C 2283/05/2020
SMC A/5255/05/2020

9.A.2 [DP]: FINAL MIDVAAL INTEGRATED DEVELOPMENT PLAN FOR 2020/2021 AND FINAL SPATIAL DEVELOPMENT FRAMEWORK 2020/2021

2/9

COMPETENCY: COUNCIL

RESOLVED

That the reviewed Midvaal 2020/2021 Integrated Development Plan and the 2020/2021 Spatial Development Framework, including Annexures, be approved.

C 2283/05/2020
SMC A/5255/05/2020

9.A.2 [DP]: FINAL MIDVAAL INTEGRATED DEVELOPMENT PLAN FOR 2020/2021 AND FINAL SPATIAL DEVELOPMENT FRAMEWORK 2020/2021

2/9

COMPETENCY: COUNCIL

PURPOSE

To table the Midvaal 2020/2021 Integrated Development Plan (IDP), including the following Annexures (distributed under separate cover):

- Annexure A – Unfunded Project List
- Annexure B – Final 2020/2021 Spatial Development Framework
- Annexure C – Disaster Management Plan
- Annexure F – IT Disaster Recovery Plan
- Annexure G – Integrity Management Implementation Plan
- Annexure H – Revised Final Midvaal HSP 2020
- Annexure J – Response Letter to MEC

RECOMMENDATION

That the reviewed Midvaal 2020/2021 Integrated Development Plan and the 2020/2021 Spatial Development Framework, including Annexures, be approved.

REPORT

Section 34 of the Municipal Systems Act, 2000 requires a municipal council to annually review the IDP in accordance with an assessment of its performance and to the extent that changing circumstance so demand.

As a result of the annual review the following main amendments have been effected:

- The Situational Analysis in Chapter 2 has been updated.
- The Financial Plan (Chapter 4.1) has been updated.
- The 2020/2021 Process Plan has been included.
- The Midvaal KPA's and strategic objectives remain unchanged.
- The HR Support Plan in Chapter 4.2 has been updated.
- Climate Change Adaptation and Mitigation projects have been highlighted in Chapter 4.4.
- Performance Management in Chapter 5 has been updated.
- The following Annexures have been included

    - Annexure A – Unfunded Project List
    - Annexure B – Final 2020/2021 Spatial Development Framework
    - Annexure C – Disaster Management Plan
    - Annexure D – LED Strategy
    - Annexure E – Water Conservation and Demand
    - Annexure F – IT Disaster Recovery Plan
    - Annexure G – Integrity Management Implementation Plan
    - Annexure H – Revised Final Midvaal HSP 2020

- Annexure I – Letter received from the MEC COGTA on 19/20 IDP
- Annexure J – Response Letter to MEC
- The following changes have been include in the revised SDF as proposed in the Draft 2020/2021 SDF.

  - The entire documents were checked for editorial/spelling errors and were corrected respectively.
  - The Urban Development Boundary (UDB) was extended to include Portion 47 and 77 of the Farm Langkuil 363IR. Remainder of portion 19, portion 63 and 66 of the farm Langkuil 363IR has also been included due to technical alignment and avoidance of islands within the UDB.
  - The following maps have been enhanced for better quality and adjustment to the UDB:
    - Map No. 3, 5 – 8, 13, 15 – 18, 23, 27.1 ,27.2 ,27.3, 28 – 31, 32.1, 32.2, 32.3, 33 – 35.
  - No additional recommended changes were proposed.

PUBLIC PARTICIPATION PROCESS

Section 29 (i) and (ii) of the Municipal Systems Act, 2000 requires that the local community be consulted on its development needs and priorities, and to participate in the drafting of the integrated development plan.

The municipality received a list of 5 prioritised projects per ward by ward councilors. The projects identified were captured and have been used to inform the Annexure A: List of Unfunded Projects. The municipality hosted 9 public engagements with communities where the community priorities were affirmed.

A Public Notice of the Draft 2020/2021 IDP was placed in the local newspapers and available on the Midvaal website for public comment.

ANNEXURES

The following documents are attached:

- Draft Midvaal 2020/2021 Integrated Development Plan (IDP) including the following Annexures:

  - Annexure A – Unfunded Project List
  - Annexure B – Final 2020/2021 Spatial Development Framework
  - Annexure C – Disaster Management Plan
  - Annexure D – LED Strategy
  - Annexure E – Water Conservation and Demand
  - Annexure F – IT Disaster Recovery Plan
  - Annexure G – Integrity Management Implementation Plan
  - Annexure H – Revised Final Midvaal HSP 2020
  - Annexure I – Letter received from the MEC COGTA on 19/20 IDP
  - Annexure J – Response Letter to MEC

COMMENTS: MEETING OF THE MUNICIPAL MANAGER AND HEADS OF DEPARTMENT: 19 MAY 2020

Resolved to Recommend

That the Item be referred to the Section 80 Development & Planning Portfolio Committee

MIDVAAL
LOCAL MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN

2020 - 2021

FINAL REPORT MAY 2020

FOREWORD EXECUTIVE MAYOR IDP 2020/2021



This report outlines our progress on the targets we set for ourselves, and most importantly, it gives our stakeholders and communities insight into the performance and achievements of the municipality.

We ought to remind ourselves that local government is the coalface of service delivery. We remain the catalyst for the provision of a basket of essential services such as bulk economic, social infrastructure and other social amenities.

In light of recent developments with regards to Covid-19, now is the time more than ever for municipalities to be at the forefront of applying a whole society approach which includes the strict safeguarding of the economy, maintaining delivery of public infrastructure safely while maintaining food security and transport links.

The size and structure of Midvaal's population is constantly evolving in an increasingly complex and precarious environment. This affects the demand from the current administration. Our residents are becoming increasingly aware of the need for a sustainable economy and lifestyles, as indeed is society as a whole.

We need to espouse the culture of maximizing on the limited resources we have so that we can meet our target irrespective of the challenges we face every day.

The municipality has performed considerably well over the last administrative period, winning the Diamond PMR Africa awards and achieving a clean audit for six consecutive years.

This is an affirmation for a clear commitment to clean governance and leadership that is accountable to its residents.

As a municipality, we dare not forget that our objective is to create value for all our stakeholders, and in furtherance of that aim, we apply ethical principle.

Finally, I would like to express my sincere gratitude to all Councillors, officials, and the residents of Midvaal Local Municipality for their dedication, support and co-operation, which enable the institution to excel and withstand all challenges.

Together we can and will.



Councillor Bongani Baloyi

Executive Mayor

FOREWORD ACTING MUNICIPAL MANAGER IDP 2020/2021



The Integrated Development Plan for the period 2017/18-2021/22 was reviewed for the period 2020/2021. The current vision and mission status are still maintained and will direct all current and future planning of the Municipality. We will continue to serve our community inclusively throughout Midvaal.

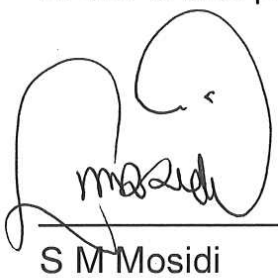
The focus on a credible and single implementation plan for Midvaal Municipality created a sound and stable foundation to ensure that IDP subscribe to this principle. The fact that the South Africa economic forecast reflects slow and low growth for the short term requires alignment and dedicated focus on the limited resources available to the Municipality. Midvaal Local Municipality will only survive these difficult times if the Vision and Mission Statements are implemented to the full extent possible.

The Human Settlements Plan forms the basis for all future infrastructure development planning This plan is aimed at ensuring that the infrastructure requirements are aligned to the future human settlements strategy. The planning for these settlements cannot be done without considering the requisite services and social amenities to create sustainable communities. The reviewed IDP will also give direction for the next five-year Bulk Infrastructure planning.

The current budget was drafted as per the mSCOA directives which encompasses all seven segments. This will ensure implementation of all focus areas as per the approved IDP. The Service Delivery Budget Implementation Plan (SDBIP) would keep track of the goals and strategic key performance indicators that were developed for the medium-term expenditure framework.

The review of the IDP, involved prioritisation of projects by a ward-based process in which both Ward Committee Members and Ward Councillors played an important role however, the sector based (eg ECD, CPF) consultation process produced valuable inputs and strengthens the process of public participation.

The Municipality will continue to strive towards a community-based customer-centric approach in dealing with concerns and aspirations of the entire population of Midvaal.



S M Mosidi
Acting Municipal Manager

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1. Introduction

1.1 Background

The Municipal Systems Act, (No 32 of 2000), compels municipalities to prepare Integrated Development Plans (IDPs). The IDP serves as a tool for the facilitation and management of developments within the municipal area of jurisdiction. In conforming to the Act's requirements, the Council of Midvaal Local Municipality (MLM) has delegated the authority to the Municipal Manager to prepare the IDP.

The aim of the IDP for Midvaal is to present a coherent plan in order to achieve the vision of the municipality. The intention of this IDP is to link, integrate and co-ordinate development plans for MLM which are aligned with national, provincial and district development plans as well as planning requirements binding on the municipality in terms of legislation.

1.2 Legal Framework & Mandate

The Constitution of the Republic of South Africa (1996) stipulates that the local sphere of government consists of municipalities which were established for the whole South Africa, the so-called wall-to-wall municipalities. The objectives of local government are set out in Section 152 of the Constitution as follows:

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

In order to realise the above, the Municipal Systems Act, 2000 (MSA) was enacted. Chapter 5 of the MSA states that a municipality must undertake developmentally oriented planning, in the form of integrated development planning, to ensure that it achieves the objects of local government as set out in the Constitution. It must further give effect to its developmental duties as required by Section 153 of the Constitution.

According to Section 25 of the MSA each municipal council must, after the start of its elected term, adopt a single, inclusive and strategic planning (IDP) for the development of the municipality which links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality and which aligns the resources and capacity of the municipality with the implementation of the said plan. The IDP should form the policy framework and general basis on which annual budgets will be based and should be aligned with national and provincial development plans and planning requirements.

The Service Delivery and Budget Implementation Plan (SDBIP) is regulated by National Treasury Circular No. 13 dated 2005 and Performance Management by Regulation 29089 dated 2006.

Chapter 3 to 5 of this IDP outlines in detail how the long-term vision of MLM translates into an effective plan that aligns the municipal budget, monitoring and evaluating mechanisms as well as timeframes for delivery.

1.3 Cooperative Governance

The Constitution (referenced in 1.2 above) further states that the three spheres of government are distinctive, inter-dependent and inter-related. They are autonomous but exist in a unitary South Africa and have to cooperate on decision-making and must co-ordinate budgets, policies and activities, particularly for those functions that cut across the spheres.

Co-operative governance means that national, provincial and local government should work together to provide citizens with a comprehensive package of services. They have to assist and support each other, share information and coordinate their efforts. Implementation of policies and government programmes particularly require close cooperation between the three spheres of government.

A number of policies, strategies and development indicators have been developed in line with the prescriptions of legislation to ensure that all government activities are aimed at meeting the developmental needs of local government.

The following sections outline the national, provincial and district policy directives, sector plans and legislation that set the strategic direction and with which the Midvaal Local Municipality must align to ensure that government spending is directed at the pressing needs of the community and those that contribute towards economic growth.

1.3.1. National Development Plan

The South African Government through the Presidency has published a National Development Plan. The Plan aims to eliminate poverty and reduce inequality by 2030. The Plan has the target of developing people's capabilities to improve their lives through education and skills development, health care, better access to public transport, jobs, social protection, rising income, housing and basic services, and safety. It proposes to the following strategies to address the above goals:

1. Creating jobs and improving livelihoods;
2. Expanding infrastructure;
3. Transition to a low-carbon economy;
4. Transforming urban and rural spaces;
5. Improving education and training;
6. Providing quality health care;
7. Fighting corruption and enhancing accountability;
8. Transforming society and uniting the nation.

As the core of the Plan is to eliminate poverty and reduce inequality and the special focus on the promotion of gender equity and addressing the pressing needs of youth. More importantly for efficiency in local government the NDP proposes 8 targeted actions listed below:

1. Stabilise the political-administrative interface;

2. Make public service and local government careers of choice;
3. Develop technical and specialist professional skills;
4. Strengthen delegation, accountability and oversight;
5. Improve interdepartmental co-ordination;
6. Take pro-active approach in improving national, provincial and local government relations
7. Strengthen local government;
8. Clarify the governance of SOEs.

The National Development Plan 2030 has been adopted by the National Cabinet in August 2012 and this place an injunction on the state and its agencies (including municipalities) to implement the Plan.

The Plan makes the following policy pronouncements and proposes performance targets that intersect with developmental mandates assigned to local government. Importantly, municipalities are expected to respond to these developmental imperatives when reviewing their Integrated Development Plan and developing the corresponding three-year Medium-Term Revenue and Expenditure Frameworks.

1. Youthful population presents opportunities to boost economic growth, employment and reduce poverty;
2. Strengthen youth service programmes – community-based programmes to offer young people life skills training, entrepreneurship training;
3. Increase employment from 13 million in 2010 to 24 million in 2030;
4. Ensure that skilled, technical, professional and managerial posts better reflect the country's racial, gender and disability makeup;
5. Establish effective, safe and affordable public transport;
6. Produce sufficient energy to support industry at competitive prices;
7. Ensure that all South African have access to clean running water in their homes;
8. Make high - speed broadband internet universally accessible at competitive prices.

1.3.2. CoGTA – National KPAs for Municipalities

Department of Cooperative Governance and Traditional Affairs (CoGTA) assess the progress made by municipalities against five Key Performance Areas (KPAs) and cross-cutting interventions adopted in the 5-Year Local Government Strategic Agenda. The five KPAs that form the basis of the assessments are:

NKPA 1: Municipal Transformation and Organisational Development;
NKPA 2: Basic Service Delivery;
NKPA 3: Local Economic Development (LED);
NKPA 4: Municipal Financial Viability and Management; and
NKPA 5: Good Governance and Public Participation.

The above allow CoGTA to determine how well each municipality is performing, compare its performance to targeted goals, create measures to improve performance, identify the municipalities that have under-performed and propose remedial action to improve performance of municipalities.

Local government is at the forefront of service delivery. The municipality supports the Department's initiative of Back to Basics to monitor and achieve the goals as set out in the NKPA's.

1.3.3. The New Growth Path

This National Policy Framework deals specifically with issues such as creating decent, reducing inequality and defeating poverty through "a restructuring of the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth". Important and of practical consequence to local government, are the specific job drivers that have been identified:

1. Substantial public investment in infrastructure both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy;
2. Targeting more labour-absorbing activities across the main economic sectors – the agricultural and mining value chains, manufacturing and services;
3. Taking advantage of new opportunities in the knowledge and green economies;
4. Leveraging social capital in the social economy and the public services; and
5. Fostering rural development and regional integration.

1.3.4. Gauteng City Region (GCR)

The Gauteng City Region has a long-term vision of building a Metropolitan System of Governance, realised through working in a seamless way and characterised by high levels of coordination and integrated planning.

The GCR's vision is:

"*an integrated city region, characterised by social cohesion and economic inclusion; the leading economy on the continent underpinned by smart, sustainable and social-economic development*."

The Sedibeng District in which Midvaal Local Municipality is located, has been identified as the southern development corridor and is expected to contribute to the region through the creation of new industries, economic nodes and cities.

The Development of the GCR is anchored on the Transformation, Modernisation and Re-Industrialisation programme as listed on section 1.3.5 below.

1.3.5. Gauteng Provincial Government's Ten Pillars

The Gauteng Provincial Government administration has adopted ten pillars aimed at radical socio-economic and political transformation towards the modernisation and re-industrialisation of the province's economy. The ten pillars are as follows:

1. Radical economic transformation
2. Decisive spatial transformation
3. Accelerated social transformation

4. Transformation of the state and governance
5. Modernisation of public service
6. Modernisation of the economy
7. Modernisation of human settlements and urban development
8. Modernisation of public transport infrastructure
9. Re-industrialisation of Gauteng Province
10. Taking the Lead in Africa's new industrial revolution

1.3.6. Sedibeng District Municipality

Through the National Growth Path, the National Government expects that all spheres of government must develop programmes which enhance sustainable economic growth to overcome the triple axis of poverty, unemployment and inequality through job creation and sustained through skills development targeting young people and women.

The Key Performance Areas (KPAs) of the Sedibeng District Municipality are aligned to the national and provincial strategic priorities and are the following:

R1: Sedibeng KPA 1: Reinventing the Economy from an old to a new by consolidating existing sectors and exploring new sectors of growth and in this way, build local economies to create more employment and sustainable livelihoods.

R2: Sedibeng KPA2: Renewing our communities from low to high quality through the provision of basic services, improving local public services and broadening access to them, and regenerating and property development to improve the quality of living.

R3: Sedibeng KPA 3: Reviving a Sustainable Environment from waste dumps to a green region, by increasing the focus on improving air, water, and soil quality and moving from being a producer and receiver of waste to a green city.

R4: Sedibeng KPA 4: Reintegrating the region with the rest of Gauteng, South and Southern African to move from an edge to a frontier region, through improving connectivity and transport links.

R5: Sedibeng KPA 5: Releasing Human Potential; from low to high skills and build social capital through building united, non-racial, integrated and safer communities.

G1: Sedibeng KPA 6: Good and Financially Sustainable Governance; through building accountable, effective and clean government, with sound financial management, functional and effective Councils, and strong, visionary leadership. It is about compliance and competence.

D1: Sedibeng KPA 7: Vibrant Democracy; through enabling all South Africans to progressively exercise their constitutional rights and enjoy the full dignity of freedom. To promote more active community participation in local government, including further strengthening the voice of communities and making sure that community-based structures such as ward committees, police forums, school governing bodies are legislatively supported to function effectively.

1.4 Political Vision for MLM

In addition to the National, Provincial and District objectives presented in Section 1.3, MLM must also align to the political vision for the municipality. The political vision can be derived from the six electoral promises made by the Executive Mayor to the Midvaal community. They can be defined as follows:

Promise 1: To be Youth Biased

To prioritise uplifting the youth through the creation of productive activities in an enabling environment, empowering them to participate and contribute towards the success of Midvaal.

Promise 2: Be an open, transparent, honest and responsive government

To be a trustworthy Municipality that responds with efficiency and integrity in the best interests of our people.

Promise 3: Grow the economy

To incubate an enabling business environment, which fosters job creation and is supportive of key sectors, in order to address inequality and improve standard of living.

Promise 4: Quality & standardised service delivery

Excellent service delivery for more with greater inclusiveness delivered through improved efficiency and innovation.

Promise 5: Safe communities and environment

To create an environment safe from crime and which is proactive with respect to disasters.

Promise 6: Fight the demarcation Board

To continue the fight to ensure that Midvaal remains an independent and thriving municipality for the people

1.5 IDP Theme 2020/2021

Following the Political Vision as set out in 1.4 above, The MLM Executive Mayor has expressed the approach to further the attainment of the vision by focussing on Manifesto Promise 3: Grow the Economy. The promise is further expanded by promoting the below mentioned IDP Theme as the Municipality's primary focus for 2020/2021

The IDP Theme for 2020/2021 thus is: Growth and Employment with a specific focus on the Key sectors for growth:

- Agriculture;
- Construction;
- Tourism and;
- Commercial (Retail)

During the year 2020/2021, The Midvaal Local Municipality will introduce plans and measures that will seek to simultaneously advance employment creation for its community within the above-mentioned sectors while growing the local economy.

1.6 Process Plan

Table 1: Midvaal Process Plan

Proposed Date	Activity
August 2019	Approval of Key Deadlines as required by Section 21 of the MFMA as well as the IDP Process Plan as required by the Municipal Systems Act.
20 August 2019	Final Virements for the 2018/2019 financial year to be approved by the Mayoral Committee.
29 August 2019	Council approval of the Annual Financial Statements and Draft Annual Report for the 2018/2019 financial year.
31 August 2019	Submission of Annual Financial Statements and Draft Annual Report for the 2018/2019 financial year to the Auditor General for auditing.
16 September 2019	Budget Steering Committee to review comments received from NT and PT regarding the 2019/2020 budget process as well as the approval of parameters for the compilation of the 2020/2021 budget.
September to October 2019	Tariff modelling to be undertaken by the Finance department in consultation with service delivery departments.
September to October 2019	Departments to prepare draft mSCOA compliant operating budgets – particular focus on Fund, Project and Item. Projects to be derived from IDP and clear link to be established.
25 October 2019	Departmental submissions of Adjustments Budget for 2019/2020.
25 October 2019	Departmental submissions of Draft Capital Budget for 2020/2021: - Compilation of project plans (including outputs and outcomes to be achieved) - Motivations for new projects - Analysis of impact on operating budget. - mSCOA compliant, particular focus on Region and Project.
2 November 2019	MM / HOD's meeting to discuss Adjustments Budget for 2019/2020 financial year.
11 November 2019	Budget Steering Committee to consider Adjustments Budget for 2019/2020.
15 November 2019	Finance department to submit Draft Operating Budget for 2020/2021 to departments for comments (including proposed tariffs).
19 November 2019	MM / HOD's meeting to discuss Draft Operating Budget for 2020/2021 (inclusive of tariff increases).

January - February 2020 (Detailed dates to be determined by the Office of the Speaker)	Public Engagement in terms of sections 28 and 29 of the Municipal Systems Act: - Advertisement of time-schedule on website, local newspapers and notice boards - Acknowledgement of inputs received.
9 January 2020	Departments to confirm Capital Budget Projects based on latest IDP ward analysis and need collation – adjustments to Capital Budget to be made where applicable.
30 January 2020	Tabling of Annual Report (inclusive of Final AFS and AG report) and MPAC Report for the 2018/2019 financial year to Council: - Tabling of Annual report to Council - Annual report made public - Oversight report made public.
30 January 2020	Council to approve 2019/2020 mid-year review.
30 January 2020	Council to approve main adjustments budget for the 2019/2020 financial year.
January 2020	Corporate Services to confirm all tariff submissions and by-laws for legal compliance.
January 2020	Budget Steering Committee to consider final balanced budget and budget related policies, IDP and SDBIP (final consideration, weekly meetings).
March 2020	Formal tabling of Draft IDP, Budget and SDBIP to Council in terms of the MFMA and the Municipal Systems Act.
April 2020	Advertise and publish final draft of IDP and Budget for public comment and submit to National and Provincial Treasury and others as prescribed by the MFMA and Municipal Systems Act. Submission of IDP to MEC for Comments. Submission of Budget to NT for Comments (Including upload files in printed and electronic format). Submission of draft IDP / Budget to organs of state.
April 2020	Engagements with National and Provincial Treasury regarding the tabled IDP, Budget and SDBIP.
April 2020	Workshop with all councilors regarding the IDP and Budget.
April 2020 (Detailed dates to be determined by the Office of the Speaker)	IDP and Budget Hearings in terms of section 74 of the Municipal Systems Act and section 23 of the MFMA: - Conduct IDP/Corporate Scorecard / Budget Public Hearings to obtain public comment and inputs from communities, provincial government and other relevant stakeholders (performed through ward councilors) - Comments to be provided in writing - Acknowledgement of comments received - Response to public comment i.r.o. Budget, tariffs and policies (to Budget Steering Committee).
May 2020	Budget Steering Committee to consider final IDP, Budget and SDBIP.

May 2020	Section 80 Committee to recommend final IDP, Budget and SDBIP.
May 2020	Mayoral Committee to recommend final IDP, Budget and SDBIP.
May 2020	Council to approve final IDP and Budget. SDBIP to be noted by Council. Council must give final approval of the IDP/Corporate Scorecard and Budget document by resolution, setting taxes and tariffs, approving changes to the IDP and budget related policies, approve measurable performance objectives for revenue by source and expenditure by vote before the start of the financial year as required by sections 23 and 24 of the MFMA and section 25 of the MSA.
June 2020	Making public of approved IDP / Budget as per the MFMA and MSA requirements. Tariff and By-law Promulgation. Submission of approved IDP to MEC for Local Government and Housing. Submission of approved IDP and Budget to NT (Including upload files in printed and electronic format).
June 2020	Submission of Draft SDBIP to Executive Mayor: - Executive Mayor to receive Draft Municipal SDBIP within 14 days after approval of the budget.
June 2020	Approval of SDBIP by Executive Mayor: - Executive Mayor to approve Municipal SDBIP within 28 days after approval of the budget - Place all Directorate Executive Summaries and SDBIPs and Department Business Plans and SDBIPs on website.
June 2020	Section 57 (MSA) Performance Agreements: - Submit performance agreements to the Executive Mayor within 10 days after approval of the IDP and Budget. - Council to note New Section 57 Scorecards. - Performance agreements of Municipal Manager and senior managers to be made public no later than 14 days after the approval of the SDBIP.

1.7 MLM Performance Framework

In order to support the national, provincial and district policies, plans and objectives (as set out in 1.3 above) as well as deliver on the political vision for Midvaal (as set out in 1.4 above) MLM has developed a performance framework which is aligned to and supports the objectives of both.

The MLM Performance Framework (as depicted in Figure 1) is composed of Key Performance Areas (KPAs) which are the areas of focus required for the Municipality to achieve its strategic objectives and are aligned with the Promises made as part of the political vision. MLM has developed eight KPAs, the definitions of which are presented in Table 2, below. The eight KPAs have been closely aligned to governmental and political objectives with the detailed

association provided in Table 3. Further granularities with respect to the alignment to political objectives are provided in Figure 2 below.

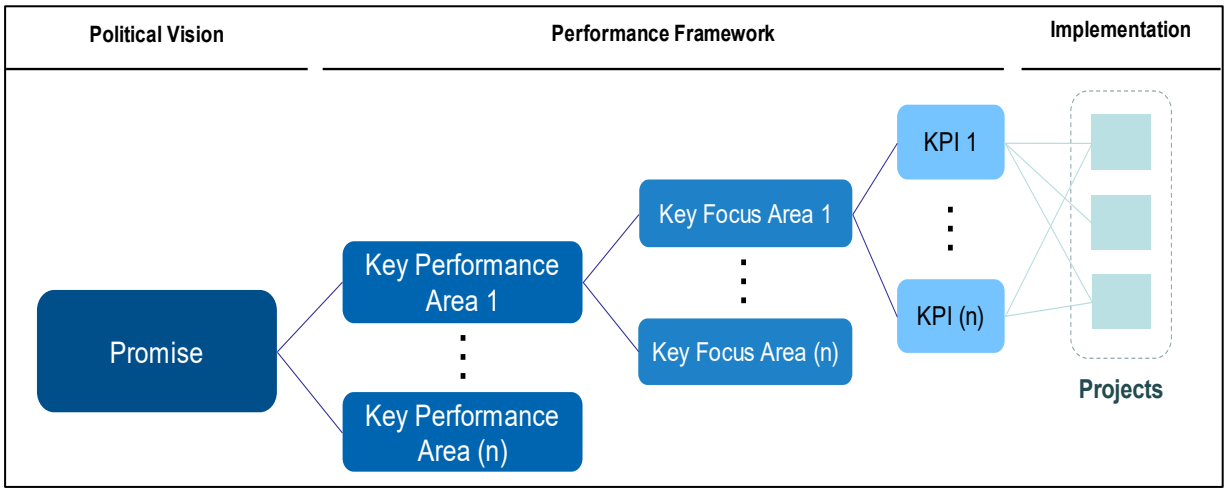


Figure 1: MLM performance framework

The KPAs have been further broken down into focus areas for implementation referred to as Key Focus Areas (KFAs), see Figure 3, the focus areas segment the KPA into its constituent opportunities and are supported by Key Performance Indicators (KPIs), which are turn achieved through project implementation.

The cascading of performance from KPA through to KPI, ensures that all project contribute in some way to the achievement of a MLM strategic objective and in turn District, Provincial and National objectives.

Table 2: Definitions of KPAs

KPA	Definition
KPA 1: Good Governance & Public Participation	To promote increased participation and improved communication with all key internal and external stakeholders
KPA 2: Safety & Environment	To create a sustainable environment safe from harm
KPA 3: Social & Community Development	To create an environment focussed on uplifting the youth, the poor and the most vulnerable
KPA 4: Institutional Transformation	To transform and align the people, processes and systems of the municipality to achieve its objectives
KPA 5: Financial Sustainability	To improve the financial sustainability and capacity of the municipality, whilst adhering to statutory requirements
KPA 6: Physical Infrastructure & Energy Efficiency	To ensure efficient infrastructure and energy supply that will improve the quality of life of the community
KPA 7: Services & Customer Care	To deliver inclusive and excellent services to the community
KPA 8: Economic Growth & Development	To facilitate sustainable economic empowerment for all communities within Midvaal and through the development of partnerships and innovation

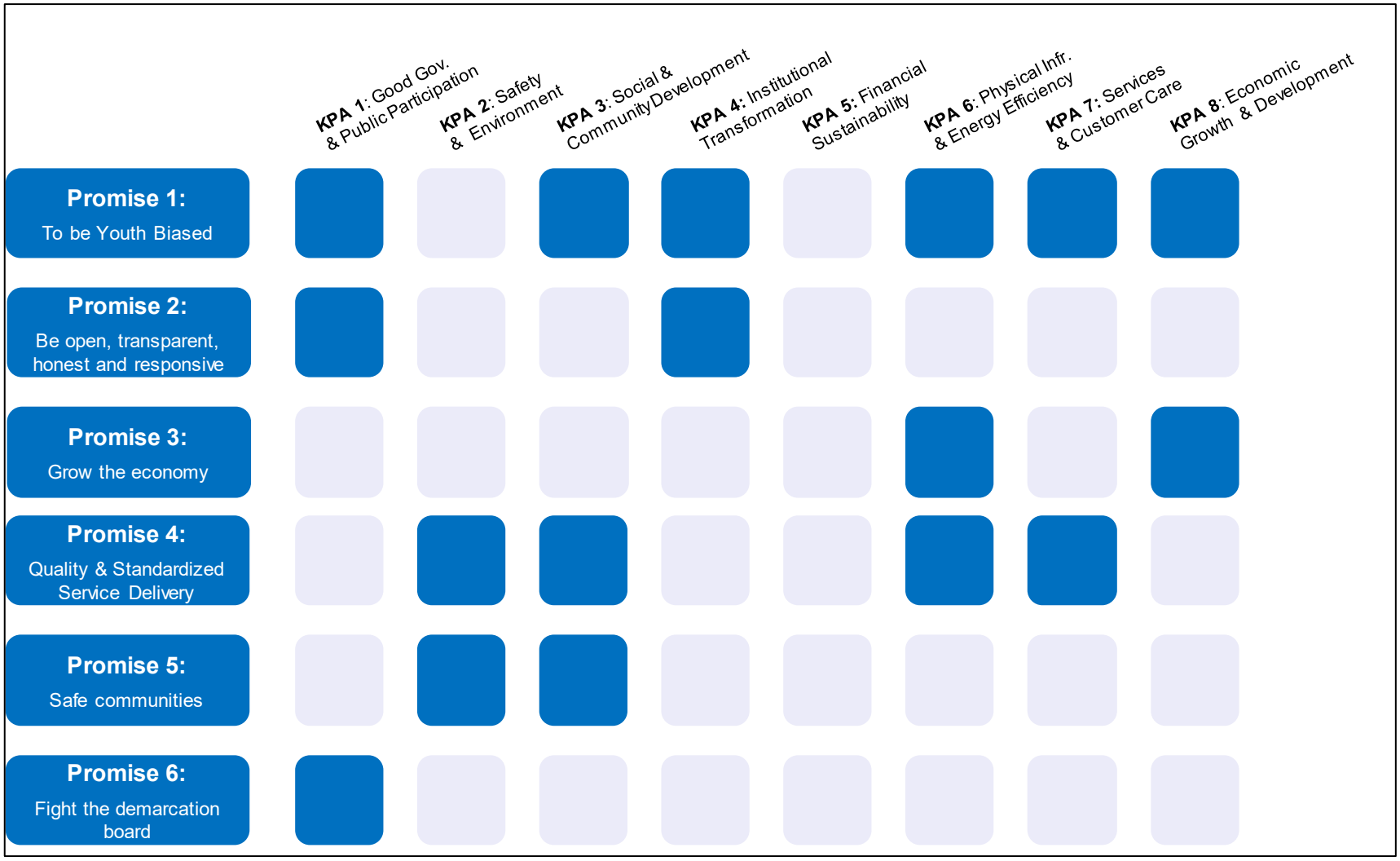


Figure 2: Alignment between KPAs and Six Promises



Figure 3: KPA and KFA Framework

Table 3: KPAs aligned to governmental and political objectives

National KPAs	Gauteng Ten Pillars	Sedibeng KPAs	Midvaal Political Vision	MLM Performance Framework
NKPA 5: **Good Governance & Public Participation**	**GC Pillar 4:** Transformation of the state and governance	**KPA 6 (G1):** Vibrant Democracy	**Promise 2:** Be an open, transparent, honest and responsive government	**KPA 1:** **Governance and Stakeholder Participation**
NKPA 2: **Basic Service Delivery** ***All people in SA are and feel safe***		**KPA 6 (G1):** Vibrant Democracy	**Promise 5:** Safe communities and environment	**KPA 2:** **Safety & Environment**
NKPA 3: **Local Economic Development** ***Sustainable Human Settlements and improved quality of HH Life***	**GC Pillar 3** Accelerated social transformation	**KPA 2 (R2):** Renewing our communities	**Promise 5:** Quality and standardised service delivery	**KPA 3:** **Social and Community Development**

National KPAs	Gauteng Ten Pillars	Sedibeng KPAs	Midvaal Political Vision	MLM Performance Framework
NKPA 1: **Municipal Transformation & Development** ***A responsive, accountable effective and efficient local government***	**GC Pillar 4:** Transformation of the state and governance	**KPA 5 (R5):** Releasing Human Potential	**Promise 2:** Be an open, transparent, honest and responsive government	**KPA 4:** **Institutional Transformation**
NKPA 4: **Municipal Financial Viability & Management** ***A responsive, accountable, effective and efficient local government***	**GC Pillar 1:** Radical economic transformation	**KPA 6 (G1):** Good and financial sustainable governance	**Promise 2:** Be an open, transparent, honest and responsive government	**KPA 5:** **Financial Sustainability**

National KPAs	Gauteng Ten Pillars	Sedibeng KPAs	Midvaal Political Vision	MLM Performance Framework
NKPA 2: **Basic Service Delivery** ***Sustainable human settlements and improved quality of HH life***	**GC Pillar 8:** Modernisation of public transport infrastructure	**KPA 2 (R2):** Vibrant Democracy	**Promise 5:** Quality and standardised service delivery	**KPA 6:** **Physical Infrastructure and Energy Efficiency**
NKPA 2: **Basic Service Delivery** ***Sustainable human settlements and improved quality of HH life***	**GC Pillar 7:** Modernisation of human settlements and urban development	**KPA 3 (R3):** Reviving a sustainable environment	**Promise 5:** Quality and standardised service delivery	**KPA 7:** **Services and Customer Care**
NKPA 3: **Local Economic Development** ***Sustainable human settlements and improved quality of HH life***	**GC Pillar 6:** **Modernisation of the economy**	**KPA 1 (R1) & KPA 4** **Reinventing the economy and region**	**Promise 6:** **Grow the economy**	**KPA 8:** **Economic Growth and Development**

2. Situational Analysis

2.1 Introduction

This chapter in accordance with the requirements of the Municipal Systems Act provides a situational analysis of the existing conditions and trends in the Midvaal Local Municipality.

2.2 Analysis of Past Performance Analysis

A performance analysis was conducted across the eight KPAs in order to inform the current performance and status quo of MLM.

NOTE: The Performance Framework presented in this structure represents a historical KPA-KFA framework. The KPA-KFA Framework highlighted in Chapter 1 is representative of the newly developed Framework for the upcoming administrative period. The number of KPAs is consistent between the frameworks however the KFA list has changed from 33 to 26.

The performance analysis is presented as a rating system with three evaluation criteria, as follows:

1.	☺	Good performance / implementation / standard
2.	😐	Average performance / standard OR policy in place with average implementation
3.	☹	Poor performance / standard OR no performance / function

The key benefit of this performance review framework is the ability to rapidly monitor the current areas of strengths and weaknesses of the Municipality. Moreover, it provides the ability to evaluate trends, allows decisions to be made on areas which require immediate attention. Below is the current performance of the Municipality.

KPA 1: GOVERNANCE AND STAKEHOLDER PARTICIPATION

KFA 1: GOVERNANCE AND STRUCTURES

Governance and Structures

DESCRIPTION	RATING		
	18/19	19/20	20/21
1. Council has been duly elected and is fully functional	☺	☺	☺
2. Executive Mayor and Mayoral Committee	☺	☺	☺
3. Sect 80-Committees	☺	☺	☺
4. Sect 79-Ethics Committee	☺	☺	☺
5. Sect 79-Municipal Public Accounts Committee (MPAC)	☺	☺	☺

6. Sect 79-Naming Committee	☺	☺	☺
7. Sect 79-Petitions Committee	😐	☺	☺
8. Sect 79-Gender Committee	☺	☺	☺
9. Performance & Audit Committee	☺	☺	☺
10. IDP Representative Forum	☺	☺	☺
11. Office of the Speaker	☺	☺	😐
12. Ward Committees in all 15 wards	☺	☺	☺
13. Office of the Chief Whip	☺	☺	☺
14. Municipal Code (By-laws)	☺	☺	☺
15. Town Planning Tribunal	☺	☺	☺
16. Budget Steering Committee	☺	☺	☺
17. Ethics & Risk Management Committee	☺	☺	☺

Risk Management

DESCRIPTION	RATING		
	18/19	19/20	20/21
1. Anti-Fraud and Corruption Management	☺	☺	☺
2. Risk Matrix	☺	☺	☺
3. Risk Management Policy	☺	☺	☺
4. Risk Register (Strategic & Operational)	☺	☺	☺
5. Risk Committee	☺	☺	☺
6. Risk Management Committee	☺	☺	☺
7. Incident Register	☺	☺	☺
8. Disaster Management Plan / Risk Management Plan / Business Continuity Plan	😐	😐	😐

KFA 2: STAKEHOLDER PARTICIPATION

DESCRIPTION	RATING		
	18/19	19/20	20/21
1. Petitions Policy	☺	☺	☺
2. Petitions Committee	☺	☺	☺
3. Resources and Procedures	☺	☺	☺
4. Functional ward committees in all 15 wards	☺	☺	☺
5. Participation in IDP and Budget process	😐	😐	😐
6. Annual People's Assembly/ SOMA	☺	☺	☺

KFA 3: INTER-GOVERNMENTAL RELATIONS (IGR)

DESCRIPTION	RATING		
	18/19	19/20	20/21
1. Premier's Co-ordinating Forum (PCF)	☺	☺	☺
2. Technical PCF	☺	☺	☺
3. MEC/MMC Fora	😐	😐	😐
4. SALGA	😐	😐	😐
5. District Fora	😐	😐	😐

KFA 4: COMMUNICATIONS (INTERNAL AND EXTERNAL)

DESCRIPTION	RATING		
	18/19	19/20	20/21
1. Communications Policy	☺	☺	☺
2. Communications Plan	☺	☺	☺
3. Marketing Plan	☺	☺	☺
4. Communications and Marketing Unit	😐	☺	☺
5. Budget and Resources (PR & Marketing)	😐	😐	😐
6. Internal Newsletter	☺	☺	☺
7. External Newsletter	☺	☺	☺
8. Complaints Management System	☺	☺	☺
9. Media Releases	☺	☺	☺
10. Stakeholder Engagement	☺	☺	☺
11. Branding	☺	☺	☺
12. Corporate Identity Manual	☺	☺	☺
13. Advertising and Marketing	☺	☺	☺
14. Events	☺	☺	☺
15. Telephone Systems	☺	😐	😐[4]
16. Regular internal management meetings	☺	☺	☺
17. Departmental Meetings	☺	☺	☺
18. Regular Mayoral Strategic Sessions	☺	☺	☺
19. Functional Website and Compliance with Section 75 of the MFMA	☺	☺	☺
20. Functional Ward Committees in all 15 wards	☺	☺	☺
21. People's Assembly / SOMA	☺	☺	☺
22. E-mail System	☺	☺	☺

KPA 2: SAFETY AND ENVIRONMENT

KFA 5: SAFETY & SECURITY

DESCRIPTION	RATING		
	18/19	19/20	20/21
1. Traffic Administration	😐	😐	☺
2. Community Training/ Projects	😐	😐	☺
3. Community Policing Forum **(Expansion of the coverage and operation of CCTV cameras & enhanced communication, between all sector policing forums)**	☺	☺	☺

Environmental Management

DESCRIPTION	RATING		
	18/19	19/20	20/21
1. Environmental Management Framework (EMF)	😐	😐	😐

Disaster Management

DESCRIPTION	RATING		
	18/19	19/20	20/21
1. Disaster Management Plan	😐	☺	☺
2. Disaster Management Centre	☹	☹	☹

KFA 6: EMERGENCY SERVICES

Fire Fighting Services			
EXISTING FACILITIES	RATING		
	18/19	19/20	20/21
1. Meyerton Fire Station SANS 090-Standard	☺	☺	☺
2. Vaal Marina Fire Station SANS 090-Standard	😐	😐	😐
3. Fire Prevention	☺	☺	☺
4. Community Training /Projects	☺	☺	☺

Law Enforcement

EXISTING ACTIVITIES		RATING		
		18/19	19/20	20/21
1.	Informal Trading By-Law Enforcement	😐	😐	😐
2.	Poster Management	😐	🙂	🙂
3.	CCTV Project	😐	😐	🙂
4.	Crime Prevention	😐	😐	🙂
5.	Fire By-law Enforcement	😐	😐	😐
6.	Traffic Law Enforcement	🙂	🙂	🙂
7.	Speed Law Enforcement	🙂	🙂	🙂
8.	Building and Land Use Enforcement	🙂	😐	😐
9.	Outdoor Advertising Enforcement	😐	😐	😐

KPA 3: SOCIAL AND COMMUNITY DEVELOPMENT

KFA 7: SPORT AND RECREATION PROGRAMMES AND FACILITIES, INCLUDING PARKS AND OPEN SPACES

DESCRIPTION		RATING		
		18/19	19/20	20/21
1.	Sicelo community facility, Sport Hall with ablutions and kitchen & Basketball & Netball court, Soccer field with ablutions office rooms and kitchen. Caretaker house	🙂	😐	☹
2.	Bantu Bonke community facility, Hall with ablution and kitchen & Soccer field with ablutions	🙂	😐	😐
3.	Meyerton Swimming Pool office and ablutions & Caretaker house	🙂	🙂	🙂
4.	Meyerton Sports Club, Cricket field with ablutions, Soccer & Rugby field with ablutions, Ring Ball Courts & Clubhouse with ablutions, Bowling greens & Clubhouse	🙂	🙂	🙂
5.	Lakeside Estate Park, Lakeside Estate	🙂	😐	😐
6.	Ohenimuri Park, Ohenimuri	🙂	🙂	🙂

7. Riversdale Park, Riversdale	☺	😐	😐
8. Danie Mclean Park, Rothdene	☺	☺	☺
9. Park in Pierneef Street , Meyerton Town	☺	☺	☺
10. Park at cnr Pierneef and Shippard Str, Meyerton Town	☺	☺	☺
11. Japonica Str. Park Golf Park	☺	☺	☺
12. Oval Park Henley on Klip	☺	☺	☺
13. Frasier Park Henley On Klip	☺	☺	☺
14. Henry Str. Park Risiville	☺	☺	☺
15. Annet Str. Park Risiville	☺	☺	☺
16. Cypress str. Park Noldick	☹	☹	☹

Clinics

AREA	RATING		
	18/19	19/20	20/21
1. Meyerton Clinic	☺	☺	☺
2. Randvaal Clinic	☺	☺	☺
3. Kookrus Clinic	☺	☺	☺

Cemeteries

EXISTING ACTIVITIES	RATINGS		
	18/19	19/20	20/21
1. Meyerton	☺	☺	☺
2. Kliprivier	😐	😐	😐
3. Kookrus	☺	☺	☺
4. Sybrand van Niekerk (Inactive)	😐	😐	😐
5. Riversdale	☺	☺	☺
6. Required Additional Cemeteries/Crematoria	😐	😐	😐
7. Mamello	☹	☹	☹
8. Savanna City	☹	☹	☹
9. Cemetery Master Plan	☺	☺	☺

KFA 8: LIBRARIES, ARTS CULTURE & SPECIAL PROGRAMMES (GENDER, ELDERLY, YOUTH AND PEOPLE LIVING WITH DISABILITIES, INCLUDING EARLY CHILDHOOD DEVELOPMENT CENTRES (ECD CENTRES)

LIBRARIES (AREAS)	RATING		
	18/19	19/20	20/21
1. Meyerton	☺	☺	☺
2. Henley-on-Klip	☺	☺	☺
3. Randvaal	☺	☺	☺
4. Sicelo	☺	☺	☺
5. De Deur	☺	☺	☺
6. Lakeside	☺	☺	☺
7. Mamello	☹	☹	☹
8. Savanna City	☹	☹	☹
9. Required Additional Libraries	😐	😐	😐

PROGRAMMES	RATING		
	18/19	19/20	20/21
1. Gender programmes	☺	☺	☺
2. Elderly programmes	☺	☺	☺
3. Youth programmes	☺	☺	☺
4. Disabled programmes	☺	☺	☺
5. Kgatelopele “Progress (English)” Youth Development Programme	☺	😐	☹

There are 72 Early Childhood Development (ECD) facilities in Midvaal

DESCRIPTION	RATING		
	18/19	19/20	20/21
1. ECD Facilities (8) [Formal -COA]	☺	☺	☺
2. ECD Facilities (64) [Informal]	😐	☺	☺

KPA 4: INSTITUTIONAL TRANSFORMATION

KFA 9: HUMAN CAPITAL & SKILLS DEVELOPMENT

Organisational Structure

DESCRIPTION	RATING		
	18/19	19/20	20/21
1. Functional Organisational Structure (Organogram)	☺	☺	☺

2. Number of Vacancies	😐	😐	😐
3. Staff Turn-over	😐	🙂	🙂
4. Employment Equity	😐	😐	😐
5. Vetting	🙂	🙂	🙂

Human Capital and Skills Development

DESCRIPTION	RATING		
	18/19	19/20	20/21
1. Submission of Workplace Skills Plan (WSP) and Annual Training Report (ATR) to Department of Labour	🙂	🙂	🙂
2. Succession Plan	😐	😐	😐
3. Study Assistance Scheme	🙂	🙂	🙂
4. Implementation of Annual Training Plan (ATP)	🙂	🙂	🙂
5. Staff Morale	😐	😐	☹

KFA 10: PERFORMANCE MANAGEMENT

Performance Management / System

DESCRIPTION	RATING		
	18/19	19/20	20/21
1. Performance Management Policy	🙂	🙂	🙂
2. Performance Management System	🙂	🙂	🙂
3. Cascading of Performance Management System	🙂	🙂	🙂

Monitor and Evaluation

DESCRIPTION	RATING		
	18/19	19/20	20/21
1. Regular review of institution	🙂	🙂	🙂
2. Regular review of service providers and contractors	🙂	🙂	🙂

Project Management Unit

DESCRIPTION	RATING		
	18/19	19/20	20/21
1. Project Management Unit (PMU)	🙂	🙂	🙂

KFA 11: SYSTEMS AND TECHNOLOGY

DESCRIPTION	RATING		
	18/19	19/20	20/21
1. Strategic Capability	☺	☺	☺
2. Resources (Budget, Staff & Equipment)	😐	😐	😐
3. Master Systems Plan (MSP)	☺	☺	☺
4. ICT Helpdesk and Technical Support	☺	☺	☺
5. Financial Management System	☺	☺	☺
6. Human Resources Management Plan	☺	☺	☺
7. Consumer Account Management (Printing & Distribution)	☺	☺	☺
8. Bulk SMS and Central Database	😐	😐	😐

KFA 12: POLICIES, PROCESSES AND PROCEDURES

DESCRIPTION	RATING		
	18/19	19/20	20/21
1. Processes and procedures are in place to address and implement Council policies	☺	☺	☺
2. Processes and procedures are reviewed or developed departmentally as and when required on the basis of changed circumstances	☺	☺	☺
3. Policy Register	☺	☺	☺
4. Regular review of policies & by-laws	☺	☺	☺
5. System of Delegations	☺	☺	☺

KPA 5: FINANCIAL SUSTAINABILITY

KFA 13: FINANCIAL MANAGEMENT

Financial Management

DESCRIPTION	RATING		
	18/19	19/20	20/21
1. Capital Expenditure	☺	☺	☺
2. Operating Expenditure	☺	☺	☺
3. Cost Containment	☺	☺	☺

Financial Reporting

DESCRIPTION	RATING		
	18/19	19/20	20/21
1. Section 71-monthly reporting	☺	☺	☺
2. Section 52-quarterly reporting	☺	☺	☺
3. Mid-year Performance Reporting	☺	☺	☺
4. Annual Report	☺	☺	☺
5. Annual Financial Statements	☺	☺	☺

Budgeting

DESCRIPTION	RATING		
	18/19	19/20	20/21
1. Budget Policy	☺	☺	☺
2. Budget Steering Committee	☺	☺	☺
3. Operational Budget	☺	☺	☺
4. Capital Budget	☺	☺	☺

Funding

DESCRIPTION	RATING		
	18/19	19/20	20/21
1. Own Funding	😐	😐	😐
2. Grant Funding	😐	😐	😐
3. External Loans	😐	☺	☺

KFA 14: REVENUE MANAGEMENT

DESCRIPTION	RATING		
	18/19	19/20	20/21
1. Outstanding Debt	😐	😐	😐
2. Registered Indigents	😐	😐	😐
3. Revenue Collection	😐	😐	😐

KFA 15: SUPPLY CHAIN MANAGEMENT

DESCRIPTION	RATING		
	18/19	19/20	20/21
1. Supply Chain Management	😐	🙂	🙂

KFA 16: ASSET MANAGEMENT

Asset Management

DESCRIPTION	RATING		
	18/19	19/20	20/21
1. Movable Assets	😐	😐	😐
2. Infrastructure Assets	😐	😐	😐

Equipment and Fleet Management

DESCRIPTION	RATING		
	18/19	19/20	20/21
1. Total of the Midvaal LM Fleet: 223 vehicles, excluding trailers and equipment			
2. Average age of the Council's vehicles: 8 years			
3. Condition of fleet			
1. 77.57%	🙂	🙂	🙂
2. 14.34%	😐	😐	😐
3. 8.070%	☹	☹	☹

DESCRIPTION	RATING		
	18/19	19/20	20/21
Equipment			
1. Slashers	🙂	😐	🙂
2. Bush-cutters	🙂	😐	🙂
3. Kudu's	🙂	🙂	🙂
4. Chainsaw	🙂	😐	🙂
5. Pole Pruners	😐	😐	🙂
6. Water Carts	😐	😐	🙂
Fire-arms			
1. Fire-arms (Traffic)	🙂	🙂	🙂
IT Equipment			
1. Computers	🙂	🙂	🙂

2.	Laptops	☺	☺	☺
3.	Printers	☺	😐	☺
4.	Switches	😐	☺	☺
5.	Software	-	-	☺

KPA 6: PHYSICAL INFRASTRUCTURE AND ENERGY EFFICIENCY

KFA 17: ELECTRICITY & ENERGY EFFICIENCY

DESCRIPTION	RATING		
	18/19	19/20	20/21
1. Energy Efficiency	😐	😐	☹

The Midvaal supply area as approved by NERSA consists of the following major areas:

- Blue Rose City Development;
- Vaal Marina area;
- Farm Doornkuil;
- R59-corridor;
- Meyerton;
- Kookrus;
- Riversdale;
- Golf Park;
- Risiville;
- McKay Estates; and
- Risiville Small Farms (Waldrift).

SUB-STATION	CAPACITY		CONDITION	
	19/20	20/21	19/20	20/21
1. M1-main Sub-station (60 MVA-capacity)	☺	😐	☺	☺
2. Eye of Africa (Main Sub-station 80 MVA)	☺	☺	☺	☺
3. The Grace Sub-station	☺	😐	☺	☺
4. Risiville Eskom 4 Emfuleni Sub-station (5 000 kVA)	☺	😐	☺	☺
5. Sybrand Van Niekerk Switching Sub-station (10000kVA)	😐	😐	😐	😐
6. Riversdale R1 Switching Station	☺	☺	☺	☺
7. Riversdale RI 3 Switching Station	☺	☺	☺	☺
8. Switching Sub-stations in Kookrus	☹	☹	☹	☹
9. Switching Station Vaal Marina	☺	☺	😐	😐

10. Switching Stations Golf Park	☺	☺	☺	☺
11. Switching Stations Sicelo and Meyerton farms	☹	☹	😐	😐
12. Switching Sub-stations Meyerton area	😐	😐	😐	😐
13. Switching Sub-stations Risiville area	😐	😐	☺	☺
14. Minor Sub-stations	😐	😐	😐	😐

NETWORK	CAPACITY		CONDITION	
	19/20	20/21	19/2	20/21
1. Midvaal HV 88kV	☺	☺	☺	☺
2. Riversdale MV	😐	😐	😐	😐
3. Meyerton MV	☺	☺	☺	☺
4. Golf Park MV	😐	😐	☺	☺
5. Kookrus , Rothdene MV	😐	😐	☹	☹
6. Meyerton Farms MV	😐	😐	😐	😐
7. Sicelo MV	☹	☹	😐	😐
8. Valley Settlements MV	😐	😐	☹	☹
9. Risiville MV	☺	☺	😐	😐
10. McKay Estates MV	😐	😐	😐	😐
11. Vaal Marina MV	☺	☺	😐	😐
12. Glen Donald MV	☹	☹	☹	☹
13. Risiville Small Farms MV	😐	😐	😐	😐
14. Chrissiesfontein MV	😐	😐	☹	☹
15. Vaal Marina LV	☹	☹	😐	😐
16. Riversdale LV	😐	😐	😐	😐
17. Meyerton LV	😐	😐	😐	😐
18. Golf Park LV	☺	☺	☺	☺
19. Kookrus, Rothdene LV	☹	☹	☹	☹
20. Meyerton Farms LV	😐	😐	😐	😐
21. Sicelo LV	☹	☹	😐	😐
22. Valley Settlements LV	😐	😐	☹	☹
23. Risiville LV	😐	😐	😐	😐
24. McKay Estates LV	😐	😐	😐	😐

KFA 18: ROADS AND STORM-WATER INFRASTRUCTURE

Roads

DESCRIPTION	CONDITION	RATING		
		18/19	19/20	20/21
National Roads	None			
Provincial Roads	General in poor condition and require upgrading. Freight transport and lack of maintenance contribute to deterioration of infrastructure. Gautrans busy with upgrading of R82.	☹	😐	😐

MUNICIPAL ROADS	RATING		
	18/19	19/20	20/21
1. Paved 660 km	☺	☺	☺
2. Unpaved 1140.08 km	😐	😐	😐

Storm-water

DESCRIPTION	RATING		
	18/19	19/20	20/21
Limited storm-water infrastructure exists. Storm-water is mainly drained in surface drains and channels which are cleaned on an annual basis.	😐	😐	😐

KFA 19: WATER AND SANITATION INFRASTRUCTURE

Water Service Infrastructure

NETWORK	CAPACITY		CONDITION	
	19/20	20/21	19/20	20/21
The bulk network (asbestos cement pipes) total length of 657km	😐	😐	😐	☹

RESERVOIRS	CAPACITY		CONDITION	
	19/20	20/21	19/20	20/21
1. Blue Saddles High Level	☺	☺	☺	☺
2. Drumblade	☺	☺	☺	☺
3. Eye of Africa	☺	☺	☺	☺

4. Kliprivier Reservoir (Heineken)	☺	☺	☺	☺
5. Meyerton Reservoir (X2)	☺	😐	☺	😐
6. Randvaal Reservoir (Valley Settlements)	☺	☺	☺	☺
7. Vaal Marina Reservoir (X2)	☺	☺	☺	☺

Sanitation Infrastructure

NETWORK	CAPACITY		CONDITION	
	19/20	20/21	19/20	20/21
The network consists of 375 km pipe in a fair condition	😐	😐	😐	😐

Sewer Pump Stations

SEWER PUMP STATIONS	CAPACITY		CONDITION	
	19/20	20/21	19/20	20/21
1. Pilkington	😐	😐	😐	😐
2. KliprivierNo5	☺	☺	😐	😐
3. KliprivierNo6	😐	😐	☹	😐
4. Leeuw Street	😐	😐	😐	😐
5. Adelaar Street	☺	☺	😐	☺
6. Varty Street	😐	😐	😐	😐
7. Brockett Street	😐	😐	☺	☺
8. Gordon Street	😐	😐	☺	☺
9. Bekker Street	😐	☹	😐	😐
10. Rothdene	😐	☺	☺	☺
11. Van Riebeeck Street	☺	☺	☺	☺
12. Meyerton Sports Club	😐	😐	😐	😐
13. Ribbok Street	😐	😐	😐	😐
14. Keurboom Street	😐	😐	😐	☺
15. Ewelme Street	☺	☺	😐	☹
16. Church Street	😐	😐	😐	😐
17. Assemblies of God Street	☺	☺	😐	😐
18. Regatta Street	😐	😐	😐	😐
19. Heineken Pump Station	☺	☺	☺	☹
20. Roshnee/Rus-ter-vaal	☹	☹	☹	☹
21. Anchovy Street	☺	☺	😐	😐
22. Cormorant Bay	😐	😐	😐	😐

23. Harbour Town	😐	😐	😐	☺
24. Marina Letata	😐	😐	😐	☺
25. Perlemoen Pump Station	😐	😐	☺	☺
26. Port O'Call Pump Station	😐	😐	😐	😐
27. Sunset Cove Pump Station	😐	😐	😐	😐
28. Misty Bay Pump Station	😐	😐	😐	😐
29. Banana Bay Pump Station	😐	😐	😐	😐
30. Sewer Plant Pump Station	😐	☹	😐	☹

Treatment Works

WASTE-WATER TREATMENT WORKS	CAPACITY		CONDITION	
	19/20	20/21	19/20	20/21
1. Ohenimuri Treatment Plant	☺	☺	☺	☺
2. Vaal Marina Treatment Plant	😐	☹	😐	☺
3. Meyerton Treatment Plant	☹	☹	☹	☹

Water Services Development Plan

WATER SERVICES DEVELOPMENT PLAN	RATING		
	18/19	19/20	20/21
1. Water Services Development Plan	☺	😐	😐

KFA 20: LANDFILL SITES AND TRANSFER STATIONS

LANDFILL SITES & TRANSFER STATIONS	RATING		
	18/19	19/20	20/21
1. Walkerville Landfill Site	☹	☹	☹
2. Henley-on-Klip Landfill Site	☹	☺	☺
3. Vaal Marina Landfill Site	☹	😐	☺
4. Galloway Transfer Station	☺	☺	☺
5. Kliprivier Transfer Station	☺	☺	☺
6. Blackwood Transfer Station	☹	☹	☹

KFA 21: MUNICIPAL AND PUBLIC FACILITIES

DESCRIPTION OF FACILITIES	RATING		
	18/19	19/20	20/21
1. Civic Centre (Administrative Buildings)	☺	☺	☺
2. Vaal Marina Municipal Buildings	☺	☺	☺
3. Randvaal Engineering Offices	😐	😐	😐
4. De Deur Administrative Offices	☺	😐	😐
5. Depot & Stand-by Quarters (Galloway Street – Eng & Comm Services)	😐	😐	😐
6. Meyerton Fire Station	☺	☺	☺
7. Mechanical & Electrical Workshop (Arrie	😐	😐	😐
8. Vaal Marina Fire Station (New)	-	☺	☺

KPA 7: SERVICES AND CUSTOMER CARE

KFA 22: WATER AND SANITATION

DESCRIPTION	RATING		
	18/19	19/20	20/21
1. Water: Blue Drop (84,1 %)	☺	☺	☺
2. Sewer: Green Drop (53,5 %)	☹	☹	☹

DESCRIPTION	RATING		
	18/19	19/20	20/21
1. Households without formal housing	☹	☹	☹
2. Households without hygienic toilets	😐	😐	😐
3. Households without piped water at or above RDP level	☺	☺	☺

23: ELECTRICITY

Electricity for the area is purchased in bulk by the Midvaal Local Municipality from Eskom and reticulated throughout the licensed area. Some backlogs exist in the Mamello and Sicelo areas which will only be reticulated once they are formalised. In the following areas the internal reticulation is provided directly by Eskom:

- Ironsyde Agricultural Holdings;
- Homestead Apple Orchards;
- Blue Saddle Ranches;
- Blignautsrus;
- De Deur;
- Golfview;

- Hartzenbergfontein;
- Henley-on-Klip;
- Highbury;
- Kliprivier;
- Parts of Walkerville.

ELECTRICITY BACKLOG	NUMBER		RATING	
	19/20	20/21	19/20	20/21
Households without electricity connections	3000	4 500	😐	😐
NUMBER OF HOUSEHOLDS CONNECTED (Midvaal Local Municipality Supply Area)	**NUMBER**		**RATING**	
	19/20	**20/21**	**19/20**	**20/21**
1. Electricity (Paid)	12287	12 444	☺	☺
2. Electricity (Free)	800	1 040	😐	☺

KFA 24: CLEANSING AND WASTE MANAGEMENT

DESCRIPTION	RATING		
	18/19	18/19	18/19
1. Households without formal housing	☹	☹	☹
2. Households without hygienic toilets	😐	😐	😐
3. Households without piped water at or above RDP level	☺	☺	☺

DESCRIPTION	RATING		
	18/19	19/20	20/21
1. Townships	☺	☺	☺
2. Agricultural and other settlements	☺	☺	☺
3. Farms	☺	☺	☺
4. Business and Industrial	☺	☺	☺

Customer Relations

DESCRIPTION	RATING		
	18/19	19/20	20/21
1. Complaints System	☺	☺	☺
2. Internal Toll free complaints hotline	-	-	☺

KPA 8: ECONOMIC GROWTH AND DEVELOPMENT

KFA 25: Local Economic Development (LED) & Capacity Building

ENTITY	POPULATION (15-64 YEARS)	LABOUR FORCE	% ACTIVE IN LABOUR MARKET	RATING		
				18/19	19/20	20/21
Midvaal LM	46 068	32 176	69.84	😐	😐	😐
Sedibeng DM	556 028	354 242	63.71	😐	😐	😐
Gauteng	6 400 482	4 554 389	71.16	😐	😐	😐

	DESCRIPTION	RATING		
		18/19	19/20	20/21
1.	LED Strategy	☺	☺	☺
2.	Food Security Programmes	☺	😐	☺
3.	Improved IGR with other Provincial and National Sector Departments	☺	☺	☺
4.	SMME Database	😐	😐	☺
5.	Community Works Programme (CWP)	☺	☺	😐
6.	Midvaal Economic Analysis	☺	☺	☺
7.	LED Projects	☺	😐	☺
8.	Agriculture	😐	😐	☺
9.	Farmers Support (Access to Municipal Owned Land)	😐	😐	😐

QUALIFICATION LEVEL		GENDER	NOTES		
			2016 (%)	RATING	
				19/20	20/21
1.	No schooling	Male	10.05	😐	😐
		Female	9.78	😐	😐
2.	Grade 0 - 7	Male	21.56	😐	😐
		Female	21.77	😐	😐
3.	Grade 8 - 11	Male	26.09	😐	😐
		Female	26.50	😐	😐
4.	Grade 12	Male	26.83	😐	😐
		Female	29.69	😐	😐

QUALIFICATION LEVEL		GENDER	NOTES		
			2011 (%)	RATING	
				19/20	20/21
5.	NTC1 – 6	Male	3.24	😐	😐
		Female	1.44	😐	😐
6.	Certificate/Diploma	Male	6.14	😐	😐
		Female	5.65	😐	😐
7.	Bachelor's or Higher Degree	Male	3.41	😐	😐
		Female	3.04	😐	😐

DESCRIPTION		RATING		
		18/19	19/20	20/21
1.	Capacity Building Programmes for Job Creation	🙂	😐	😐
2.	Expanded Public Works Programme (EPWP)	😐	😐	😐
3.	SMME development	😐	😐	😐

DESCRIPTION		RATING		
		18/19	19/20	20/21
1.	Primary Schools	😐	😐	😐
2.	Secondary Schools	😐	😐	😐
3.	Tertiary Institutions	☹	☹	☹

KFA 25: SPATIAL & DEVELOPMENT PLANNING

DESCRIPTION		RATING		
		18/19	19/20	20/21
1.	Comprehensive Rural Development Programme	😐	😐	😐
2.	Spatial Development Framework	🙂	🙂	🙂
3.	Annual revision of SDF	🙂	🙂	🙂
4.	Regional Spatial Development Frameworks	😐	😐	😐
5.	Precinct Plans	🙂	🙂	🙂
6.	Development & Planning Policies	😐	😐	😐
7.	Regular revision of precinct plans and policies	🙂	🙂	🙂
8.	By-laws			
	a. National Building Regulations	🙂	🙂	🙂
	b. Town Planning/Land Use	🙂	🙂	🙂
	c. Outdoor Advertising	🙂	😐	😐

	d. Flood line	😐	😐	😐
	e. SPLUMA	🙂	🙂	🙂
9.	Law enforcement:			
	a. By-laws	🙂	😐	😐
	b. National Building Regulations	🙂	🙂	🙂
	c. Town Planning/Land Use	🙂	🙂	🙂
	d. Outdoor Advertising	😐	😐	😐
10.	Monitoring of attorney performance on matters handed over	🙂	🙂	🙂
11.	Land Use Management Scheme (SLUMS)	😐	😐	😐
12.	Turn-around times on Land Use Applications	🙂	🙂	🙂
13.	Turn-around times on Building Plan Applications	🙂	🙂	🙂
14.	Turn-around times: Complaints received in respect of NBR, TPS, OA	🙂	🙂	🙂
15.	Up-to-date Geographic Information System	🙂	🙂	🙂
16.	Electronic Application Tracking and Processing System (City Solve)	🙂	🙂	🙂
17.	Electronic Building Plan Tracking and Processing System (City Solve)	🙂	🙂	🙂
18.	Local Migration Plan	😐	😐	😐
19.	Integrated Sustainable Human Settlement Plan (HSP)	😐	🙂	🙂
20.	Monitoring of Land Invasions	🙂	🙂	🙂
21.	Dolomite Risk Management Plan	😐	😐	😐
22.	CBD Revitalisation Programme	😐	😐	😐

2.3. Midvaal Overview & Demographics

2.3.1. Midvaal Overview

The Midvaal Local Municipality (GT422) is a Category B municipality as defined in the Municipal Structure Act (No 117 of 1998). It comprises of fifteen wards, and is one of three local municipalities situated within the Sedibeng District Municipality. The other two Municipalities in the district being the Emfuleni Local Municipality (GT421) and the Lesedi Local Municipality (GT423).

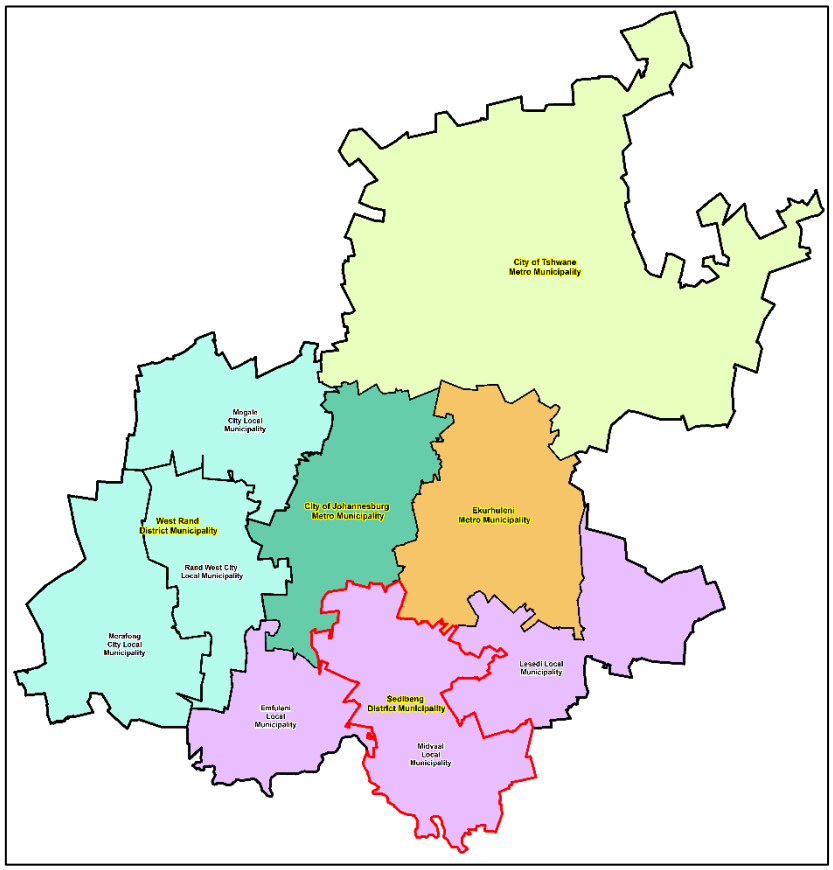


Figure 4: Midvaal Municipality Location in Gauteng Province

2.3.2. Spatial Demographics of Midvaal

The Midvaal local Municipality covers an area of approximately 1722 km^2 compared to approximately 966 km^2 and 1484 km^2 for neighbouring Emfuleni and Lesedi Municipalities, respectively.

The spatial layout of the Midvaal Local Municipal area is predominantly that of a rural area with extensive farming constituting approximately 50% of the total area of jurisdiction. Midvaal possesses the following spatial structures[1].

Table 4: Spatial properties of Midvaal

Spatial Structures of Midvaal	
Areas	***Total number***
Townships	58 (30996 Stands)
Farms	85 (3415 Portions)
Agricultural Holdings and other Settlements	34 (4334 small / agricultural holdings)
Nature Reserves	1
Conservancies	10

[1] Source: Midvaal GIS, Jan 2016

2.3.3 Socio-Economic Demographics of Midvaal

The socio-economic demographics section will provide the status of:

- Population & Household Profile
- Racial Profile
- Age Profile
- Gender Profile
- Educational Profile
- Household Income Profile
- Dwelling Profile
- Lifestyle Measure (LSM) Profile
- Basic Service Delivery Profile within the Midvaal area.

Population & Household Profile

The population growth in Midvaal has been consistent with the current population being 111 612 people, from a base of 95 301 in 2011. The number of households has also grown significantly from a base of 29 964 to 38 046 as at 2016[2,3,4].

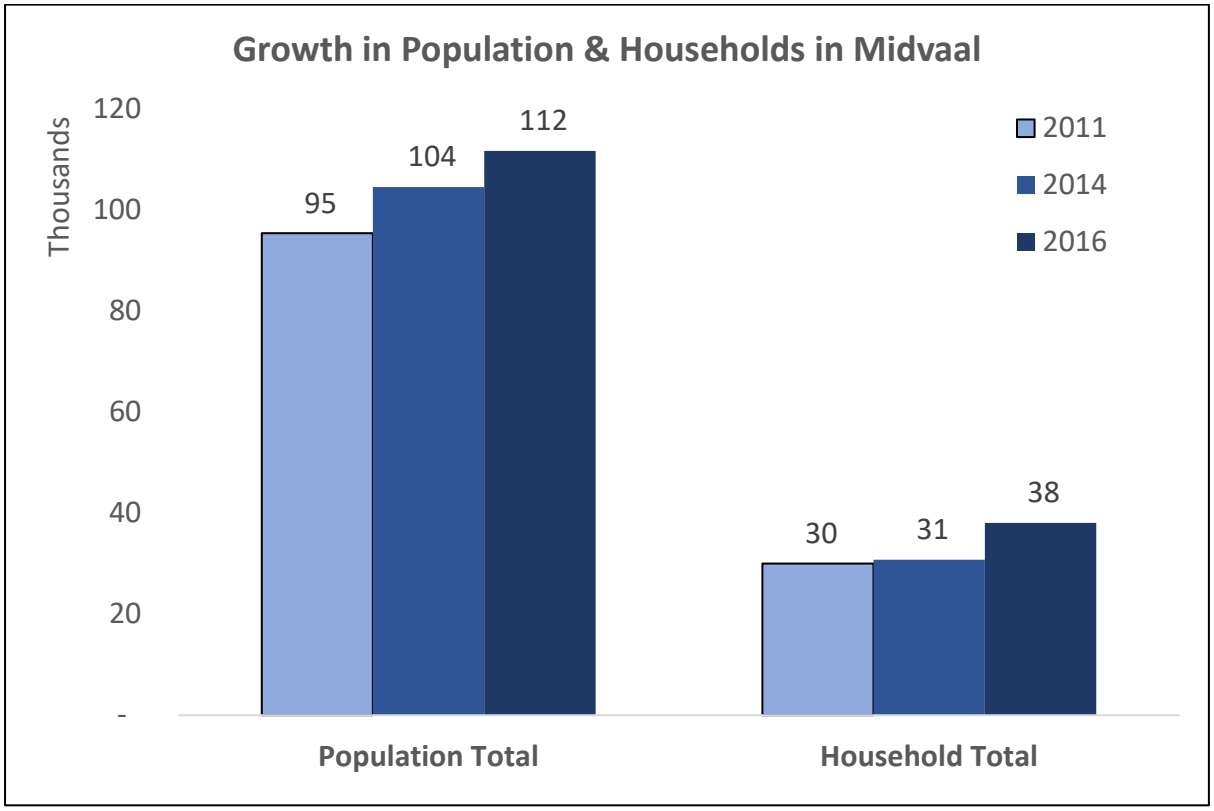


Figure 5: Growth Population and households in Midvaal

The population growth in Midvaal has been localised to the areas in close proximity to the R59, as illustrated in the population density map (Figure , below). The remaining portions of the municipal area have relatively low density, with concentrations increasing reaching the border with the Emfuleni municipality.

