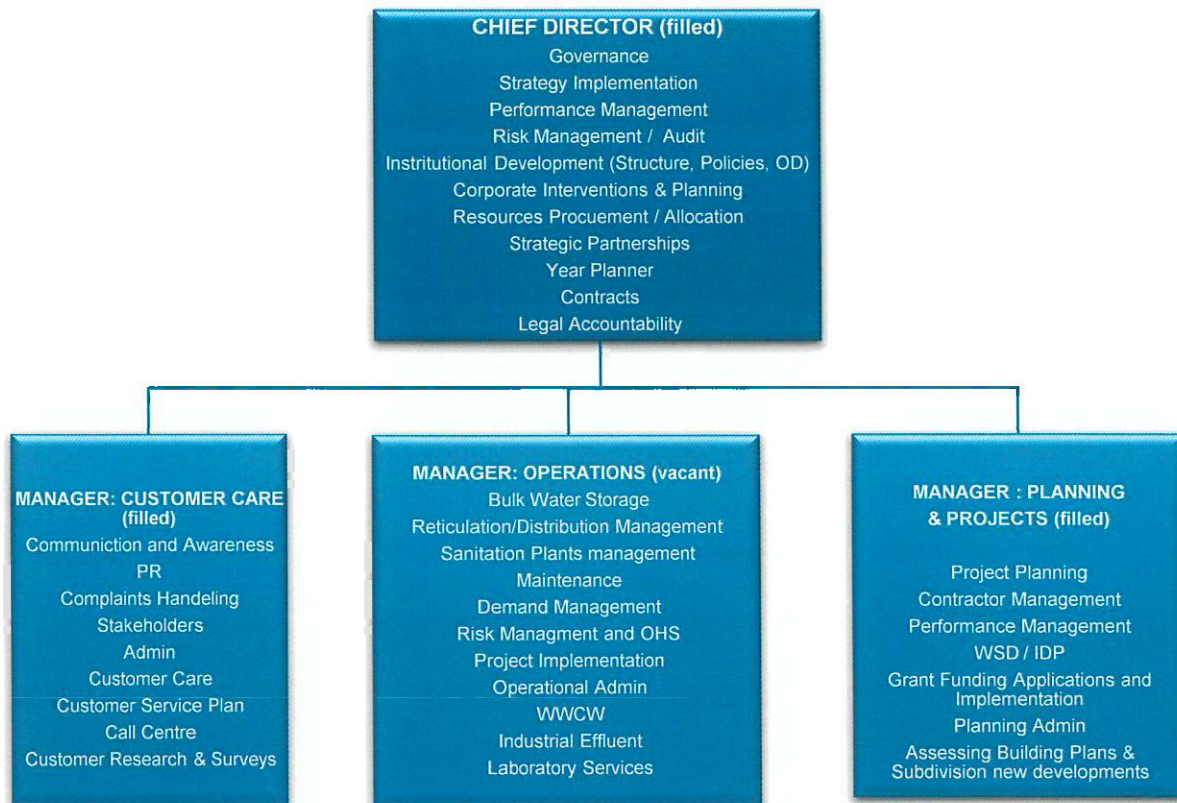
**3.3.5 METSI-A-LEKOA (WATER AND SANITATION)**

<b>NAME OF CLUSTER</b>	<b>PUBLIC WORKS</b>
<b>MEMBER OF THE MAYORAL COMMITTEE (MAYCO)</b>	<b>CLLR. VINCENT JONES</b>
<b>MEMBER OF EXECUTIVE COMMITTEE (EXCO)</b>	<b>MR. MADODA BESANI</b>
<b>LOCATION OF CLUSTER</b>	<b>No. 3, EASTMAN STREET, VANDERBIJLPARK</b>
<b>STRATEGIES</b>	<i>Sedibeng's GDS 3: Renew Our Communities; Revive Our Communities; Gauteng's TMRs Pillars; Re-Industrialization of Gauteng province; Modernisation of human settlements and urban development; decisive spatial transformation and Radical economic transformation;</i>

Metsi-a-Lekoa, the Water unit of Emfuleni Local Municipality, is responsible for the distribution of potable water, collection and conveyance of wastewater and the treatment of waste water. In addition to these functions, the unit also takes the responsibility for the maintenance of the water services systems and all costs associated with all the assets including maintenance, insurance, licensing and running costs. The following diagram depicts the business structure of Metsi-a-Lekoa.

Three of the current four top portfolio positions are filled namely Chief Director, Manager: Customer Care & Manager: Planning & Projects with the Manager: Operations currently vacant. The other critical vacant positions in the department include the four positions of Assistant Managers, Water, Sanitation, Waste Water Treatment Works and Maintenance.





### Key Performance Areas of the Cluster

Table 38: Key Performance Areas of the Cluster

IDP SO and GDS / ELM Focus Areas	Ref No (IDP Code)	Outcome Statement	Output Indicators
Renewing our communities, reviving a sustainable environment and reintegrating our region	BS.13	Improved water Conservation and Preservation.	Percentage achievement of all critical milestones on Water Conservation and Water Demand Management Programme due for the period.
	BS.14	Increased water management efficiencies due to better measurement using meters in all unmetered areas.	Number of new / additional water meters installed on previously unmetered areas of the municipality.
	BS.15	To control and manage the supply of water at entry points.	Number of check meters and valves installed at the Rand Water Supply points.
	BS.16	High levels of service continuity maintained.	Percentage maintenance of existing water meters in line with maintenance plan.
	BS.17	To increase compliance to health standards due to high quality potable water provision	Percentage compliance with the South African National Standards (SANS 241) on average for potable water quality.

	BS.18	High levels of service continuity maintained.	Percentage achievement to a turnaround time to restore all potable water service interruptions (current norm to comply with is 48 hours).
	BS.19	Increased control, management leading to more affordability of bulk water purchases with cost saving directed to service delivery.	Reduced bulk water purchases
	BS.20	To improve compliance levels of sanitation system in accordance with the standards.	Percentage compliance standards with discharge license requirements on effluent quality at 3 waste water care works
	BS.21		Percentage achievement to a compliance to turnaround time (24 hours) to restore waste water service interruptions after reported

## Challenges and Achievements

### Challenges

The water and sanitation challenges in Emfuleni Local Municipality have been compounding over a number of years. This was primarily caused by the accumulation of maintenance backlog on the water and sanitation infrastructure. The old and ageing infrastructure gradually failed due to the lack of routine maintenance and the increased demand for the services. Due to the size of the municipality, the problems ensued in proportional scale, with massive impact on municipal budget that could not cope with all the programmes.

The Water and sanitation Unit of the municipality, (Metsi-a-Lekoa) was supposed to be ring-fenced to optimize the utilization of resources meant for the specific mandate. The process was started around 2004 but was never properly concluded and this led to even the dismantling process of the unit as a stand-alone entity being obfuscated, resulting in the unit operating with a structure that was not congruent with the actual arrangements of staff.

Current constraints include, but are not limited to the following:

- 57% vacancy rate;
- No Operational budget allocation;
- No procurement of tools of trade;
- Limited availability of fleet;
- No telephone system;
- Electrical outages at the Metsi-a-Lekoa office;
- Vandalism of infrastructure (electrical cable theft), and
- Inadequate security services.

Service Delivery backlogs in the Department are escalating on a daily basis and the department is currently relying on service providers to assist with operational repairs and maintenance works. The limitation of personnel, tools of trade and vehicles results in afterhours work to be undertaken in order to limit the number of outstanding complaints and backlogs. The implementation of the Section 63 process by Department Water and Sanitation will address most of the current challenges experienced within the department.

## **Progress/Achievements**

### **Municipality**

- Two sewer projects were registered under MIG and include the upgrading and refurbishment of a gravity sewer pipeline located in Unitaspark as well as the upgrade of gravity sewers in the Three Rivers East & Three Rivers areas. Projects are currently underway and are progressing well.
- A total of 10 370 sewer complaints were received during the 2020/2021 financial year, of which 7 968 were completed. Resulting in a completion rate of 77%, this despite severe personnel, tools of trade and vehicle constraint (approximately 45% availability). The backlog in sewer spillages has resulted in The Department of Human Settlements, Water and Sanitation invoking Section 63 through the Water Services Act.
- Bulk Check meters were installed at the 22 Rand Water Bulk Connection points. A total of 28 meters were installed out of the total 31.
- Two additional bulk water projects were registered as part of the Covid-19 program and include the refurbishment of the Waterdal Pressure Station and the refurbishment of Control Valves and Equipment at the Vanderbijlpark Reservoirs. Service Providers were appointed 29 June 2021 and projects are yet to commence.
- A total of 4 790 water complaints and 3 140 water meter complaints were received for the 2020/21 financial year, of which 3 513 and 1 918 were completed respectively. This equates to a completion rate of 73% and 61% respectively, this despite severe personnel, tools of trade and vehicle constraint (approximately 45% availability).
- As part of the Covid-19 initiative the Department of Human Settlements, Water and Sanitation provided Emfuleni with a total of 171 JoJo tanks to be placed within informal area to ensure water supply to the communities. These tanks were filled on a daily basis by Emfuleni, allowing communities access to water.

### **Province/National**

- Sedibeng Regional Sanitation Scheme
  - Upgrade of Sebokeng Waste Water Treatment works Module 6 was completed and the plant was handed over and commissioned on 15 December 2020. Engineering Consultant was appointed for design of Module 7 (additional 50 MI) upgrade.
  - Sharpeville Household Leak Repair Program was undertaken during the 2020/21 financial year to address the extraneous flows in the sanitation system and also addressing the unaccounted-for water in the area. The project was implemented



and took 4 months. A total of 1494 Households were retrofitted under the program. The project employed 13 Local qualified plumbers and was completed in March 2021. It resulted in a 2Ml per day reduction in night time flows to Leeuwkuil Waste Water Treatment Works.

- A water conservation and demand management program were undertaken (Bantsho retrofitting Project). A total of 17 248 houses were audited and 1 506 stands were retrofitted out of a target of 1 422 and represents 106% of the project scope. A further door-to-door awareness campaign took place in Bophelong in March 2021.
- The DBSA completed a high-level school's assessment and identified 10 priority schools to be retrofitted. Service providers were appointed and internal work commenced on 8 identified schools.
- Industrial water meter audit project commenced on 15 February 2021 and ended on 15 March 2021. A total of 176 stands in Vereeniging were audited and 52 stands in Vanderbijlpark.

## COALITION REPORT

No	Descriptions	Required Action	Current Measures
1	Plans to increase revenue	Reduce losses  Install meters Industrial Effluent Effluent Reclamation Sludge handling Create charges not currently done for services rendered	WCWDM Project implementation - Current actions: Vehicles & Rand Water Foundation Projects (Bantsho household leak repair & Meter leak repairs) Project implementation Increase the number from 10 Section 63 Section 63 Operational budget required for WWTW and PS etc.
6	Tariffs	CPI Rand Water Increase Capex - Internal Funding for infrastructure replacement O&M budget requirements	
12	Designated Points Refuse Collection	Make use of Waste Transfer station	
16	Wayleave applications	Install fibre and charge  Rental/Basic Charge for existing fibre	Roll out of fibre in areas and rent out to Service providers

### 3.3.6 AGRICULTURE, LED, DEVELOPMENT PLANNING & TOURISM

<b>NAME OF CLUSTER</b>	<b>AGRICULTURE, LED, DEVELOPMENT PLANNING &amp; TOURISM</b>
<b>MEMBER OF THE MAYORAL COMMITTEE (MAYCO)</b>	<b>CLLR. MBUYISELO KANTSO</b>
<b>MEMBER OF EXECUTIVE COMMITTEE (EXCO)</b>	<b>MS. FELICITY HUMAN</b>
<b>LOCATION OF CLUSTER</b>	<b>3<sup>rd</sup> FLOOR, OK BUILDING</b>
<b>STRATEGIES</b>	<i>Sedibeng's GDS 3: Reinvent the economy, Reintegrate the region Gauteng's TMRs Pillars; Re-Industrialization of Gauteng province; Modernisation of human settlements and urban development; decisive spatial transformation and Radical economic transformation; Radical Economic Transformation; Decisive Spatial Transformation.</i>

## Properties

The Properties Department of the Municipality is responsible for the following: -

- Property Management of property- Immovable Properties owned by Municipality;
- **Selling** Immovable Properties Registered in the name of Municipality;
- **Leasing**, enhancing municipal revenue through municipal owned properties;
- **Converting leasehold** to title deed ownership;
- **Commercialized** - Facilitating economic growth through strategic property portfolio interventions;
- **Land Audit**- Update and Maintain Municipal Land Audit;
- Registration of **Servitudes**, and
- **Access Control** Applications.

Below are some of the challenges facing the Properties Department: -

- The Property Department is responsible for +- 11000 properties that are owned by the Municipality, and have challenges of limited members;
- Invasion of land and long processes for evictions;
- Poor working environment which delays the production and affects performance;
- Finalization of old transactions not yet registered or transferred to the applicant;
- Lack of resources e.g., Computers, deeds; and
- Limited staff members to perform the task.

Here are some of the achievements and progress registered, thus far: -

- Lists of 58 stands to be sold were compiled and the report was prepared and ready for presentations.
- A deed Dump with all Municipal Properties received from value - to update Land Audit.
- Rapid Land Release Programme approved and this will shape new direction to disposal of land in the Municipality.

The Department is working closely with DID to facilitate transfers between the Municipality and National Government or Provincial.

## Commercialization of property

- Facilitating economic growth through strategic property portfolio interventions.
- One property was commercialization; the development will commence as the lessee finalizes all the deposit required for the lease to be signed.

## Conversion of Lease

Converting leasehold to title deed ownership. Municipal together with Human Settlement they are progressing in converting title deed according to Conversion Act 1989, for the lease holder to have ownership.

## Leasing of Municipal Property

SDBIP performance 100% valid lease agreements for land and buildings leased.

## Land Use Management

<b>MANAGER</b>	<b>Mr. Lekgotla Motapane</b>
<b>LOCATION</b>	<b>Trust Bank Building Office 202</b>

<b>SEDIBENG STRATEGIC OBJECTIVE</b>	<b>EMFULENI STRATEGIC OBJECTIVE</b>	<b>KPA</b>	<b>LUM</b>
Renewal of our communities	Renewal of our communities	Land use management	Processing, evaluation, and finalization of lodged development applications.
Renewal of our communities	Renewal of our communities	Spatial Planning	<ol style="list-style-type: none"> <li>1. Formulation of development, urban renewal, and growth strategies</li> <li>2. Conceptualization of catalytic projects to promote public and private sector investments</li> </ol>
Renewal of our communities	Renewal of our communities	Geographic Information Systems	Providing spatial data to assist developmental perimeters and empower municipal asset management capacities
Good and financial sustainable governance	Renewal of our communities	Land Use inspectorate	Enhance good governance and revenue generation

## Emfuleni Spatial Development Framework

The Emfuleni Spatial Development Framework (ESDF) provides vital strategic thrust informing public and private sector investment and guides the integration of land use and transportation systems to facilitate the exploration of economic opportunity potentials. The proposed corridor development, the mega- human settlements corridor development, tourism corridor, Vaal River City, natural life sustaining open spaces, townships industrialisation modernisation plans and finalised detailed conceptualisation of Emfuleni as the future aerotropolis represent alignment with Gauteng Province



and Sedibeng District’s envisioned spatio-economic interventions as described in both Gauteng and Sedibeng’s developmental literature including the Gauteng and Sedibeng SDFs.

As conceived by Emfuleni, Sedibeng and Gauteng the aerotropolis will consist mainly of the airport, agro-processing zone, logistic hub and spatial economic zones, thus, engendering unprecedented economic opportunities in Sedibeng region.

The planned implementation of the above cited spatial strategic objectives is aligned with the National goals as expressed in the National of the National Development Plan (2030) with a view to reducing poverty and inequality through the transformation of the South African spatio-economic landscape.

The intention to transform and achieve desired outcomes will include, among other things; *“Public infrastructure investment at 10 percent of gross domestic product (GDP), financed through tariffs, public-private partnerships, taxes and loans and focused on transport, energy and water. Interventions to ensure environmental sustainability and resilience to future shocks. New spatial norms and standards – densifying cities, improving transport, locating jobs where people live, upgrading informal settlements and fixing housing market gaps”*.

#### Building Control Department

Building control Department currently operates from two customer centres /office, namely: Vanderbijlpark office and Sebokeng office.

#### Key performance areas

1. To ensure aesthetical, safe, healthy, habitable and well-constructed structures for the community through application and enforcement of the legislative provision, and
2. To ensure the applications for the approval of building plans are received processed evaluated and finalized within time frames stipulated in the Act (National Building Regulations and Building Standard Act 103 Of 1977), 30 days for buildings less than 500m2 and 60 days for buildings larger than 500m2.

### 3.4 NATIONAL, GAUTENG PROVINCIAL AND SEDIBENG DISTRICT’S INTERVENTIONS

#### Declaration of Section 139 (1)(b) & Section 139(5)(a) and the Outcomes

<b>NAME OF INTERVENTION</b>	<b>FINANCIAL RECOVERY PLAN (FRP) &amp; SECTION 139 ADMINISTRATION</b>
<b>LEAD ADMINISTRATOR</b>	<b>MR. GILBERTO MARTINS;</b> <i>B Arch (Wits) Arch SA MI Arch; BA Pol, Econ, Philos (UNISA), &amp; BA Hons Politics (UNISA)</i>
<b>MEMBERS OF THE ADMINISTRATORS TEAM</b>	<b>MR. SILAS ZIMU, (SERVICE DELIVERY &amp; INFRASTRUCTURE); MR. KGAUGELO MAHLABA &amp; MR.</b>

The two current interventions, namely: Financial Recovery Plan as approved in December 2018 and the implementation of the section 139 (1) (b) on the 1 August 2020 have both yielded a positive impact on the residents of Emfuleni and the respective business and community organizations. The interventions were led by the approval of the FRP in December of 2018, and this was followed up by the implementation of section 139 (1) (b).

Both these interventions are running concurrently and at times the deliverables of the FRP and for the section 139 (1) (b) coincide however in numerous instances they do not integrate to each other, which results in difficult implementation due to the current operational model. The FRP eight strategic pillars with the deliverables, timeframes and reporting requirements some of which have not been achieved, equally are part of the section 139 (1) (b) of the terms of reference of the section 139 (1) (b) to be delivered. The section 139 (1) (b) has identified 3 focus areas, namely: Financial Management, Supply Chain Management and Infrastructure/Service Delivery, noting that these equally find expression in the FRP.

In both these interventions much progress has been attained however in noting the situation that the Municipality found itself in at the commencement of these implementation, the allocated time frames to deliver on the outcomes has been underestimated, to ensure that a turnaround strategy for the municipality is achieved on completion of these interventions.