[2] Source: Stats SA 2011 Census
[3] Source: Demacon Midvaal Economic Analysis 2015
[4] Source: Stats SA Community Survey 2016

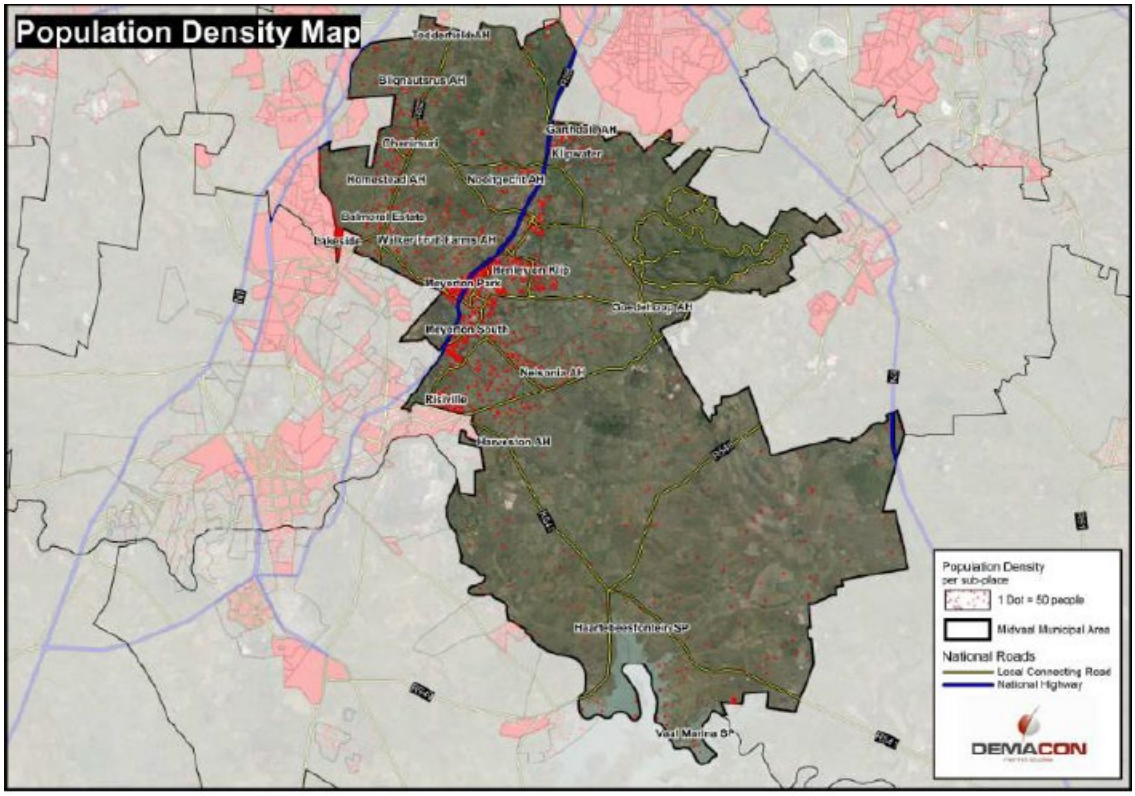


Figure 6: Population Density Map of Midvaal Area

Racial Profile

The racial profile of the Midvaal population is largely dominated by African Black and White populations together making up more than 90% of the population.

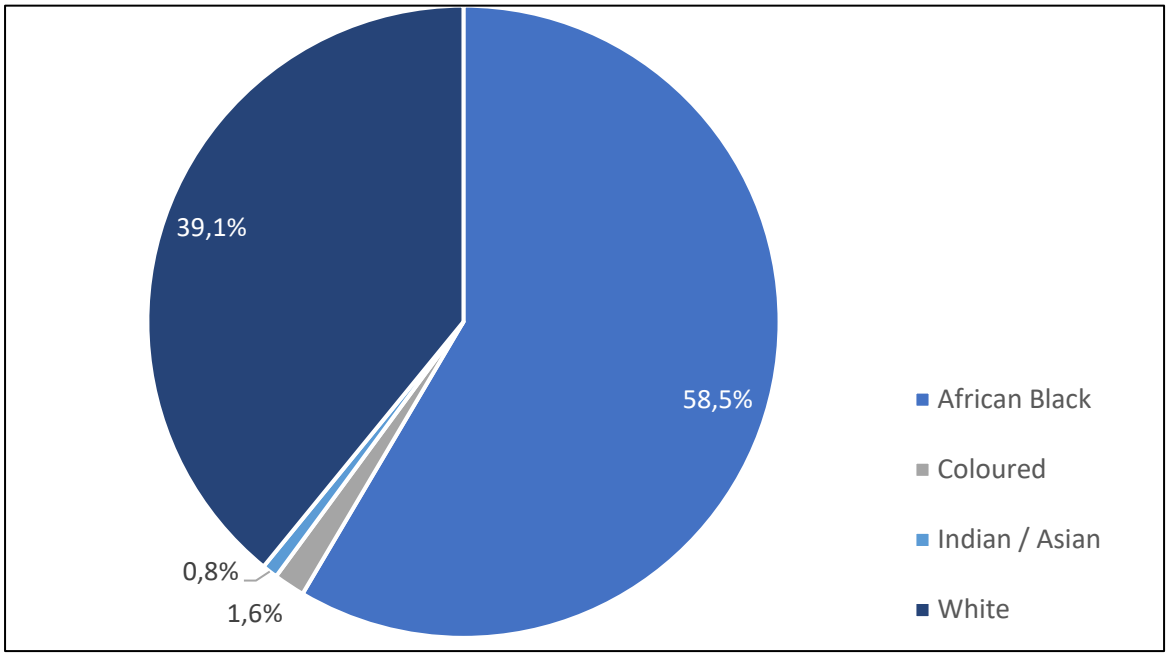


Figure 7: Racial Profile of Midvaal Population

Age Profile

The age profile of the population (as per Figure , below) falls largely within the youth sector which compose approximately 58% of the total population. In addition, approximately 70% of the population falls within the working age group (people aged between 15-64)[5].

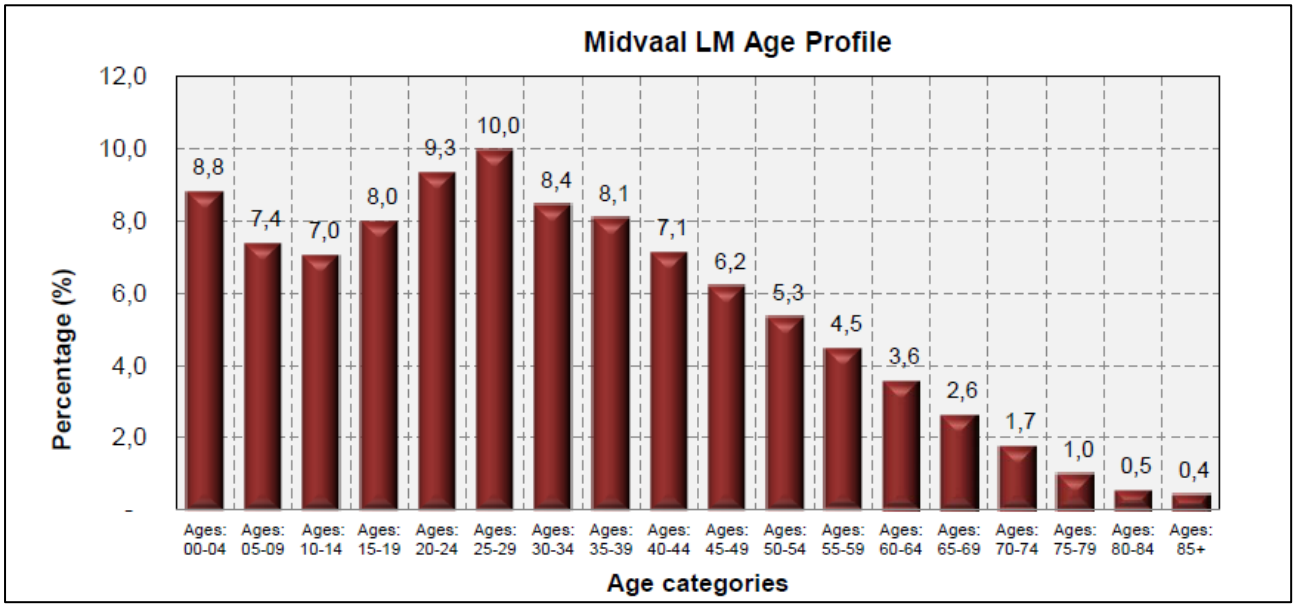


Figure 8: Midvaal Age Profile

Gender Profile

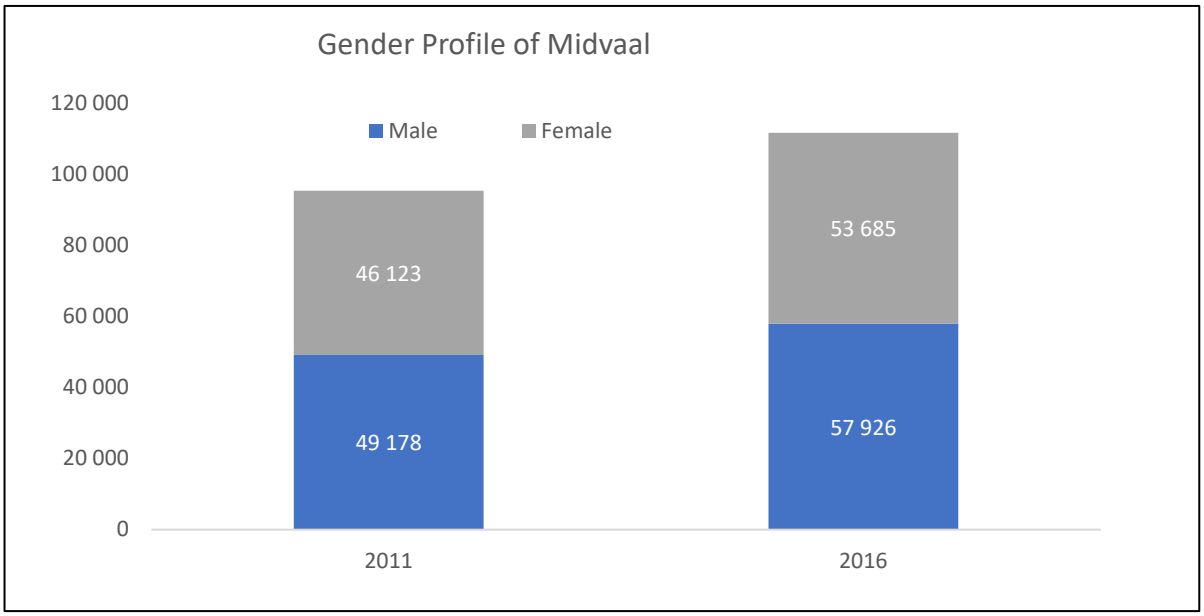


Figure 9: Gender Profile of Midvaal

The Gender Profile of Midvaal marginally favours males over females with the, 52% of the population being male and only 48% being female (as per 2016[6]).

[5] Source: Demacon Midvaal Economic Analysis 2015

[6] Source: Stats SA Community Survey 2016

This is consistent with the profile as per 2016 with less than a 1% shift in profile since 2011.

Educational Profile

The educational profile of the Midvaal area is biased largely towards those who have had some form of Secondary Education and upwards, amounting to 82% of the total population, with 15,3% of the population having attended higher learning[7].

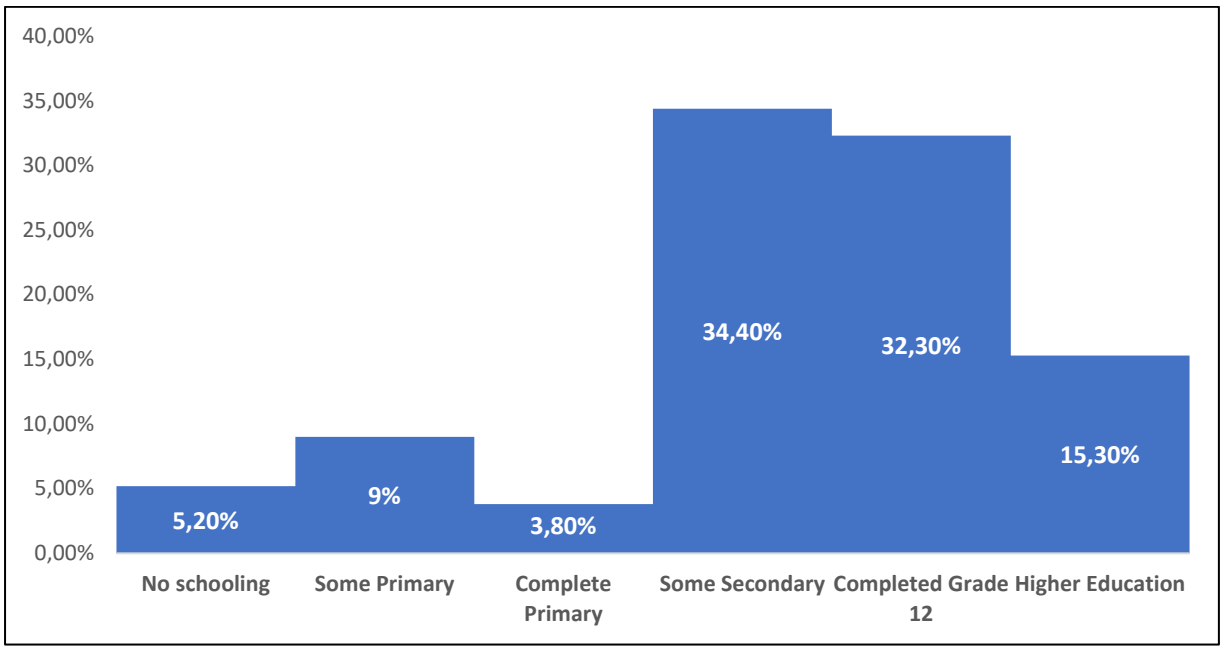


Figure 10: Educational Profile of Midvaal

Household Income Profile

There is a broad distribution of incomes across the households in Midvaal with the largest portion of households earning between R 21 350- R 42 698 per annum. Significantly, 13,9% of all households earn no income[8].

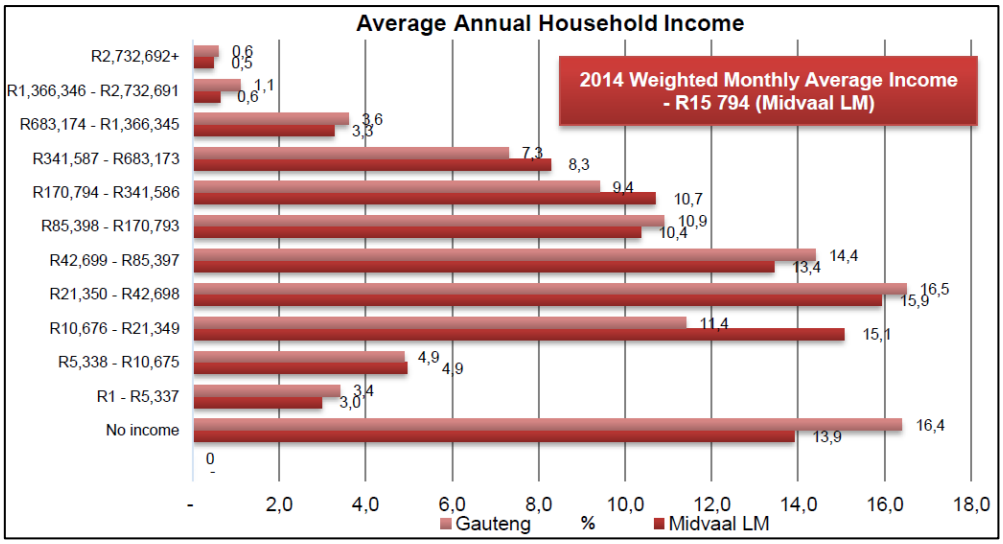


Figure 11: Average Household Income in Midvaal

[7] Source: Demacon Midvaal Economic Analysis 2015
[8] Source: Demacon Midvaal Economic Analysis 2015

GT422 Midvaal - Supporting Table SA9 Social, economic and demographic statistics and assumptions

Description of economic indicator	Ref.	Basis of calculation	2001 Census	2007 Survey	2011 Census	2016/17	2017/18	2018/19	Current Year 2019/20	2020/21 Medium Term Revenue & Expenditure Framework		
						Outcome	Outcome	Outcome	Original Budget	Outcome 2020/2021	Outcome 2021/2022	Outcome 2022/2023
Demographics												
Population		Narritive report 1.1		685	95 301	112	112	115	118	122	126	129
Females aged 5 - 14		Source: Community Survey 2016 for 2016/17		95	6 717	9	9	9	9	10	10	10
Males aged 5 - 14		Source: STATS SA Census for 2001 and 2011		112	7 011	9	9	9	9	10	10	10
Females aged 15 - 34		2018/2019 and outer years data projected by		169	16 080	18	18	18	19	19	20	20
Males aged 15 - 34				204	17 970	19	19	20	20	21	22	22
Unemployment		As per broad definition= 18.8%	7		8 619	21	21	22	22	23	24	24
Monthly household income (no. of households)	1,											
No income					4 350	5 326	5 326	5 486	5 650	5 820	5 994	6 174
R1 - R1 600					6 867	8 719	8 719	8 981	9 250	9 527	9 813	10 108
R1 601 - R3 200					4 917	6 243	6 243	6 430	6 623	6 822	7 027	7 237
R3 201 - R6 400					3 720	4 723	4 723	4 865	5 011	5 161	5 316	5 475
R6 401 - R12 800		2016/17 Data Projected as per 2011 %			3 078	3 908	3 908	4 025	4 146	4 270	4 398	4 530
R12 801 - R25 600					3 273	4 155	4 155	4 280	4 408	4 540	4 676	4 817
R25 601 - R51 200					2 496	3 169	3 169	3 264	3 362	3 463	3 567	3 674
R52 201 - R102 400					933	1 184	1 184	1 220	1 256	1 294	1 333	1 373
R102 401 - R204 800					195	247	247	254	262	270	278	286
R204 801 - R409 600					135	171	171	176	181	187	192	198
R409 601 - R819 200												
> R819 200												
Poverty profiles (no. of households)												
< R2 060 per household per month	13											
Insert description	2											
Household/demographics (000)												
Number of people in municipal area			64 643	83 433	95 301	112	112	112	115	118	122	126
Number of poor people in municipal area					42 777	54	54	54	56	58	59	61
Number of households in municipal area		2016 Data Projected as per 2011 % distribution	20 760		29 964	38	38	38	39	40	42	43
Number of poor households in municipal area					11 216	14	14	14	15	15	16	16
Definition of poor household (R per month)		Definition of poor households as per Indegent					3 500	4 000	4 500	5 000		
Housing statistics	3											
Formal			15 915		24 042	31 546	31 546	31 546	32 492	33 467	34 471	35 505
Informal		Midvaal IDP 2005/2006	4 845		5 922	6 500	6 303	6 303	6 492	6 687	6 887	7 094
Total number of households			20 760	-	29 964	38 046	37 849	37 849	38 984	40 154	41 359	42 599
Dwellings provided by municipality	4					-	-	-	-	-		-
Dwellings provided by province/s		Savanna City, Lakeside and Sicelo				947	975	547	563	580	598	616
Dwellings provided by private sector	5					166	116	386	398	410	422	434
Total new housing dwellings			-	-	-	1 113	1 091	933	961	990	1 020	1 050
Economic	6											
Inflation/inflation outlook (CPIX)						6,0%	6,0%	6,0%	6,1%	5,2%	5,5%	5,5%
Interest rate - borrowing						10.0%	10.0%	10.0%	10.5%	10.0%	10.0%	10.0%
Interest rate - investment						6,0%	6,0%	6,0%	7,0%	7,0%	7,0%	7,0%
Remuneration increases						7,0%	6,0%	7,4%	7,4%	7,0%	6,0%	6,0%
Consumption growth (electricity)						-3,9%	-1,6%	6,0%	0,0%	0,0%	0,0%	0,0%
Consumption growth (water)						-5,2%	-13,0%	3,0%	0,0%	0,0%	0,0%	0,0%
Collection rates	7											
Property tax/service charges						93,1%	92,9%	93,8%	94,0%	95,0%	95,0%	95,0%
Rental of facilities & equipment						100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%
Interest - external investments						100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%
Interest - debtors						50.0%	50.0%	50.0%	50.0%	60.0%	60.0%	60.0%
Revenue from agency services												

Detail on the provision of municipal services for A10

Total municipal services	Ref.		2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
			Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
		Household service targets (000)									
		Water:									
		Piped water inside dwelling	19 461	19 461	19 461	19 461	19 850	19 850	19 850	19 850	19 850
		Piped water inside yard (but not in dwelling)	5 376	5 376	5 376	5 376	5 484	5 484	5 484	5 484	5 484
	8	Using public tap (at least min.service level)	1 467	1 467	1 467	1 467	1 496	1 496	1 496	1 496	1 496
	10	Other water supply (at least min.service level)	–	–	–	–	–	–	–	–	–
		Minimum Service Level and Above sub-total	26 304	26 304	26 304	26 304	26 830	26 830	26 830	26 830	26 830
	9	Using public tap (< min.service level)	2 394	2 394	2 394	2 394	2 442	2 442	2 442	2 442	2 442
	10	Other water supply (< min.service level)	–	–	–	–	–	–	–	–	–
		No water supply	1 266	1 266	1 266	1 266	1 291	1 291	1 291	1 291	1 291
		Below Minimum Service Level sub-total	3 660	3 660	3 660	3 660	3 733	3 733	3 733	3 733	3 733
		Total number of households	**29 964**	**29 964**	**29 964**	**29 964**	**30 563**	**30 563**	**30 563**	**30 563**	**30 563**
		Sanitation/sewerage:									
		Flush toilet (connected to sewerage)	17 370	17 370	17 370	17 370	17 717	17 717	17 717	17 717	17 717
		Flush toilet (with septic tank)	5 505	5 505	5 505	5 505	5 615	5 615	5 615	5 615	5 615
		Chemical toilet	1 842	1 842	1 842	1 842	1 879	1 879	1 879	1 879	1 879
		Pit toilet (ventilated)	477	477	477	477	487	487	487	487	487
		Other toilet provisions (> min.service level)	3 519	3 519	3 519	3 519	3 589	3 589	3 589	3 589	3 589
		Minimum Service Level and Above sub-total	28 713	28 713	28 713	28 713	29 287	29 287	29 287	29 287	29 287
		Bucket toilet	–	–	–	–	–	–	–	–	–
		Other toilet provisions (< min.service level)	645	645	645	645	658	658	658	658	658
		No toilet provisions	606	606	606	606	618	618	618	618	618
		Below Minimum Service Level sub-total	1 251	1 251	1 251	1 251	1 276	1 276	1 276	1 276	1 276
		Total number of households	**29 964**	**29 964**	**29 964**	**29 964**	**30 563**	**30 563**	**30 563**	**30 563**	**30 563**
		Energy:									
		Electricity (at least min.service level)	15 906	15 906	15 906	15 906	16 224	16 224	16 224	16 224	16 224
		Electricity - prepaid (min.service level)	7 500	7 500	7 500	7 500	7 650	7 650	7 650	7 650	7 650
		Minimum Service Level and Above sub-total	23 406	23 406	23 406	23 406	23 874	23 874	23 874	23 874	23 874
		Electricity (< min.service level)	363	363	363	363	370	370	370	370	370
		Electricity - prepaid (< min. service level)	–	–	–	–	–	–	–	–	–
		Other energy sources	6 195	6 195	6 195	6 195	6 319	6 319	6 319	6 319	6 319
		Below Minimum Service Level sub-total	6 558	6 558	6 558	6 558	6 689	6 689	6 689	6 689	6 689
		Total number of households	**29 964**	**29 964**	**29 964**	**29 964**	**30 563**	**30 563**	**30 563**	**30 563**	**30 563**
		Refuse:									
		Removed at least once a week	24 594	24 594	24 594	24 594	25 086	25 086	25 086	25 086	25 086
		Minimum Service Level and Above sub-total	24 594	24 594	24 594	24 594	25 086	25 086	25 086	25 086	25 086
		Removed less frequently than once a week	300	303	303	303	309	309	309	309	309
		Using communal refuse dump	579	579	579	579	591	591	591	591	591
		Using own refuse dump	3 177	3 177	3 177	3 177	3 241	3 241	3 241	3 241	3 241
		Other rubbish disposal	366	363	363	363	370	370	370	370	370
		No rubbish disposal	948	948	948	948	967	967	967	967	967
		Below Minimum Service Level sub-total	5 370	5 370	5 370	5 370	5 478	5 478	5 478	5 478	5 478
		Total number of households	**29 964**	**29 964**	**29 964**	**29 964**	**30 564**	**30 564**	**30 564**	**30 564**	**30 564**

Dwelling Profile

Midvaal can be divided geographically into three specific regions, those being the Eastern, Central and Western regions, as pictured in **Figure 42**[9]

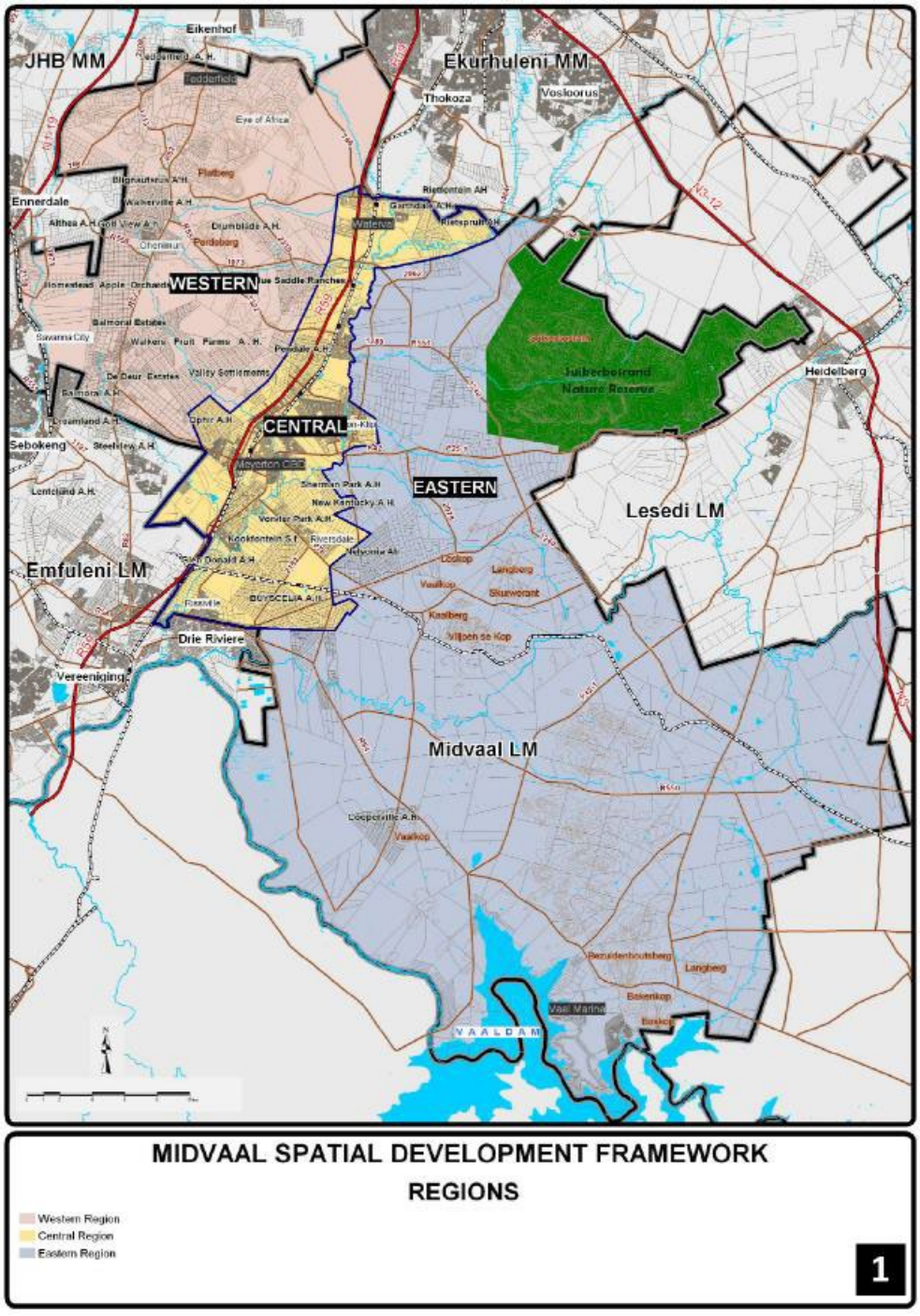


Figure 12: Midvaal Geographic Regions

The regions have different compositions of housing as indicated in Figure 9, with the Central and Eastern Regions showing a far greater proportion of informal dwellings than the Western Region.

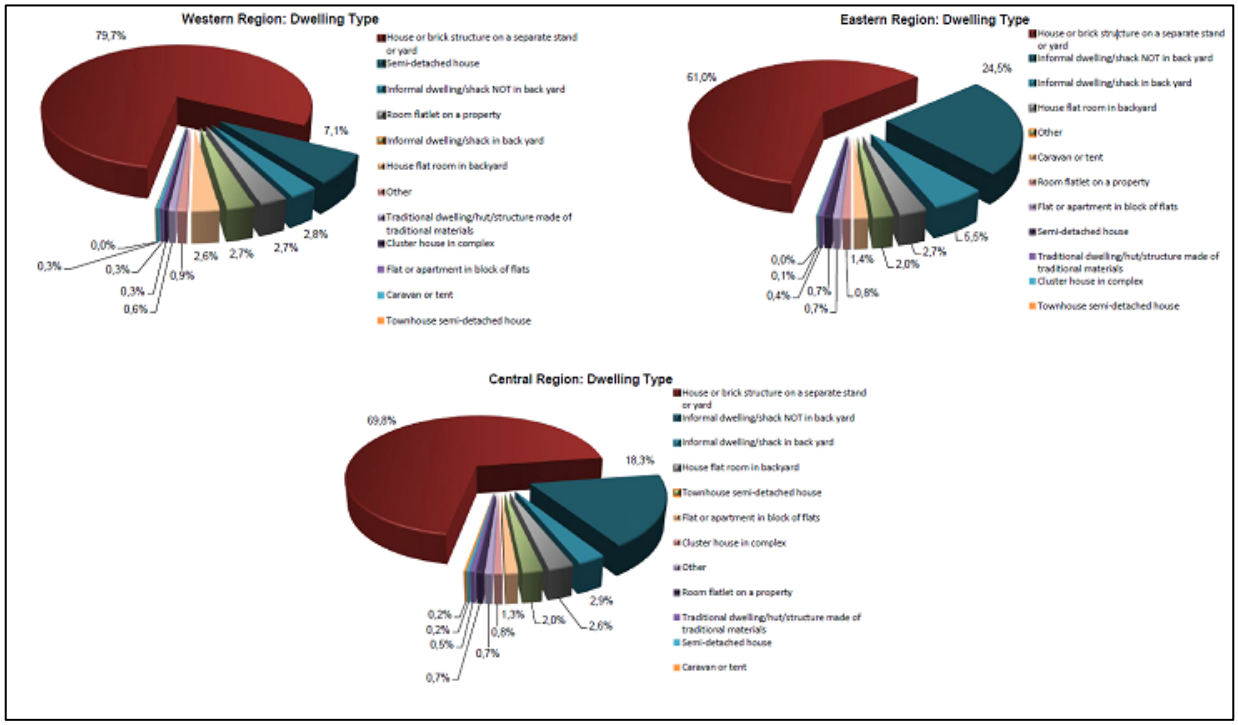


Figure 13: Dwelling Profiles of the Midvaal Regions

Lifestyle Measures Profile

The Living Standards Measure (LSM) is used to measure the lifestyle profile across the Midvaal area. The LSM areas are mapped in Figure 9, with darker indicators representative of higher LSM areas, Figure 10 provides a view of the location of household below the minimum standards of living.

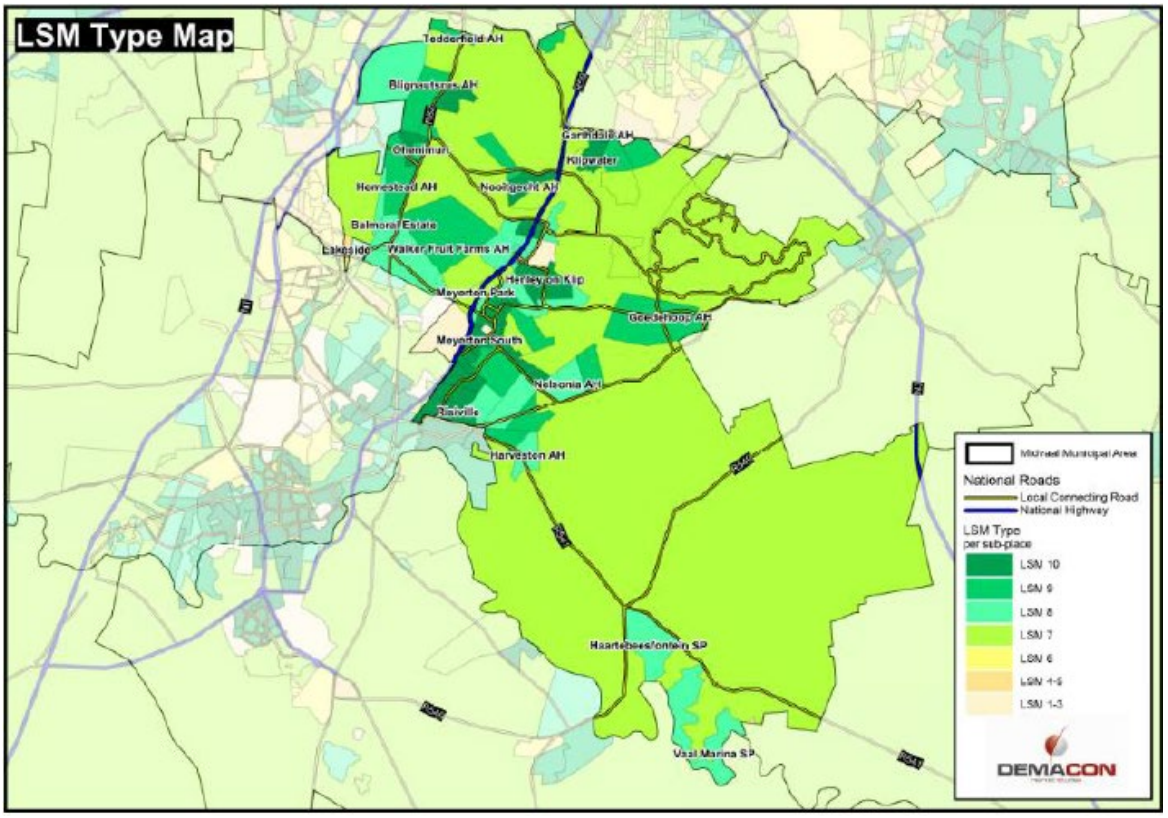


Figure 14: Map of LSM areas in Midvaal

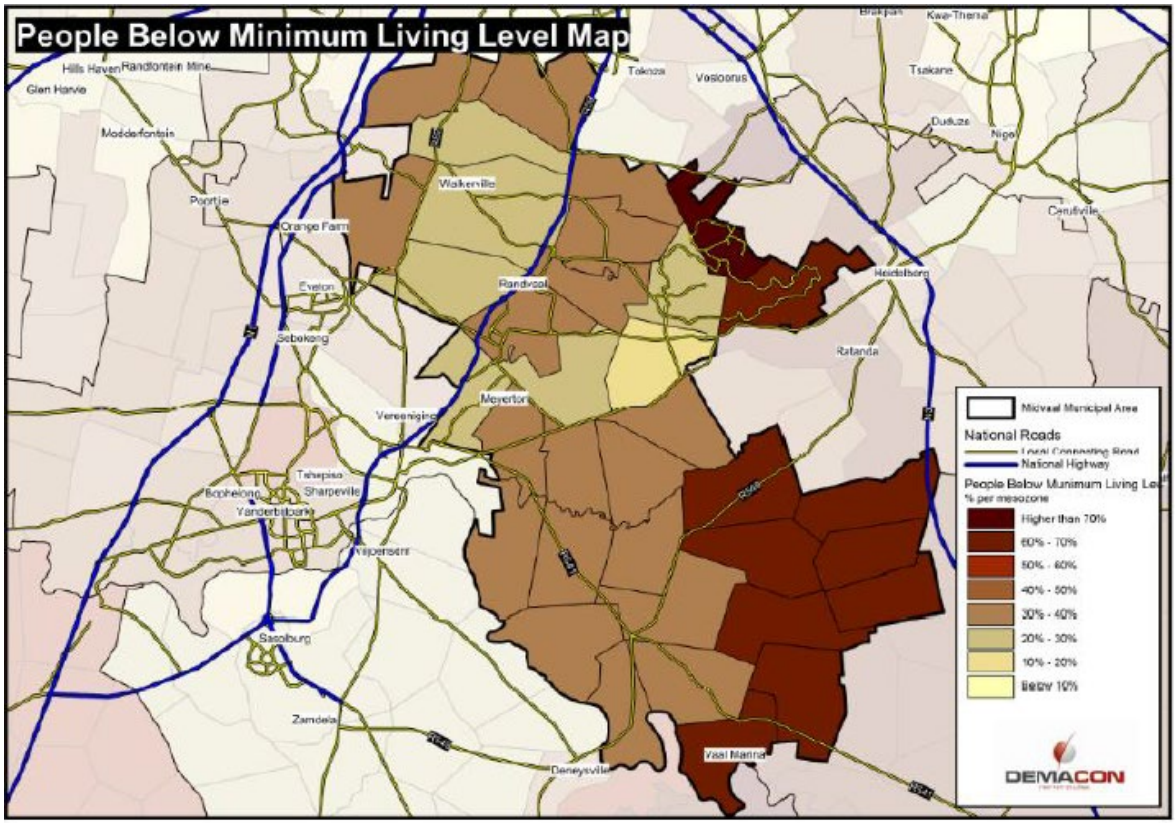


Figure 15: Map of location of people living below the minimum living level

Basic Service Delivery Profile

Basic service delivery includes providing access to water, electricity and sanitation as well as providing waste removal. Midvaal has progressed quite steadily with regard to providing basic service delivery to all households in the community. As indicated in **Figure** , MLM has achieved a successful reduction in the percentage of household not served to the minimum level of service quality.

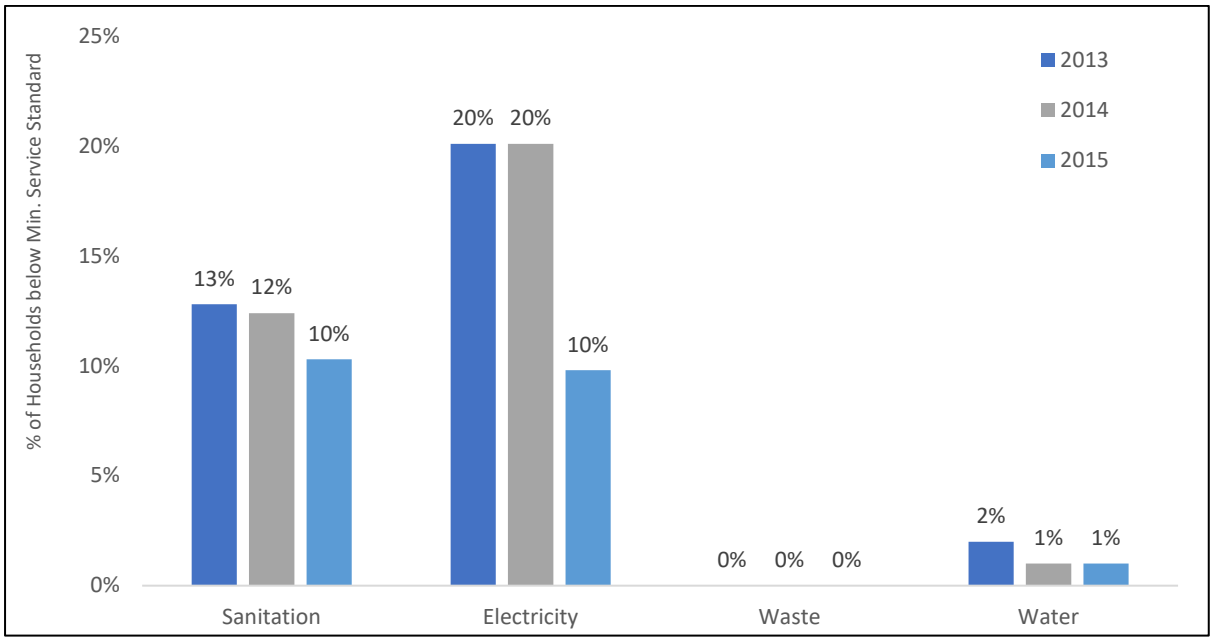


Figure 16: % of Households receiving services below the minimum standard

However, within the definition of standard of service there exists a range of products, each with differing levels of quality and customer experience which qualify as above the minimum standard. Thus, two household may be counted as served sufficiently but be receiving widely varying service experiences. Figure 5 indicates the percentage of households served with the premier service across the basic services catalogue[9]. With the exception of Waste Removal, all categories fall short of providing the premier services to all households.

[9] Source: Midvaal Local Municipality Annual Report 2015/16, Jan 2017

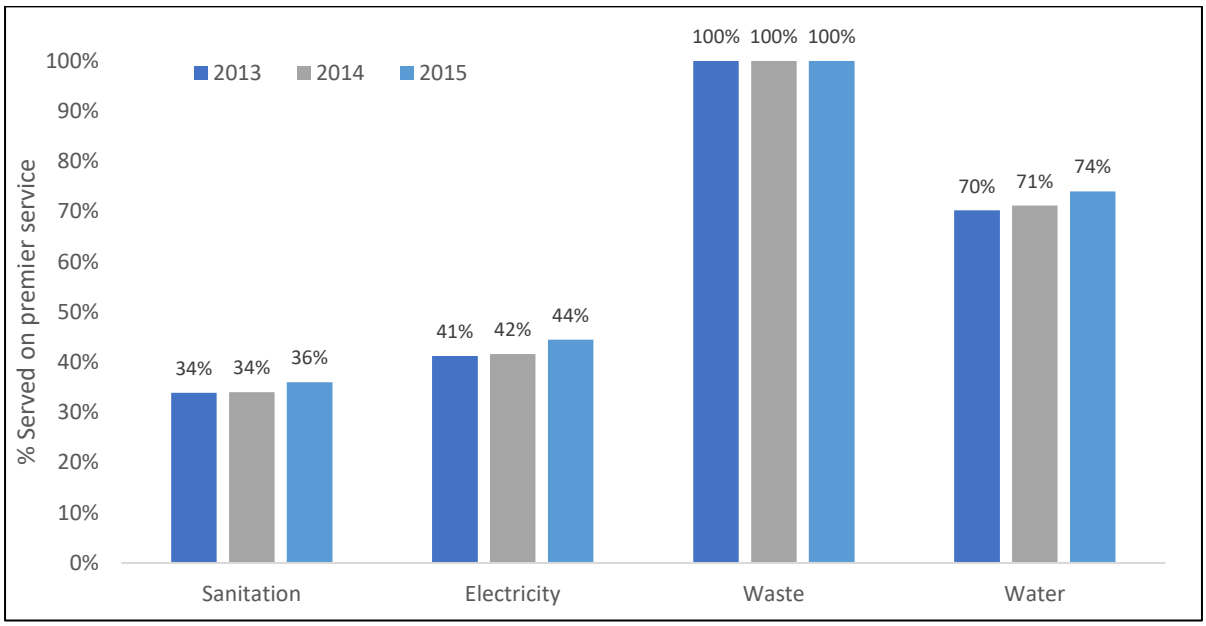


Figure 17: % Households served with premier service

Key Socio-Economic Demographics

MLM Socio Economic Overview	
Population & Household Delivery	Population (2016) - 111 612 Household (2016) - 38 046 High Population Density around R59
Age Profile	70% of Population of Working Age 58% of Population is Youth
Educational	Completed Grade 12 - 48% of Population
Household Income	Majority of Households earn between R 21 350- R 42 698 per annum
Dwelling	The east and center of the municipality composed of greater number of informal settlements
Lifestyle Measures	High LSM areas in the West and around R59
Basic Service Delivery	Reduction in number of households with access to minimum level of service, since 2013. Large disparity between households with premier and non-premier services

Figure 18: Key Socio-Economic Demographics

2.4. Community & Stakeholder Level Analysis

The Midvaal Municipality broadly serves two key community groups, the affluent community, as per *Figure* [10] the households placed within the upper LSM (high income earning) groups, and the township community, as per *Figure* the households occupying the lower LSM groups (low income earning).

[10] Source: Demacon Midvaal Economic Analysis 2015

Income category (R/month)	LSM Status	2011 (% of households)
R0 - R25 122	LSM 1 to 3	44,0%
R25 122 - R32 376	LSM 4	6,6%
R32 376 - R43 818	LSM 5	4,5%
R43 818 - R62 922	LSM 6	8,7%
R62 922 - R93 852	LSM 7 LOW	4,5%
R93852 - R123 498	LSM 7 HIGH	4,1%
R123 498 - R146 838	LSM 8 LOW	3,1%
R146 838 - R168 552	LSM 8 HIGH	2,1%
R168 552 - R197 220	LSM 9 LOW	2,2%
R197 220 - R235 896	LSM 9 HIGH	3,3%
R235 896 - R288 204	LSM 10	2,7%
R288204 and higher	LSM 10+	14,2%

Source: Demacon Ex Stats SA, 2014

Figure 19: Disparity in Midvaal Household Income

2.4.1. Affluent Community

The Affluent Community (high income earning) occupy the developed areas of Midvaal, which already have access to service delivery enabling infrastructure such as tarred roads, piped water and sanitation and receive the respective basic and social services from the municipality.

The Affluent Community requires excellent and efficient services from the municipality, with the top registered complaints relating to water leakages, electricity outages and potholes[11].

In addition to the basic services challenges, Midvaal has a key social challenge impacting the affluent. There are a limited number of recreational and social activities within the Municipality which is not limited to the largely rural areas of the municipality. Meyerton, the largest town in the municipality has limited choices of entertainment, requiring the inhabitant to travel outside of the municipality for entertainment[12].

2.4.2. Township Community

The Township Community (low income earning) occupies the less developed areas of Midvaal, either on the edge of developed areas or in rural settings, where there is limited or no service enabling infrastructure. The Township Community thus receives limited basic services from the municipality.

The Township Community require access to basic and social services which they do not have at present and have highlighted their displeasure with respect to the disparity in access and service quality between themselves and the Affluent.

Basic services are seen as a vehicle for upliftment however this cannot be seen in isolation to social services. The municipality currently support the Township community with a number of programmes focused on uplifting and supporting the youth and population who most need it the most, however a lack of funding and resources has limited the reach of the respective programmes[13].

[11] Source: Midvaal Customer Satisfaction Survey 3rd Quarter 2016
[12] Source: Internal Analysis
[13] Source: Internal Analysis

2.5. Economic Analysis

The economic indicators of an area form the basis for current demand for residential and commercial product offering and also serve as the drivers for future growth in demand. An improving economy has positive implications for disposable income growth and thus residential purchasing power in the short term.

2.5.1. Economic growth

Midvaal falls within the Sedibeng District alongside two other municipalities, Emfuleni and Lesedi. Emfuleni is the largest municipality within the District, contributing 76.61% to its GDP, whilst Midvaal and Lesedi contributed 15.27% and 8.13% respectively.

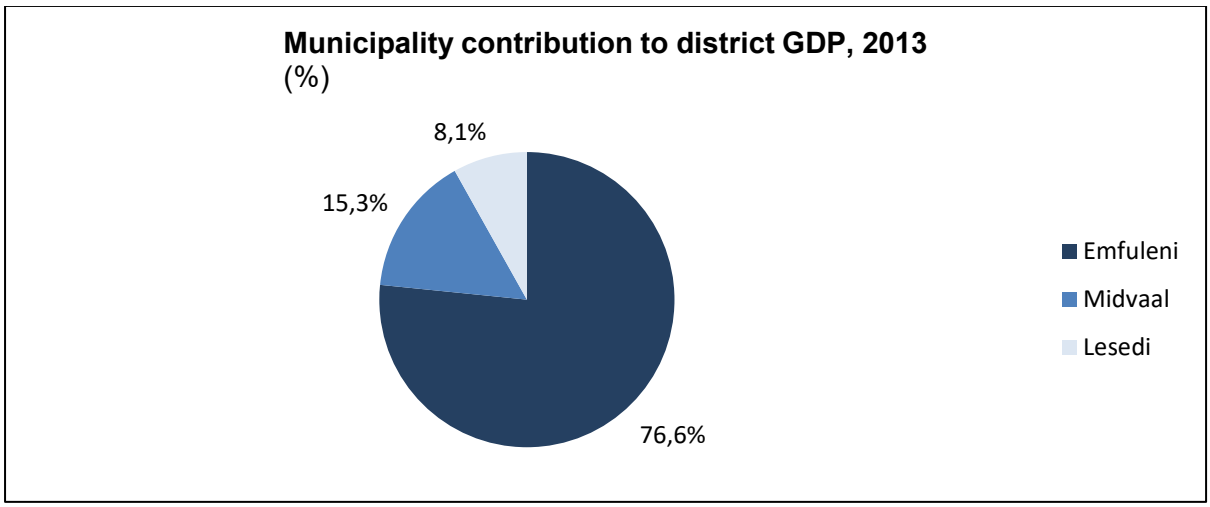


Figure 20: Municipality contribution to district GDP

The total GDP for Sedibeng was R42.7 billion in 2013[14], of which Midvaal contributed R6.52 billion and Lesedi, R3.47 billion. Midvaal had the highest average annual economic growth, averaging 5.4% between 2003 and 2013. Lesedi averaged 4.29%, and Emfuleni, 3.12%.

Table 5: GDP - Local municipalities of Sedibeng District Municipality, 2003 to 2013, share and growth

District	GDP (2013, current prices)	Share of district municipality	Average annual growth rate
Emfuleni	32.7	76.6%	3.12%
Midvaal	6.52	15.3%	5.40%
Lesedi	3.47	8.1%	4.29%
Sedibeng	42.68	100%	

[14] Source: Sedibeng 2015/16 IDP, page 46

2.5.2. Regional economic contribution

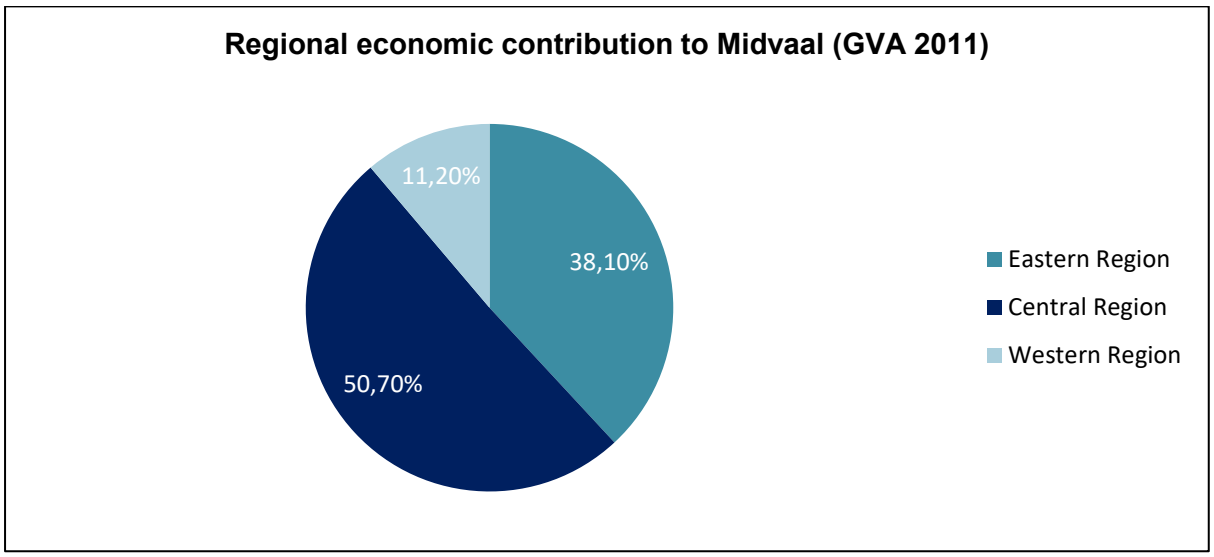


Figure 21: Size of regional economies, 2011 (at basic prices) - GVA

The Midvaal area is composed of three distinct areas, Central, Easter and Western as presented in **Figure** .The Western region of Midvaal contributes 50.7% to the economy of Midvaal, with the Central region and Eastern region contributing 38.10% and 11.20% respectively[15].

2.5.3. Economic activity by sector

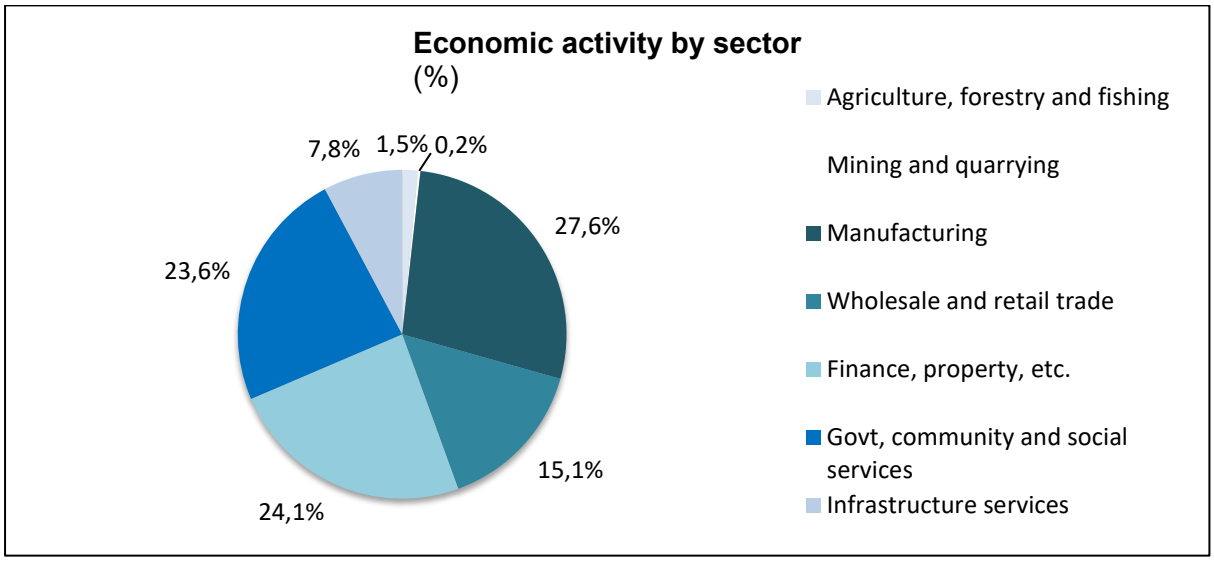


Figure 22: Economic activity by sector

As can be seen in the table above, the pillars of the local economy are Manufacturing, Finance, Government, Community & Social services, Wholesale and Retail trade. These cumulatively contribute 90.4% to the local economy[16].

[15] Source: Demacon Midvaal Economic Analysis 2015
[16] Source: Demacon Midvaal Economic Analysis 2015

Ranking the sectors from highest to lowest:

1. Manufacturing – 27.6%
2. Finance, property etc. – 24.1%
3. Government, Community and Social Services – 23.6%
4. Wholesale and retail trade – 15.1%
5. Infrastructure services – 7.8%
6. Agriculture, forestry and fishing – 1.5%
7. Mining and quarrying – 0.2%

From a growth perspective, Midvaal is endowed with the potential to diversify its economy and grow manufacturing, tourism, agriculture and construction. According to the draft spatial development framework (SDF), these are sectors with a comparative advantage. Diversification not only promotes growth within the area but also allows the economy to be resilient to negative shocks to any one specific sector.

2.5.4. Employment profile

Employment is the primary means by which individuals who are of a working age may earn an income that will enable them to provide for their basic needs. With the exception to the provincial level, Midvaal has the highest level of economically active population – 70.4%. Midvaal local municipality therefore has a large supply of labour. As can be seen from the figure below, the level of economically active individuals versus not economically active individuals is a function of the region of the municipality within which one resides[16].

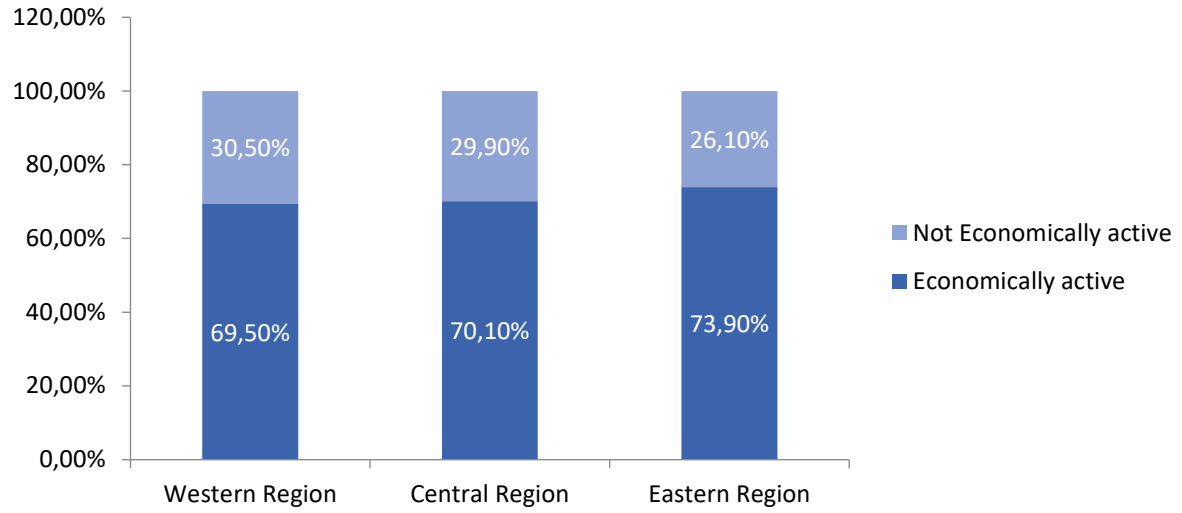


Figure 23: Employment status Midvaal regions (economically active population), 2011

The unemployment rate for Midvaal, as per the broad definition, is 18.8%[17]. This translates to the highest employment rate (81.2%), when compared to the provincial and district situation.

The youth unemployment rate however, stands at 25.4% for those aged 15-24 (i.e. those eligible to work).

[17] Source: Stats SA, Census 2011

The trend within the regions extends into the employment rates of each region, with the Eastern Region experiencing the highest rates of employment across the municipality, at 85.5%, with the Central Region following closely behind at 82.8% and the Western Region at 75.8%[18].

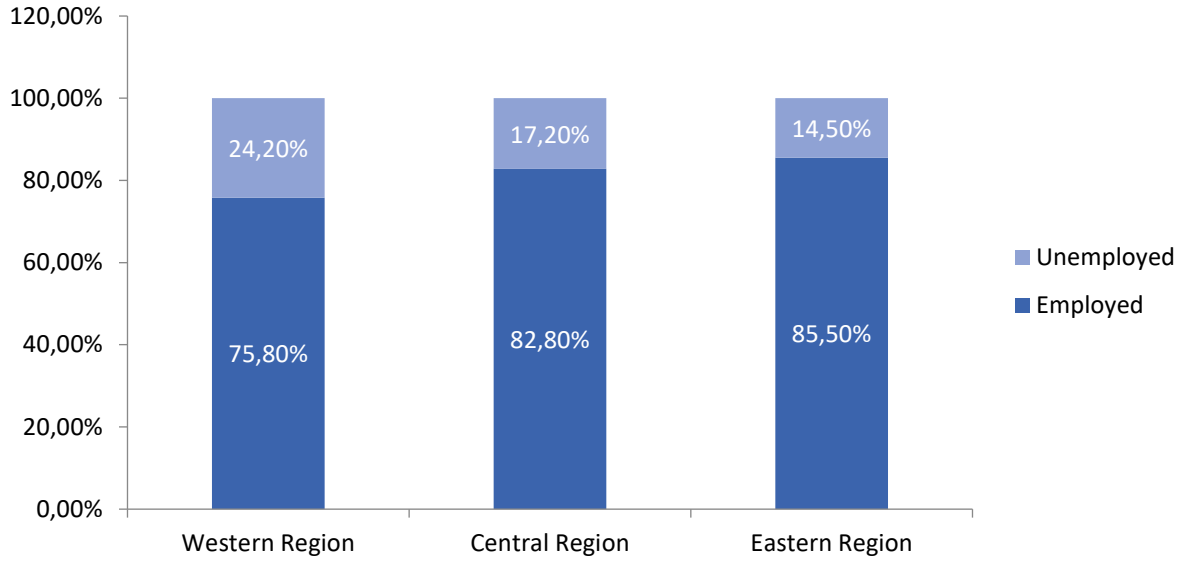


Figure 24: Employment status Midvaal regions (employed and unemployed population), 2011

Since 2006, the labour force participation rate for Midvaal local municipality deviated from the provincial level, declining as the province's rate increased.

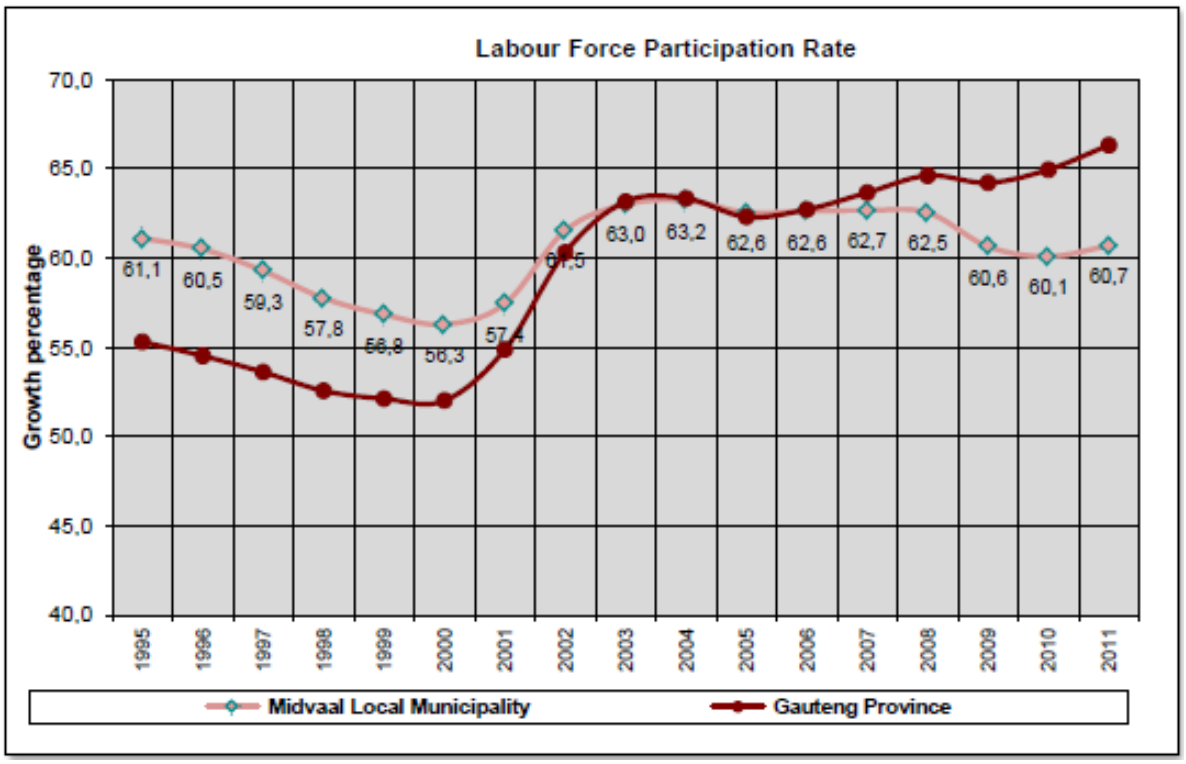


Figure 25: Labour force participation rate of Midvaal LM compared to Gauteng Province

[18] Source: Demacon Midvaal Economic Analysis 2015

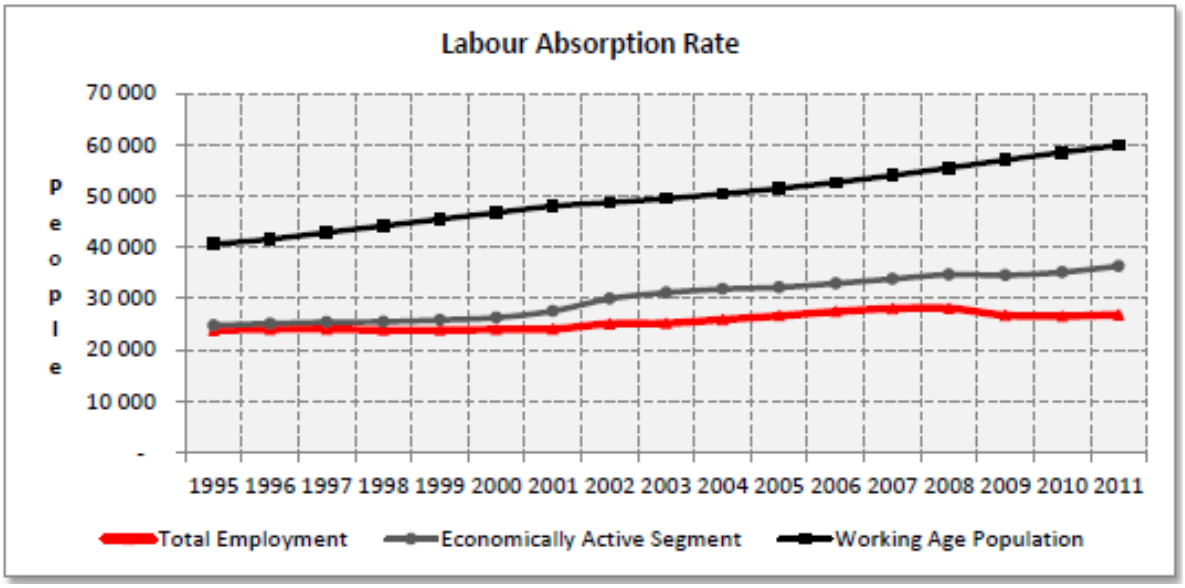


Figure 26: Labour absorption rate for Midvaal LM

Furthermore, as per the figure above, the working age population is growing with approximately 1204 people per annum, whilst the economically active population is expanding with approximately 720 people per annum. The economy however, can absorb only 189 people per annum[19].

2.6. Environmental Analysis

Environmental challenges are unique in that its effects often cannot be localised. For instance, air pollution is transported in the atmosphere between municipalities and provinces and countries. Moreover, river contamination affects all users in proximity to the river at any point downstream. It is often for this reason that most environmental regulations are typically a provincial or national function, instead of a local municipal function.

In the Midvaal, manufacturing is the highest contributor to the local economy and furthermore has been earmarked as a key development area of the future[20]. Manufacturers are typically high producers of air pollution (in its various forms), which can have a significant effect on the health of the population and the environment, i.e. air pollution can cause breathing and skin diseases as well as cause harmful rain, contaminating water bodies. A strong manufacturing industry can also result in a high level of effluent emissions, which may contain compounds that are a human health and environmental risk. Effluent can contaminate surface-and ground water aquifers, affecting water supply to communities or facilitate widespread ecosystem degradation. Midvaal is currently mandated to enforce compliance in primarily three areas of environmental management:

(1) pollution (effluent) control
(2) biodiversity; and
(3) landscape[21].

[19] Source: Demacon Midvaal Economic Analysis 2015
[20] Source: Demacon Midvaal Economic Analysis 2015
[21] Source: Midvaal Annual Report 2015/16

A major challenge faced by the Municipality is that its vast geographical area makes controlling, in particular land pollution such as illegal dumping and illegal oil spills, extremely difficult. Advanced control systems are required to effectively control environmental risks. An additional challenge is lacking resources and infrastructure to impact positively on the pollution levels[22].

2.7. Institutional Analysis

The institution has a number of strengths and weaknesses, which directly impact on its ability to serve the community. These are discussed as follows:

2.7.1. Institutional Achievements

1. The institution has obtained a **clean audit** for the 2013/14, 2014/15, 2015/16, 2016/17 and 2017/18 financial year which takes into account KPI commitments as well as financial and procurement audits[21]
2. Midvaal Local Municipality was ranked as the top performing municipality in Gauteng in the 2015 Annual Municipal Financial Sustainability Index compiled by Ratings Afrika[23] for the second consecutive year.
3. Midvaal received the 1st place award in the category Overall Service to Residents by Municipalities for 2017, 2018 and 2019 PMR. Africa awards[21]
4. The Municipality maintains a high level of positive public approval, with its approval rate being 81%
5. The Institution also boasts the lowest unemployment rate in Gauteng, being 18.8%
6. Midvaal Local Municipality won the award for “The institution doing the most to clean the environment” in the 2014 Sedibeng Regional Survey Business Excellence Awards, conducted by PMR Africa

2.7.2. Institutional Challenges

Midvaal experiences a number of challenges which threaten its ability to operate efficiently and effectively, in terms of its mandate. The major current challenges can be synthesised into eight key themes, which are as follows:

Funding and Finance

One of the key challenges being experienced by Midvaal is insufficient funding for its operations and insufficient finance for expansion. The funding challenges are due to the rate of revenue increasing at a slower rate than the increase in expenditure, as presented in the below figure[24.] These trends are influenced by two key factors. (1) The Municipality currently shows a lag in revenue brought about by significant investments in medium to long term development projects. It is expected that revenues will significantly increase once investments begin yielding returns. (2) The current model of cross subsidisation employed by the Municipality is exhausting its expenditure, which has now reached a tipping point where funding for adequate provision of services (for all) is under threat. The cross-subsidisation

[22] Source: Internal Analysis
[23] Source: www.midvaal.gov.za
[24] Source: Midvaal Municipality Financial Results 2017

model is not sustainable in the Midvaal context, and alternative streams of revenue is required in moving forward. (3) There is limited debt collection in certain areas of the municipality.

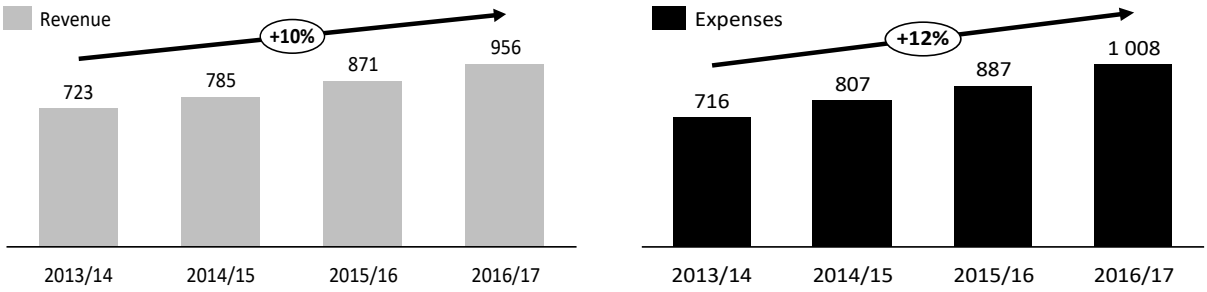


Figure 27: Trends in Revenue & Expenses over the period 2013/14-2016/17 (Rmn)

Inefficiencies in Service Delivery (SD)

The next key challenge for the Municipality is inefficiencies in delivering services. In particular, the Municipality shows poor turnaround times in service delivery on account of resource and capacity constraints[25]. This has the ability to significantly affect the quality of life of the Midvaal community. According to the 2016 Oct-Dec Customer Satisfaction survey, the highest number of complaints in the Municipality were all related to service delivery. These included:

1. water leakages,
2. overgrown stands,
3. tree trimming,
4. electrical issues,
5. blocked sewers and
6. road maintenance and potholes.

Growth Challenges

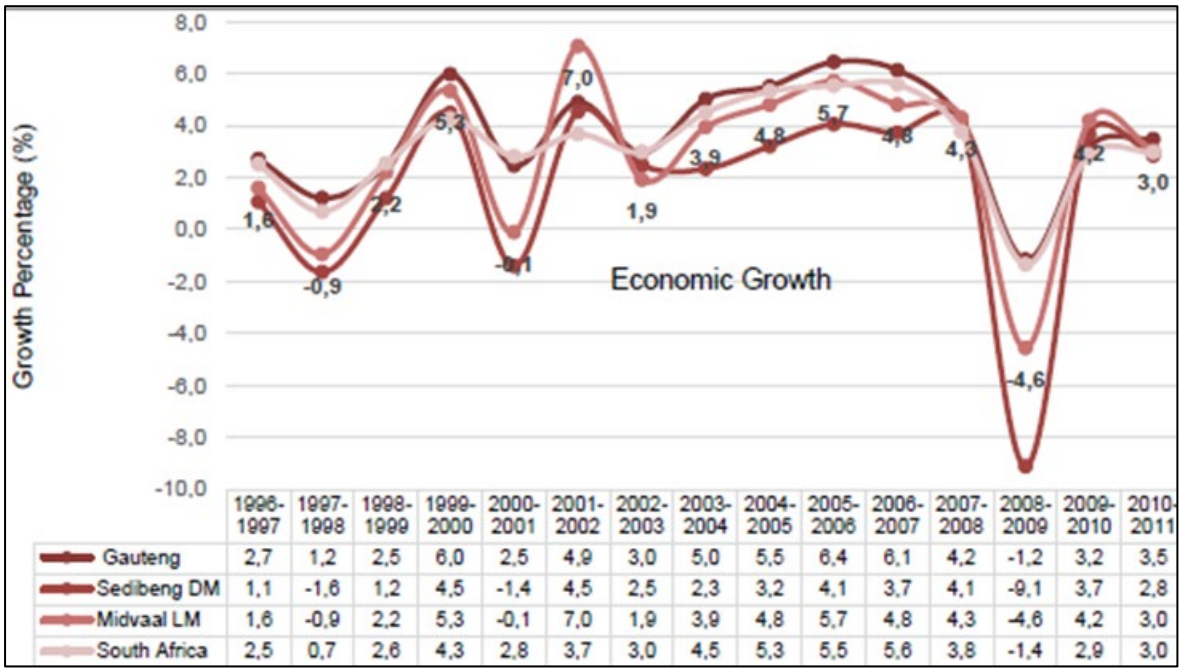
The Midvaal Municipality has shown relatively conservative economic growth over the period 1996/97-2010/11 (latest data[26]). Its GDP as of 2013 was R6.52 billion and is projected to be R10.44 billion in 2018, and average annual growth rate of 3.87%[27]. Sluggish growth is a result Midvaal existing primarily as a residential Municipality, with much of the economic activity occurring within other Municipalities in close proximity. Moreover, Midvaal is struggling to establish itself as an attractive development destination. An assertive effort is required to grow the economy by sweating its .resources and attracting investments.

Inequality in service delivery and socioeconomic conditions

There is currently significant inequality in the Municipality in terms of infrastructure for service delivery and resultantly, quality of service delivery[28]. There is also significant disparity in skills and capacity throughout the Municipality, particularly in youth. Youth (0-35 years old) comprise of approximately 58% of the population, however they are the demographic which shows the

[25] Source: Internal Analysis
[26] Source: Demacon Midvaal Economic Analysis 2015
[27] Source: Sedibeng IDP 2015/16
[28] Source: Midvaal Customer Survey 2016

highest unemployment rate, being 25.5%[26]. This poses significant social, economic and political challenges for the municipality.



	1996-1997	1997-1998	1998-1999	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
Gauteng	2,7	1,2	2,5	6,0	2,5	4,9	3,0	5,0	5,5	6,4	6,1	4,2	-1,2	3,2	3,5
Sedibeng DM	1,1	-1,6	1,2	4,5	-1,4	4,5	2,5	2,3	3,2	4,1	3,7	4,1	-9,1	3,7	2,8
Midvaal LM	1,6	-0,9	2,2	5,3	-0,1	7,0	1,9	3,9	4,8	5,7	4,8	4,3	-4,6	4,2	3,0
South Africa	2,5	0,7	2,6	4,3	2,8	3,7	3,0	4,5	5,3	5,5	5,6	3,8	-1,4	2,9	3,0

Figure 28: Economic growth trends in Midvaal between 1996/97 and 2010/11

Internal Capacity and Skills Gaps

The Municipality faces important internal capacity challenges inhibiting the ability of the Municipality to deliver on its mandate. The internal capacity challenges stem from the following key issues: (1) There is a high number of vacancies internally, which are causing strain on current staff, affecting morale, and inhibiting performance[29]. The current total number of vacancies is 42 for 2017/18[30]. (2) Understaffing has resulted in high amounts of overtime being worked. Staff are required to take long periods of leave to offset overtime, which creates operational challenges[29]. (3) There are skills gaps in key functions within the Municipality[29].

Poor Communication

Another major challenge for Midvaal is communication, internally and externally. Internal communication is limited due to the internal operating structure, which supports a 'silo' way of working[29]. There is limited flow of information between Departments, which results in a high level of inefficiency in multi-department projects, especially when multiple sign-offs are required. Moreover, the poor internal communication practises have manifested into a low level of staff morale, which requires attention in order to improve personal performance and efficiency.

Externally, the municipality has been criticised for slow response times in communicating back to the community, particularly when work has been pipelined, but delayed. There is also currently a dual complaints system leading to lost complaints, further exacerbating the

[29] Source: Internal Analysis
[30] Source: Internal Vacancies Analysis 2017

problem. There is also ineffectiveness in the use of a variety of communication channels in order to reach target communities. These are a result of a poorly integrated communication system within the municipality.

Poor Public Perception

Midvaal Municipality is currently struggling to be perceived as an attractive and business enabling municipality. This is partly because the municipality is not correctly utilising its resources to brand and promote itself. For instance, there is high potential for tourism in the Municipality which is not being fully utilised[31]. Furthermore, there is an abundance of land, which could be sweated to attract development[31]. The poor perception of Midvaal, in comparison to neighbouring Municipalities directly affects the Municipalities ability to form partnerships and attract people into its borders.

Internal and External Processes

With regards to its Information, Technology and Communication (ITC) systems, the municipality currently has outdated internal technology and systems. This creates a high level of inefficiency, which has the ability to hinder timely completion of projects. Inefficient internal processes also affect decision making, building plans, communications and procurement practises.

Externally, the main challenge is that there are long legal processes with respect to debt collection.

Limited Mandate

Local Municipalities operate in an extremely legislated environment. Therefore, its ability to serve the needs of the community are restrictive[32]. For instance, it is out of Midvaal's jurisdiction to develop human settlements, maintain a police force and improve the quality of air emissions. These have the potential to severely impact the delivery of basic and non-basic services.

2.8. Spatial Analysis

The Midvaal Municipality is a vast expanse of land, covering an area of 1722 km^2. The major economic zone is defined by the R59 and R82 highways. Both routes, along with the N3 and N1 highways, have been identified as development corridors according to the Midvaal Development Corridor Hierarchy[33]. The primary development regions can be divided into three key regions; the central region, western region and eastern region[33]. The spatial development framework map of the Municipality is presented below.

[31] Source: Demacon Midvaal Economic Analysis 2015
[32] Source: Constitution of the Republic of South Africa No 108 of 1996
[33] Source: Demacon Midvaal Economic Analysis 2015

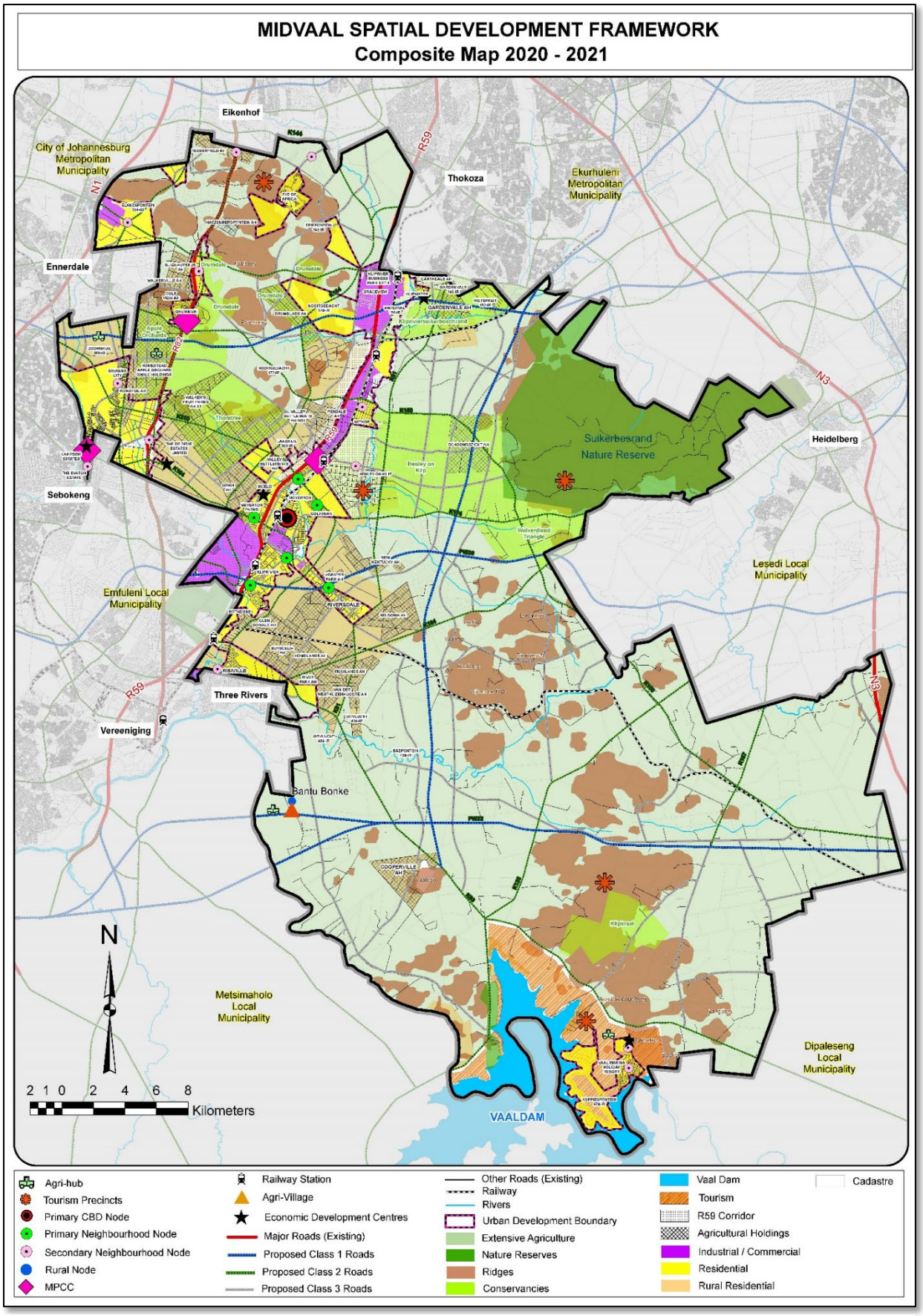


Figure 29: Spatial Development Framework for the Midvaal Municipality 2020/2021

The Central Region of the development zone is the most advanced economic region in the Midvaal, partially because is located in close proximity to the R59 Development Corridor. It offers the best mobility and distribution opportunities for goods and services and as a result plays an important role in the Midvaal local economy. It is further the region with the highest population number, population density and most diverse economic structure (as discussed above). This region, however, has very little aesthetic value and high concentrations of air pollution[34].

The Western Region is well situated with regard to the smaller R82 Development Corridor and as a result, shows strong economic potential. The Western region is however in close proximity to the economic powerhouses of Emfuleni and the southern part of the City of Johannesburg, creating strong competition for market investments. The Western Region has a scenic quality due to the hillock range and a middle-high income rural lifestyle type of residential development. Moreover, the presence of the Eye of Africa golf estate and equestrian estates in the region further add to the aesthetic beauty of the region[35].

The Eastern region has an aesthetic rural charm that favors tourism and agricultural activities, which are currently underdeveloped. The current challenge in developing these regions is high levels of air and water pollution, which affects the aesthetic appeal of the region[36]. It is important that this be urgently addressed to facilitate development in the region.

Spatial Development Potential

Between the three major development regions, the central region is believed to be the most attractive for market investment. This is on account of its proximity to R59 Development Corridor, which increases its accessibility to the urban markets located in Southern Gauteng and Northern Free State. The region further has the highest level of bulk service infrastructure to facilitate additional development. The central area is an ideal location for future industrial and commercial activities.

Development in the Western region, particularly due to its aesthetic charm should likely be in the residential sector. It lends itself to a rural and quiet type of setting, where people wishing to escape the bustle of cities may want to reside.

In the Eastern region, focus in development should be around tourism and agriculture. Tourism-related investment opportunities should focus on the Suikerbosrand Nature Reserve and the Vaal Marina Node. The abundance of land should also be sweated in order to maximize its economic potential. It is interesting that Agriculture only contributes 1.5% to the local economy despite Midvaal being made up of a large portion of agricultural land. In fact, Midvaal has been earmarked as Gauteng's 'Agritropolis'.

Agri-tropolis: Growing the Midvaal Vision

Midvaal Local Municipality spans 1722 Sq. km, the second largest municipality (geographically) in Gauteng, of which about, 1621 Sq. Km consists of agricultural land

[34] Demacon Midvaal Economic Analysis 2015
[35] *Demacon Economic Analysis Report 2015*
[36] *Demacon Economic Analysis Report 2015*

(comprising farms and small/agricultural holdings). Yet agriculture contributes less than 1% to the Midvaal economy and showed the greatest decline in the long term (1996-2011) when compared to the national, provincial, and district economies (-7.3% annually).
In the medium term (-5.3% per annum between 2001-2011) and short term (1.2% per annum between 2006-2011) it fared worse than the national and provincial growth rates, but better than the district economy. The positive of this is that the Agricultural Sector is showing some improvement. This improvement can be linked to the increased government spending in this sector. The municipality has identified agriculture as a sector that can grow the economy and create jobs. Council has since adopted an Agricultural Growth Strategy. As part of implementation of the Agricultural Growth Strategy, the municipality is streamlining its stakeholder engagement and support for farmers. Land has been identified by Council to be leased for agriculture. It is the municipality's view that the intervention above will impact on the agricultural growth and development.

In terms of the total employment in Midvaal Local Economy, the Agricultural Sector housed 2.0% of all employees, the second smallest employment providing economic sector in the local economy. Employment growth (both formal and informal employment) shows the same pattern between 1996 and 2011, though the informal employment pattern fluctuated much more in extreme than formal employment.

In total, employment growth in agriculture, forestry & fishing has been on a slight increase between 1996 and 2011, but even with the agricultural initiatives implemented in 2009-2010, employment growth has steadily stayed in the negative. Thus, indicating that government investment did not have the same impact on job creation as what it had on economic growth.

South Africa is faced with increased volatility in food security, and this is intensified in the Gauteng Province by the high rate of immigration and the resultant high population growth experienced. Midvaal Local Municipality assessed its comparative advantages and concluded that the agricultural sector has the potential to be a socio-economic game-changer that can grow the economy and create jobs.

The role that Midvaal Local Municipality could play has been expressed by the Gauteng Premier in his State of the Province Address (SOPA) "The second area of focus is to unlock the agricultural potential of Sedibeng as the food basket of the Gauteng City Region and position the region as an Agri-tropolis."

The reviving of agriculture and the agro-processing value chain is key for radical economic transformation, says Trade and Industry Minister Rob Davies. "Much more value is created in agro-processing than it is in agriculture. There are high quality jobs if we actually process the products that we produce. Agro-processing can exist and add value where there is agriculture. But agro-processing can also drive agriculture and create a market for farmers," said Minister Davies.

The minister was speaking at the Eat Well, Eat Safe Local campaign at Cofimvaba High School, in Cofimvaba village, Eastern Cape. The result of this is the recognition of the "Agri-tropolis" concept as a major "game-changer" programme to propel the Midvaal Economy towards modernization and leading the municipality towards the re-industrialization of Gauteng.

The impact would be beyond the revitalization of the township economy and will drive Midvaal towards decisive spatial and economic transformation and accelerated social transformation as we will start to address unemployment through enhanced employment of women, youth and people with disabilities in agriculture and agricultural beneficiation.

The “Agri-tropolis” initiative will be an important enabler in the growth of the agricultural sector. Rigorous investment and the anticipation would be to give effect to the Midvaal vision for Midvaal to be renowned for robust economic growth and a high quality of life for all.

2.9. Municipal Level Summary SWOT (2017)

Table 6: Municipal Level SWOT

Municipal Level SWOT analysis	
Strengths • Clean Audit for 2013/14, 2014/15 & 2015/16 and 2017/18 financial years • Ranked as the top performing municipality in Gauteng • High level of positive public approval • Large supply of labour due to 70.4% of the population being economically active • Political majority • Large youth population • Lowest unemployment rate in Gauteng	**Weaknesses** • Funding and Finance constraints • Currently at a tipping point in being able to provide service based on current resources • Poor internal efficiencies • Poor internal and external communication • High inequality in provision of services • Inequality in socioeconomic conditions within the municipality • Limited mandate being a local Municipality
Opportunities • Growth in a diversification of sectors, incl. manufacturing, agriculture and tourism • Savanna City • Opportunity to leverage the customer base of City of Johannesburg due to its close proximity • Large portion of undeveloped land	**Threats** • Poor commercial perception • Continued financial stability • Slow economic growth • Internal capacitation

2.10 Identification of priority Areas

Over the course of Chapter 2 insights have been identified with respect to the current municipal situation, which was captured in the Municipal Level SWOT presented in 2.9.

From this identification, several challenges have been derived, as overarching issues within the municipality which need to be addressed as part of the five-year strategy (Chapter 3), the details and alignment, with regard to the KPAs, are provided in **Table 8** and Figure 30 respectively.

In addition, potential opportunities have been identified to guide the resolution of these challenges:

Table 7: Priority areas and opportunities

Challenge	Opportunities
Capacity & Capabilities Shortfall	• Capacitation • Improve internal culture
Poor Communication & Perception	• Improve marketing • Effective and visible development plans • Improve internal communication
Limited Mandate	• Improve Inter-Governmental Relations
Socio-Economic Inequality	• Introduce innovative mindset to deliver services • Skills development • Cross subsidization through growth
Insufficient Funding & Financing	• Improve revenue collection • Lobbying for additional funding • Additional tariffs and fines
Inefficient Processes & Systems	• Continuous Improvement • Optimization of internal processes and systems
Slow Economic Growth	• Diversification in key sectors • Partnering for growth • Incentivisation efforts • Employment opportunities

Table 8 - Detailed current challenges

Key Performance Area	Challenge	Detailed Challenge
KPA 1: Good Governance & Public Participation	Poor Communication & Perception	Municipality is poorly perceived with respect to external stakeholders
		Municipality has limited successful internal and external communication
		The existing communication channels are not reaching their target communities
		Municipality lacks an integrated communication system
KPA 2: Safety & Environment	Limited Mandate	Limited mandate with respect to maintaining a police force
		Limited mandate with respect to environmental protection
	Capacity & Capabilities Shortfall	Limited resources and infrastructure to combat pollution
KPA 3: Social & Community Development	Poor Communication & Perception	Limited social and entertainment activities within Midvaal
	Socio-Economic Inequality	Disparity in living conditions between households within Midvaal
		Limited skills of youth in Midvaal
	Insufficient Funding & Financing	Insufficient land for building additional cemeteries
		Insufficient budget for Early Childhood Development initiatives
		Insufficient budget for GEYODI initiatives
KPA 4: Institutional Transformation	Capacity & Capabilities Shortfall	Lack of capacity and skills
		Staff accumulating excessive leave
	Inefficient Processes & Systems	Outdated internal technology and systems
		Inefficient internal processes for decision making, building plans, communications and procurement
	Poor Communication & Perception	Poor staff morale
		Municipality Expenses are growing faster than Revenue

KPA 5: Financial Sustainability	Insufficient Funding & Financing	Long external legal process with respect to debt collection
		Limited debt collection in certain areas of the municipality
	Capacity & Capabilities Shortfall	Limited resources to perform debt collection
KPA 6: Physical Infrastructure & Energy Efficiency	Insufficient Funding & Financing	Limited financing for infrastructure build
		Limited service delivery enabling infrastructure in certain areas of the municipality
		Limited long-term planning with respect to infrastructure
		Security concerns around key infrastructure
KPA 7: Services & Customer Care	Insufficient Funding & Financing	Limited service delivery enabling infrastructure to deliver customer service
		Disparity in service and service experience delivered to households within the municipality
KPA 8: Economic Growth & Development	Slow Economic Growth	Rate of unemployment, specifically prevalent with respect to youth
		Lack of diversity in leveraging prevalent economic sectors
		Low labour absorption rate

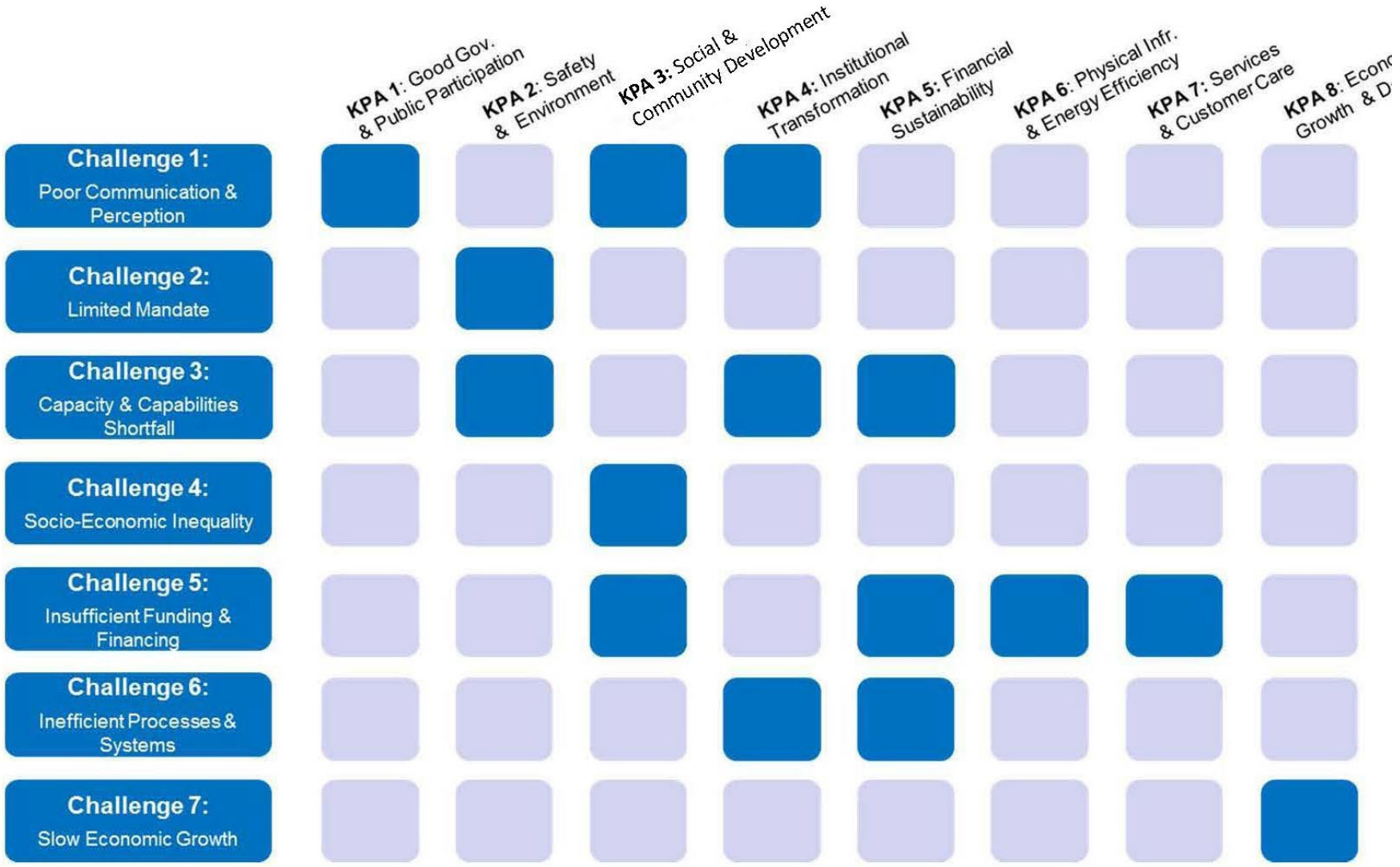


Figure 30: Alignment of challenges with KPAs

3. Five Year Development Plan

3.1 Introduction

This chapter outlines Midvaal's strategic intent and Key Performance Areas for the next five years. It aims to respond to some of the key issues and challenges highlighted in Chapter 2, as well as national policy imperatives outlined in Chapter 1.

3.2 Vision

The municipality has performed considerably well over the last administrative period, winning the title of Gauteng's top performing municipality in 2015 and achieving a clean audit, both for four consecutive years.

Significant emphasis has been placed on delivering services to those that are most in need, without neglecting those within well-established areas.

However, with the population continually growing, it's becoming increasingly more difficult to meet the needs of our community, given a proportionally smaller increase in resources – the municipality is thus at a tipping point.

As a municipality, we are determined to ensure we continue to deliver above and beyond what is expected of us and overcome the challenges that are placed before us.

Through a process of vigorous communication, consultation and thought, we have embarked on a new journey as a municipality – one that is intended to lead us to an elevated future state for all.

A new end-state requires a revised vision to constantly give us something to strive and reach for. As an administration, we thought long and hard about what we want to achieve – a result that will truly bring about change – but also about what our role in that result is. Thus, the vision for the municipality for the next 5 years is:

"To inclusively serve the needs of our community"

3.3. Mission

In order to execute on our vision, we need to supplement it with a set of actionable principles that guide us in our day-to-day operations.

What this effectively means is that a step change is required in our approach to enable us to increase our pool of resources, whilst subsequently learning how to do more with less.

Thus, given our vision, we needed to include within our principles, elements that spoke to a new and competitive approach, and the six promises that were made to the community, as per section 1.4. Our mission for the next 5 years is thus:

We strive daily to enrich the lives of our people by:

1. Adopting a mind-set of innovation to revolutionise the way we operate
2. Leveraging partnerships to realise our full potential
3. Driving sustainability within the local ecosystem
4. Growing the economy in Midvaal, premised on incubating entrepreneurship, socio-economic growth and environmental responsibility
5. Providing excellent and standardised service delivery for all
6. Prioritising the upliftment of our youth
7. Being an ethical and proactive local municipality
8. Elevating Midvaal to be the best and most attractive municipality in the country

3.4 Values

Values reflect the core guidelines of the organization and following them ensures we remain on the right path. A customer-centric approach shapes the values of the Midvaal Local Municipality. This defines the character of the municipality and the foundation on which leadership and employees behave and conduct themselves and guide the way in which decisions are made. Furthermore, our change in approach requires for us to prioritise values that create a new behaviour within the municipality. Midvaal Local Municipality's values are as follows:

1. Ethical
2. Accessibility
3. Collaboration
4. Innovation
5. Sustainability
6. Excellence

3.5 Strategic Themes

Given that we have adopted the six promises made to the community as our strategic goals for the next five years, it is necessary for us to adopt a concise strategic approach that provides a framework for the municipality to work within in achieving these promises through resolving the challenges referred to in Chapter 2 of this document.



Figure 31: ***Strategic Themes***

The attainment of our goals is dependent on the delivery of projects across seven emergent strategic themes. The execution across the strategic themes identified allows for the resolution of the challenges highlighted. Furthermore, these strategic themes can be linked back to the promises made to the community. The relationship between the strategic themes, challenges and promises can be seen within Table 9 below.

Table 9: Emergent strategic themes

#	Strategic Theme	Description	Challenge(s) resolved	Promise(s) touch point
1	**Increase revenue**	Increasing the revenue position of Midvaal Local Municipality to ensure its financial sustainability, provide improved services and enable growth	• Insufficient funding & financing • Slow economic growth • Inefficient Processes & Systems • Capabilities & Capacities shortfall	• Quality and standardised service delivery • Grow the economy
2	**Get the basics right**	Delivery of services through continuous improvement on our current processes and systems to ensure that we deliver on what is required of us	• Socio-economic inequality • Inefficient processes & systems	• Quality and standardised service delivery
3	**Innovation in service delivery**	Innovating the way we approach challenges and how we operate to enable us to do more with less	• Socio-economic inequality	• Quality and standardised service delivery
4	**Strategic partnerships and incentives**	Forming strategic alliances with commercial and non-commercial entities, improving inter-governmental relations and working together with the community to increase resources available to the municipality to create change	• Slow economic growth • Poor communication & perception • Insufficient funding & finance	• Grow the economy • Safe communities and environment • To be youth biased
5	**Marketing and communication**	Improving communication with the community, other governmental departments, and internally within the municipal administration, whilst also elevating the perception of Midvaal within the broader economy	• Poor communication & perception • Slow economic growth • Limited mandate	• Open, honest, transparent and responsive government • Grow the economy • Safe communities and environment
6	**Youth bias & entrepreneurship**	Aggressive creating an enabling environment for youth to thrive and to breed a culture of entrepreneurship	• Socio-economic growth • Socio-economic inequality	• To be youth biased • Grow the economy
7	**Internal enablement**	Improving the municipality's ability to deliver on the 6 promises through by resolving challenges hampering its progress	• Capabilities & Capacities shortfall • Inefficient processes & systems • Poor communication & perception	• Open, honest, transparent and responsive government • Quality and standardised service delivery • Grow the economy

3.6 Governance Structure

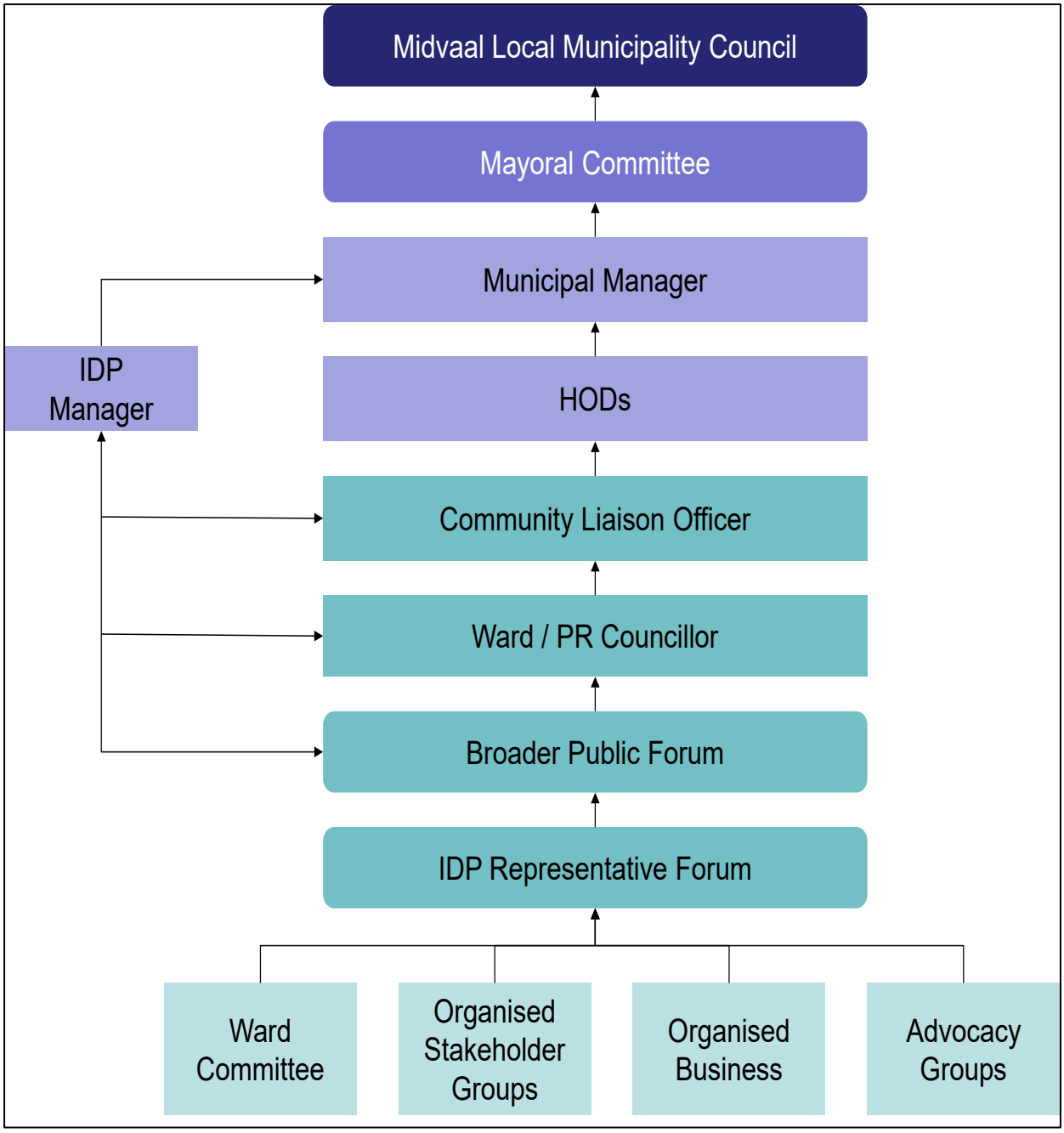


Figure 32: Midvaal Governance Structure

3.7 Council Structure

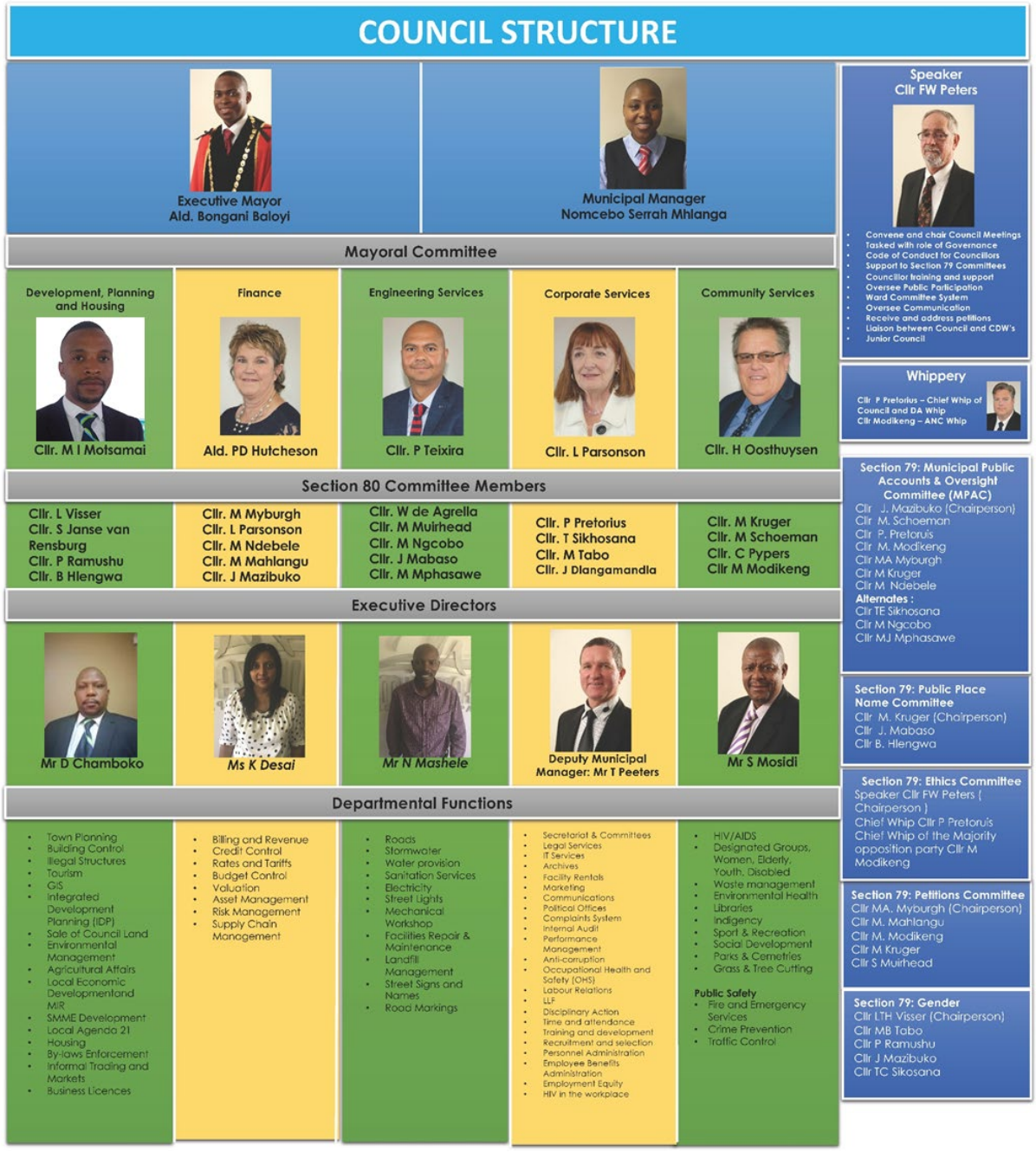


Figure 33: ***Midvaal Council Structure***

3.8 Performance Framework

Table 10: Performance Framework Summary

KPA	KPA Definition	KFA	KFA Definition	Driver
KPA 1: Good Governance & Public Participation	To promote increased participation and improved communication with all key internal and external stakeholders	KFA 1: Governance Structures	To promote sound and sustainable governance	CORP
		KFA 2: Stakeholder Participation	To increase active stakeholder participation	CORP, Mayor
		KFA 3: Inter-Governmental Relations	To improve inter-governmental relations	MM
		KFA 4: Communications	To improve internal & external communication to enhance the perception of the municipality	CORP, DP
KPA 2: Safety & Environment	To create a sustainable environment safe from harm	KFA 5: Safety & Security	To improve the safety of the community both on the roads and in the suburbs	COMM
		KFA 6: Emergency Services	To ensure adequate prevention measures as well as prompt response to emergencies	COMM
KPA 3: Social & Community Development	To create an environment focussed on uplifting the youth, the poor and the most vulnerable	KFA 7: Sport and Recreation Programmes & Facilities, including Parks & Open Space	To create an ecosystem of sports and recreation activities	COMM
		KFA 8: Libraries, Arts Culture and Special Programmes	To promote the development of cultural and social programs to uplift the community	COMM, Mayors Off.
KPA 4: Institutional Transformation	To transform and align the people, processes and systems of the municipality to achieve its objectives	KFA 9: Human Capital & Skills Development	To ensure adequate internal capacity and capability to deliver on the municipalities objectives	CORP, Mayor
		KFA 10: Performance Management	To develop and implement an effective and efficient performance management system	MM
		KFA 11: Systems & Technology	To enhance systems and technology to enable the municipality to deliver excellent customer experience	CORP
		KFA 12: Policies, Processes & Procedures	To write and review processes and procedures to ensure the objectives of the municipality are achieved.	CORP, ES, Mayor
KPA 5: Financial Sustainability	To improve the financial sustainability and capacity of the municipality, whilst	KFA 13: Financial Management	To manage the finances of the municipality in a manner that will enhance its financial viability and maintain sustainability	FIN
		KFA 14: Revenue Management	To protect and enhance revenue position of the position to enable the objectives of the municipality	FIN, Strategic

	adhering to statutory requirements	KFA 15: Supply Chain Management	To develop and maintain an effective supply chain which uplifts local business and youth.	FIN
		KFA 16: Asset Management	To adequately maintain the assets of the municipality	FIN
KPA 6: Physical Infrastructure & Energy Efficiency	To ensure efficient infrastructure and energy supply that will improve the quality of life of the community	KFA 17: Electricity & Energy Efficiency	To plan, construct and maintain electricity networks and to improve energy efficiency	ES
		KFA 18: Roads & Storm-water Infrastructure	To plan, construct and maintain roads and storm-water infrastructure	ES
		KFA 19: Water & Sanitation Infrastructure	To plan, construct and maintain water and sanitation infrastructure	ES
		KFA 20: Landfill Sites & Transfer Stations	To plan, construct and maintain landfill sites and transfer stations	ES
		KFA 21: Municipal & Public Facilities	To plan, construct and maintain municipal and public facilities	ES
KPA 7: Services & Customer Care	To deliver inclusive and excellent services to the community	KFA 22: Water & Sanitation	To provide sustainable, reliable and affordable water and sanitation services to all residents	ES
		KFA 23: Electricity	To provide sustainable, reliable and affordable electricity to all residents	ES
		KFA 24: Cleansing & Waste Management	To provide sustainable, reliable and affordable waste disposal services to all residents	COMM
KPA 8: Economic Growth & Development	To facilitate sustainable economic empowerment for all communities within Midvaal and through the development of partnerships and innovation	KFA 25: LED & Capacity Building	To facilitate and promote local economic growth	DP
		KFA 26: Spatial & Dev. Plan	To develop an effective spatial framework to promote development in the municipality, focussed on enabling and aligning development objectives	DP

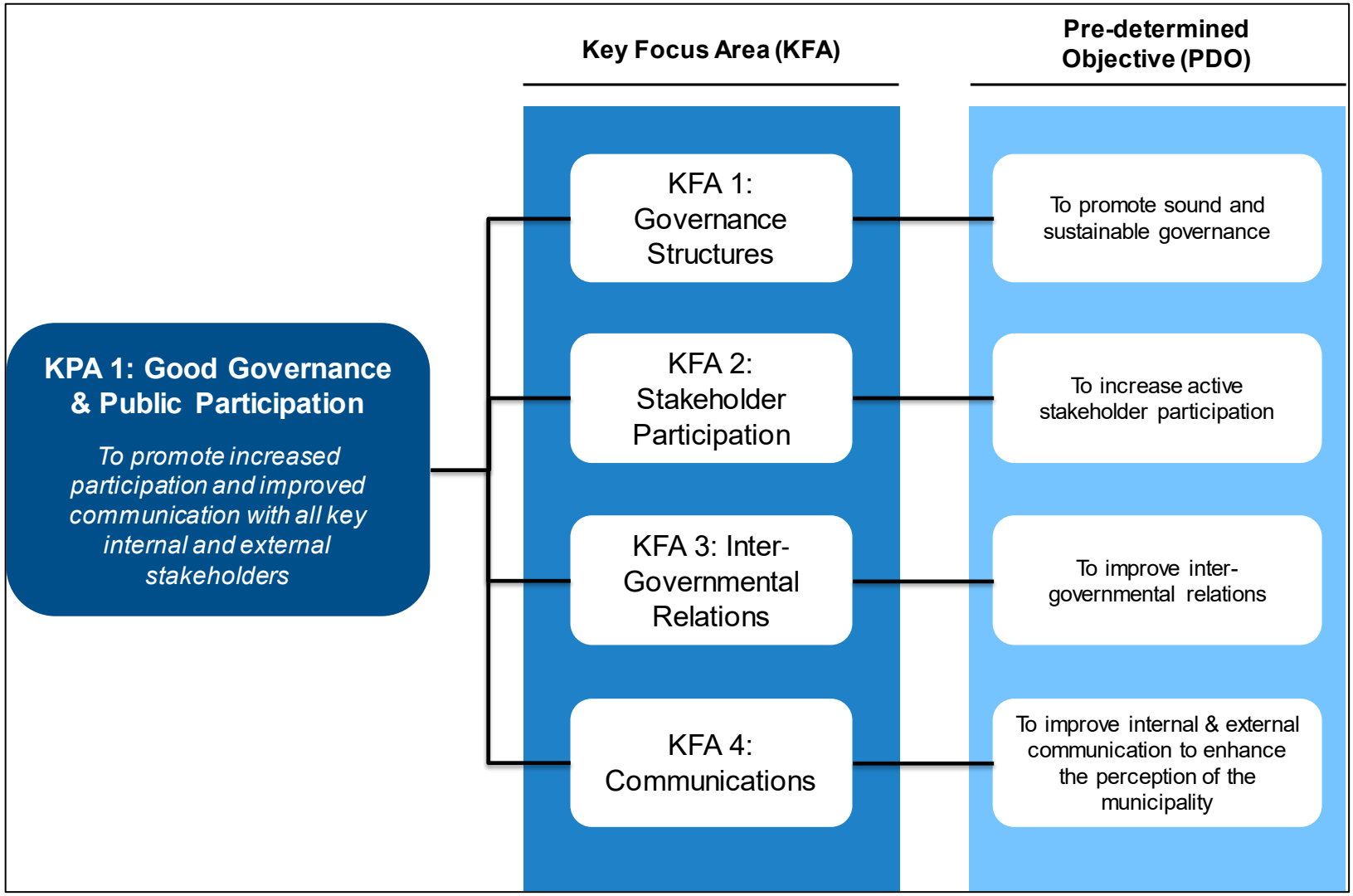


Figure 34: KPA 1 Schematic

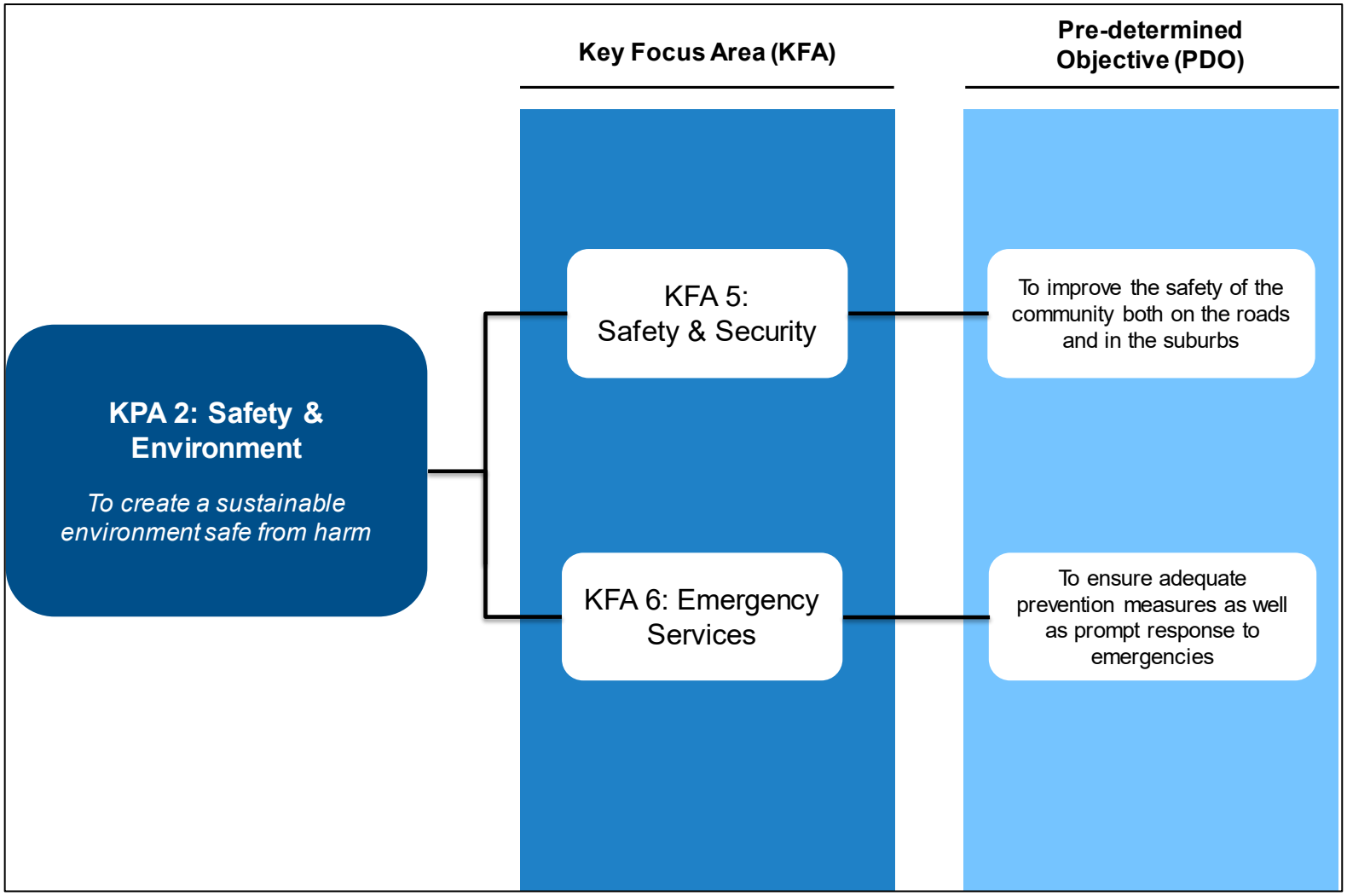


Figure 35: ***KPA 2 Schematic***

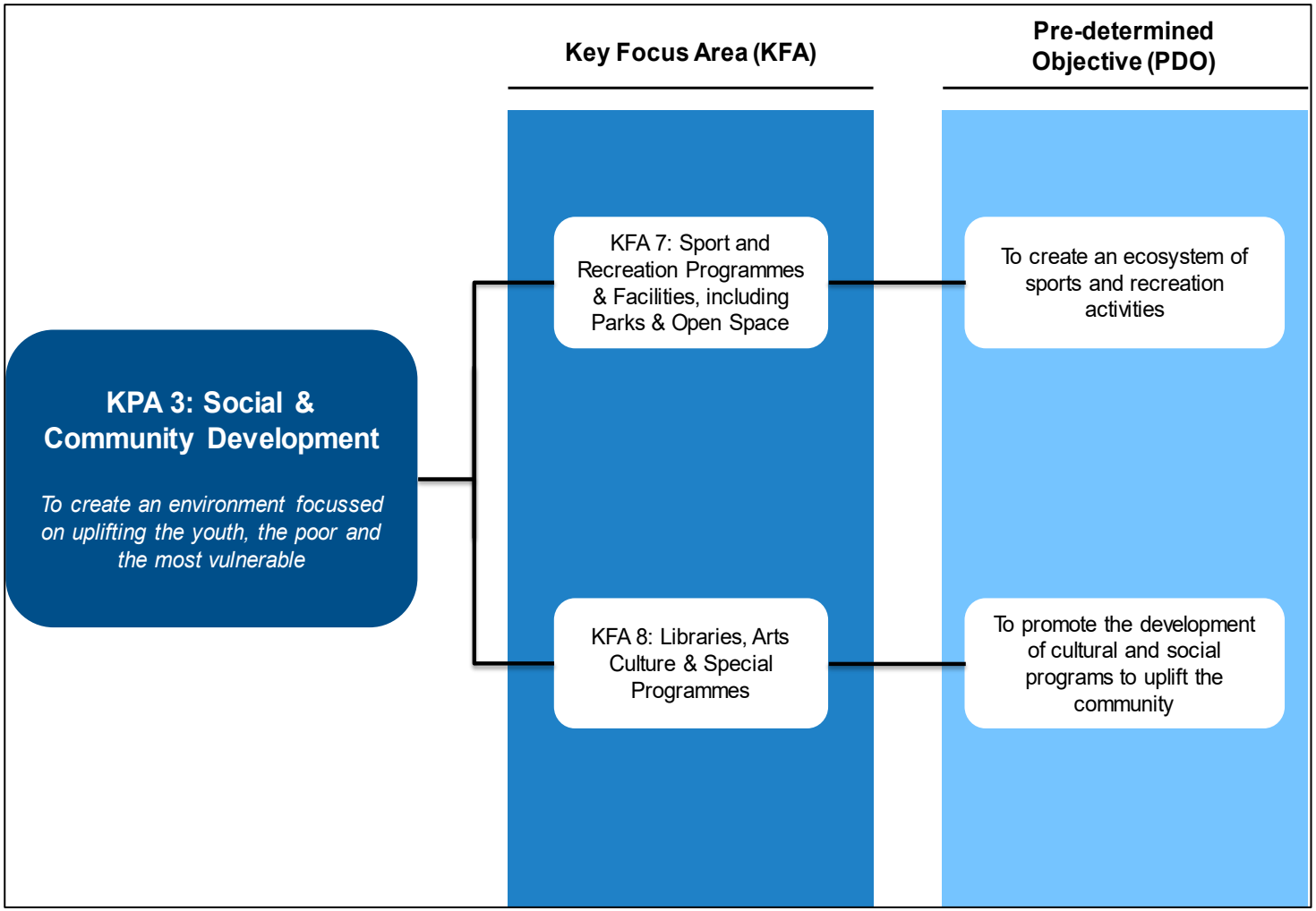


Figure 36: ***KPA 3 Schematic***

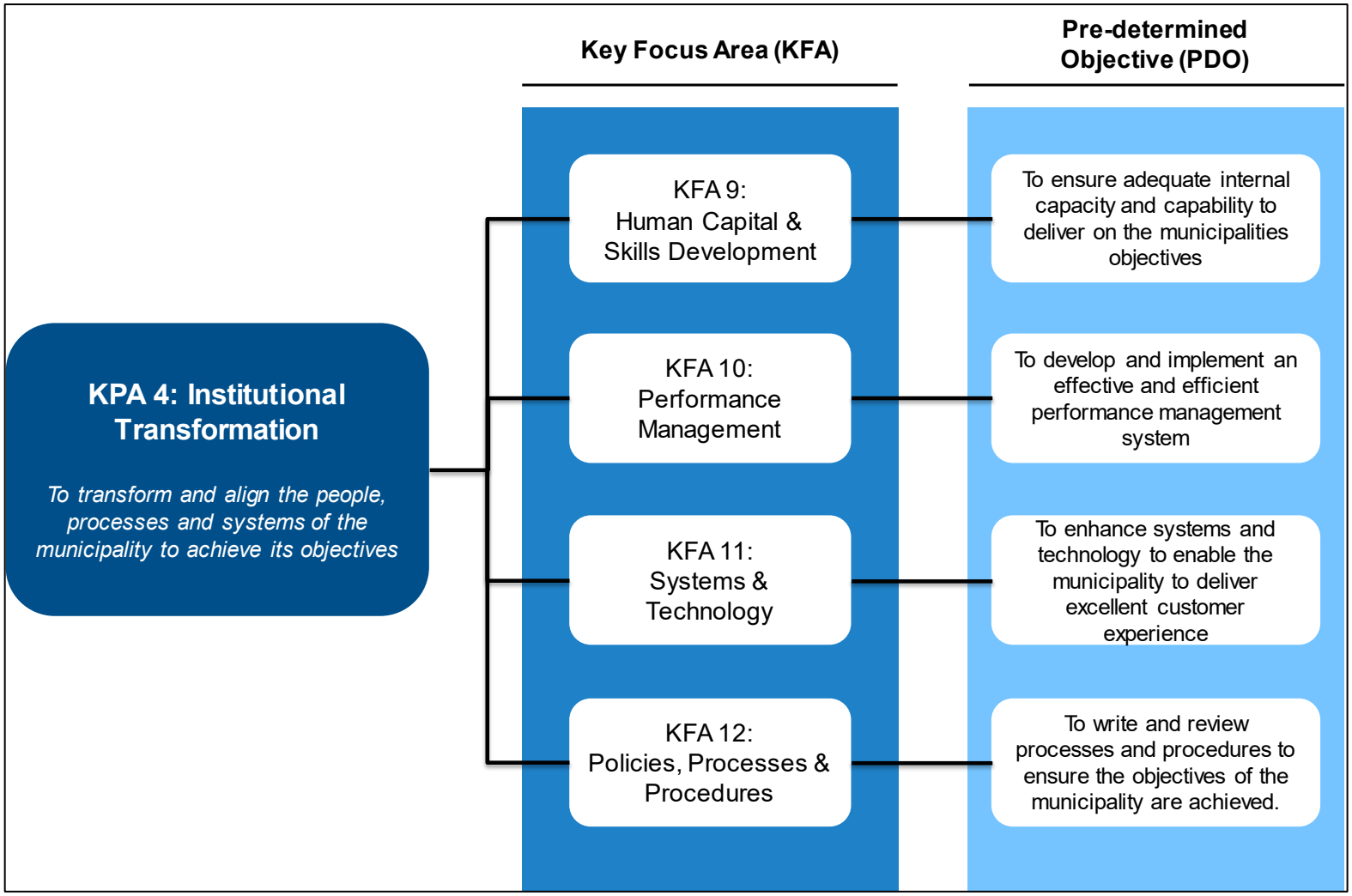


Figure 37: ***KPA 4 Schematic***

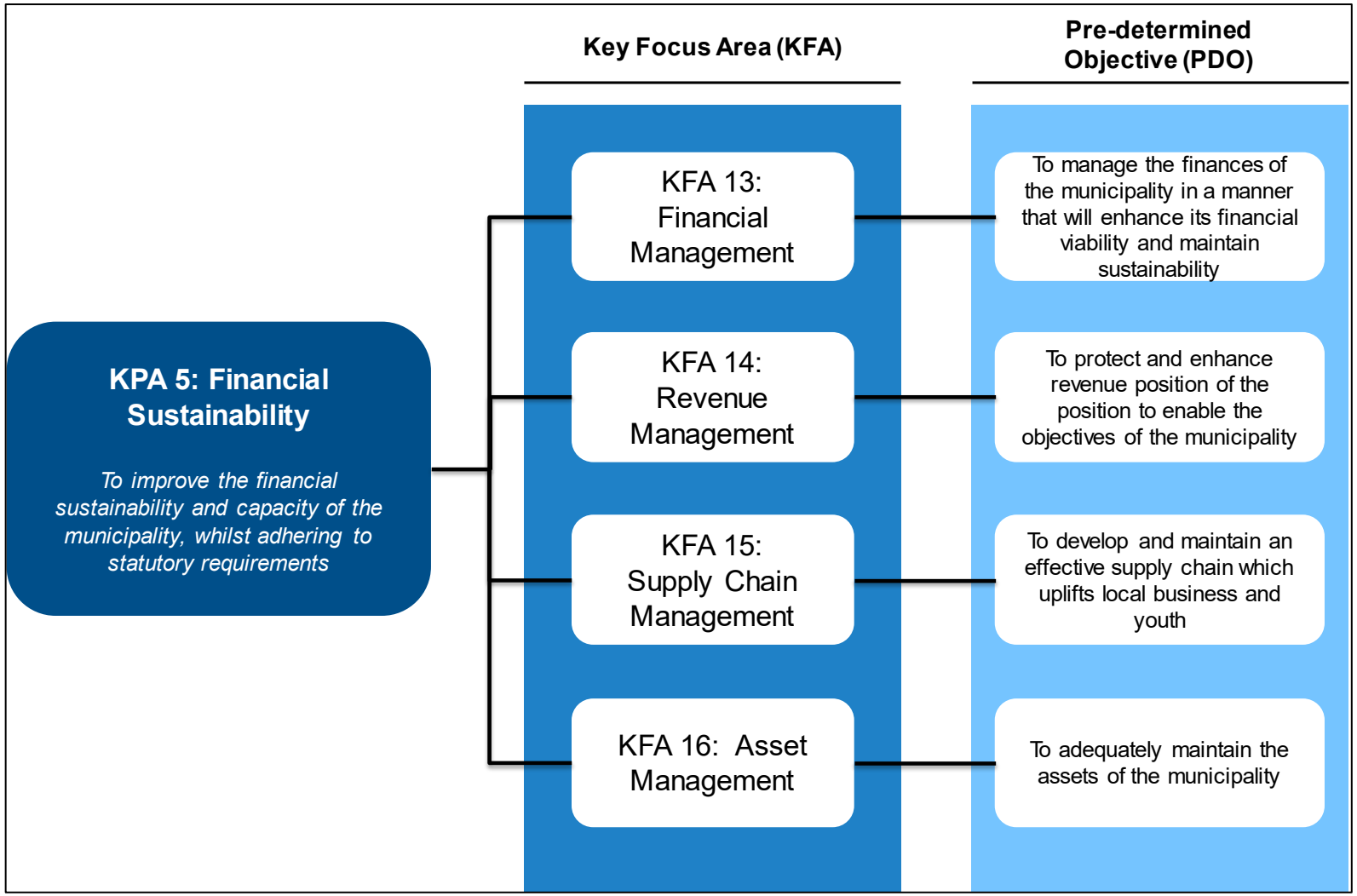


Figure 38: ***KPA 5 Schematic***

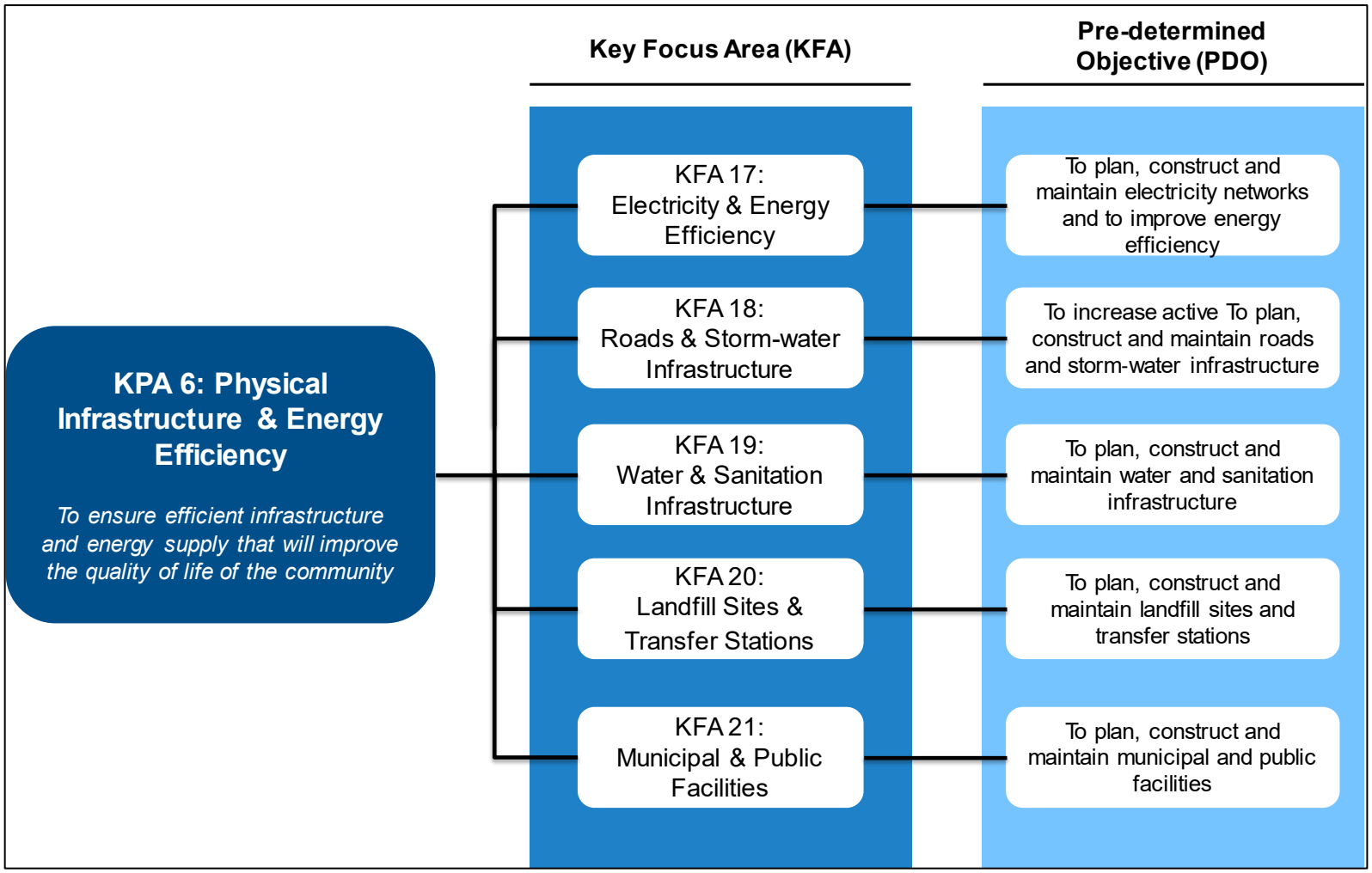


Figure 39: ***KPA 6 Schematic***

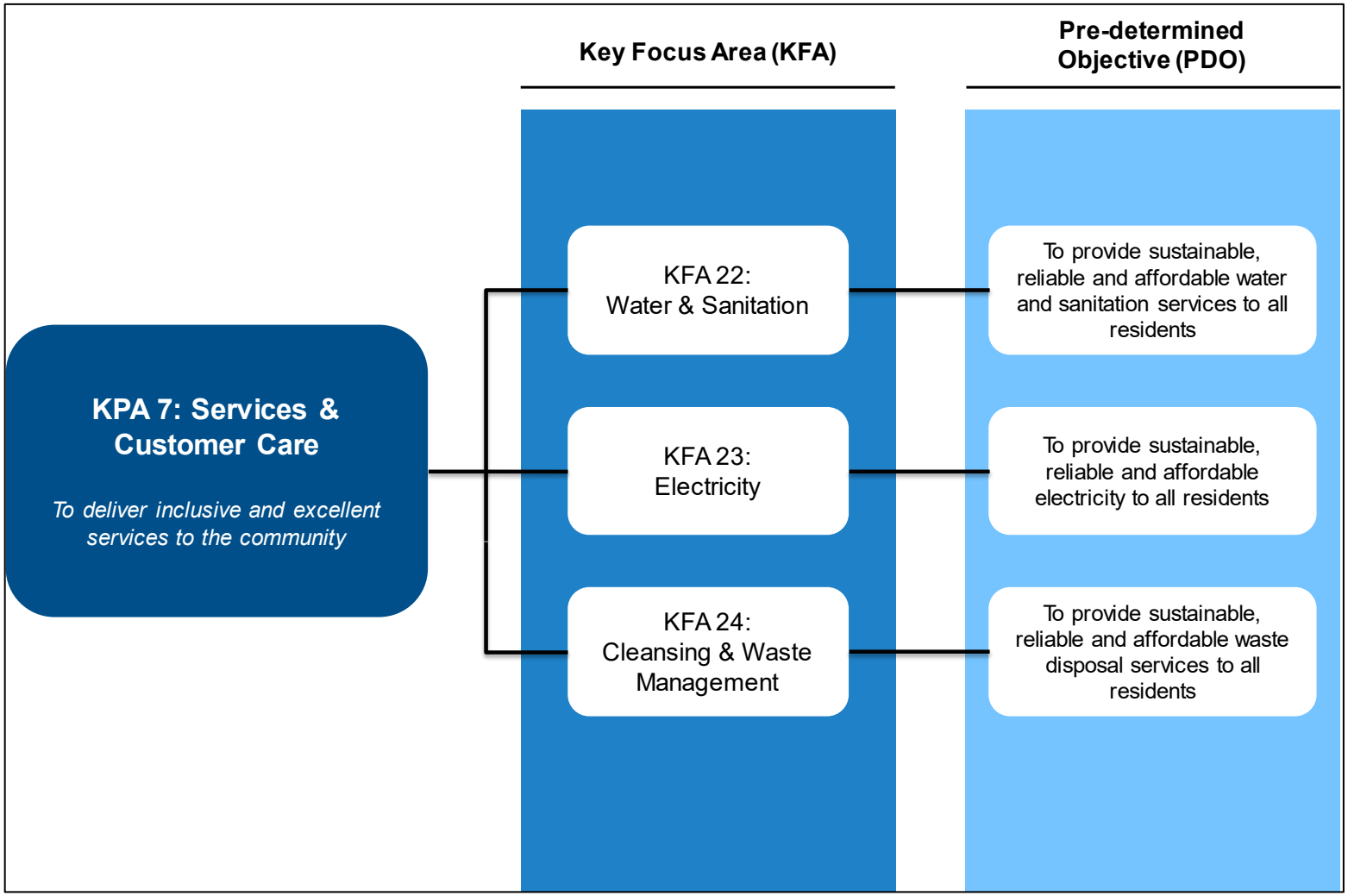


Figure 40: ***KPA 7 Schematic***

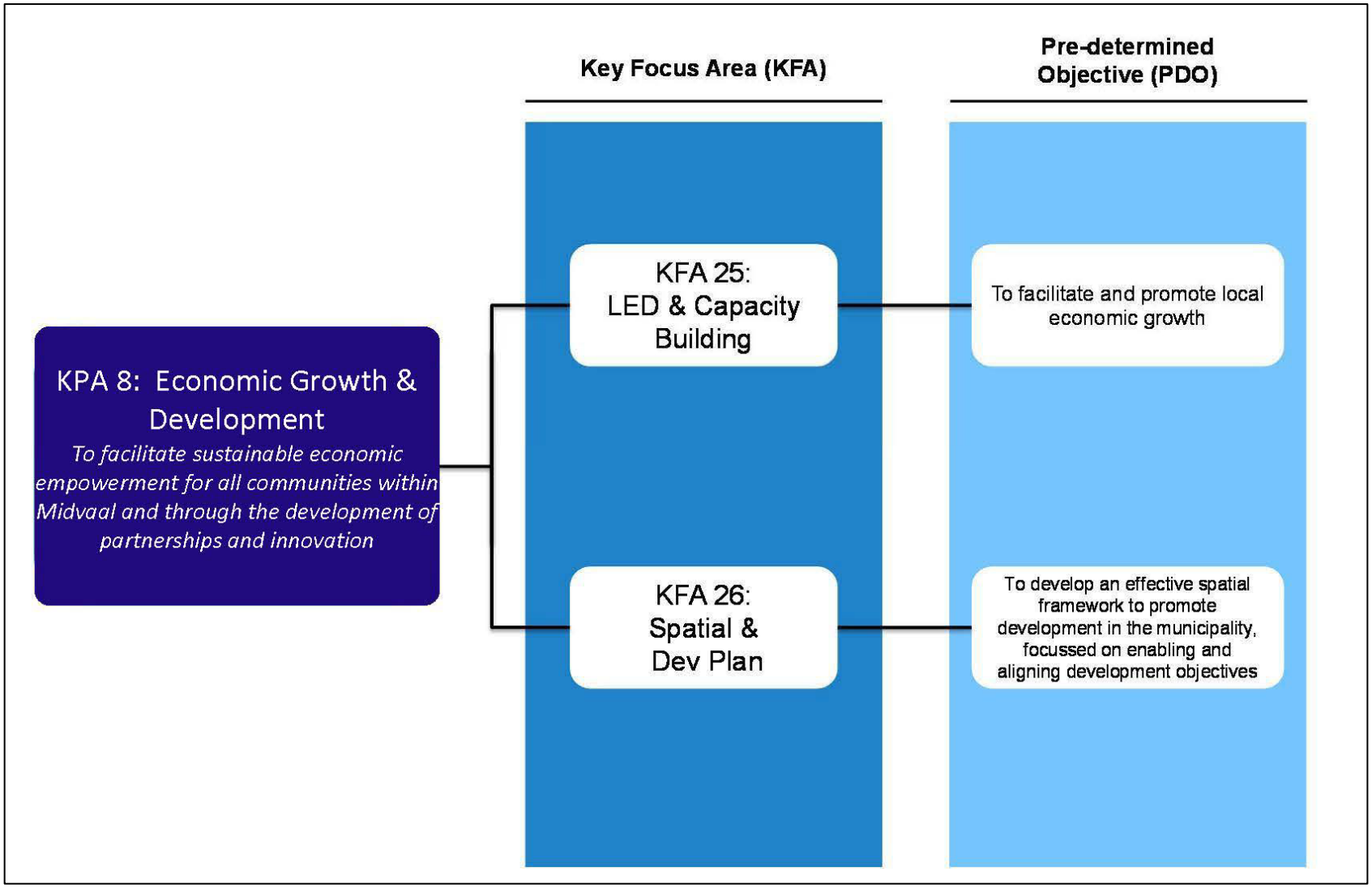


Figure 41: ***KPA 8 Schematic***

4. Support Plans

4.1. Financial Plan

4.1.1 Introduction

The purpose of this chapter is to outline a comprehensive multi-year financial plan that will ensure long-term financial sustainability for Midvaal. The financial plan is essential to ensure that the municipality continues to implement its mandate effectively without impairing its capital base and to move towards self-sufficiency in meeting the growing demands of service delivery.

The multi-year financial plan is prepared for a planning period of five years, paying particular attention to infrastructure investment which is an important developmental component of the IDP. Through this plan Midvaal will focus on greater financial health and sustainability making collaboration of capital investment projects with other levels of government and private sector investors much easier. It is of utmost importance that Midvaal stimulates the macro-economic environment to attract the private sector to investment in Midvaal. Through this approach Midvaal will enhance its ability to have access to much needed financial resources to invest in new as well as to maintain its current infrastructure assets.

This plan will also focus on the expansion of Midvaal's revenue sources in relation to its costs to ensure that the municipality stays a financial viable and sustainable going concern. Midvaal must utilise available financial resources in an effective, efficient and economical way to ensure that outputs have the desired outcomes as set out in Chapter 3 of the IDP. The financial strategies detailed in this plan must contribute to the achievement of these objectives.

It is important to note that this multi-year financial plan will cover key focus areas over the next five years and even longer. However, due to the fact that budgets in terms of National Treasury's Municipal Budget and Reporting Regulations only covers a planning period of the next financial year and the two outer financial years thereafter; budget information supplied in this chapter will only cover the next three financial years.

A discussion will now follow on key focus areas consisting of a financial framework, financial strategies, financial policies, budget assumptions, operating revenue, operating expenditure, capital expenditure, capital expenditure funding and a concluding statement.

4.1.2 Financial Framework

It must be noted that not all municipalities are the same and this should be kept in mind when assessing the financial health of and the setting of benchmarks for a municipality. A municipality can be categorised into a developed or a developing municipality. Midvaal can be categorised as a developing or growing municipality.

Developing municipalities will require significant additional resources and funding to conduct the growth that is expected of them. With the demands for growth come risks that need to be managed. The priority from the financial perspective is the viability and sustainability of the municipality. This financial plan and related strategies will need to address a number of key areas in order to achieve this goal. The areas which have been identified are detailed below.

4.1.2.1 Revenue adequacy and certainty

It is essential that Midvaal has access to adequate sources of revenue from its own operations and intergovernmental transfers to enable it to carry out its functions. It is furthermore necessary that there is a reasonable degree of certainty with regard to the source, amount and timing of revenue. The 2020 DORA has laid out the level of funding from National Government that will be received for the 2020/2021 to 2022/2023 financial years and these amounts have been included in the budget. The Provincial Gazette has not been received at the time of tabling of the IDP and Budget and as such estimates were used.

It is important to track the respective sources of revenue received by the municipality as they can be quite different and can vary substantially depending upon the phase that the municipality is in. Knowledge of the sources of funds will illustrate the municipality's position more accurately, its ability to secure loans relative to its income and its borrowing capacity.

4.1.2.2 Cash / liquidity position

Cash and cash management is vital for the short- and long-term survival and good management of any organisation. This is also the case with Midvaal. The appropriate benchmarks (formulas aligned to National Treasury MFMA Circular 71) which can assist in assessing the financial health of the municipality are:

- The **current ratio**, which expresses the current assets as a proportion to current liabilities. A current ratio in excess of one to one (1:1) is considered to be healthy.

  The annual liquidity ratio was as follows for the previous years:

30 June 2014	1.75:1
30 June 2015	1.80:1
30 June 2016	1.70:1
30 June 2017	2.09:1
30 June 2018	2.32:1
30 June 2019	2.18:1
30 June 2020 (projected)	3.29:1

These improved liquidity levels are the result of a revised cash management strategy implemented in the last budget cycles. The operating budget needs to produce yearly operating surpluses to improve our cash back reserves position and all collectable revenue needs to be collected on an ongoing basis.

The target for the next five years is to have a liquidity ratio of at least 2:1 at the end of each financial year.

- Debtor's turnover ratio (net debtors), which have a great impact on the liquidity of the Municipality. This ratio measures the time it takes the municipality to recover its outstanding debts.

  The debtor's turnover ratio was as follows for the previous years:

30 June 2013	64 days
30 June 2014	70 days
30 June 2015	67 days
30 June 2016	55 days (reduction due to increased provision for bad debt due to indigent policy change)
30 June 2017	57 days
30 June 2018	58 days
30 June 2019	67 days
30 June 2020 (projected)	77 days

Midvaal will attempt to maintain the debtor's turnover ratio to less than 60 days over the medium term to long-term.

- The collection rate has a great impact on the liquidity of the municipality, and has been averaging at 93% in the past. Due to the current economic climate, it is anticipated that the collection rate will remain under pressure for the MTREF period.

30 June 2013	94%
30 June 2014	92%
30 June 2015	93%
30 June 2016	93%
30 June 2017	94%
30 June 2018	93%
30 June 2019	94%
30 June 2020 (projected)	90%

Collection rates are under pressure as the increasing tariffs and the cost of services become more unaffordable to households. It is expected that the collection rate will remain in excess of 94% over the medium term. All debt older than 90 days have been provided for. The non-collectable portion are provided for in the operating budget as a debt impairment expense.

4.1.2.3 Sustainability

Midvaal ensures that its budget is fully funded. As there are limits on revenue, it is necessary to ensure that services are provided at levels that are affordable; and, that the full costs of service delivery are recovered. However, to ensure that households which are too poor to pay for even a portion of their basic services at least have access to these basic services; there is a need for the subsidisation of these households through an indigent support subsidy.