The biggest challenge that has hindered the ability of both the FRP implementation and the Section 139 (1) (b) implementation has been the financial constraints that the municipality found itself in in the inception of the interventions, and currently still finds itself in, better but still under severe financial pressure. It should be noted that these financial constraints or not limited to the bulk service providers such as ESKOM and Rand Water but equally include the day-to-day service delivery providers which provide 70% of the outsourced service delivery requirements to the residents of Emfuleni. Notwithstanding the various challenges that have arisen during these time frames gains have been made by both intervention strategies.

These gains have translated into positive impacts on the communities of Emfuleni and has created a working relationship with both the residents of Emfuleni and the service providers of the municipality. When one combines these two interventions with the additional support that has been made available by various Gauteng Provincial Departments and National Departments there is an overwhelming positiveness that can be seen.

The resurfacing of roads for the Gauteng Department of Transport the provision of waste services equipment by the Gauteng Department of Agriculture and Rural Development the completion of module 6 sewage pump station developed by the National Department of Water and Sanitation and the assistance with technical knowledge and support by MISA are some of such interventions that have further contributed to the turnaround of the municipality and its residence.

The latest intervention by the National Department of Water and Sanitation of the section 63 with the implementing agent being Rand water further provides a positive impact on the communities of

Emfuleni. All of these initiatives not planned for at the outset of the interventions have had a positive impact but equally have required additional time and human resources.

When one underpins all of this with the proposed creation and development of the Vaal City Region and the importance of a stable municipality to be fully operational and functioning, it is critical to ensure that the region attracts investors. Furthermore, Emfuleni as a hub of manufacturing must ensure that it maintains the provision of uninterrupted bulk services such as water and electricity to ensure that these manufacturing giants do not uproot and move their entire operations to other municipalities, a constant threat that it is currently facing. The impact of such an event would be the further loss of thousands of jobs in the current depressed and high in unemployment rate area

The importance of reaching a conclusion and delivery of all the set out intervention objectives is critical for the long-term success of the municipality. The end result will be that Emfuleni Municipality will have been turned around, and would be delivering on their mandate and providing effective and efficient service delivery.

**3.5 SECTION 63 INTERVENTIONS**

NAME OF INTERVENTION	SECTION 63 INTERVENTION
MEMBER OF THE MAYORAL COMMITTEE (MAYCO)	MMC VINCENT JONES
MEMBER OF THE EXECUTIVE COMMITTEE (EXCO)	MR. MADODA BESANI

The poor state of governance and financial management in Emfuleni Local Municipality (LM) has resulted into minimal maintenance of the water and sanitation infrastructure that is ageing. This has resulted in spillages to surrounding communities and the Vaal River. The Gauteng Provincial Executive Committee invoked Section 139 (1) (b) and (5) (a) intervention of the Constitution and on 04 February 2021, a Ministerial meeting was held to discuss water services challenges facing Emfuleni Local Municipality and a decision was taken that the Department of Water and Sanitation will intervene and implement Section 63 of the Water Services Act of 1997 to Emfuleni Local Municipality.

On 21 April 2021, the Minister of Water and Sanitation issued a Directive appointing Rand Water at Emfuleni Local Municipality (ELM) to rehabilitate Vaal River Integrated System, and simultaneously capacitate the Municipality to manage operations. Rand Water is expected to implement Operations & Maintenance at a cost of R600 million per annum (R341 million for sanitation and R259 million) funded by the Department while refurbishments and upgrades will be implemented by DWS.

**Scope Outline**

**(a) Management of Water Services**

Rand Water identified the need to take control of the resources to be seconded to this project from the Municipality (RW to be fully in control of the Metsi-a-Lekoa human



resources), effective metering, billing and revenue recovery, and procurement of goods and services for the project.

**(b) Operation and Maintenances**

Operations and Maintenance costs for running full water services in the municipality – sanitation system and water reticulation systems. The costs for these activities were estimated from management accounts of ELM, and it should be noted that currently the water services departments are not fully capacitated in terms of both human resource and equipment. Rand Water amended the figures to reflect costs associated with fully capacitated units.

**(c) Repairs and Maintenance**

Repairs and maintenance relate to all those items of infrastructure that were deemed critical in the efficient running of the plants or systems.

**(d) Efficiency Improvements (Pressure Reducing Valves and other measures)**

Water Losses in Emfuleni LM account for almost 40% of water purchased from Rand Water. The efficiency enhancements will be covered by the bigger refurbishments and upgrades scope of DWS.

**(e) Beneficiation Projects**

Modern Waste Water Treatment Works strive to optimise operational costs and minimize negative environmental impact. Possible construction of a Waste Water Reclamation plant investigated to possibly supply 50MI/d of industrial grade water to Sasol Chemicals. There are also opportunities to beneficiate from the sludge (a by-product of the waste water treatment process) which can be exploited.

**THE CORPORATIVE GOVERNANCE & TRADITIONAL AFFAIRS INTERVENTIONS**

Provincial and National CoGTA have collaborative contributed markedly towards the capacitation of the Emfuleni Municipality to meet at least its minimum constitutionally founded operational and strategic mandates, such as streamlining of land use administrative functions, formulation of land development policies (e.g. single land use scheme, land use audit and Geographic Information System) and spatial planning intervention plans (e.g. Rietkuil local spatial framework) and secondment of critical skills to Emfuleni at no cost to the host (e.g. town planner and GIS technicians).

**THE GAUTENG DEPARTMENT OF AGRICULTURE & RURAL DEVELOPMENT**

Wards 25, 27, 28, 30, 17 were assisted with the wetland cleaning programme which covered the Rietspruit and Sebokeng wet lands. This was a joint program between the Emfuleni Local Municipality and the Gauteng Department of Agriculture and Rural Development (GDARD).

The Municipality distributed bins 17,220 out of the 20,000 bins donated by GDARD and 128 bins of the remaining bins from the Evaton Renewal Programme. The municipality received support to register individual recyclers into cooperatives in order to formalise them to participate in the local economy. The municipality is expecting to receive about 27 trucks from GDARD to assist the municipality in eradicating the waste collection backlog.

## CHAPTER 4

### 4. STRATEGY PHASE

This important chapter starts by outlining a general perspective on the challenges detailed in this 2022 – 2026 Integrated Development Plan (IDP). It also reflects on the areas of focus that, Emfuleni Local Municipality feels should be priorities in overcoming its existing challenges. For each priority, we discuss its importance, and how it should be contributing to overcoming the existing challenges.

#### 4.1 Problems Statement

Sedibeng as a region displays some of the highest unemployment rates in the country. These rates are ranging between 34.2% and 56.2% resulting in the highest poverty levels in Gauteng province. A total of 42.6% (271 398) of the Sedibeng population is employed. This is based on the Quality Labour Force Survey for the year ending in the third quarter of 2020 (Q3). The survey further shows that the labour force participation rate has decreased from 61.3% to 52.5% during the period under review. Unfortunately, a breakdown by District is currently not available. It is interesting to note that the total number of economically active age group in the Gauteng non-metro area increased from 1 288 830 in 2016 to 1 364 000 in the third quarter of 2022. This shows an increase of 75 170 individuals. Car theft rates in South Africa have also increased dramatically. According to StatsSA Vereeniging is ranked 23<sup>rd</sup> while Vanderbijlpark is ranked 15<sup>th</sup> in this type of crime.

In general, as revealed in the recent crime statistics by the South African Police Service, Sedibeng has one of the lowest crimes rates in the Gauteng province and in the country. However, Evaton (Emfuleni Municipality) has one of the highest kidnapping rates in South African while Vereeniging and Vanderbijlpark (both in the Emfuleni) have one of the highest rates in human trafficking.

Another major problem is the pollution of water resulting from collapsed sewer networks and this had multiple effects on the socio-economy of the entire district, halting development, affecting tourism, aqua marine, fishing and other sporting events. In 2018, the manufacturing sector was the largest contributor to the regional economy, accounting for R14.7 billion or 23% of the total GVA in the district's economy. The sector that contributes the second most to the GBV is the community services sector at 23.7%, followed by the finance sector at 20.5%. The sector that contributes the least is the agriculture sector with a contribution of R668 million or 1.08% of the total GVA.

#### 4.2 The 2022 – 2026 EMFULENI STRATEGY

The Vaal River Intervention and the Sedibeng Sewer Scheme remain the priority catalytic projects to unlock socio-economic opportunities. Other prioritised projects include urban renewal in the Central Business Districts (CBDs). This will include tarring of main roads, fixing of robots or streetlights, fixing of potholes, cleaning of the Vaal River, maintenance of parks and other related infrastructure to kick-start business investment and tourism. In the medium term, the Vaal River will provide



immense opportunities for the development of a new economy with a potential to unlock additional socio-economic opportunities.

The strategy detailed below outlines a range of co-ordinated efforts of the Municipality.

- Infrastructure and economic master-planning processes that are geared towards developing our Municipality. The Special Economic Zone (SEZ) programme as discussed in this document will go a long way in revitalising the local economy.
- The integration of all potential economic development activities that will underpin the sustainability of the all plans put in place to help us realise this strategy. This will be achieved through constant interaction between the Municipality and organised business in the region.
- The revitalisation and repositioning of the region as the hub of industrialisation in the province of Gauteng. The Municipality aims to clean up its act and to position itself as a business destination of choice. This could be achieved through the elimination of corruption (both perceived and real) as well as through the delivery of reliable and good quality services.
- The rehabilitation of our road infrastructure. As stated in this programme, the Municipality aims to repair all existing streets and roads in the areas that need attention during the stipulated 5 years’ period. This will go a long way in enhancing the image of the Municipality as an agent of effective change. It will also enhance the image of the region and, by extension, ensure that businesses are happy to conduct their business in the region.

The Municipality is serious in ensuring that this strategy is realised. A coordinated effort will be put in place in making this a reality.

**The 5-legged 2022 – 2026 Emfuleni Strategy is as follows:**

Corporate Governance & Public Participation	Economic Development & Spatial Planning
<p><b>Active community participation:</b></p> <ul style="list-style-type: none"> <li>▪ Ward based Community meetings.</li> </ul> <p><b>Business trust:</b></p> <ul style="list-style-type: none"> <li>▪ Consultation and clear communication.</li> <li>▪ Good and realistic turnaround time.</li> </ul> <p><b>Education and awareness campaigns:</b></p> <ul style="list-style-type: none"> <li>▪ Educate community in terms of vandalism that causes damage to service delivery infrastructure, i.e. Electricity, Water, Sanitation, Roads etc.</li> <li>▪ Educate community on importance of paying for the services rendered</li> </ul>	<p>A Developmental Local Government must create capacity to address the critical issues of poverty, unemployment and inequality.</p> <p>To grow our economy, through Local Economic Development we must plan carefully with our available resources such as Land, People, Infrastructure and Finances.</p> <p>In the medium Term the ELM aims to implement a series of interventions that promote economic transformation.</p> <p>The municipality intends to develop capacity to implement programmes on the following:</p> <ul style="list-style-type: none"> <li>▪ Waste to energy projects</li> <li>▪ Alternative sources of energy to minimize dependency on Eskom</li> <li>▪ Reclamation and recycling of waste water projects</li> <li>▪ Water conservation</li> <li>▪ Ground water exploitation</li> <li>▪ Smart technologies- Revenue Enhancement</li> </ul>

Technologies, Smart grids, etc.

#### **On Land Use Management**

- Our Focus on Agriculture will be:
  - To reserve areas for agricultural purposes and making way for niche market agricultural produce , while helping emerging local farmers and job creation;
  - To create agricultural hubs to protect natural resources and high potential agricultural soils;
  - Help emerging local farmers and job creation.
- On Tourism we plan to:
  - Develop the local tourist industry in Emerald Casino, Sharpeville memorial precinct and the Vaal river in order to attract weekend visitors.

#### **On Transportation**

The road network enhances the economic development and provides for the safety of all road users within Emfuleni Local Municipality.

The following strategies will be implemented to ensure adequate maintenance of road networks to enhance economic activity:

- **Rehabilitation of Tarred Roads** - resealing of tarred roads to prolong the lifespan of the tar roads.
- **Gravelling of roads and upgrading to Tar/Surfaced** - Annual Maintenance Plan for the maintenance and prepare Business Plans for the upgrading of existing gravel network to tar via the MIG grant.
- **Pothole Patching** – Allocate less than 40% of the budget towards patching of potholes programme in all townships/suburbs where the Rehabilitation of Tarred Roads Programme has not being reached.
- **Upgrading of Storm water Systems** – The programme will focus on protection of the properties from flooding during rain seasons and the overall protection of the ecosystem.
- **Road Classification and Weigh Bridge System** – To ensure that the movement of Heavy Vehicles is aligned to road class and structural capacity.

#### **On Water and Sanitation**

The sector struggles from an infrastructure backlog and the municipality must investigate appropriate institutional options for service delivery such as corporatization of Metsi-a-Lekoa.

	<p>The economic development interventions include developing bulk infrastructure capacity for the following mega projects:</p> <ul style="list-style-type: none"> <li>▪ The Development of the Vaal River City</li> <li>▪ The Development of a Special Economic Zone (SEZ) linked to Logistical Centre</li> <li>▪ Development of Large Scale / Mega Housing Projects</li> </ul> <p><b>On Electricity</b></p> <p>This sector also struggles from an infrastructure backlog and the municipality must investigate appropriate institutional options for service delivery such as establishment of an Electricity Utility.</p> <p>Develop Integrated Energy Plan.</p> <p>Update the Energy plan regularly to align with National priorities (NDP) and guidelines.</p> <p>Programs to include:</p> <ul style="list-style-type: none"> <li>• Alternative Energy sources</li> <li>• Independent Power Producers (IPP's)</li> </ul> <p><b>On ICT and Telecommunications</b></p> <p>Develop guidelines that accelerate the installation of telecommunications infrastructure to enable smart city capability.</p> <p><b>Local Economic Development interventions, i.e.</b></p> <ul style="list-style-type: none"> <li>▪ <b>Re-development of Manufacturing &amp; Industrial Sector</b> (retain steel industry, beneficiation &amp; value add, export promotion, innovation, green industries, agro-processing, hydroponics, cluster development).</li> <li>▪ <b>Small Business Development, Entrepreneurship &amp; Job Creation</b> (job centres, training, mentors, access to finance, youth development, skills development, interns, EPWP, Youth programmes, cooperatives).</li> <li>▪ <b>Township Revitalization</b> (improved linkages, entrepreneurship development, incubation, start-up funding, industrial development, tourism, infrastructure, informal trade, market links, and concentrated agriculture).</li> <li>▪ <b>Quality of Life</b> (pro-poor, safety nets, youth programmes, food security, basic needs, transport, community facilities).</li> </ul>
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Public Safety & Social Transformation	Basic Service & Infrastructure
<p>To develop our people, we plan in respect of <b>Arts, Culture, Heritage, Sports and Recreation</b> through:</p> <ul style="list-style-type: none"> <li>• Sporting Activities</li> <li>• Back to School Program</li> <li>• Film Screenings</li> <li>• Human Rights Commemoration</li> <li>• Puisano Jazz Festival</li> <li>• Puisano Auditions</li> <li>• Vaal River Carnival Programs</li> <li>• Kasi Live Bands , Indigenous gospel and Brass Bands, Dance</li> <li>• Fest, Theatre &amp; Poetry Fest, Street Parade, Jazz by the river,</li> <li>• Sedibeng Spring Fest, All white Sessions, RAG, Sedibeng</li> </ul> <p>We further plan in respect of <b>Social development, Health and Community Safety</b> to implement interventions and activities relating to:</p> <ul style="list-style-type: none"> <li>• Gang Related Activities (Gangsterism)</li> <li>• Road Safety &amp; Crime Prevention Through Environmental Design</li> <li>• Substance Abuse</li> <li>• Gender based violence</li> <li>• Property Related Crimes</li> </ul>	<p><b>To Reintegrate the region</b>, especially through improved <b>Transport, Infrastructure and connectivity</b> we plan to:</p> <ul style="list-style-type: none"> <li>• Regularly maintain the regional corridors Road Networks to encourage and improve economic activity.</li> <li>• Implement the Regional Sanitation Scheme and related Infrastructure projects.</li> <li>• Develop Regional Solid Waste Landfill sites.</li> <li>• Explore the utilization for underground water</li> <li>• Establish joint approaches to combat infrastructure. vandalism and theft within in the Region.</li> </ul> <p><b>Release Human potential</b></p> <ul style="list-style-type: none"> <li>• <b>Releasing Human Potential is about creating a Municipality with improved literacy, numeracy and skills levels.</b></li> <li>• Emfuleni will be a place where life-long learning is promoted and learning is done in partnership and collaboration with communities, educational institutions and the private sector. Revive and sustain partnerships with VUT and NWU for research and development on key strategic issues such as resuscitation of laboratories (Leeuwkuil), impact on WCWDM, approach and methodology into concept of meter and unmetered areas and community strategy. And the work towards formation of Social Network Partnerships with business sector, organs of civil society to create job opportunities and poverty reduction be continued.</li> <li>• <b>There need to be an improved stakeholder engagement on projects.</b></li> <li>• The work on timeous payment of service providers be prioritized and continue with indigent burials. That the SMMEs in the 2020/2021 MTREF period be prioritized and the acceleration and sustained partnerships with the private sector for economic development initiatives and investments be maintained.</li> <li>• <b>Employee wellness and Development</b></li> <li>• In Releasing Human Potential, we plan to</li> </ul>

	<p>ensure that our employees are cared for, well trained and managed through implementation of SRACLIS programmes and activities.</p> <p>To improve the quality of life of all our people we plan to work in partnership with National, Province and other local municipalities to ensure:</p> <ul style="list-style-type: none"> <li>▪ Roads Maintenance awareness campaigns.</li> </ul> <p>To make sure we have clean water, air and land, we plan to:</p> <ul style="list-style-type: none"> <li>• To remove waste through joint cleanup campaigns.</li> <li>• To ensure that municipality waste management facilities are properly licensed.</li> <li>• Initiate and support waste minimization projects like recycling, separation at source and waste to energy projects.</li> <li>• Initiate and support EPWP.</li> </ul> <p><b>Water and Sanitation</b></p> <p>To make sure we have clean water, air and land, we plan to:</p> <ul style="list-style-type: none"> <li>• <b>Regularly Repair and maintain Water and Sanitation Infrastructure</b> <ul style="list-style-type: none"> <li>▪ to curb pollution of water sources through discharge of non-compliant effluent.</li> <li>▪ To provide portable drinking water that complies to the SANS 241 requirements</li> <li>▪ To Refurbish and Upgrade infrastructure to accommodate additional capacity</li> <li>▪ requirements due to growth, developments and industries.</li> </ul> </li> <li>• <b>Capacitation of Metsi-a-Lekoa through Sect. 63 intervention to ensure sustainability and compliance to relevant environmental legislations:</b> <ul style="list-style-type: none"> <li>▪ National Water Services Act;</li> <li>▪ National Water Act;</li> <li>▪ National Forests Act;</li> <li>▪ National Environmental Management: Protected Areas Act;</li> <li>▪ National Environmental Management:</li> </ul> </li> </ul>
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	<p>Biodiversity Act; and.</p> <ul style="list-style-type: none"> <li>▪ Marine Living Resources Act.</li> </ul> <ul style="list-style-type: none"> <li>• <b>To Reintegrate the region</b>, especially through improved <b>Transport, Infrastructure</b> and connectivity we plan to:</li> <li>• Regularly maintain the regional corridors Road Networks to encourage and improve economic activity.</li> <li>• Implement the Regional Sanitation Scheme and related infrastructure projects.</li> <li>▪ Develop Regional Solid Waste Landfill sites</li> <li>▪ Explore the utilization for underground water</li> <li>• Establish joint approaches to combat infrastructure vandalism and theft within in the Region</li> </ul>
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**Financial Viability & Management**

**Good and Financially Sustainable Governance**

We plan to continue to improve the **Governance** of our council through:

- Implementation of ethics and anti fraud/corruption systems, processes and programmes
- Implementation of an enterprise-wide risk management system
- Implementation of an integrated organisational and individual performance management system
- Improved AG Audit opinion from Unqualified to Clean Audit Opinion
- Monitoring and reporting on implementation of Council Resolutions
- Implementation of measures to improved financial controls (business processes re-engineering) and fiscal discipline across the institution
- Implementation of enterprise-wide business continuity programme
- Review of organizational structure and service delivery model

**We plan to deepen democracy in our Council**



**through:**

- Public participation (Ward committee meetings and public meetings)
- Stakeholders engagements meetings
- IDP, Budget and public participation meetings
- Ward-based integrated service delivery planning
- Education and awareness
- Free and fair ward committees elections

The 2021 – 2026 IDP Strategy will also be supported through efforts focussing at the provision of basic necessities aimed at:

- 🚧 Ensuring dynamic interaction between the municipality and communities on around effective basic services and local economic development;
- 🚧 Raise awareness in communities on community development; and,
- 🚧 Creating clean, resilient and safe communities.