4.1.2.4 Effective and efficient use of resources

In an environment of limited resources, it is essential that the municipality make maximum use of the resources at its disposal by using them in an effective and efficient manner. Efficiency in operations and investment increases poor people's access to basic services as more services can be rendered with the scarce resources. For this reason, the operating budget is compiled without including any fat in the budget – only absolutely necessary allocations are given consideration.

4.1.2.5 Accountability, transparency and good governance

The municipality is accountable to the people who provide the resources, for what they do with these resources. The budgeting process and other financial decisions are thus open to public scrutiny and participation. In addition, the accounting and financial reporting procedures are designed so that it minimises opportunities for corruption. In addition, accurate financial information is produced within acceptable time-frames.

4.1.2.6 Equity and redistribution

The municipality must treat people fairly and justly when it comes to the provision of services. In the same way the municipality should be treated equitably by national and provincial government when it comes to inter-governmental transfers. The "equitable share" from national government will be used primarily for targeted subsidies to indigent households. In addition, the municipality will continue to cross-subsidise between high- and low-income consumers within a specific service or between services. Unfunded mandates remain a financial burden to Midvaal's customer base due to national and provincial transfers not following the functions that Midvaal perform on behalf of government.

4.1.2.7 Development and investment

In order to deal effectively with backlogs in services, there is a need for the municipality to maximise its investment in municipal infrastructure. Due to our financial constraints the underlying policies encourage the maximum degree of private sector investment.

4.1.2.8 Macro-economic investment

As the municipality plays a significant role in the economy of Gauteng, it is essential that it operates efficiently within the national and provincial macro-economic framework. Midvaal's financial and developmental activities should therefore support national and provincial fiscal policy.

4.1.2.9 Borrowing

The strong capital market in South Africa (commercial banks and other lending institutions like the DBSA, etc.) provides an additional instrument to access financial resources. However, the municipality may not borrow to balance its operating budget and to finance any

operating expenditure. Midvaal has a borrowing policy in place that ensures the municipality borrows in a responsible way. In order to have access to this market, the municipality will continue to maintain accurate and appropriate financial accounting and reporting systems. We will have to ensure that we generate enough cash to honour repayment commitments.

The manner in which the municipality manages debt or takes on new debt to finance investment activities will have a significant impact on the solvency and long-term viability of the municipality. Midvaal aims at a maximum borrowing level of external loans that will not exceed 40% of the total operating revenue over the short- and medium term. New borrowings are recommended for the 2020/2021 financial year as well as the outer years of the budget. The borrowings will be used to finance new infrastructure as well as new operational vehicles.

4.1.3 Financial Strategies

With the above framework as a background, strategies and programmes have been identified and form part of the financial plan to achieve the desired objective and that is the financial viability and sustainability of the municipality.

4.1.3.1 Revenue raising strategies

The following are some of the more significant programmes that have been identified:

a) The annual review and implementation of the credit control and debt collection policy. This policy and the relevant procedures detail all areas of customer care, credit control and debt collection of amounts billed to customers, including procedures for non-payment, etc.
b) The annual review and maintenance of a uniform tariff policy. This policy will ensure that fair tariffs are charged in a uniform manner throughout the municipal area.
c) The annual review and maintenance of an indigent policy. This policy defines the qualification criteria for an indigent household and the level of free basic services enjoyed by indigent households.
d) The annual review and maintenance of a property rates policy. This will ensure that a fair rates policy and an updated valuation roll are applied to the entire municipal area and will aim to ensure that all properties are included in the municipality's records. Furthermore, the policy will ensure that valuations are systematically carried out on a regular basis for all properties. It must be noted that the valuation roll has been implemented as from 1 July 2018 and will be valid until 30 June 2023.
e) The writing-off of irrecoverable debt. Prescribed debt will be considered for write off on an annual basis.

4.1.3.2 Asset management strategies and programmes

The following are some of the more significant programmes that have been identified:

a) The ongoing maintenance of an integrated asset management system. This programme involves the ongoing updating of a suitable integrated asset management system. It also includes the capturing of all assets onto the system, the maintenance of this system and the production of a complete asset register in terms of the GRAP Accounting Standards requirements.

b) The review and update of asset and risk insurance procedures and the renewal of the insurance portfolio. This programme will involve the identification of risks in conjunction with insurers and all heads of departments. It will also include the review of the existing insurance portfolio (inclusive of self-insurance where appropriate) and the renewal of the insurance policy as per renewal terms.

4.1.3.3 Financial management strategies and programmes

The following are some of the more significant programmes that have been identified:

a) The implementation of the MFMA Regulations – Municipal Standard Chart of Accounts (mSCOA) was implemented on 1 July 2017. The municipality is in compliance with the mSCOA Regulations, but ongoing improvements to the systems are done on an annual basis.
b) The annual review of the entire organogram of Finance Department, ensuring adequate capacity exist to optimise service delivery.
c) Integration of all computerised systems and acquisition of hardware and software required. The integration of computerised systems and acquisition of the required hardware and software within the municipality to ensure that information is accurate, relevant and prompt, which in turn will facilitate the smooth running and effective management of the municipality. This is done in compliance with the mSCOA Regulations.
d) Development of a GRAP compliant Medium-Term Revenue and Expenditure Framework compliant with National Treasury's Municipal Budget and Reporting Regulations.
e) Implementation of integrated development planning and budgeting using community consultation processes.
f) Reviewing and updating of asset, budget and accounting policies and procedures.
g) Training and development of financial and other staff. The aim of this project will be to constantly ensure that the financial and other staff members receive the training they require to ensure a cost-effective and efficient service to the municipality and its customers and to ensure full compliance with the MFMA Regulations on Minimum Competency Levels.
h) Enhancing budgetary controls and timeliness of financial data. Building the capacity of the Budget and Treasury Office to ensure that financial information for reporting purposes is generated timeously. It will also include the monitoring and reporting on budget variances.

4.1.3.4 Capital financing strategies and programmes

The following are some of the more significant programmes that have been identified:

a) The annual review and implementation of a borrowing policy. This policy will ensure that any borrowings taken by the municipality will be done in a responsible manner and that the repayment and servicing of such debt will be affordable.
b) The annual review and implementation of a policy on donor funding.
c) The development of a capital investment framework.

4.1.4.1 General financial philosophy

The financial philosophy of Midvaal is to provide a sound financial base and the resources necessary to sustain a satisfactory level of municipal services for the citizens of Midvaal.

It is the goal of the municipality to achieve a strong financial position with the ability to withstand local and regional economic impacts; to adjust efficiently to the community's changing service requirements; to effectively maintain, improve and expand the municipality's infrastructure; to manage the municipality's budget and cash flow to the maximum benefit of the community; to prudently plan, coordinate and implement responsible and sustainable community development and growth; and to provide a high level of fire and other protective services to assure public health and safety.

Based on the financial framework, financial strategies and the general financial philosophy statement, the municipality have to develop financial policies that support the above. Midvaal's financial policies shall also address the following fiscal goals:

a) To keep the municipality in a fiscally sound position in both the long and short term;
b) To maintain sufficient financial liquidity through regular reviews and adjustments to meet normal operating and contingent obligations;
c) To apply credit control policies which maximise collection while providing relief to the indigent;
d) To implement credit control policies that recognise the basic policy of customer care and convenience;
e) To maintain and protect existing infrastructure and capital assets;
f) To provide a framework for the prudent use of debt financing; and,
g) To direct the municipality's financial resources toward meeting the goals of the municipality's Integrated Development Plan.

4.1.4.2 Budget related policies

The annual budget is the central financial planning document, directed by the IDP that embodies all revenue and expenditure decisions. It establishes the level of services to be provided by each department. The budget will be subject to monthly control and be reported to Council with recommendations of actions to be taken to achieve the budget goals. The budget will be subject to a mid-year review, which will result in an Adjustments Budget if required.
Adequate maintenance and replacement of the municipality's assets (property, plant and equipment) will be provided for in the annual budget. It will be informed by Council's Asset Management Policy. The municipality will aim to achieve a target of allocating 10% of the operating budget to repairs and maintenance over the next five-year period.

The budget shall balance recurring cash operating expenses to recurring cash operating revenues. The budget will have revenue plans based on realistically expected revenue to be collected and expenditure figures. Plans will be included to achieve maximum revenue collection percentages. More about this when the revenue raising policies are discussed in paragraph 4.1.4.4 below.

4.1.4.3 Capital infrastructure investment policies

The municipality will establish and implement a comprehensive three-year capital budget. This budget will be updated annually to ensure that bulk infrastructure services and internal infrastructure services together with the foreseen funding sources are planned in an integrated and coordinated manner.

An annual capital investment budget will be developed and adopted by Midvaal as part of the annual budget. The municipality make all capital improvements in accordance with the IDP. Midvaal also has a Developer Contribution Policy aimed to generate additional funding from developers to assist in the upgrading of bulk infrastructure services.

Un-expensed capital project budgets shall not be carried forward to future fiscal years unless the project expenditure is committed or funded from grant funding and approved external loans and all relevant approvals have been obtained. Routine capital needs will be financed from current revenues (Capital Replacement Reserve) as opposed to the issuance of long-term debt. The municipality will maintain all assets at a level adequate to protect the municipality's capital investment and to minimise future maintenance and replacement costs.

4.1.4.4 Revenue policies

The municipality will estimate annual revenues through a conservative, objective and analytical process based on realistically expected revenue to be collected. The municipality will consider market rates and charges levied by other public and private organisations for similar services in establishing rates, fees and charges. Midvaal will set fees and user charges at a level that fully supports the total direct and indirect costs of operations. Tariffs will be set to reflect the developmental and social policies of Council. These principles will be embedded in a Tariff Policy that will be updated on an annual basis.

Midvaal will maintain a valuation system based on market values of all properties within its boundaries as well as periodically review the cost of activities supported by user fees to determine the impact of inflation and other cost increases. The valuation roll will be reviewed every 5 years. Fees will be adjusted where appropriate to reflect these increases. These principles and the raising of property rates are contained in the Property Rates Policy.

The municipality will continue to identify and pursue grants and appropriations from province, central government and other agencies that are consistent with the municipality's goals and strategic plan and to eradicate unfunded mandates.

4.1.4.5 Credit control policies and procedures

Midvaal will follow an aggressive policy of collecting revenues from those who can afford to pay for their services. For this purpose, a Credit Control and Debt Collection Policy has been adopted by Council. As the recoverability of all outstanding debt is questionable, the writing off of prescribed debt are considered by Council on an annual basis.

4.1.4.6 Supply chain management

The Supply Chain Management Policy will ensure that goods and services are procured compliant with legislative requirements in a fair, equitable, transparent, competitive and cost-

effective way. It includes the disposal of goods or assets not needed anymore for basic service delivery and it must be read in conjunction with Council's Disposal of Assets Policy.

4.1.4.7 Investment policy

In terms of Section 13(2) of the Municipal Finance Management Act each municipality must establish an appropriate and effective cash management and investment policy. Investments of the municipality shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The portfolio shall remain sufficiently liquid to enable the municipality to meet daily cash flow demands and conform to all state and local requirements governing the investment of public funds. The preservation of principal is the foremost objective of the investment program. Midvaal will continue the current cash management and investment practices, which are designed to emphasise safety of capital first, sufficient liquidity to meet obligations second, and the highest possible yield third. These principles are embedded in the Cash Management and Investment Policies of Council.

4.1.4.8 Debt management policies

Midvaal shall issue debt only when necessary to meet a public need and when funding for such capital projects is not available from current revenues, reserves or other sources. Long-term borrowing will be used to finance capital improvements as approved in the municipality's Capital Budget. Capital projects financed through the issuance of debt shall be financed for a period not exceeding the expected useful life of the project. The municipality will not incur debt to finance current operations. Lease-purchase obligations, capital outlay notes or other debt instruments may be used as a medium-term method of borrowing for the financing of vehicles, computers, other specialised types of equipment, or other capital improvements. All these principles are embedded in the Borrowing Policy of Council.

Borrowing should be limited to 40% of the total operating budget rand value. If not, the municipality will become over-borrowed and a risk to banking institutions and this will result in loans over shorter terms and at higher interest rates. This would not be fair to the current customer base.

4.1.4.9 Asset management policies

The objective of the asset management policy is to prescribe the accounting and administrative policies and procedures relating to Property, Plant & Equipment (PPE), which are immoveable and moveable assets of Midvaal, and, computer software as well as servitudes which are intangible assets of Midvaal Local Municipality. The principles and policy statements are embedded in the Asset Management Policy of Council.

4.1.4.10 Accounting policies

The principals on which Midvaal operate with regard to the presentation, treatment and disclosure of financial information forms part of the Accounting Policy adopted in the compiled annual financial statements.

4.1.5 Budget Assumptions

Based on the financial framework, financial strategies and financial policies the MTREF budget was compiled. Key assumptions relating to the MTREF budget also included the following:

a) National government grants for the years 2020/21 to 2022/23 are as per the Division of Revenue Act (DoRA) promulgated in 2020.
b) Provincial government grants for the years 2020/21 to 2022/23 have not yet been promulgated in the Provincial Gazettes and as such estimates have been used.
c) Inflation has been estimated in line with NT Budget Circular 99, with the CPI projected to be 5.2% in 2020/2021 and 5.4% for the two outer years.
d) The salary bill cost-of-living increase budgeted for 2020/21 amounts to 6.25% (CPI + 1.05%) with CPI plus 1.25% increases for the next two indicative years (estimated at 6%).
e) Bulk electricity purchases increased with 6.9% for the 2020/21 financial year and projected at 8.1% and 5.2% for the next two indicative years. These increases are still subject to final NERSA announcements of the bulk increase to municipalities.
f) Bulk water purchases increased with 6.6% for the 2020/21 financial year. A 8.5% and 8.2% increase was estimated for the 2021/22 and 2022/23 financial years respectively.
g) A tariff increase of 8.1% for property rates has been budgeted for the 2020/21 financial year with 10% and 7% for the two outer years.
h) Electricity tariffs will increase with 6.22% for the 2020/21 financial year. Increases of 8.1% and 5.2% has been budgeted for the next two financial years. These increases are subject to final NERSA approval.
i) Water tariffs increase with 7% for the 2020/21 financial year and a projected 8.5% 7.1% respectively for the two outer years.
j) Sanitation tariffs increase with 7% for the 2020/21 financial year and a projected 7% per year for the two outer years.
k) Refuse tariffs increase with 8.1% for the 2020/21 financial year and a projected 10% per year for the two outer years.

The budget is based on current service levels with no provision for growth in property rates and other services.

4.1.6 Operating Revenue

In order to serve the community and to render the services needed, revenue generation is fundamental to financial sustainability. The reality is that we are faced with developmental backlogs and poverty challenging our revenue generation capacity. The needs (being capital or operational of nature) always exceed the available financial resources. This becomes more obvious when compiling the annual budget and comparing it with the community's needs as recorded in the IDP. This is a worldwide problem and therefore available financial resources should be utilised where it delivers the biggest impact on outcomes that will improve the quality of life of our local communities.

The operating revenue will now be discussed and analysed.

4.1.6.1 Operating revenue by source

The operating revenue for 2020/2021 is budgeted at R1 336 154 086, which is an increase of 4.42% from the 2019/2020 adjusted budget.

The 2kl of water free of charge to supply all households serviced by the Council as in the 2019/2020 financial year is no longer provided for. As from 1 July 2020, only registered indigent households (inclusive of deemed indigent households) will receive 6kl free water per month. All other households will no longer receive free basic water from 1 July 2020.

The Income Budget has been compiled based on projected billing, however provision has been made for a 94% collection rate through the provision of funds for the impairment of debtors.

The projected revenue are as follows:

Income	Adjusted Budget	2020/2021	2021/2022	2022/2023
Revenue from Non-Exchange Transactions				
Property Rates	239,732,016	259,585,184	285,543,702	308,672,742
Fines, Penalties and Forfeits	46,832,663	46,955,587	49,772,922	52,759,297
Operational Transfers Monetary	153,961,590	147,306,854	158,844,419	172,326,636
Capital Transfers Monetary (Govt)	92,050,043	75,072,739	72,577,174	71,447,956
Capital Transfers Monetary (Developers)	3,370,000	1,500,000	1,500,000	11,000,000
Capital Transfers In Kind				
Revenue from Exchange Transactions				
Service Charges Electricity	394,641,931	418,838,271	452,417,110	480,413,810
Service Charges Waste Management	41,047,378	44,560,402	49,016,442	52,986,774
Service Charges WasteWater Management	44,377,691	45,003,833	48,154,101	51,524,888
Service Charges Water	226,825,822	249,285,818	270,470,749	289,400,939
Interest, Dividends and Rent on Land	25,369,129	35,456,432	37,131,535	38,802,375
Operational Revenue	3,675,919	5,888,547	6,215,226	6,543,182
Rental from Fixed Assets	1,378,000	1,460,680	1,548,321	1,641,220
Sales of Goods and Rendering of Services	6,270,147	5,194,553	5,631,228	5,872,030
Licenses and Permits	42,953	45,187	47,672	50,151
Gain on disposal of Assets	-	-	-	-
Inv - Physical & Net-Rel Value Losses				
TOTAL INCOME	**1,279,575,282**	**1,336,154,086**	**1,438,870,600**	**1,543,442,001**
Total Income Excluding Capital Revenue	**1,184,155,239**	**1,259,581,347**	**1,364,793,426**	**1,460,994,045**

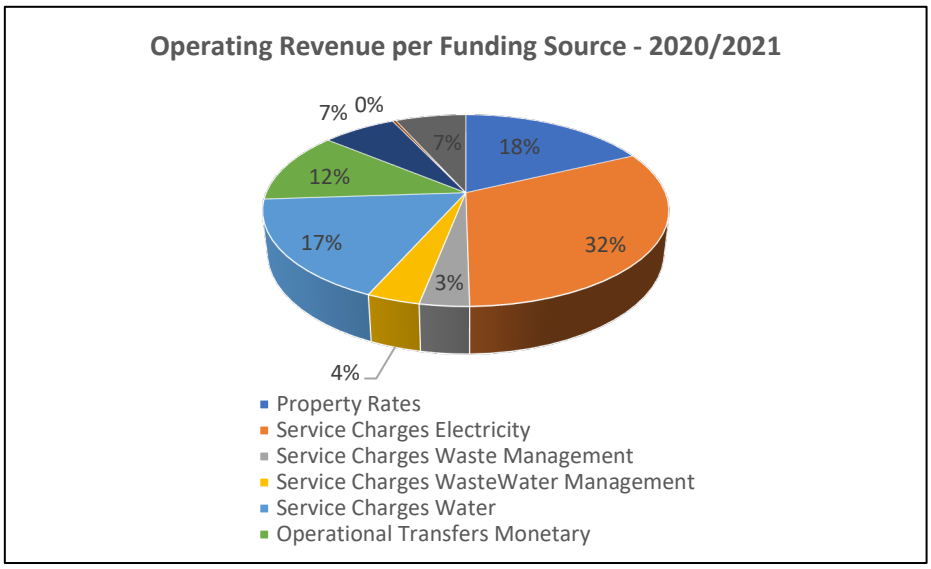


Figure 42: Operating Revenue Distribution for the 2019/20 Financial Year

4.1.6.2 Analysis of projected operating revenue

Property Rates – all properties are rated in terms of the Municipal Property Rates Act and levied accordingly. Residential properties benefit from a residential reduction in their rate in that the first R150 000 of their property values are exempted from property rates. This benefit is accounted for as Income Foregone.

Service Charges for Services – this category comprises sale of Electricity, Water, Sanitation and Solid Waste (Refuse Collection). This is the main municipal services and accounts for 58% of the operating income of Council.

Operating Grants and Subsidies have been budgeted for as per the Division of Revenue Act. The Regional Bulk Infrastructure Grant (RBIG) intended for the construction of the regional sewer network is an indirect grant (project to be implemented by Rand Water) and is thus not included in the budget.

Developer Contributions are expected for the MTREF period and the bulk of this will be utilised for the provision of infrastructure for new developments.

4.1.7 Operating Expenditure

The operating expenditure for 2020/2021 is budgeted at R1 325 209 668 (an increase of 5.15% from the 2019/2020 adjusted budget). This includes a provision for salary increases of 6.25%, increase in repairs and maintenance expenditure of 1.3%, operating cost of 6% and contracted services of 11%. Bulk purchases has been increased as follows:

Water Purchases from Randwater – 6.6%

Electricity Purchases from Eskom – 6.9%

The expenditure budget is as follows:

Expenditure	Adjusted Budget	2020/2021	2021/2022	2022/2023
Salaries and Allowances				
Senior Managers	8,156,757	8,514,739	9,012,109	9,539,322
Municipal Staff	309,566,833	325,197,678	342,709,538	361,272,111
Councillors Allowances	12,389,536	13,656,302	14,475,680	15,344,221
Contracted Services				
Outsourced Services	57,531,705	55,039,669	56,154,956	58,657,223
Consultants and Professional Services	25,814,879	25,450,077	26,970,979	28,294,528
Contractors	51,948,822	56,306,239	59,282,974	62,012,661
Operational Cost	83,465,477	79,915,089	84,196,921	88,179,565
COVID-19		4,000,000		
Inventory	15,567,652	19,416,744	20,713,496	21,991,362
Bulk Purchases				
Electricity	312,371,275	333,924,893	360,972,809	379,743,395
Water	145,824,274	155,448,676	168,661,814	180,670,535
Interest, Dividends and Rent on Land	21,546,697	18,873,572	19,247,973	19,504,181
Operating Leases	-	-	-	-
Bad Debt Written Off	5,744,536	6,003,040	6,273,177	6,555,470
Transfers and Subsidies	1,132,020	1,132,020	1,132,020	1,132,020
Depreciation and Amortisation	123,056,310	127,713,999	132,604,573	137,739,676
SUB TOTAL EXPENDITURE	**1,174,116,773**	**1,230,592,736**	**1,302,409,020**	**1,370,636,270**
Gains and losses				
Debtors impairment	46,039,517	52,420,702	53,843,324	55,308,623
Traffic fines impairment	40,125,834	42,196,230	44,728,003	47,411,683
TOTAL EXPENDITURE	**1,260,282,124**	**1,325,209,668**	**1,400,980,347**	**1,473,356,576**

4.1.7.1 Operating expenditure by type

The detail of the operating budget is contained in the Medium Term Revenue and Expenditure Framework for the period 2020/2021 – 2022/2023.

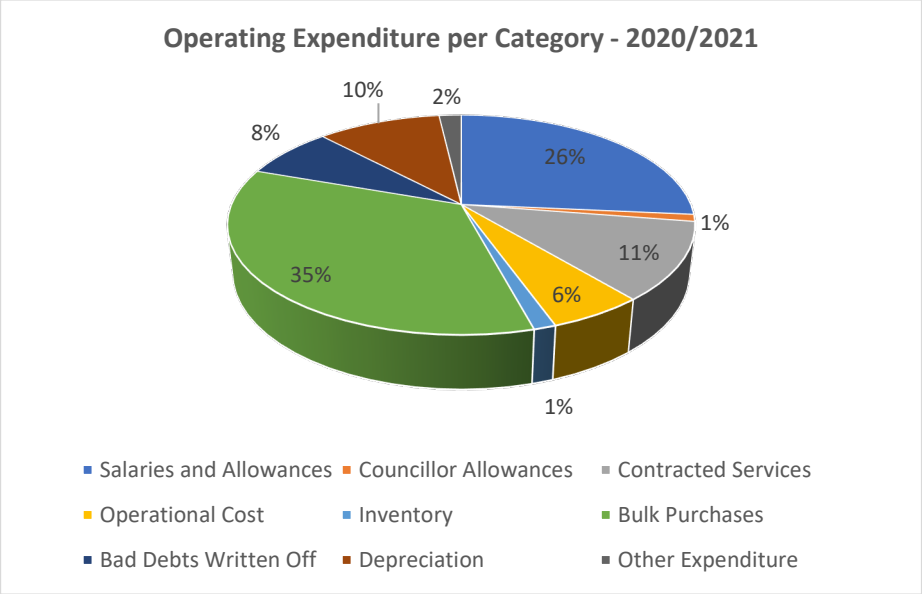


Figure 43: Operating Expenditure Distribution for the 2020/21 Financial Year

4.1.7.2 Analysis of operating expenditure

The main sections of the expenditure in the operating budget are the following: -

Salaries

The increases in this includes a projected general salary increase of 6.25% to all staff members, provision for new positions as well as the funding of critical vacant positions. The total salary package of the Council amounts to 26% of the total expenditure.

Bulk Purchases

This category was increased with the tariff increases for Rand Water and Eskom.

The Council has little control over the abovementioned expenditure – bulk purchases represent 38% of the expenditure budget.

Depreciation

Depreciation accounts for 9.4% of the expenditure budget. Depreciation is the systematic expensing of the value of an asset as it is used up and does not relate to any cash payment made (nor is the money owed to anyone for that matter). A road can last for 40 years and every year 1/40th of the road is “used up” and that must be shown as an expenditure item called depreciation. The intention is to set these funds aside so that there is cash available at the end of the useful life of the asset to replace the asset. This budget also provides for offset depreciation. This is done to avoid increasing rates and taxes to provide for assets that were revalued with the implementation of GRAP 17. This will be reviewed as part of the long-term financial plan to ensure that there is a balance between amounts provided for asset renewals and affordability of rates and taxes.

Repairs and Maintenance

With the implementation of mSCOA, repairs and maintenance will no longer be shown as a separate line item, but the expenditure will be classified according to the nature of the expenditure (i.e. salaries, materials, contractors, etc.) with a project segment showing that the expenditure is related to repairs and maintenance. This new categorisation has led to the budget for repairs and maintenance now being 8.8% of the operating budget.

Figure 44 below illustrates the relationship between Depreciation and Repairs and Maintenance:

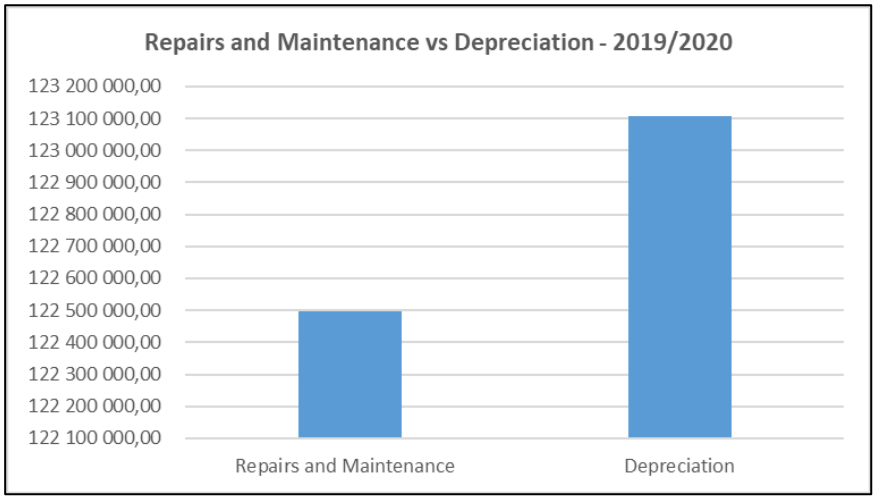


Figure 44: Repairs and Maintenance vs Depreciation

4.1.8 Capital Expenditure

A three (3) year capital budget has been prepared which has been based on the IDP document.

4.1.8.1 Capital expenditure per Department

Figure 45 below depicts the capital budget per department.

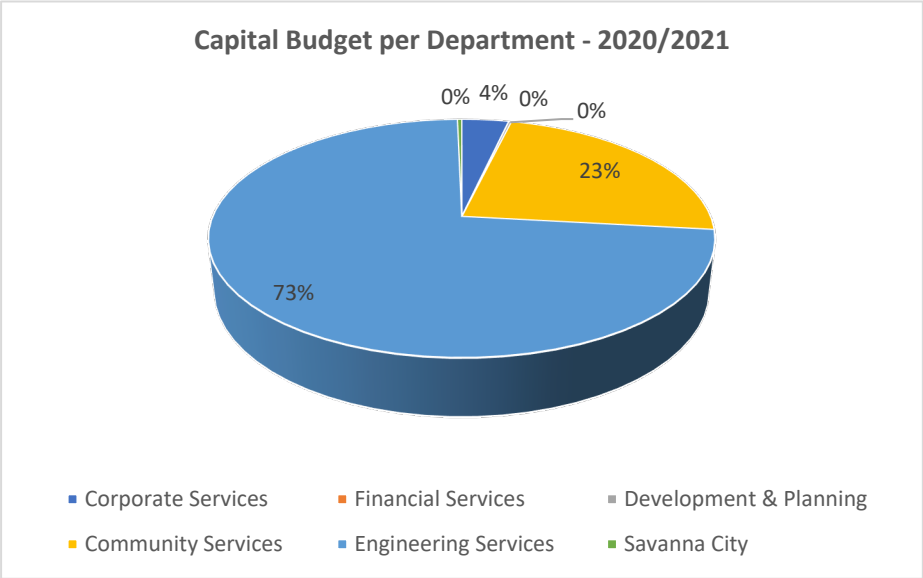


Figure 45: Capital Expenditure per Department for the 2020/2021 financial year

4.1.8.2 Analysis of capital expenditure

The capital amount proposed for 2020/2021 amounts to R136 454 739.
Midvaal mainly spends its capital expenditure on infrastructure services and for the 2020/21 financial year (77%) of the capital budget is allocated to the Engineering Services department.

4.1.9 Capital Expenditure Funding

The capital budget will be funded as follows:

Capital Summary Report: Capital Expenditure per Fund				
Non Current Assets (Capital)	**Adjusted Budget**	**Budget F01 2020-2021**	**Budget F02 2021-2022**	**Budget F03 2022-2023**
Capital Annuity Loans	25,762,084	21,500,000	28,000,000	28,850,000
Capital Leases	8,250,000	11,865,000	13,470,000	16,260,000
Capital Operational Revenue	15,556,232	26,517,000	19,418,000	30,582,000
Capital Monetary INEP	30,811,689	25,600,000	20,000,000	20,000,000
Capital Monetary MIG	40,863,830	26,097,739	28,157,174	29,663,956
Capital Monetary WSIG	13,500,000	14,325,000	16,500,000	17,364,000
Capital Monetary NHDG	-	1,500,000	3,500,000	-
Capital Monetary Developers Contributions	3,370,000	1,500,000	1,500,000	11,000,000
Capital Monetary DAC	6,874,524	7,550,000	4,420,000	-
TOTAL CAPITAL	**144,988,359**	**136,454,739.00**	**134,965,174.00**	**153,719,956.00**

The National Treasury benchmark of 39% - 40% of the capital budget to be spent on renewal projects were taken into account and the impact of proposed projects on the operational budgets of future years was evaluated. It is not sustainable to construct facilities where there are not sufficient operating funds available to operationalize the facilities and as such no facilities that cannot be operationalized with the current available resources were budgeted for.

The capital expenditure funding trends are set out in Figure 46 below. The detailed capital budget is contained in the Medium Term Revenue and Expenditure Framework for the period 2020/2021 – 2022/2023.

In Figure 46 below it is clear that grants and borrowings are becoming the main sources of funding of capital expenditure.

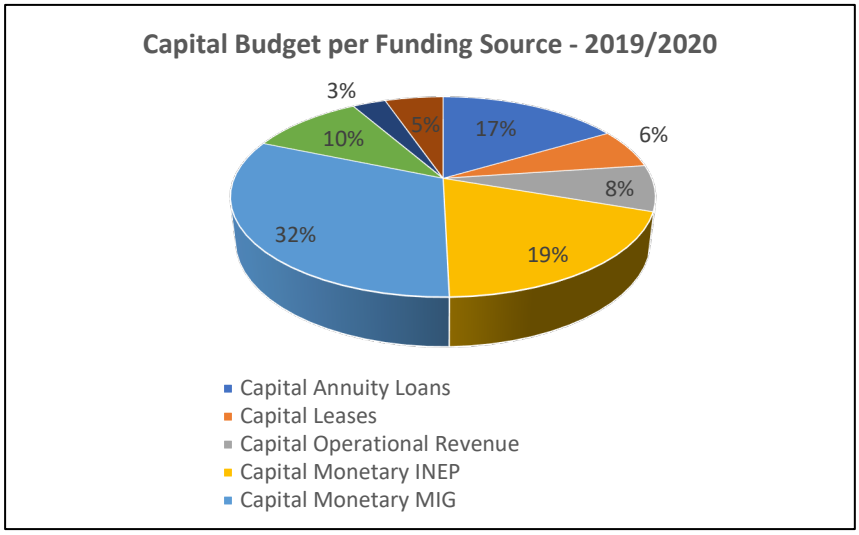


Figure 46: Capital Expenditure per Funding Source for the 2020/2021 financial year

External borrowing as a funding source must be capped at 40% of total operating expenditure. If not, Midvaal will become over-borrowed and the municipality will become a risk for borrowing agencies and this will certainly lead to higher borrowing interest rates. In Figure 47 below it is clearly shown that Midvaal has not yet reached its external borrowing limit in terms of this indicator – however, the impact of borrowings on the affordability of tariffs must be considered when considering new borrowings.

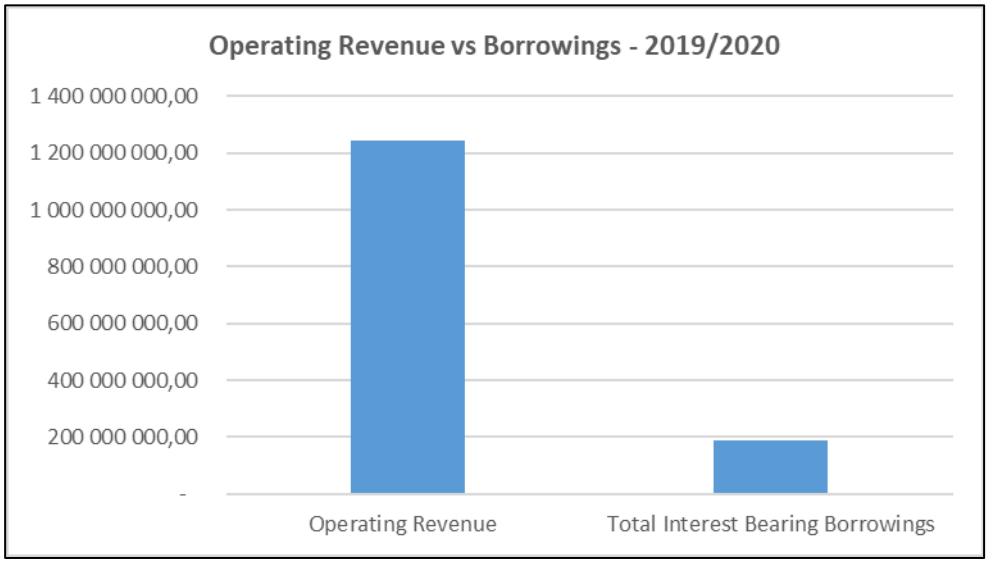


Figure 47: External Borrowings vs Total Operating Revenue

4.1.10 Conclusion

The continued improvement and development of an effective financial planning process aids the actualisation of fulfilling its facilitating role to capacitate the community to build a prosperous future for all. This Financial Plan with its financial framework, financial strategies and financial policy framework contribute to ensuring that Midvaal remains financially viable and sustainable and that quality municipal services are provided economically to all communities within its area of jurisdiction.

The multi-year Financial Plan contains realistic and credible revenue and expenditure forecasts which should provide a sound basis for improved financial management and institutional development as well as service delivery improvements and implementation. The strategy towards cash backing and cash funded budgets will certainly ensure the sustainability of the Municipality over the short-, medium- and long-term.

4.2. Human Resource Strategy

4.2.1 Executive Summary

As a progressive and learning institution, Midvaal Local Municipality's HR directorate strives to enhance the mandate of the organisation through effective HR policies, procedures and processes. The main goal of the strategy is to ensure that the directives are aligned to the Vision & Mission Statement of Council, the objectives identified in the Integrated Development Plan and aligned to the Service Delivery Budget Implementation Plan (SDBIP).

Within the given HR framework, it was imperative to define "value add" to the organisation so as to gauge the extent to which HR services should be "aligned to ensure the delivery of value" and improve the overall value-chain of the service.

Human Resources is an ever-evolving vocation and continuous revision of the HR strategy ensures that the organisation is better equipped to address the increasing challenges and changes within the operating environment.

In order to address some of these changes, Midvaal Local Municipality must be flexible enough to respond to the changing environment and keep abreast with developments within the labour market and labour environment so as to truly become an employer of choice. This entails a progressive mind shift from the current local government environment and applying best practice initiatives across all sectors within the South African economy. A new approach to old business should be adopted so as to remain relevant and a progressive organisation.

4.2.2 Human Resources and Overview

The Human Resources Strategy is aligned to the municipality's five-year Integrated Development Plan and focuses primarily on Key Performance Area No. 4 – Institutional Transformation.

In order to perform and achieve the outcomes associated with the KPA and KFA's and aligned to the vision and mission statement of the organisation, Human Resources strives to achieve its vision by monitoring its performance through its SDBIP.

The Human Resources Directorate operates within the internal and external environment of the organisation and serves as a link between all internal stakeholders within the organisation.

4.2.3 Operating Context

External Environment
Strategic Human Resources Management recognises the legislative, economic, social and political factors that create and govern the external environment in which the municipality operates. External stakeholders served by HR include the community at large in terms of job applicants, learners, etc.

Internal Environment
Human Resources is a centralised function that operates within a complex and dynamic framework where a range of external challenges intersect with the unique culture of the organisation. Its role is to provide advice and support to the Executive on Human Resources, related, issues. However, the Human Resources function is not only applicable to the Executive, its role is also to advise and support staff. Support is provided by HR to Line Management in terms of facilitating employment processes including, but not limited to, the recruitment of staff, discipline, learning & development, engagement and benefits, etc.

Within this framework, effective human resources management processes are required to facilitate continual staff learning and development, improve leadership capacity and encourage consultation and collaboration with all stakeholders. Such processes are central to achieve the intended outcomes, as they enhance cultural change which adds to institutional equity and diversity, lead to higher staff morale, commitment, trust and a willingness to embrace change and high productivity. Human Resources will again, for the period under review, embark on regular HR Roadshows aimed at information sharing to all staff to ensure that employees are aware of policies, processes and procedures.

Through an effective Human Resources Strategy, staff can work together to achieve the vision, mission and objectives of the organisation. This entails effective management of staff, planning, coaching, reviewing performance and rewarding employees for good performance. A strategic human resources approach can assist in achieving ultimate results and ensure that the municipality remains the best.

4.2.4 Strategic Direction for Human Resources

The reviewed Human Resources Strategy is a re-organisation of the existing strategy. The HR Strategy has been re-looked and re-engaged with all HR staff to ensure sound investment, appreciation and understanding. The revised strategy and structure is built on the existing strategy and structure and on the foundations of organisational development, talent management, quality service delivery and sound compliance.

In the development of the 2019/2020 HR strategy, several factors were considered including:

- Key Human Resources priorities based on the client needs aligned to processes and procedures,
- Identification of HR bottlenecks and suitable, practical ways of addressing such,
- The negative impact HR inefficiencies have on user departments' core functions; and
- Proposed HR solution to improve HR effectiveness and efficiency.

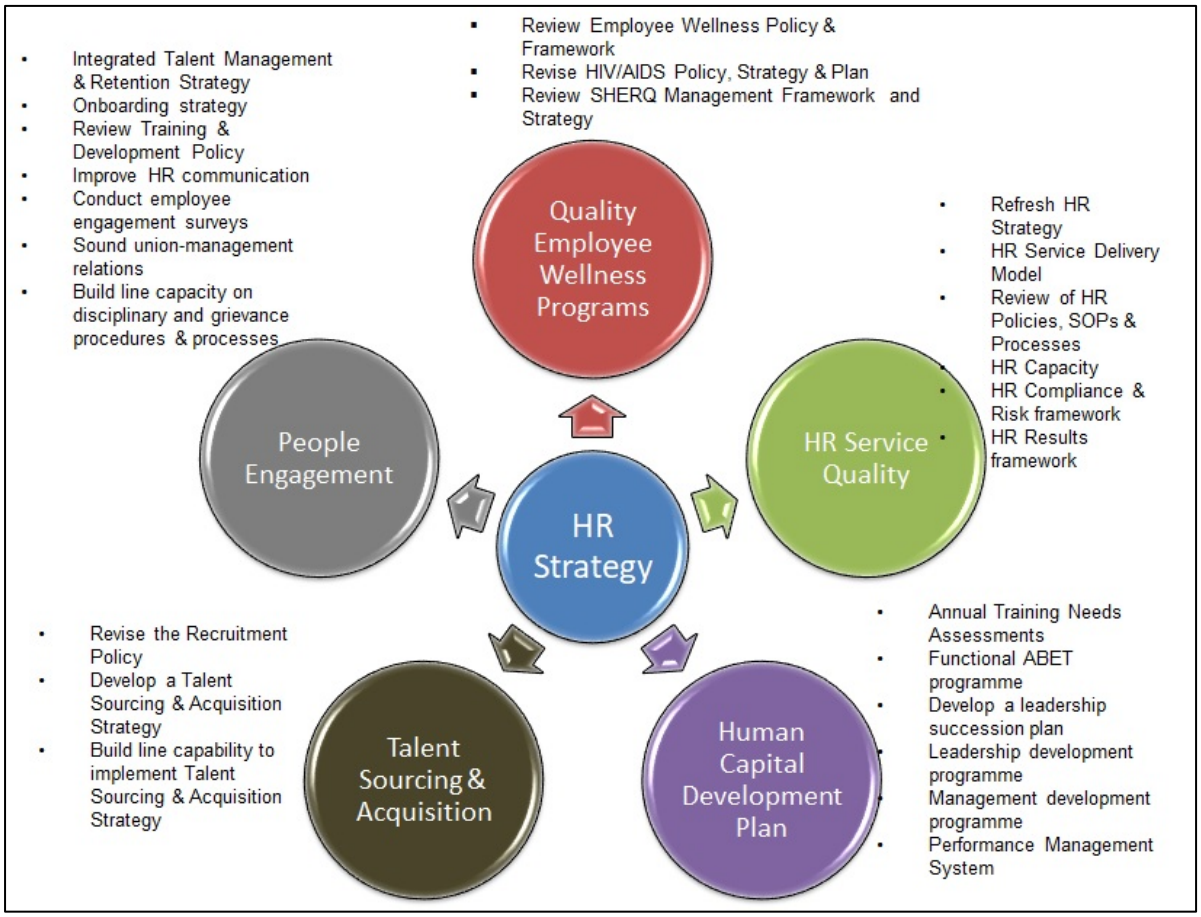
In response to the 2019/2020 strategy, the following has been addressed:

1. Negative impact HR inefficiencies have on user departments' core functions

The department reviewed processes and streamlined specifically, the processing of requests for inter alia recruitment requests (acting, temporary, permanent) and recruitment processes related to shortlisting and the administrative processes associated with the process. The Recruitment Policy was reviewed and submitted to Council for approval. The review of processes also addressed HR solution to improve HR effectiveness and efficiency.

HR Strategy

In response to the proposed HR solutions, the following HR Strategy is proposed:



Activities specified in the diagram above (which also serves as the implementation plan for the strategy), include:

Activity 1	Human Capital Development	Progress
Deliverables	**Action Plan**	
Conduct annual training needs assessment (Skills Audit)	Establish Cross Functional Work teams to address Deliverables. Plan and/or Map-Out Implementation Plan and monitoring of progress per activity on weekly basis	Completed
Functional ABET Program		**Completed**
Leadership Development Program Implementation		**In process**
Personal Development Plans		**In process (2020/2021)**
Activity 2	**Quality Employee Wellness Programs**	**Progress**
Review Employee Wellness Policy & Framework	Establish Cross Functional Work teams to address Deliverables. Plan and/or Map-Out Implementation Plan and monitoring of progress per activity on weekly basis Establish Cross Functional Work teams to address Deliverables. Plan and/or Map-Out Implementation Plan and monitoring of progress per activity on weekly basis "Risk management systems and practices implemented in response to Internal Audit Risk Assessment Report"	Completed
Revise HIV/AIDS Policy and Strategy		**Completed**
Review OHS Management Framework & Strategy		**In process**
Activity 3	**HR Service Quality**	
Review HR Strategy	Establish Cross Functional Work teams to address Deliverables. Plan and/or Map-Out Implementation Plan and monitoring of progress per activity on weekly basis	Ongoing
Develop HR Service Delivery Model		**Ongoing**
Review HR Policies		**Ongoing**
Review HR Risk Framework		**Ongoing, HR Risks contained in operational and strategic risk register**
Activity 4	**People Engagement**	
Develop & Implement Talent Management and Retention Strategy	Establish Cross Functional Work teams to address Deliverables. Plan and/or Map-Out Implementation Plan and monitoring of progress per activity on weekly basis	In progress
Review Training & Development Policy		**Completed**
Improve HR Communication		**Completed**
Conduct Employee Surveys		**Ongoing**
Foster Sound Union Engagement		**Ongoing**
Build line capability on disciplinary and grievance procedures		**Completed**
Activity 5	**Talent Sourcing & Acquisition**	
Review Recruitment Policy	Establish Cross Functional Work teams to address Deliverables. Plan and/or Map-Out Implementation Plan and monitoring of progress per activity on weekly basis	Completed
Develop Talent Sourcing & Acquisition Strategy		**Ongoing**
Build Line Capacity		**Ongoing**

Activities identified, with specific deliverables have an important role to play in supporting and enabling the overall Strategic Objectives of the organisation, in the short, medium and long term. The identification of strategic focus areas for the 2019-2021 strategy are a prioritisation of HR initiatives that will inform the design of HR services, establishment of the delivery model, upgrading of HR capabilities, continuous improvement of HR operations and communicating the value of HR Services.

The elements noted in 4.4.1 contributed to the identification and articulation of the key priorities for the department. The HR strategic objectives articulated in the previous strategy

remains relevant, the aim is to focus on the key priorities for ease of implementation and the impact they would have on the organisation.

The following priorities have been identified and will be the focus areas for Human Resources for the period under review:

Priority Area	Action Required
HR Business Processes	• Policy Review and development • Procedure Development • Systems review
Talent Management	• Workforce Planning (Staff Establishment) • Compensation and benefits management • Employee Engagement (on-boarding process to be reviewed) • HR Communication to improve
HR Customer Centric	• HR Service Delivery Model to be reviewed • Customer Satisfaction Index (conduct survey) • Service Level Agreements • HR internal culture change
Employee Value Proposition	• Retention Strategy to be developed and implemented • Midvaal Brand • Organisational Culture and Change Management
Organisational Structure	• Review Organisational Structure to address strategic and business needs
Policy Review	• Planning (priority areas) • Develop, Engage, Approve and Implement Policies • Awareness (workshops with employees including unions)
Improved Recruitment Turn-Around time	• Review Recruitment Policy • Review recruitment processes • Improve recruitment plans per department

The goal is to have a revised HR Strategy that sets a clear direction. The strategy will also highlight the shared responsibility and accountability of its implementation among management at all levels, employees and Human Resources specifically. The objectives are to ensure that the strategy supports all strategic objectives of the organisation and responds to HR needs. In order to achieve the objectives, Midvaal requires a workforce that is more flexible, high performing and fully trained to accept and execute their professional challenges.

Human Resources Service Delivery Model

The review of the HR Strategy is not a complete overhaul of the existing strategy, as some of the elements are still applicable, but rather the inclusion and refinement of some of the elements of the strategy inclusive of newly introduced elements. The review of the strategy is aimed at easily solving issues raised by staff members.

A high-quality organisation is dependent upon the quality, reputation and productivity of its staff. The Human Resources Directorate will continue to engage in regular analysis and planning to ensure its services address the long-term needs of the organisation.

4.2.5 HR Strategic Portfolios

Staff Establishment
Midvaal Local Municipality reviews the Staff Establishment on an annual basis. The Staff Establishment, as governed by legislation is linked to a multi-year budget and projects changes over a period of three years. These changes include new employees, resources needed as well as the financial implications thereof.

In developing the Staff Establishment, the requests for new positions are considered only if there is a demonstrable link to a service need or a resource requirement, or if it enhances the achievement of the key priorities as contained in the Council's Integrated Development Plan (IDP), for which funding has been allocated in the budget and which has been planned as per the departments' Service Delivery and Budget Implementation Plans (SDBIPs).

Positions included in the Staff Establishment add to the workforce plan and should have a job description highlighting the duties and requirements for positions. Job Evaluations are considered for newly created positions and the organisational structure is amended accordingly following the approval of the Staff Establishment. The strategic link between the Staff Establishment and the HR Strategy is contained in the succession plan, training and development and personal development plans of employees. This ensures that there is business continuation and that employees are capacitated to execute their duties effectively.

The comprehensive report on the Staff Establishment for the municipality is tabled for consideration and approval with the respective financial budget for each year of the multi-year budget.

Proposed amendments to the Staff Establishment for Human Resources specifically includes:

Organisational Development (OD) & Talent Management Role

Purpose	To provide consultation in change management performance and working in partnership with support functions and client teams to orchestrate the development of a culture of engagement and institutional health and bring about organisational change initiatives that addresses institutional goals and strategies

Remuneration & Benefits Role

Purpose	Responsible for developing, implementing and administering Midvaal's total remuneration strategies. The role is responsible for driving a high-performance culture by linking rewards to performance. The role will ensure alignment of the remuneration practices and partner with relevant stakeholders to ensure sector alignment of Midvaal's remuneration practices that enable attraction and retention of talent. The role will also be responsible for the holistic

	(development, implementation and management) of all employee benefits and ensure compliance and minimisation of risk related to remuneration and benefits processes.

Human Resources Business Partnering Role

Purpose	To implement the HR Strategy and deliver excellent customer service within the organisation

Service Delivery Role

Purpose	To provide service excellence leadership to the HR team by partnering with the business leaders, in building organisational capabilities for driving sustainable business growth. The role is responsible for building Midvaal Local Municipality culture and operating environment that is conducive to attracting, developing and retaining the best talent. The role is responsible for ensuring implementation of the HR strategy in partnership with the Deputy Director: Operations and Deputy Director: Centre of Excellence

The above-mentioned recommendations are subject to approval, but should if effected, further assist the organisation in streamlining HR-related processes.

Workforce Planning

The HR Strategy will allow the municipality to create a workforce that is representative of the national demographics of the country. It aims to ensure a mix of internal and external talent with the necessary skills and expertise to carry out the organisation's primary service delivery operations.

With talent acquisition annual skills audits are performed to maintain learning organisation standards and to ensure that staff are enabled to perform their assigned tasks.

This strategy serves as an effective planning tool for staffing, HR planning and career development of existing employees.

Workforce Overview & Demographics

A holistic overview of the basic demographics of Midvaal employees are contained in the graphs and tables below. Summaries and interpretations of demographics (Gender, Age, Qualifications) are reflective for the month of January 2019:

Workforce Profile

Department	Permanent	Temp/Contract/Fixed Term	No. of Employees
Corporate Services Cluster	**81**	**3**	**84**
Corporate Services	62	3	65
Human Resources	19	0	19
Financial Services	**68**	**3**	**71**
Engineering Services	**268**	**0**	**268**

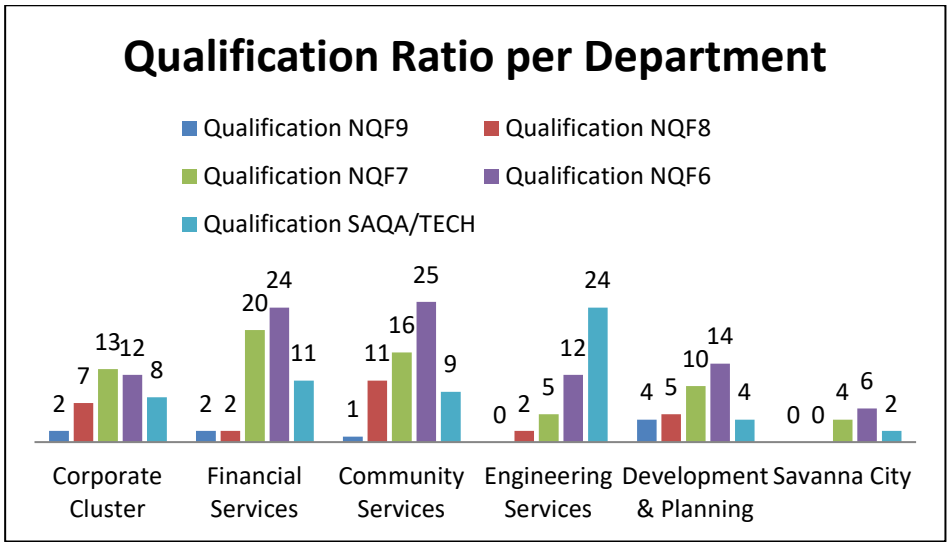
Roads & Storm Water	79	0	79
Mechanical Workshop	5	0	5
Purification/Sanitation	65	0	65
Water	54	0	54
Electrical	45	0	45
Admin	20	0	20
Community Services	**242**	**44**	**286**
Waste Management	51	0	51
Parks	45	1	46
Libraries	32	0	32
Clinics	9	0	9
Municipal Health Services	11	0	11
Admin	12	0	12
Public Safety: Traffic	36	16	50
Public Safety: Fire	46	27	70
Development & Planning	**33**	**1**	**34**
Savanna City	**23**	**1**	**24**
Totals	**715**	**52**	**767**

Table: Workforce Profile

The workforce profile is inclusive of all types of employment contracts (permanent, temporary, fixed term, part-time) but exclude seasonal (EPWP) workers. Top Management comprises of Fixed Term Contract Workers and are counted as temporary employees.

Qualification Ratio

Qualifications reflected in Graph 1 is indicative of Professional Formal Qualifications obtained by employees for Top, Senior and Middle Management Occupational Levels only.



Graph 1: Qualification Ratio per Department

Employment Equity Status Quo

Demographics	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
National	40.3	5.6	1.9	6.2	34.9	5	1.2	4.6	N/A	N/A	100
Midvaal	56.1	0.7	0.3	7.4	29.1	0.5	1.0	4.9	N/A	N/A	100
Over Represented											
Under Represented											

The analysis is an overview of total representativeness and not per occupational level.

Recruitment

Recruitment and retention of high-quality staff in a competitive labour market is of vital importance to the municipality. As the workforce ages, there is a concentration of staff in the older age groups and a relatively small proportion of younger academic candidates. Successful Human Resources Management will require effective recruitment and retention strategies that consider the following:

- There will be increased competition for limited number of quality staff in an increasingly changing competitive environment in which budget constraints may affect staffing, development and retention.
- Well-being in the workplace has become increasingly important. The current restrictive regulatory environment, over which the Council has no influence, will further constrain the supply of quality of staff. Together with increased expectations and higher levels of accountability and reporting, including the salaries distinction between metropolitan and local municipalities (which adds to the restrictive environment), local government as a sector has the potential to become less competitive within the market.
- Remuneration of municipal staff, at the local level should receive attention as the current salary components does not allow for talent acquisition at the extent required. Professionals do not apply for vacancies due to earning more competitive salaries outside the municipal area.
- Gender balance and diversity should be given consideration in the context of a fair and transparent appointment process to promote equal opportunity for all.
- Retirements will be accompanied by continued growth and demand for staff.

Performance Management

Although HR is not primarily responsible for Performance Management within the municipality, it cannot be excluded from the process. Information relating to deviations and or shortcomings identified during the performance assessments of staff has a direct impact on training and development of staff.

Continual Learning

A rapidly changing knowledge base in the workplace, rapidly developing information technologies and the competitive environment and an increasing level of liaison with the

community requires a high level of skill and knowledge on the part of staff. This can be developed only by a commitment to lifelong learning by each employee and will require access to a comprehensive range of staff development opportunities.

The Human Capital section play a crucial role in determining and coordinating the learning and development of staff to achieve a multi-skilled, versatile, high performing workforce capable to fulfil the municipality's mandate.

Creating an equitable and diverse workplace and enhancing change Management

Diversity amongst staff which reflects the broader South African community has the benefit of building a workforce culture to advance important social, moral and human rights and commitments to equity and diversity. A diverse staff will improve the quality of decision making and is incorporated into its accountability framework. This commitment is not only important in terms of social justice, but it is an important attraction and retention strategy.

Staff
Employees have a personal responsibility to participate in the implementation of the HR Strategy and to ensure its success. They have obligations reciprocal to those of managers.

Employees can encourage, mainly by adherence to sound policies, processes and procedures, a work environment that is professional, competent and to influence the overall morale of employees.

Creating a safe and supportive workplace culture

Physically and psychologically safe work environments and safe work practices are key aspects of the organisation's risk management strategy. Midvaal has a high commitment to safety, not only for its own employees, but also for contractors and visitors. To maintain Midvaal as an employer of choice requires a positive, inclusive and high-performance culture marked by cooperation and respect, and where the work environment promotes work/life balance for staff. The maintenance of such a workplace culture, also requires consistent and fair, but firm discipline and the giving of due attention to grievances. The HR function strives to achieve these outcomes.

4.2.6 Values

Our value system is to provide a quality integrated service by creating a safe, healthy and supportive environment where MLM staff are valued, respected and able to realize their full potential.

Values include:
Integrity, Innovation, Diversity, Team Spirit, Accountable, Realizing Potential.

4.2.7 Strategic Direction for Human Resources

The goal with the reviewed HR Strategy is to have a strategy that outlines clear direction. The Strategy highlights shared responsibility and accountability of its implementation amongst HR management and employees. The objectives ensures that the Strategy supports all strategic objectives of the organisation an responds to related and relevant HR needs.

In order to achieve the objectives, Midvaal requires a workforce that is more flexible, high performing and fully trained to accept and execute their professional challenges. A high quality organisation is dependent upon the quality, reputation, and productivity of its staff. The Human Resources Directorate will continue to engage with relevant stakeholders in regular analysis and planning to ensure its services address the short, medium and long term needs of the organisation.

The strategic direction of HR is also greatly influenced by the outcomes of the annual Mayoral Strategic Session, key performacne indicators and other programs and projects that are reviewed regularly, when required. In this way, the HR function supports the administrative structure in achieving the political priorities and objectives.

4.3 Local Economic Development (LED)

Midvaal Local Municipality adopted an LED Strategy in May 2017 which aims to provide mechanisms that allow for sustainable local economic growth within communities. This strategy is based on 8 strategic pillars namely:

- Pillar 1 – Kgatelopele Youth Development Programme
- Pillar 2 – Agricultural Growth & Development
- Pillar 3 – Sectorial Growth
- Pillar 4 – Youth Skills, Development, Education and Training.
- Pillar 5 – Business Development and Support
- Pillar 6 – Township Economic Revitalization
- Pillar 7 – SMME, Cooperatives & Black Industrial
- Pillar 8 – Poverty Reduction

The 8 strategic pillars encompass the ideals to be used to implement the strategy that will enable the establishment of programs and initiatives to enhance LED in communities. LED plays an important role in Township Economic Revitalisation (TER)

The concept of TER is used as a development tool to enhance the unique characterises of economic activities in underprivileged and or under developed communities. In creating urban spaces that are conducive to entrepreneurship, agricultural activity, education and skills transfer. TER focuses on mechanisms that can be implemented to establish and ensure these activities lead to sustainable livelihoods and community growth.

These mechanisms for implementation are to be realised through the Municipal's Strategic Goals for LED namely Poverty Alleviation and Broad Based Black Economic Empowerment.

- Poverty Reduction
    - To focus on the sustainable livelihoods approach as opposed to a 'welfare' approach as long terms solution.
    - Facilitation of access to human, financial, natural, social and physical assets as key components of household's sustainable livelihood.

    - Provision of support to indigents, in an attempt to reduce the number of indigents within the municipality.
- Broad Based Black Economic Empowerment
    - To lead to economic empowerment to increase broader based participation and ownership for the majority of disadvantaged communities and individuals in the local economy.
    - Partnership initiatives that result in skills transfer and capacity building.
    - Focus on key growth sectors and industries of relevance to Midvaal such as agriculture; manufacturing; wholesale, retail trade, catering and accommodation as well as in finance, property, construction and business services

Midvaal Local Municipality understand the importance of Township Economic Revitalisation and strives towards inclusive development that meets the needs of communities and provides for equal opportunities. Further contributions to TER are:

Midvaal Land Use Scheme, 2017

Midvaal has previously been governed by 6 town planning schemes under the Town Planning and Townships Ordinance, No 15 of 1986. Since the implementation of the Spatial Planning and Land Use Management Act (SPLUMA), Act 16 of 2013, municipalities are required to adopt one single land use scheme covering the entire jurisdiction of the municipality. Midvaal has since adopted a single land use scheme that covers all areas within Midvaal as per the 2016 Municipal Demarcation Board boundary.

The Midvaal Land Use Scheme, 2017, makes special reference to an Economic Revitalization Overlay Zone. This overlay zone makes provision for the protection and management of diverse economic activities in disadvantage areas.

Economic Revitalization areas include areas such as Mamello, Savanna City, Lakeside, Sicelo fully subsidized housing and Ohenimuri. Erven zoned “Residential 1” benefit from rebates on development application and documentation tariff fees in an effort to decrease development cost and “red-tape” for underprivileged communities. By reducing the strain on development, communities are able to develop and conduct businesses legally which in turn allows the municipality to be able to manage and control all activities in the area ensuring a more harmonious built environment.

Activities such as spaza shop, home enterprise and urban agriculture are accommodated as a primary use in Transitional Residential zone. This is effective to Sicelo informal settlements

Institutional Transformation

To achieve the required impact regarding Township Economic Revitalization Midvaal Local Municipality implemented one of its first initiatives in this regard by incorporating local suppliers in the Supply Chain Database. The aim of this initiative is to actively source goods from local suppliers based in our township areas.

The table below indicates the Rand Value spent towards Township Economic Revitalization by Midvaal Local Municipality from April 2018 to December 2018.

Midvaal Local Municipality					
Township Economic Revitalisation Spend					
MONTH	TOTAL SPEND ON GOODS, SERVICES AND CONSTRUCTION: ALL SUPPLIERS	PROPORTION SPENT ON TOWNSHIP BASED SUPPLIERS	% TER SPEND	TOTAL NUMBER OF SUPPLIERS USED	NUMBER OF TOWNSHIP-BASED SUPPLIERS USED
Apr-18	20 279 159	1 597 766	7,9%	137	16
May-18	28 966 591	2 162 388	7,5%	218	23
Jun-18	59 293 374	2 237 674	3,8%	255	28
Jul-18	23 028 406	909 528	3,9%	151	14
Aug-18	15 067 695	985 135	6,5%	131	21
Sep-18	15 431 719	688 825	4,5%	145	21
Oct-18	19 833 129	821 394	4,1%	175	16
Nov-18	23 193 606	688 938	3,0%	168	20
Dec-18	**21 521 887**	**744 729**	**3,5%**	**167**	**24**
Total	**226 615 567**	**10 836 378**	**4,8%**	**1 547**	**183**

4.4 Climate Change Adaptation and Mitigation

Midvaal Local Municipality has identified the need to adopt a Climate Change Response Plan in line with the Draft Sedibeng Climate Change Response Plan and the Gauteng Climate Change Strategic Action Plan. The Municipality has however embarked on the following initiatives in an effort to mitigate the effects of climate change.

- The Community Services Waste Department has appointed a service provider to compile and Integrated Waste Management Plan (IWMP). The Department has also initiated Separation at Source and Recycling pilot project in Risivlle and will thereafter implement the project in other residential areas in Midvaal
- The Electrical Department under Engineering Services has begun interventions to adopt a Small-Scale Embedded Generation SSEG policy to be an enabler of private sector participation.
- The Municipality has a multi- year IG project for EPWP that included maintenance of grass cutting, flowerbed and trees. Through this project alien species are being removed on a daily basis and consistent cutting of grass and trees.
- Food garden programmes have been initiated in Sicelo and Mamello to encourage small scale agricultural initiatives. Farmers are also supported in line with the programmes development by Department of Agriculture and Rural Development.
- The Municipality has adopted a Five Year Water Demand Management & Water Conservation Plan and will be reviewing this plan.
- The municipality has approved a Draft Green Buildings policy and Implementation plan that aims at providing guidelines on energy efficient buildings and the benefits thereof.

The municipalty is aware that more interventions are required to make a positive impact on the effects of climate change however budget constraints are a challenge

5. Performance Management (Policy)

5.1 Introduction

Effective performance management is fundamental to the delivery of excellent local services. Local government has achieved improvements in recent years; however, councils are recognising that they need to continue to develop and embed their approaches if they are to achieve further improvements.

Integrated Development Planning and Performance Management were introduced to realise the developmental role of local government. Whilst the Integrated Development Plan (IDP) provides a framework for strategic decision-making, performance management must ensure that the desired results are achieved during implementation to ensure the correctness of the strategic direction of the objectives, strategies and projects put forward by the IDP.

Performance management is a strategic approach to management, which equips leaders, managers, workers and stakeholders at different levels with a set of tools and techniques to:

- regularly plan;
- continuously monitor;
- periodically measure; and
- review performance,

of the organisation in terms of indicators and targets for:

- efficiency;
- effectiveness; and
- impact.

A Performance Management System (PMS) entails a framework that describes and represents how the municipality's process of performance planning, monitoring, measurement review, reporting and improvement will be conducted, organised and managed, including determining the different role players. This policy document guides the development of a PMS for the Midvaal Local Municipality (MLM). It also forms the basis of aligning the IDP with the operational SDBIPs, performance areas and performance indicators of the various departments of the MLM.

5.2 Legislative and Policy Framework

Legislative enactments which govern performance management in municipalities are found in various documents. As outlined in Section 40 of the Municipal Systems Act of 2000, MLM must establish mechanisms to monitor and review its Performance Management System (PMS) so as to measure, monitor, review, evaluate and improve performance at organisational, departmental and employee levels.

Section 34 of the MSA furthermore point out that the Integrated Development Plan (IDP) has to be reviewed on an annual basis, and that during the IDP Review process the Key Performance Areas, Key Performance Indicators and Performance Targets are reviewed and that this review will form the basis for the review of the municipal PMS and Performance Agreements of Senior Managers.

The Performance Management System is informed by the following legislation and policies:

1. The Constitution of the Republic of South Africa, Act 108 of1996 and as amended;
2. Local Government: Municipal Systems Act, Act 32 of 2000 as amended;
3. Local Government: Municipal Structures Act, Act 117 of 1998;
4. Local Government: Municipal Finance Management Act (MFMA), Act 56 of 2003;
5. Local Government: Municipal Planning & Performance Management Regulations, 2001 (R.796)
6. Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006;
7. National Treasury: Framework for Managing Programme Performance Information, 2007;
8. National Treasury: MFMA Circular 63 (Annual Report: Guidelines - update);
9. National Treasury: MFMA Circular 13 (Services Delivery and Budget Implementation Plan);
10. National Treasury: MFMA Circular 32 (The Oversight Report);
11. Batho Pele White Paper.

Other legislation that impacts on and relates to performance management includes:

1. Labour Relations Act, Act 66 of 1995: Code of Good Practice;
2. Basic Conditions of Employment Act, Act 75 of 1997;
3. Employment Equity Act, Act 55 of 1998;
4. The Skills Development Amendment Act, Act 31 of 2003;
5. Promotion of Access to Information Act, Act 2 of 2000.

Although it is not considered necessary to go into detail in respect of all the legislation it is important to give a brief overview of the most important legislative provisions set out in:

1. The Municipal Systems Act No. 32 of 2000 as amended;
2. The Municipal Planning and Performance Management Regulations of 2001;
3. The Municipal Finance Management Act, Act 56 of 2003;
4. The Municipal Performance Regulations of 2006 for Municipal Managers and Managers directly Accountable to Municipal Managers;
5. Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers, Government Gazette 37245 dated 17 Jan 2014;
6. Local Government: Municipal Systems Act, Act 32 of 2000: Local Government: Upper Limits of Total Remuneration Packages Payable to Municipal Managers and Managers Directly Accountable to Municipal Managers, Government Gazette 42023.

Summaries of the provisions relating to organisational performance management are therefore set out hereunder:

The Municipal Systems Act, 32 of 2000

Chapter 6 of the Municipal Systems Act (2000) as amended provides briefly that a municipality must:

1. Develop a performance management system (PMS);
2. Promote a performance culture;
3. Administer its affairs in an economical, effective, efficient and accountable manner;
4. Set Key Performance Indicators (KPI's) as a yardstick for measuring performance;
5. Set targets to monitor and review the performance of the municipality based on indicators linked to their IDP;
6. Monitor and review performance at least once per year;
7. Take steps to improve performance;
8. Report on performance to relevant stakeholders;
9. Publish an annual performance report on performance of the municipality forming part of its annual report as per the provisions of the Municipal Finance Management Act of 2003;
10. Incorporate and report on a set of general (sometimes also referred to as National) indicators prescribed by the National Minister of Provincial and Local Government;
11. Conduct an internal audit of all performance measures/indicators on a continuous basis;
12. Have their annual performance report audited by the Auditor-General; and
13. Involve the community in setting indicators and targets and in reviewing municipal performance.

Sections 55 to 58 of the Municipal Systems Act further outline the provisions on the employment and functions of the Municipal Manager and Managers directly accountable to the Municipal Manager.

The Municipal Planning and Performance Management Regulations of 2001

In summary the Regulations provide that a municipality's Performance Management System must:

1. Entail a framework that describes and represents how the municipality's cycle and process of performance management, including measurement, review, reporting and improvement, will be conducted;
2. Comply with the requirements of the Municipal Systems Act; and
3. Relate to the municipality's employee performance management processes and be linked to the municipality's IDP.

A municipality must:

1. Set key performance indicators (KPI's) including input, output and outcome indicators in consultation with communities;
2. Annually review its Key Performance Indicators;
3. Set performance targets for each financial year;
4. Measure and report on the relevant Nationally prescribed key performance outcome;

5. Measure and report on the National local government KPA's;
6. Report on performance to Council at least twice a year;
7. As part of its internal audit process audit the results of performance measure-ment;
8. Appoint a performance audit committee; and
9. Provide secretarial support to the said audit committee.

The Municipal Finance Management Act, 56 of 2003 (MFMA)

The Municipal Finance Management Act also contains various important provisions relating to performance management. In terms of the Act all municipalities must:

1. Annually adopt a service delivery and budget implementation plan with service delivery targets and performance indicators;
2. When considering and approving the annual budget, set measurable performance targets for revenue from each source and for each vote in the budget;
3. Empower the Executive Mayor or Executive Committee to approve the Service Delivery and Budget Implementation Plan and the Performance Agreements of the Municipal Managers and the Managers directly accountable to the Municipal Manager; and
4. Compile an annual report, which must, amongst others things, include the municipality's performance report compiled in terms of the Municipal Systems Act.

The Municipal Systems Act and the Municipal Finance Management Act require that the PMS be reviewed annually in order to align itself with the reviewed Integrated Development Plan (IDP). In consequence of the reviewed organisational performance management system it then becomes necessary to also amend the scorecards of the Municipal Manager and Section 56 Managers in line with the cascading effect of performance management from the organisational to the departmental and eventually to employee levels.

The Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers of 2006

This legislation regulates the management of the Section 56 employees of a municipality by providing an outline of employment contracts, performance agreements, performance plans, employee development, empowerment, measures/indicators and performance evaluation processes. These regulations further provide criteria for performance assessment and the 5-point rating upon which performance of an individual need to be scored during the assessment and evaluation.

5.3 Objectives of Performance Management

A municipality's PMS is the primary mechanism to monitor, review and improve the implementation of its IDP and to gauge the progress made in achieving the objectives as set out in the IDP**.**

The PMS process plan includes the following objectives that the system should in addition fulfil:

- **Facilitate Increased Accountability**
  The performance management system should provide a mechanism for **ensuring increased accountability** between the local community, politicians, the Municipal Council and the municipal management team.
- **Facilitate Learning and Improvement**
  The PMS should **facilitate learning** in order to enable the Municipality to improve delivery.
- **Provide Early Warning Signals**
  It is important that the system ensure decision-makers are **timeously informed** of performance related risks, so that they can facilitate intervention, if necessary.
- **Facilitate Decision-making**
  The performance management system should provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the **allocation of resources.**

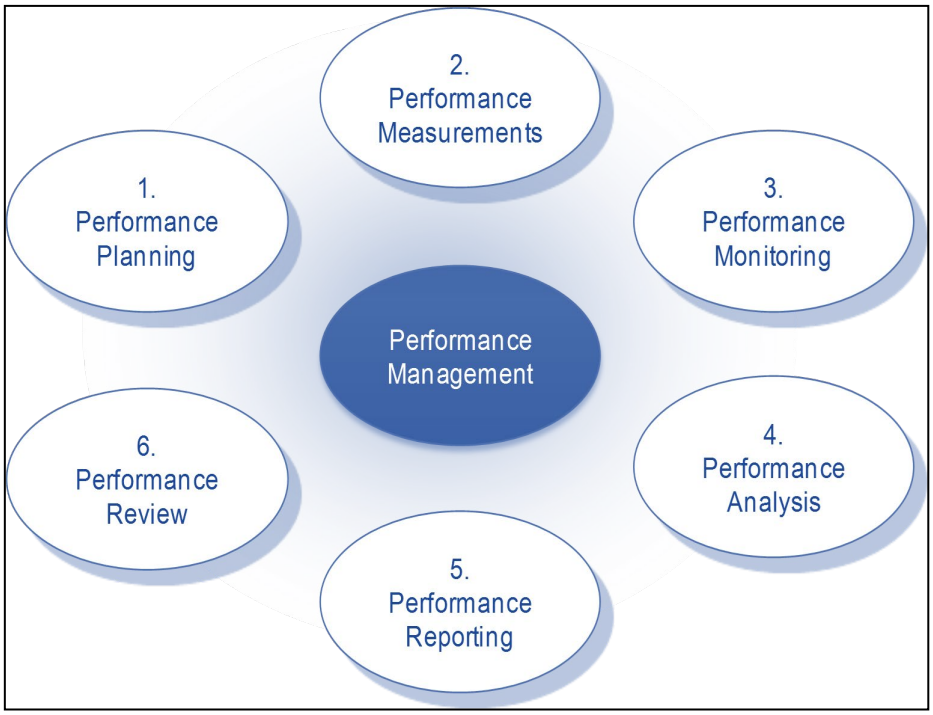
The objectives are also for the performance management system to serve as a primary mechanism to monitor, review and improve the implementation of the MLM's IDP. Performance management is viewed as a tool that improves the overall performance of the municipality.

5.4 Performance Management Framework

The Municipality must develop, as part of the performance management system (PMS), a framework which will deal with the "how" to work with performance information. A performance management framework is the way the Municipality collects, presents and uses its performance information. It is a practical plan, made up of mechanisms and processes, for the Municipality to collect, process, arrange and classify, examine and evaluate, audit, reflect on and report performance information. These mechanisms and processes work in a cycle which must be linked to the Municipality's normal planning (IDP and otherwise) and the annual budgeting cycle.

5.4.1 Components of Performance Management Framework

The annual process of managing performance at organisational level in the MLM involves the steps as set out in the diagram below:



5.4.2 Clarifying Roles and Responsibilities of Stakeholders and Role-players

It is important to understand the duties, roles and responsibilities of the different stakeholders and role-players in the various processes that together constitute the framework of the PMS. It is important that the accountabilities and relationships and priorities of the various stakeholders are set to ensure that there is a complete understanding of the participation, consultation and involvement of all stakeholders for maximum inputs into, and success of the PMS.

The PMS is a component of municipal governance and management systems that is aimed at ensuring that the performance of the Municipality is developmental, while complementing the planning and budgeting processes as an integral part of organisational and individual management. It involves a wide variety of stakeholders, all of whom play a vital and integral part in the overall success of the PMS. There are a variety of tasks that have been identified as being an integral part of the PMS. The schedule hereunder sets out the tasks, which should not be seen as a chronological sequence of occurrences and events. The tasks, together with the appropriate stakeholders/role-players (with their roles and responsibilities), are the following:

STAKEHOLDERS / ROLE-PLAYERS	ROLES AND RESPONSIBILITIES
1. Developing and sanctioning the performance management process	
Mayoral Committee	Ratify and adopt the PMS Policy

2. Developing measures / indicators	
Officials	Provide the IDP documentation and (when appropriate) the PMS documentation of the previous reporting period
	Provide inputs into the process with reference to the available resources within their respective departments
	Document the measures/indicators
	Provide the schedule of measures/indicators to relevant stakeholders
Councillors	Provide inputs into the process with reference to the needs and requirements of their constituents and the communities
	Engage with the officials to ensure maximum utilisation of the resources taking into account the budgetary guidelines and possible limitations
Local Community and Stakeholders	Provide inputs into the process with reference to their specific needs and requirements
3. Setting targets	
Officials	Provide inputs into the process with reference to the available resources within their respective departments
	Document the targets
	Provide and publicise the schedule of targets to the relevant stakeholders
Councillors	Provide inputs into the process with reference to the needs and requirements of their constituents and the communities
	Engage with the officials to ensure maximum utilisation of the resources taking into account the budgetary guidelines and possible limitations
Local Community and Stakeholders	Provide inputs into the process with reference to their specific needs and requirements
4. Linking measures/indicators and targets to performance commitments of staff	
Municipal Manager	Prepare performance agreements with agreed and approved measures/indicators and targets

	Ensure that the measures/indicators and targets in the performance agreements of senior managers are linked with his/her agreement
	Ensure that all senior managers performance agreements are published
	Provide inputs into senior managers performance agreements
	Ensure that the measures/indicators and targets of the departments and subordinates are linked with the senior managers agreements
Mayoral Committee	Rati Ratify and adopt the performance agreements
5. Monitoring and Evaluation	
Executive Mayor	Monitor and evaluate (according to agreed schedule) the measures/indicators and targets of the Municipal Manager
Municipal Manager	1. Monitor and evaluate (according to the agreed schedule) the measures/indicators and targets of senior managers
	2. Ensure that the results are documented and publicised to the relevant stakeholders
6. Information collection, processing and analysis	
Councillors	1. Provide inputs into the process with reference to the needs and requirements of their constituents and the communities
	2. Ensure with the council officials that all information is made available
	3. Examination, scrutiny and critical analysis of measures/indicators, targets, outputs and outcomes
Officials	Collect, process and provide the relevant and appropriate information from their respective departments/sections
Local community and Stakeholders	Provide inputs into the process with reference to their specific needs and requirements
7. Auditing of information	

Performance Management Manager	Collect and process relevant and appropriate information from departments
	Examination, scrutiny and critical analysis of information from departments
Performance & Audit Committee	Examination, scrutiny and critical analysis of information from departments
Auditor-General	Collect and process the relevant and appropriate information from the Municipality
	Examination, scrutiny and critical analysis of information from the Municipality
8. Audit reporting	
Internal Auditor	Provide an independent audit report to the Performance & Audit Committee
Performance & Audit Committee	Provide an independent audit report to the Municipal Manager and Mayoral Committee
9. Reporting	
Municipal Manager	Provide approved, relevant and appropriate information and reports to National- and Provincial Government; and the Auditor-General.
10. Report to Community	
Municipal Manager	Ensure that the results are documented and publicised to the relevant stakeholders
11. Review of performance management and setting of new measures/indicators and targets	
Officials	Provide inputs into the process with reference to the available resources within their respective departments
	Document the measures/indicators and targets
	Provide and publicise the schedule of revised measures/indicators and targets to relevant stakeholders

Councillors	Provide inputs into the process with reference to the needs and requirements of their constituents and the communities
	Engage with the officials to ensure maximum utilisation of the re-sources taking into account the budgetary guidelines and possible limitations in the light of the revised **measures/indicators** and targets
Local community and Stakeholders	Provide inputs into the process with reference to their specific needs and requirements in the light of the revised measures/indicators and targets

5.4.3 Setting Measures/indicators and Targets

The setting of measures/indicators and targets happens during the IDP process and is linked to the strategic objectives of the IDP. Performance measures/indicators and targets are used to show how the Municipality is performing on its objectives. This stage comprises setting measures/indicators and targets, and then gathering data and information on these measures/indicators to assess the progress of the Municipality. Performance measurement allows the MLM to com-pare their actual performance to their intended performance, and against nationally defined minimum standards. It will also, in time, allow for the comparison of their performance against that of other Municipalities.

Performance targets are the planned level of performance or the milestones the municipality sets for itself for each indicator identified. Baseline measurements and service standards must be identified, which will serve as the measurement of the chosen indicator(s) at the start of the period. In setting targets, it is important to know how the MLM is performing at the current moment. This step also tests whether the chosen indicator is in fact measurable and whether there are any problems. The targets need to be realistic, measurable and be commensurate with available resources and capacity. The public need to be consulted on their needs and expectations in setting a target. Politicians need to give clear direction as to the importance of the target and how it will address the public need.
Targets should be informed by the development needs of communities and the development priorities of the municipality. The municipality must for each financial year set performance targets for each of the key performance indicators set by it. A performance target must be practical and realistic. It must measure the efficiency, effectiveness, quality and impact of the performance of the municipality. It must also identify administrative components, structures, bodies or persons for whom a target has been set. It is important that the set target is commensurate with available resources and the MLM's capacity. Finally targets need to be consistent with the municipality's development priorities and objectives set out in its IDP.
In order to measure progress in terms of a target during monitoring and evaluation (as discussed below), intermediate milestones, if applicable, should be specified with the same criteria as for performance targets.
The following general key performance indicators are prescribed in Section 10 of the Municipal Planning and Performance Management Regulations, 2001 and must be reported on annually:

- The percentage of households with access to basic level of:
    a) Water,

b) Sanitation,
c) Electricity; and
d) Solid waste removal.

- The percentage of indigent households with access to free basic services;
- The percentage of a municipality's capital budget actually spent on capital pro-jects identified for a particular financial year in terms of the municipality's integrated development plan;
- The number of jobs created through municipality's local economic development initiatives including capital projects;
- The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;
- The percentage of a municipality's budget actually spent on implementing its workplace skills plan; and
- Financial viability as expressed by ratio's that measure:
  a) Debt coverage;
  b) Outstanding service debtors to revenue; and
  c) Cost coverage.

- National Government further has agreed on 12 outcomes as a key focus of work between now and 2014. These outcomes have been expanded into high-level outputs and activities, which in turn formed the basis of a series of performance agreements between the President and relevant Ministers. Whilst all of the outcomes can to some extent be supported through the work of local government, Outcome 9 (A responsive, accountable, effective and efficient local government system) and its 7 outputs are specifically directed at local government:

  - Output 1: Implement a differentiated approach to municipal financing, planning and support;
  - Output 2: Improving access to basic services;
  - Output 3: Implementation of the Community Work Programme;
  - Output 4: Actions supportive of the human settlement outcome;
  - Output 5: Deepen democracy through a refined Ward Committee model;
  - Output 6: Administrative and financial capability; and
  - Output 7: Single window of co-ordination.

A Key Performance Indicator (KPI) qualifies the main aspect that needs to be achieved and thus measure the progress being made in achieving the objectives. It should therefore specify the object or deliverables to be achieved and the means by which it will be measured. Depending on the nature of such KPI, it may also include specifications regarding the quantity and standards of the object, and usually includes the timing or projected phasing of delivery. Key Performance Indicators may be both strategic and operational in nature. The KPI's must be relevant to the competencies of Local Government.

The number of indicators should serve the purpose of providing an adequate view of performance. For this reason, there should not be too few to skew the picture nor be too

many to make it costly and unmanageable. A balanced set of indicators that cover most areas should preferably be used. Indicators should also be set for all entities and service providers when service delivery agreements are entered into. Such indicators are to be informed by the relevant KPIs.

The municipality will use indicators as a communication tool between all levels of staff, and between the administration and Council. It will also serve to identify the gaps between IDP strategies and the operational plans of the various departments. All indicators should be measurable, simple, precise, relevant, adequate and objective.

Types of Indicators

The following types of indicators will be used:

1. Input Indicators
   These are indicators that measure what it costs the municipality to purchase the essentials for producing desired outputs (economy), and whether the municipality achieves more with less, in resources terms (efficiency) without compromising quality. The economy indicators may be the amount of time, money or number of people it took the municipality to deliver a service.

2. Output Indicators (measures/indicators of success)
   These are the indicators that measure whether a set of activities or pro-cesses yields the desired products or deliverables. They thus measure effectiveness – i.e., doing things correctly, and are typically associated with operational KPI's. They are usually expressed in quantitative terms.

3. Outcome Indicators
   These are the indicators that measure the impact or net effect of the pro-ducts or services of the products/programmes in terms of the achievement of the overall objectives. These indicators are strategically the most important to determine. It is thus about the relationship between outputs and outcomes and measures/indicators if the outputs succeed in achieving the desired outcomes or improvements, i.e. doing the right things. The municipality does not always have full and complete control over those aspects that are measured by outcome indicators. It thus measures/indicators the influence it has on conditions or developments in the area. As it is the strategic objectives of the IDP that should determine the desired outcomes of activities, it is important to determine if the outputs over which we have control, are the correct ways with which to address such issues.

Identification of Indicators

The following aspects will be considered when identifying indicators:

1. Key Performance Areas (KPAs), Key Focus Areas (KFAs), strategic objectives and development objectives set in the IDP;
2. The activities, projects, programmes and processes identified in the IDP for achieving the developmental objectives as well as the ear-marked resources; and
3. Whether data and baseline information is available for its measurement in the MLM area.

Setting of Key Performance Indicators (KPIs)

Key performance indicators must be set in respect of each of the development priorities and objectives referred to in Section 26(c) of the Municipal Systems Act. It must also be ensured that key performance indicators inform the indicators set for all its administrative units and employees as well as every municipal entity and service provider with whom the municipality has entered into a service delivery agreement.

The following SMART criteria will apply for the determination of KPIs and targets:

S - Specific
M - Measurable
A - Achievable
R - Relevant
T - Time-framed

National Key Performance Indicators (KPIs)

General KPIs are prescribed in terms of Section 43 of the Municipal System Act (2000) and Outcome 9. The MLM takes cognisance of these indicators and will report on them as is required by the Act.

Review of KPIs and Targets
The MLM will review its key performance indicators and targets annually as part of the performance review process or whenever it amends its IDP in terms of Section 34 of the Municipal System Act (2000).

Amendment of KPIs and Targets
The MLM will amend its Key Performance Indicators and Targets in line with the Adjustments Budget.

5.4.4 Performance Planning

The performance of the MLM is to be managed in terms of its IDP and the process of compiling and IDP and the SDBIP, and the annual review of the IDP thereof constitutes the process of planning for performance.

It should be noted that the last component of the process is that of performance review and the outcome of such a review process must inform the next cycle of IDP compilation/review by focusing the planning processes on those areas in which the MLM has underperformed.

5.4.5 Performance Measurement

Performance measurement refers to the formal process of collecting and capturing performance data to enable reporting to take place for each key performance indicator and against the target set for such indicator. The setting of measures/indicators and targets happens during the IDP process and is linked to the strategic objectives of the municipality. To ensure the integrity of the indicators and targets set, baseline information based on backlog and current performance should be used as the basis for setting sound measures/indicators and targets. Performance measurement allows the MLM to compare their actual performance in relation to backlog and current (baseline) performance.

5.4.6 Performance Monitoring

Performance monitoring is an ongoing process by which a Manager accountable for a specific indicator and target as set out in the SDBIP continuously monitors current performance against predetermined objectives (PDOs). The aim of the monitoring process is to take appropriate and immediate interim (or preliminary) action where the indication is that a target is not going to be met by the time that the formal process of performance measurement, analysis, reporting and review is due.

5.4.7 Performance Analysis

Performance analysis involves the process of making sense of measurements/indicators. It requires interpretation of the measurements as conducted in terms of the previous step to determine whether targets have been met and exceeded and to project whether future targets will be met or not. Where targets have not been met performance analysis requires that the reasons therefore should be examined and corrective action recommended. Where targets have been met or exceeded, the key factors that resulted in such success should be documented and shared so as to ensure organisational learning.

The executive management should also ensure that quality performance reports are submitted to the Mayoral Committee and that adequate response strategies are proposed in cases of poor performance.

5.4.8 Performance Reporting

In-year Performance Reporting and Review

The submission of the performance reports on scorecards to the Mayoral Committee for consideration and review of the performance of the MLM as a whole is the next step in the process. The first such report is a major mile-stone in the implementation of any PMS and it marks the beginning of what should become a regular event namely using the performance report as a tool to review the Municipality's performance and to make important political and management decisions on how to improve.

As indicated earlier it is recommended that the performance report on organisational and SDBIP scorecards be submitted to the Mayoral Committee for consideration and review on a quarterly basis. The reporting should therefore take place in October (for the period July

to end of September- quarter 1 of the financial year), January (for the period October to the end of December – quarter 2), April (for the period January to the end of March - quarter 3) and July (for the period April to the end of June - quarter 4).

The review in January will coincide with the mid-year performance assessment as per Section 72 of the MFMA. The said section determines that the accounting officer must by 25 January of each year assess the performance of the municipality and thereafter report to the Executive Mayor/National Treasury and Provincial Treasury such assessment in respect of inter alia its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators as set out in its SDBIP.

The Mayoral Committee in reviewing the performance report on organisational and departmental scorecards submitted to it will have to ensure that targets committed to in the scorecard have been met, where they have not, that satisfactory and sufficient reasons have been provided by executive management and that the corrective action being proposed is sufficient to address the reasons for poor performance. If satisfied with the corrective action as proposed, these must be adopted as formal resolutions, minuted and actioned accordingly.

Annual Performance Reporting and Review

On an annual basis a comprehensive report on the performance of the MLM also needs to be compiled. The requirements for the compilation, consideration and review of such an annual report are set out in chapter 12 of the MFMA. In summary it requires that:

1. All municipalities for each financial year compile an annual report;
2. The annual report be tabled within seven months after the end of the financial year (However, in terms of a National Treasury directive municipalities are required to approve the first draft of an annual report during August);
3. The annual report immediately after it has been tabled be made public and that the local community be invited to submit representations thereon;
4. The municipal Council consider the annual report within nine months after the end of the financial year and adopt an oversight report containing the council's comments on the annual report;
5. The oversight report as adopted be made public;
6. The annual report as tabled and the Council's oversight report be forwarded to the Auditor-General, the Provincial Treasury and the department responsible for local government in the Province; and
7. The annual report as tabled and the Council's oversight report are sub-mitted to the Provincial legislature.

The oversight report to be adopted provides the opportunity for full Council to review the performance of the MLM. The requirement that the annual report once tabled and the oversight report be made public similarly provides the mechanism for the general public to review the performance of the MLM.

The Council may also resolve that annually a public campaign be embarked upon to involve the citizens of the MLM in the review of municipal performance over and above the legal

requirements of the Municipal Systems Act and the MFMA. Such a campaign could involve all or any combination of the following methodologies:

- Various forms of media including radio, newspapers and billboards could be used to convey the annual report;
- The public may be invited to submit comments on the annual report via telephone, fax and e-mail;
- Public hearings could be held in a variety of locations to obtain input of the annual report;
- Making use of existing structures such as ward and/or development committees to disseminate the annual report and invite comments; and
- Hosting a number of public meetings and road-shows at which the annual re-port could be discussed and input invited.

The following table is derived from the legislative framework for performance management and summarises for ease of reference and understanding the various performance reporting as it applies to the MLM:

REPORT TYPE	DESCRIPTION
Quarterly IDP and SDBIP Reporting	The SDBIP is a key management, implementation and monitoring tool, which provides operational content to the end-of-year service delivery targets, set in the budget and IDP. It determines the performance agreements for the mu-nicipal manager and all top managers, whose performance can then be mo-nitored through Section 71 monthly reports, and evaluated through the an-nual report process. The SDBIP information on revenue will be monitored and reported monthly by the municipal manager in terms of Section 71(1)(a) and (e). *For example, if there is lower than anticipated revenue and an overall cash shortage in a particular month the municipality may have to revise its spending downwards to ensure that it does not borrow more than anticipated*. More importantly, such information requires the municipality to take urgent remedial steps to ensure it improves on its revenue collection capacity if the municipality wants to maintain its levels of service delivery and expenditure. Section 1 of the MFMA, Act 56 of 2003 states that the SDBIP as a detailed plan approved by the mayor of a municipality in terms of service delivery should make projections for each month of the revenue to be collected, by source, as well as the operational and capital expenditure, by vote. The service delivery targets and performance indicators need to be reported on quarterly (MFMA, 2003).

Mid-year Budget and National and Provincial Report	Section 72 of the MFMA requires the accounting officer to prepare and submit a report on the performance of the municipality during the first half of the financial year. The report must be submitted to the mayor, National Treasury as well as the relevant Provincial Treasury. As with all other reports this is a crucial report for the Council to consider mid-year performance and what adjustments should be made, if necessary.
Performance Report	Section 46 of the Municipal Systems Act states that a municipality must pre-pare for each financial year, a performance report that reflects the following: – The performance of the municipality and of each external service pro-vided during that financial year; – A comparison of the performances referred to in the above paragraph with targets set for and performances in the previous financial year; and – Measures/indicators to be taken to improve on the performance. The performance report must be submitted at the end of the financial year and will be made public as part of the annual report in terms of chapter 12 of the MFMA. The publication thereof will also afford the public the opportunity to judge the performance of the municipality against the targets set in the various planning instruments.
Annual Report	Every municipality is required by Section 121 of the MFMA and National Treasury Circular 63 to prepare an annual report for each financial year, which must include: – the annual financial statements of the municipality or municipal entity as submitted to the Auditor-General for audit (and, if applicable, consoli-dated annual financial statements); – the Auditor-General's audit report on the financial statements; – an assessment by the accounting officer of any arrears on municipal taxes and service charges; – particulars of any corrective action taken or to be taken in response to issues raised in the audit reports; – any explanations that may be necessary to clarify issues in connection with the financial statements; – any information as determined by the municipality; – any recommendations of the municipality's performance audit committee; – an assessment by the accounting officer of the municipality's perfor-mance against the measurable performance objectives for revenue collection and for each vote in the municipality's approved budget for the relevant financial year; – the annual performance report prepared by a municipality; and – any other information as may be prescribed.

Oversight Report	The council of a municipality must consider the municipality's annual report (and that of any municipal entity under the municipality's control), and in terms of Section 129 of the MFMA, within two months from the date of tabling of the annual report, must adopt an oversight report containing the council's comments, which 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. In terms of Section 132 of the MFMA, the following documents must be sub-mitted by the accounting officer to the provincial legislature within seven days after the municipal council has adopted the relevant oversight report: – the annual report (or any components thereof) of each municipality and each municipal entity in the province; and – all oversight reports adopted on those annual reports.

Schedule for Performance Reviews

The performance of the employee in relation to his/her Performance Agreement must be reviewed in accordance with the following schedule.

Quarterly performance appraisals shall be conducted for all contracted/permanent employees no later than two weeks after the end of the last month of the quarter for which the appraisal is being done

First Quarter	July to September	3rd week in Oct
Second Quarter	October to December	3rd week in Jan
Third Quarter	January to March	3rd week in April
Fourth Quarter	April to June	3rd week in July

The quarterly appraisal shall be performed:

1. Between the employee and his/her immediate superior.
2. The appraisal shall be based on actual achievement of the indicators agreed for each deliverable or target.
3. The employer must keep a record of the quarterly assessment meetings.
4. Performance feedback must be based on the employer's assessment of the employee's performance and supporting Portfolio of Evidence (PoE).

The employer will be entitled to review and make reasonable changes to the provisions of the performance plan from time to time for operational reasons on agreement between both parties.

5.5 Performance Management Process

5.5.1 Municipal Level

The MLM organisational performance management system can be defined as the planning process whereby the MLM set the strategic agenda, vision and mission, as well as strategic objectives and development objectives for the upcoming financial year/s, and the desired performance results. Performance management at organisational level involves various phases:

Phase 1: Planning
The Integrated Development Planning process and the Performance Management Process should appear to be seamlessly integrated. The IDP fulfils the planning stage of performance management. Performance management fulfils the implementation management, monitoring and evaluation of the IDP process.

Phase 2: Priority Setting
In setting priorities, the municipality should inter alia consider the following:

1. An assessment of development in the municipal area, identifying development challenges and the status quo of the underdeveloped areas;
2. A long-term development vision for the municipality to address its development challenges;
3. A set of KPAs, strategic objectives and development objectives, based on identified needs, achievable in the current term of office, that would contribute significantly to the achievement of the development vision for the area;
4. A set of internal transformational objectives;
5. Additional projects and programmes identified in contributing to the achievement of the above objectives;
6. A financial plan and medium-term income and expenditure framework that is aligned to the priorities of the municipality; and
7. A spatial development framework.

To be useful in the management of performance, the IDP must provide very clear indicators by which to measure the achievement of the objectives and unambiguous targets for those indicators.

Phase 3: Setting Objectives
All components of the IDP need to be translated into a set of clear and tangible development objectives (PDOs). This is a crucial stage in ensuring that there is clarity on the IDP and that the suitable indicators are found. A clear and concise construction of statement of objectives is needed. The statement requires a tangible, measurable and unambiguous commitment to be made. It is often useful to have a clear timeframe attached to this commitment in objective statement.

Phase 4: Setting Key Performance Indicators
KPIs are measurements that tell us whether progress is being made in achieving our objectives. Indicators should describe performance dimension considered key in measuring performance. The ethos of performance management as implemented in local governments and captured in the Municipal Systems Act and Municipal Planning and Performance Management Regulations rely centrally on the use of Key Performance Indicators.

Phase 5: Setting Targets
The municipality should have clear objectives for its IDP and identified appropriate indicators. Targets are purely objectives or milestones for what we intend an indicator to measure at various timeframes. Performance targets are planned level of performance or milestones the MLM sets for itself for each indicator identified. Targets are usually expressed in quantity or time terms.

Phase 6: Monitoring
Monitoring is a continuous process of measuring, assessing, analysing and evaluating the performance of the organisation and departments with regard to KPIs and targets. Mechanisms, systems and processes for monitoring should provide for reporting at least twice per annum to the MLM council and the community, it should enable detection of early indication of under-performance and provide for corrective measures/indicators.

Phase 7: Review
Review includes assessment of the system itself, the framework, targets, and performance targets of departments and performance measurement of employees. It identifies the strengths, weaknesses, opportunities and threats of the municipality in meeting key performance indicators, performance targets and general key performance indicators. It also measures/indicators the economy, efficiency, effectiveness in the utilisation of resources and impact in so far as performance indicators and targets set by the MLM are concerned.

Performance improvement and adjustment is based on review. The MLM should ensure that the community participates in review.

The organisational performance management processes have the following phases:

1. Performance planning;
2. Performance monitoring & reporting,
3. Performance reviewing (evaluation & assessment); and
4. Performance auditing.

5.5.2 Individual Level

The Employee performance management system can be defined as the process through which the planned performance objectives as defined in the IDP are cascaded into the employee's Annual Performance Plans, thus allowing for the planning, coaching and monitoring, reviewing and rewarding of performance, and the enhancement of development, at the level of the individual employee. The process comprises of four phases.

Phase 1: Planning
This is about jointly identifying individual performance expectations and gaining the employee's commitment in achieving these expectations. This also entails the identification of KFA's and indicators, the establishment of year-end targets and the planning for the phasing in of the year-end target into quarterly targets (cumulatively and quarterly).
Phase 2: Performance Coaching
This is the phase of continuously tracking and improving performance, through feedback and reinforcement of key results and competencies. This is done with a view to timely detect performance relapses and to simultaneously introduce speedy remedial actions. A prescribed record sheet is used to record evidence and remedies.
During this phase, on a quarterly basis, the actual performance must be determined and be judged against the quarterly obligation as well as the cumulative performance and the standards that have been set in advance. During this phase it is also important to provide and present any evidence proving performance.

Although actual measurements are done each quarter, formal performance reviews only are to be done half yearly and year-end provided the documented performance in the first and third quarter is satisfactory.

Phase 3: Reviewing
This phase involves jointly assessing performance against expectations (planned vs. actual performance) at mid-year and year-end. T**he Manager/Supervisor is to set up formal quarterly reviews to assess the relevance of the objectives and the Employee's performance against the objectives and a formal final review in June.**

- **The process for reviewing performance is as follows:**
    1. The evaluated employee to submit all required PoE to the manager;
    2. The evaluated employee to prepare for the formal review by scoring him/herself against the agreed objectives and KPIs and targets;
    3. The evaluated employee to submit the PoE;
    4. The assessor/panel and evaluated employee will meet to finalise the formal performance review and agree on the final scores.
    5. The assessor/panel to prepare final scores of the evaluated employee's performance.

Should the evaluated employee not agree with the outcome of his/her performance results, they may follow the dispute procedure as outlined in the Regulations for Section 57 employees and other employees to follow the MLM dispute resolution process.

The assessor/panel and evaluated employee must prepare and agree to a Personal Development Plan (PDP). This only needs to be done at the final review in June in conjunction with the annual skills efficiency analysis re-view.

- **The Evaluation Panel for reviewing performance**

According to the Municipal Performance Management Regulations, 2006, Regulation 27(4)(d) stipulates that:

- For purposes of evaluating the Municipal Manager:
    - Executive Mayor;
    - Chairperson or delegated member of the Performance & Audit Committee;
    - Members of the Mayoral Committee (MC);
    - Mayor and/or municipal manager from another municipality; and
    - One ward committee member as nominated by the Executive Mayor.

- For purposes of evaluating the annual performance of managers directly accountable to the municipal managers:
    - Municipal Manager;
    - Chairperson or delegated member of the Performance & Audit Committee;
    - Relevant Member of the Mayoral Committee (MMC); and
    - Municipal Manager from another municipality.

- For purposes of evaluating the annual performance of managers and specialists, an evaluation panel constituted of the following persons must be established:
    - Head of Department (Implementation phase)
    - Supervisor/Line Manager;
    - Employee; and
    - PMS specialist.

Phase 4: Year-End Review and Rewarding

This phase establishes the link between performance and reward. It aims to direct and reinforce effective work behaviours by determining and allocating equitable and appropriate rewards to employees. Permanent employees will initially be awarded non-financial rewards for good performance and ultimately financial rewards will be determined through the National Collective Bargaining process at South African Local Government Bargaining Council (SALGBC).

5.6 Performance Auditing

5.6.1 The Role of Internal Audit in terms of Performance Management

The MFMA requires that the Municipality must establish an internal audit section which service could be outsourced depending on its resources and specific requirements. Section 45 of the Municipal Systems Act stipulates that the results of the Municipality's performance measures/indicators must be audited by the said internal audit section as part of the internal auditing process and annually by the Auditor-General.

The Municipal Planning and Performance Management Regulations stipulate that the internal audit section must on a continuous basis audit all performance and the auditing must include an assessment of the following:

- The functionality of the municipality's performance management system;

- Whether the municipality's performance management system complies with the Act; and

- The extent to which the municipality's performance measurements are reliable in measuring the performance of municipalities by making use of indicators.

Functionality
Function could be defined as a proper or expected activity or duty or to perform or operate as expected. This could also be applied to the operation of any system such as PMS. The internal audit section must therefore on a regular (quarterly) basis audit whether the PMS of the MLM is functioning as developed and described in this framework.

Compliance
The MLM PMS must comply strictly with the requirements of the Systems Act, Regulations and the MFMA. The MLM's internal audit unit, at least on a quarterly basis, verifies that the PMS complies with the said legal requirements.
Reliability
To rely could be defined as to trust or depend (upon) with confidence. Reliability in the context of PMS refers to the extent to which any performance measures/indicators reported upon could be seen as being reliable, e.g. if the performance target was to build 500 houses and it is reported that the target has been met or exceeded, it must be established whether the information is factually correct or only an estimation or even worse, purposeful misrepresentation.
Undertaking a reliability audit will entail the continuous verification of performance measures/indicators and targets reported upon. This will require that the MLM sets in place a proper information management system (electronically or otherwise) so that the internal audit section is able to access information regularly and to verify its correctness. The MLM's internal auditor must submit quarterly reports on the audits undertaken to the Municipal Manager and the Audit Committee.

5.6.2 Performance & Audit Committee

The MFMA and the Municipal Planning and Performance Management Regulations require that the municipal council establish an audit committee consisting of a minimum of three members, where the majority of members are not employees of the municipality. No Councillor may be a member of an audit committee. Council must also appoint a chairperson who is not an employee. The Regulations gives municipalities the option to establish a separate performance audit committee whereas the MFMA provides only for a single audit committee. The operation of this audit committee when dealing with performance management is governed by Section 14 (2 - 4) of the Regulations which require that the audit committee must:

1. Review the quarterly reports submitted to it by the internal audit unit;
2. Review the municipality's PMS and make recommendations in this regard to the Council of the Municipality; and
3. At least twice during a financial year submit an audit report to the municipal Council;

In order to fulfil their function a performance audit committee may, according to the MFMA and the Regulations,

1. Communicate directly with the council, municipal manager or the internal and external auditors of the municipality concerned;

2. Access any municipal records containing information that is needed to perform its duties or exercise its powers;
3. Request any relevant person to attend any of its meetings, and, if necessary, to provide information requested by the committee; and
4. Investigate any matter it deems necessary for the performance of its duties and the exercise of its powers.

5.7 General Performance Management Issues

There are some general issues related to performance management that require consideration in implementing the PMS of the Municipality.

5.7.1 Managing Poor Performance

Should an employee not achieve the predetermined objectives (PDOs), indicators and targets in his/her performance agreement, the manager and the employee should agree on corrective measures. (It is inappropriate that an employee is informed of his/her non-performance at the formal performance review).Employees **must** be given feedback throughout the year.

Early Warning Mechanisms
The municipality's 1st quarter performance report should be used as an early warning mechanism to determine whether the annual developed objectives, KPIs and targets will be achieved. The departments should review mechanisms to improve its performance and indicate to the internal audit and Performance & Audit Committee how they intend to improve performance.

Addressing Poor Performance
The management of poor performance should be seen as a corrective process, focusing on addressing issues that lead to performance related problems. Counselling is seen as the first corrective process, which should include the following:

1. Identify and agree on the problem;
2. Describe the impact of the poor performance;
3. Establish reasons for performance;
4. Decide and agree on what actions are required, and set the necessary timeframes; and,
5. Resource the agreed actions.

5.7.2 Reward and Recognition

Non-Financial Rewards
Non-financial reward is based on recognising high performance in ways other than financial reward.

Such recognition could be based on the following three approaches:

- Informal - These are spontaneous and can be implemented with minimal planning and effort, e.g. calling an employee into the office and thanking him/her for a job well done and not discussing anything else.

- Awards for specific achievements and activities - These are tailored to reward specific achievements and behaviours desired most in the organisation, e.g. long service awards, monthly awards, etc.
- Formal – If the municipality has formal recognition programmes, some may be used to formally acknowledge (in public) significant contributions by individuals and teams, e.g. annual mayor's awards for excellence, etc.

Performance Bonuses

Although the regulations provide for performance bonuses the Midvaal Local Municipality has resolved not to award bonuses.

In view of the promulgation of Regulations providing for the recruitment, selection and appointment of Senior Managers (Government Gazette 37245, Local Government: Regulation on Appointment and Conditions of Employment of Senior Managers, Section 35, 17 Jan 2014), the policy is amended to the extent to provide for the payment of performance bonuses to Senior Managers appointed in terms thereof and in accordance with the directives in such Regulations and any applicable prescripts on performance management (Government Gazette 42023, Local Government: Upper Limits of Total Remuneration Packages Payable to Municipal Managers and Managers Directly Accountable to Municipal Managers, 8 Nov 2018).

The annual performance score of an individual is calculated based on the SDBIP results and core competencies rating added together to give a total score. This total score is converted by the assessment-rating calculator (in terms of the Regulations) for performance management and bonus purposes.

Paragraph 32 of the Regulations provides that a performance bonus ranging from 5% to 14% of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance.
In determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided that:

- a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

- a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

In the case of unacceptable performance (score between 0 – 99%), the employer shall:

- provide systematic remedial or developmental support to assist the employee to improve his or her performance; and

- after appropriate performance counselling and having provided the necessary guidance and/or support and reasonable time for improvement in performance, and performance doesn't improve, the employer may consider steps to terminate the contract of employment of the employee on grounds of unfitness or incapacity to carry out his or her duties

Allocation of Bonus

The table below provides for the threshold for the allocation of bonus and institution of poor performance management measures/indicators depending on the level of performance expressed in percentages in line with the regulations above.

The third column also provides actual thresholds for the payment of bonus with the fourth column, entitled Rewards or Corrective Action, providing the actual bonus quantum in proportion to the actual performance score with the determined thresholds.

Key terminology used in the Regulations is outstanding performance and unacceptable performance. A performance score of 130% and above will constitute "outstanding performance". A performance score between 100 – 129 % is deemed as "not fully satisfactory" and no bonus will be considered. A performance score between 0 – 99 % is deemed as "unacceptable" and will be dealt with in terms of the Poor Performance Management Programme.

Rating	Terminology	Percentage
5	Outstanding performance	150% and above
4	Performance significantly above expectations	146% - 149%
		141% - 145%
		136% - 140%
3	Fully effective	130% - 135%
2	Performance not fully satisfactory	100% - 129%
1	Unacceptable performance	0% - 99%

Where a manager acted in a position for a period longer than 3 months pro-rata bonuses may be considered. This will be within the discretion of the Municipal Manager (in the case of managers reporting to him/her) and Executive Mayor (in the case of the Municipal Manager).

5.7.3 Dispute Mechanism

The procedure for dealing with substandard performance is prescribed in Regulation 16 of the Disciplinary Regulations for Senior Managers.

The Municipal Performance Management Regulations for Section 57 managers provide clear guidelines for performance disputes relating to the performance agreements of the municipal manager and managers directly accountable to the municipal manager. Below is the process of dispute as it relates for Section 57 employees performance agreements as stipulated in the said regulations.

Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by:
In the case of the municipal manager, the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC ; and

- In the case of managers directly accountable to the municipal manager, the executive mayor or mayor within thirty (30) days of receipt of a formal dispute from the employee;
- In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment shall apply.

The following process relates to dispute relating to employees below Section 57- employees:
- Conducting performance counselling in case of poor performance;
- If counselling does not yield results, employees are put on performance improvement process with action plan and clear timelines; and
- If performance does not improve, disciplinary process will be initiated, as per the mentioned Disciplinary Regulations.

5.7.4 Integrating PMS with the Council's existing Management Cycle

Leading practice indicates that PMS stand the best chance to succeed if it is integrated with the current management cycle of the Municipality. The purpose of such a cycle would be to guide the integration of important processes such as the strategic planning or development process in terms of the IDP methodology, the annual budget process and the formal process of evaluating and assessing Council's performance in terms of the approved PMS and this framework and it is recommended that the Municipality develop and adopt a similar cycle that is suitable to its own circumstances and requirements.

Acronyms

CCR	Core Competency Requirement
IDP	Integrated Development Plan
KFA	Key Focus Area
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
MMC	Member of the Mayoral Council
MFMA	Municipal Financial Management Act
MPAC	Municipal Public Accounts Committee
MSA	Municipal Systems Act

PA	Performance Appraisal
PMS	Performance Management System
SALGA	South African Local Government Association
SALGBC	South African Local Government Bargaining Council
MLM	Midvaal Local Municipality
NTFMPPI	National Treasury Framework for Managing Programme Performance Information

Definitions

Activity	It is an action or task that is performed with the intension of achieving the Key Focus Areas (KFAs)
Baseline	It is the actual results of a project, programme or activity achieved during the previous financial year(s)
Driver	It is the person who takes ownership to execute a project, programme or activity
Employee	A person employed by the MLM as a Municipal Manager or as a Manager directly accountable to the Municipal Manager, and all other personnel employed permanently by the municipality
Employer	The MLM as represented by the Executive Mayor or the Municipal Manager, as the case may be
Employment Contract	A contract as contemplated in Section 56 of the Municipal Systems Act, as amended
MLM	Midvaal Local Municipality
Key Focus Area (KFA)	It is those areas in which the municipality must perform to ensure that the Key Performance Areas are achieved
Key Performance Area (KPA)	It is the performance area in which the municipality must perform to achieve its Mission and Vision
Key Performance Indicator (KPI)	It defines how performance will be measured along a scale or dimension (e.g. number of houses, km of road, percentage increase, etc.) to achieve the strategic objectives and KPAs
National Key Performance Area (NKPA)	This is a key area of focus determined at National level and is mandatory to all municipalities in South Africa
National Key Performance Indicator (NKPI)	This is a key indicator determined at national level and is mandatory for all municipalities in South Africa to regularly report on
National Outcomes	This refers to the 12 outcomes determined by National Government of which Outcome 9 is focussing specifically on local government
Performance Agreement	An agreement as contemplated in Section 56 of the Municipal Systems Act, as amended
Performance Indicator	It defines how performance will be measured along a scale or dimension (e.g. number of houses, km of road, percentage increase, etc.) to achieve the Key Focus Areas (KFAs)
Policy	Basic performance management principles by which the municipality is guided

Portfolio of Evidence (PoE)	It is a file with a clear "paper trail" that serves as proof of the execution of a specific project, programme or activity. (It can include documents, pictures or any other form of evidence)
Programme	A sequence of scheduled activities and / or projects executed with the intension of achieving the Key Focus Areas (KFAs)
Project	It is an initiative that is executed over a specific period of time with a de-fined beginning and end with the intension of achieving the Key Focus Areas (KFAs). (It can be capital intensive or any other project)
Strategic Objective	It translates the Key Performance Area (KPA) into an outcome statement
Strategy	A plan of action designed to achieve the MLM's Vision
System	Detailed method and procedures formulated to carry out performance management
Target	It completes the performance indicator with actual numbers, percentages, rand values, etc. To be achieved over a specific period of time.

ANNEXURES:

Annexure A – List of Unfunded Projects

- Annexure A1 – Project Prioritisation per Ward
- Annexure A2 – Provincial Department Projects
- Annexure A3 – Midvaal Local Municipality Projects

Annexure B – Midvaal 2020/2021 Spatial Development Framework

Annexure C – Disaster Management Plan

Annexure D – Local Economic Development Strategy

Annexure E – Five Year Water Demand Management & Water Conservation Plan

Annexure F – IT Disaster Recovery Plan

Annexure G – Midvaal Integrity Management Strategy

Annexure H – Human Settlement Plan

Annexure I – Letter received from MEC COGTA on 2019/2020 IDP

Annexure J – Response to letter received from MEC COGTA on 2019/2020 IDP



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ANNEXURE A:
LIST OF UNFUNDED PROJECTS

ANNEXURE A1:
PROJECT PRIORITISATION PER WARD

Prioritised projects received for the 2020/2021 IDP					
Ward	**Prioritized Project 1**	**Prioritized Project 2**	**Prioritized Project 3**	**Prioritized Project 4**	**Prioritized Project 5**
Ward 1	Low water pressure in Mamello	Refuse collection delays in Mamello	Degradation of playground and sports facilities due to lack of security in Bantu Bonke	Request for paving in Bantu Bonke	
Ward 2	Prepaid water meters in Risiville	Storm water drainage in Van Eden Street	Risiville to be connected to Rothdene pump station	Prepaid meters in all houses in Risiville	Parks to be sold.
Ward 3	Gravel to Tar - CM van der Hefer, Piet Retief and Teo Wassenaar	800m gravel tract at Windsor Circle to be graded and paved.	2x pan handle streets in Van Riebeeck Street in Kookrus to be tarred. .	Relocation of street lamp on driveway on Johanna van der Merwe	Street light at Kookrus cemetery, 100 Gustav Preller, 23 Eben Donges.
Ward 4	Sports facility and community hall for Daleside	Request for RDP hosing and serviced stands	Piped water for Boitumelo	Roads, water and sanitation for Boitumelo, Skansdam and Boshoek.	Library and clinic for Boitumelo
Ward 5	Gravel to Tar - Takbok Street, Meyerton Farms	Gravel to Tar - Takbok Road, Highbury	Upgrade and widening Malcolm Road, Valley Settlements	Resurfacing and widening - South Road, Walkers Fruit Farms	Outdoor Gym, soccer and netball posts - Cnr Springbok and Meyer Street.
Ward 6	Tar roads from Andrew Street .	Wheel bins and Skip bins	Solar gysers for Lakeside	Land for Clinic	Speed humps
Ward 7	Multipurpose centre including, Wi-Fi, library, media centre, mini soccer field, netball, disaster management centre, meeting hall.	Shared accommodation for retired/ over 60 year old persons	Tar/resurface service road to Eye of Africa. Resurface Montgomery Road in Tedderfield and Cayman Drive. Calming zones needed on Nettleton Road, R550	Skip bins for Walkerville showgrounds, no dumping signs throughout wards	Lighting required for all main intersections and taxi stands.

Prioritised projects received for the 2020/2021 IDP					
Ward	**Prioritised Project 1**	**Prioritised Project 2**	**Prioritised Project 3**	**Prioritised Project 4**	**Prioritised Project 5**
Ward 8	Purchase of the white house property for amenities	Fixing of High light masts	Promote buy back programme	Roads to be tarred in Meyerton farms - Njala, Bontebok & Sebra.	
Ward 9	Gravel to Tar - Gawie Venter and Railway street in Noldick, Hoy Link in Meyerton. Curbing on Pelikaan street in Meyerton farms. Upgrade pedestrian paths on the railway bridge. Upgrade pedestrian crossing at Morris Road and Johan Le Roux.	Replace cable in Morris and Lily road. Remove the remnant cables in Okapi Street, Meyerton Farms	Complete the sewer line in Okapi street, Meyerton Farms	Facilities for youth - skate park, playground, sports facility .	
Ward 10	Storm water drainage for Gourlay Street, Seymour Street, Njala Street, Kraanvoel Street, Bell Road and all other passages. Streets to be tarred at Blopi , Langa, Leloko, Papegraai, Apie, Kiewiet, Njala and the completion of Alma Road.	Increase voltage capacity in all electrical infrastructure.	Storm water covers on all tar roads	Land requisition for more RDP houses to be serviced stands	Request for communal swimming pool and clinic.

Prioritised projects received for the 2020/2021 IDP					
Ward	**Prioritized Project 1**	**Prioritized Project 2**	**Prioritized Project 3**	**Prioritized Project 4**	**Prioritized Project 5**
Ward 11	Request high mast lighting to curb criminal activities.	All gravel roads to be tarred	Multipurpose centre required for the youth and the community to hold public meetings.		
Ward 12	Main line water supply to Khayelitsha	Community Facilities - Library, multipurpose centre, cemetery, sports ground .	Solar Power fee for service	Extend sewer connections to Garthdale, Business Area.	Land for Housing
Ward 13	Gravel to Tar, Steynberg/Riversdale Road.	Upgrade Sanitation	Street Lights required	Resurface Raymond Street, Nelsonia.	Need for social facilities such as a community hall, parks, a library.
Ward 14	Upgrades to Meyerton Sports Complex and Golf Course (Sports fields, roads, vegetation, trees, fence, etc)	Trees breaking up roads and sidewalks and property in Golfpark and Meyerton X6. Tree Indaba to be facilitated.	Upgrade of parks (E.g Japonica park in Golfpark) Play equipment in Vlei park and Shippard park	Fireworks policy/action	Traffic investigation and action (stop street, law enforcement, speed humps, parking at Dr Malan school)
Ward 15	High mast lights at entrances to Henley on Klip.	There is no community centre or outdoor gym in Henley.	There is total lack of enforcement of building bylaws.	Low water pressure on many occasions.	Pump station on Ewelme Road regularly overflow causing sewerage to spill out all over the road and flow into the river.

ANNEXURE A:
LIST OF UNFUNDED PROJECTS

ANNEXURE A2:
MIDVAAL LOCAL MUNICIPALITY PROJECTS

Annexure A: Unfunded Projects

ID/Ref Nr.	Key Focus Area (KFA)	Description of Capital Projects, Programmes and Activities	Capital Projects (CP), Programmes (P) and Activities (A)	Type of Indicator (Input (I), Output (O), Outcome (OC), Impact (IM))	Department	Targets		Delivery:	Funding Source	Ward
						17/18	18/19	Internal / External		
2/6/A/CS/395	**KPA 2 KFA 6**	Eradication of alien and invader plants	A	O	CS			External	GDARD	**All**
2/8/A/P/269	**KPA 2 KFA 8**	EMS Offices	A	O	CS	2	2	External	Gauteng Dept of Health	**4, 5, 7 & 12**
2/8/CP/P/296	**KPA 2 KFA 8**	Barge Vaal Marina	CP		CS					**1**
2/8/CP/P/397	**KPA 2 KFA 8**	Savanna City Fire Station	CP		CS					**11**
2/8/A/P/280	**KPA 2 KFA 8**	Vaal Marina Fire Station Water Use License	A	O	CS			External DWA		**1**
2/9/P/ES/277	**KPA 2 KFA 9**	Paved drop-off area at Meyerton School	CP	O	ES			Internal	CRR	**9**
2/9/CP/P/392	**KPA 2 KFA 9**	Traffic Calming measures at schools (Painting/Signs/Speed Control)	CP	O	CS	100,00%	100,00%	Internal	CRR	**All**
2/9/CP/P/394	**KPA 2 KFA 9**	Speed measures (Speed enforcement/painting, street names/signs, speed humps)	CP	O	CS	0,00%		Internal	CRR	**1,3,8,9,10 ,11, 12 & 14**
2/9/P/9/401	**KPA 6 KFA 27**	Improved security at Danie Mclean Park	P	O	CS	100% completion				**3**
2/9/CP/P/402	**KPA 2 KFA 9**	Bus Lane / Bus Stop Area Along Ewelme Road	CP	O	CS		100% completion	Internal	CRR	**15**

2/9/CP/P/404	**KPA 2 KFA 9**	Bus Shelters in Iffley / Regatta Street	CP	O	CS		100% completion			**15**
2/9/P/P406	**KPA 2 KFA 9**	Large Name Boards for the CBD	P	O	CS		100% completion			**9**
2/9/P/P/408	**KPA 2 KFA 9**	Palisade Fencing Along Johan Le Roux –Sicelo	P	O	CS					**10**
2/9/CP/407	**KPA 2 KFA 9**	Informal Trading Shelters	CP	O	CS					**12**
2/9/CP/P/	**KPA 2 KFA 9**	Enhancement of staffing and equipping of existing Vaal Marina Police Station	CP		CS					**1**
2/9/P/P/	**KPA 2 KFA 9**	Erect big Street names on Main streets and "No Hawkers" signs in the CBD	P		CS					**9**
2/9/P/P/	**KPA 2 KFA 9**	Enforce by-laws for Shops	P		D&P					**9 & 10**
3/10/CP/D/292	**KPA 3 KFA 10**	Acquisition of White House and Implementation of development plan		O	ES, D&P, Corp	R 20 000 000		External	NDPG	**8**
3/10/CP/D/394	**KPA 3 KFA 10**	Land for development	CP	O	D&P					**7**
3/10/CP/D/396	**KPA 3 KFA 10**	Removal of Illegal Land Invasions	P	O	D&P					**4, 13 & 15**
3/12/CP/S/409	**KPA 3 KFA 14**	Upgrading De Deur Library	CP	O	CS	In process. Project to be completed by 30 June 2018		External	MLM	**11**
3/12/CP/S/410	**KPA 3 KFA 14**	Library at Ohenimuri	CP	O	CS		100% Funding spend	External	Unfunded	**11**
3/13/CP/S/411	**KPA 3 KFA 13**	Upgrading of Cemeteries	CP	O	CS					**All**

3/13/CP/S/	**KPA 3 KFA 13**	Cemetery	CP		CS					**1**
3/14/P/S/295	**KPA 3 KFA 14**	Number of registered ECD's developed & maintained	P	O	CS	23		Internal	DSD	**All**
3/14/P/S/297	**KPA 3 KFA 14**	Upgrading and development plans for unregistered ECD's	P	O	CS	Upgrade of 50% of unregistered ECD facilities		Internal	DSD	**All**
3/14/CP/S/413	**KPA 3 KFA 14**	Youth Development Plan	CP	O	Midvaal Youth Dev. Forum					**8 & 10**
3/14/CP/CS/	**KPA 3 KFA 14**	Mobile Library for Mamello	CP		CS				Unfunded	**1**
3/14/CP/CS/	**KPA 3 KFA 14**	New ECD	CP		CS					**6**
3/14/CP/CS/	**KPA 3 KFA 14**	Health and Recreational Facilities	CP		CS					**7**
3/14/CP/CS/	**KPA 3 KFA 14**	Indoor Gym for Ward 10	CP		CS					**10**
6/23/CP/E/308	**KPA 6 KFA 23**	Mamello Township Electrical supply	CP	O	ES			External	DoE Grant	**1**
6/23/CP/E/309	**KPA 6 KFA 23**	Sicelo Main sub and 88kV Line	CP	O	ES			External		**8 & 10**
6/23/CP/E/310	**KPA 6 KFA 23**	Vaal Marina Substation upgrade	CP	O	ES			External	CRR	**1**
6/23/CP/E/312	**KPA 6 KFA 23**	Upgrade Martiens Oosthuizen Network	CP	O	ES	R 100 000		Internal	CRR	**3**

6/23/CP/E/314	**KPA 6 KFA 23**	Sectionalises for overhead lines	CP	O	ES	R 300 000		Internal	CRR	**All**
6/23/CP/E/318	**KPA 6 KFA 23**	Upgrade O5 Substation Ophir	CP	O	ES			External	CRR	**5 & 11**
6/23/CP/E/319	**KPA 6 KFA 23**	Replace Rothdene LV overhead line to underground	CP	O	ES	R 200 000		Internal	CRR	**3**
6/23/CP/E/322	**KPA 6 KFA 23**	Feeder Supply to S16	CP	O	ES			Internal	CRR	**8 & 10**
6/23/CP/E/323	**KPA 6 KFA 23**	Replace LV Line to underground in Oranje Rivier Street and upgrade area voltage	CP	O	ES			Internal	CRR	**13**
6/23/CP/E/325	**KPA 6 KFA 23**	Feeder Supply to Rothdene	CP	O	ES	R 4 000 000		Internal	CRR	**3**
6/23/CP/E/326	**KPA 6 KFA 23**	Feeder line to Riversdale	CP	O	ES			Internal	CRR	**13**
6/23/CP/E/327	**KPA 6 KFA 23**	Smart Metering in Industrial area	CP	OC	ES	R 5 000 000		External	CRR	**9**
6/23/CP/E/328	**KPA 6 KFA 23**	Upgrade Overhead Lines in Chrissiesfontein	CP	O	ES	R 3 500 000		Internal	CRR	**13**
6/38/CP/E/331	**KPA 6 KFA 23**	High Mast Lights in Sicelo	CP	O	ES	R 1 300 000		Internal	Grant	**8 & 10**
6/23/CP/E/332	**KPA 6 KFA 23**	High Mast Lights along Johan Le Roux and Noldick	CP	O	ES	R 3 500 000		External	CRR	**9**
6/23/CP/E/337	**KPA 6 KFA 23**	Upgrade HT & LT Overhead Lines in Ophir Estates	CP	O	ES	R 2 250 000		Internal	CRR	**5 & 11**
6/23/CP/E/338	**KPA 6 KFA 23**	Ohenimuri - Upgrade of Network	CP	O	ES		R 3 000 000	Internal	CRR	**11**
6/23/CP/E/341	**KPA 6 KFA 23**	Sicelo reticulation Network Erf 78 (Dept of Energy)	CP	O	ES			External	Grant	**10**
6/23/CP/E/342	**KPA 6 KFA 23**	Replace 11 kV overhead line Springbok Road	CP	O	ES	R 1 800 000		Internal	CRR	**5**
6/23/CP/E/343	**KPA 6 KFA 23**	New Streetlights on all Major roads and Gravel roads	CP	O	ES			Internal	CRR	**All**

6/23/CP/E/344	**KPA 6 KFA 23**	Festive Decorating Lights	CP	O	ES			Internal	CRR	**9**
6/23/CP/E/348	**KPA 6 KFA 23**	Feeder to Glen Donald	CP	O	ES			Internal		**2, &13**
6/23/CP/E/352	**KPA 6 KFA 23**	Bronk Lane Lighting	CP	O	ES			Internal	CRR	**7**
6/23/CP/E/354	**KPA 6 KFA 23**	Electrical network to be upgraded in Walkers fruit farms	CP	O	ES			External	Eskom	**7**
6/23/CP/E/356	**KPA 6 KFA 23**	Electricity to settlements in Alewynspoort and Elandsfontein	CP	O	ES					**7**
6/23/CP/E/358	**KPA 6 KFA 23**	Ophir Estates - Upgrade Ht & Lt Overhead Lines + Street Lights	CP	O	ES					**5 & 11**
6/23/CP/E/362	**KPA 6 KFA 23**	Upgrade Ht & Lt Overhead Lines - Chrissiesfontein	CP	O	ES					**13**
6/38/CP/E/334	**KPA 6 KFA23**	High Mast Lights Bantu Bonke	CP	O	ES			External	Grant	**1**
6/38/CP/E/340	**KPA 6 KFA23**	Duncanville Streetlight upgrade	CP	O	ES			Internal	CRR	**2**
6/38/CP/E/349	**KPA 6 KFA23**	Vaal Marina upgrade of HT and LV over headlines	CP	O	ES			Internal	CRR	**1**
6/38/CP/E/351	**KPA 6 KFA23**	Risiville Ext 6 Electrification: Network strengthening	CP	O	ES			Internal	CRR	**2**
6/24/CP/E/357	**KPA 6 KFA 24**	Construction of K154 between R 59 and N1	CP	O	ES	100% of funded phase completed		External	Gautrans	**5, 7 & 12**
6/24/CP/E/358	**KPA 6 KFA 24**	Vaal Marina Alternative Access	CP	O	ES		100% Complete R15 000 000	Internal	CRR	**1**
6/24/CP/E/360	**KPA 6 KFA 24**	Upgrade Bantu Bonke Roads	CP	O	ES		100% Complete R1 000 000	Internal	Grant	**1**

6/24/CP/E/361	**KPA 6 KFA 24**	Upgrade Vaal Marina Access	CP	O	ES	50% Complete R4 000 000		External	MIG	**1**
6/24/CP/E/362	**KPA 6 KFA 24**	HoK, Golfpark, Meyerton Cycle Path	CP	O	ES	50% Complete R1 000 000	50% Complete R1 000 000	External	CRR	**14 & 15**
6/24/CP/E/364	**KPA 6 KFA 24**	Stormwater Sicelo	CP	O	ES	40% Complete R2 000 000		External	CRR	**8 & 10**
6/24/CP/E/365	**KPA 6 KFA 24**	Establishment Quarry	CP	O	ES	67% Complete R500 000		Internal	CRR	**All**
6/24/CP/E/366	**KPA 6 KFA 24**	Storm-water Master Plan	CP	O	ES			Internal	CRR	**All**
6/24/CP/E/414	**KPA 6 KFA 24**	Shiplake, Wargrave, Rugby, Heron Gravel to Tar	CP	O	ES					**15**
6/24/CP/E/415	**KPA 6 KFA 24**	Eaton Road to Be Upgraded (Eng91)	CP	O	ES					**15**
6/24/CP/E/417	**KPA 6 KFA 24**	Pedestrian Suspension Bridge - Weir	CP	O	ES					**15**
6/24/CP/E/418	**KPA 6 KFA 24**	Paving of Pavements Along Japlow Street	CP	O	ES					**15**
6/24/CP/E/419	**KPA 6 KFA 24**	Paving of Pavements Along Pretorius Street	CP	O	ES					**15**
6/24/CP/E/420	**KPA 6 KFA 24**	Paving of Pavements Along Iffley Street	CP	O	ES					**15**
6/24/CP/E/421	**KPA 6 KFA 24**	Stormwater Management System: Lakeside	CP	O	ES					**6**
6/24/CP/E/422	**KPA 6 KFA 24**	Gravel to Tar On All Roads	CP	O	ES					**All**
6/24/CP/E/423	**KPA 6 KFA 24**	Tarring of Eye-Of-Africa Service Road	CP	O	ES					**7**
6/24/CP/E/428	**KPA 6 KFA 24**	Paving on Pavements In CBD	CP	O	ES					**9**

6/24/CP/E/429	**KPA 6 KFA 24**	Construction of A Spine Road / Johan Le Roux Intersection - Sicelo		O	ES	**R 10 000 000**				**10**
6/24/CP/E/432	**KPA 6 KFA 24**	Stormwater Management System		O	ES					**10**
6/24/CP/E/434	**KPA 6 KFA 24**	Ophir Estates Gravel to Tar – Ohio Road	CP	O	ES					**11**
6/24/CP/E/359	**KPA KFA 24**	Pierneef road Widening	CP		ES		100% Complete R6 000 000	Internal	Loan	**14**
6/24/CP/E/363	**KPA 6 KFA 24**	Storm water HoK East	CP	O	ES	33% Complete R1 000 000	33% Complete R1 000 000	External	CRR	**15**
6/24/CP/E/	**KPA 6 KFA 24**	Road resurfacing and potholes fixing	CP		ES					**1**
6/24/CP/E/	**KPA 6 KFA 24**	Fixing of Anchovy Road	CP		ES					**1**
6/24/CP/E/	**KPA 6 KFA 24**	Pavements and curb stones on all tared roads	CP		ES					**1**
6/24/CP/E/	**KPA 6 KFA 24**	Upgrade of Road Infrastructure around the solid waste disposal site	CP		ES					**1**
6/24/CP/E/	**KPA 6 KFA 24**	Upgrade of Hefer Street	CP		ES					**2**
6/24/CP/E/	**KPA 6 KFA 24**	Fixing of Potholes in Rothdene and Kookrus	CP		ES					**3**
6/24/CP/E/	**KPA 6 KFA 24**	Upgrading of Viljoen street, View avenue, Dolly and Rabbie avenue	CP		ES					**3**
6/24/CP/E/	**KPA 6 KFA 24**	Erect a Stormwater drainage system on Verwoed Road	CP		ES					**3**
6/24/CP/E/	**KPA 6 KFA 24**	Bicycle lanes in CBD	CP		ES					**9**
6/24/CP/E/	**KPA 6 KFA 24**	Road widening of M61	CP		ES					**12**
6/24/CP/E/	**KPA 6 KFA 24**	Bicycle lanes in Pierneef road	CP		ES					**14**

6/25/CP/E/368	**KPA 6 KFA 25**	Sedibeng Regional Sewer Scheme	CP	O	ES	100% of funded phase complete		External		**All**
6/25/CP/E/370	**KPA 6 KFA 25**	Water Reticulation around Eye of Africa	CP	O	ES		100% Complete R6 500 000	Internal	CRR	**7**
6/25/CP/E/371	**KPA 6 KFA 25**	Bulk Water Risiville/ Uitvlucht/ McKay	CP	O	ES		100% Complete R7 500 000	Internal	CRR	**1 & 2**
6/25/CP/E/372	**KPA 6 KFA 25**	Bulk Sewer Risiville/ Uitvlucht/ McKay	CP	O	ES		100% Complete R25 000 000	Internal	CRR	**2**
6/25/CP/E/373	**KPA 6 KFA 25**	Extension Sewer Lines Henley on Klip	CP	O	ES		100% Complete R10 000 000	Internal	CRR	**15**
6/25/CP/E/374	**KPA 6 KFA 25**	Vaal Marina Bulk Services	CP	O	ES		100% Complete R60 000 000	Internal	CRR	**1**
6/25/CP/E/377	**KPA 6 KFA 25**	Sewer Master Plan	CP	O	ES			External	CRR	**All**
6/25/CP/E/378	**KPA 6 KFA 25**	Tedderfield Water Connection	CP	O	ES			External	CRR	**7**
6/25/CP/E/382	**KPA 6 KFA 25**	Upgrade of Services Ohenimuri	CP	O	ES	100% Complete R25 000 000		External	CRR	**11**
6/25/CP/E/383	**KPA 6 KFA 25**	Upgrade of Services De Deur	CP	O	ES	100% Complete R25 000 000		External	CRR	**11**
6/25/CP/E/441	**KPA 6 KFA 25**	Potable water to settlements in Alewynspoort and Elandsfontein	CP	O	ES					**7**

6/25/CP/E/444	**KPA 6 KFA 25**	Ophir Estates Sewer System (Eng31)	CP	O	ES		**R 50 000 000**			**11**
6/25/CP/E/446	**KPA 6 KFA 25**	Ablution Facilities for Khayelitsha Informal Settlement	CP	O	ES					**12**
6/25/CP/E/447	**KPA 6 KFA 25**	Upgrading Of Water And Sewer Network In Klipwater	CP	O	ES					**12**
6/25/CP/E/	**KPA 6 KFA 25**	Upgrading and Installation of stormwater drainage systems in Vaal Marina	CP		ES					**1**
6/25/CP/E/	**KPA 6 KFA 25**	Emptying of French Drains (Boitumelo and Kayelitsha)	CP		ES					**5 &12**
6/25/CP/E/	**KPA 6 KFA 25**	Public Sanitation facilities in the CBD	CP		ES					**9**
6/25/CP/E/448	**KPA 6 KFA 23, 24, 25**	De Deur Services	CP	O	ES					**11**
6/26/CP/S/	**KPA 6 KFA 26**	Transfer Station	CP	OC	CS	0	0	Internal/ unfunded	MIG	**Various**
6/26/CP/S/	**KPA 6 KFA 26**	Transfer Station: Lakeside Estates	CP	OC	CS	0	0	Internal/ unfunded	MIG	**6**
4/27/CP/F/496	**KPA 6 KFA 27**	Henley On Klip : Pay Point in Area	CP		F			Internal	CRR	**15**
4/27/CP/E/499	**KPA 6 KFA 27**	Multi-Purpose Centre	CP		CS		100% Funding spend	External		**4,11, 12 & 15**
4/27/CP/E/500	**KPA 6 KFA 27**	Pay Point in Area	CP		F			Internal	CRR	**8**
4/27/CP/E/501	**KPA 6 KFA 27**	Pay Point for Pensioners & Rates and Taxes	CP		F			Internal	CRR	**11**
4/27/CP/E/505	**KPA 6 KFA 27**	Skills Development Centre	CP		CS					**11**

2/27/CP/P/291	**KPA 6 KFA 27**	Fence next to Erna Church	CP	O	ES		100% Complete R80 000	Internal	CRR	**14**
6/27/A/P/510	**KPA 6 KFA 27**	Palisade Fence – Bantu Bonke Cemetery	CP		CS					**1**
6/27/A/P/511	**KPA 6 KFA 27**	Youth Development Centre	CP		Midvaal Youth Dev. Forum	1		External	Grant	**1, 4, 8, 10 & 15**
6/27/A/P/514	**KPA 6KFA 27**	Computer Centre at Bantu Bonke School	CP		CS				Unfunded	**1**
6/27/A/P/516	**KPA 6 KFA 27**	Beautify Entrances	P		CS			Internal	Unfunded	**15**
6/27/A/P/517	**KPA 6 KFA 27**	Cutting of Large Trees At 3 Way Stop at Henley Station	P		CS			Internal		**15**
6/27/A/P/529	**KPA 6 KFA 27**	Greening Project / Tree Planting Project	P	OC	CS					**6 & 15**
6/27/A/P/533	**KPA 6 KFA 27**	Library	CP		CS	100% funding spend		External	Unfunded	**7**
6/27/A/P/534	**KPA 6 KFA 27**	Community Hall	CP		ES (EPWP)					**8**
6/27/A/P/535	**KPA 6 KFA 27**	Sports and Recreation Facilities	CP		CS					**1,4, 5,7,8,11, 12 &15**
6/27/A/P/536	**KPA 6 KFA 27**	Library	CP		CS		100% Funding Spend	External	Unfunded	**8**
6/27/A/P/537	**KPA 6 KFA 27**	Sound System for Multi-Purpose Centre			CS					**10**
6/27/A/P/547	**KPA 6 KFA 27**	Library	CP		CS		100% funding spent	External	Unfunded	**12**
6/27/A/P/553	**KPA 6 KFA 27**	Meyerton Sports Club Phase 2 – Palisade & Paving	CP		CS					**14**

6/27/A/P/	**KPA 6 KFA 27**	Cutting of overgrown Trees on road verges and private stands	P		CS					**3**
6/27/A/P/	**KPA 6 KFA 27**	Land for Places of Worship	A		D&P					**8 & 10**
6/27/A/P/	**KPA 6 KFA 27**	Recreational facilities in Meyerton Park	A		CS					**9**
6/27/P/CS/	**KPA 6 KFA 27**	Cut down overgrown trees in Homestead Apple Orchards	P		CS				Seasonal/ Continuous Process	**11**
7/30/A/SS/557	**KPA 7 KFA 30**	Refuse Bins	A		CS		1000000			**6**
7/30/A/SS/559	**KPA 7 KFA 30**	Skip Bins / Refuse Bins	CP		CS		2000000			**8 & 10**
6/30/A/CS/	**KPA 7 KFA 30**	Clear Rubble in Arthur Road in Ohenimuri	A		CS					**11**
8/32/P/D/393	**KPA 8 KFA 32**	Agricultural Project / Small Scale Farming	P		D&P					**6, 11 &12**
8/32/P/SS/394	**KPA 8 KFA 32**	Skills Development Centre	P		CS					**6 & 9**
8/32/P/D/401	**KPA 8 KFA 32**	Skills Development Centre	P		CS					**12**
8/32/CP/D/393	**KPA 8 KFA 32**	Whitehouse Precinct Development	CP		D&P					**8 & 10**
8/32/A/D/391	**KPA 8 KFA 32**	Informal Trading Policy to guide establishment of traders stalls	A	O	D&P			External		**1,4,5,6,7, 8,9,10,11 ,12,13 & 15**
8/32/P/D/392	**KPA 8 KFA 32**	Skills Development Centre	P	IM	D&P ENG/CS					**6,8,10,11**
8/32/CP/D/	**KPA 8 KFA 32**	Allocate communal land for livestock	CP		D&P					**10**
2/9/P/P/	**KPA 2 KFA 9**	Warning signs and Sign visibility	P		CS					**1**
6/25/CP/ES/	**KPA 6 KFA 25**	Upgrade of water pipes	CP		ES					**1**

6/23/CP/ES/	**KPA 6 KFA23**	Electricity Upgrades	CP		ES					**1**
3/14/CP/CS/	**KPA 3 KFA 14**	Library	CP		CS				Unfunded	**1**
6/27/CP/CS/	**KPA 6 KFA 27**	Municipal Court	CP		Corp					**All**
2/9/CP/P	**KPA 2 KFA 9**	Bus Shelter: Meyerton High School	CP		CS					**3**
6/25/CP/ES/	**KPA 6 KFA 25**	Windsor Circle: Water connection and paving	CP		ES					**3**
2/9/CP/P/	**KPA 2 KFA 9**	Street names at Gravel roads	CP		CS					**ALL**
6/27/CP/CS/	**KPA 6 KFA 27**	Maintenance of Rothdene Town Hall	CP		Corp				Continuous	**3**
6/23/A/ES/	**KPA 6 KFA23**	High Mast Lighting at Daleside Train Station	A		ES					**4**
6/23/A/ES/	**KPA 6 KFA23**	High Mast light between Bosduif and Kingfischer in Meyerton Park	A		ES					**5 & 9**
6/25/CP/ES/	**KPA 6 KFA 25**	Reservoir for Daleside Water Supply	CP		ES					**4**
6/27/A/CS/	**KPA 6 KFA 27**	Plastic Benches by the Dam	A		CS				Unfunded	**1**
6/26/CP/S/	**KPA 6 KFA 26**	Transfer Station: Blackwood	CP	OC	CS	0	0	Internal/ unfunded	MIG	**2**
6/24/CP/ES/	**KPA 6 KFA 24**	Stormwater drainage system in Van Eeden street	CP		ES					**2**
6/27/CP/CS/	**KPA 6 KFA 27**	Erection of water sprinklers on all parks	CP		CS				Continuous	**2**
6/27/CP/CS/	**KPA 6 KFA 27**	Revamp of the Park next to the Shopping complex	CP		CS				Unfunded	**2**
6/27/CP/S/	**KPA 6 KFA 27**	Fencing of parks in Risiville	CP		CS				Unfunded	**2**

6/24/CP/ES/	**KPA 6 KFA 24**	Vehicle bridge on ring road giving direct access to Meyerton	CP		ES					**1**
6/30/P/P/	**KPA 2 KFA 9**	Access control at Danie Mclean Park	P		CS					**3**
6/25/P/ES/	**KPA 6 KFA 25**	Upgrade of the sewer pump station	P		ES					**3**
6/25/CP/CS/	**KPA 6 KFA 25**	Phase 2 sewer Network	CP		ES					**6 & 11**
8/32/P/D/	**KPA 8 KFA 32**	Abet Facility In Lakeside estate	P		D&P/CS/ Corp					**6**
6/25/CP/ES/	**KPA 6 KFA 23, 24, 25**	Bulk Services for Extensions 4 and 5	CP		ES					**8**
6/27/CP/CS/	**KPA 6 KFA 27**	Removal of Blue Gum trees in Extensions 4 and 5	CP		CS				UNFUNDED	**8**
3/10/CP/D/	**KPA 3 KFA 10**	Procurement of Private Land for Housing and Community Facilities	CP		D&P					**8**
3/11/CP/CS/	**KPA 3 KFA 11**	Shelter for the community gym	CP		CS				Outdoor gym provided. No shelter needed	**10**
6/24/CP/ES/	**KPA 6 KFA 24**	Nyala Street storm water system	CP		ES					**10**
3/11/CP/CS/	**KPA 3 KFA 11**	Swings and play equipment for the Sicelo Multipurpose centre	CP		CS				Unfunded	**10**
8/33/CP/D/	**KPA 8 KFA 33**	Inclusion to the Urban Development Boundary	CP		D&P					**5 & 12**
6/25/CP/ES/	**KPA 6 KFA 25**	Upgrade the sewer and water line	CP		ES					**13**
6/24/CP/ES/	**KPA 6 KFA 24**	Upgrade the stormwater drainage network	CP		ES					**13**
6/24/CP/ES/	**KPA 6 KFA 24**	Water use licence for Upgrade of Eisenhower Bridge	CP		ES	R 400 000				**12**

6/24/CP/ES/	**KPA 6 KFA 24**	Upgrade Eisenhower Bridge	CP		ES	R 6 000 000				**12**
6/25/CP/E/	**KPA 6 KFA 25**	Extension of waterborne sewer	CP	O	ES					**All**
6/25/CP/E/	**KPA 6 KFA 25**	Additional reservoir to service Eye of Africa and surrounds	CP	O	ES					**7 & 12**
6/25/CP/E/	**KPA 6 KFA 25**	Water Treatment Works for the Northern Portion of Midvaal (including all bulk and link services)	CP	O	ES					**4,5,7 & 12**
6/25/CP/E/	**KPA 6 KFA 25**	Bulk water supply	CP	O	ES					**4,5,7 & 12**
5/22/CP/CS/	**KPA 5 KFA 22**	Wheelie Bins	cp	o	CS					**4**
6/25/CP/E/	**KPA 6 KFA 24**	Access Roads	CP	O	ES					**4,5,7 & 12**
6/25/CP/E/	**KPA 6 KFA 24**	Broadening of View Avenue-Rothdene	CP	O	ES					**3**
3/8/CP/CS/	**KPA3 KFA 8**	Sport Centre/ Facilities on stand locations also owned by the Municipality in Savanna City	CP		CS					**11**
3/8/CP/CS/	**KPA3 KFA 9**	Library on Municipal owned stands in Savanna City	CP		CS				DAC	**11**
7/24/CP/CS	**KPA 7 KFA 24**	Skip Waste disposal sites "Transfer stations" on Municipal owned stands in Savanna City	CP		CS				MIG	**11**
8/21/CP/CS	**KPA 8 KFA 21**	Local Cemeteries in Savanna City	CP		CS				MLM / Dev	**11**
3/7/CP/CS	**KPA 3 KFA 7**	New Parks and landscaping projects on municipal stands in Savanna City	CP		CS				MLM / Dev	**11**
6/17/CP/ES	**KPA 6 KFA 17**	Street light/area lights for FSH in Savanna City	CP		ES				MIG	**11**