## CHAPTER 5

### 5. PROJECT PHASE

<b>NAME OF CLUSTER</b>	<b>INFRASTRUCTURE PLANNING &amp; DEVELOPMENT</b>
<b>DEPARTMENTS IN THE CLUSTER</b>	<b>PROGRAMME &amp; ADMINISTRATION; PROJECT PLANNING &amp; CONSTRUCTION</b>
<b>MEMBER OF THE MAYORAL COMMITTEE (MAYCO)</b>	<b>CLLR. EZROM NZIMA</b>
<b>MEMBER OF EXECUTIVE COMMITTEE (EXCO)</b>	<b>MR. APRIL NTULI</b>
<b>LOCATION OF CLUSTER</b>	<b>2<sup>ND</sup> FLOOR, OK BUILDING</b>
<b>STRATEGIES/PILLARS</b>	Gauteng's TMR Pillars; Decisive spatial transformation, Modernisation of the public service, Modernisation of human settlements and urban development, Re-industrialisation of Gauteng province. Sedibeng GDS 3; <i>Reinventing the Economy; Renewing Our Communities; Reintegrating The Region.</i>

This chapter outlines the Capital Projects funded by the Municipal Infrastructures Grants (MIG), Emfuleni Local Municipality internal funding, Grants such as for electricity and National Development Project Grants (NDPG). Every project started with the IDP process during public participation and the projects remain in the IDP until such time that they are fully implemented.

(Also note that the priority projects of ward councillors in *Chapter 1*)

#### 5.1 Capital Projects

As required by the District Development Model, the projects include their locations, wards and co-ordinates.

Table 39: Capital Project list

PROJECT DESCRIPTION	TOWN e.g., Sebokeng	REGION	WARD No.	CO-ORDINATES Latitude/Longitude	FUNDING
<b>INFRASTRUCTURE PLANNING AND ASSETS MANAGEMENT</b>					
Development of master plan	Emfuleni LM Area	Sedibeng	All Wards	26°41'39.9"S 27°50'06.6"E	Municipal Infrastructure Grant
<b>ROADS&amp; STORMWATER</b>					
Beverly hills- roads and Stormwater	Beverly Hills	Sedibeng			MIG
Concreting of a Stormwater channel in Sebokeng Zone 10	Sebokeng	Sedibeng	Ward 36	26 34' 14"S/ 27 51' 30"E	MIG



PROJECT DESCRIPTION	TOWN e.g., Sebokeng	REGION	WARD No.	CO-ORDINATES Latitude/Longitude	FUNDING
Construction of "u" street in Sebokeng Zone 7	Sebokeng	Sedibeng	Ward 42	26 32' 38"S/ 27 51' 50"E	MIG
Construction of storm water pipes – Malebogo, Mamelodi and Dr. Nkomo streets	Sebokeng	Sedibeng	Ward 8	26 40' 27"S/ 27 50' 43"E	MIG
N:tarring of Bikitsha Street Zone 12	Sebokeng	Sedibeng	Ward 35	26 34' 05"S/ 27 50' 21"E	MIG
Tarring of main road ext4 Evaton west	Evaton	Sedibeng	Ward 26	26°30'52.6"S 27°49'44.0"E	MIG
Tarring of Ntja Street	Sebokeng	Sedibeng	Ward 32	26°34'26.9"S/27°49'59.1"E	MIG
Little Rock Street Evaton west	Sebokeng	Sedibeng	Ward 27	26°32'27.8"S 27°48'39.3"E	MIG
Upgrading of multiple roads in Johandeo	Johandeo	Sedibeng	Ward 25	26°35'59.8"S 27°48'33.5"E	MIG
Tarring of Raboroko street in Sharpeville	Sharpeville	Sedibeng	Ward 12	26°40'54.3"S 27°53'06.8"E	MIG
Tarring of roads (tennis course & assertion church street)		Sedibeng			MIG
N:roads and Stormwater infrastructure in Sharpeville, Sv 74Street	Sharpeville	Sedibeng	Ward 13	26°40'54.1"S27°52'28.4"E	MIG
Elm: construction and upgrading of Thomas Nkobi drive in Bophelong - Phase 2	Bophelong	Sedibeng	Ward 6	26°40'56.3"S/27°47'07.9"E	MIG
Construction of lake side proper block 4 (34th and 35th) street	Lakeside	Sedibeng	Ward 41	26° 31' 16.78"S/27° 52' 03.23"E	MIG
Tarring of Dlamini Street from Umzivumbu to Moshoeshoe Boipatong	Boipatong	Sedibeng	Ward 8	26 39' 53"S/27 50' 56"E	MIG
Tarring of Pitseng and Uranuim streets	Sebokeng	Sedibeng	Ward 11	26° 40' 02.71"S/27° 52' 20.79"E	MIG
Tarring of begonia street in palm springs	Palm Springs	Sedibeng	Ward 20	26 29' 55"S/27 50' 1.53E	MIG
Tarring of Micardo street in Evaton	Evaton	Sedibeng	Ward 44	26 31' 41"S/27 51' 47"E	MIG
Construction of ironside road 1 Stormwater and paved sidewalks	Ironside	Sedibeng	Ward 21	26°32'02.2"S/27°53'24.7"E	MIG
Construction of van Shalkvyk streets Eatonside	Eatonside	Sedibeng	Ward 39	26°33'10.3"S/27°52'57.3"E	MIG
Stormwater management projects across Bophelong	Bophelong	Sedibeng	Ward 6	26 41'17,6"S/27 47'25,8"E	MIG
<b>CEMETERY</b>					

PROJECT DESCRIPTION	TOWN e.g., Sebokeng	REGION	WARD No.	CO-ORDINATES Latitude/Longitude	FUNDING
Upgrading of Rusterval cemetery	Rusterval	Sedibeng	Ward 16	26 34' 15"S/27 56' 58"E	MIG
Upgrading of Tshepiso cemetery		Sedibeng	Ward 22	26 40' 58"S/27 51' 58"E	MIG
Vanderbijlpark cemetery	Vanderbijlpark	Sedibeng	Ward 10	26 41' 38"S/27 51' 32"E	MIG
Upgrading of Nanescol cemetery		Sedibeng	Ward 7	26 42' 56"S/27 44' 12"E	MIG
Upgrading of Vuka cemetery	Sharpeville	Sedibeng	Ward 14	26°41'50.3"S 27°51'45.5"E	MIG
<b>SPORTS&amp; RECREATION</b>					
Construction of a multipurpose recreational facility in palm springs (phase 2)	Palm Sprngs	Sedibeng	Ward 20	26 29' 39"S/27 50' 20"E	MIG
Refurbishment of zone 3 stadium	Sebokeng	Sedibeng	Ward 40	26 31' 37"S/27 52' 3.92"E	MIG
Refurbishment of Boipatong stadium	Boipatong	Sedibeng	Ward 8	26 40' 5,36"S/27 50' 49,33"E	MIG
Refurbishment of Bophelong stadium	Bophelong	Sedibeng	Ward 23	26 41' 47,08"S/27 47' 54,41"E	MIG
Refurbishment of lakeside stadium	Lakeside	Sedibeng	Ward 41	26 31' 10,73"S/27 52' 11,56"E	MIG
Refurbishment of se 2 swimming pool	Vanderbijlpark	Sedibeng	Ward 5	26 43' 26,02"S/27 50' 41,19"E	MIG
Refurbishment of zone 15 stadium	Sebokeng	Sedibeng	Ward 17	27 35' 57,48"S/27 50' 44,59"E	MIG
Upgrading of Rust-ter-vaal sport stadium (sports) phase 2	Rustervaal	Sedibeng	Ward 16	26 34' 22"S/27 57' 05"E	MIG
N:recreational facilities at Sharpeville in ward 13 ( Moedi school) (sports)	Sharpeville	Sedibeng	Ward 12	26 41' 03"S/27 52' 49"E	MIG
Upgrading of zone 7 stadium	Sebokeng	Sedibeng	Ward 42	26°32'46.8"S/27°51'48.3"E	MIG
Upgrading of Zone 11 stadium	Sebokeng	Sedibeng	Ward 34	26 34' 21"S/27 51' 5.3"E	MIG
Upgrading of tennis courts (Tshepiso, Sharpeville, Sebokeng)		Sedibeng	Ward 14	26 41' 21"S/27 52' 02"E	MIG
Construction of ablution facilities & care taker home Zone 3 stadium	Sebokeng	Sedibeng	Ward 40	26 31' 37"S 27 52' 3.92"E	MIG
Upgrade of fence irrigation & facilities in Boipatong	Boipatong	Sedibeng	8	26 40' 5,36"S/27 50' 49,33"E	MIG
Highmast lights in Dick Fourie stadium	Vereeniging	Sedibeng	1	26°39'11.0"S 27°57'30.5"E	MIG
Finalization of work to commission community halls		Sedibeng		26 42' 16"S 27 47' 16"E	MIG
<b>SANITATION</b>					



PROJECT DESCRIPTION	TOWN e.g., Sebokeng	REGION	WARD No.	CO-ORDINATES Latitude/Longitude	FUNDING
Various sewer projects Three Rivers, Three Rivers east, Sonlandpark	Vereeniging	Sedibeng	Ward 1	26°39'32.6"S/27°59'31.3"E	MIG
Upgrading gravity outfall sewer: union street (development of technical reports and implementation plan)	Vereeniging	Sedibeng	Ward 15	26°40'46.0"S/27°55'58.2"E	MIG
Gravity sewer line from Houtkop and Unitaspark north of Leeuwkuil/Waste Water Treatment Works (WWTW) (development of technical reports and implementation plan)	Vereeniging	Sedibeng	Ward 54	26°39'04.7"S/27°54'56.9"E	MIG
Upgrading of existing main outfall sewer on the Northern area (Evaton & Sebokeng)	Sebokeng	Sedibeng	Ward 27	26°33'48.9"S/27°48'58.1"E	MIG
Upgrading of sewer pipeline from ps8: rising main to stilling box	Vereeniging	Sedibeng	Ward 15	26°40'08.8"S/27°56'14.6"E	MIG
Gravity sewer line from industrial through Boipatong / Tshepiso to ps4 (development of technical reports and implementation plan)	Boipatong / Sharpeville	Sedibeng	Ward 3, 11 & 12	26°40'15.0"S/27°51'07.9"E	MIG
Rehabilitation of Emfuleni pump stations: pump station 8,9 & 10	Vereeniging	Sedibeng	Ward 15	26°40'09.0"S/27°56'30.7"E	MIG
Replacement of bulk sewer - Bonane from Vanderbijlpark to Rietspruit	Vanderbijlpark/ Bophelong	Sedibeng	Ward 7, 25	26°42'34.7"S / 27°47'43.1"E	MIG
<b>WATER</b>					
Bulk water supply from Tshepiso to Sharpeville (W&S)	Sharpeville	Sedibeng	Ward 12, 14 & 22	26°40'23.9"S/27°51'35.0"E	MIG
Bulk water supply from Unitas reservoir to Sonlandpark	Unitaspark	Sedibeng	Ward 43, 44 & 28	26°35'31.3"S/27°53'20.7"E	MIG
Water supply to Western arears and Vaaloewer outside urban edge	Bophelong	Sedibeng	ward 7 & 25	26°41'54.8"S/27°43'43.3"E	MIG
Construction of water pipe line from Lethabong to Houtkop	Sebokeng	Sedibeng	Ward 45	26°37'04.3"S/27°54'23.7"E	MIG
Construction of bulk water supply from Houtkop to Unitaspark	Sebokeng	Sedibeng	Ward 45	26°38'58.0"S/27°54'07.0"E	MIG
Bulk water supply from	Dadeville	Sedibeng	Ward 21	26°34'01.6"S/27°52'52.7"E	MIG



PROJECT DESCRIPTION	TOWN e.g., Sebokeng	REGION	WARD No.	CO-ORDINATES Latitude/Longitude	FUNDING
Evaton reservoir to Dadeville			& 36		
<b>WASTE MANAGEMENT</b>					
Investigate and develop new general landfill sites (WST)	Eatonside	Sedibeng	Ward 21	26°34'10.5"S / 27°52'57.2"E	MIG
<b>National Development PROJECTS</b>					
<b>UPGRADE OF EXISTING ROADS</b>					
2A1 = 8000m (Moshoeshoerod)	Sebokeng	Sedibeng	Ward 17	26°36'23.1"S / 27°50'42.8"E	NDPG
2A2 = 320m (Houtkop road)	Sebokeng	Sedibeng	Ward 17	26°36'30.6"S / 27°50'52.5"E	NDPG
<b>Residential/Retail Collector type 1 (18-20m wide)</b>					
3A5 = 510m	Sebokeng	Sedibeng	Ward 17	26°36'07.2"S 27°50'50.7"E	NDPG
3A7 = 790m	Sebokeng	Sedibeng	Ward 17	26°36'13.8"S 27°50'27.9"E	NDPG
5C1 = 2995m	Sebokeng	Sedibeng	Ward 17	26°36'10.2"S 27°50'12.1"E	NDPG
<b>Vehicle &amp; pedestrian bridges</b>					
3c1, vehicular & pedestrian bridge crossing west/east over two railway lines, north of station @ 120m x 14m	Sebokeng	Sedibeng	Ward 17	26°35'58.4"S 27°51'10.4"E	NDPG
3c2, vehicular & pedestrian bridge crossing west/east over two railway lines, south of station @ 120m x 14m	Sebokeng	Sedibeng	Ward 17	26°36'32.3"S 27°51'15.0"E	NDPG
3c3, 2 x vehicular & pedestrian bridge crossing north/south over railway lines, north of station @ 80m x 12m	Sebokeng	Sedibeng	Ward 17	26°36'03.8"S 27°51'05.4"E	NDPG
3c4, vehicular & pedestrian bridge crossing north/south over railway lines, west of Moshoeshoerd. @ 120m x 14m	Sebokeng	Sedibeng	Ward 17	26°36'23.0"S 27°51'10.1"E	NDPG
3c5, 2 x pedestrian bridge crossing north/south over railway lines, south of station @ 50m x 5m	Sebokeng	Sedibeng	Ward 17	26°36'17.1"S 27°51'01.7"E	NDPG
<b>Pedestrian paths</b>					
3b1 - length - 500m, pedestrian path between railway and existing hospital (south of railway)	Sebokeng	Sedibeng	Ward 17	26°36'19.3"S 27°50'48.2"E	NDPG

PROJECT DESCRIPTION	TOWN e.g., Sebokeng	REGION	WARD No.	CO-ORDINATES Latitude/Longitude	FUNDING
3b2 - length - 450m pedestrian path east of existing hospital (south of railway and proposed pedestrian Bridges)	Sebokeng	Sedibeng	Ward 17	26°36'23.6"S 27°51'06.6"E	NDPG
3b3 - length - 200m, pedestrian path between train station and railway (north of railway and proposed pedestrian bridges)	Sebokeng	Sedibeng	Ward 17	26°36'20.2"S 27°51'10.9"E	NDPG
<b>FACILITIES DEVELOPMENT</b>					
2b1, small new pavilion: 1000 spectators @0,6m <sup>2</sup> per spectator with change rooms, ablution, storage	Sebokeng	Sedibeng	Ward 17	26°35'44.5"S 27°50'22.2"E	NDPG
4b1, market area and plaza (open plaza as gateway between informal markets)	Sebokeng	Sedibeng	Ward 17	26°35'58.8"S 27°50'42.4"E	NDPG
4b2, market area and plaza (train station & pin wheel)	Sebokeng	Sedibeng	Ward 17	26°36'16.6"S 27°50'43.3"E	NDPG
6b1, Thusongcenter - (multipurpose cultural service center government offices, community hall, pension pay point, social development, entrepreneurial center etc.)	Sebokeng	Sedibeng	Ward 17	26°36'03.6"S 27°50'34.4"E	NDPG
6b2&3, youth development center (combined with SAFA soccer field, which could be constructed in conjunction to the construction of the youth development center)	Sebokeng	Sedibeng	Ward 17	26°36'03.6"S 27°50'34.4"E	NDPG
Sebokeng rehabilitation center	Sebokeng	Sedibeng	Ward 38		
<b>ELECTRICAL INFRASTRUCTURE</b>					
20mva;88/11kv trans & SGEAR Duncan sub					Internal Revenue
R:20mva 88/11kv t/former Vesco s/station					Internal Revenue
Replace electricity					Internal