6/21/CP/CS	**KPA 6 KFA 21**	Taxi ranks in Savanna City	CP		CS				MIG	**11**
6/21/CP/CS	**KPA 6 KFA 21**	Formal trading facilities in Savanna City	CP		CS				MIG	**11**
6/17/CP/ES	**KPA 6 KFA 17**	Bulk Electricity for subsidised housing in Savanna City	CP		ES				MIG & DOE	**11**
6/17/CP/ES	**KPA 6 KFA 17**	Electrification of FSH in Savanna City	CP		ES				DOE	**11**
6/21/CP/CS	**KPA 6 KFA 17**	Municipal offices/Depot for Engineering and Community services on Municipal owned stands in Savanna City	CP		Corp				MLM	**11**
2/6/CP/CS/	**KPA2 KFA6**	Fire station on Municipal owned stand in Savanna City	CP		CS				MIG	**11**
3/7/CP/CS	**KPA 3 KFA 7**	Need for Sports facilities, community hall, creche, shops, cemetery in Mammelo.	CP		CS					**1**
8/25/CP/D/	**KPA 8 KFA 25**	Create a tourism hub around the Vaal dam	P		D&P					**1**
7/22/CP/ES	**KPA 7 KFA 22**	Water Pressure to be addressed	CP		ES					**1**
7/24/A/CS	**KPA 7 KFA 24**	Refuse Removal to be addresses in Mamello	A		CS					**1**
6/17/CP/ES	**KPA 6 KFA 17**	Apollo lights required in informal settlements	CP		ES					**1**
6/19/CP/ES	**KPA 6 KFA 19**	Baracuda Street requires maintenance	CP		ES					**1**
6/19/CP/ES	**KPA 6 KFA 19**	A Midvaal water connection with prepaid meters	CP		ES					**2**
7/24/CP/ES	**KPA 7 KFA 24**	Curb electricity outages and install prepaid metres in Glen Donald	CP		ES					**2**

6/18/CP/ES	**KPA 6 KFA 18**	Drainage to be addressed on Van Eerden Road. Speed bumps/Cat eyes/Chevron to be installed on Donald Road. Traffic calming and repaint all roads. Grading of roads in Glen Donald	CP		ES					**2**
8/26/CP/D/	**KPA 8 KFA 26**	Parks to be sold for town house development. Henry Street park to be upgraded.	A		D&P					**2**
7/24/CP/CS	**KPA 7 KFA 24**	Need for skip bins in Risiville	CP		CS					**2**
6/18/CP/ES	**KPA 6 KFA 18**	List of roads provided to be tarred/ graded/ resurfaced/ resealed. The 800m track at the Windsor Circle must be graded and paved	CP		ES					**3**
6/17/CP/ES	**KPA 6 KFA 17**	Street Light required in Kookrus Cemetery, Gustav Preller Street 100 and Eben Donges 23, Kookrus	CP		ES					**3**
7/21/CP/CS	**KPA 7 KFA 21**	Need for a Multipurpose centre, Library and Park. Upgrades and maintenance to Danie, McLean Park, Rothdene Town Hall and Windor Circle.	CP		CS					**3**
6/18/CP/ES	**KPA 6 KFA 18**	Bus shelter for Meyerton High School pupils while waiting for their bus	CP		ES					**3**
7/21/CP/CS	**KPA 7 KFA 21**	Multi-purpose centre requested for Daleside. Maintenance of sports fields in Boitumelo and Makokeng. Grass cutting to be attended to.	CP		CS					**4**
6/17/CP/ES	**KPA6 KFA 17**	High mast lights requested for the Industrial area. More street lights and maintenance on existing street lights.	CP		ES					**4**
6/18/CP/ES	**KPA 6 KFA 18**	Mossie and Vlei Loerie street to be tarred as well as other roads. Trenches required.	CP		ES					**4**
7/24/CP/CS	**KPA 7 KFA 24**	Request for skip bins in Daleside	CP		CS					**4**

6/19/CP/ES	**KPA 6 KFA 19**	Sewer Connection and more toilets requested for Boitumelo.	CP		ES					**4**
6/18/CP/ES	**KPA 6 KFA 18**	Gravel to tar for Blouvalk, Highbury	CP		ES					**5**
6/18/CP/ES	**KPA 6 KFA 18**	Resealing of Tintinkie street, Meyerton Park.	CP		ES					**5**
6/18/CP/ES	**KPA 6 KFA 18**	Repairs to road edges and widening of Malcolm Street, Valley Settlements	CP		ES					**5**
3/7/CP/CS	**KPA 3 KFA 7**	Outdoor gym and soccer field, Meyerton Park	CP		CS					**5**
6/19/CP/ES	**KPA 6 KFA 19**	Sewer extension/ installation in industrial area between railway line and highway in the ward	CP		ES					**5**
6/18/CP/ES	**KPA 6 KFA 18**	St Andrews Road to be tarred and to include storm water and a pedestrian walkway. Paving to be address. Address potholes, stop signs and road markings on Mfula Boulevard.	CP		ES					**6**
7/21/CP/CS	**KPA 7 KFA 21**	Land to be identified for EDC. Maintenance to multipurpose centre	CP		CS					**6**
7/24/CP/CS	**KPA 7 KFA 24**	Bins for every house. Need for a dumpsite	CP		CS					**6**
6/17/CP/ES	**KPA 6 KFA 17**	Solar Geysers for houses. Fix high mast lights	CP		ES					**6**
6/19/CP/ES	**KPA 6 KFA 19**	Sewer needs upgrading. Major water leaks	CP		ES					**6**
6/18/CP/ES	**KPA 6 KFA 18**	Storm water to be addressed on Bronk Lane/ Eeufees, Patton Palace/R82 Harrtz Valley. Roads to be addressed - Barn Rd, Dursots Rd, Montgomery Rd. All roads in Elandsfontein in bad condition to be addressed (gravel)	CP		ES					**7**

6/17/CP/ES	**KPA 6 KFA 17**	Streetlights required at all major intersections. Mainly Cnr 4th and Old Main Road (Spar 4-way)	CP		ES					**7**
7/21/CP/CS	**KPA 7 KFA 21**	Need for a Media centre/Library, Sports fields/parks, Community Creche/ ECD	CP		CS					**7**
6/19/CP/ES	**KPA 6 KFA 19**	Infrastructure upgrade, Tedderfield water pressure	CP		ES					**7**
6/17/CP/ES	**KPA 6 KFA 17**	Electrification of the informal Settlements. High Mast Lights	CP		ES					**8**
7/24/CP/CS	**KPA 7 KFA 24**	Clearing of illegal dumping. Promote buy-back programmes. Erect Skip bins on dump sites.	CP		CS					**8**
6/19/CP/ES	**KPA 6 KFA 19**	Upgrade sanitation in informal settlements	CP		ES					**8**
6/18/CP/ES	**KPA 6 KFA 18**	Attention to be given to Hoy, Railway and Gawie Venter Street. Pedestrian crossings at Johan le Roux and Morris Street. Yield signs at pedestrian crossing on Loch street. Kerbing Required. Stormwater channel on Railway Road to be maintained. Walkway on railway bridge on Johan Le Roux	CP		ES					**9**
7/23/CP/ES	**KPA 7 KFA 23**	Attend to illegal electrical connections on Okapi Street . Address lighting on Lily and Morris road. To Ratzker road. Apollo lights requires at MJ Malia Road Bridge	CP		ES					**9**
7/21/CP/CS	**KPA 7 KFA 21**	Shortage of Parks in Meyerton Farms. Youth facilities required. Bushes on private property need to be address for safety. Indigent registration process is too long. Informal dweller in Blue gum plantation to be addressed.	CP		CS					**9**

7/24/P/CS	**KPA 7 KFA 24**	Illegal dumping to be addressed on East end Pelikaan, Open land in Meyerton Farms, Langkuilspruit next to R59, Southern end Morris street.	P		CS					**9**
6/19/CP/ES	**KPA 6 KFA 19**	Request for pre-paid water meters.	CP		ES					**9**
6/18/CP/ES	**KPA 6 KFA 18**	Address potholes, road marking, street signage and speed humps.	CP		ES					**10**
6/17/CP/ES	**KPA 6 KFA 17**	Upgrade electrical transformer	CP		ES					**10**
7/22/CP/ES	**KPA 7 KFA 22**	Address water leaks in houses	CP		ES					**10**
7/24/CP/CS	**KPA 7 KFA 24**	Installation of big bins	CP		CS					**10**
8/26/CP/D/	**KPA 8 KFA 26**	Shopping centre	CP		D&P					**10**
6/17/CP/ES	**KPA 6 KFA 17**	Request for more lighting to curb criminal activities.	CP		ES					**11**
6/18/CP/ES	**KPA 6 KFA 18**	Roads to be tarred in De Deur - Kraal Road	CP		ES					**11**
6/19/CP/ES	**KPA 6 KFA 19**	Request for sewer in De Deur and upgrade of sewer in Ohenimuri	CP		ES					**11**
6/19/CP/ES	**KPA 6 KFA 19**	Water meter upgrade requested to read correct readings	CP		ES					**11**
7/21/CP/CS	**KPA 7 KFA 21**	Multi-purpose centre, old age home, parks and recreation centre requested for De Deur	CP		CS					**11**
7/22/CP/ES	**KPA 7 KFA 22**	Water issues in Blue Saddle Ranch to be addressed. Water to be delivered on time to informal settlements. Klipwater reticulation to be upgraded.	CP		ES					**12**
6/19/CP/ES	**KPA 6 KFA 19**	Klipwater reticulation to be upgraded. Eco Toilets to be cleaned every 3 months	CP		ES					**12**

6/17/CP/ES	**KPA 6 KFA 17**	High mast lights for Peil's Farms and Khayelitsha. Solar lighting to be explored	CP		ES					**12**
6/18/CP/ES	**KPA 6 KFA 18**	Grading of gravel roads. Wellington and River road needs to be upgrading	CP		ES					**12**
6/18/CP/ES	**KPA 6 KFA 18**	Roads to be tarred/graded. More 4-ways for access to Jim Fouche Road	CP		ES					**13**
7/23/CP/ES	**KPA 7 KFA 23**	Numerous power outages	CP		ES					**13**
6/18/CP/ES	**KPA 6 KFA 18**	Akker street flooding of sewage in rainy season	CP		ES					**13**
7/21/CP/CS	**KPA 7 KFA 21**	Need for social facilities such as a community hall, parks, a library.	CP		CS					**13**
6/18/CP/ES	**KPA 6 KFA 18**	Provision for parking/drop off area for Dr Malan School	CP		ES					**14**
3/7/CP/CS	**KPA 3 KFA 7**	Replacement of equipment at the play parks.	CP		CS					**14**
3/7/CP/CS	**KPA 3 KFA 7**	Fence around the golf course	CP		CS					**14**
6/18/CP/ES	**KPA 6 KFA 18**	Provision for a cyclist/pedestrian path along Pierneef Boulevard.	CP		ES					**14**
3/7/CP/CS	**KPA 3 KFA 7**	Upgrade to Meyerton Sports club	CP		CS					**14**
6/19/CP/ES	**KPA 6 KFA 19**	Sewer Connection	CP		ES					**15**
6/17/CP/ES	**KPA 6 KFA 17**	Street Lights	CP		ES					**15**
6/18/CP/ES	**KPA 6 KFA 18**	Traffic calming	CP		ES					**15**
3/7/CP/CS	**KPA 3 KFA 7**	Recreation in Henley on Klip	CP		CS					**15**

ANNEXURE A:
LIST OF UNFUNDED PROJECTS

ANNEXURE A3:
PROVINCIAL DEPARTMENT'S PROJECTS

Annexure A: Unfunded Projects

ID/Ref Nr.	Key Focus Area (KFA)	Description of Capital Projects, Programmes and Activities	Capital Projects (CP), Programmes (P) and Activities (A)	Type of Indicator (Input (I), Output (O), Outcome (OC), Impact (IM))	Department	Targets		Delivery :	Funding Source	Ward
						17/18	18/19	Internal / External		
2/9/P/P/290	**KPA 2 KFA 9**	Satellite Police Stations	A	O	SAPS			External		**5, 7, 8**
2/9/P/ES/275	**KPA 2 KFA 9**	Traffic Lights at Walkerville And Eikenhof Intersections	CP	O	GAUTRANS			External	CRR	**7**
3/10/CP/D/395	**KPA 3 KFA 10**	General Housing Project	CP	O	DHS					**4,7,8 ,10 & 12**
6/24/CP/E/433	**KPA 6 KFA 24**	Pedestrian Bridge Over R 59		O	GAUTRANS					**10**
6/24/CP/E/437	**KPA 6 KFA 24**	R550 Bridge Over the R59 To Be Upgraded	CP	O	GAUTRANS					**12**
4/27/CP/E/497	**KPA 6 KFA 27**	Primary and Secondary Schools	CP		Dept of Educ.					**1, 4 , 6, 7, 8, 10 &12**
4/27/CP/E/498	**KPA 6 KFA 27**	Clinic	CP		Dept of Health					**1,4, 6, 7,8,10, 12, 13 & 15**
4/27/CP/E/502	**KPA 6 KFA 27**	Disability Centre	CP		GDSD					**6, 11 & 12**
4/27/CP/E/503	**KPA 6 KFA 27**	Formal Taxirank In De Deur	CP		SDM					**11**
4/27/CP/E/504	**KPA 6 KFA 27**	Ohenimuri Multi-Purpose Centre	CP		SRAC					**11**
4/27/CP/E/507	**KPA 6 KFA 27**	Buyscelia Or Boltonwold : Clinic / Day Clinic	CP		Dept of Health		100% completed			**4**

6/27/P/P/388	**KPA 6 KFA 27**	Formalized Taxi Rank and Formal Bus & Taxi Shelters	P		SDM			External	Sedibeng	**4,6, 7, 9, 10, 12 & 15**
6/27/A/P/515	**KPA 6 KFA 27**	Street Telephone Booths	CP		Telkom					**1**
6/27/A/P/520	**KPA 6 KFA 27**	Train Station at Lakeside to Be Upgraded	CP		PRASA					**6**
6/27/A/P/521	**KPA 6 KFA 27**	Fencing of Railway at Lakeside	CP		PRASA					**6**
6/27/A/P/522	**KPA 6 KFA 27**	Lakeside - Pedestrian Bridge Over Railway	CP		PRASA					**6**
6/27/A/P/524	**KPA 6 KFA 27**	Old Age Homes	CP		GDSD	1		External	DSD	**6, 7,8, 11, 12, 10 & 14**
6/27/A/P/526	**KPA 6 KFA 27**	Pension Service Point	CP		GDSD					**6**
6/27/A/P/541	**KPA 6 KFA 27**	Post Office	CP		SA Post Office					**12**
6/27/A/P/543	**KPA 6 KFA 27**	Upgrade Magistrate Court to Multi-Purpose Centre/Community Hall	CP		D P W		100% Budget spent	External	MIG/DAC	**12**
8/32/P/D/397	**KPA 8 KFA 32**	Small Scale Agricultural Project			GDARD					**10**
8/32/P/D/400	**KPA 8 KFA 32**	Agricultural School	P		Dept of Educ.					**12**
4/17/CP/CS/	**KPA 4 KFA 17**	Broadband	CP		Telkom					**All**
6/27/A/P/540	**KPA 6 KFA 27**	Upgrade Meyerton Taxi Rank	CP		SDM					**9**
3/8/	**KPA 3 KFA 8**	MPC and Health facility hub on Municipal owned stands in Savanna City	CP		Dept of Health				MIG	**11**
3/9/	**KPA 3 KFA 9**	Health facilities on Municipal/Developer owned stands in Savanna City	CP		Dept of Health				MIG	**11**
2/5/	**KPA 2 KFA 5**	Local SAPS satellite stations or permanent on Savanna City	A		SAPS				MIG	**11**

8/26 **8/26**	**KPA 8** **KFA 26**	Need for affordable Housing for aged and young families	CP		DHS			External		7
8/26	**KPA 8** **KFA 26**	Land for serviced stands. Reduce red tape for Dept of Human Settlement projects	CP		DHS			External		8
8/26	**KPA 8** **KFA 26**	Land, RDP and Bonded housing required for the greater Kliprivier, Zwartkopjes, Driefontein and Drumblade areas.	CP		DHS			External		12
2/5	**KPA 2** **KFA 5**	Kookrus Clinic too small to accommodate all the patients from other wards e.g. Ward 1. An additional clinic with a dental department and maternity facility for emergencies will benefit the different communities	CP		Dept of Health			External		3

ANNEXURE B:

MIDVAAL 2020/2021 SPATIAL DEVELOPMENT FRAMEWORK

MIDVAAL
LOCAL MUNICIPALITY

SPATIAL DEVELOPMENT FRAMEWORK 2020 - 2021

FINAL REPORT

MAY 2020

LEGAL AND POLICY CONTEXT

This document comprises the 2020-2021 Midvaal Spatial Development Framework which was reviewed as part of the 2020/2021 Midvaal IDP review process in terms of the provisions of the Municipal Systems Act. The Midvaal Spatial Development Framework was also compiled to comply with the content requirements for a Municipal Spatial Development Framework as defined in Section 21 (a) to (p) of the Spatial Planning and Land Use Management Act, Act 16 of 2013 (SPLUMA).

The Midvaal SDF should also be read (where applicable) in conjunction with the following development policies and more detailed local/ precinct plans for specific areas within the municipal area or any other policy as approved by Council

- Vaal Dam/ Vaal Marina Development Guidelines
- Accommodation Policy
- Midvaal Nodal Policy Review 2020
- Midvaal Density Policy
- Midvaal Economic Analysis
- Midvaal Migration Plan
- Strategic Development Plan for R59 Corridor
- R59 Urban Design Framework
- De Deur Precinct Plan
- Walkerville Precinct Plan
- Doornkuil Precinct Plan
- Tedderfield Precinct Plan
- Elandsfontein Precinct Plan
- Sicelo Precinct Plan
- Central Business District Precinct Plan
- Waterval Precinct Plan
- Agricultural Policy
- Division of Land Policy
- Midvaal Environmental Management Framework
- Telecommunication Mast Policy
- Human Settlement Plan
- Local Economic Development Strategy
- CBD Urban Design Framework 2020

SITUATIONAL ANALYSIS KEY FEATURES

The following is a summary of some of the key features and structuring elements identified from the situational analysis

- The study area has strong regional linkages to major economic cores like Johannesburg, Ekurhuleni and the Vereeniging-Vanderbijlpark complex. These include routes R59 and R82, and the Vereeniging-Germiston railway line.
- Midvaal is predominantly rural, with urban development predominantly consolidated along routes R59 and R82 in the north-western parts of the municipal area.
- Meyerton is the highest order town in the area with a relatively large business and residential component. Smaller settlements and agricultural holdings in the surrounds act as service centres to the surrounding local communities.
- The local population is relatively well educated, and unemployment levels are low compared with adjacent municipalities within the district as well as provincial and national averages.
- The strongest economic drivers in Midvaal are Manufacturing (29.5%), Financial and Business Services (18.5%), Trade (14.5%), and General Government Services (9.4%). There are indications that the Manufacturing sector is declining; there is thus a need to diversify the Midvaal economy.
- The urban areas and agricultural holdings exhibit the highest population growth rates.
- The official backlog with regards to informal settlements and backyard units (according to Census 2011) was determined to be 5546.
- The population is projected to grow between 3288 and 4681 people per annum for the next six (6) years. The related projected household growth is between 1034 and 1472 housing units per annum.
- The total housing supply of existing housing projects is calculated at 23 825 units comprising 8858 middle- and high-income units and 14 994 subsidised units which is sufficient to meet current and projected demand beyond the year 2020.

SPATIAL DEVELOPMENT FRAMEWORK

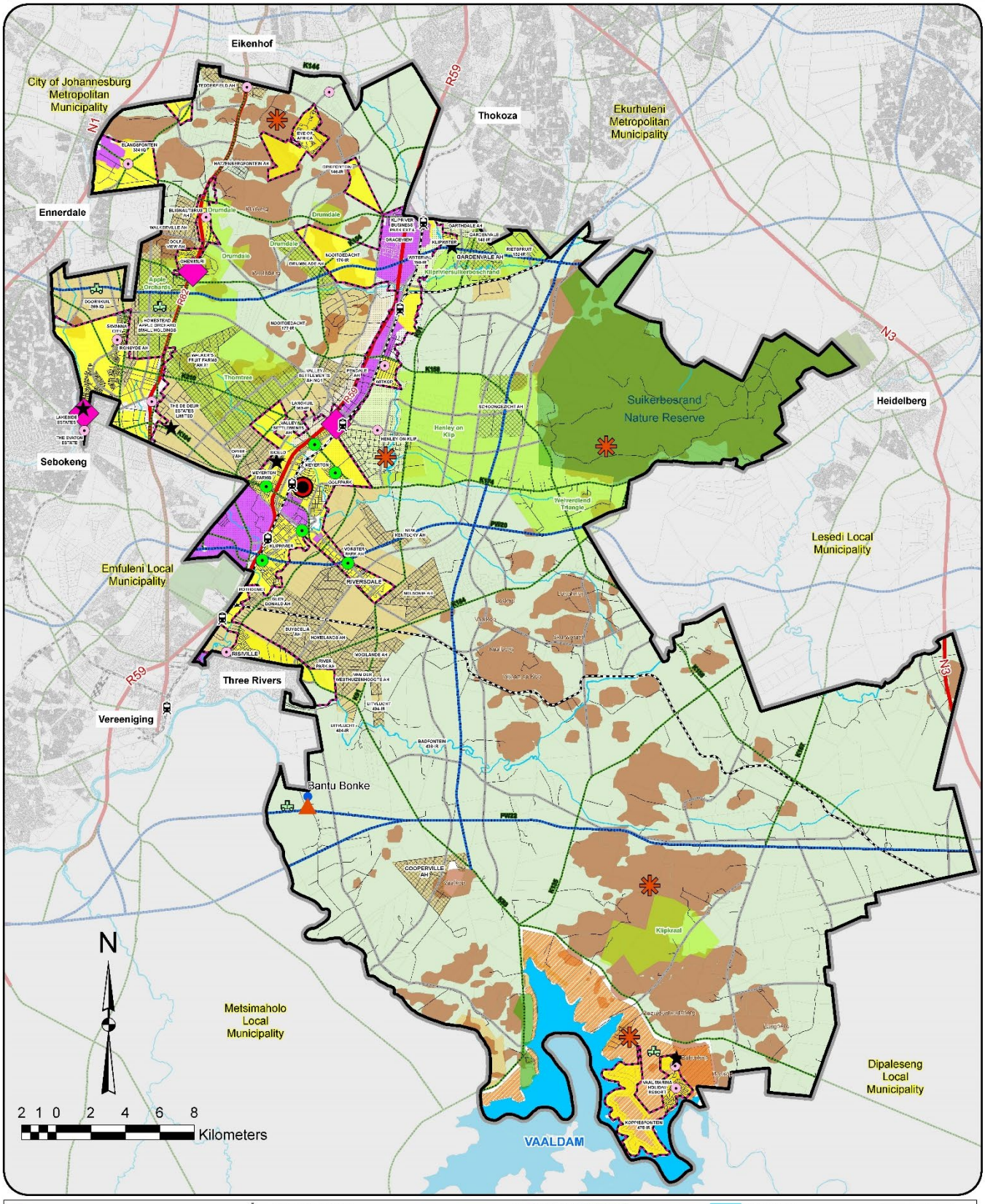
The Midvaal SDF (see Composite Map overleaf) is based on a number of Development Principles associated with the various functional and structuring elements identified

within the Midvaal area. These Principles form the individual layers which the SDF comprises, and these are incrementally consolidated to form one Integrated Spatial Development Framework for the Midvaal area.

The ten Development Principles (and associated themes) are summarised below

Development Principle		Definition
1	**Environmental Management**	To protect and actively manage the natural environmental resources in the Midvaal Municipal Area in order to ensure a sustainable equilibrium between agricultural, tourism, industrial/ manufacturing and mining activities, as well as urbanisation pressures in the area.
2	**Agricultural Production**	To facilitate and enhance agricultural production in the municipal area by actively protecting all land earmarked for agricultural purposes, and to target agricultural holdings for innovative small scale farming and agro processing.
3	**Tourism Promotion**	To promote tourism development through the active utilization of tourism resources available like the Vaal Dam, the Ridges Precincts, and the Nature Reserves in the area.
4	**Corridor Development**	To pro-actively plan, design and facilitate the establishment of a Development Corridor along the R59 freeway.
5	**Nodal Development**	To facilitate the development of a hierarchy of sustainable Activity Nodes in partnership with stakeholders to ensure equitable access to social infrastructure, and to promote Local Economic Development in the urban and rural parts of the municipality.
6	**Movement Network**	To capitalise on the strategic location of the municipality by way of regional and provincial linkages, and to establish an internal movement network comprising a hierarchy of roads which include a comprehensive public transport network and services.
7	**Industrial, Commercial, Mining Activity**	To promote the development of a diverse range of industrial, commercial and mining activities in the Midvaal area through partnerships with the private sector, and with specific focus along the R59 Corridor and at the designated nodal points.
8	**Human Settlement Development**	To provide for a wide range of bonded and subsidised housing typologies and tenure alternatives within clearly defined Strategic Development Areas, and to continuously manage residential densification by way of the Midvaal Density Policy.
9	**Compact City**	To delineate an Urban Development Boundary to encourage consolidated urban development and to protect high potential agricultural land and sensitive environments
10	**Targeted Engineering Infrastructure Investment:**	To prioritise the bulk of short to medium term upgrading/provision of engineering services to nodal areas within the Urban Development Boundary.

MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
Composite Map 2020 - 2021



KEY PERFORMANCE AREA ALIGNMENT

The MLM Performance Framework is composed of Key Performance Areas (KPA's) which are the areas of focus required for the Municipality to achieve its strategic objectives. MLM has developed eight KPA's, the definitions of which are presented below:

KPA	Definition
KPA 1 Good Governance and Public Participation	To promote increased participation and improved communication with all key internal and external stakeholders.
KPA 2 Safety and Environment	To create a sustainable environment safe from harm.
KPA 3 Social and Community	To create and environment focused on uplifting the youth, the poor and the most vulnerable.
KPA 4 Institutional Transformation	To transform and align the people, processes and systems of the municipality to achieve its objectives.
KPA 5 Financial Sustainability	To improve the financial sustainability and capacity of the municipality, whilst adhering to statutory requirements.
KPA 6 Physical Infrastructure and Energy Efficiency	To ensure efficient infrastructure and energy supply that will improve the quality of life of the community.
KPA 7 Services and Customer Care	To deliver inclusive and excellent services to the community.
KPA 8 Economic Growth and Development	To facilitate sustainable economic empowerment for all communities within Midvaal and through the development of partnerships and innovation.

The SDF review process seeks to align with the KPA's (where possible) and specifically contributes to achieving the following:

Sustainable Environment

All critical and high biodiversity areas and high potential agricultural land are protected from urbanisation by way of the implementation of an urban development boundary.

Social and Community Development

Nodal points have been identified at optional locations for the provision of social facilities and services which would enhance the livelihood of vulnerable communities. Priority areas have also been identified for the delivery of housing to these communities and the road network is designed to ensure easy access to services and job opportunities.

Financial Sustainability

The urban development boundary demarcates priority areas where urban development will be accommodated over the next few years. This ensures that all land within the boundary is optimally utilised through processes of infill development and densification which also makes the provision of engineering services more cost efficient. This will enhance the capacity of the MLM to provide services in priority areas (Spatial Targeting).

Infrastructure and Energy Efficiency

The Urban Development Boundary is a Growth Management Tool which assists the municipality in providing infrastructure in an efficient way (incremental upgrading and expansion).

Economic Growth and Development

The Midvaal SDF identified a number of Development Nodes and the R59 Development Corridor which will form the backbone to future economic development in the municipal area.

Precinct Plans for the priority nodes and the R59 Development Corridor indicated optimum sites for future Business, Commercial and Industrial development in close proximity to all major residential areas in the MLM.

The MLM SDF also identified the preferred location for future Agri-Hub development (to provide more residents access to the formal economy), and all high potential agricultural land is reserved for exclusive agricultural use.

Several strategically located areas for enhanced tourism development have also been identified.

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List of Acronyms	
CBD	Central Business District
CIF	Capital Investment Framework
COGTA	Department of Cooperate Governance and Traditional Affairs
CRDP	Comprehensive Rural Development Programme
DIDS	District Industrial Development Strategy
DITP	District Integrated Transport Plan
DM	District Municipality
DMA	Department of Mineral Affairs
DRDLR	Department of Rural Development and Land Reform
DTI	Department of Trade and Industry
EMF	Environmental Management Framework
EMP	Environmental Management Plan
EPWP	Expanded Public Works Programme
ESKOM	Electricity Supply Commission (ESCOM)
GDP	Gross Domestic Product
GDRP	Gross Domestic Regional Product
GLA	Gross Leasable Area
GVA	Gross Value Added
ICC	International Convention Centre
IDP	Integrated Development Plan
IGR	Inter Government Relations
KM	Kilometers
LED	Local Economic Development
LM	Local Municipality
LSDF	Local Spatial Development Framework

LUMS	Land Use Management Systems
MLL	Minimum Living Level
MLM	Midvaal Local Municipality
MPCC	Multi-Purpose Community Centre
MSA	Municipal System Act
NATMAP	National Transportation Master Plan
NDP	National Development Plan
NR	Nature Reserve
NSDP	National Spatial Development Perspective
PGDS	Provincial Growth and Development Strategy
RDP	Rural Development Programme
RIDS	Regional Industrial Development Strategy
SANRAL	South African National Road Agency
SARCC	South African Rail Commuter Corporation
SDF	Spatial Development Framework
SMME	Small Medium and Micro Enterprises
SPLUMA	Spatial Planning and Land Use Management Act
WMAs	Water Management Areas
WWTWs	Waste Water Treatment Works

Review of the Midvaal Local Municipality Spatial Development Framework (SDF)

1. Introduction

1.1 Background

In terms of Chapter 5 of the Municipal Systems Act which was promulgated in 2000, each local authority in South Africa is required to compile an Integrated Development Plan for its area of jurisdiction. In Section 26 of the Municipal Systems Act it is furthermore stated that the core components of an Integrated Development Plan are the following:

a) the **municipal council's vision** for the long-term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;
b) an **assessment of the existing level of development** in the municipality, which must include an identification of communities which do not have access to basic municipal services;
c) the **council's development priorities and objectives** for its elected term, including its local economic development aims and its internal transformation needs;
d) the **council's development strategies** which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
e) a **spatial development framework** which must include the provision of basic guidelines for a land use management system for the municipality;
f) the **council's operational strategies**;
g) applicable **disaster management plans**;
h) a **financial plan**, which must include a budget projection for at least the next three years; and
i) the **key performance indicators and performance targets** determined.

1.2 SPLUMA Principles

The Spatial Planning and Land Use Management Act (2013) puts forward principles to influence spatial planning, land use management and land development. It also

provides for national and regional land use frameworks as well as provincial and municipal frameworks, implying that a package of plans will be undertaken from national to municipal level to direct land use management, while providing for uniform regulation of land use management.

The general principles endorsed by Section 7 of SPLUMA is that spatial planning, land use management and land development must promote and enhance Spatial Justice, Spatial Sustainability; Efficiency; Spatial Resilience, and Good Administration as summarised below:

SPLUMA Development Principles
(a) the principle of spatial justice, whereby
(i) past spatial and other development imbalances must be redressed through improved access to and use of land; (ii) spatial development frameworks and policies at all spheres of government must address the inclusion of persons and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterised by widespread poverty and 10 deprivation; (iii) spatial planning mechanisms, including land use schemes, must incorporate provisions that enable redress in access to land by disadvantaged communities and persons; (iv) land use management systems must include all areas of a municipality and specifically include provisions that are flexible and appropriate for the management of disadvantaged areas, informal settlements and former homeland areas; (v) land development procedures must include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and (vi) a Municipal Planning Tribunal considering an application before it, may not be impeded or restricted in the exercise of its discretion solely on the ground that the value of land or property is affected by the outcome of the application;
(b) the principle of spatial sustainability, whereby spatial planning and land use management systems must
(i) promote land development that is within the fiscal, institutional and administrative means of the Republic; (ii) ensure that special consideration is given to the protection of prime and unique agricultural land; (iii) uphold consistency of land use measures in accordance with environmental management instruments; (iv) promote and stimulate the effective and equitable functioning of land markets; (v) consider all current and future costs to all parties for the provision of infrastructure and social services in land developments; (vi) promote land development in locations that are sustainable and limit urban sprawl; and (vii) result in communities that are viable;
(c) the principle of efficiency, whereby
(i) land development optimises the use of existing resources and infrastructure; (ii) decision-making procedures are designed to minimise negative financial, social, economic or environmental impacts; and (iii) development application procedures are efficient and streamlined and timeframes are adhered to by all parties;

(d) the principle of spatial resilience, whereby
flexibility in spatial plans, policies and land use management systems are accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks; and
(e) the principle of good administration, whereby
(i) all spheres of government ensure an integrated approach to land use and land development that is guided by the spatial planning and land use management systems as embodied in this Act; (ii) all government departments must provide their sector inputs and comply with any other prescribed requirements during the preparation or amendment of spatial development frameworks; (iii) the requirements of any law relating to land development and land use are met timeously; (iv) the preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications, include transparent processes of public participation that afford all parties the opportunity to provide inputs on matters affecting them; and (v) policies, legislation and procedures must be clearly set in order to inform and empower members of the public.

1.3 Preparation and Contents of SDF

Section 20 & 21 of SPLUMA stipulates the preparation and minimum content of a Municipal Spatial Development Framework as follows:

Preparation of Municipal Spatial Development Framework
1) The Municipal Council of a municipality must by notice in the Provincial Gazette adopt a municipal spatial development framework for the municipality. 2) The municipal spatial development framework must be prepared as part of a municipality's integrated development plan in accordance with the provisions of the Municipal Systems Act. 3) Before adopting the municipal spatial development framework contemplated in subsection (1) and any proposed amendments to the municipal spatial development framework, the Municipal Council must— *(a)* give notice of the proposed municipal spatial development framework in the Gazette and the media; *(b)* invite the public to submit written representations in respect of the proposed municipal spatial development framework to the Municipal Council within 60 days after the publication of the notice referred to in paragraph (a); and *(c)* consider all representations received in respect of the proposed municipal spatial development framework.
Content of Municipal Spatial Development Framework
(a) give effect to the development principles and applicable norms and standards set out in Chapter 2; *(b)* include a written and spatial representation of a five-year spatial development plan for the spatial form of the municipality; *(c)* include a longer term spatial development vision statement for the municipal area which indicates a desired spatial growth and development pattern for the next 10 to 20 years; *(d)* identify current and future significant structuring and restructuring elements of the spatial form of the municipality, including development corridors, activity spines and economic nodes where public and private investment will be prioritised and facilitated; *(e)* include population growth estimates for the next five years; *(f)* include estimates of the demand for housing units across different socio- economic

categories and the planned location and density of future housing developments;
(g) include estimates of economic activity and employment trends and locations in the municipal area for the next five years;
(h) identify, quantify and provide location requirements of engineering infrastructure and services provision for existing and future development needs for the next five years;
(i) identify the designated areas where a national or provincial inclusionary housing policy may be applicable;
(j) include a strategic assessment of the environmental pressures and opportunities within the municipal area, including the spatial location of environmental sensitivities, high potential agricultural land and coastal access strips, where applicable;
(k) identify the designation of areas in the municipality where incremental upgrading approaches to development and regulation will be applicable;
(l) identify the designation of areas in which—
(i) more detailed local plans must be developed; and
(ii) shortened land use development procedures may be applicable and land use schemes may be so amended;
(m) provide the spatial expression of the coordination, alignment and integration of sectoral policies of all municipal departments;
(n) determine a capital expenditure framework for the municipality's development programmes, depicted spatially;
(o) determine the purpose, desired impact and structure of the land use management scheme to apply in that municipal area; and
(p) include an implementation plan comprising of—
(i) sectoral requirements, including budgets and resources for implementation;
(ii) necessary amendments to a land use scheme;
(iii) specification of institutional arrangements necessary for implementation;
(iv) specification of implementation targets, including dates and monitoring indicators; and
(v) specification, where necessary, of any arrangements for partnerships in the implementation process.

2. Study Objective, Methodology and report structure

2.1 Preparation and Contents of SDF

Primary Objective: The main objective of the project is to develop a Spatial Development Framework for the Midvaal Municipality. The new SDF will address spatial, environmental and economic issues confronting the urban and rural areas of the Municipality and incorporate all new information and plans applicable to the Midvaal area. The SDF will also facilitate implementation of the IDP and all government intentions to fight poverty and facilitate rural development in the rural parts of the Midvaal Municipality

2.2 Methodology

The study of the original five-year SDF commenced during October 2016 following a presentation on the proposed study objectives, methodology and deliverables to the Project Steering Committee established by the Midvaal Local Municipality.

The months of October and November 2016 were dedicated towards the visioning assessment and analysis of all Status Quo information, and in December 2016 the project team submitted the Vision and Status Quo information (draft Status Quo Report) to the Project Steering Committee. All departments had an opportunity to provide comments and to add to the information available. The Draft Status Quo report was then amended based on the comments and additional information made available.

The next phase entailed the formulation of draft Development Proposals for the MLM SDF based on the information obtained. The Draft SDF Report was submitted to the Municipality and distributed to the various departments and other stakeholders for their comments by early March 2017. The Draft Report was amended based on the comments received, and the Final Report was delivered to the MLM by early May 2017.

The 2020/2021 SDF Review does not include any major changed but aims to address errors and omissions and includes any decisions by council, organs of state as of the date the 2020/2021 IDP is approved.

2.3 Report Structure

- **Section 3** comprises an overview of the Issues identified in the latest Midvaal LM IDP and highlights the spatial implications thereof before linking this to the Vision of the SDF.
- **Section 4** represents an analysis of the national, provincial, district and local policy environment that form the basis for a normative based spatial planning approach **(Section 4.1)**.
- **Sections 5.1 – 5.9** provide a multi-disciplinary analysis of the current situation regarding the regional and local context of the MLM area. From this situational analysis a list of development opportunities and constraints were identified and summarised as a Synthesis in Section 5.10 of the document.
- **Section 6** contains the proposed Spatial Development Framework for the Midvaal Local Municipality, based on a set of Development Objectives with a Spatial Plan and Development Strategy.
- **Section 7** delineates the Way Forward in terms of an Implementation Programme comprising a list of SDF related Priority Projects earmarked for future Implementation in the MLM area.

3. Vision and KPI Alignment

The **Vision** for the Midvaal Local Municipality is:

"To inclusively serve the needs of our community".

Mission

We strive daily to **enrich the lives of our people**, by:

1. Adopting a **mind-set of innovation** to revolutionise the way we operate;
2. **Leveraging partnerships** to realise our full potential;
3. **Driving sustainability** within the local ecosystem;
4. **Growing the economy** in the Midvaal LM, premised on incubating entrepreneurship, socio- economic growth and environmental responsibility;
5. Providing **excellent and standardised service delivery** for all;
6. Prioritizing the **upliftment of our youth**;
7. Being **ethical and proactive** local municipality;
8. Elevating the Midvaal LM to be the **best and most attractive municipality** in the country.

Performance Framework

The MLM Performance Framework is composed of Key Performance Areas (KPA's) which are the areas of focus required for the Municipality to achieve its strategic objectives. MLM has developed eight KPA's, the definitions of which are presented below:

KPA	Definition
KPA 1: Good Governance and Public Participation	To promote increased participation and improved communication with all key internal and external stakeholders
KPA 2: Safety and Environment	To create a sustainable environment safe from harm
KPA 3: Social and Community Development	To create and environment focused on uplifting the youth, the poor and the most vulnerable
KPA 4: Institutional Transformation	To transform and align the people, processes and systems of the municipality to achieve its objectives
KPA 5: Financial Sustainability	To improve the financial sustainability and capacity of the municipality, whilst adhering to statutory requirements
KPA 6: Physical Infrastructure and Energy Efficiency	To ensure efficient infrastructure and energy supply that will improve the quality of life of the community
KPA 7: Services and Customer Care	To deliver inclusive and excellent services to the community
KPA 8: Economic Growth and Development	To facilitate sustainable economic empowerment for all communities within Midvaal and through the development of partnerships and innovation

The SDF review process seeks to align with the KPA's (where possible) and specifically contributes to achieving the following:

- **Sustainable Environment**: All critical and high biodiversity areas and high potential agricultural land are protected from urbanisation by way of the implementation of an urban development boundary.
- **Social and Community Development**: Nodal points have been identified at optional locations for the provision of social facilities and services which would enhance the livelihood of vulnerable communities. Priority areas have also been identified for the delivery of housing to these communities and the road network is designed to ensure easy access to services and job opportunities.
- **Financial Sustainability**: The urban development boundary demarcates priority areas where urban development will be accommodated over the next few years. This ensures that all land within the boundary is optimally utilised through processes of infill development and densification which also makes the provision of engineering services more cost efficient. This will enhance the capacity of the MLM to provide services in priority areas (Spatial Targeting).
- **Infrastructure and Energy Efficiency**: The Urban Development Boundary is a Growth Management Tool which assists the municipality in providing infrastructure in an efficient way (incremental upgrading and expansion).
- **Economic Growth and Development**: The Midvaal SDF identified a number of Development Nodes and the R59 Development Corridor which will form the backbone to future economic development in the municipal area.
- Precinct Plans for the priority nodes and the R59 Development Corridor indicated optimum sites for future Business, Commercial and Industrial development in close proximity to all major residential areas in the MLM.

The MLM SDF also identified the preferred location for future Agri-Hub development (to provide more residents access to the formal economy), and all high potential agricultural land is reserved for exclusive agricultural use.

Several strategically located areas for enhanced tourism development have also been identified.

4. National, Provincial and District Policy Context and Development Guidelines

Development in South Africa (and by implication the Midvaal Municipality) is broadly guided and directed by a wide range of legislation. Some legislation is discipline specific e.g. housing, transport and environment, while others are more generic in nature, focusing on comprehensive development processes, alignment of multi-sectoral planning processes and proposals, and the legal requirements pertaining to contents of such plans compiled.

The following is a brief summary of national and provincial policy guidelines which are applicable to the Midvaal LM and which need to be adhered to in the reviewed Midvaal SDF:

- National Development Plan (NDP,2011)
- Medium Term Strategic Framework
- The Industrial Policy Action Plan (IPAP)
- National Comprehensive Rural Development Programme (CRDP, 2009)
- Gauteng City Region (GCR)
- Gauteng TMR Programme
- Integrated Urban Development Framework (IUDF)
- Gauteng Provincial Spatial Development Framework 2030
- Gauteng 25-Year Integrated Transport Master Plan (GITMP25, 2013)
- Sedibeng District Municipality Spatial Development Framework 2030
- Neighbouring Municipalities' SDFs
- Neighbourhoods Development Partnership Programme (NDP, 2006)

4.1 National Development Plan (NDP,2011)

The **National Development Plan: Vision for 2030** reports that in urban areas in-migration, especially by the young and poor, increases pressure on services and transport, complicated by apartheid- fragmented geography. Economic growth has been slower than the demand for employment. In particular accommodation faces challenges, including financing for lower end housing and its incorporation into the market, and slow progress on rental accommodation (CRU and Social Housing) and upgrading of informal settlements.

In urban areas, key NDP recommendations include:

- Upgrading all informal settlements on suitable, well-located land by 2030;
- Increased urban densities to reduce sprawl and costs;
- Investments to shift jobs and investment to the urban townships on the peripheries;
- Substantial investments in safe, reliable and affordable public transport and better co-ordination among the various modes;
- A comprehensive review of the grant and subsidy regime for housing to ensure diversity in product and finance options and spatial mix;
- A focused strategy on the housing gap market, involving banks, subsidies and employer housing schemes;
- The development of spatial compacts.

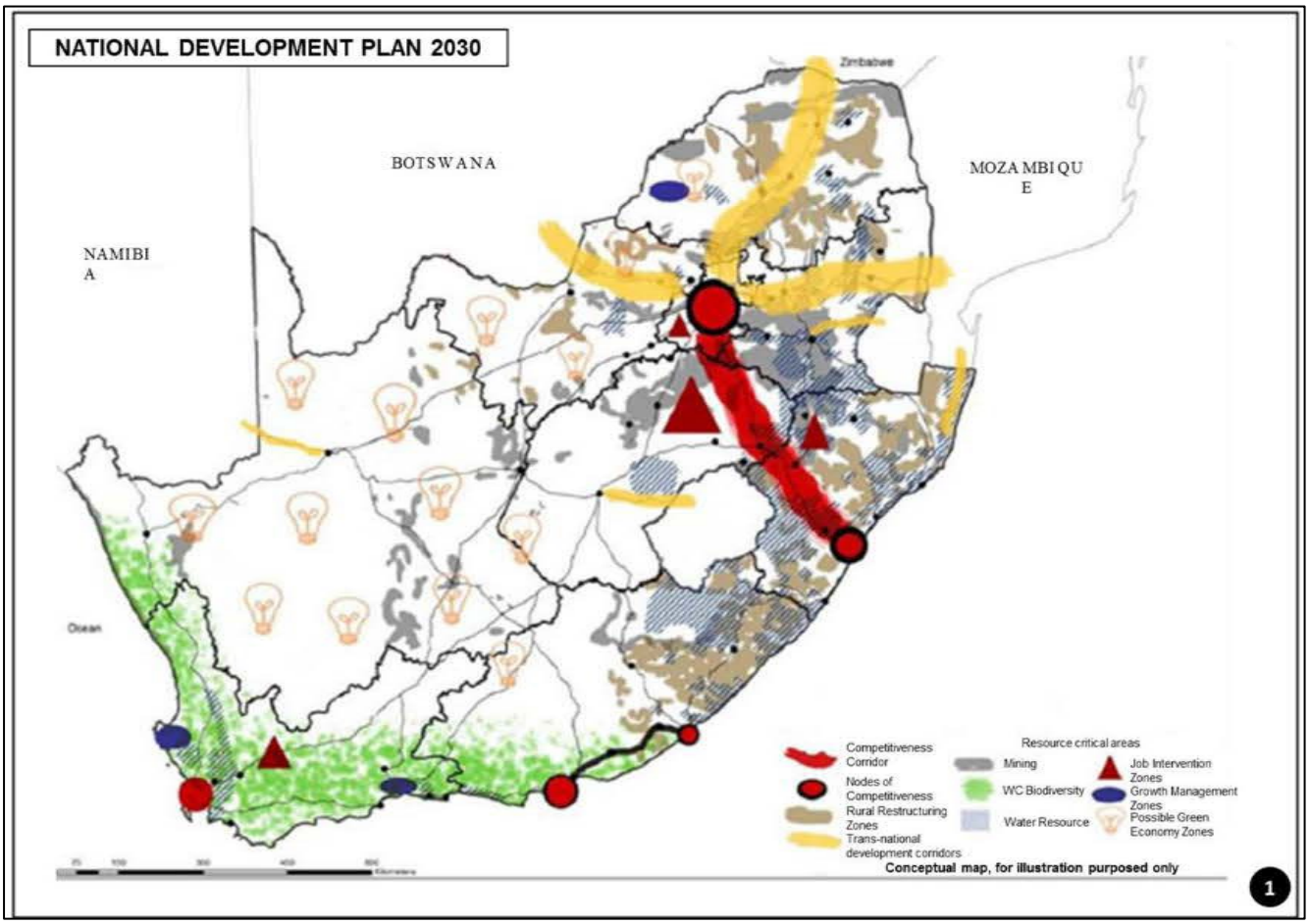
In the rural areas, the National Development Plan reports that general productivity has been declining and outmigration to cities and towns has been accelerating. The rural landscape is characterised by rural densification without associated infrastructure and governance arrangements, ill located land- reform initiatives from the perspective of viable farming, or access to markets, and many of these initiatives are in conflict with other imperatives such as mining or preserving biodiversity.

The NDP suggest that rural interventions will differentiate less dense marginal areas primarily needing appropriate service provision from more viable and denser areas with transport and market access, including:

- Innovative, targeted and better co-ordinated provision of infrastructure (including ICTs) and services provision supported by the spatial consolidation of rural settlements to enhance densities and associated service delivery;
- Prioritising agricultural and rural development along mobility corridors, to build local economies and contribute to national food security;
- Identification of non-agricultural opportunities such as tourism and mining, especially with a "green" focus';
- Promoting small-town development as nodes of rural development;
- Mechanisms to make land markets work more effectively for the poor, especially women.

The national spatial development interventions that emanated from the NDP are illustrated on **Figure 1**. Those relevant to Midvaal are namely that Gauteng was identified as a national **Node of Competiveness** which strongly associates with the

Maputo Development Corridor; and that the southern parts of Gauteng Province were earmarked as a **Job Intervention Zone**.



4.2 Medium Term Strategic Framework

The Medium-Term Strategic Framework (MTSF) is Government's strategic plan for the 2014-2019 electoral term. It has two over-arching strategic themes – radical economic transformation and improving service delivery.

To give effect to these two key pillars, the MTSF is structured around fourteen (14) *Priority Outcomes* which cover the focus areas identified in the NDP and Government's electoral mandate as listed below:

- Quality basic education;
- A long and healthy life for all South Africans;
- All people in South Africa are and feel safe;
- Decent employment through inclusive growth;
- A skilled and capable workforce to support an inclusive growth path;

- An efficient, competitive and responsive economic infrastructure network;
- Vibrant, equitable, sustainable rural communities contributing towards food security for all;
- Sustainable human settlements and improved quality of household life;
- Responsive, accountable, effective and efficient local government;
- Protect and enhance our environmental assets and natural resources;
- Create a better South Africa and contribute to a better Africa and a better world;
- An efficient, effective and development-oriented public service;
- A comprehensive, responsive and sustainable social protection system;
- A diverse, socially cohesive society with a common national identity.

The successful achievement of the above objectives is reliant on Good Administration and co- operative governance among all spheres of government which is Principle 5 of SPLUMA.

4.3 The Industrial Policy Action Plan (IPAP)

The Industrial Policy Action Plan 2012/13 to 2014/15 or the 'Revised IPAP2' as it has become known builds on the National Industrial Policy Framework (NIPF), IPAP1 (2007/08 IPAP) and IPAP2 (2011/12 IPAP). Successive iterations of IPAP seek to scale up key interventions over a rolling three- year period, with a 10 year outlook on desired economic outcomes.

As a backdrop to IPAP, the NIPF has the following core objectives:

- To facilitate diversification beyond the economy's current reliance on traditional commodities and non-tradable services that require the promotion of value-addition, characterised particularly by the movement into non-traditional tradable goods and services that compete in export markets and against imports;
- To ensure long-term intensification of South Africa's industrialisation process and movement towards a knowledge economy;
- To promote a labour-absorbing industrialisation path, with the emphasis on

tradable labour- absorbing goods and services and economic linkages that create employment;

- To promote industrialisation characterised by the increased participation of historically disadvantaged people and marginalised regions in the industrial economy; and
- To contribute towards industrial development in Africa with a strong emphasis on building the continent's productive capacity and secure regional economic integration

Significant achievements in implementing transformative industrial policy actions plans at the sectoral level and the development of stronger transversal platforms set the basis for further strengthening of industrial policy interventions. Special emphasis will be placed on three sectors that are particularly well placed for scaling up through leveraging market growth and associated upgrading of supply capacity and capabilities. These are:

- **"Green" industries**: In particular, the manufacture of components for the 17.8 GW renewable energy generation programme and the production of solar heaters and components, and a range of other goods and services that arise from the requirements of higher energy efficiency in the economy;
- **Agro-processing**: In particular, the expediting of regulatory and support mechanisms to create a large-scale bio-fuels industry, the identification and promotion of export market opportunities to major net food-importing countries; and investment, production development and standards support.
- **Metal fabrication, capital and transport equipment**: Significant opportunities arise from the leveraging of large public procurement in rail and electricity, the provision of associated investment and upgrading support, and exploitation of opportunities arising from mining capital equipment investment in South Africa and on the rest of the continent.

Those key sectors most relevant to Midvaal would be:

- "Green" and energy-saving industries
- Agro-processing, linked to food security and food pricing imperatives
- Creative and cultural industries linked to tourism in the Province

- Business process services
- Electro-technical and ICT

4.4 National Comprehensive Rural Development Programme (CRDP, 2009)

The CRDP is aimed at being an effective response to poverty alleviation and food insecurity by maximizing the use and management of natural resources to create "vibrant, equitable and sustainable rural communities".

The vision of the CRDP is to be achieved through a **three-pronged strategy** based on:

1. A coordinated and integrated broad-based **Agrarian Transformation**;
2. Strategically increasing **Rural Development** through infrastructure investment; and
3. An improved **Land Reform Programme**.

Midvaal essentially forms part of the rural hinterland of Gauteng Province, therefore the objectives of each of the three strategic thrusts thought applicable to the formulation of a SDF for Midvaal are as follows (see **Figure 2**):

Agrarian Transformation

- Facilitating the establishment of rural and agro-industries, cooperatives, cultural initiatives and vibrant local markets.
- Increased production and sustainable use of natural resources by promoting farming and related value chain development (exploring all possible species for food and economic activity).

Rural Development

- Access to community and social infrastructure, especially well-resourced clinics.
- Focusing on the development of new and the rehabilitation of existing infrastructure.
- Improving and developing infrastructure conducive to economic development – e.g. distribution and transportation infrastructure, agricultural infrastructure, water and electricity infrastructure, market and storage infrastructure, retail infrastructure, and telecommunications infrastructure.
- Improving and developing infrastructure conducive to social development – e.g. sanitation infrastructure, health infrastructure, sports and recreation infrastructure, and educational infrastructure (especially ABET centres).

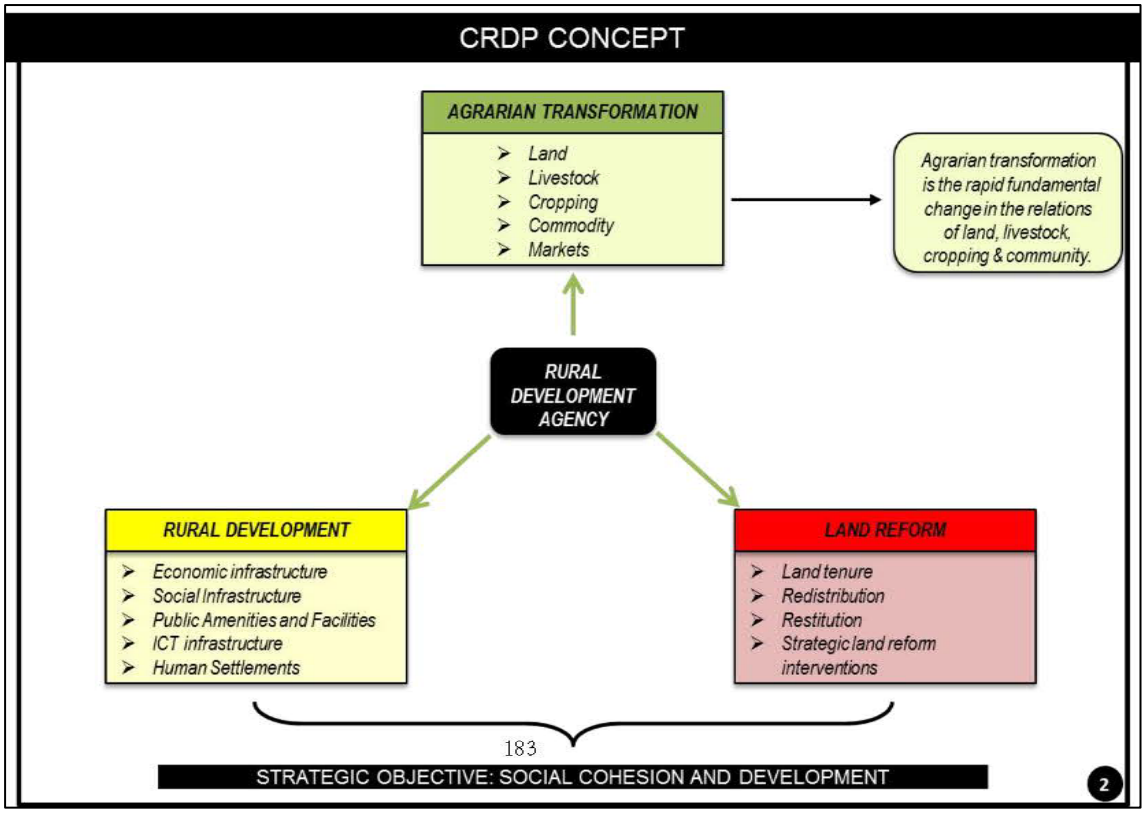
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Land Reform

- Promoting restitution, tenure reform, and redistribution in a sustainable manner.
- Increased access to land by previously disadvantaged people.
- Establishing Agri-villages for local economic development on farms.
- Up-to-date information pertaining to land claims.
- Providing reliable and efficient property (deeds) registration systems.
- Contributing to economic growth and housing development by providing government and private agents with essential land information in order to engage in planning as well as economic transactions.
- Providing spatial planning information and services to local municipalities and other public or private institutions that may require these services for development purposes.

The entire Gauteng Province is a CRDP focus area. The four priority areas in the Province include Bantu-Bonke in Midvaal, Devon (Lesedi), Hekpoort (West Rand) and Kwa-Sokhulumi (City of Tshwane).

Bantu-Bonke is a hydroponics project in the southern extents of Midvaal which provides jobs for about 20 people. The farm produces cucumber, green pepper, tomato and spinach. The main buyers of their crops are Johannesburg, Pretoria, Klerksdorp, Vereeniging and Springs Fresh Produce markets. New phases are being planned for Bantu-Bonke, including chicken farming and a piggery, which would involve GDARD purchasing more land around the existing hydroponics farm.



4.5 Gauteng City Region (GCR)

The Gauteng City has a long-term vision of building a Metropolitan System of Governance, realised through working in a seamless way and characterised by high levels of coordination and integrated planning.

The GCR's vision is:

"an integrated city region, characterised by social cohesion and economic inclusion; the leading economy on the continent underpinned by smart, sustainable and social-economic development".

The Sedibeng District in which Midvaal Local Municipality is located, has been identified as the southern development corridor and is expected to contribute to the region through the creation of new industries, economic nodes and cities.

The Development of the GCR is anchored on the Transformation, Modernisation and Re- Industrialisation programme as listed on section 4.6 below.

4.6 Gauteng Transformation, Modernisation and Re-industrialisation (TMR) Programme

The Gauteng Provincial Government administration has adopted ten pillars aimed

at radical socio- economic and political transformation towards the modernisation and re-industrialisation of the province's economy. The ten pillars are as follow:

- **Radical economic transformation:** Revitalising township economics and strengthening key economic sectors: Agro Processing, Aquaculture, Hydroponics, Automotive.
- **Decisive spatial transformation:** Focusing on agriculture and agro-processing in Midvaal area.
- **Accelerated social transformation:** Emphasis on Education, Health and Safety.
- **Transformation of the state and governance:** Including establishment of one-stop Thusong Service Centres
- **Modernisation of the economy**: Focusing on massive expansion of ICT Energy Security, Blue Economy Projects, Water Harvesting.
- **Modernisation of the public service and the state:** Expand access to e-governance.
- **Modernisation of human settlements and urban development:** New Post-Apartheid Cities, Greening, Modernisation (ICT) and Basic Services, Inner City Revitalisation.
- **Modernisation of public transport and other infrastructure:** BRT, Freight Hubs, Aerotropolis.
- **Re-industrialising Gauteng as our country's economic hub:** Focusing on Transport Sector, Health Sector and Agro Processing.
- **Taking a lead in Africa's new industrial revolution:** Gateway to Africa, Intra Africa Trade, BRICS.

4.7 Integrated Urban Development Framework (IUDF)

The main objective of the Integrated Urban Development Framework (IUDF, 2014) is to address the need for integrated urban development focusing on the following four imperatives:

- Economic imperative: High poverty in cities, yet cities and towns can help to create jobs more cost-effectively due to the efficiencies and potential they offer by virtue of their scale, diversity and density of activity and population.
- Inclusion imperative: The need to be more tolerant and supportive of survival strategies of poor households (informality).

- Spatial imperative: Reverse inefficient and exclusionary practices, and spatial segregation in cities and towns.
- Institutional imperative: Establish proper governance systems and strengthen intergovernmental collaboration to effectively manage urban areas.

The Midvaal SDF should be aligned with the above imperatives and the following nine policy levers which emanate from it:

1. Integrated Urban Planning and Management
2. Integrated Transport and Mobility
3. Integrated and Sustainable Human Settlements
4. Integrated Urban Infrastructure
5. Efficient Land Governance and Management
6. Inclusive Economic Development
7. Empowered Active Communities
8. Effective Urban Governance
9. Sustainable Finances

4.8 Gauteng Provincial Spatial Development Framework 2030

The Gauteng Spatial Development Framework 2030 is based on the following six Spatial Objectives:

- **Liveability**: Focus on the creation of settlements in which people live their lives in a way that is worthy of human beings, that enables contentment, personal growth and healthy social interactions.
- **Concentration**:
  - Allow the concentration of (i) opportunities in key nodes and along key 'connectors' and (ii) of public investment in and around these nodes or connectors.
  - Focus on the integration between land use and public transport around nodes and along connectors according to the nature of these two structural elements.
  - Bring more people closer to a greater number of opportunities in the areas of concentration through increased densities, implying a need for

affordable and lower income housing as well.

- **Connectivity**: Ensure connectivity between nodes and connectivity from surrounding areas, for example lower density neighbourhoods, major industrial zones, or the rural hinterland, to areas of concentration, which implies a hierarchy of movement routes.
- **Conservation**: Allow for the maintenance of healthy natural environments, ecosystems and biophysical processes which support life and which must be allowed to continue without significant change.
- **Diversity**: Make provision for and allow the development of various types of environment that are linked to the spatial characteristics of that particular geographic location. All areas in the province should not be the same. Different zones would be suitable for different types of development and housing types, which in turn would also be able to accommodate different income groups and lifestyles. The overall design of cities must suit all income groups and lifestyles and offer a multitude of equally accessible and convenient choices (i.e. everyone, depending on their personal preferences and not on the income group they belong to, should be able to choose between urban or suburban lifestyle, high or low density neighbourhood, public or private transport, etc.).
- **Viability**: Maximise residents' access to goods, services and opportunities within a region, and ensure the optimal use of available land, services and facilities in the region in a manner that can be sustained over time.

The Gauteng Spatial Development Framework 2030 is furthermore based on four (4) key spatial development strategies (that engage the six spatial objectives in varying degrees of relevance), namely:

- Building an Integrated Network;
- Capitalising on Proximity;
- Managing Settlement Development and Growth; and
- Creating a Viable and Productive Hinterland.

These four strategies ultimately make up the composite Gauteng Spatial Development Framework 2030 as depicted on **Figure 3**.

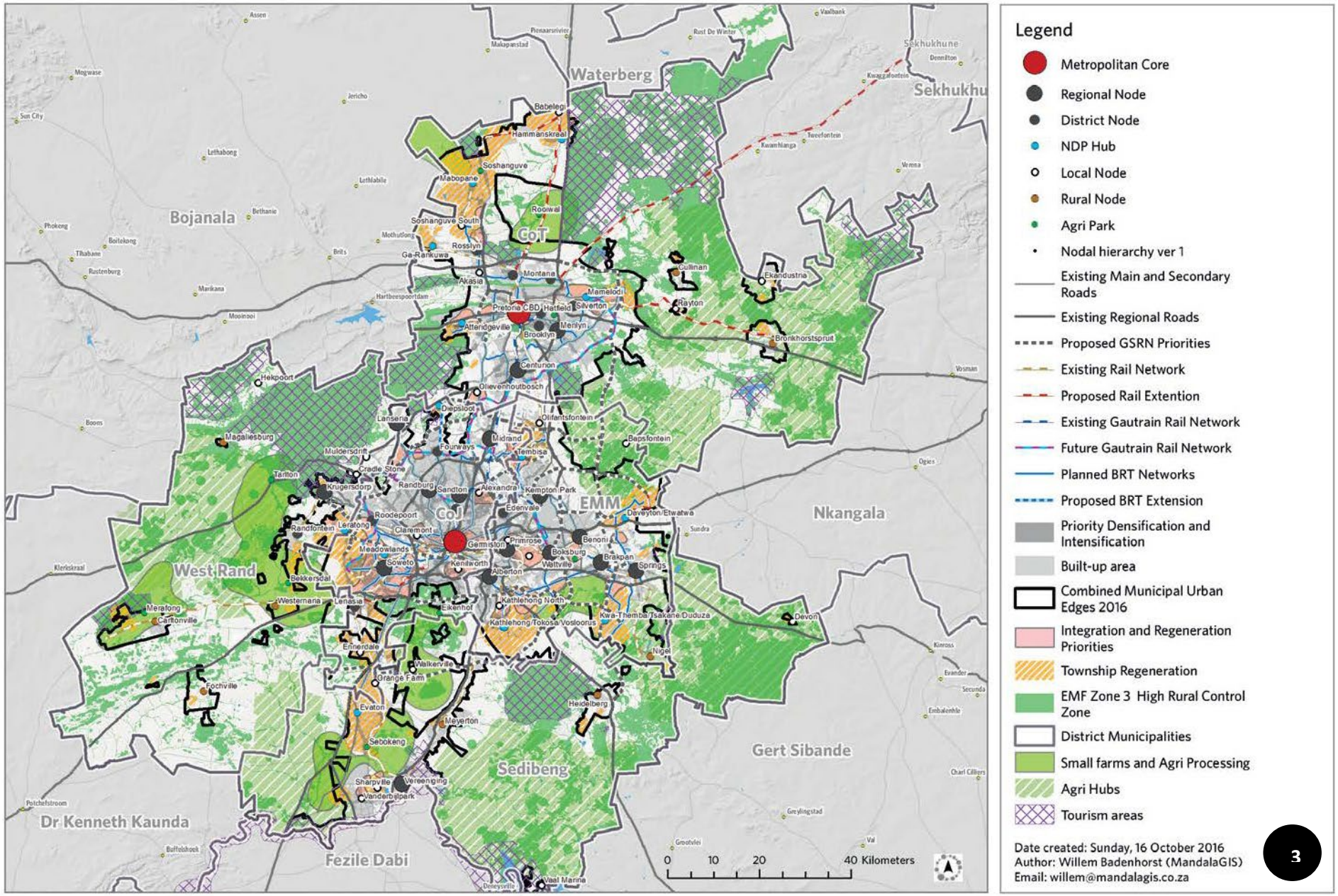
From Figure 3 the following are directly relevant to the MLM:

- Incremental development of the strip of land between R82 and N1 that

traverses the Midvaal area to the west;

- Consolidation and expansion of the urban footprint along the R59 corridor;
- Proposed infill development between the R59 corridor and the City of Johannesburg to the north;
- The southern extents of Midvaal were identified as one of a number of provincial agricultural hubs;
- Proposed extensive agriculture in the remaining northern extents of the LM;
- Development of the Vaal Marina as a tourism/ cultural node

Gauteng SDF 2030: **Spatial Development Framework**



4.9 Gauteng 25-Year Integrated Transport Master Plan (GITMP25, 2013)

The Gauteng Integrated Transport Master Plan (GITMP25) aims to deliver a **world class and sustainable transport system** that supports Gauteng's economic, social, cultural, and environmental goals. It provides a planning framework which assists government at all three levels to develop a comprehensive transport system over the next 25 years. It further empowers the Gauteng Department of Roads and Transport (GDRT), in collaboration with other spheres of government, to plan, regulate and develop an integrated and efficient transport system for the province that serves the general public interest. It also strives to embody the principles of an efficient, competitive and responsive economic infrastructure network that prioritises public transport.

The founding **principles** for the GITMP25 are:

- Integration of land use with transport, as well as integration of networks, modes and services;
- Being "smart" by using scarce resources more effectively and application of suitable technology;
- Social inclusion and beneficiation; and
- Promotion of a more sustainable Gauteng City Region (GCR).

GITMP25 is furthermore centered around the following ten interventions of which the first three relate to land use:

INTEGRATED TRANSPORT INTERVENTIONS	
Land Use Development	
1	Subsidised housing provision within urban core areas
2	Facilitating local economic development outside the urban core
3	Land use densification in support of public transport
Strategic Public Transport Network	
4	Reinforcing passenger rail network as the backbone of the system
5	Extending the integrated rapid and road-based public transport networks
6	Capacity building in the transport industry
Freight Transport	
7	Strengthening intermodal freight hubs
Road Transport	
8	Travel demand management
9	Mainstreaming non-motorised transport
10	Continued provincial wide mobility

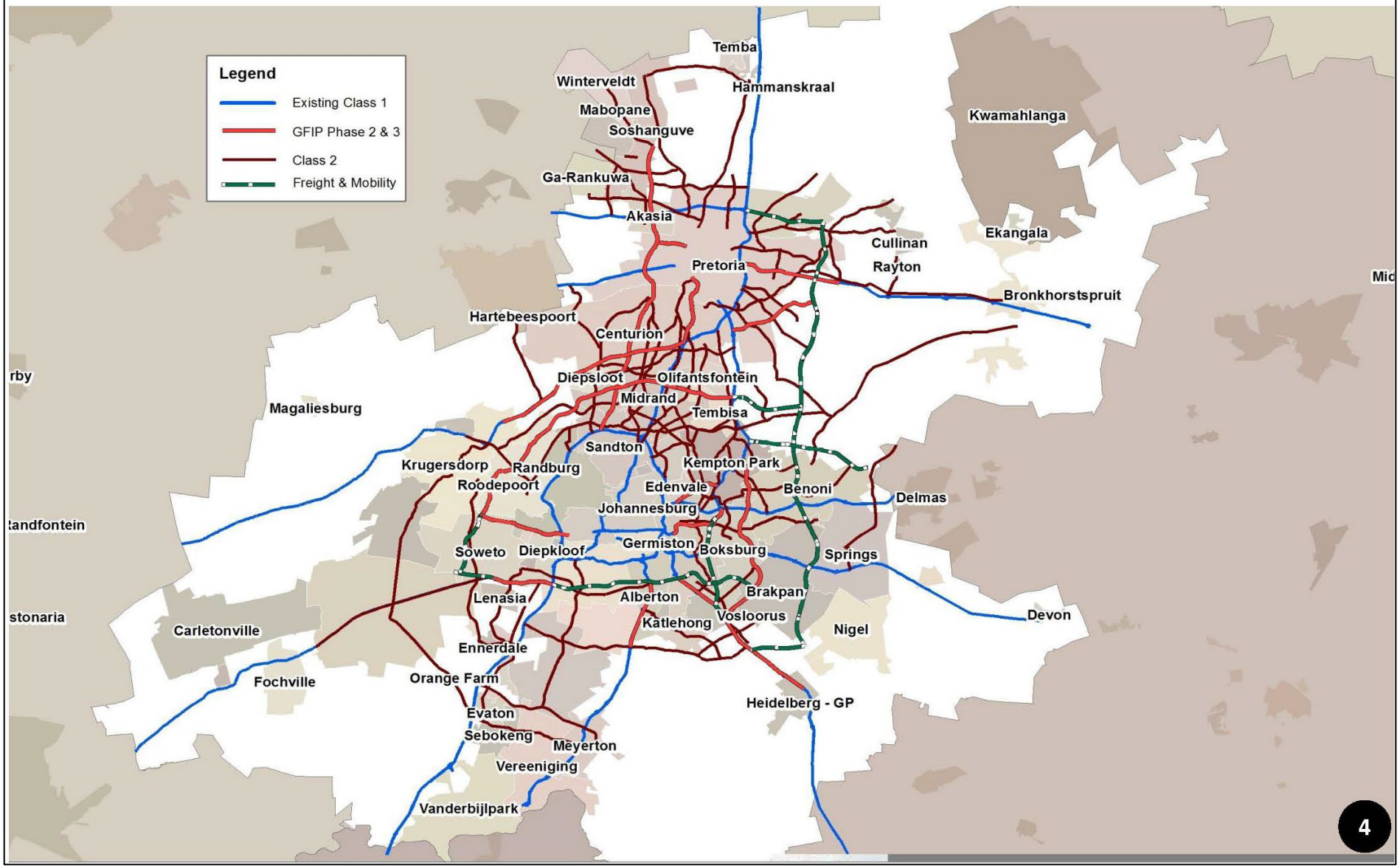
Key to the GITMP25 is the focus on public transport with the rail system being the

backbone of the network (in line with NATMAP). This is in order to enable a shift from private vehicles to reduce congestion, enhance public transport efficiency and promote sustainability of the province as a whole. GITMP25 proposes that public transport be the catalyst towards social integration of society and be applied as such in the Gauteng City Region.

Freight rail and the movement of freight from road to rail is a key departure point, which includes the focus on the development of major rail-based freight logistic hubs, located on the periphery of the core urban areas. This is to reduce extensive heavy vehicle freight traffic moving through core urban areas, taking up road space and adding to congestion. PWV18 is particularly relevant to the study area (refer to **Figure 4**).

Importantly, route K154 forms part of the Ennerdale-Chamdor Corridor/ east-west linkage that is vital to open up the southern parts of the Province and stimulate local economic development. The section up to Klipriver has already been constructed; while the section from Klipriver to Walkerville has been prioritised in the GITMP25. This link will eventually be further extended to a proposed interchange onto the N1 national freeway at Elandsfontein in Midvaal, before extending westward into the City of Joburg MM and up to Chamdor in Mogale City.

GITMP25: 2037 Road Network



4.10 Sedibeng District Municipality Spatial Development Framework 2030

The Sedibeng DM SDF is a legislative mechanism to address the developmental challenges of the district municipality and to give an overview of the desired spatial form to be achieved in the long-term.

Development Principles collectively provides the spatial logic/ development rationale towards the future development of the Sedibeng District. These development principles are inter-related i.e. they inform one another, and they incrementally collectively define the Spatial Development Framework for the Sedibeng District Municipality: The 12 Principles are listed below.

- Principle 1: Effective environmental and land use management to achieve a sustainable equilibrium between ecosystem and biodiversity conservation, and urban related development within the District.
- Principle 2: Enhanced spatial efficiency through a defined range of urban and rural nodes in the district around which to consolidate economic development and infrastructure investment (spatial targeting).
- Principle 3: Enhancement of four Strategic Development Corridors supplemented by an extensive local transport network providing linkages between urban and rural nodes.
- Principle 4: Consolidation of the urban structure of the District around the nodal points by way of infill development and densification in identified Priority Housing Development Areas (PHDAs).
- Principle 5: Consolidate community facilities at urban and rural nodal points to enhance "one-stop" access to such facilities for the community, and to contribute towards creating "critical mass" required to stimulate local economic development.
- Principle 6: Enhance business activities (formal and informal) at each of the identified nodal points in the Sedibeng District and incorporate informal/ emerging business activities into Thusong Centres and modal transfer facilities.
- Principle 7: Concentrate industrial and agro-processing activities at the higher order nodes or along the major development corridors in the District where infrastructure is available.
- Principle 8: Optimally utilise the mining potential in the District in such a way that a sustainable balance is maintained between mining, agriculture and the

natural environment.

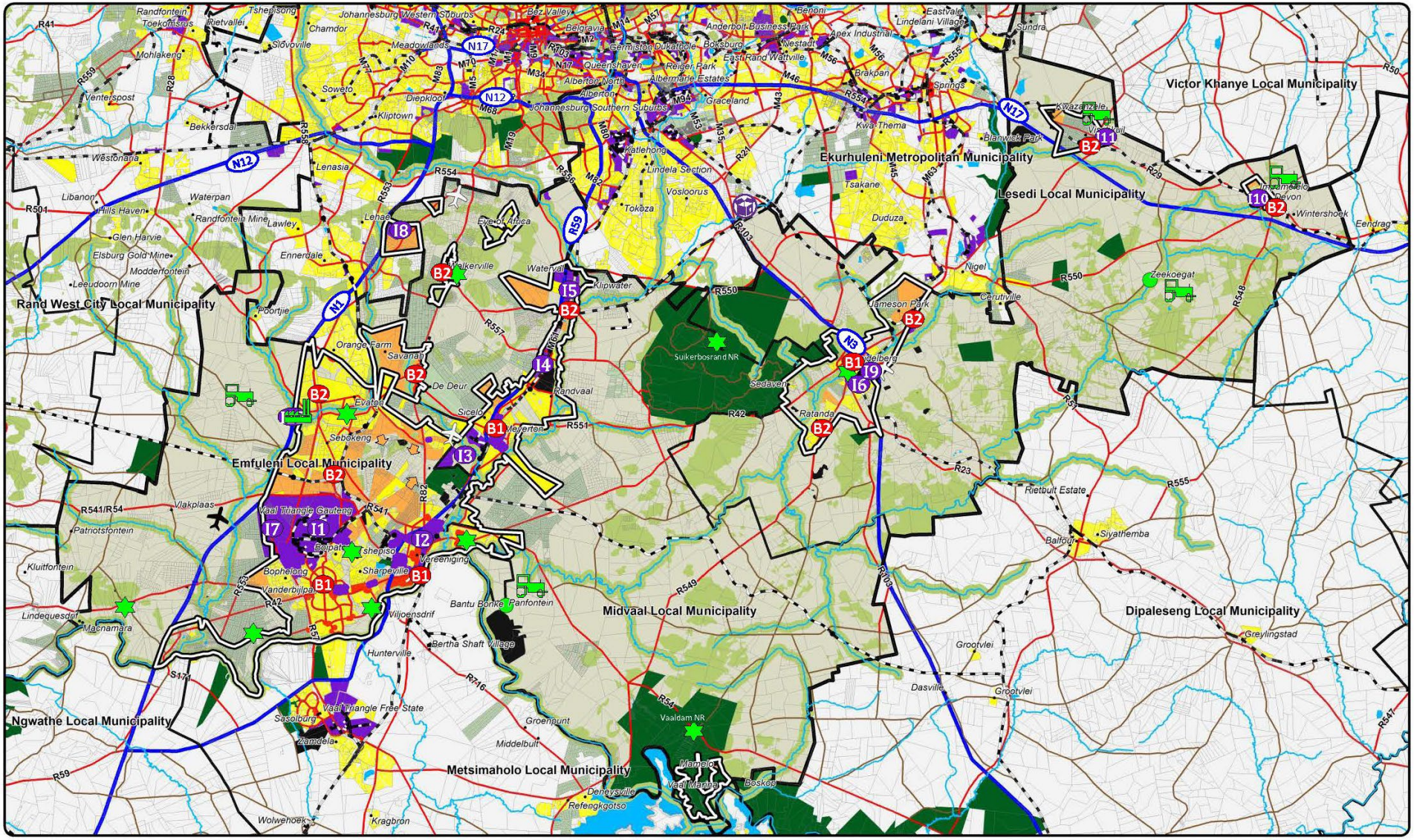
- Principle 9: Promote the commercial farming activities throughout the District and the establishment of the Agri Park concept.
- Principle 10: Utilise the existing natural, cultural-historic and man-made resources towards development of Tourism Precincts and Corridors throughout the District.
- Principle 11: Ensure that all communities (urban and rural) have access to at least the minimum levels of service as enshrined in the constitution, and to direct infrastructure investment towards the economic activity nodes in the district, priority housing development areas earmarked for residential development, and communities with excessive service backlogs.
- Principle 12: Implement a district-wide Growth Management Strategy to ensure spatial manifestation of the SDF Development Principles.

The Sedibeng District Municipality seeks to address past spatial planning imbalances by bringing services and economic opportunities close to previously disadvantaged areas. This initiative is supported by the proposed consolidation of development in a conurbation including Vanderbijlpark, Vereeniging, Meyerton and Sebokeng.

Table 1: Midvaal-related flagship projects emanating from the SDM SDF 2030

Priority Action/Project	Responsibility	Cost	Priority		
			Short	Med	Long
Development Principle 1: Environment					
Establishment of District Environmental Management Unit.	SDM	In-house/ Operational	x		
Compilation of a District Environmental Management Framework.	SDM	R700 000	x		
Coordination/alignment with GDACE and local municipalities i.t.o of Land Use Applications and implementation of LUDS Tool.	SDM	In-house/ Operational	x	x	x
Rehabilitation of Vaal River Ecosystem	SDM/ELM/ Provincial/ National	Operational	x	x	x
Development Principle 2: Nodal Hierarchy					
Establish nodal hierarchy concept in SDM and align infrastructure development and funding allocation accordingly (spatial targeting)	SDM/LMs/Provincial/ National Government	Operational	x	x	x
Compile Precinct Plans for priority nodal points	SDM/DRDLR	R500 000	x	x	x
- Waterval Implementation		R500 000 (R2952mil*)	x		
- Sicelo Implementation		R500 000 (R864mil*)	x		
- Henley on Klip Implementation		R500 000	x		
- Doornkuil Implementation		R500 000 (R1616mil*)	x		
Development Principle 3: Transportation					
Prioritise proposed route construction/upgrading programme. (K154, K164)		T.B.D.	x	x	x
Upgrademajor bus/taxi ranks in nodal areas		T.B.D.	x		
Compile Rail Precinct Plan for TOD stations in Urban Conurbation Area (10 Stations)		R800 000	x		
Development Principle 4: Sustainable Human Settlement					
Pre-actively prepare PHDA's for development in line with Table 21 Priorities and SHS Plan	SDM/LM's/DHS	Continuous	x	x	x
Focus on Social Housing opportunities in nodal Precinct Plans and TODs.		Continuous	x	x	x
Development Principle 5: Community Facilities / Thusong Centre Development					
Conduct a district wide Community Facility Audit and compile a Thusong Centre Precinct Plan and Implementation	SDM	R1,2 mil	x		
Strategy/Programme for each of the Urban/Rural Nodes per local municipality.					
Development Principle 6: Business Areas Development					
Facilitate Informal Trade Upscaling by way of a District Policy	SDM/LMs	SDM/LMs R300 000	x		
Implement Midvaal CBD Plan	SDM/ Midvaal	T.B.D	x	x	
Development Principle 9: Agriculture					
Protect high potential agricultural areas	SDM/ GDARD	In-house	x	x	x
Precinct Plans for five Rural Intervention Areas	SDM/ DRDLR	R500 000/ RIA	x		
Establish Institutional Structure to assist small/emerging farmers.	DRDLR	In-house	x		
Facilitate establishment of agro industries at Doornkuil, Rietkuil, Devon and	SDM/ DRDLR/ GEDA	In-house	x	x	x

Kwazenzele					
Development Principle 10: Tourism					
Formalise SDM Tourism Route Network.		In-house	x		
Implement Tourism Branding and Signage Strategy	SDM/LMs/Gautrans/Sanral	T.B.D	x	x	x
Establish/maintain Institutional Structure to monitor/facilitate tourism	SDM/GEDA/ GTA/ GDARD /LM/ Private Sector	In-house	x	x	x
Maintain the Public Space in Tourism Focus Areas	SDM/LMs	In-house	x	x	x
Development 11: Engineering Service Infrastructure					
Allocate dedicated funding for water, sanitation and electricity infrastructure to: - the Service Upgrading Priority Areas to achieve minimum levels of service; - in Priority Housing Development Areas earmarked for large scale mixed development in order to facilitate integration of communities; and - Nodal Areas/Corridors to promote economic development and job creation.	SDM/ Municipalities/ COGTA	Annual Allocations per Allocation Model	x	x	x
Align Engineering Services Sector Plans with Sedibeng SDF	SDM/LM's	T.B.D	x		
Facilitate urgent implementation of Sedibeng Regional Sanitation Scheme	SDM/GEDA/GO TP/ Presidential Infrastructure Coordinating Forum (PICC)	R1,27 billion	x	x	x
Development Principle 12: Growth Management					
Confirm/Formalise/Consolidated District Urban Edge.	SDM/LM's	In-house	x	x	x
Formulate Comprehensive District Growth Management Strategy.	SDM/LM'	R600 000	x		
Establish Centralized District GIS System for Monitoring Purposes	SDM/LMs	R1,8 million	x	x	x



SEDIBENG DISTRICT MUNICIPALITY SDF – COMPOSITE

- Urban Footprint
- Agricultural Holdings
- Agriculture
- Nature Reserve
- Open Space System
- Dams
- Primary Node
- Secondary Node
- Rural Node
- Priority Housing Development Areas
- Business Areas
- Industrial Areas
- Mining Areas
- Agri Hub
- Proposed Rural Intervention Area
- National Roads
- Main Roads
- Other Roads
- Railways
- Railway Station
- Proposed Airport
- Airfield
- Proposed Freight Hub
- Tourism Precinct
- Urban Development Boundary

5

4.11 Neighbouring Municipalities' SDFs

Emfuleni Local Municipality

The development concept drafted for Emfuleni aimed to strengthen the role of the ELM as the southern anchor of the greater Emfuleni-Johannesburg-Tshwane axis. The ELM Development Framework is illustrated on **Figure 6**. The proposals relevant to the MLM include:

- The following regional linkages were noted as part of the strategic road network:
  - K53 (Golden Highway) and P156/ R59 freeway, which connects Johannesburg and Germiston to the Vanderbijlpark CBD and the Vereeniging CBD respectively;
  - K83, which connects Evaton to Meyerton via the planned Savanna City development;
  - Vereeniging-Meyerton-Germiston freight railway line, utilised for industrial and commercial development.
- Limited commercial/ light industrial development is supported to the north of Vereeniging, bordering onto the MLM.
- Medium density infill development is encouraged between Vereeniging and Sebokeng, some of which might spill over to Midvaal.
- High density residential development was also proposed adjacent to De Deur in the MLM.
- Agriculture and intensive agricultural activities are supported in certain areas along the eastern border of the LM, though the bulk of agricultural activities are consolidated in the west.
- To give effect to the River City Concept, the SDF supports developing the precinct along the Vaal River in the south as a tourism destination.

Lesedi Local Municipality

The Lesedi LM SDF (2012) is illustrated on **Figure 7**. Midvaal shares the western border of Lesedi LM; the proposals that affect the study area are briefly discussed below:

- Lesedi is a predominantly rural area with two urban nodes, namely Heidelberg/ Ratanda and Devon/ Impumelelo.
- Route R42 to Vereeniging traverses the study area and was earmarked as a tourism corridor.

The Blesbokspruit, Suikerbosrand River and their various tributaries should be regarded as ecologically sensitive areas and be protected.

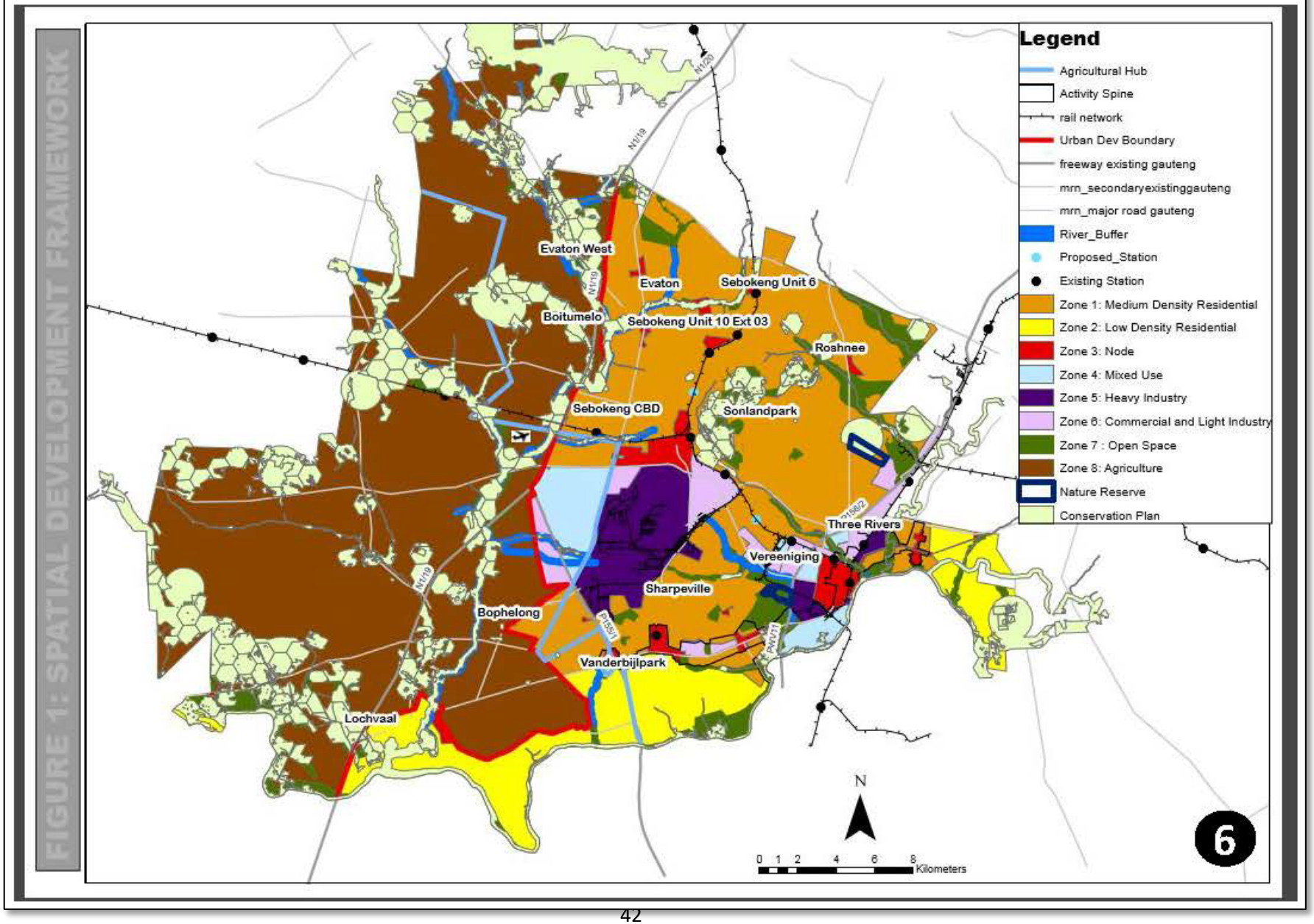
- Lesedi LM shares the Suikerbosrand Nature Reserve with the MLM. The Reserve was earmarked as one of two ecological focus areas in the LLM. According to the SDF the Reserve should be conserved and promoted as eco-tourism and recreational centres. An ecological transition (buffer) area should be created around the resource.
- To the south the Lesedi municipal area also comprises a ridges precinct, similar to the ridges in Midvaal. The ridges and Suikerbosrand Nature Reserve act as a buffer to urban development from Lesedi (specifically Heidelberg) spilling over into Midvaal LM.

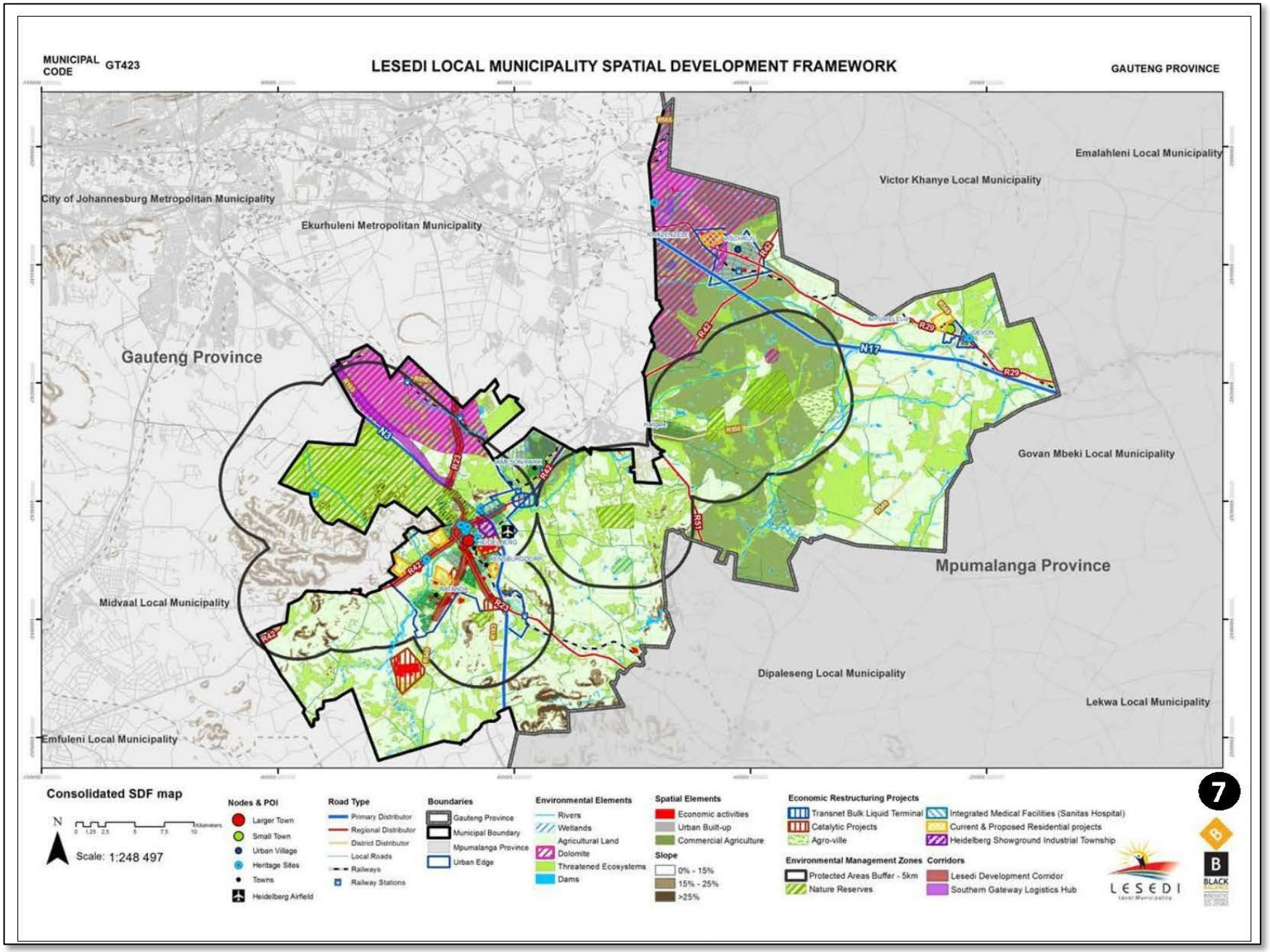
City of Johannesburg Metropolitan Municipality

The City of Johannesburg SDF 2010-11 is graphically illustrated on **Figures 8a** and **8b** and the relevant directives that affect the Midvaal LM are discussed below:

- The most prominent inter-municipal linkages between the City of Johannesburg (CoJ) and Midvaal LM are namely the R59 (Golden Highway), R82 (Old Vereeniging Road) and the railway line linking Germiston with Ekurhuleni Metro.
- It was proposed that the bulk of investment be consolidated along the N1 and R59 corridors and in the surrounding urban complex.
- Incremental consolidation of the Lenasia, Ennerdale, Orange Farm low income urban conurbation in the south-west of the City is likely to spill over to the MLM in time.
- The Klip River conservation area acts as a buffer between the CoJ and Midvaal in the vicinity of Tedderfield and Eikenhof. This south-eastern part of the City of Johannesburg area of jurisdiction was earmarked for conservation and/or agriculture.

EMFULENI SPATIAL DEVELOPMENT FRAMEWORK 2019 - 2020




MUNICIPAL CODE GT423
LESEDI LOCAL MUNICIPALITY SPATIAL DEVELOPMENT FRAMEWORK
GAUTENG PROVINCE
Emalahleni Local Municipality
Victor Khanye Local Municipality
City of Johannesburg Metropolitan Municipality
Ekurhuleni Metropolitan Municipality
Gauteng Province
Govan Mbeki Local Municipality
Mpumalanga Province
Midvaal Local Municipality
Dipaleseng Local Municipality
Lekwa Local Municipality
Emfuleni Local Municipality
Consolidated SDF map
Scale: 1:248 497
Nodes & POI
Larger Town
Small Town
Urban Village
Heritage Sites
Towns
Heidelberg Airfield
Road Type
Primary Distributor
Regional Distributor
District Distributor
Local Roads
Railways
Railway Stations
Boundaries
Gauteng Province
Municipal Boundary
Mpumalanga Province
Urban Edge
Environmental Elements
Rivers
Wetlands
Agricultural Land
Dolomite
Threatened Ecosystems
Dams
Spatial Elements
Economic activities
Urban Built-up
Commercial Agriculture
Slope
0% - 15%
15% - 25%
>25%
Economic Restructuring Projects
Transnet Bulk Liquid Terminal
Catalytic Projects
Agro-ville
Integrated Medical Facilities (Sanitas Hospital)
Current & Proposed Residential projects
Heidelberg Showground Industrial Township
Environmental Management Zones
Protected Areas Buffer - 5km
Nature Reserves
Corridors
Lesedi Development Corridor
Southern Gateway Logistics Hub
LESEDI
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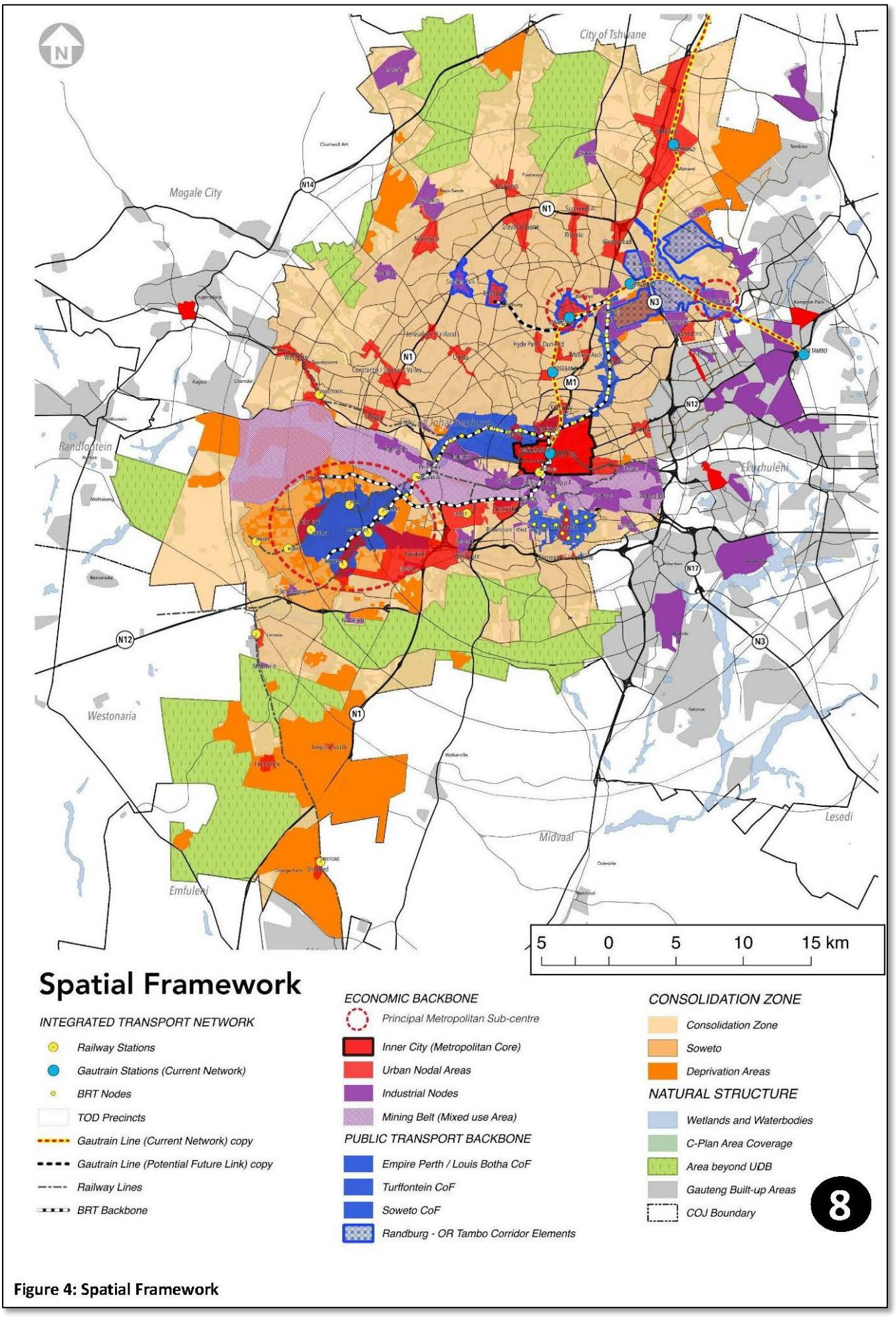


Figure 4: Spatial Framework

4.12 Neighbourhoods Development Partnership (NDP, 2006)

The NDP was established in 2006 and is responsible for managing the Neighbourhood Development Partnership Grant. In 2012/13 the NDPG programme was revised in accordance with a new strategy. The focus of this Urban Networks Strategy (UNS), as the name implies, is to shift infrastructure investments towards the creation of efficient and effective urban centers that will increase economic growth, spatially target investment, create employment and increase access to urban amenities, especially for the poor located in marginalised settlement areas. The development of such underserved neighborhoods in the absence of an integrated and co-ordinated city-wide urban regeneration strategy have had a low impact and the UNS provides the overarching framework for this transformation.

The NDP grant funds the Rural Towns Programme that aims to facilitate a sustainable and vibrant network of small towns and livelihoods within strategically located regional centres of economic and social activity. The intention is to support strategic, spatially coordinated planning and investment in infrastructure and human development in these areas to contribute to economic growth, job creation and poverty reduction.

The NDP Grant for underserved neighborhoods has a very specific focus on:

- Assisting municipalities, through the Technical Assistance (TA) fund, to do credible medium to long term strategic and project planning for underserved neighbourhoods to improve the basis for public sector investment decisions and to support sustainable operations and maintenance of through precinct and urban management; and
- Using the Capital Grant (CG) fund to invest in catalytic projects that have the potential to create multi-functional public and private sector hubs or corridors in underserved/disadvantage areas.

Midvaal Local municipality in cooperation with National Treasury have identified Meyerton CBD and its link with Sicelo as the study areas for the Small Town Regeneration project and are currently in project planning phase.

4.13 Conclusive Summary

Municipalities throughout South Africa are finding it increasingly difficult to provide its inhabitants not only with cost-effective and equitable infrastructure, but also with sufficient social infrastructure and economic opportunities. For this reason, development in South Africa is guided and directed by a range of national, provincial and local development policies, as discussed. The most **prominent development directives** emerging from the various developments policy documents, which should inform the development of an SDF for the MLM includes:

National Development Plan (NDP)
Gauteng Province was identified as a core economic area of the country in terms of highly diversified economic activities. ***Urban Areas*** - Upgrading of informal settlements; - Urban densification within existing urban fabric and along development corridors; - Extensive provision and prioritisation of public transport; - Job creation and urban renewal in former township areas; - Diverse range of subsidised housing typologies and densities, and focusing on filling the housing "gap market" in terms of bonded housing. ***Rural Areas*** - Spatial consolidation of rural settlements to increase densities and enhance sustainability; - Innovative (green), targeted and coordinated infrastructure delivery; - Prioritise rural development along mobility corridors and at strategic intersections; - Rural nodal development and revitalisation of small towns; - Diversification of rural economy towards mining, tourism and local business.
Medium Term Strategic Framework (MTSF)
Respond to development imperatives as set out by National Outcomes, focusing especially on youth, job creation, equity, public transport, internet access, access to basic services, and industrial development.
Industrial Policy Action Plan (IPAP)
- "Green" and energy-saving industries; - Agro-processing, linked to food security and food pricing imperatives; - Creative and cultural industries linked to tourism in the Province; - Business process services; - Electro-technical and ICT.
Comprehensive Rural Development Programme (CRDP)
- Seeks to advance rural development through a three-pronged approach: Agrarian Transformation, Targeted Infrastructure Provision and Tenure Reform; - The entire Gauteng Province is a CRDP focus area – including all rural parts of Midvaal.
Gauteng Global City Region Strategy
- The Midvaal local economy, though located peripherally, forms part of the greater Gauteng City-Region, with the R59 freeway forming a vital part of the regional movement network. - The MLM should be prepared for in-migration related to (real or perceived) better work and education opportunities, higher levels of access to good housing and essential household in infrastructures, and proximity to urban amenities

Gauteng Provincial SDF (GSDF)

- Contain urban development within the existing Gauteng urban footprint;
- Prioritise development along the major public transport network in the Province (Gautrain, PRASA rail and BRT networks);
- Utilise well-located vacant land within the existing urban footprint for infill development;
- The following strategic development initiatives are directly relevant to the MLM:
  - Incremental development of the western parts of the municipality in the strip of land between route R82 and N1 (from De Deur towards Elandsfontein);
  - Consolidation and expansion of the urban footprint along the R59 corridor;
  - Proposed infill development between the R59 corridor and the City of Johannesburg to the north;
  - The south-eastern extents of Midvaal were identified as one of three agricultural hubs in the SDM;
  - Proposed extensive agriculture in the remaining northern extents of the LM;
  - Development of the Vaal Marina and Suikerboschrand Nature Reserve as Provincial Tourism/ Cultural Nodes.

GITMP25

- Promote the rail system as the backbone of the Provincial movement network, including the Vereeniging-Meyerton-Germiston freight railway line;
- Utilise public transport as a catalyst towards social integration of society;
- Densification along public transport corridors should maintain net densities of at least 80 units per hectare.

Sedibeng GDS 2

- Meyerton was identified as a Primary Development Node in the District, and the Primary Node along the R59 corridor;
- R59, R82 and Route R550 were identified as Development Corridors;
- The Vaal Marina was prioritised for development;
- The Midvaal LM should consider also focusing on the sectors identified for future diversification and intensification within Gauteng Province as a whole, namely:
  - Smart Industries (including ICT, Pharmaceuticals);
  - Trade and Services (including Finance and Film);
  - Tourism
  - Agriculture (agri-processing and bio-tech);
  - Manufacturing (steel related industries, automotive parts and components, beer and malt);
  - Infrastructure expansion and investment.

Sedibeng SDF 2030

- Identified Meyerton as a Primary Node in the District.
- Identified the R59 freeway between Meyerton and Vereeniging as a Development Corridor, as well as the R82 between Vereeniging and De Deur.
- Other development nodes in Midvaal include the Vaal Marina and Savanna City.
- Highlights the need for diversification of economic base of the District.
- The important economic sectors identified were namely:
  - Manufacturing (Arcelor Mittal, Heineken, Liquid Fuel Mass Storage Hub, Coca-Cola South Africa, BHP Billiton Manganese Metalloys plant in Meyerton, DCD ringrollers in Vereeniging)
  - Industrial and commercial development (especially in the Vereeniging-Vanderbijlpark-Evaton/Sebokeng triangle), Heineken Brewery (Klipriver), Samancor (Meydustria)
  - Tourism (Suikerbosrand Nature reserve, Vaal Marina and Walkerville)
  - Agriculture (Bantu Bonke Agri Village, Maize Triangle Scheme, area between Suikerbosrand Nature Reserve and Klipriver).

Emfuleni SDF
- K83 that links Evaton and Meyerton via Savanna City earmarked as strategic regional link; - Vereeniging-Meyerton-Germiston freight railway line is strategic link; - Proposed medium density infill development between Vereeniging and Sebokeng, and proposed high density residential development adjacent to De Deur in the MLM; - Intensive agriculture activities proposed along the remainder of the eastern border of Emfuleni LM.
Lesedi SDF
- Route R42 to Vereeniging earmarked as a tourism corridor; - Suikerbosrand Nature Reserve to be conserved and promoted as eco-tourism and recreational centre; - The ridges in the south of Lesedi act as a buffer to urban development from Heidelberg spilling over to Midvaal.
City of Joburg SDF
- Strategic linkages between the CoJ and MLM are namely the R59, R82 and the railway line linking Germiston and Ekurhuleni; - Proposed N1 and R59 corridors; - Growth of nearby low income conurbation (Lenasia, Ennerdale, Orange Farm) is likely to spill over to the MLM in time.
Neighbourhoods Development Partnership (NDP, 2006)
- NDP Grant - Urban Networks strategy - Small Town Regeneration - Meyerton CBD and link with Sicelo

5. Spatial Analysis and Synthesis

5.1 Regional Context: Sedibeng District

The Midvaal Local Municipality is one of three local municipalities located in the Sedibeng District Municipality, which constitutes the southernmost local authority in Gauteng Province **(Figure 9)**. It is furthermore bordered by the Mpumalanga Province (Dipaleseng LM) to the east and the Free State Province (Metsimaholo LM) to the south.

Figures 10a and 10b illustrate the distribution and relative size and composition of job opportunities in the Gauteng Province in 2010 and projected to 2037 respectively. The Midvaal municipal area is situated south of the main concentration of current and future economic activities in Gauteng. The area between the City of Johannesburg, OR Tambo International Airport (ORTIA) and City of Tshwane (CoT) was identified through the Gauteng Spatial Development Framework as the core economic focus

area in which the bulk of economic development of Gauteng Province is expected to take place in future.

The Emfuleni municipal area constitutes the major center of economic activity in the southern parts of Gauteng Province but there is a significant lack of economic activity in this region compared to the central and northern parts of Gauteng as evident from Figures 10a and 10b.

5.2 Institutional Context

5.2.1 Wards and Regions

The Midvaal Local Municipality was established in 2000, when the town of Meyerton split from Vereeniging (Emfuleni Local Municipality) and joined five Rural Area Committees to create the new Midvaal Local Municipality

The Midvaal LM is a Category B municipality as defined in the Municipal Structures Act and is divided into 15 wards as depicted on **Figure 11**. The rural south-eastern parts of the LM all form part of Ward 1, while the Suikerbosrand Nature Reserve is in Ward 4. The agricultural holdings, together with the R82 and associated settlements (in the west) fall within Wards 5, 6, 7 and 11. Finally, the urbanised area along the R59 freeway comprises Wards 2, 3, 8, 9, 10, 13, 14 and 15. Waterval to the north is part of ward 12.

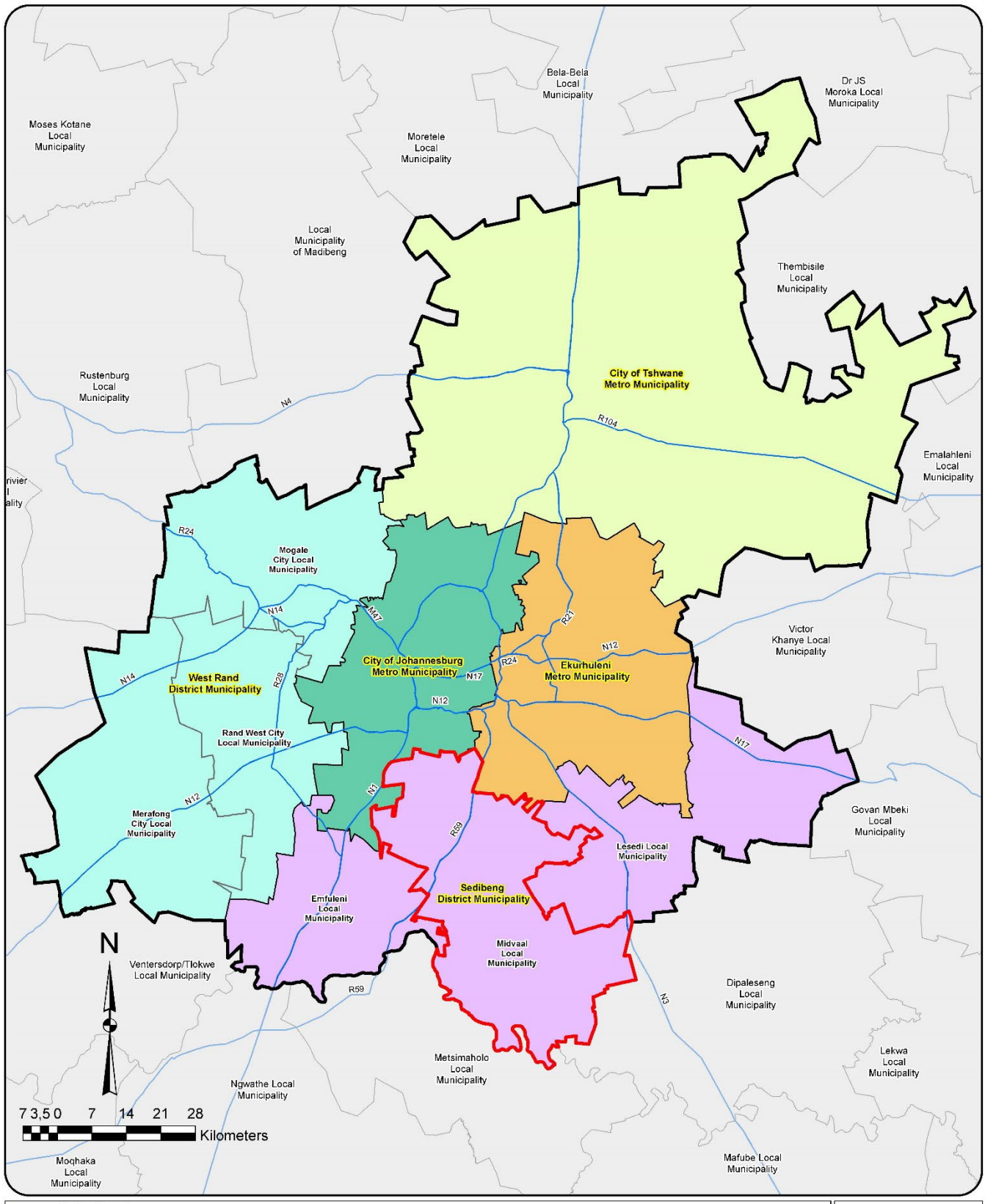
5.2.2 Land Use Management

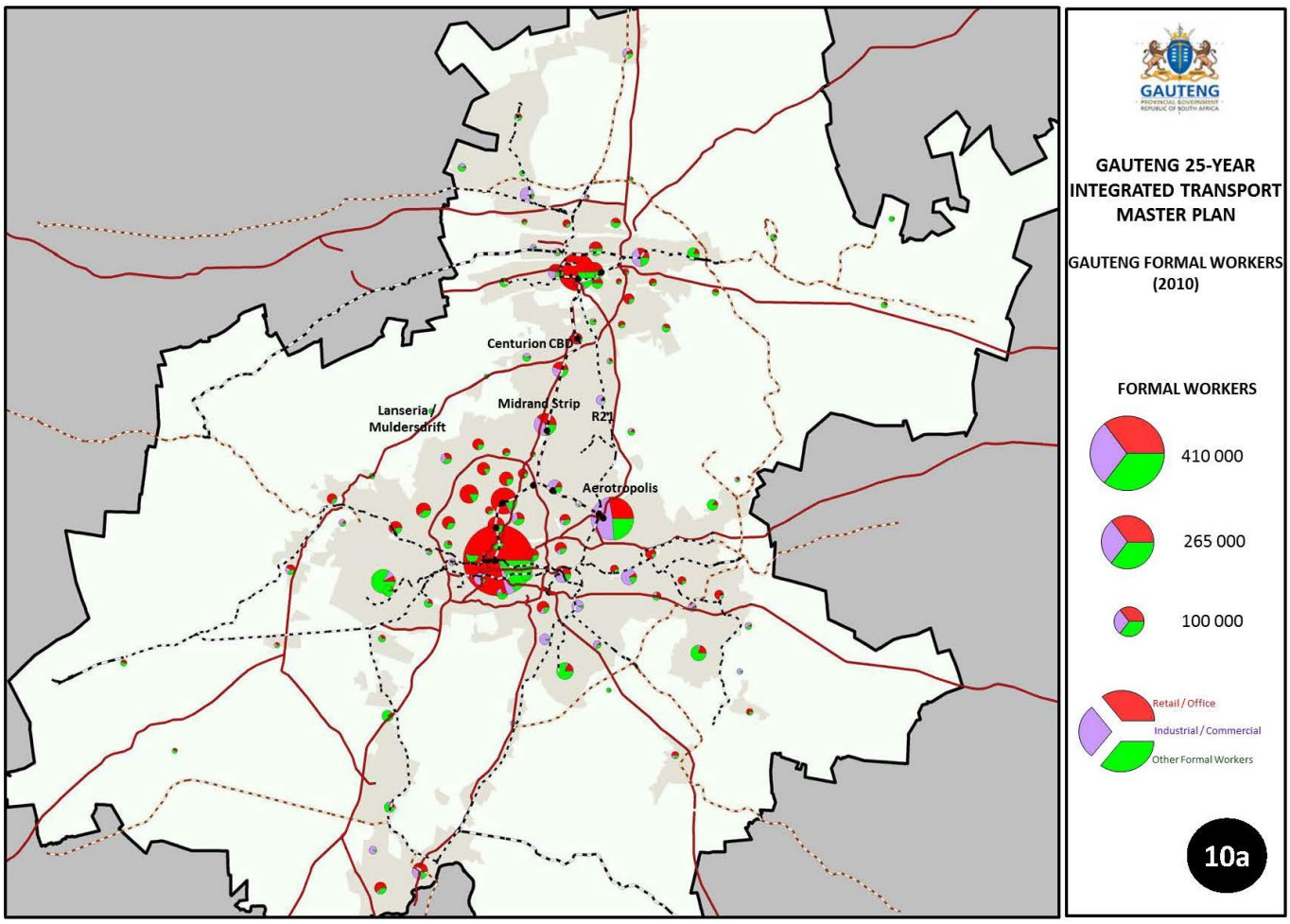
At present the Midvaal Municipality is making use of a single land use scheme called the Midvaal Land Use Scheme adopted in 2018. The Scheme is used to determine the legally registered/ approved development rights on any property within the municipal area;

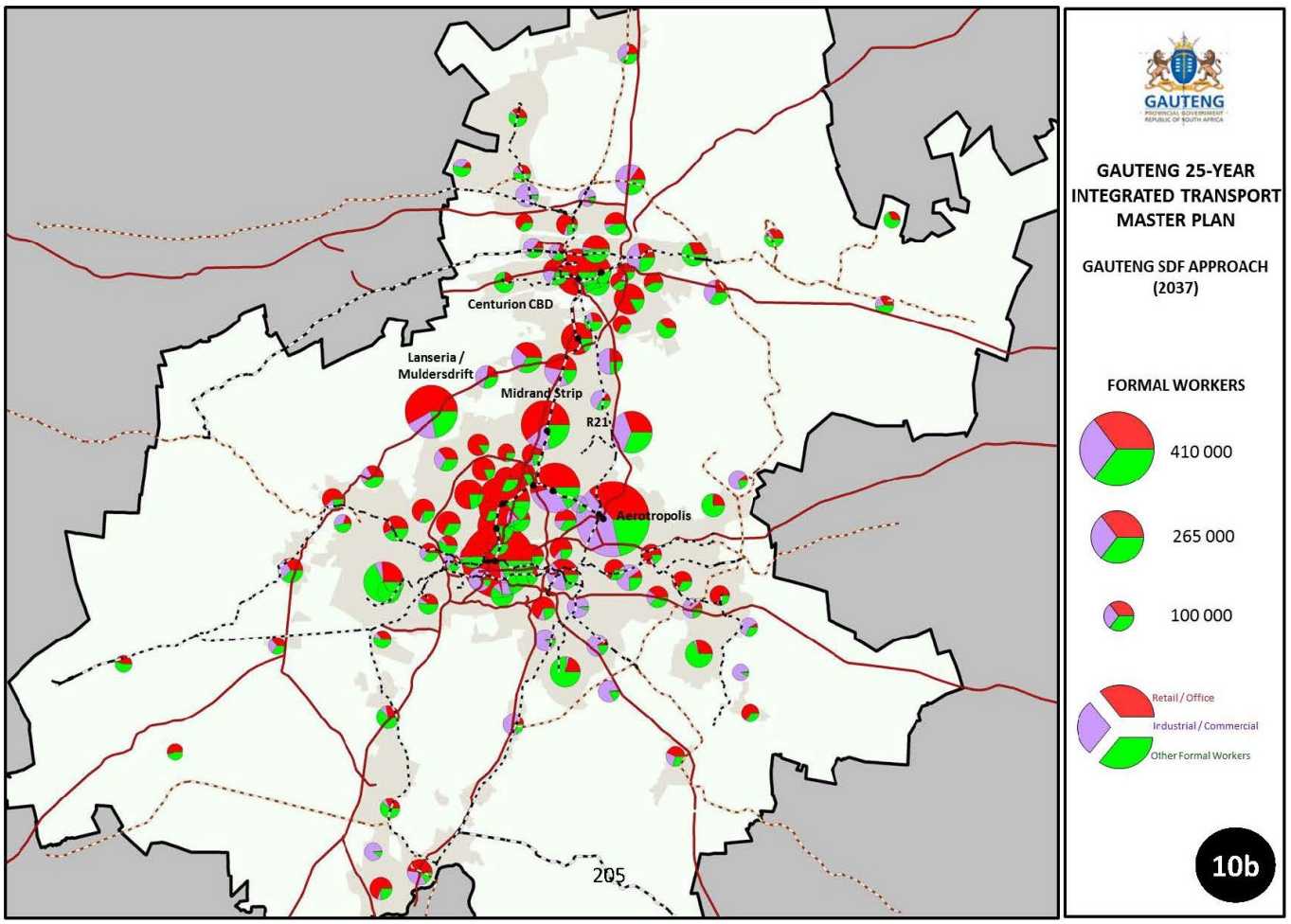
- To compare existing rights with potential rights as depicted in the municipal Spatial Development Framework.
- To determine the most appropriate procedure to follow in acquiring new development rights on a property.

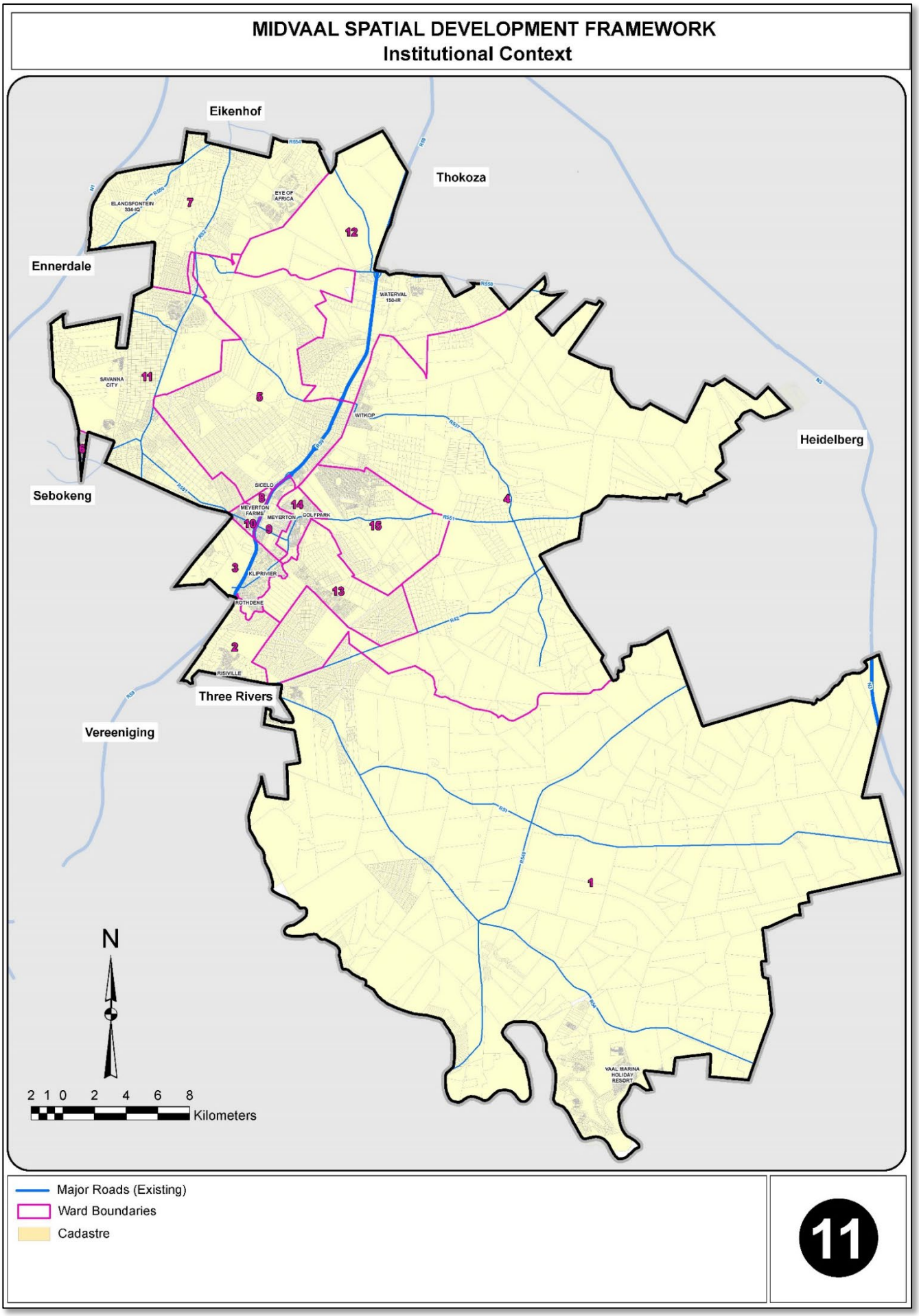
The need for uniform land use management measures and policies throughout the Midvaal area is paramount

MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
Regional Context




Centurion CBD
Lanseria / Muldersdrift
Midrand Strip
R21
Aerotropolis
GAUTENG
GAUTENG 25-YEAR INTEGRATED TRANSPORT MASTER PLAN
GAUTENG FORMAL WORKERS (2010)
FORMAL WORKERS
410 000
265 000
100 000
Retail / Office
Industrial / Commercial
Other Formal Workers
10a


Centurion CBD
Lanseria / Muldersdrift
Midrand Strip
R21
Aerotropolis
GAUTENG
GAUTENG 25-YEAR INTEGRATED TRANSPORT MASTER PLAN
GAUTENG SDF APPROACH (2037)
FORMAL WORKERS
410 000
265 000
100 000
Retail / Office
Industrial / Commercial
Other Formal Workers
10b
205


MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
Institutional Context
Eikenhof
Thokoza
Ennerdale
Heidelberg
Sebokeng
Three Rivers
Vereeniging
N
2 1 0 2 4 6 8
Kilometers
Major Roads (Existing)
Ward Boundaries
Cadastre
11

5.2 Socio-Economic Profile, Local Migration patterns and Populations Projections

5.3.1 Socio-Economic Profile

The following section depicts the demographic profile of the MLM, comprising extracts from the Midvaal Economic Development Analysis (Demacon, 2014) and additional information obtained from the Stats SA 2016 Community Survey.

Population and Household Dynamics

As shown on **Table 2** Midvaal is the smallest of the three local municipalities in the Sedibeng District, comprising 12% of the Sedibeng District population. The total municipal population in Midvaal grew from 64 640 in 2001 to 95 301 in 2011, and to 111 612 in 2016. This represents an increment of 30 661 in the 10 years between 2001 and 2011, and an additional 16 311 from 2011 to 2016. The year on year growth for the total population for the past 5 years was 3.21% – representing 3262 people per year (far above the District growth rate which stands at 0.88 for this period).

Table 2: Sedibeng District and Local Municipalities Population: 2011-2016

Population										
	2011				2016				2011-2013	
	Male	Female	Total	% of Sedibeng	Male	Female	Total	% of Sedibeng	Increment	Growth Rate (%)
GT421: Emfuleni	354,862	366,800	721,663	79%	361,692	371,752	733,445	77%	11,782	0.32
GT422: Midvaal	49,178	46,123	95,301	10%	57,926	53,685	111,612	12%	16,311	3.21
GT423: Lesedi	51,317	48,203	99,520	11%	58,688	53,784	112,472	12%	12,952	2.48
DC42: Sedibeng	455,358	461,126	916,484	100%	478,306	479,222	957,528	100%	41,044	0.88
Gauteng	6,189,875	6,082,388	12,272,263		6,753,269	6,646,455	13,399,724		1,127,461	1.77

Age Profile and Employment

The age profile of an area provides valuable insight into the working age population of an area and can therefore be translated into whether an area has a large enough working age population to maintain and expand economic activities.

According to Census 2011, approximately 70% of the total Midvaal population falls in the potential economically active population (EAP), implying that a large proportion

of the population form part of the potential workforce and require employment opportunities in the Municipality

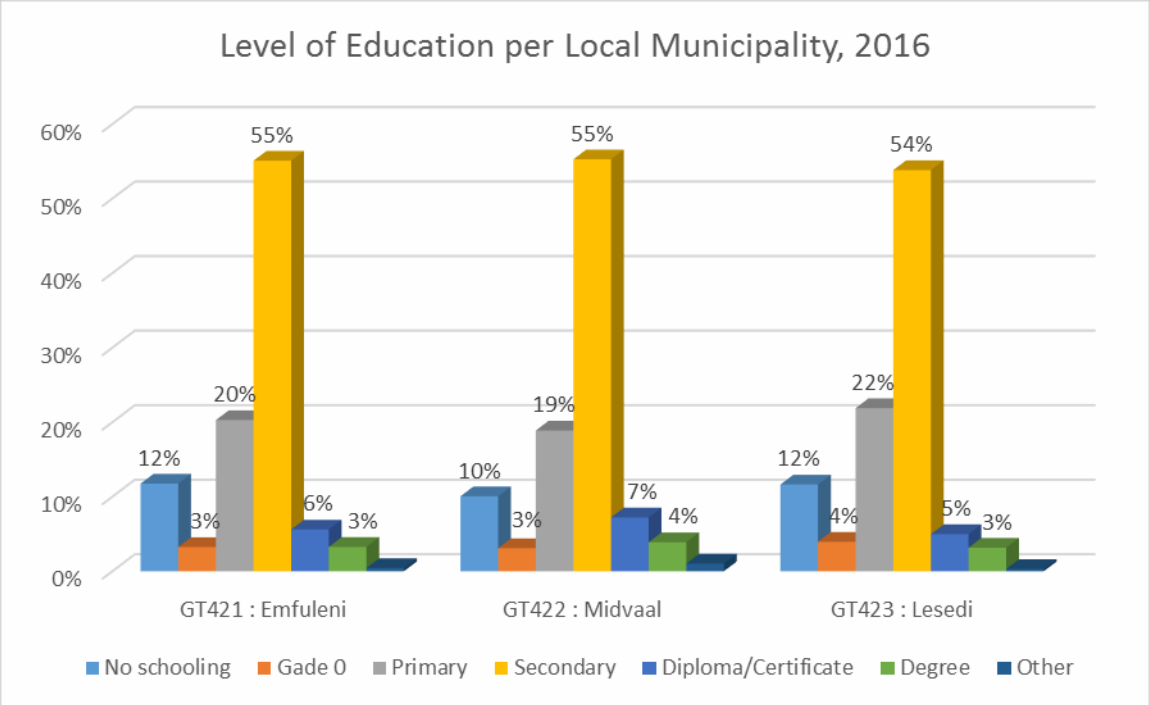
Of the economically active population in Midvaal, 81.2% are employed and 18.8% unemployed.

Level of Education

The highest level of education achieved by the population informs the employment and income potential of the local population. **Diagram 1** below compares the highest level of education for the population in the three local authorities in Sedibeng.

In Midvaal LM, 55% of the population have completed secondary education (up to Grade 12).

Diagram 1: Highest Level of Education (population segment aged 20 years and older)



Source: Stats SA: 2016 Community Survey

Household Income Distribution

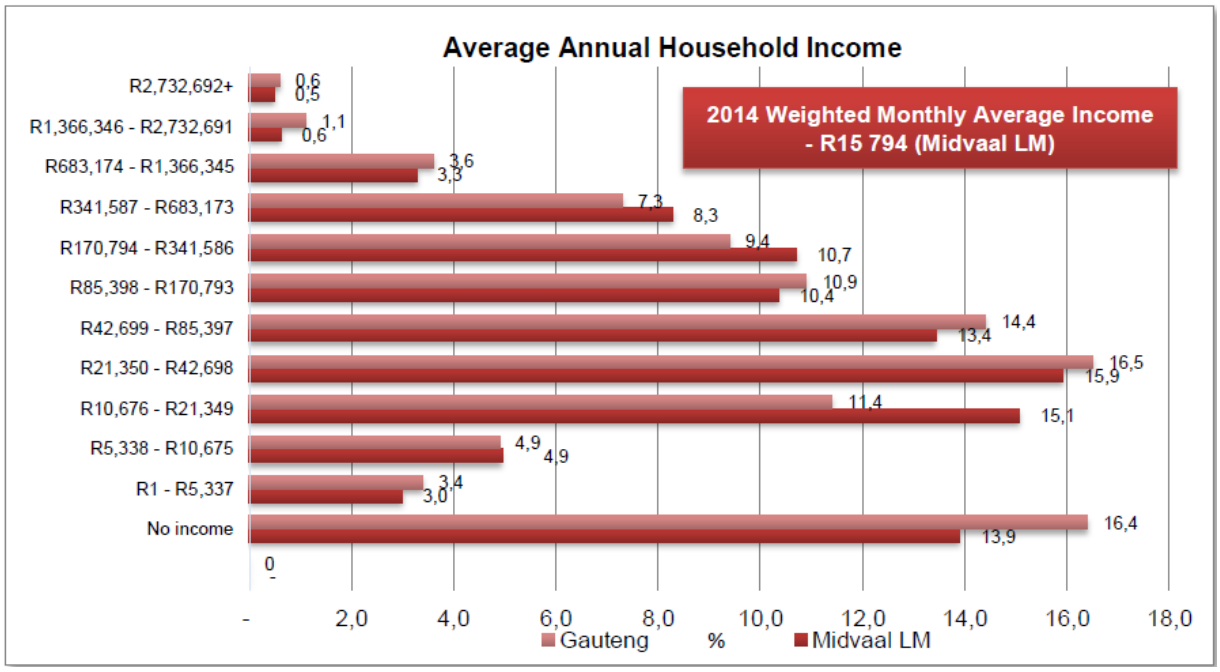
Average household income is a direct indicator of consumer demand for a broad spectrum of economic goods and services and the quantity of additional floor space that could be sustained by a given consumer market. Average household income, to an extent, also reflects the living standard of a household, and influences aspects such as asset ownership.

Diagram 2 below indicates that the local population is a predominantly low to middle income community.

- The weighted average annual household income in the market area for 2014 amounts to:
  - R189 524 per annum, which translates into R15 794 per month (All LSM groups)
  - R254 234 per annum, which translates into R21 186 per month (LSM 4 to 10+)
- A significant portion of the population in the market area earns no income at all (13.9%).

The income profile affirms a consumer market with a predominant demand profile for lower to lower-middle-end residential and commercial products.

Diagram 2: Average Annual Household Income of MLM compared with Gauteng, 2014

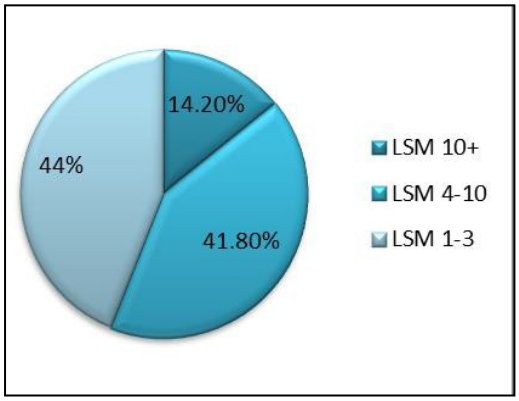


Source: Midvaal Economic Development Analysis, 2014 [Demacon ex Stats SA)

Internal comparison reveals that the Central Region (comprising the R59 corridor and related urban areas) has the highest weighted annual income level in the municipal area, while the Eastern Region (largely rural) has the lowest.

Living Standard Measurement (LSM) Profile

Diagram 3: Midvaal LSM Profile, 2011



Essentially, the Living Standard Measurement (LSM) system is a wealth measure based on standard of living, rather than income alone. As evident from **Diagram 3**, the bulk of households (44.0%) in the MLM are located within the first to third LSM levels (low living standard). This is followed by a large section (41.8%) of the population falling within LSM groups 4-10. A notable section (14.2%) of the Midvaal LM population falls within the LSM 10+ group (very high living standard).

It is worth noting that the LSM profile together with the education levels of the Midvaal LM population serve as a proxy to the promising economic conditions – including employment opportunities – of the municipal area. It was found that the best associations between high living standards, level of education and job opportunities, was namely in the *local government* sector, *financial* sector, and *manufacturing* sector.

5.3.2 Midvaal Migration Patterns

The following section comprises extracts from the Midvaal Migration Plan (2014) which found that approximately 37 000 people migrated to the study area between 2001 and 2011. This translates to about 3 700 people per annum. The total migrant population includes those who relocated domestically and foreigners who relocated from another country.

The majority of migrants in Midvaal Local Municipality (70%) relocated from other regions/ municipalities of Gauteng. Migration from outside South Africa accounted for approximately 11% of migration. Approximately 72% of international migrants to Midvaal Local Municipality migrated from the SADC region. It was also found that the primary age groups that relocate to the area are between 18 and 40 years. Roughly 64% of foreign migrants in Midvaal Local Municipality are males; and almost 90% of foreign migrants are in the potential economically active population.

Of the proportion of domestic population that migrated to Midvaal Local Municipality between 2001 and 2011, 60% constituted black migrants, while 38% were white; while more than 90% of foreign migrants in Midvaal LM were black, and 7% were white.

The bulk of the municipal population are consolidated in the north-western parts of the LM, and specifically along the R82 and R59 freeways, the precinct in between the two freeways, and in and around Meyerton as is evident from **Figure 12**.

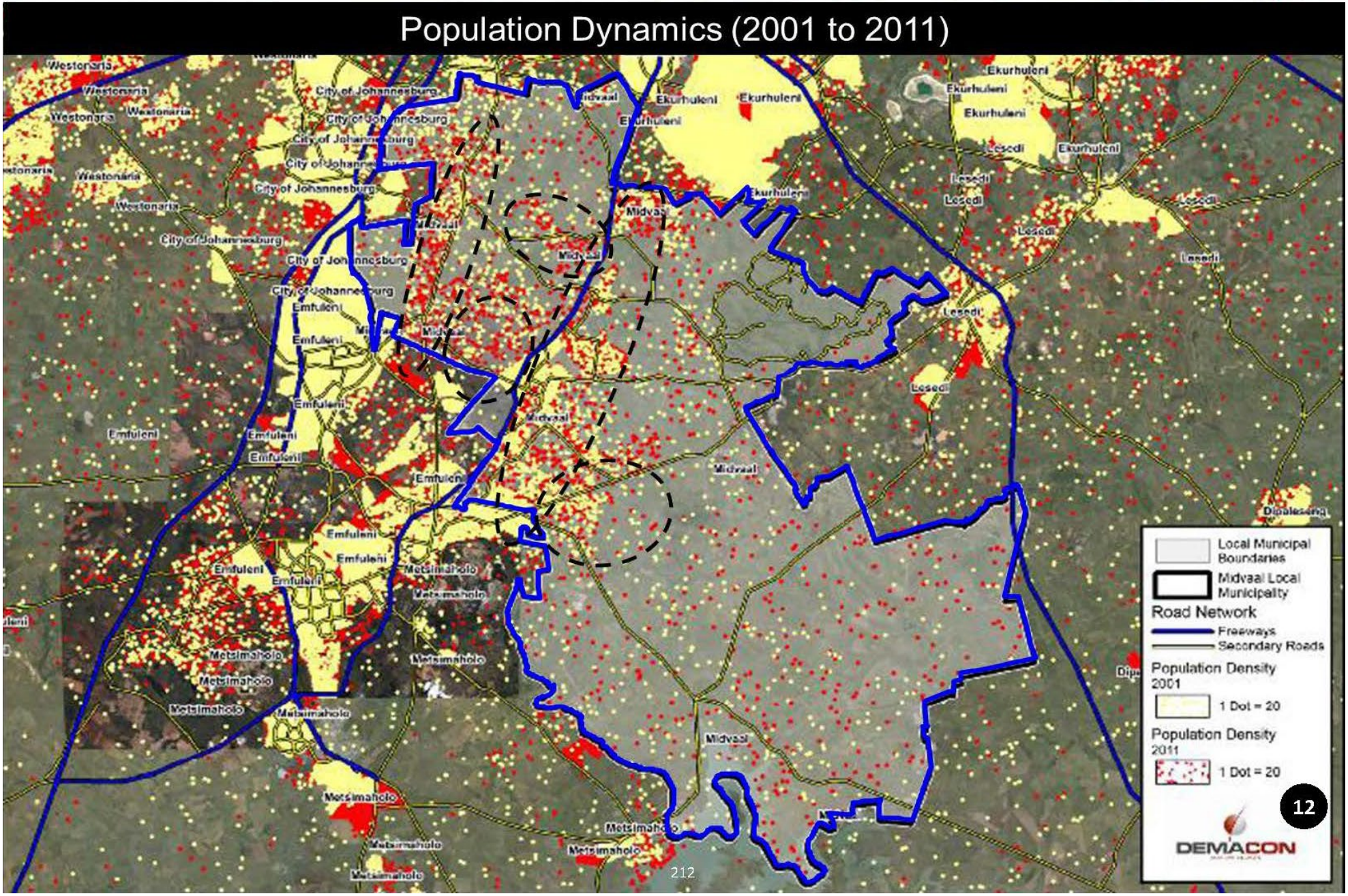
Furthermore, a comparison between 2001 and 2011 data illustrates that the urban areas (such as Meyerton, Golf Park, Randvaal and Risiville) and nearby agricultural holdings are the focus of the majority of residential growth (indicating urbanisation). It was determined that people selected Midvaal to relocate to because of a number of reasons including:

- Its central location among major economic nodes.
- The availability of land to relocate to, and the perception that space is limited in major areas such as Johannesburg and Ekurhuleni.
- Perception of employment opportunities because of major construction activities in the municipality.

Some foreign migrants relocate to the municipality in order to hide from local authorities and avoid prosecution.

Popular Migrant Destinations

The research showed that domestic migration is distributed throughout Midvaal Local Municipality. The foreign migrated population are, however, clustered mainly around the R550 and R59 interchange. It appears that foreign migrants are locating to farms and agricultural holdings, in other words the northern, north-eastern, central and north-western regions of the Municipality; as well as selected areas along the R59 freeway, such as portions between Daleside and Henley-on-Klip, and in certain parts of Henley-on-Klip. Foreign migrants are also locating to Sicelo settlement and Balmoral Agricultural Holdings (AH) to the east and Vaal Marina in the south. Relocation to informal settlements on the peripheries of urban areas was also a key choice. Lakeside Estate is an example of new development with migrants relocating to the region to find temporary construction work.


Population Dynamics (2001 to 2011)
Local Municipal Boundaries
Midvaal Local Municipality
Road Network
Freeways
Secondary Roads
Population Density 2001
1 Dot = 20
Population Density 2011
1 Dot = 20
12
DEMACON

Migration trends indicate the location of migrated population primarily in the central and western regions of Midvaal LM and in formal residential areas and small-holdings in particular. The highest migration rates are in the primary urban and agricultural holdings regions – areas such as Meyerton, Kookrus, Rothdene, Riversdale, Ophir AH, Ohenimuri, Drumblade and Waterval show significant proportions of migrated population for the period 2001 to 2011.

Areas that had migration rates above 50% of the population include Lakeside Estates, Klipview AH, Homestead Apple Orchards, Walkersville Fruit Farms, Ophir, and select sections of Sicelo and Rothdene. These trends show a preference for urban-related migration.

Proposed Approach to Migration Management

According to the MLM Migration Plan, Council must actively direct spatial development and contribute to a compact city as a means of addressing migration pro-actively. This includes the following objectives:

- Accelerate spatial restructuring;
- Improve city fabric to ensure more liveable neighbourhoods;
- Limit the urban development footprint (and consequent spatial impact on the environment);
- Create better economies of scale for engineering and public services (improve urban efficiency);
- Promote integrated mixed land use that provides employment opportunities to residents close to their work.

Secondary principles that were identified include the following:

- Contribute to improved living conditions
- Plan for population growth and social facilities
- Promote social cohesion, inclusion and protection of all population groups
- Develop markets and fight against unemployment
- Develop market-related skills
- Enable migrant contributions to reach economic growth for the well-being of the population
- Environmental conservation, agricultural and sustainable development
- Direct future corridor development through sustainable infrastructure investment
- Streamline migration into development planning

The above objectives and principles should be incorporated in the Midvaal SDF proposals.

5.3.3 Population Projections

The Midvaal Migration Plan documents three scenarios of population growth in the study area, exploring the changes to in-migration and the likely effects on spatial development and the demand for housing and related services in each of the scenarios. The findings are summarised below:

Table 3: Core Assumptions of Population Growth Scenarios

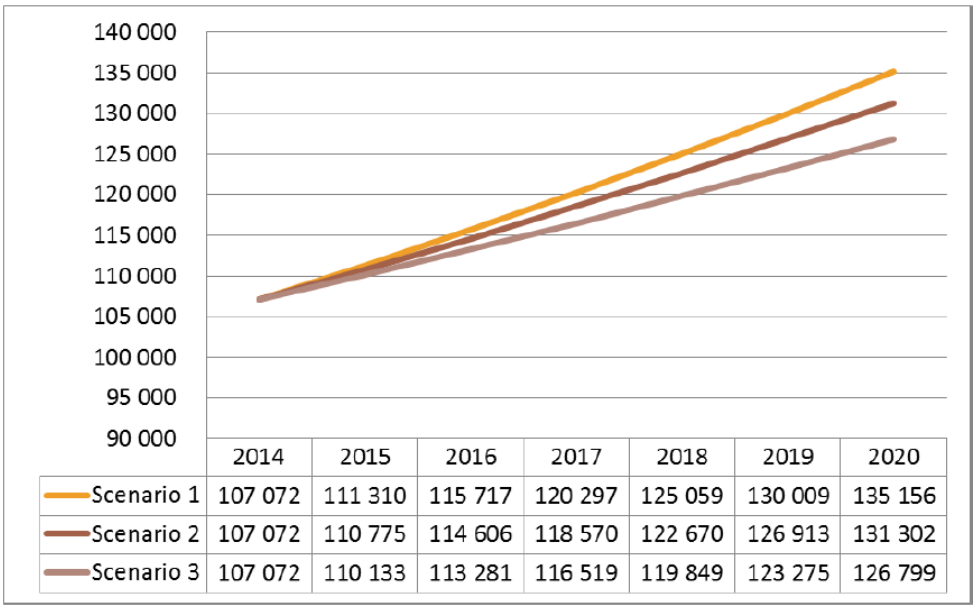
Scenario 1: Continuation of Historical Growth Trends
• Total population growth continues at current trends (4% per annum) • High in-migration patterns • High population gain due to positive net migration • Natural population growth slightly above national average
Scenario 2: Decreased Population Growth
• Total population growth decreases below current trends (3.5% per annum) • In-migration patterns decrease • Reduced population gain owing to decreased positive net migration • Natural population growth slightly above national average
Scenario 3: Substantial Decrease in Population Growth
• Total population growth decreases to approximate growth experienced by the province (2.9% per annum) • In-migration patterns decrease significantly • Population gain owing to positive net migration significantly decreased • Natural population growth slightly above national average

Source: MLM Migration Plan, 2013

The results for the three scenarios are graphically illustrated on **Diagram 4** (population) and **Diagram 5** (households) below.

It is evident from Diagram 4 that the three **population growth scenarios** for Midvaal predict that the population will increase from 107 072 in 2014 (based on Kayamandi's projections of 2011 census data) to between 126 799 and 135 156 in 2020. This indicates an increment of between 19 727 and 28 084 in six (6) years, which translates to growth of between 3288 and 4681 people per annum

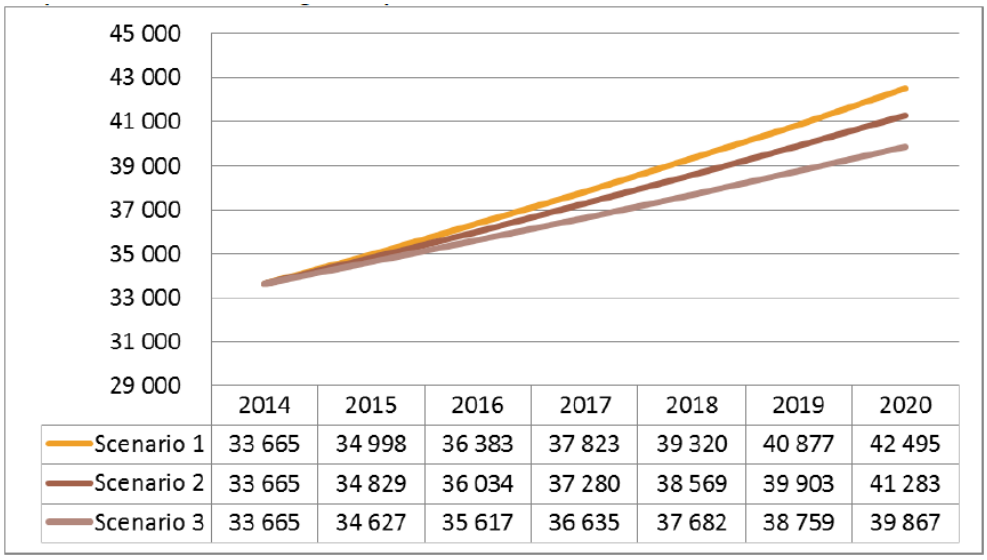
Diagram 4: Total population growth per scenario between 2014 and 2020



	2014	2015	2016	2017	2018	2019	2020
Scenario 1	107 072	111 310	115 717	120 297	125 059	130 009	135 156
Scenario 2	107 072	110 775	114 606	118 570	122 670	126 913	131 302
Scenario 3	107 072	110 133	113 281	116 519	119 849	123 275	126 799

Source: MLM Migration Plan, 2013

Diagram 5: Total household growth per scenario between 2014 and 2020



	2014	2015	2016	2017	2018	2019	2020
Scenario 1	33 665	34 998	36 383	37 823	39 320	40 877	42 495
Scenario 2	33 665	34 829	36 034	37 280	38 569	39 903	41 283
Scenario 3	33 665	34 627	35 617	36 635	37 682	38 759	39 867

Source: Kayamandi Development Services (2014)
MLM Migration Plan, 2013

The three scenarios predict household growth of between 39 867 and 42 495 by 2020 (Diagram 8). This represents an increment of between 6202 and 8830 households in the period from 2014 to 2020, which translates to between approximately 1034 and 1472 new households per annum.