PROJECT DESCRIPTION	TOWN e.g., Sebokeng	REGION	WARD No.	CO-ORDINATES Latitude/Longitude	FUNDING
prepaid meters					Revenue
SCADA system					Internal Revenue
N: new connection & network reinforcement					Internal Revenue
Supply and installation of distribution pillars					Internal Revenue
Supply and installation of robust boxes					Internal Revenue
Supply and installation of meters for IPU					Internal Revenue
Upgrading of town substation phase 2					Internal Revenue
Upgrading of town substation phase 1					Internal Revenue
Refurbishment of Powerville substation Phase 1					Internal Revenue
Refurbishment of ne3 substation phase 2					Internal Revenue
Upgrading of Verdi substation					Internal Revenue
Sebokeng EXT 30 electrification					Internal Revenue
Sebokeng Ext. 30 switching station and feeder line					Internal Revenue
Lethabong Phase 1 electrification					Internal Revenue
Lethabong bulk switching station and feeder line					Internal Revenue
INEP grant					GRANT-INEP
Tshepong phase 3 electrification					Internal Revenue
EEDMS-grant					GRANT-EEDMS
<b>FINANCIAL SERVICES</b>					
Office furniture & equipment					Internal Revenue
<b>SWIMMING POOLS</b>					
Procurement of pumps and motors					Internal Revenue
<b>ICT INFORMATION TECHNOLOGY</b>					
ICT network switches					Internal Revenue
Buy new computers for Councilors					Internal Revenue
Desktop & laptops					Internal Revenue
<b>WATER DISTRIBUTION</b>					
Centrifugal pumps (50mm					Internal



PROJECT DESCRIPTION	TOWN e.g., Sebokeng	REGION	WARD No.	CO-ORDINATES Latitude/Longitude	FUNDING
to 100mm)					Revenue
Water services development plan					Internal Revenue
<b>LABORATORY</b>					
Operational instruments					Internal Revenue
<b>MINI DUMPS- SOLID WASTE</b>					
90 Skip Bins					Internal Revenue
<b>FLEET &amp; MACHANICAL WORKSHOP</b>					
Procurement of vehicles					Internal Revenue
Procurement of plant vehicles					Internal Revenue
Fleet machine & equipment					Internal Revenue

## 5.2 Medium Term Revenue Expenditure Framework

Table 40: Capital Projects

Activity / Project / Program	Strategic Objective	Service Delivery Indicator	MTREF Budget Request			Aggregate Budget Request	
			2022/23	2023/24	2024/25		
1	Waste Specialised Vehicles	Renewing our communities	Developing a council approved municipal infrastructure master plan.	R9 710 400,00	R0,00	R0,00	9 710 400,00
2	Asset Management Plan			R3 000 000,00	R2 499 999,99	R1 700 000,00	7 199 999,99
3	ELM: Construction and upgrading of Thomas Nkobi Drive in Bophelong - Phase 2	Renewing our communities	Construction and capitalisation of new road project.	R0,00	R0,00	R17 085 119,99	17 085 119,99
4	Construction of Lake Side Proper Block 4 (34th and 35th) Street	Renewing our communities	Construction and capitalisation of new road project.	R8 164 268,74	R0,00	R0,00	8 164 268,74
5	Tarring of Diamini Street from Umzivumbu to Moshoeshoe Boipatong	Renewing our communities	Construction and capitalisation of new road project.	R3 780 500,00	R0,00	R0,00	3 780 500,00
6	Tarring of Pitseng and Uranuim Streets	Renewing our communities	Construction and capitalisation of new road project.	R8 994 000,00	R0,00	R0,00	8 994 000,00
7	Construction of Ironside Road 1 Stormwater and Paved Sidewalks	Renewing our communities	Construction and capitalisation of new road project.	R0,00	R0,00	R15 596 578,51	15 596 578,51
8	Construction of Van Shalkvyk Streets Eatonside	Renewing our communities	Construction and capitalisation of new road project.	R20 258 114,23	R13 178 559,96	R0,00	33 436 674,20

Activity / Project / Program	Strategic Objective	Service Delivery Indicator	MTREF Budget Request				Aggregate Budget Request
			2022/23	2023/24	2024/25	MTREF	
9	Upgrading of Rusterval Cemetery	Renewing communities	Construction and capitalisation of new internal road and internal structure.	R2 500 000,00	R5 078 193,20	R0,00	7 578 193,20
10	Upgrading of Tshepiso Cemetery	Renewing communities	Construction and capitalisation of new internal road and internal structure.	R0,00	R0,00	R9 000 000,00	9 000 000,00
11	Vanderbilpark Cemetery	Renewing communities	Construction and capitalisation of new internal road and internal structure.	R5 000 000,00	R11 938 818,46	R21 915 001,00	38 853 819,46
12	Upgrading of Nanescol Cemetery	Renewing communities	Construction and capitalisation of new internal road and internal structure.	R2 500 000,00	R0,00	R8 034 286,70	10 534 286,70
13	Construction of a Multipurpose Recreational Facility in Palm Springs (Phase 2)	Renewing communities	Construction and capitalisation of new sports facility project.	R0,00	R9 896 190,05	R25 000 000,00	34 896 190,05
14	Refurbishment of Zone 3 Stadium	Renewing communities	Upgrading of the stadium infrastructure through and capitalisation of the project.	R0,00	R0,00	R2 043 150,00	2 043 150,00
15	Refurbishment of Boipatong Stadium	Renewing communities	Upgrading of the stadium infrastructure through and capitalisation of the project.	R0,00	R0,00	R1 338 510,00	1 338 510,00
16	Refurbishment of Bophelong Stadium	Renewing communities	Upgrading of the stadium infrastructure through and capitalisation of the project.	R5 194 804,30	R0,00	R0,00	5 194 804,30
17	Refurbishment of Lakeside Stadium	Renewing communities	Upgrading of the stadium infrastructure through and capitalisation of the project.	R0,00	R0,00	R604 809,00	604 809,00
18	Refurbishment of SE 2 Swimming Pool	Renewing communities	Upgrading of the stadium infrastructure through and capitalisation of the project.	R1 500 000,00	R0,00	R0,00	1 500 000,00



Activity / Project / Program	Strategic Objective	Service Delivery Indicator	MTREF Budget Request			Aggregate Budget Request	
			2022/23	2023/24	2024/25		
19	Refurbishment of Zone 15 Stadium	Renewing communities	Upgrading of the stadium infrastructure through and capitalisation of the project.	R0,00	R0,00	R1 427 147,00	1 427 147,00
20	Various Sewer Projects Three Rivers, Three Rivers East, Sonlandpark	Renewing communities	Construction and capitalisation of new bulk sewer line project.	R5 135 100,00	R0,00	R15 000 000,00	20 135 100,00
21	Upgrading gravity outfall sewer: Union Street (Development of technical reports and implementation plan)	Renewing communities	Construction and capitalisation of new bulk sewer line project.	R19 782 078,40	R14 865 000,00	R0,00	34 647 078,40
22	Gravity sewer line from Houtkop and Unitaspark north of Leeuwkuil WWTW to PS3D (Development of technical reports and implementation plan)	Renewing communities	Construction and capitalisation of new bulk sewer line project.	R10 000 000,00	R29 853 093,72	R0,00	39 853 093,72
23	Upgrading of existing main outfall sewer on the Northern Area (Evaton & Sebokeng)	Renewing communities	Construction and capitalisation of new bulk sewer line project.	R23 156 219,76	R31 091 937,05	R0,00	54 248 156,81
24	Upgrading of Sewer pipeline from PS8: Rising main to Stilling box	Renewing communities	Construction and capitalisation of new bulk sewer line project.	R18 369 472,58	R13 200 000,00	R0,00	31 569 472,58
25	Gravity sewer line from Industrial through Boipatong / Tshepiso to PS4 (Development of technical reports and implementation plan)	Renewing communities	Construction and capitalisation of new bulk sewer line project.	R23 020 010,50	R30 694 726,65	R0,00	53 714 737,15
26	Rehabilitation of Emfuleni Pump Stations: Pump Station 8,9 & 10	Renewing communities	Construction and capitalisation of new bulk sewer line project.	R3 865 000,00	R0,00	R0,00	3 865 000,00
27	BULK WATER SUPPLY FROM TSHEPISO TO SHARPEVILLE (W&S)	Renewing communities	Construction and capitalisation of new bulk water project.	R4 767 631,49	R17 271 502,41	R30 295 000,00	52 334 133,90

Activity / Project / Program	Strategic Objective	Service Delivery Indicator	MTREF Budget Request				Aggregate MTREF Budget Request
			2022/23	2023/24	2024/25	2024/25	
28	WATER SUPPLY TO WESTERN AREAS AND VAALOEWER OUTSIDE URBAN EDGE	Renewing our communities	Construction and capitalisation of new bulk water project.	R0,00	R0,00	R14 126 364,70	14 126 364,70
29	BULK WATER SUPPLY FROM EVATON RESERVIOR TO DADEVILLE	Renewing our communities	Construction and capitalisation of new bulk water project.	R5 800 000,00	R13 536 578,51	R39 095 683,10	58 432 261,61
30	MINOR CAPITAL	Renewing communities	Fully capacited Project Management Unit in order to implement projects.	255 000,00	480,00	150 000,00	515 480,00
	TOTAL			R184 752 600,00	R193 080,00	R202 650,00	R580 379 330,00

Activity / Project / Program	Strategic Objective	Service Delivery Indicator	MTREF Budget Request				Aggregate MTREF Budget Request
			2022/23	2023/24	2024/25	2024/25	
1	THE UPGRADING OF MOSHOESHOE ROAD - PHASE 2A1	Renewing communities	Upgrading and capitalisation of the existing Moshoeshoe road in Sebokeng.	10 000 000,00	R20 000 000,00	R20 000 000,00	50 000 000,00

## CHAPTER 6

### 6. BUDGET

#### 6.1 Executive Summary

The proposed total revenue budget for the 2022/23 financial year is R 7 242 097 807 which is Municipal Own Revenue of R 5 931 591 322 or 82% and Government Grants and Subsidies of R 1 310 506 485 or 18% of total revenue.

The proposed total expenditure budget amounts to R 7 242 097 807; operational budget R 6 817 079 207 or 94% and a capital budget of R 425 018 600 or 6% of total expenditure.

This is budget growth of R 569 541 363 or 8.54% on the 2021/22 main adjustment budget. The growth is due to tariff adjustments. The growth for the two outer year is R 518 078 396 or 7.15% and R 593 560 621 or 7.65% respectively.

The budget proposes a collection rate of 83.36% in the 2022/23 financial year and 83.15% and 82.74% respectively in the two outer years.

Municipal own revenue is disclosed net of amounts of indigents subsidy.

Table 41: Budget Summary Table

Description	2021/22	2021/2022 MTREF		
	Rand Budget	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025
Municipal Own Revenue	5 506 357 424	5 931 591 322	6 380 060 868	6 872 517 356
Transfers and contributions (incl. capital transfers)	1 166 199 020	1 310 506 485	1 380 115 335	1 481 219 469
<b>Total Revenue</b>	<b>6 672 556 444</b>	<b>7 242 097 807</b>	<b>7 760 176 204</b>	<b>8 353 736 825</b>
Operational Expenditure	6 265 931 261	6 817 079 207	7 255 061 123	7 941 782 173
Capital Expenditure	406 625 183	425 018 600	505 115 080	411 954 651
<b>Total Expenditure</b>	<b>6 672 556 444</b>	<b>7 242 097 807</b>	<b>7 760 176 203</b>	<b>8 353 736 824</b>
<b>Surplus / (Deficit)</b>	-	-	-	-



## 6.2 Revenue

Table 42: Projected Operational Revenue

Revenue by Source	2021/22- Adjustment Budget	2022/23 - Proposed	2023/24 - Proposed	2024/25 - Proposed
Property Rates	925 635 181	970 065 670	1 012 748 559	1 058 322 245
Service charges - Electricity	3 017 406 206	3 277 204 880	3 596 732 356	3 951 010 493
Service charges - Water	811 733 102	883 165 615	935 713 969	992 324 664
Service charges - Sanitation	302 864 503	317 401 999	331 367 687	346 279 233
Service charges - Refuse	199 283 756	208 849 376	218 038 749	227 850 493
Rental of Facilities & Equipment	5 641 495	5 912 287	6 172 428	6 450 187
Interest earned - External Investments	80 241	84 093	87 793	91 743
Interest earned - Outstanding debtors	68 667 109	71 963 131	75 129 508	78 510 336
Fines, Penalties and Forfeits	74 989 473	113 588 968	117 046 882	120 738 992
Licences and permits	58 589	61 401	64 103	66 988
Transfers and Subsidies – Operational	969 563 402	1 070 142 885	1 146 010 735	1 237 014 819
Other Revenue	99 997 769	83 293 903	86 958 834	90 871 982
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>6 475 920 827</b>	<b>7 001 734 207</b>	<b>7 526 071 604</b>	<b>8 109 532 175</b>

The proposed operational revenue represents an average increase of 8.12% in the 2022/23 financial year; and 7.49% and 7.75% in the outer two years of the MTREF. This is as a result of the proposed adjustments (tariff adjustments) and an increase in grants.

Table 43: Revenue Growth over the MTREF

Description	MTREF					
	22/23	%	23/24	%	24/25	%
<b>Revenue By Source</b>						
Property rates	970 065 670	14%	1 012 748 559	13%	1 058 322 245	13%
Service charges - electricity revenue	3 277 204 880	47%	3 596 732 356	48%	3 951 010 493	49%
Service charges - water revenue	883 165 615	13%	935 713 969	12%	992 324 664	12%
Service charges - sanitation revenue	317 401 999	5%	331 367 687	4%	346 279 233	4%
Service charges - refuse revenue	208 849 376	3%	218 038 749	3%	227 850 493	3%
Rental of facilities and equipment	5 912 287	0%	6 172 428	0%	6 450 187	0%
Interest earned - external investments	84 093	0%	87 793	0%	91 743	0%
Interest earned - outstanding debtors	71 963 131	1%	75 129 508	1%	78 510 336	1%
Fines, penalties and forfeits	113 588 968	2%	117 046 882	2%	120 738 992	1%
Licences and permits	61 401	0%	64 103	0%	66 988	0%
Transfers and subsidies – Operational	1 070 142 885	15%	1 146 010 735	15%	1 237 014 819	15%
Other revenue	83 293 903	1%	86 958 834	1%	90 871 982	1%
<b>Total Revenue</b>	<b>7 001 734 207</b>	<b>100%</b>	<b>7 526 071 604</b>	<b>100%</b>	<b>8 109 532 175</b>	<b>100%</b>

The largest operational revenue items (excluding capital transfers) are:

- electricity revenue at 47%;
- operating government grants at 15%;
- property rates at 14%; and

- water revenue at 13%.

Revenue from electricity and water sales, government grants and property rates remain the main income items for the MTREF period as can be seen on the table “percentage growth in revenue by main revenue source” below.

Operating grants and transfers amount to R 1 070 142 885 in the 2022/23 financial year increase to R 1 146 010 735 in the 2023/24 financial year and R 1 237 014 819 in the 2024/25 financial year. This is inclusive of subsidies from the Gauteng Department of Health and the Sedibeng District Municipality. Table 7 gives a breakdown of the various operating grants and subsidies allocated to the municipality over the medium term

Table 44: Operational Grants

		2022/23 R	2023/24 R	2024/25 R
<b>Operational</b>				
Equitable Share and related	National	971 061 000	1 045 887 000	1 127 310 000
Municipal Infrastructure Grant (5% Operational)	National	9 710 400	10 163 400	10 645 350
Local Government Financial Management Grant	National	2 200 000	2 200 000	2 200 000
Expanded Public Works Programme Integrated Grant for municipalities	National	1 799 000	-	-
Energy Efficiency and Demand Side Management Grant	National	4 000 000	-	6 000 000
Library Grant: Recapitalisation of Community Libraries	Provincial	9 000 000	11 040 000	11 500 000
Library Grant: Libraries Plan	Provincial	5 783 000	8 000 000	8 395 000
Provincial Subsidies - Health	Provincial	45 403 148	46 692 748	48 033 932
Provincial Subsidies – Environmental Health	District	15 686 337	16 527 587	17 430 537
Local Government Seta	Other	5 500 000	5 500 000	5 500 000
		<b>1 070 142 885</b>	<b>1 146 010 735</b>	<b>1 237 014 819</b>

### 6.3 Expenditure

Table 45: Projected Operational Expenditure

Expenditure by Type	2021/22- Adjustment Budget	2022/23 - Proposed	2023/24 - Proposed	2024/25 - Proposed
Employee related costs	1 341 473 456	1 338 759 340	1 410 332 529	1 480 959 230
Remuneration of councillors	59 576 705	62 390 908	65 760 017	69 376 818
Debt impairment	942 429 883	934 575 888	1 080 391 634	1 210 736 118
Depreciation & asset impairment	374 524 299	487 511 131	511 769 055	524 352 928
Finance charges	-	95 756 530	94 408 751	119 506 824
Bulk purchases -Electricity	1 906 754 405	2 070 925 959	2 174 472 257	2 283 195 870
Inventory – Water (Bulk)	880 000 000	957 440 000	1 014 407 680	1 314 389 700
Other materials	150 040 879	210 805 637	221 616 763	231 504 556
Contracted services	406 844 803	441 386 688	454 690 952	470 752 143
Transfers and subsidies	1 500 000	2 000 000	2 000 000	2 000 000
Other expenditure	202 786 832	215 527 125	225 211 484	235 007 986
<b>Total Expenditure</b>	<b>6 265 931 261</b>	<b>6 817 079 207</b>	<b>7 255 061 123</b>	<b>7 941 782 173</b>

The following graph gives a breakdown of the main expenditure categories for the 2022/23 financial year:

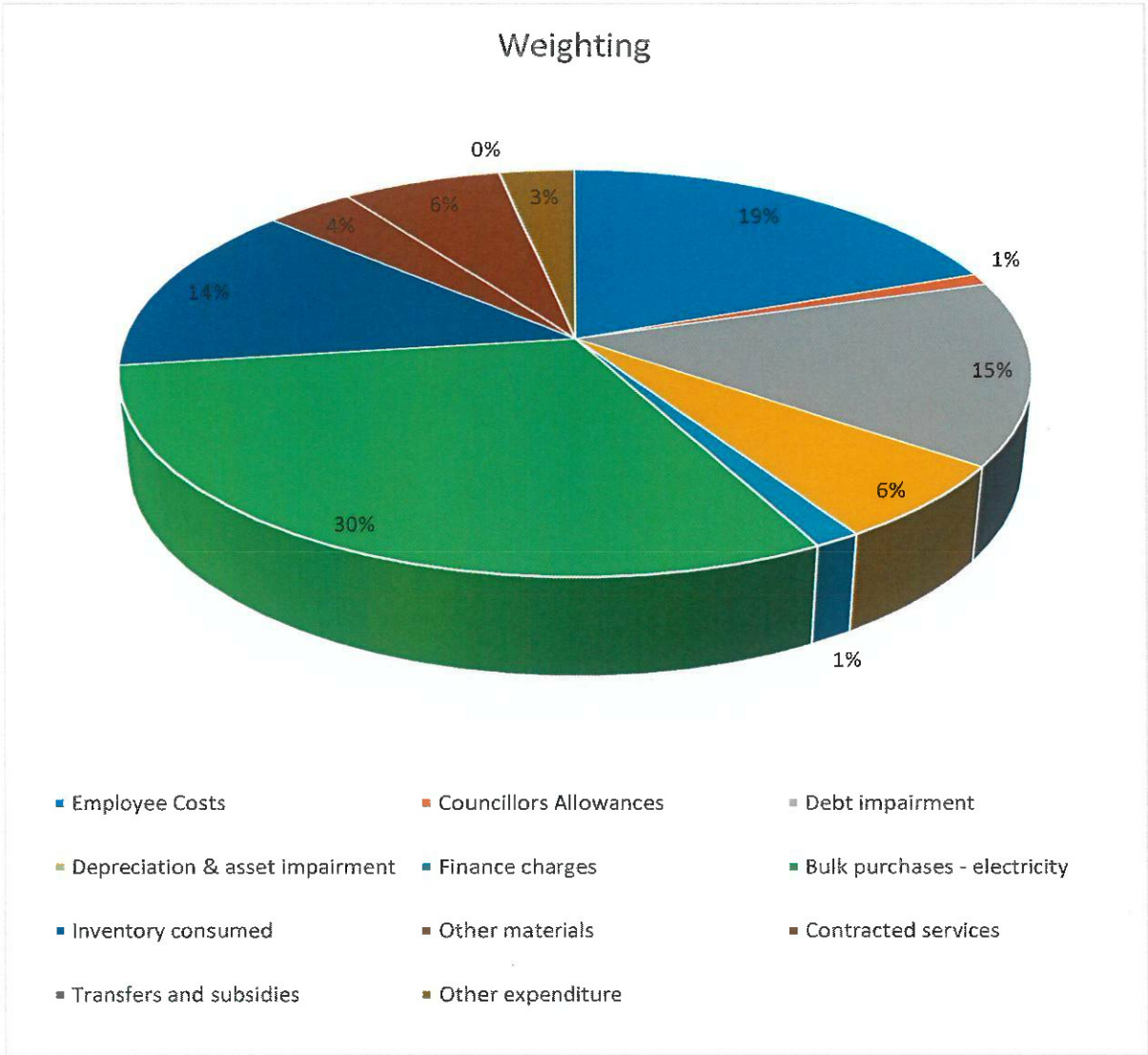


Table 46: Expenditure Growth over the MTREF

Description	MTREF					
	2022/23	%	2023/24	%	2024/25	%
Employee related costs	1 338 759 340	20%	1 410 332 529	19%	1 480 959 230	19%
Remuneration of councillors	62 390 908	1%	65 760 017	1%	69 376 818	1%
Debt impairment	934 575 888	14%	1 080 391 634	15%	1 210 736 118	15%
Depreciation & asset impairment	487 511 131	7%	511 769 055	7%	524 352 928	7%
Finance charges	95 756 530	1%	94 408 751	1%	119 506 824	2%
Bulk purchases - Electricity	2 070 925 959	30%	2 174 472 257	30%	2 283 195 870	29%
Inventory - Water	957 440 000	14%	1 014 407 680	14%	1 314 389 700	17%
Other materials	210 805 637	3%	221 616 763	3%	231 504 556	3%
Contracted services	441 386 688	6%	454 690 952	6%	470 752 143	6%
Transfers and subsidies	2 000 000	0%	2 000 000	0%	2 000 000	0%
Other expenditure	215 527 125	3%	225 211 484	3%	235 007 986	3%



Description	MTREF					
	2022/23	%	2023/24	%	2024/25	%
<b>Total Expenditure</b>	<b>6 817 079 207</b>	<b>100%</b>	<b>7 255 061 123</b>	<b>100%</b>	<b>7 941 782 173</b>	<b>100%</b>

- The largest expenditure items are Bulk Purchases at 44% (30% + 14% - water expenses are accounted for as Inventory), employee related costs at 20% and debt impairment at 14% of the operational expenditure budget;

**Table 6 - Expenditure per Cluster in the 2022/23 financial year**

ITEM	P.O.	M.M.	F.S.	S.S.	P.W.	E.D.P.	Community	TOTAL
Employee Costs	67 389 065	57 504 017	135 571 858	129 711 615	446 654 551	67 249 370	434 678 864	<b>1 338 759 340</b>
Councillors Allowances	62 390 908	-	-	-	-	-	-	<b>62 390 908</b>
Debt impairment	-	-	155 010 037	-	724 273 678	4 345 000	50 947 174	<b>934 575 889</b>
Depreciation & asset impairment	2 197 988	586 075	4 840 893	47 563 834	188 961 780	227 537 520	15 823 041	<b>487 511 132</b>
Finance charges	-	-	95 756 530	-	-	-	-	<b>95 756 530</b>
Bulk purchases - electricity	-	-	-	-	2 070 925 959	-	-	<b>2 070 925 959</b>
Inventory consumed	20 608	721 610	551 437	17 765 962	1 085 318 268	30 082 337	33 785 416	<b>1 168 245 638</b>
Contracted services	73 360	3 164 960	99 077 920	32 920 948	192 028 600	-	114 120 901	<b>441 386 689</b>
Transfers and subsidies	2 000 000	-	-	-	-	-	-	<b>2 000 000</b>
Other expenditure	2 179 030	95 423 672	21 089 992	30 494 998	39 063 057	8 646 917	18 629 458	<b>215 527 124</b>
<b>TOTAL BUDGET</b>	<b>136 250 959</b>	<b>157 400 334</b>	<b>511 898 668</b>	<b>258 457 358</b>	<b>4 747 225 893</b>	<b>337 861 144</b>	<b>667 984 854</b>	<b>6 817 079 208</b>
	<b>2%</b>	<b>2%</b>	<b>8%</b>	<b>4%</b>	<b>70%</b>	<b>5%</b>	<b>10%</b>	<b>100%</b>

Eighty - four percent 80% of the expenditure budget has been allocated to basic services (Public Works Cluster = 70% and Community Services = 10%). The following departments are in the Public Works Cluster:

- Electricity;
- Waste Management;
- Roads;
- Water;
- Waste Water

The following departments are in the Community Services Cluster:

- Parks and Cemeteries;
- Libraries (not a mandate of a local municipality in terms);

- Health and Social Development (not a mandate of a local municipality in terms);
- Arts and Culture;
- Public Safety; and
- By-Law.

## Capital Expenditure

Table 47: Capital Grants over the MTREF

		2022/23 R	2023/24 R	2024/25 R
<b>Capital</b>				
Municipal Infrastructure Grant (95% Capital)	National	184 497 600	193 104 600	202 261 650
Integrated National Electrification Programme Grant	National	38 066 000	21 000 000	21 943 000
Neighbourhood Development Partnership Grant (capital grant)	National	10 000 000	20 000 000	20 000 000
Functional Fire and Rescue Services	Provincial	7 800 000	-	-
<b>TOTAL</b>		<b>240 363 600</b>	<b>234 104 600</b>	<b>244 204 650</b>

Table 48: Capital Budget Funding Over the MTREF

Funding	2022/23 R	%	2023/24 R	%	2024/25 R	%
<b>Internal</b>	-	43%	-	54%	-	41%
<b>National</b>	<b>240 363 600</b>	<b>55%</b>	<b>234 104 600</b>	<b>46%</b>	<b>244 204 650</b>	<b>59%</b>
Municipal Infrastructure Grant	184 497 600		193 104 600		202 261 651	
Integrated National Electrification Programme	38 066 000		21 000 000		21 943 000	
Neighbourhood Development Partnership Grant	10 000 000		20 000 000		20 000 000	
<b>Provincial Grants</b>	<b>7 800 000</b>	<b>2%</b>	-	-	-	-
Functional Fire & rescue Grant	7 800 000		-		-	
<b>TOTAL CAPITAL BUDGET</b>	<b>425 018 600</b>	<b>100 %</b>	<b>505 115 080</b>	<b>100 %</b>	<b>411 954 651</b>	<b>100 %</b>

Table 49: Capital Budget per Cluster

Cluster	2022/23	%	2023/24	%	2024/25	%
Financial Services	2 500 000	1%	-	0%	-	0%
Shared Services	38 255 000	9%	-	0%	-	0%
Public Works-Electricity	166 966 000	39%	282 010 480	56%	184 693 000	45%
Public Works-Waste Management & Refuse Removal	9 710 400	2%	-	0%	-	0%
Public Works-Roads & Stormwater	10 000 000	2%	20 000 000	4%	20 000 000	5%
Public Works-Metsi- a-Lekoa	15 000 000	4%	10 000 000	2%	5 000 000	1%
Public Works-Project Management Unit	174 787 200	41%	193 104 600	38%	202 261 651	49%
Public Safety & Community	7 800 000	2%	-	0%	-	0%

Cluster	2022/23	%	2023/24	%	2024/25	%
Development- Fire & Rescue Service						
<b>TOTAL</b>	<b>425 018 600</b>	<b>100%</b>	<b>505 115 080</b>	<b>100%</b>	<b>411 954 651</b>	<b>100%</b>

#### 6.4 Additional Information on Allocations

The following indirect capital grants were allocated to Emfuleni but will be implemented on behalf of Emfuleni by other spheres of government. Completed projects / assets will then be handed over to Emfuleni L.M. for capitalisation.

The indirect grants amount to R 2 304 484 000 for the MTREF period:

Table 50: Indirect Grants

	2022/23 R	2023/24 R	2024/25 R
Regional bulk infrastructure grant	519 410 000	753 023 000	819 665 000
Integrated national electrification programme (Eskom) grant	3 224 000	4 936 000	17 433 000
Neighbourhood development partnership grant (technical assistance)	2 000 000	5 000 000	1 000 000
Water services infrastructure grant	45 414 000	65 225 000	68 154 000
<b>Total INDIRECT Grants</b>	<b>570 048 000</b>	<b>828 184 000</b>	<b>906 252 000</b>

#### 6.5 Capital Projects

Table 51: Capital Projects

Project Description	Final Budget 2022/23	Final Budget 2023/24	Final budget 2024/25
<b>Financial Services</b>			
MINOR CAPITAL	2 000 000	-	-
COMPUTER SOFTWARE AND APPLICATIONS	500 000	-	-
	<b>2 500 000</b>	-	-
<b>Shared Services</b>			
LAPTOPS & DESKTOPS	3 255 000	-	-
TRANSPORT ASSETS	35 000 000	-	-
	<b>38 255 000</b>	-	-
Public Works-Electricity			
UPGRADE MUNIC SUBSTATION	15 000 000	8 000 000	
UPGRADING OF TOWN SUBSTATION PHASE 2	10 000 000	45 000 000	
REPLACE ELECTRICITY PREPAID METERS	10 000 000	25 110 480	5 150 000
R:20MVA 88/11KV T/FORMER VESCO S/STATION	10 000 000	20 000 000	15 000 000
REPLACE 11KV SWITCHGEAR IN SUBSTATIONS	10 000 000	15 000 000	15 000 000
UPGRADING OF TOWN SUBSTATION - PHASE 1	10 000 000	-	-
UPGRADING OF POWERVILLE SUB-PHASE 1	10 000 000	-	-
UPGRADING OF VERDI	7 000 000	-	-



Project Description	Final Budget 2022/23	Final Budget 2023/24	Final budget 2024/25
SUBSTATION			
TRANSFORMERS MV	6 000 000	18 000 000	5 000 000
TRANSFORMERS HV	6 000 000	12 000 000	12 000 000
R:RETROFIT S/STATION; MINIBUS & D/PILLAR	5 000 000	5 000 000	5 000 000
INSTALLATION OF MINK CONDUCTORS	5 000 000	5 000 000	5 000 000
MV CABLES	3 000 000	5 000 000	5 000 000
R:UPGRADING OF RURAL LINES	3 000 000	3 000 000	3 000 000
REPLACEOF 11KV SWITCTGEARS AT VRG 6 SUB	3 000 000	-	-
SUPPLY AND INSTALLATION OF ROBUST BOXES	2 000 000	5 000 000	5 000 000
SUPPPLY AND INSTALL METERS FOR LPU	2 000 000	5 000 000	1 500 000
N:SUPPLY DELIVERY INSTAL LV B/CONDUCTORS	2 000 000	3 000 000	3 000 000
LV CABLES	2 000 000	2 000 000	2 000 000
R:UPGRADING OF METER BOXES ELM	2 000 000	2 000 000	1 500 000
TOOLS AND TEST EQUIPMENT	2 000 000	500 000	-
SUPPLY & INSTALL METERS COMMERCIAL/BUSI	1 000 000	2 000 000	1 000 000
N:NEW CONNECTION &NETWORK REINFORCEMENT	1 000 000	1 000 000	1 000 000
SUPPLY AND INSTALL DISTRIBUTION PILLARS	1 000 000	1 000 000	1 000 000
COMMUNICATION EQUIPMENTS (RADIO)	500 000	500 000	-
BTU HV	200 000	200 000	300 000
BTU MV	200 000	200 000	300 000
REFURBISHMENT POWERVILLE SUB PHASE 1	-	30 000 000	4 000 000
REFURBISHEMNT OF NW7 SUBSTATION PHASE 1	-	20 000 000	20 000 000
UPGRADING OF SONLANDPARK SUBSTATION	-	10 000 000	-
POWER QUALITY MEASURING INSTRUMENTS	-	3 000 000	2 000 000
R:UPGRADING OF PUBLIC LIGHTING	-	2 000 000	3 000 000
SUPPLY AND DELIVERY POWER TRANSFORMERS	-	2 000 000	2 500 000
20MVA;88/11KV TRANS & S_GEAR DUNCAN SUB	-	1 500 000	10 000 000
UPGRADING OF NE3 SUBSTATION	-	1 500 000	10 000 000
REFURBISHMENT OF VECOR SUBSTATION	-	1 500 000	10 000 000
POWERVILLE 1 22KV OUTDOOR TO INDOOR SUB	-	1 500 000	10 000 000
LETHABONG P2C	17 385 000	-	-
LETHABONG BULK - FEEDERLINE	6 000 000	-	-
LETHABONG PHASE 2B	6 000 000	-	-
SEBOKENG Z30 2C	4 548 000	-	-
LETHABOKG SWITCHING STATION PHASE 1	4 133 000	-	-
ELECTRIF NEW DEVELOP-	-	11 000 000	10 943 000

Project Description	Final Budget 2022/23	Final Budget 2023/24	Final budget 2024/25
HOUSE CONNECTIONS			
ELECTRI NEW DEVELOP-SWITCHING STATION	-	10 000 000	11 000 000
INSTALLATION OF HIGHMASTS IN ELM (MIG)	-	3 000 000	3 000 000
UPGRADING OF TRAFFIC LIGHTS	-	1 500 000	1 500 000
	<b>166 966 000</b>	<b>282 010 480</b>	<b>184 693 000</b>
Public Works-Waste Management & Refuse Removal			
WASTE SPECIALISED VEHICLES	9 710 400	-	-
	<b>9 710 400</b>	-	-
Public Works-Roads & Stormwater			
UPGRADING OF MOSHOESHOE ROAD PHASE 2A1	10 000 000	20 000 000	20 000 000
	<b>10 000 000</b>	<b>20 000 000</b>	<b>20 000 000</b>
Public Works-Mestie a Lekoa			
ACQUISITION OF WATER METERS	15 000 000	10 000 000	5 000 000
	<b>15 000 000</b>	<b>10 000 000</b>	<b>5 000 000</b>
Public Works-Project Management Unit			
R:VANDERBIJLPARK CEMETERY	5 000 000	11 938 818	21 915 001
R:UPGRADING OF RUSTERVAAL CEMETERY	2 500 000	5 078 193	-
R:UPGRADING OF NANESCOL CEMETERY	2 500 000	-	8 034 287
N:CONSTRUCTION OF THOMAS NKOBI	-	-	17 085 120
R:UPGRADING OF TSHEPISO CEMETERY	-	-	9 000 000
UPGRADING OUTFALL SEWER ON NORTHEN AREA	23 156 220	31 091 937	-
SEWERLINE FROM INDUS; BOIP /TSHEP TO PS4	23 020 011	30 694 727	-
CONST OF VAN SCHALKVYK STREET EATONside	20 258 114	13 178 560	-
UPGR UNION STR BULK SEWER IN VEREENIGIN	19 782 078	14 865 000	-
UPGRADING SEWER PIPELINE PS8: STILLBOX	18 369 473	13 200 000	-
VAALOEWER WTW REFURB: PHASE 2	10 000 000	29 853 094	-
N:TARRING OF PITSENG AND URANIUM STREET	8 994 000	-	-
N:CONSTRUCTION OF LAKESIDE BLOCK A ROAD	8 164 269	-	-
N:BULK WATER SUPPLY-EVATON TO DADEVILLE	5 800 000	13 536 579	39 095 683
REFURBISHMENT OF BOPHELONG STADIUM	5 194 804	-	-
SEWER LINE-3 RIVERS; 3 R-EAST & SOLPARK	5 135 100	-	15 000 000

Project Description	Final Budget 2022/23	Final Budget 2023/24	Final budget 2024/25
BULK WATER SUPPLY TSHEPISO TO SHVILLE	4 767 631	17 271 502	30 295 000
REHABILITATION OF PUMP STATION 8;9 & 10	3 865 000	-	-
TARRING DHLAMINI STR UMZIM TO MOSHOESHOE	3 725 591	-	-
DEVELOPMENT OF MASTER PLAN	3 000 000	2 500 000	1 700 000
REFURBISHMENT OF SE 2 SWIMMING POOL	1 500 000	-	-
INVESTIGATE & DEV NEW LANDFILL SITES	54 909	-	3 000 000
CONST NEW MLTI PUR RCTION FACIL PMSPRGS	-	9 896 190	22 000 000
CONST IRONSID ROAD&STORMW - PVD SIDEWALK	-	-	15 596 579
WATER SUPPLY TO WEST AREARS & VAALOEWER	-	-	14 126 365
REFURBISHMENT OF ZONE 3 STADIUM	-	-	2 043 150
REFURBISHMENT OF ZONE 15 STADIUM	-	-	1 427 147
REFURBISHMENT OF BOIPATONG STADIUM	-	-	1 338 510
REFURBISHMENT OF LAKESIDE STADIUM	-	-	604 809
	<b>174 787 200</b>	<b>193 104 600</b>	<b>202 261 651</b>
Public Safety & Community Development- Fire & Rescue Service			
MEDIUM PUMPER FIRE ENGINE WITH EQUIPMENT	6 900 000	-	-
RADIO COMMUNICATION EQUIPMENT	300 000	-	-
RADIO COMMUNICATION EQUIPMENT	300 000	-	-
RADIO COMMUNICATION EQUIPMENT	300 000	-	-
	<b>7 800 000</b>	-	-
<b>Total Capex</b>	<b>425 018 600</b>	<b>505 115 080</b>	<b>411 954 651</b>



### 7. SPATIAL DEVELOPMENT FRAMEWORK (SDF) 2021/2022 SUMMARY

Emfuleni Spatial Development Framework (ESDF) 2021 - 2022 was approved by Council in June 2021. In terms of the provisions of Section 34 as read in conjunction with Section 26(e) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000), the Integrated Development Plan (IDP) must be reviewed every year.

The Emfuleni Spatial Development Framework is a spatial representation of the IDP, and thus forms a core component of the IDP.

An IDP is a tool for transforming Local Governments towards facilitation and management of development within municipalities.

The purpose of this report is to provide a high-level summary of the SDF document which is divided into chapters as follows:

**Section 1 – Introduction:** entails mainly the study brief, methodology and approach.

The main objective of the SDF is:

- To provide a strategic development vision for Emfuleni in line with the SGDS (Sedibeng Growth and Development Strategy and the IDP;
- To draft a comprehensive spatial development framework for Emfuleni;
- To address specific developmental issues and challenges in Emfuleni;
- To provide a strategic context for the integration and implementation of existing studies applicable to Emfuleni;
- To identify specific interventions to realise the vision; and
- To ensure sustainable integrated development.

**Section 2 – Status Quo:** It highlights existing guiding policies; socio-economic profile; status of existing civil engineering infrastructure; status of the natural environment; land use profile; housing profile and geo- technical profile of the land under the administrative jurisdiction of the Emfuleni Local municipality (ELM).

**Section 3 – Land Use Estimates** entail population estimates; urban expansion; and land use budget.

**Section 4– Development vision;** includes development vision, objectives and development concept.

The development vision of Emfuleni Local Municipality is: *To develop Emfuleni into a public transport-oriented structure that provides an efficient urban form that promotes equitable access*

*opportunities, the cost-effective provision and use of municipal services infrastructure, and support the socio-economic development of local communities.*

The strategic objectives entail the following:

- Objective 1: Create an efficient urban form,
- Objective 2: Increase density and compactness,
- Objective 3: Integrate land use and transportation,
- Objective 4: Establish sustainable social-economic development,
- Objective 5: Protection of open space and high-potential agricultural soils,
- Objective 6: Promote urban renewal of established areas.

**Section 5 – Development Framework;** elaborates on spatial structure; land use and transportation integration; strategic environmental assessment; infrastructure development; municipal services; nodal development, business activity; community facilities; open space & recreation; tourism & river city concept; agriculture and Special Projects.

Major developments proposals include the aerotropolis (airport-based economy constituted by the Special Economic Zones, logistic hubs, and agro-hub), townships modernization and industrialisation plan, urban renewal plans for towns, the River City development, redevelopment plan for the Sebokeng CBD, and human settlements mega city developments.

The development framework that led the formulation of the SDF is based on four core spatial structuring elements. These include:

#### **a. Nodal structure**

Vanderbijlpark, Vereeniging and Sebokeng are the established Central Business Districts (CBD's), these form a triangle within Emfuleni, and a focus area for all Emfuleni urban development and growth. This can be achieved through consolidating urban development and expansion within this triangle.

#### **b. Urban Infill and Consolidation**

Current urbanisation patterns in Emfuleni are highly fragmented. These identify the parcels of land for future development, in order to achieve urban consolidation, density and compactness within Emfuleni.

#### **c. Movement pattern and transportation structure**

Within a regional context, Emfuleni is connected to Gauteng through two main networks; via North-South Road Corridors that are aligned along the N1 and R59 Freeways. The nodes of Emfuleni are connected via internal roads namely the K83 that connect Evaton to Meyerton, the K53 that connect the Sebokeng CBD to the Vanderbijlpark CBD, the K55 that connects the Sebokeng CBD to the Vereeniging CBD, and the K174 that connect the Vanderbijlpark CBD to the Vereeniging CBD. This triangular structure forms the basis for the development of a public transport system serving this emerging urban area.

#### **d. Rail densification and proposed bus network**

It is imperative to develop a public transport network that will serve existing the emerging metropolitan areas. This can be achieved through securing of quality infrastructure and operations of the established railway line between Johannesburg and Vereeniging area.

Complimentary approach entails the creation of an integrated transport system that feeds the commuter railway station with commuters. This can be done, as per the SDF, through reliable and sustainable public transport system that links the various nodal areas in Emfuleni via the commuter railway.

This integrated land use and transport system constitutes vital economic links supporting the core land use components of the SDF such as residential developments, business development, industrial and commercial, agriculture; and open space conservation neatly delineated to promote sustainable economic growth in Emfuleni area.

**Section 6– *Urban Design Frameworks***; elaborates on the design frameworks of the Sebokeng CBD and the Vereeniging River City.

**Section 7 –treats *Land use management***; land use management cycle; development density; and land use management zones and finally.

**Section 8 –** talks about the ***capital investment programme***; project cost estimate; and institutional arrangements.

The Capital Investment Framework forms part of the Emfuleni Spatial Development framework and directs capital investments by identifying key geographic priority projects in the municipality. It aims at guiding municipal expenditure towards key spatial projects as identified in the Emfuleni Spatial Development Framework, 2021/2022 and the Integrated Development Plan for the purpose of sustaining economic and infrastructure growth of the municipality. The Programme / Framework also aims to align with the IDP vision, which is committed to continuously improve the lives of the community.

In line of the above, the full SDF document is available on the Emfuleni website ([www.emfuleni.gov.za](http://www.emfuleni.gov.za)) and can also be accessed from the following link:

<https://share.emfuleni.gov.za/ssf/s/readFile/share/5776/7457201374708928423/publicLink/EMFULENI%20SDF%202021-2022%20%28iii%29.pdf>



### 9. MAINSTREAMING OF CROSS CUTTING ISSUES

This chapter deals with mainstreaming issues within the area of the Municipality. It involves the identification of issues which affects the most vulnerable groups in the Municipality and within the area of Emfuleni, with the intensions of integrating their basic human rights and needs in the planning, implementation, monitoring and evaluation of service delivery.

The cross-cutting issues which are entailed in this IDP are those which require a multi-sectoral response and thus need to be considered by the Municipality, national and provincial departments, including state-owned entities. The issues referred to here, amongst others, are the following: Gender Based Violence, Disability, HIV & AIDS, Covid-19 and issues facing the youth.

To respond to the Presidential announcement of COVID-19 Lockdown regulations, we managed to remove the homeless from the streets and arrange temporary shelters for them during the lockdown periods. Saul Tsoetsi Sports complex in Sebokeng Zone 14 and General Smuts School Hostel in Vereeniging were used as temporary shelters in a joint Programme. Emfuleni Department of Health and Social Development and Gauteng Department of Social Development provided dignity packs whilst the SAVF NGO in Vaal Marina provided cooked meals. SANCA and TYM provided drug and substance abuse treatment to the users. Gauteng Health Department provided medical screening and treatment of minor ailments and referral of those who needed medical intervention.

#### 9.1 Gender Based Violence

Emfuleni Local Municipality still does not have an adopted Gender-Based Violence Policy at the moment. The Municipality is using a draft policy to enforce challenges/problems faced by women and children. Women, children and the LGBTQI communities are facing continued sufferings. The gender-based programmes in the Municipality are also under-funded and under-resourced. There is a need for more awareness campaigns that will take information to the people, these include but are not limited to pop-up sites at the malls, clinics, drives at schools, SASSA pop-up at schools and clinics among others.

The availability of rape kits is still a problem. Law Enforcement Agencies that are trained to perform the functions related to this problem are extremely rare. Some of the problems/ challenges faced by women, children and the LGBTI community are stated here below:

Victimization, killings, rapes, police secondary victimization, HIV and AIDS, Cancer, medication availability and adherence, child killings and murder, non-schooling, teenage pregnancy, child headed households etc. For LGBTIQ community, they face rapes, stigma, jobs and social exclusion,

etc. Gender Links and the Gauteng Premier's Office are assisting in dealing with gender-based violence challenges.

Annual report from the South Africa Police Services, shows the statistics about rape cases and there are safe havens for abused women such as Thuthuzela and Save Haven for women. Thuzeka helps women in preparing for court cases. There is a greenhouse within the community where one can be taken for safety and protection during the night for safety and protection. Gender based violence need to be attended to at local level as the community suffers psycho-social and economic challenges which negatively affects their role in socio-economic development.

### **Social Crime Prevention**

Gender Based Violence is a widespread problem that affects all genders and race but mostly perpetuated against vulnerable groups such as women, children, the elderly, people living with disabilities and the LGBTI community. Emfuleni local municipality has a Constitutional duty to promote a safe environment in terms of Section 152(1) (d) of the Constitution.

Emfuleni Public safety identifies safety challenges through a number of sources. These include the South African Police Services Crime Statistics, Community Police Forums, Family Violence, Child Protection and Sexual Offences Unit, Social Crime Officers, Community Safety Forum, Community Safety audits.

Statistics released by the Minister of police revealed that Gender based violence cases have escalated in five policing precincts particularly in respect of sexual offences at Emfuleni for the period of 2020/2021 as compared to 2019/2020. These cases are captured as follows: Boipatong increased by 41.7%, Barrage increased by 50%, Sharpeville increased by 42.1%, Sebokeng 4.6% and Vereeniging increased by 29.8%.

Three (3) policing precincts experienced a decrease in respect of sexual offences, those are Vanderbijlpark with 29.1%, Evaton 41% and De Deur by 17.3%, the decrease may be attributed to joint efforts levelled against gender-based violence by the CJS cluster, Community policing forums community safety forums of Emfuleni and Sedibeng jointly, and the Department of Community safety.

Statistics provided by local victim empowerment centres indicated that there were 842 cases of sexual offences whereby 708 were rapes, 7 attempted sexual offences and 98 contact sexual offences. Emfuleni public safety has through its Social Crime Prevention Unit forged relations with service providers, Government and non-Government institutions providing various services to victims of Gender based Violence including the local Thuthuzela care centre.

According to the statistics provided by the local Thuthuzela Care Centre, incidents of Domestic violence are perpetuated even towards children under the age of 18 there were 12 cases reported in 2021. 4 cases of human trafficking were reported in 2021. Rape cases reported at the Thuthuzela centre were 418 for children under 18 and 297 for others 1244 cases of gender-based violence were attended to by the local Thuthuzela care centre.

Community safety audits conducted by public safety at various wards of ELM between 2018 and 2021 revealed that risk factors contributing to gender-based violence include, but not limited to:

#### **Environmental Risk Factors**

- Street lights not working;
- Parks and open spaces not maintained;
- Abandoned buildings;
- Substance abuse;
- Patriarchy;
- Financial;
- Inequality;
- Poor self-control;
- Toxic masculinities, and
- Community attitudes tolerant of violence.

#### **Proposed Protective Factors**

Support and promote victim empowerment centres;  
Positive role models for both young women and men;  
Programs for strong parental child attachment, and  
Advocacy for Community rejection of domestic violence and all forms of violence.

## **9.2 Disability**

The function promotes the employment of disability people and encourages sensitivity to their needs. The following are some of the initiatives that took place in realizing the set objectives:

The Disabled People South Africa (DPSA) Emfuleni Branch has been launched. Deaf Awareness Celebration are organised regularly and ELM annually partners with Bathabile Sign Language Training to celebrate and acknowledge people with disability. The relationship with the civil society is excellent. ELM carry out programs together with 15 disability organizations locally and no longer sponsor their programs due budget constraints. There is a need for Emfuleni to adopt a disability friendly recruitment strategy.

Social Development programs for People with Disability are biased towards awareness of disability and assessing and attending to their needs. Community advocacy, Skills development, and elimination of abuse and neglect of children with disability are part of programs formulated to attend to needs of people with disabilities. Social Development has been involved in ensuring that people with disabilities are able to access services such as getting wheel chairs, have access to indigent burial and indigent subsidy grant and also access disaster relief grant and other benefits when required.



## Status of Employees with Disabilities

Table 52: Status of Employees with Disabilities

Level	Number	Male	Female
4	0	0	0
5	1	0	1
6	1	1	0
7	2	1	0
8	1	1	0
9	3	2	1
10	2	2	0
11	1	1	0
12	3	1	2
14	4	2	2
15	2	2	0
16	9	5	4
<b>Total</b>	<b>38</b>	<b>18</b>	<b>10</b>

Here are some of the **identified challenges**

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

## Gender

Human Resources and Employment Equity are responsible for the following activities:

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

Gender inequalities exist within ELM municipality, women account for 2.5% of the senior management. In order to realize gender mainstreaming, ELM send its managers and assistant managers monthly to attend workshops to equip them on gender issues.

The Desk has initiated training that will economically empower women on how to form cooperatives, building and brick laying.

There is also environmental training in partnership with both national and provincial departments. A draft policy on Gender is awaiting review by the ELM Legal Department. The ward based gender as well as Section 80 committee had been established from 2011 when GEYODI was established in the Executive Mayor's Office. Due to lack of resources and lack of budget, the structures have not been functioning as expected. The relocation to Social Development department during 2014 also had a negative impact as the function was transferred without any resources and a clear mandate. The GEYODI Section functions with the Office of the Executive Mayor and the placement on the Organogram is currently under discussion.

Women have been greatly affected by gender-based violence and financial exclusion due to gender inequality and preference of men over women in the workplace. As part of program implementation, Social Development is in the process of conducting awareness and prevention programs to inform and educate the community about gender-based violence, femicide, and other challenges faced by women due to their gender orientation. Equality between women and man is required in order for women to be at par with men in terms of socio-economic development. Women are trained in finance management, skills development and psycho-social and economic development as part of fighting gender imbalances.

### 9.3 HIV & AIDS

The primary goal of the Desk is to coordinate internal and external actions, reduce the number of new infections and the impact of the epidemic on individuals, families and communities. An HIV/AIDS Council was established within Emfuleni Local Municipality, but has since collapsed due to inconsistency of leadership and the revival of this council need the active involvement of the political leadership. Ward committees are in existence since 2011 and are doing very good work in the communities and report both monthly and quarterly.

ELM Social Development is involved in HIV and AIDS programme through HIV and AIDS awareness and prevention programs and also research. Ward based awareness programs for HIV and AIDS are conducted as part of Social Development annual plans targeting teenagers and the Youth as they are most affected by HIV and AIDS pandemic according to latest HIV and AIDS statistics (Department of Health, 2020). In the past (ELM Social Development) trained and educated workers from HIV and AIDS counselling and testing organizations on HIV and AIDS aetiology and counselling services. Social Development continuously plays a critical role in awareness and prevention of HIV and AIDS by engaging different client groups such as children, youth, adults and vulnerable groups such as women, prostitutes etc. Planned programmes for year 2021/2022 are focused on increasing awareness and prevention of HIV and AIDS in all 45 wards within ELM Municipality.

### 9.4 Youth

Currently Youth Forums are not functioning optimally due to lack of capacitation and resource allocation to the unit responsible for youth development. The allocation of resources required and exploration of partnership need to be considered in order to close the existing gaps. The National Youth Development Agency was approached to manage the Youth Development Centres as it falls within their mandate and it is capacitated to function in this area. The process is in the first phases and there are still tough negotiations ahead.

### **Youth Advisory Centres**

These centres will propel and inject a renewed hope and dream for a better future for the young people of this district. The Youth Centres are now going to be partnered with NYDA and Sedibeng District Municipality will coordinate the 3 local municipalities. Since January 2019, NYDA signed an SLA with Sedibeng to coordinate all locals with the aim of coordinating all local youth programs. They also resumed responsibility for the remuneration of staff in the Youth Advisory Centres. They are consistently carrying the costs of 7 staff members. The negotiations with the NYDA will determine the future viability of the Youth Advisory Centres. Currently the Youth Advisory Centres continuously updates the profile of the youth who visits these centres. Due the high unemployment rate year walk-ins are assisted and outreach programs are conducted in the areas of Boipatong, Tshepiso and Sharpeville within the limited resources available. The findings of the consultations and outreach programs are:

- The Youth Advisory Centres operates in an economically depressed environment,
- Women and mainly young women are more frequent visitors of the centre,
- That these visitors are mainly unemployed,
- They have low levels of formal education,
- They lack the relevant labour market orientated skills,
- They lack the necessary business knowledge, and
- Lack self-worth.

The mentioned matters cannot be effectively addressed within the limited resources available within the budgets of the Emfuleni Local Municipality and the Sedibeng District Municipality, hence the negotiations with the National Youth Development Agency.

Social Development Youth programs are paramount in dealing with high unemployment rate and other challenges faced by the youth. Youth programs from Social Development perspective are intended to deal with psychosocial and economic challenges faced by the Youth. Currently there are plans to engage the Youth in HIV and AIDS awareness and prevention as there has been an increase in HIV and AIDS infection among the Youth.



In addition, due to over 60 percent unemployment rate among the Youth, Social Development intends to engage in entrepreneurship programs to educate and teach the Youth on finance management, starting businesses and self- sustenance.

### **General Deliverables for Designated Groups**

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

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

The general deliverables have been categorised as follows:

#### **Training and job opportunities**

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

Ownership - Facilitate ownership options for designated groups in:

Urban renewal projects.

Industrial Waste Exchange Programme.

Land release; and Concrete targets and mechanisms will be set at BBBEE Summit planned for second half of this year.

Poverty alleviation and social development.

Social development is a multi-disciplinary in nature and cuts across sectors and is driven by the social work profession in caring out services. Social workers are a corners stone of developmental approach they guide and shape the nature of development. Emfuleni Social Development render social work services to various target groups namely; children, youth women, families, older persons and people with disabilities. Social Programmes rendered to these target groups entails socio-economic, moral regeneration, empowerment, and poverty reduction programmes.

As an example, various communities have been educated and informed on Child abuse and how to protect and prevent children from being victims of physical, sexual, emotional and financial abuse.

Door to door campaigns, distribution of educational materials and carrying out workshops and meetings took place as part of prevention and early intervention to protect children from abuse.

## Achievements

The strategic objective of Social Development services is to provide programmes to target groups and entails socio-economic, moral regeneration, empowerment, and poverty reduction programmes. The service statistics regarding the above-mentioned community support programme includes the following:

### Indigent household programme & indigent /pauper burials

3040 indigent households verified and registered in the indigent programme with a total household market value exceeding R250, 000 thresholds. The current number in the database is **77644** registered indigent households in ELM.

- A total of 98 indigent & pauper burials conducted within the municipality for community members who cannot afford to bury their loved ones.
- 6 ward based indigent campaigns conducted with the focus on educating and promoting registration and reviewing of the indigent program and a total number of 450 people attended.
- 550 older persons attended the event which was focusing on reviving the club and increasing membership, speakers presented on healthy lifestyle, education on their rights and types of abuse faced by elderly people.
- 250 ECD practitioners attended ECD training on NQ level 4, which empowered the trainees on early childhood development.
- 5 Substance Abuse & Drug Awareness program conducted in schools. The program aimed at reducing the use of substances among learners within the schools.
- ICROP (Integrated Community Outreach Program) is conducted from the Evaton community hall. This is an inter-departmental program aimed at bringing service delivery closer to the people, e.g., SASSA, Home Affairs etc. (250 families benefited through the SASSA Social Relief of Distress)

ELM has established a working relationship with the Provincial Department of Social Development, NGO's and NPO's to address issues of child abuse. Child protection programs are conducted annually during the month of June. Awareness programs on child trafficking and abuse are conducted at the schools.

Ensure that alternative options are explored including ensuring designated groups are prioritized in the "shack down programme".

Volunteers - Volunteers from all designated groups should be involved in:

- HIV and Aids programmes (ICROP);
- Fire prevention (PIER) and Clean Fires Program (ICROP);
- Crime prevention (ICROP); and
- Greening and cleaning.

### Deliverables for Different Designated Groups

Table 53: Deliverables for Different Designated Groups

<b>Women</b>	<ul style="list-style-type: none"> <li>• Identify and assist women in accessing training opportunities related to greening programmes; and</li> <li>• Develop leadership programmes for women.</li> <li>• Enhancement of women standing within ELM through women empowerment programs / projects</li> <li>• Implement skills development program for women utilizing social work methods such as group work, casework and at different continuum levels of care</li> </ul>
<b>Youth</b>	<ul style="list-style-type: none"> <li>• Youth (Workplace learning as a means to communicate);</li> <li>• Negotiations with NYDA to continue with this program under its own banner to ensure it is aligned with the national mandate</li> <li>• Get involved in all programmes of Regional Sewer, EPWP, BnM, Greening; and</li> <li>• Expand the Youth Advisory Centre services; Ensure connectivity and accessibility.</li> <li>• Partner with SDM and NYDA</li> <li>• Implementation of skills Development programs for Youth as part of development agenda</li> </ul>
<b>People with disability</b>	<ul style="list-style-type: none"> <li>• Special Disability /sheltered employment;</li> <li>• Interpreters; and</li> <li>• Get involved in all programmes of Regional Sewer, EPWP, BnM, and Greening.</li> <li>• Accessible entrances in all Municipality buildings</li> <li>• Social Development programs for upliftment of People with Disability</li> </ul>
<b>Children</b>	<ul style="list-style-type: none"> <li>• Ensure improved air quality and reduction of dangerous emissions which impact on the health of young children (e.g. asthma);</li> <li>• Healthy lifestyle programme, encouraging children to eat healthy and be active</li> <li>• Teen Sexuality education programme focus on discouraging earlier sexual experimentation.</li> <li>• Creating safety heaven for children through child protection services and programmes.</li> <li>• Drug and substance abuse awareness programmes aimed at reducing intake of drugs among children between ages 7-14 years.</li> </ul>



	<ul style="list-style-type: none"> <li>• Increase capacity development of care givers through training that is aimed at strengthening early childhood development.</li> <li>• Ensure that child headed households are accommodated in urban renewal projects;</li> <li>• Continue environmental awareness programmes aimed at school children;</li> <li>• Expand mass participation programme for sports; and</li> <li>• Ensure effective implementation of provincial programmes such as the Bana Pele, widow and ECD centres.</li> <li>• Building of a Rehabilitation Centre in Emfuleni</li> <li>• Prevention of child abuse and neglect through awareness and prevention</li> <li>• Create a safe and secure environment for children as prescribed in the Children’s Act 38 of 2005 through social work intervention</li> <li>• Building of a Rehabilitation Centre in Emfuleni</li> </ul>
<b>Elderly</b>	<ul style="list-style-type: none"> <li>• Elderly used for Oral History, sourcing resources in the form of shelter, tea gardens, and creating videos as stimulation and relaxation; and</li> <li>• Involve elderly in BNM programme.</li> <li>• Implement active aging programmes, wherein elderly will be involved in sporting activities (golden games, choral competition and aerobics)</li> <li>• Implement the Kharigude programme to educate elderly</li> <li>• HIV and AIDS training by the elderly</li> <li>• Collaboration with Provincial DSD to implement programs which are beneficial to the Elderly in line with older persons Act</li> </ul>
<b>People infected and affected by HIV and AIDS</b>	<ul style="list-style-type: none"> <li>• Increase and training of HIV/AIDS ward committees</li> <li>• Establishment of a consistent ELM HIV/AIDS Council</li> <li>• Regular reports to Sect.80 committees</li> <li>• Ward bases awareness and prevention HIV and AIDS program for teenagers and the Youth</li> </ul>
<b>Ex-combatants</b>	<ul style="list-style-type: none"> <li>• SMME development &amp; support to designated groups and ex-combatants;</li> <li>• Set concrete targets for ownership and empowerment for designated groups and ex-combatants;</li> <li>• Tour guides targeting designated groups and ex-combatants; and</li> <li>• Get involved in all programmes of Regional Sewer, EPWP, BNM and Greening.</li> <li>• The policy regarding the ex-combatants was drafted and submitted to ExCo for discussion. After recommendation this policy will be submitted for discussion at the Local Labour Forum thereafter it will be tabled for discussion by the Mayoral Committee and Council. This matter falls within the mandate of the Office of the Executive Mayor.</li> </ul>

## CHAPTER 10

### 10. INTEGRATION (INTER-GOVERNMENTAL ALIGNMENT) PHASE

At the core of the new system of Local Government is the ability of municipalities to coordinate and integrate their programmes with those of other spheres of government, sectors and parastatals/entities. This partnership is also known as the Inter-Governmental Alignment Phase. The Integration Phase Chapter refer to the complex and interdependence relations amongst the three (3) spheres of government as well as the coordination of their related public policies.

Inter-governmental relations are guided by the Inter-Governmental Relations Framework Act, 2005 (Act 13 of 2005) which intends to provide within the principle of cooperative government set out in Chapter 3 of the Constitution of the RSA, a framework for national, provincial and local government, as well as all organs of state to facilitate coordination in the implementation of Policy and Legislation, including the following: -

- Realisation of national priorities;
- Coherent government;
- Effective provision of services, and
- Monitoring of the implementation of policy and legislation.

The impact of inter-governmental relations (IGR) practise on service delivery arises from the interplay between the formal design elements of the system described above and operational factors that impinge on the implementation of that system (*e.g. the political context, community dynamics and capacity issues, etc.*).

#### Emfuleni Council Approved Policies: 2019 - 2020

Table 54: Emfuleni Council Approved Policies: 2019 - 2020

SUBJECT	ITEM NUMBER	DATE APPROVED BY COUNCIL	CLUSTER
1. Review of the ICT User Policy	A4533	29 July 2021	SHARED SERVICES
2. Review of the Information and Communications Technology (ICT) Security policy	A4534	29 July 2021	SHARED SERVICES
3. Cellular Phone Policy	A4579	9 September 2021	SHARED SERVICES
4. Draft Military Veterans Policy	A4537	29 July 2021	SPEAKER
5. Reviewed Enterprise Risk Management Policy for the Period 2021/22	A4589	9 September 2021	AUDIT
6. Emfuleni Local Municipality Rapid Land Release Policy	A4616	26 October 2021	EDP
7. Gift Acceptance Policy	A4566	9 September 2021	FINANCE
8. Municipal Wayleave Policy	A4598	30 September 2021	PUBLIC WORKS



## Method of communication

1. Available on the O-drive / MM New / AA12.
2. Hard copies available at the Office of the Senior Administrative Officer - Secretariat.

### 10.1 DISTRICT DEVELOPMENT MODEL (DDM) /ONE PLAN

Through the District Development Model (DDM), we envisage a common vision for the development of the country. Integration is one of the important tools available and the need thereof is necessitated by some of the below mentioned:

- A solve horizontal and vertical silos; To rectify poor integration, coordination of programmes and/or projects;
- To narrow the distance between people and government;
- To provide clarity on the rational of the projects;
- To deliver integrated services and monitoring and evaluation. To ensure that sector departments are collaborating;
- To ensure that most projects are spatially mapped;
- To maximize impact;
- To deliver youth empowerment;
- To address weakness in data gathering and research capabilities; and,
- To address skills gaps in specific arrears of expertise.
- To facilitate Local Economic Development;
- To provide sustainable development, accelerate initiatives to promote poverty eradication, employment and equality;
- To develop inclusive and gender responsive budgets and programmes based on people, and community needs.

The main objectives of the DDM also involve the following: -

- Determining infrastructure investment requirements and ensure long-term infrastructure adequacy to support integrated human settlements, economic activity and provision of basic services, community and social services;
- Managing rural/urban migration, as well as sustainable growth and development;
- Determining and/or supporting local economic drivers;
- Determining and managing spatial form, land release and land development, and
- Institutionalize long term planning whilst addressing 'burning' short term issues.

Table 55

July – Sep 2020	Oct – Dec 2020	Jan – Mar 2021
Phase one All activities Completed	Phase two • Diagnostic reports towards Revised District Profiles (Deep dive);	Phase three • Finalise District response plans and roll out plans;(All 5 districts are



	<ul style="list-style-type: none"> <li>• Municipal and sector Department’s engagements on (AAP, Budgets, IDPs);</li> <li>• Development 5District Response plans based on profiles and roll out plan – short term;</li> <li>• Initiate development of intergovernmental planning framework.</li> </ul>	<p>implementing COVID 19 resurgence)</p> <ul style="list-style-type: none"> <li>• Establish &amp; operationalised district hubs</li> <li>• Compile the “One plan” (Commenced with the process to develop prototype for consultation with districts)</li> <li>• Integration phase of plans – IDPs and APP</li> </ul>
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## DDM Implantation (Roadmap – Achieved)

## Economic Positioning: Special Economic Zones & High Growth

Table 56: Economic Positioning: Special Economic Zones & High Growth

Catalytic	Value add/economic contribution
The Vaal Special Economic Zone	<ul style="list-style-type: none"> <li>▪ Lanseria Airport and Maropeng World Heritage Site will be the main anchors of the new city.</li> </ul>
Vaal River City and the Vaal University Village precinct.	<ul style="list-style-type: none"> <li>▪ Create a river city where locals and tourists wish to invest.</li> <li>▪ Build strong neighborhoods and communities.</li> </ul>
The Vaal Marina and Logistics and mining investments in Lesedi	<ul style="list-style-type: none"> <li>▪ Creating of new industries, new economic nodes and new cities.</li> <li>▪ Enhance public services and facilities to satisfy the needs of all citizens.</li> <li>▪ Shift economy away from overreliance on the steel industry and diversify to include tourism and entertainment, agro-processing and logistics.</li> </ul>
Lesedi Transit Hub	
Sedibeng Agro	
Savanna City	<ul style="list-style-type: none"> <li>▪ The project has a projected total of yield of 18399 housing units, construction is underway.</li> </ul>
Boiketlong (Sebokeng 28&30)	<ul style="list-style-type: none"> <li>▪ The project has projected total yield of 15 000 housing units, construction is underway.</li> </ul>

## 10.2 SECTOR DEPARTMENT’S PROJECT

### 10.2.1 Vaal SEZ Progress Update

#### What is an SEZ?

- A Special Economic Zone is an economic development tool aimed at promoting economic growth by using support measures to attract foreign and domestic investments and technology.
- SEZs are a global phenomenon used by various countries to advance economic development.
- Currently there are 12 designated SEZs in South Africa (2 in Gauteng – OR Tambo & TASEZ).

## The special Economic Zone Act – Act No. 16 of 2014

### The Act seeks to achieve the following:

- To provide for the designation, promotion, development and management of special Economic Zones;
- To provide for the establishment and appointment of members into the Special Economic Zones advisory board;
- To provide for the establishment of the Special Economic Zones fund;
- To regulate the application, issuing, suspension, withdrawal and transfer of the Special Economic Zones operator permits;
- To provide for functions of the Special Economic Zones operator;
- To provide for transitional arrangements, and
- To provide for matters connected therewith.

### Objectives of the VAAL SEZ

- Objective is to develop a multi-sector, multi-site Special Economic Zone (SEZ) in the Vaal Region (Sedibeng District).
- Regenerate the area, support new economic activity, and build on the historic competitive strengths and skills base of the area.
- Build a socially cohesive society, with sustained economic growth that results in the creation and retention of quality jobs.
- Key component of this strategy is to capture the vast economic development opportunities provided by the hydrogen economy, making the Vaal the prominent Hydrogen Valley and centre of innovation for the decarbonisation of industry (re-industrialisation through the green economy).
- Priority is to build strong local linkages between townships/rural economies with the value chains that the SEZ will develop (inclusive growth) The Vaal region was a historic cluster of steel related industries.

### Situational Context

The economy of the region is underpinned by the strong steel, mining and export sectors. These sectors have experienced a marked decline since late 1990's the knock-on effected on smaller local businesses and their skills base were acutely felt. Today, few industries remain and operate at a much less significant scale. In addition, these industries have not been replaced by any new business or industrial activity resulting in a decaying region that offers few opportunities for business and communities to sustain themselves. This is resulting in a fragile society where social unrest and services delivery protests are common.

<ul style="list-style-type: none"> <li>• Available policies not being rigorously implemented</li> <li>• Implications of Emfuleni Local Municipality being under administration</li> <li>• Shrinking local tax base and growing need to provide social service for poor communities</li> </ul>	<ul style="list-style-type: none"> <li>• Collapsing Infrastructure</li> <li>• Severe and chronic lack of maintenance</li> <li>• Aging infrastructure and surrounding road logistics services resulting in congestion</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of evolution of local businesses to new opportunities</li> <li>• High migration of businesses and skills out of the area</li> <li>• Inability of local businesses to sustain themselves, create new jobs and grow</li> </ul>	<ul style="list-style-type: none"> <li>• Air pollution limiting headroom for future investment</li> <li>• Compromising health and wellbeing of people</li> <li>• Limiting ability to attract talent</li> </ul>
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Culture and people	Commitment by existing businesses	Available Land	Infrastructure
<ul style="list-style-type: none"> <li>• The area has a long history of industrialization</li> <li>• A number of industrial skills and artisans can be utilized to support businesses of the future</li> <li>• Existing university</li> <li>• Young generation with huge potential</li> <li>• Connected to other National and Provincial initiatives in Gauteng</li> </ul>	<ul style="list-style-type: none"> <li>• Despite the ongoing challenges, existing business have continued to support communities and explore ways to be more sustainable.</li> <li>• Significant investment is being made by the existing business</li> </ul>	<ul style="list-style-type: none"> <li>• Land is available for future development.</li> <li>• Land Could be more affordable compared with other areas in Gauteng.</li> </ul>	<ul style="list-style-type: none"> <li>• Despite some of the infrastructure challenges, the area is well connected in terms of roads, rail and power network.</li> <li>• Creating a culture of maintaining the existing assets could be easily resolved.</li> <li>• The Vaal Dam is a significant asset.</li> </ul>

### Progress Report on the Establishment of Vaal SEZ

The detailed history of the establishment of the VAAL SEZ needs to be known by our communities and stakeholders. The VAAL SEZ has been conceived / crystallized as a game changer programme in line with the Provincial Economic Development Strategy of Growing Gauteng Together 2030 (GGT2030). The GGT2030 is a precursor and a support economic development strategy for the Transformation, Revitalization and Modernization Program (TMR) that the Gauteng has been embarking on in the 1<sup>st</sup> administration of the Current Provincial Government. Part of the GGT2030 programme is based



on the establishment of corridors of development that will crowd in public and private investment for the realization of building Gauteng Province as a Global City Region (GCR).

The Global City Region concept is based on the establishment of nodal growth points in the North, South, West and Eastern Corridors of the Province for economic emancipation, poverty alleviation, employment creation, skills development, technological enhancement as well as industrialization, to name but a few. It is in this context that the VAAL SEZ programme was conceptualized for the Revitalization and Reignite of the Vaal Region in the Southern Corridor for the revival of the South Africa's birthplace of Industrialization given the disinvestment that has occurred in the past years within the steel industry in the region.

The revitalization of the region will result in the economic emancipation and growth of various sectors that has been identified as anchor projects for the Southern Corridor which will cover the municipalities of the Sedibeng District Municipality such as Emfuleni, Lesedi and Midvaal Local Municipalities.

At its Council sitting held on the 29<sup>th</sup> of July 2021 ELM Council resolved on providing support for the establishment of the Vaal SEZ. The Council also gave approval for the nominations the appointment of ELM member to serve on the Board of Directors of the Vaal SEZ. The Council further noted the draft Memorandum of Incorporation of the Vaal SEZ.

Furthermore, on the 14<sup>th</sup> of December 2021 the Council approved the release of certain parcels of land (619 hectares) for the purposes of Vaal SEZ establishment and development. The Council sitting further resolved that quarterly progress reports in this regard be presented to Council by the Municipal Manager.

The process to establish the Vaal SEZ has been proceeding at pace with various milestones being achieved to date. An acceleration was approved (initially planned for 12 months and now completion date to be 6 months) by the Gauteng Department of Economic Development "War Room" to fast-track the designation of the Vaal SEZ and business case by July 2022 and formally submit a designation application by end of September 2022.

The acceleration plan was Conceived and approved as result of incorporating various works streams and utilizing the available internal resources that has been made available by the Vaal SEZ Project Management Unit to fast track the process toward designation.

In support of this initiative, Emfuleni Local Municipality has been participating in the Project Steering Committee Structures of the Vaal SEZ in order to assist in unlocking bottlenecks that could impede on the acceleration plan. The Project Steering Committee is composed of various work teams that work in collaboration with Vaal SEZ PMU Team, Emfuleni Local Municipality Team and Technical Experts that were appointed by the Gauteng Growth and Development Agency to assist the Vaal SEZ in the development of a Master Plan and Business Case for the designation. This is in line with SEZ policy, regulations and legislation.

### **Progress to Date**

The following Table is a summary of progress made to date:

ACTIVITY	STATUS	COMMENTS
PMU to develop the Vaal SEZ Master Plan. Including an SEZ Designation Application to the OTIC.	COMPLETED	Currently, one investor has been secured for the Emfuleni Land Parcels for Hydrogen Fuel Cell Manufacturing Plant as well as a Hydrogen Valley Facility. The first phase of the project is estimated to be a 8750 million investment with potential investment of R2 billion over the next 5 years. The project is anticipated to generate 1000 local jobs and over R1 billion injection into the local economy of Emfuleni through supplier development and localization_ The investors are already at business plan bankable feasibility studies. The shareholders for this investment includes Mitochondria, IDC, DBSA and a European Private Equity Investor. This project is anticipated to break ground in 2022. The project is at an advanced stage and a Service Provider was recently appointed to assist the Vaal SEZ.
Master plan acceleration plan approval	COMPLETED	The original plan was to conclude the master plan within 12 months. With increase in capacity of the Vaal SEZ PMU the plan was revised to conclude the master plan in June 2022 (6 months). This also was complemented by the involvement of the 3 Local Municipalities (through the establishment of Technical Steering Committees on each Municipality to fast track information dissemination and collation. Already certain section of the master plan development has been
Project Initiation Workshop	COMPLETED	The workshop and project initiation report was presented in January and approved by the Vaal SEZ
Establishment of Technical Project Steering Committees	IN PROGRESS	The Technical Project Steering Committees has been established in Midvaal, Lesedi and Emfuleni Local Municipality. The objective alibis committees are to fast-track information dissemination, town planning issues, bulk infrastructure requirements, infrastructure master plans and stakeholder engagement process. The committees are chaired by the respective Municipal Managers in collaboration with Vaal SEZ Team and Technical advisors. This meetings sits bi-weekly.
Establishment of Technical Project Steering Committees	IN PROGRESS	The Technical Project Steering Committees has been established in Midvaal, Lesedi and Emfuleni Local Municipality. The objective alibis committees is to fast track information dissemination, town planning Issues, bulk infrastructure requirements, infrastructure master plans and stakeholder engagement process. The committees are chaired by the respective Municipal Managers in collaboration with Vaal SEZ Team and Technical

### Governance Progress

The Vaal SEZ PMU is a transitional structure, hosted within the GGDA and jointly funded by the DTIC and GDED. It is responsible for the establishment of the SEZ and securing a designation license. Ultimately, the Vaal SEZ will be owned by the Vaal SEZ Company, whose shareholding will be split evenly between the three spheres of government, the DTIC, GDED, and the municipalities (combined for the District & the 3 Locals).

The Vaal SEZ Company was registered in 2020 but will have to undergo PFMA listing procedures once SEZ designation has been obtained. The 10 director positions in the Vaal SEZ Company will be drawn from the DTIC (3), GDED (3), Sedibeng District Municipality (1), Emfuleni Local Municipality (1), Midvaal Local Municipality (1) and Lesedi Local Municipality (1). The priority now is to finalize the Board nomination process and hold the inaugural meeting of the Vaal SEZ Board by end March 2022.

#### Priority actions for Council to note:

- Conclusion of Land Availability/Agreements for Secured land parcels;
- Complete SEZ Master Plan Development process;
- Secure funding for bulk infrastructure requirements;
- Secure pipeline of firm investment commitments;
- Secure SEZ designation license;
- Break ground in calendar year 2022;
- Access to all available information on previously-done studies by various Municipalities and Entities Initiate a wide-ranging consultations process with all key stakeholders across the 3 Municipalities within the Sedibeng District Municipality;
- Validation of bulk infrastructure requirements, mobilize funding and availability from all spheres of government;
- Fast-tracking of township establishment processes through the technical project steering committees;
- Put in place effective governance structures to oversee project execution (Technical & Political Steering Committees);
- Commencement of Community Consultation Processes with relevant stakeholders, and
- Assist the Municipalities in mobilizing Funding for Critical Infrastructure rehabilitation through Grant funding from The Department of Trade, Industry and Competition (Critical Infrastructure Programme).

### CONSTITUTIONAL AND LEGAL IMPLICATIONS

- Special Economic Zone Act No. 16 of 2014;



- Companies Act No. 71 of 2008;
- Public Finance Management Act No 1. of 1999, and
- King IV Principles of Corporate Governance.

#### **WAY-FORWARD**

- The establishment of the Vaal SEZ and Emfuleni Local Municipality involvement and support provided;
- The Project Steering is established;
- The Project Steering Committee in partnership with the Vaal SEZ to spearhead the Vaal SEZ Master Planning and Business Case development acceleration plan, and
- Assist and support the Technical Project Steering Committee Team in the rolling out of stakeholder consultation processes through the Office of the Speaker's Public Participation Processes

### 10.2.2 Gauteng Department of Human Settlements (GDHS)

Table 57: Gauteng Department of Human Settlements Draft 2022/2023 Business Plan of Emfuleni Local Municipality

GAUTENG DEPARTMENT OF HUMAN SETTLEMENTS DRAFT 2022/2023 BUSINESS PLAN OF EMFULENI LOCAL MUNICIPALITY												
HSS project	Total annual No. of Sites	Total Annual Site Budget	Total annual of Units	Total annual unit Budget	Total annual title deed Restoration	Total annual title deed Budget	Total annual title deed New	Total title deed New Budget	Total Annual Professional fees Budget	Total bulkBudget	Total annualBudget	
Sebokeng -Set Square Phase 2	200	R10 576 600.00	150	R1 155 670.00	0	R0.00	0	R0.00	R0.00	R0.00	R66 280 550.00	
Sebokeng Ext 28	0	R0.00	10	R1 155 670.00	0	R0.00	0	R0.00	R0.00	R0.00	R1 155 670.00	
Sebokeng Ext 30 Up-Phase 3	100	R5 288 300.00	100	R22 469 300.00	0	R0.00	0	R0.00	R0.00	R0.00	R27 757 500.00	
Sebokeng Ext 3 Phase 2 walk up	100	R5 288 300.00	100	R22 469 300.00	0	R0.00	0	R0.00	R0.00	R0.00	R27 757 500.00	
Vereeniging/Vanderbijlpark	0	R0.00	0	R0.00	0	R0.00	0	R0.00	R0.00	R0.00	R850 110.00	
Evaton/Sebokeng	0	R0.00	0	R0.00	0	R0.00	0	R0.00	R0.00	R0.00	R850 012. 00	
West site Park- Sebokeng Ext 21-Phase 1	0	R0.00	0	R0.00	0	R0.00	0	R0.00	R0.00	R0.00	R3 324 019.00	
Rustervaal	0	R0.00	0	R0.00	0	R0.00	0	R0.00	R0.00	R0.00	R709 359.84	
Johandeo Phase 2 Phase 1	0	R0.00	0	R0.00	0	R0.00	0	R0.00	R0.00	R0.00	R2 000 400.00	
Eagles Nest	0	R0.00	0	R0.00	0	R0.00	0	R0.00	R0.00	R0.00	R5 000 000.00	
Sebokeng Ext 3, 5, 7 & 13 Phase 1	0	R0.00	0	R1 585 188.73	0	R0.00	0	R0.00	103 221.00	R0.00	R1 688 409.00	
Evaton North – Phase 1	0	R0.00	0	R0.00	0	R0.00	0	R0.00	183 750.00	R0.00	R183 750.00	
	400	R21 153 200.00	375	R248 835 128.73	6	R0.00	0	R0.00	286 971.00	R0.00	R115 667 446.73	

### 10.2.3 Gauteng Department Roads and Transport (GDRT)

The Roads Department has developed a new scope of work aligned for 2020/2021 Financial Year for Vanderbijlpark, Three Rivers, Vereeniging, Sharpeville and Sebokeng.

The planned scope of work as per Conditional Assessment is as follows, considering the class 3 and 4 roads: -

- Three Rivers – R 33,969,712.20.
- Vanderbijlpark, Bophelong – R 27,907,227.50.
- Vereeniging – R 15,606,684.74.
- Sebokeng – R 41,900,470.15.
- Sharpeville, Boipatong, Tshepiso, Boiketlong – R 14,526,729.32.
- Stormwater challenges that require urgent attention-R17, 063,668.59.

The planned scope of work currently amounts to R 150,974,492.50 for approximately 85.8 kilometers.

#### Three Rivers

RESEAL		
NO	STREET NAME	ESTIMATED BUDGET
1	Ash	674,822.42
2	Assegai	984,968.78
3	Beech	1,971,200.93
4	Dabchick	945,234.15
5	Egret	5,149,287.64
6	Golf	1,669,928.97
7	Kei	857,818.36
8	Kowie	301,586.62
9	Marico	2,25,549.07
10	Myrtle	887,680.27
11	Pelican	747,624.04
12	Protea	638,964.17
13	Rose	734,964.48
14	Umgeni	2,315,636.72
15	Umtata	862,302.00
16	Zambezi	3,360,554.01
17	Makon	940,255.67
18	Caledon	1,528,663.13
19	Brand Muller	2,201,914.37



20	Berg	545,078.45
21	Plane	486,846.24
22	Tay	2,185,014.96
23	Thames	3,979,365.82
	<b>Total Amount</b>	<b>33,969,712.20</b>

### Vanderbijlpark & Bophelong

RESEAL		
NO	STREET NAME	ESTIMATED BUDGET
1	Service Road	365,971.67
2	Sabie	1,153,157.96
3	Petter	582,194.43
4	Verdi	1,009,672.32
5	Brahms	254,319.25
6	Vivaldi	608,114.32
7	Frikie Meyer	10,502,174.17
8	Rossini	855,071.46
9	Hobhouse	627,981.01
10	Mandela	3,673,417.74
11	Leyds	628,607.54
12	Rautenbach	2,200,399.29
13	Smarag	1,733,839.33
14	Becquerel	689,279.12
15	Stephenson	533,250.14
16	Chris Han	2,489,777.75
	<b>Total Amount</b>	<b>27,907,227.50</b>

### Vereeniging

RESEAL		
NO	STREET NAME	ESTIMATED BUDGET
1	Jan Van Riebieck	486,648.73
2	Drakensberg	2,380,283.64

3	Andesite	731,304.95
4	Citrene	973,762.91
5	Sandstone	898,350.55
6	Nerina	954,449.94
7	Poole	595,328.11
8	Springbok	4,900,920.52
9	Christian De Wet	889,210.33
10	Lewis street	1,262,456.42
11	Phil Montser	808,599.92
12	Japie Krige	725,368.72
<b>Total Amount</b>		<b>15,606,684.74</b>

### Sebokeng &Evaton

RESEAL			
NO	LOCATION	STREET NAME	ESTIMATED BUDGET
1	Sharpeville	Vilakazi	1,330,438.27
2	Sharpeville	Seiso	783,230.32
3	Sharpeville	Zwane	2,970,829.03
4	Sharpeville	Dubula	2,867,403.50
5	Boipatong	Sekati	2,204,317.49
6	Boipatong	Mamelodi	1,550,859.87
7	Boipatong	Lekoa	1,487,737.81
8	Sharpeville	Larger	1,331,913.03
<b>Total Amount</b>			<b>14,526,729.32</b>

### Sharpeville, Boipatong, Tshepiso and Boiketlong

RESEAL			
NO	LOCATION	STREET NAME	ESTIMATED BUDGET

1	Sharpeville	Vilakazi	1,330,438.27
2	Sharpeville	Seiso	783,230.32
3	Sharpeville	Zwane	2,970,829.03
4	Sharpeville	Dubula	2,867,403.50
5	Boipatong	Sekati	2,204,317.49
6	Boipatong	Mamelodi	1,550,859.87
7	Boipatong	Lekoa	1,487,737.81
8	Sharpeville	Larger	1,331,913.03
<b>Total Amount</b>			<b>14,526,729.32</b>



### 11. District Development Model (DDM)

The District Development Model (DDM) was initiated by the State President of the Republic of South Africa, Mr. Cyril Ramaphosa in his 2019 State of the Nation Address (SoNA). Subsequently, the District Development Model was discussed and adopted by Cabinet, the 2019 Presidential Coordinating Council (PCC), the March 2020 extended PCC and various engagements of the MIN/MECs. The President in the 2019 Presidency Budget Speech (2019) identified the *“pattern of operating in silos”* as a challenge which led to *“lack of coherence in planning and implementation and has made monitoring and oversight of government’s programme difficult”*. The consequence has been non-optimal delivery of services and diminished impact on the triple challenges of poverty, inequality and employment.

The President further called for the rolling out of *“a new integrated district-based approach to addressing our service delivery challenges [and] localise[d] procurement and job creation, that promotes and supports local businesses, and that involves communities...”* The President is cognisant of the fact that such an approach will require that *“National departments that have district-level delivery capacity together with the provinces ... provide implementation plans in line with priorities identified in the State of the Nation address”*. The DDM consists of a process by which joint and collaborative planning is undertaken at local, district and metropolitan by all three (3) spheres of governance resulting in a single strategically focussed One Plan for each of the 44 districts and 8 metropolitan geographic spaces in the country, wherein the district is seen as the ‘landing strip’.

The District Development Model builds on the White Paper on Local Government (1998), which seeks to ensure that *“local government is capacitated and transformed to play a developmental role”*. The White Paper says developmental local government *“is local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives”*. To which end, developmental local government is seen as having four interrelated characteristics of *“maximising social development and economic growth; integrating and coordinating; democratising development; and leading and learning”*. In order for local government to advance this, the Constitution calls on *“national and provincial governments [to] support and strengthen the capacity of municipalities to manage their own affairs”*. Therefore, the model is a practical Intergovernmental Relations (IGR) mechanism to enable all three spheres of government to work together, with communities and stakeholders, to plan, budget and implement in unison.

In so doing the vexing service delivery challenges can also be turned into local level development opportunities, through localised procurement and job creation which *“promotes and supports local businesses, and that involves communities...”* This will also require national and provincial departments provide implementation plans and budgets which address local challenges and

developmental opportunities whilst aligning with national, regional, continental and global goals and objectives.

### 11.1 Objectives of the District Development Model

- Coordinate a government response to challenges of poverty, unemployment and inequality particularly amongst women, youth and people living with disabilities;
- Ensure inclusivity by gender budgeting based on the needs and aspirations of our people and communities at a local level;
- Narrow the distance between people and government by strengthening the coordination role and capacities at the District and City levels;
- Foster a practical intergovernmental relations mechanism to plan, budget and implement jointly in order to provide a coherent government for the people in the Republic; (solve silo's, duplication and fragmentation) maximise impact and align plans and resources at our disposal through the development of *"One District, One Plan and One Budget"*;
- Build government capacity to support municipalities;
- Strengthen monitoring and evaluation at district and local levels;
- Implement a balanced approach towards development between urban and rural areas, and to
- Exercise oversight over budgets and projects in an accountable and transparent manner.

### 11.2 What is the IUDF?

The IUDF is our National Urban Policy which marks a New Deal for South African cities and towns. The framework will steer urban growth towards a sustainable model of compact, connected and coordinated towns and cities. It provides a roadmap to implement the NDP's vision for spatial transformation – creating liveable, inclusive and resilient towns and cities while reversing the apartheid spatial legacy.

The IUDF provides key principles and policy levers for creating better urban spaces. It seeks to strengthen urban-rural linkages, promote urban resilience, create safe urban spaces and ensure that the needs of the most vulnerable groups are addressed

### 11.3 How is the DDM aligned with the IUDF?

As a start, to illustrate that the DDM has not replaced the IUDF, we must acknowledge that the IUDF is a national urban policy of South Africa while the DDM is an approach that government has adopted to tackle the deep-rooted silo mentality that exists in how government plans, budgets, and deliver services across the three spheres of government, while not capitalizing on opportunity that exists to mobilize other actors in the private sector, NGOs and communities to achieve social compact.

Both the DDM and the IUDF subscribe to the concept of social compact, an all of society approach towards improving the lives of people and lastly spatial transformation. These are critical philosophies that the 5<sup>th</sup> and 6<sup>th</sup> administration is determined to decisively address.

The DDM as a way of working and doing things differently will play a key role in enhancing the implementation of the IUDF, for instance, one of the short-term priorities of the IUDF is to institutionalise long-term planning. The DDM, through the introduction of the One Plan, is on course to make this a reality. While the IUDF advocates for greater involvement of Premiers and MECs in planning and development, the DDM also advocates for the same intervention across all three spheres of government, i.e. the recent nomination of political district champions at a national level that cascades to district level is a perfect example of how the IUDF and the DDM complement one another.

While the IUDF assists with focusing in our cities and towns, the DDM takes on a district-wide approach. The complementarity can be seen in the sense that, the IUDF provides a more granular focus within a district, i.e. cities and towns, while DDM takes on a regional posture. This may also mean that IUDF interventions in cities and towns will be critical to providing a district-wide perspective, especially in areas of integrated urban planning and management, integrated sustainable human settlement, integrated urban infrastructure, efficient land governance and management, inclusive economic development etc.

The DDM is not divorced from existing government policies such as the IUDF but if implemented properly, will amplify and seek to facilitate the implementation of the short and long-term priorities of the IUDF. District and metropolitan spaces are a perfect starting point to improve the performance and coherent service delivery as they are close to the ground which ensures that the whole of government is responsive to the need of communities. The vision for the district model has been articulated through the slogan: **“One District, One Budget and One Plan”**, which directly correlates with IUDF’s vision of reaping the urban dividend. The IUDF describes the urban dividend as “an optimal situation where the increasing concentration of an economically active population translates into higher levels of economic activity, greater productivity and higher rates of growth” To optimise the urban dividend we must focus on three areas 1. **People** (enhancing their capabilities) 2. **Economy** (More resilient productive and job creation) 3. **Place** (More liveable pleasure, greater social integration, safety and access to opportunities). The common theme between the DDM and IUDF is the need to invest in people the economy and the environment to improve quality of life.

The DDM has since been piloted in two district municipalities and one metropolitan municipality, OR Tambo, Waterberg and Ethekwini respectively. There has been some cross-cutting lessons from the piloting phase that further buttress how interlinked the IUDF and DDM are. The pilots revealed that there are high levels of youth unemployment and a high number of women and child-headed households in our district spaces which is what IUDF lever 7 seeks to address through empowering communities to be active citizens in the economy and access job opportunities. There is also a challenge in high rural to urban migration which is also a cross-cutting theme in the IUDF where urban-rural interdependency is advocated for.



It is therefore clear that the DDM has not replaced or duplicated the work of the IUDF but the two need to be perceived as complimentary. It is a myth and it is not factual that the DDM is the new sheriff in town that has replaced the IUDF. Therefore, better communication strategies and approaches need to be employed to educate and mobilize all of society to be more aware of the two policies and how they can be utilised in addressing socio-economic challenges.



Vaal River City, the Cradle of Human Rights

#### 11.4 Sedibeng District Development Model One Plan Declaration

As Municipalities we commit ourselves that:

1. We will jointly adopt and implement the District Development Model One Plan.
2. We will establish an Economic Development Agency for the District.
3. We will leverage on our assets i.e., Prime development land, in order to lure and attract investment in the region.
4. We will strengthen partnerships and collaboration with the private sector, Institutions of Higher Learning and the Community.
5. We will in the 6th Administration develop an Integrated Infrastructure Master Plan.
6. We will improve AG Audit opinion and maintain clean governance.
7. We will enhance the Shared Service model and alignment between the three municipalities and the district.
8. We will consolidate our safety and security plans across all the municipalities