5.4 Environmental Features

5.4.1 Hydrology and Topology

The Klip River with its main tributaries like the Natal Spruit, the Varkensfontein Spruit, as well as the Suikerbosrand River constitute the main drainage system within the northern and central parts of the Midvaal area, while the Vaal River and Vaal Dam are the most prominent features in the southern and south-eastern parts(see **Figure 13**). This network provides for a comprehensive open space system to be incorporated into the future spatial structure of the municipal area.

There are two major ridges precincts located within the Midvaal municipal area. These include the Platberg-Perdeberg complex in the north-western quadrant of the municipal area between Homestead Apple Orchards A.H. and Tedderfield A.H.; as well as the Vaalkop-Skurwerant-Bezuidenhoutsberg-Langberg-Bakenkop complex located in the south-eastern parts of the municipal area between Vaal Marina and the Suikerbosrand Nature Reserve.

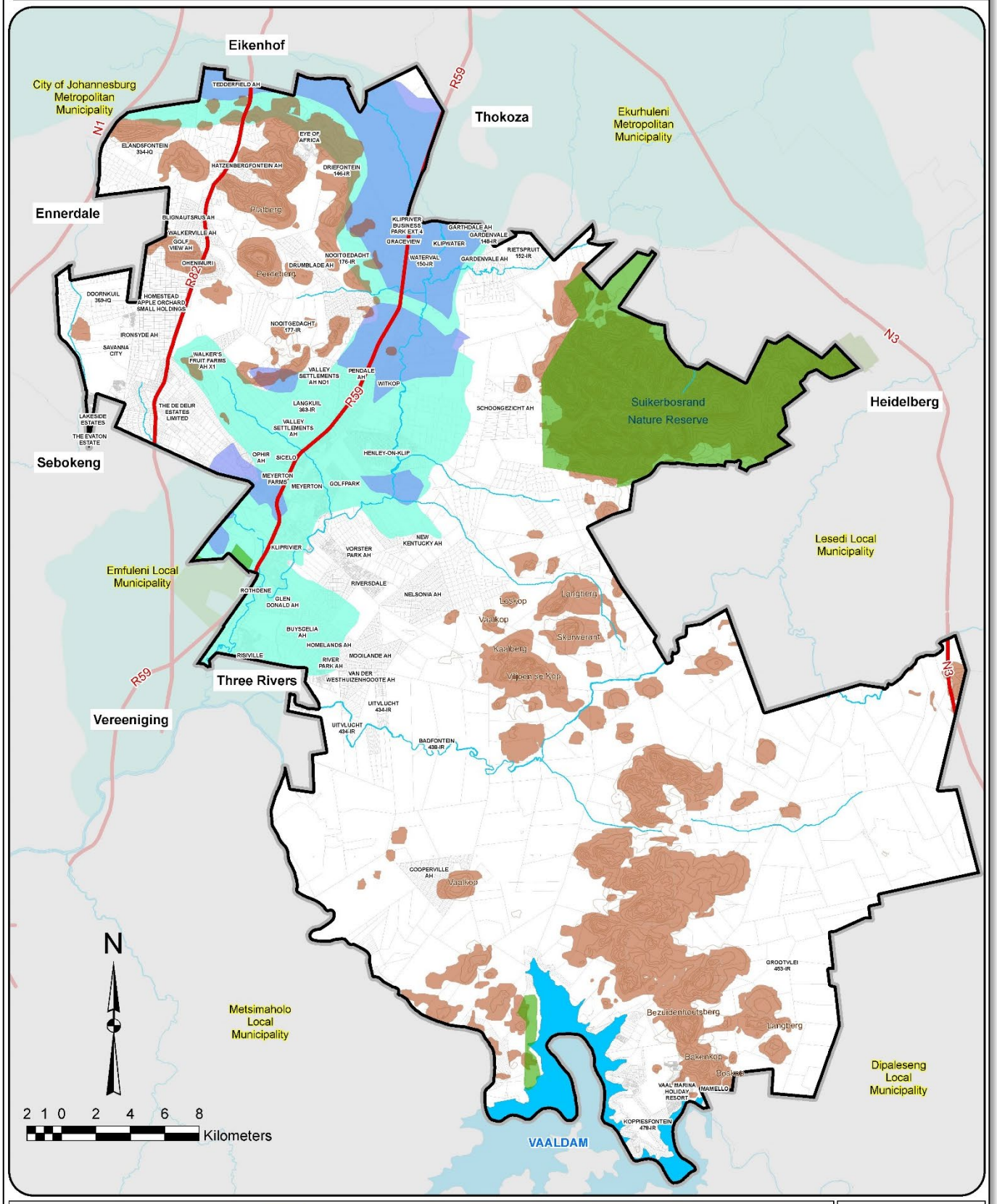
5.4.2 Geology

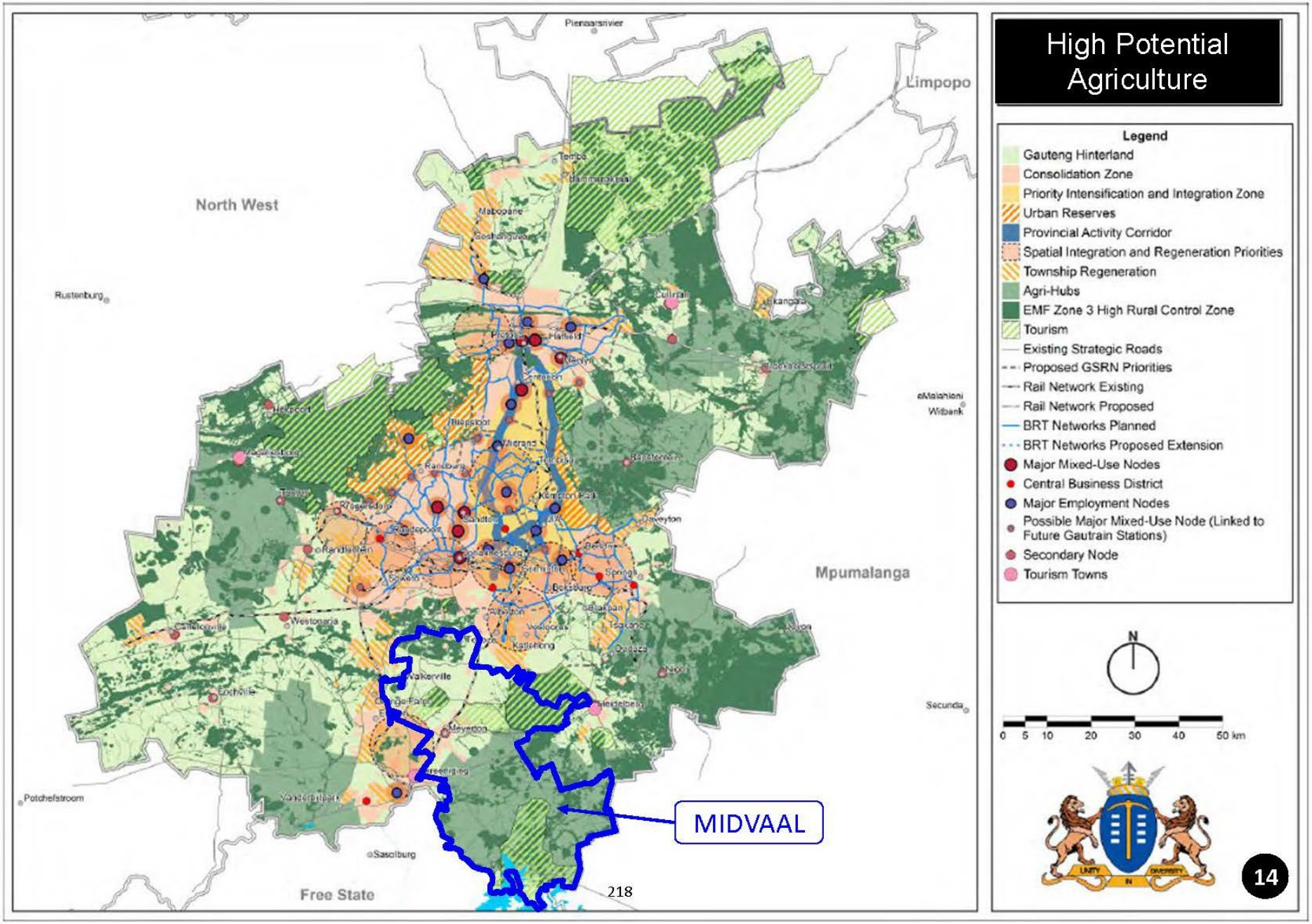
The far northern parts of the MLM fall within a massive dolomite belt that passes through the southern extents of the City of Johannesburg. The major areas in Midvaal that are impacted upon by the presence of dolomite are reflected on **Figure 13** and includes the northern extents of the R59 corridor. This is a major physical structuring element which affects potential development in the area.

5.4.3 Agricultural Potential

Figure 14 gives an indication of the distribution of high potential agricultural land in the Gauteng Province. It is evident that the municipal area is generally a high potential agricultural area with the largest concentration of high potential land located around Klipriviersberg to the north and in the agri-hub which covers the largest part of the south-eastern extents of the municipality.

MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
Topography, Hydrology and Dolomite




High Potential Agriculture
Legend
Gauteng Hinterland
Consolidation Zone
Priority Intensification and Integration Zone
Urban Reserves
Provincial Activity Corridor
Spatial Integration and Regeneration Priorities
Township Regeneration
Agri-Hubs
EMF Zone 3 High Rural Control Zone
Tourism
Existing Strategic Roads
Proposed GSRN Priorities
Rail Network Existing
Rail Network Proposed
BRT Networks Planned
BRT Networks Proposed Extension
Major Mixed-Use Nodes
Central Business District
Major Employment Nodes
Possible Major Mixed-Use Node (Linked to Future Gautrain Stations)
Secondary Node
Tourism Towns
N
0 5 10 20 30 40 50 km
MIDVAAL
North West
Limpopo
Mpumalanga
Free State
Rustenburg
Potchefstroom
Sasolburg
Secunda
Vereeniging
Vanderbijlpark
Vereeniging
Meyerton
Vaal Dam
218
14

5.4.4 Nature Reserves and Conservancies

The Suikerbosrand Provincial Nature Reserve located in the north-eastern part of Midvaal is a major structuring element and is legally protected from development (refer to **Figure 15**). There are also eight registered conservancies in the LM, namely Kliprivier-Suikerboschrand Conservancy, Welverdiend Triangle Conservancy, Thorntree Conservancy, Henley-on-Klip Conservancy, Drumblade Conservancy, Apple Orchards Conservancy, Klipkraal Conservancy, and Vaaldam Conservancy.

5.4.5 Biodiversity

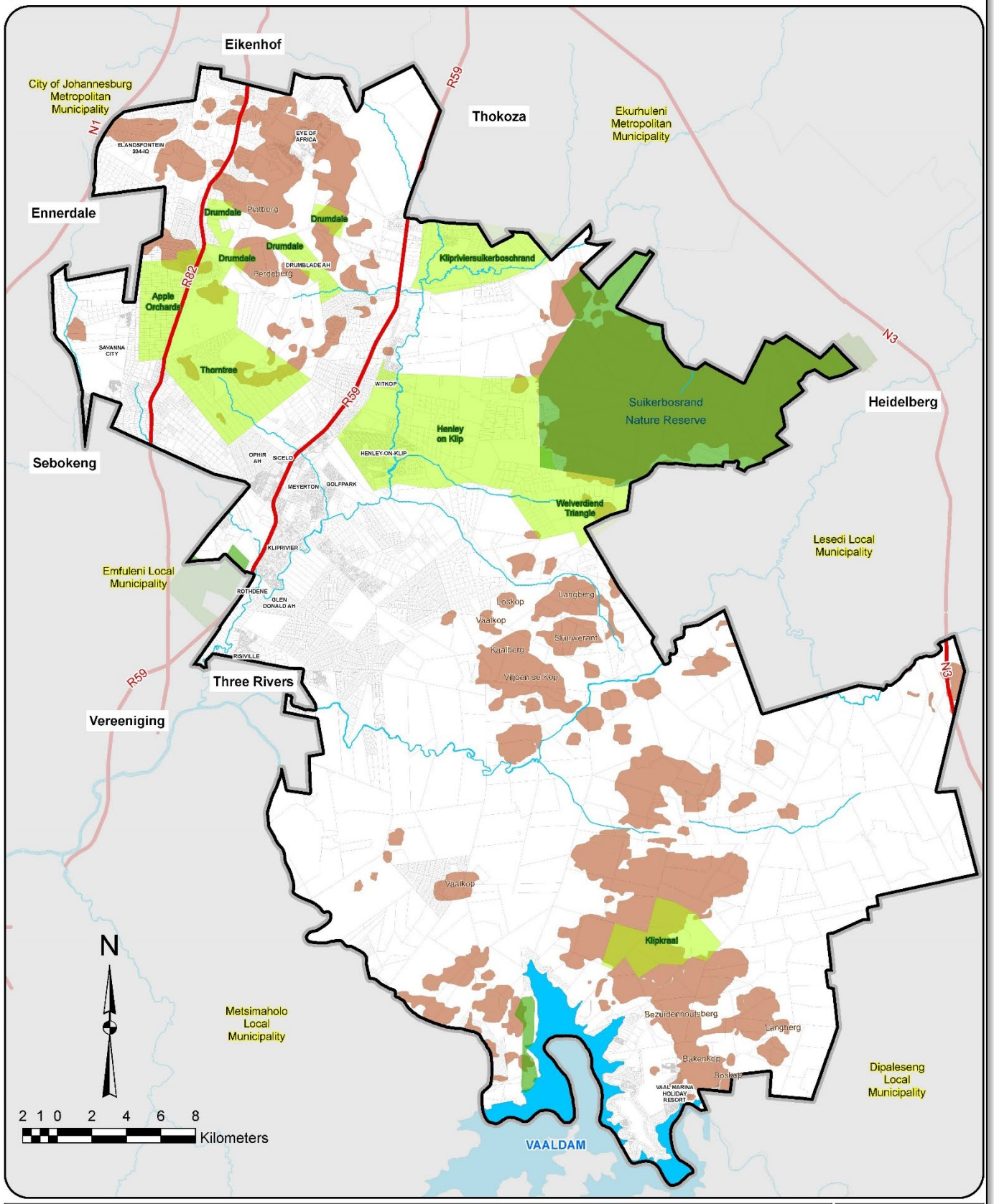
The Gauteng Conservation Plan (C-Plan 3.3) offers guidance with regards to the location of areas with high biodiversity including ridges and environmental corridors. As is evident from **Figure 16,** much of the north-western extents of the LM up to the R59 freeway, the entire area surrounding the Suikerbosrand Nature Reserve in the north-east, the far-eastern corner of the LM, as well as the Vaal Marina precinct adjacent to the Vaal Dam in the south were earmarked as 'important' areas with regards to biodiversity. These precincts should be protected accordingly.

5.4.6 Gauteng Provincial EMF Guidelines

The Draft Gauteng Environmental Management Framework (EMF, 2014) is strongly linked to the Gauteng Spatial Development Framework (GSDF) and has divided the Province into five Environmental Zones, based on the desired prominent land use activity per zone, and related environmental guidelines (refer to **Figure 17**). The five zones are namely:

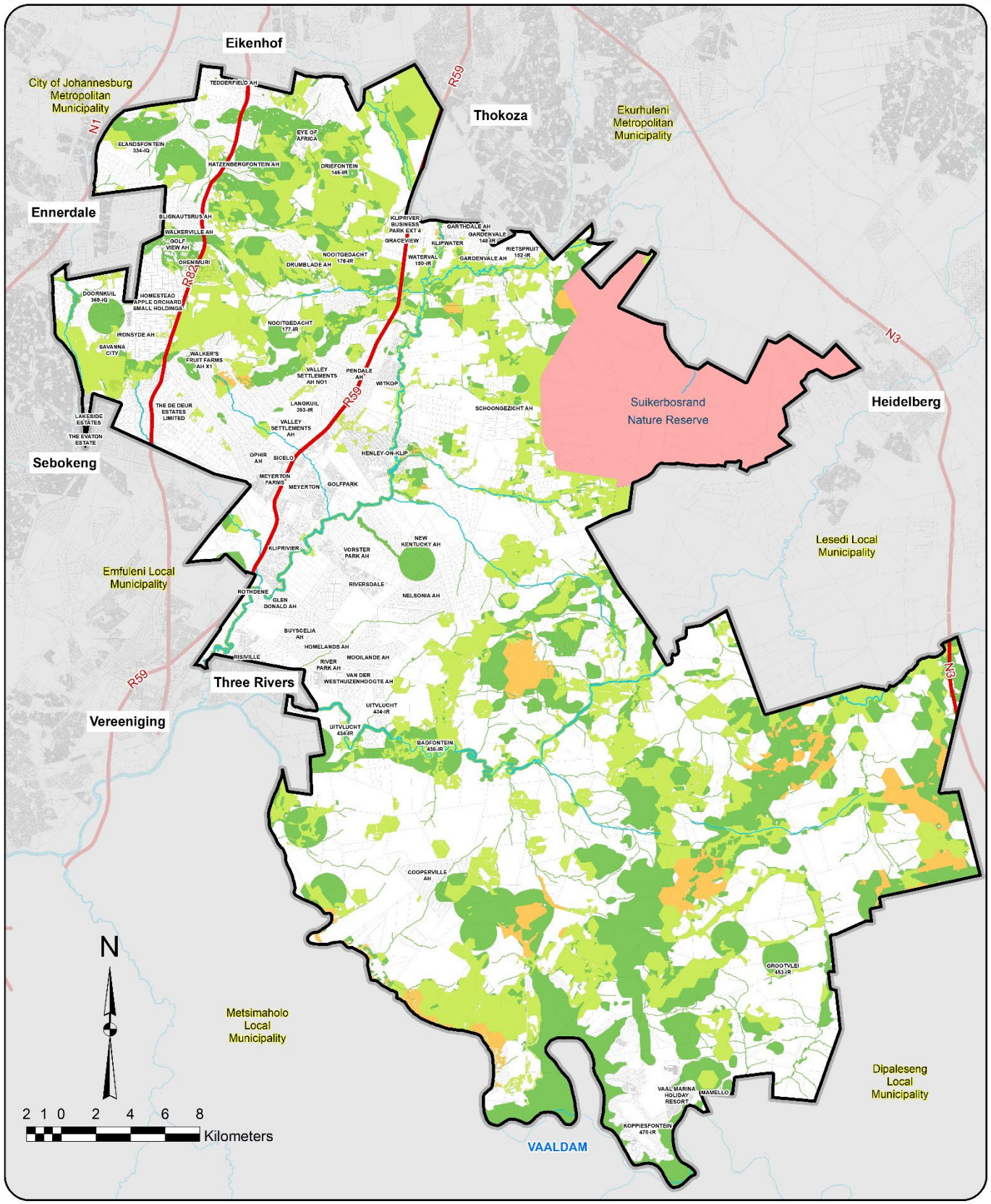
- Zone 1: Urban Development Zone
- Zone 2: High Control Zone (within the Urban Development Zone)
- Zone 3: High Control Zone (outside the Urban Development Zone)
- Zone 4: Normal Control Zone
- Zone 5: Industrial and Large Commercial Focus Zone

MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
Protected Areas



15

MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
Biodiversity (C-Plan)



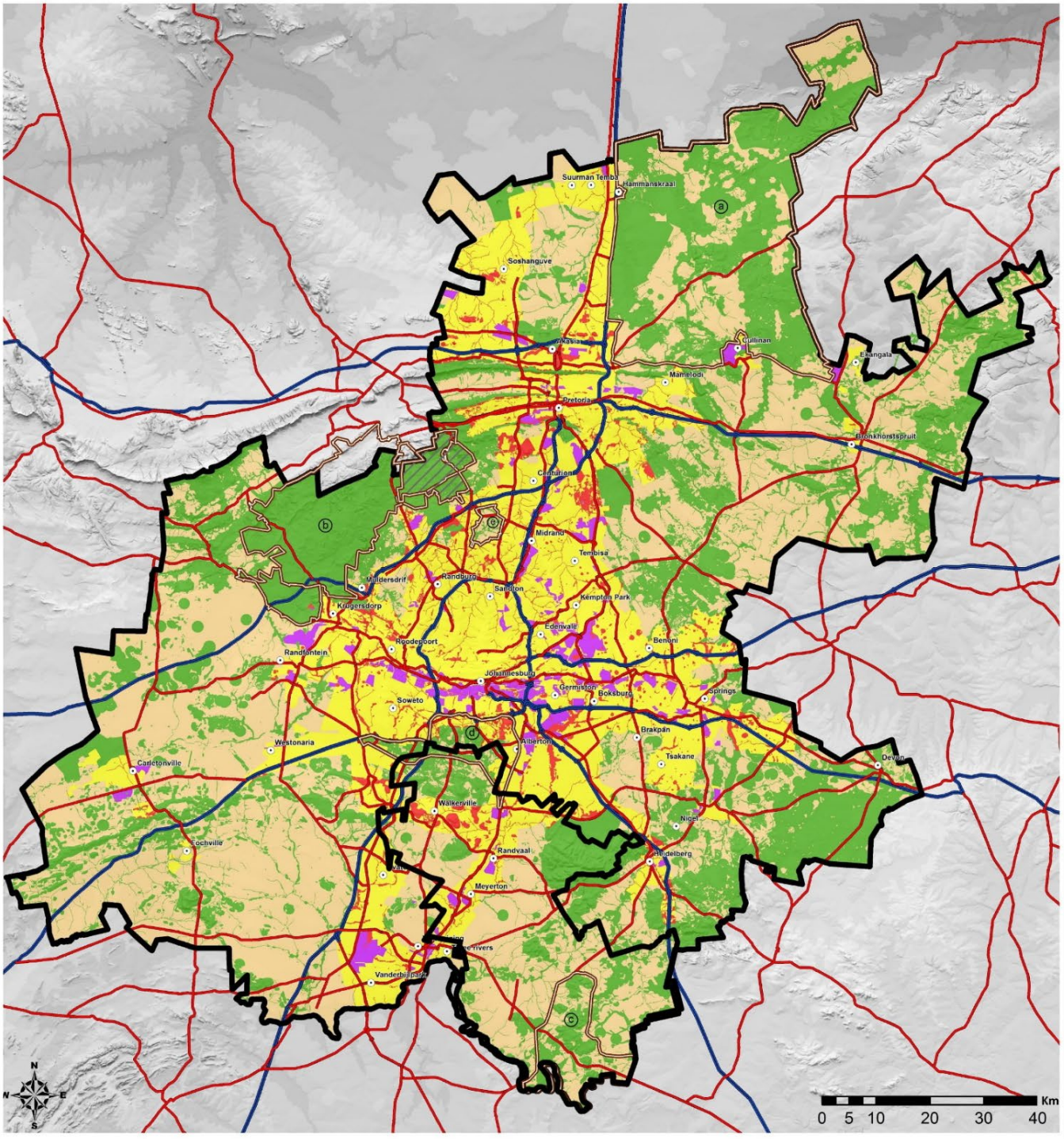
C-Plan Categories

- Ecological Support Area
- Important Area
- Irreplaceable Area
- Protected Area

- Major Roads (Existing)
- Rivers
- Cadastre

16

Gauteng Evironmental Management Framework



ENVIRONMENTAL MANAGEMENT ZONES

- Zone 1 :Urban development zone
- Zone 2 :High control zone (within urban development zone)
- Zone 3 :High control zone (outside the urban development zone)
- Zone 4 :Normal control zone
- Zone 5 :Industrial & large comercial focus zone
- Special Control Zones
- Special Control Zone for Conservation, Recreation and Tourism

Gauteng Provincial Boundary

Roads

- National Road
- Arterial Road

Special Control Zones:
(a) Dinokeng
(b) CoHWHS
(c) Vaaldam
(d) Jhb South
(e) Jhb North

17

The five Zones are briefly summarised in the table below in terms of the intention, composition and conditions of each. Development in Midvaal should adhere to the EMF Guidelines as described.

Two additional categories exist, namely Protected Areas, together with a number of Special Management Zones. The Vaal Dam Special Management Zone and Johannesburg South Special Control Zone are relevant to the study area and are also described below.

Zone 1: Urban Development Zone
Intention
The intention with Zone 1 is to streamline urban development activities in it and to promote infill development, densification and concentration of urban development within the urban development zones as defined in the Gauteng Spatial Development Framework (GSDF). *Certain currently listed activities may be exempted from environmental assessment requirements at the discretion of the competent authority*
Composition
The Urban Development Zone is composed of the following control areas (as per the GSDF): - LC01: Urban existing developed land; - LC02: Urban development priority; - LC03: Rural development priority; - LC04: Rural and urban development priority. - ISM01: Conservation and agricultural priorities; - ISM02: Conservation and urban development priorities; - ISM03: Conservation, urban development and rural development priorities; - ISM04: Agriculture and urban development priorities; - ISM05: Agriculture, conservation and rural development priorities; - ISM06: Agriculture, conservation and urban development priorities; - ISM07: Agriculture, conservation, urban development and rural development priorities; and - ISM08: Agriculture, rural and urban development priorities.
Conditions
• Development in this area must be sustainable in respect to the capacity of the environment and specifically the hydrological system to absorb additional sewage and stormwater loads as a result of increased densities; • Existing open spaces should be retained as open space for the foreseen increased densities; and • Apply the South African Guidelines for Sustainable Drainage Systems (Water Research Commission Report, 2012).
Application
The entire area around the R59 Development Corridor as well as the east-west link from Klip River towards Walkerville, Elandsfontein and Ennerdale are included in this zone. Large scale developments around route R82 in the western parts of Midvaal like Lakeside/De Deur and Savanna City are, however, excluded.

Zone 2: High Control Zone (within the Urban Development Zone)
Intention
Sensitive areas within the urban development zone must be conserved and where linear development (roads etc.) cannot avoid these areas, a proper assessment and implementation of alternatives must be undertaken.
Composition
Sensitive areas within the Urban Development Zone include: • Conservation priority areas (CBAs); • Rivers (including 32m buffers); • Ridges; • Areas that are sensitive (as determined in the sensitivity assessment); and • Protected areas.
Application
The ridges located in the Urban Development Zone between Klip River Business Park and Walkerville-Elandsfontein have been included under this category.
Intention
Special control zones are sensitive areas outside the urban development zone. These areas are sensitive to development activities and in several cases also have specific values that need to be protected.
Composition
The following areas have been identified in this zone: Rivers (including a 32m buffer on each side) and currently undeveloped Ridges that must be conserved;
Zone 3: High Control Zone (outside the Urban Development Zone)
Intention
Special control zones are sensitive areas outside the urban development zone. These areas are sensitive to development activities and in several cases also have specific values that need to be protected.
Composition
The following areas have been identified in this zone: • Rivers (including a 32m buffer on each side) and currently undeveloped Ridges that must be conserved; • The maintenance of current protected areas; • The creation of the Vaal Dam conservation and recreation area with the focus on grassland conservation and extensive recreation activities; • The creation of the Johannesburg south conservation, recreation and intensive small scale agriculture area
Conditions
No listed activities may be excluded from environmental assessment requirements in this zone and further activities may be added where necessary to protect the environment in this zone. Additional requirements (guidelines, precinct plans, etc.) to ensure the proper development of identified areas in this zone, in a manner that will *enhance their potential for conservation, tourism and recreation* may be introduced.
Application
The ridges in the agricultural hub of Midvaal in the south-east, and the ridges in the far-north-western extents of the municipality around Tedderfield and the Klip River Nature Reserve fall

under this category.

Zone 4: Normal Control Zone

Intention

This zone is dominated by *agricultural uses* outside the urban development zone as defined in the Gauteng Spatial Development Framework. *No listed activities may be excluded from environmental assessment requirements in this zone.*

Composition

The normal control zone is comprised of the following areas outside the SDF area and special control areas:
LC01, LC02, LC03, LC04, ISM01, ISM02, ISM03, ISM04, ISM05, ISM06, ISM07, ISMO8 [see Zone 1 for details]

Application

All the areas characterised by extensive agriculture in Midvaal are included in this category.

Zone 5: Industrial and Large Commercial Focus Zone

Intention

The intention is to consolidate non-polluting industrial and large scale commercial (warehouses etc.) activities in areas that are already used for such purposes and areas that are severely degraded but in close proximity to required infrastructure (such as old and even current mining areas). *Certain currently listed activities, in addition to those intended for Zone 1 may be excluded from environmental assessment requirements in this zone*.

Conditions

- Development in this area must be sustainable in respect to the capacity of the environment and specifically the hydrological system to absorb additional sewage and stormwater loads of increased densities; and
- Development in this area must *identify any unmapped wetlands*, especially seep areas that may occur on any site and when necessary apply for the required water use licence.

Non-polluting Industrial Promotion Areas where selected activities are to be excluded from EIA processes in addition to those excluded in Zone 1.

Application

This category includes all the industrial/commercial clusters along the R59 Development Corridor.

Protected areas

Each protected area is required to have a management plan in terms of NEM: Protected Areas Act. Compatible, conditionally compatible and undesirable development and land-uses in protected areas must therefore be determined in the management plan of each

Vaal Dam Special Management Zone

While the normal EMZ guidelines will apply in this area, additional consideration needs to be given to the following:

- Local tourism focused on the domestic market;
- Intensive recreation next to the Vaal Dam;
- Conservation of grassland habitat in the area;
- Rural development that focusses on tourism and recreation;

Recreation.

Johannesburg South Special Control Zone (Klipriviersberg Economic and Ecosystem

Only a small portion of Midvaal LM falls within this Zone, namely the precinct between the Eye of Africa development/ Kliprivier drainage system and the R59 freeway. The Zone includes the SOJO and KlipSA initiatives. The normal EMZ guidelines will apply in this area but decisions should be taken with due regard of the current initiatives in the area, and in consultation with the City of Joburg and City of Ekurhuleni Metros.

5.5 Municipal Spatial Structure

5.5.1 Land Use Composition and Distribution

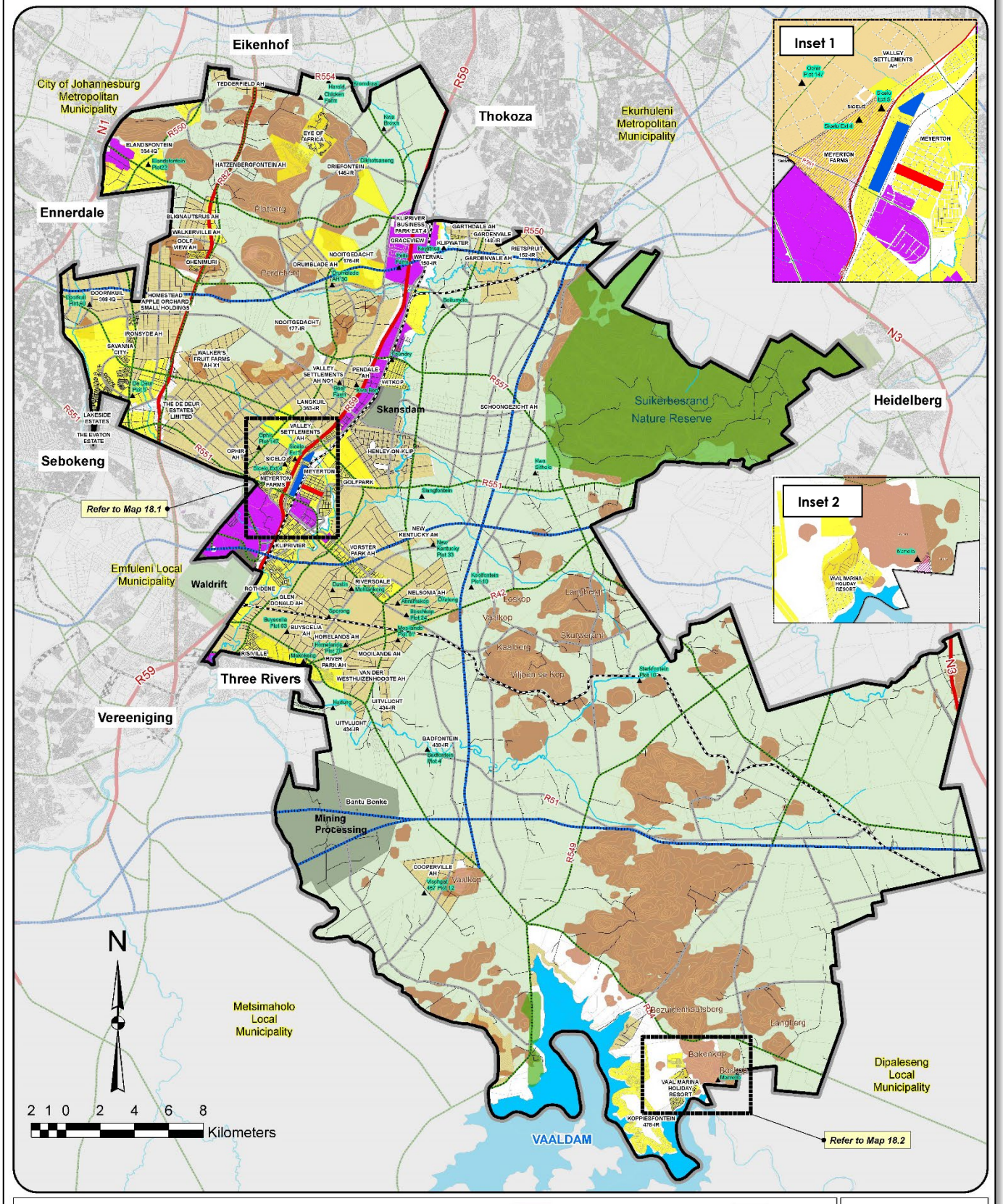
The Midvaal LM is approximately 1722 km^2 in extent and is predominantly rural in nature (**Figure 18**). It comprises extensive commercial farming areas which cover approximately 50% of the total municipal area. There are several natural features impacting on land use development in the municipal areas including the Suikerbosrand Nature Reserve; the two clusters of ridges in the municipal area (north and south-east); the Vaal River and Vaal Dam to the south; and the Klip River running parallel to the east of route R59 through the central parts of the municipality.

Urban activities in Midvaal is mainly concentrated along the R59 freeway in the central extents of the municipal area while increased urbanisation pressure is also experienced in the De Deur area along route R82 to the west.

Meyerton town which includes Riversdale, Rothdene, Kookrus and Golf Park – represents the highest order urban complex in the Midvaal area and is located along the southern extents of route R59. Further towards the north along route R59 is Henley-on-Klip, Randvaal, Daleside and Waterval. This strip also comprises a large business and industrial land use component. The Vaal Marina represents the only urban development in the southern extents of the municipal area.

To the west, several small nodal developments occur along route R82 which is a major local transport link between Vereeniging and City of Johannesburg. These nodes include De Deur, Ohenimuri and Walkerville, and Tedderfield. Savanna City is a mega city development located adjacent to the north-west of De Deur and is developed as a functional extension of the larger Evaton-Sebokeng-Orange Farm residential complex located adjacent to the west thereof.

MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
Spatial Structure, Land Use and Road Network



- Informal Settlements
- Major Roads (Existing)
- Other Roads (Existing)
- Proposed Class 1 Roads
- Proposed Class 2 Roads
- Proposed Class 3 Roads
- 20m Contours
- Rivers
- Suikerbos Nature Reserve
- Ridges
- Vaal Dam
- Extensive Agriculture
- Industrial / Commercial
- Existing Mixed Use
- CBD
- Mining
- Rural Residential
- Residential
- Cadastre

18

Residential Settlement Patterns

Formal Residential

Midvaal comprises the following formal towns:

Table 4: Towns in the MLM Area

Meyerton	Risiville	The De Deur Estates	Highbury
Vaal Marina	Henley-on-Klip	Ohenimuri	Witkop
Klipwater	Sybrand van Niekerkpark	Witkop Industrial	Noldick
Eye of Africa	Duncanville X3	Golf Park	Savanna City
Sicelo	Riversdale	Lakeside Estates	Rothdene
Klipriviersdorp (Kookrus)	Klipriver Business Park	Meyerton Farms	Fleurdal

Source: MLM IDP 2014/15

The largest residential township in municipality is Meyerton comprising of Golfpark, Meyerton Farms, Kookrus, Riversdale and Noldick

Informal Settlements

Since 2000 (when the MLM was established) numerous informal settlements have established in the municipality. Informal settlements often occur on land not suitable for housing development, such as within the 1:50 and 1:100 year flood line or areas with problematic geotechnical conditions (dolomite). Figure 18 depicts the location of the informal settlements in Midvaal. It is evident that the majority of informal settlements are consolidated along the R59 corridor close to urban areas, though there are a few informal settlements situated on farmland in the deep rural areas.

Agricultural Holdings and Farms

The agricultural holdings in Midvaal are mostly characterised by a main dwelling unit and subsidiary dwelling units where domestic workers and other labourers stay. Agricultural holdings in the area are used for small, intensive agricultural purposes, secondary industries, or pure residential purposes. Service levels on these agricultural holdings vary. Table 5 below list the agricultural and small holdings in Midvaal.

Table 5: Agricultural Holdings in the MLM Area

Blignautsrus A.H.	Blue Saddle Ranch	Buyscelia A.H.	Boltonwold A.H.
Cooperville A.H.	Gardenvale A.H.	Glen Donald A.H.	Drumblade A.H.
Garthdale A.H.	Golfview A.H.	Homelands A.H.	Schoongezicht A.H.
Hartzenbergfontein A.H.	Helderstrome A.H.	Mooilande A.H	Homestead Apple Orchards A.H.
Ironsyde A.H.	McKay Estates	Walkerville A.H.	Nelsonia A.H.
New Kentucky A.H.	Ophir A.H.	Shermanpark A.H.	Pendale A.H.
Walkers Fruit Farms	Riverpark A.H.	Vorsterpark A.H.	Tedderfield A.H.
Valley Settlements A.H.	Vanderwesthuizenshoogte		

Source: MLM IDP 2014/15

Farms are usually occupied by a main dwelling house and subsidiary dwelling units for farm labourers. Farms are mostly supplied with electricity by Eskom and provide their own water, sanitation and refuse removal services. Farmers mostly assist farm labourers with these services. Midvaal has 79 registered farms.

Business Nodes

The major business node within the MLM is the Meyerton CBD which is situated along the R59 freeway. The smaller nodal points, De Deur and Walkerville, also act as service centres to the surrounding local communities offering limited retail and commercial services.

The De Deur node along route R82 experiences significant pressure for expansion due to extensive residential development towards the west in Ironside, Lakeside and the eastern extensions of Evaton.

Industrial

Industrial activities are found mainly along the R59 freeway and are clustered in Meyerton, Daleside and Waterval (R59 and R550 interchange) (refer to Figure 18). Industrial activity ranges from light to heavy and contains major industries such as the Heineken Bottling Plant, Everite and Samancor.

The route R59 economic corridor currently extends from the Heineken Brewery and Klipriver Business Park to the north through to Samancor in to the south and has the potential to expand in both directions. The southern extension of route R59 forms part of the "triangle" between Vereeniging, Vanderbijlpark and Evaton/ Sebokeng which was identified as the Sedibeng District's economic core (GSDF).

Several smaller commercial activities are also located along route R82 to the west, but these are mainly builder's yards/ hardware outlets serving the needs of the large clusters of low income residential areas that are located in close proximity.

Mining

The Glen Douglas Dolomite mine which is situated near Randvaal to the south of Meyerton, is the only operational mine in the area. Proposals for further mining in the area surrounding Bantu Bonke are being explored by mining companies such as Exxaro.

Tourism

The MLM has a number of areas with potential for tourism, including areas such as the Suikerbosrand Nature Reserve and numerous historical and other sites. A major asset with potential for tourism is the Vaal Dam and the precinct along the Vaal River including Vaal Marina, with potential for inter-provincial collaboration such as the Vaal 21 Initiative. Walkerville has potential for development as a tourism node, offering a range of art and craft shops, galleries, coffee shops and restaurant, and with a strong link to the surrounding agricultural and equestrian culture.

Township Tourism within Midvaal is seen to be flourishing recently, specifically in the food and entertainment sectors. Township based accommodation facilities are being sensitised with the importance of grading through the Tourism Grading Council of South Africa. The Municipality has established a Tourism Forum in order to provide a stakeholder engagement platform and to also provide support to all tourism product owners within the municipality. Midvaal also assists in marketing the accommodation establishments through making available details of the establishments to potential visitors of the Annual Municipal Sponsored Tourism events.

Agriculture

Agricultural activity in Midvaal comprise commercial farming operations such as crop production (including maize and grain) and animal production (including milk, beef, mutton and lamb, eggs and poultry). The performance of the agricultural sector in the municipal area is very dependent on climatic conditions and may fluctuate from year to year.

The south-eastern extents of the municipality form part of one of the Agri Hubs identified

for Gauteng Province, and produces the bulk of the annual agricultural yield in the municipality.

As part of the intervention to support agricultural activities in the area, Midvaal has collaborated with Gauteng Agricultural & Rural Development to implement the Comprehensive Agricultural Support Programme (CASP) for emerging farmers and households. Through CASP, support is provided to the local farmers in the form of provision of infrastructure, implements and garden tools to poor households for food security. The municipality further assist with tractor mechanization to make it easy for crop production farmers to plant. The Food gardens initiatives are spatial represent on Figure 18.

5.5.2 Transport Network

Road Network

The existing road network as depicted on Figure 18 mainly caters for north-south movement through the Midvaal area due to the historic functional relationship between Johannesburg to the north and Vereeniging-Vanderbijlpark to the south. The following are routes of national and/or provincial and local significance in and around the Midvaal area (refer to Figure 18):

- The R59 links Vereeniging with Alberton and the N12 in Johannesburg. This route is situated in the central part of Midvaal Local Municipality area and has been marketed as a development/ industrial corridor since the late 1990's;
- The N1 is the major national north-south route linking Musina in the north to Cape Town in the south and passes adjacent to the west of the Midvaal area;
- The N3 is the major transport link between Gauteng Province and Ethekwini (Durban) and passes the Midvaal area a few kilometres to the north-east;
- The R82 is a secondary north-south route linking Vereeniging and Johannesburg via Walkerville and De Deur situated in the western parts of Midvaal. The route runs parallel to and midway between the N1 and the R59 freeways and attracts mixed use development around De Deur, Walkerville and Tedderfield. Gautrans is in the process of incrementally upgrading route R82 from north to south and the section from the City of Joburg up to just past Walkerville has been completed;
- The M61 is a secondary north-south route running parallel to the west of the R59 linking Vereeniging and Alberton via Meyerton, Randvaal and Waterval;

- The R42 runs east-west through Midvaal and links Meyerton to Heidelberg and the N17 in the Lesedi Local Municipality;
- The R551 is an east-west route between the N1 and the Suikerbosrand Nature Reserve. This road merges with route R42 at the Nature Reserve;
- The R557 is an east-west link between the N3, R59 and R82 in Midvaal, linking Waterval and Walkerville to the N3;
- The R54 links Vaal Marina to Meyerton and the R82 further to the west; and
- The R549 functions as the Heidelberg-Vaal Marina-Potchefstroom connector.

The condition of provincial roads in the MLM is generally poor and the routes require upgrading (MLM IDP). Excessive freight transport (overloading) and a lack of maintenance are contributing to the deterioration of provincial road infrastructure.
Stormwater is primarily drained via surface drains and channels which are cleaned annually (MLM IDP). Stormwater runoff is a particular problem in the rural areas where roads are not properly constructed/ maintained. During heavy rains damage is caused to roads by stormwater, rendering the roads unusable and requiring frequent maintenance and repair.

Railway Network

The main railway line in the Midvaal area stretches from north to south parallel to the R59 and connects Vereeniging with Germiston and Johannesburg. This railway is mainly used for freight services in Midvaal. To the west, and running along the far western border of the MLM in the vicinity of Savanna City, is a second line which serves as the main commuter line between Emfuleni municipality and the City of Joburg. There is a secondary railway line from this line, which traverses the area from east to west but is no longer operational

Public Transport

The public transport system in Midvaal is as efficient as it can be at present to deliver a reliable service to all communities. Private transport seems to be the norm in the urban parts of the Midvaal area while public transport is more commonly used in the rural areas. The R82 is a major public transport corridor.

Taxis are the most dominant form of public transportation, followed by buses. The low levels of private vehicle ownership correspond with the low-income levels in the disadvantaged communities. This emphasises the need for public transport routes and facilities in the MLM. Population densities in the rural areas are however very low, which is not conducive to effective public transport.

Meyerton Station is the major modal transfer point between rail, bus and taxi in the Midvaal area. There is a need to develop the station and to pay particular attention to the safety of pedestrians crossing the roads between the taxi rank and bus stop. (Construct a pedestrian bridge over the R59 freeway linking Sicelo with the station).

Air Travel

The Aeronaval Airport is the only airport situated within the Sedibeng District. It is located within a proclaimed aeronautical airstrip (the Vereeniging Airport), on the boundary between Midvaal and Emfuleni, outside the jurisdiction of Midvaal (11 km to the north of Vereeniging and 4 km northwest of Meyerton). The airport has two runways and hangar facilities to accommodate approximately 64 aircrafts

The viability of rerouting cargo flights from the Johannesburg International Airport to this airport is currently being investigated, to alleviate airspace congestion. This holds tremendous opportunity for the Sedibeng District and particularly Midvaal in light of the proximity of the airport to Meyerton.

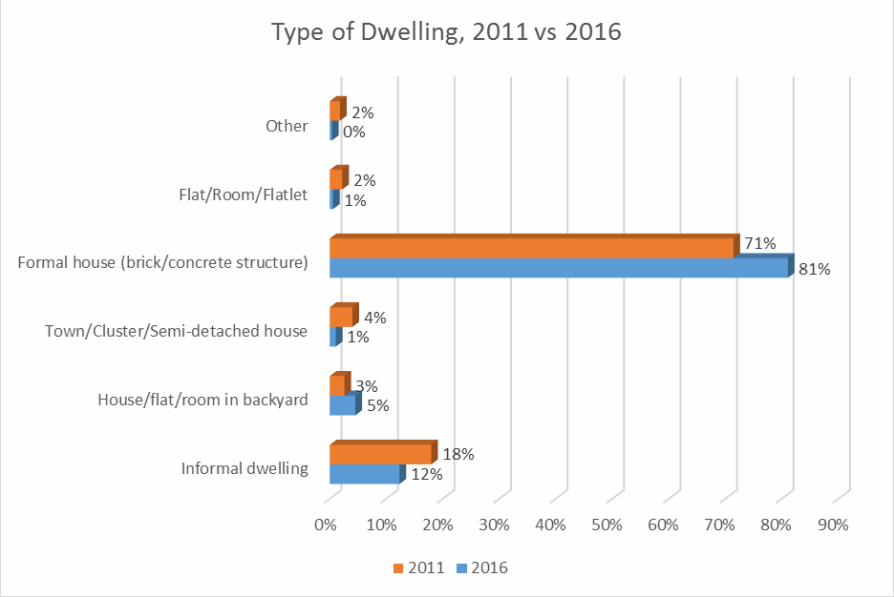
The Tedderfield Airfield is the only airfield situated within Midvaal. It is privately owned and is used mostly for recreational purposes by micro lights.

5.6 Housing profile

5.6.1 Dwelling Type

Diagram 6 gives an overview of the dwelling type composition in Midvaal LM as documented in the 2016 Community Survey. It is evident that the dominant dwelling type is a house or brick structure on a separate stand or yard (81%), followed by informal dwellings in informal settlements representing 12% of all housing stock. Backyard units represent about 5% of housing stock while townhouses and flats represent around 1% each.

Diagram 6: Dwelling Type - Midvaal LM (2011 vs 2016)



5.6.2 Housing Demand

According to the Midvaal Clarification Report on Informal Settlements (Household Survey, 2013), the community survey conducted by the Red Ants Security Services estimated the housing backlog in the municipal area at 5497 units. This figure was however expected to increase once all the informal settlements had been enumerated (refer to **Figure 18** depicting the spatial distribution of informal settlements throughout the Midvaal area).

According to the Census 2011 data, the Municipality's backlog was estimated at **5546**, only slightly higher than the figure from the Red Ants Household Survey (see details below).

Table 6: MLM Housing Backlog (Census 2011)

Category	No. of
Traditional dwelling / hut / structure	150
Informal dwelling / backyard shacks	944
Informal dwellings in informal settlement	4435
Caravan, tents or container	117
Total	**5546**

The Clarification Report concluded that the Census figure (5546) should be considered as the official housing backlog for planning purposes in the MLM.

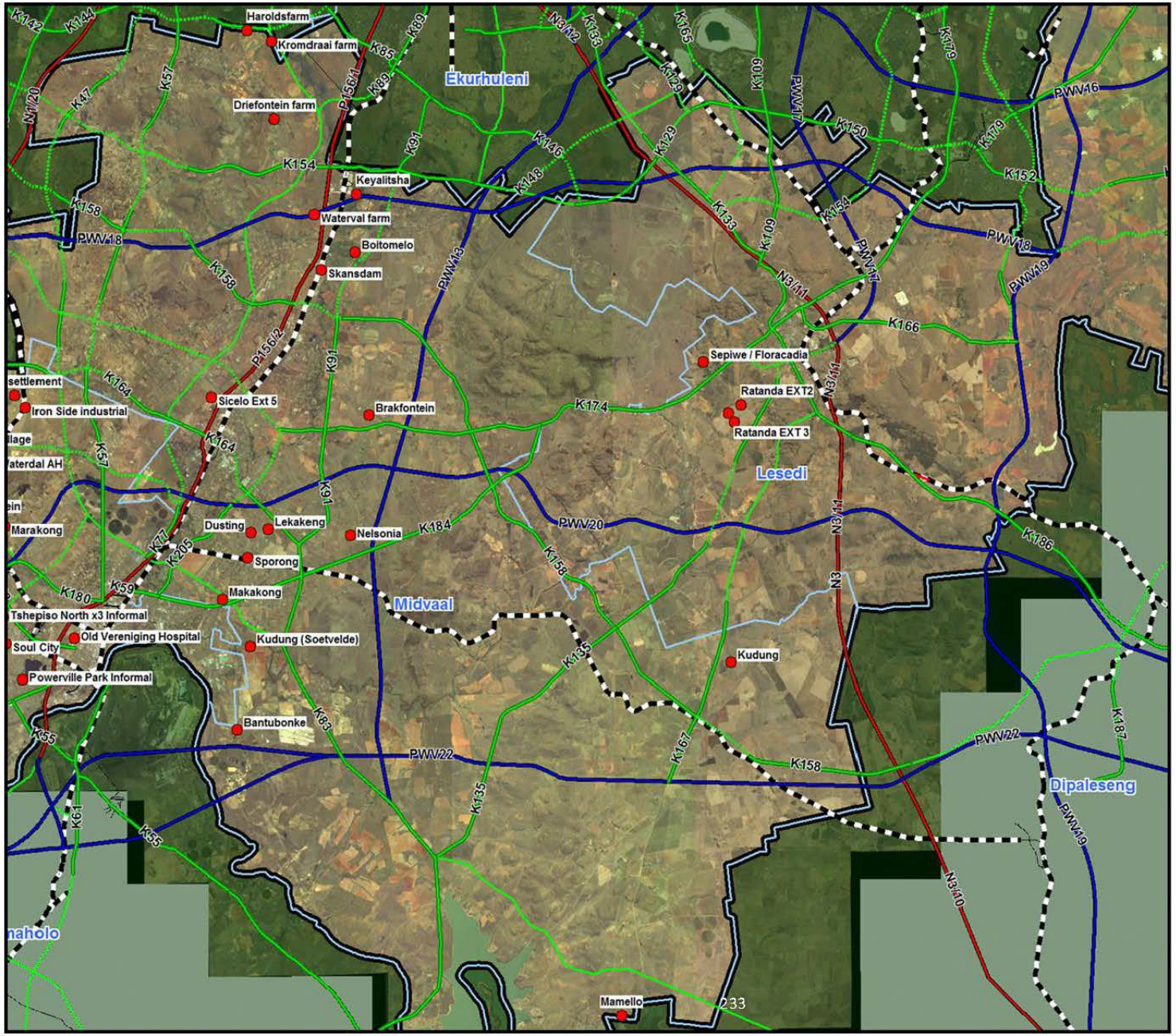
55.6.3 Housing Projects in Process (Supply)

Private Sector (High and Middle Income) Bonded Housing (Low Income) Projects and Subsidy Housing Projects as noted below:

- The Grace township (**Figure 20**) is located to the west of Klipriver Business Park. The Grace will provide approximately 1414 Res 1 residential units, with a subsidy component for 700 Res 3 Sectional Title units. The development will include mixed use and commercial stands.
- Savanna City is the largest and most significant development in Midvaal LM (**Figures 22**). It borders Orange Farm in the City of Johannesburg. This development comprises 1462 Ha of land. It will offer 18 399 mixed income residential stands (with collective capacity for 19 264 dwelling units), together with various community facility and commercial stands. It is considered the largest development of its kind. More specifically, the development will comprise 5517 fully subsidised houses, 5518 Finance Linked Individual Subsidy Programme (FLISP) housing opportunities, 2 635 Residential 3 units, and 4 729 bonded houses. When completed, the township will also include 16 schools, 32 institutional sites, 9 municipal sites and 9 business areas. **Table 7** depicts the status of the various extensions in Savanna City
- Housing construction on Erf 206 Meyerton Farms has been completed and comprises of 290 fully subsidised housing units. Beneficiaries from the Sicelo informal settlements of Midvaal were allocated the available houses.
- A housing project is currently under construction on Erf 78 Meyerton Farms and will provide 720 residential units in the form of walk-up units with full title deeds. Phase 1 of the project is ongoing for the construction of 180 units
- Erf 52, 53 41 and 184 of Meyerton Farms (Known as Sicelo Ext 4 & 5) currently hosts the biggest informal settlement in Midvaal, Rezoning, Engineering Designs, Dolomite Investigation Study and Layout plans for formalization have been completed however the challenges faced is de-densification of the informal settlement to provided service and begin construction of houses in Ext 4 & 5.
- A rapid land release programme is currently underway on Portion 47 of the farm Langkuil 373 IR. This will assist with the de-densification of Sicelo Ext 5 to enable formalisation of the informal settlement.
- The aim of the Mamello Ext 1 project is to provide housing opportunities to the residents of the current Mamello informal settlement. The projects is divided in

to 2 phases of which phase 1 will include 565 residential units for fully subsidised houses.

- A portion of land has been identified at the Boitumelo Informal settlement. The aim of the project is to make 1500 serviced stands available to the residents of Boitumelo, Piel's Farm, Khayelitsha and neighbouring informal settlements. This forms part of the Rapid Land Release Programme
- Land has been identified in Portion 7 of the Farm Panfontein 437 IR for the construction of an Agri-village comprising of 500 units. This is to provide housing opportunities for the Bantu Bonke backyarders and neighbouring informal settlements such as Makokong and Kudung.



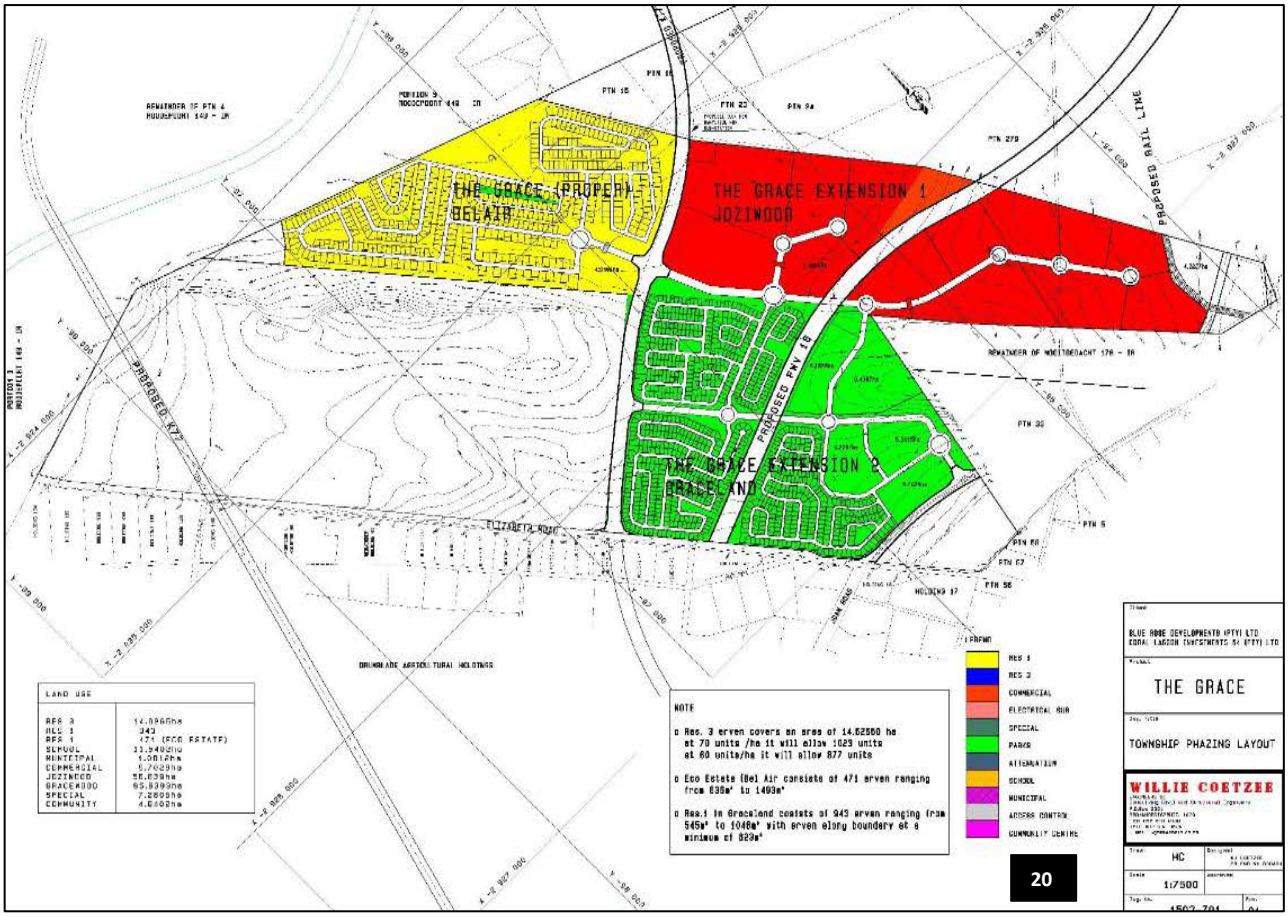
SEDIBENG

SEDIBENG DM HUMAN SETTLEMENT PLAN

MIDVAAL LOCAL MUNICIPALITY

- Informal Settlements

19


THE GRACE (PROPER)
BELAIR
THE GRACE EXTENSION 1
JOZINWOOD
THE GRACE EXTENSION 2
GRACELAND
PROPOSED RAIL LINE
PROPOSED PTN 18
ELIZABETH ROAD
DRUMMARE AGRICULTURAL HOLDINGS
LAND USE
RES 3 14.0966ha
RES 1 340
RES 1 471 (ECO ESTATE)
SCHOOL 11.5402ha
MUNICIPAL 1.0812ha
COMMERCIAL 5.7029ha
JOZINWOOD 56.639ha
GRACELAND 65.8399ha
SPECIAL 7.2895ha
COMMUNITY 4.6402ha
NOTE
Res. 3 erven covers an area of 14.0966 ha at 70 units /ha it will allow 1023 units at 60 units/ha it will allow 877 units
Eco Estate (Bel Air consists of 471 erven ranging from 635m² to 1493m²
Res.1 in Graceland consists of 943 erven ranging from 545m² to 1048m² with erven story boundary at a minimum of 929m²
RES 1
RES 3
COMMERCIAL
ELECTRICAL SUB
SPECIAL
PARKS
ATTENUATION
SCHOOL
MUNICIPAL
ACCESS CONTROL
COMMUNITY CENTRE
BLUE ROSE DEVELOPMENTS (PTY) LTD
EDRAL LAGOON INVESTMENTS 54 (PTY) LTD
THE GRACE
TOWNSHIP PHAZING LAYOUT
WILLIE COETZEE
HC
1:7500
20

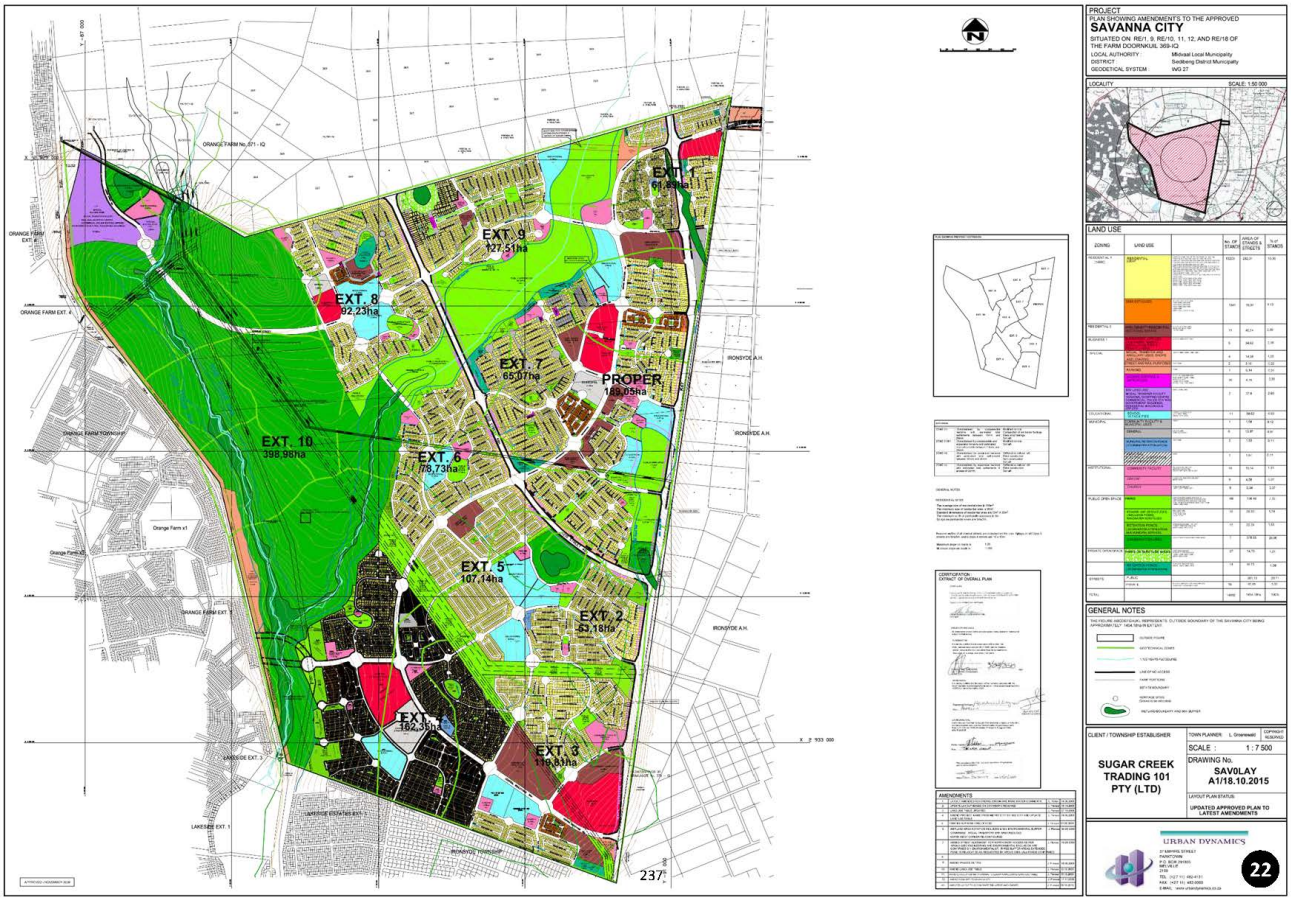

EXT. 1
EXT. 9
127,51ha
EXT. 8
92,23ha
EXT. 7
65,07ha
PROPER
EXT. 10
398,98ha
EXT. 6
78,73ha
EXT. 5
107,14ha
EXT. 2
53,18ha
EXT. 4
162,31ha
EXT. 3
PROJECT
PLAN SHOWING AMENDMENTS TO THE APPROVED
SAVANNA CITY
SITUATED ON: RE/1, 9, RE/10, 11, 12, AND RE/18 OF THE FARM DOORNKUIL 369-IQ
LOCAL AUTHORITY: Midvaal Local Municipality
DISTRICT: Sedibeng District Municipality
GEODETICAL SYSTEM: WG 27
LOCALITY
SCALE: 1:50 000
LAND USE
GENERAL NOTES
CLIENT / TOWNSHIP ESTABLISHER
SUGAR CREEK TRADING 101 PTY (LTD)
SCALE : 1 : 7 500
DRAWING No.
SAVOLAY A1/18.10.2015
LAYOUT PLAN STATUS
UPDATED APPROVED PLAN TO LATEST AMENDMENTS
URBAN DYNAMICS
22
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Table 7: Status Quo of Approvals and Serviced Sites: Savanna City

	Development / Approval	Savanna											
1	**DEVELOPMENT RIGHTS**	**Proper**	**Ext 1**	**Ext 2**	**Ext 3**	**Ext 4**	**Ext 5**	**Ext 6**	**Ext 7**	**Ext 8**	**Ext 9**	**Ext 10**	**Node**
1.	ROD	yes											**0**
1.	Township established (COE	3444	1089	1039	3244	3163	1841	1311	1485	1419	1229	0	**19264**
1.	Section 101												**0**
1.	Township Register opened	in	yes	no	yes	yes	no	no	no	no	no	no	**0**
1.	Township proclaimed	in	yes	no	yes	yes	no	no	no	no	no	no	**0**
	SUB-TOTAL	**3444**	**1089**	**1039**	**3244**	**3163**	**1841**	**1311**	**1485**	**1419**	**1229**	**0**	**19264**
2	**SERVICE DESIGNS APPROVED**												
2.	Water	yes	yes	No	yes	yes	No	No	No	No	No	No	**0**
2.	Sewer	yes	yes	No	yes	yes	No	No	No	No	No	No	**0**
2.	Electricity	yes	yes	No	yes	yes	No	No	No	No	No	No	**0**
2.	Roads	yes	yes	No	yes	yes	No	No	No	No	No	No	**0**
2.	Stormwater	yes	yes	No	yes	yes	No	No	No	No	No	No	**0**
	SUB-TOTAL	**3444**	**1089**		**3244**	**3163**							**10940**
3	**ENGINEERING SERVICES AGREEMENTS**												
3.	Water	No	yes	No	yes	yes	No	No	No	No	No	No	**0**
3.	Sewer	No	yes	No	yes	yes	No	No	No	No	No	No	**0**
3.	Electricity	No	yes	No	yes	yes	No	No	No	No	No	No	**0**
3.	Roads	No	yes	No	yes	yes	No	No	No	No	No	No	**0**
3.	Stormwater	No	yes	No	yes	yes	No	No	No	No	No	No	**0**
	SUB-TOTAL		**1089**		**3244**	**3163**							**7496**
4	**PROCUREMENT PROCESS**												
4.	Water	No	yes	No	yes		No	No	No	No	No	No	**0**
4.	Sewer	No	yes	No	yes	Vario	No	No	No	No	No	No	**0**
4.	Electricity	No	yes	No	yes	us	No	No	No	No	No	No	**0**
4.	Roads	No	yes	No	yes	sectio	No	No	No	No	No	No	**0**
4.	Stormwater	No	yes	No	yes		No	No	No	No	No	No	**0**
	SUB-TOTAL		**1089**		**3244**	**1600**							**5933**
5	**CONTRACTS AWARDED**												
5.	Water	No	yes	No	yes		No	No	No	No	No	No	**0**
5.	Sewer	No	yes	No	yes	Vario	No	No	No	No	No	No	**0**
5.	Electricity	No	yes	No	yes	us	No	No	No	No	No	No	**0**
5.	Roads	No	yes	No	yes	sectio	No	No	No	No	No	No	**0**
5.	Stormwater	No	yes	No	yes		No	No	No	No	No	No	**0**
	SUB-TOTAL		**1089**		**3244**	**1600**							**5933**
6	**SITES SERVICED**												
6.	Water	No	yes	No	yes		No	No	No	No	No	No	**0**
6.	Sewer	No	yes	No	yes	Vario	No	No	No	No	No	No	**0**
6.	Electricity	No	yes	No	yes	us	No	No	No	No	No	No	**0**
6.	Roads	No	yes	No	yes	sectio	No	No	No	No	No	No	**0**
6.	Stormwater	No	yes	No	yes		No	No	No	No	No	No	**0**
	SUB-TOTAL		**1089**		**3244**	**1600**							**5933**

Summary: Current and Future Demand

- There are currently 33 665 households in the MLM (2014).
- The official backlog with regards to informal settlements and backyard units (according to Census 2011) was confirmed to be 5546 units.
- The projected additional demand up to 2020 is about 1472 housing units per annum from 2014. There will be a need for an estimated 8830 additional housing units in the MLM by 2020 based on the above. Hence, the total demand for 2020 is 14 376 units (8830 increment and 5546 backlog).
- The total future housing supply by 2020 (based on housing projects currently in process) is calculated at 23 438 units (comprising 8858 middle- and high-income units, and 14 580 subsidised units).
- It can be concluded that there are sufficient projects currently in progress to accommodate the current and projected demand in Midvaal up to 2020 and even beyond. (See **Table 9** below)

Table 9: Housing Supply and Demand Summary

Area	Full Ownership			Rental/Sectional Title		Total
	Bonded	FLISP	Subsidised	Bonded	Subsidised	
The Grace (Blue Rose)	1414				850	2264
Pine Valley	52					52
The Grace (Eye of Africa)	28					28
Savanna City	4729	5518	5517	2635		18 399
Mamello X1			465 + 50		50	565
Sicelo Erf 204			430			430
Sicelo Erf 78			700			700
Sicelo (Two Blocks)			1000			1000
Total	**6223**	**5518**	**8162**	**2635**	**900**	**23 438**
Subsidised		5518	8162		900	14 580
Bonded	6223			2635		8858

Note: Total demand up to 2020 = 8830 increment + 5546 backlog = 14 376 units.

5.7 Community Facilities

There are various social facilities located throughout the municipal area which contribute towards the social development of local communities. **Table 10** below and **Figure 23** provide an indication of the quantity and distribution of community services/ facilities in the municipal area.

It is evident that there are concentrations of community facilities in Meyerton, Henley-on-Klip, De Deur and Vaal Marina. There are limited community facilities in the eastern rural areas because facilities are mainly clustered in the urban core areas/ activity nodes along the R59 and R82 corridors, as well as in Vaal Marina.

Table 10: Community Facilities

Facility	Quantity
Private hospital	0
Clinic	3
Mobile Clinic	4
Fire station	2
Police station	4
Libraries	6
Thusong Centre	1
Magistrate's Court	1
Municipal Office	1
Landfills	3
Community Halls	7
Post Offices	6
SASSA office (social service)	1
Cemeteries/ Crematoria	3
Primary schools	17
Secondary schools	5
Combined schools	7
Special Education Schools	3

Education

- Educational facilities include primary, secondary and combined schools, as well as special needs schools. Access to educational facilities is critically important to local communities as it enables livelihoods and growth in skilled labour.
- Primary schools are essential in establishing foundation phase education. Primary schools are distributed throughout the municipality and can be found mostly in the central and western regions, with limited facilities in the eastern region. Secondary schools in the MLM are mainly clustered around Meyerton. Secondary schools also offer training to adults. The three special needs schools are located

in Waterval, Meyerton and De Deur. These provide dedicated education for learners with disabilities.

- There are no Tertiary academic institutions in Midvaal. Given the extent of the agricultural land in Midvaal and surrounds, an Agricultural College will likely benefit the agricultural industry (MLM IDP).

Health

- There are no public or private hospitals in Midvaal. Medical care is offered by three public clinics, namely in Meyerton, Randvaal and Kookrus, 4 mobile clinics and various private facilities.

Sport and Recreation

- Midvaal Local Municipality has four (4) main sporting facilities. This is situated in Meyerton, Sicelo, Lakeside and Bantu Bonke. The Lakeside facility has future plan of major upgrades to include other sporting codes as budget is available.
- 14 informal sports facilities that are maintained as per the community need
- 3 privately run golf courses in Meyerton and Eye of Africa.

Safety, Security and Disaster Management

- Police stations are distributed throughout the municipal area, with offices in Meyerton, Waterval, De Deur and Vaal Marina. Midvaal relies heavily on the local CPFs (Community Policing Forums) to monitor and report criminal activities
- Fire stations are important facilities for promoting safety and security in local communities. There are fire stations in Meyerton and Vaal Marina. According to the IDP there is a need for a disaster management centre, and the Vaal Marina fire station needs to be upgraded.

Municipal

- The Municipality's head office is in Meyerton with technical offices situated in De Deur and Randvaal.
- A regional office is located in Vaal Marina to provide a direct access point for local communities in the southern parts of the municipality.

Community Halls

- Community halls refer to a combination of town halls and multi-purpose community centres (MPCC). These facilities provide central locations for community meetings and serve as gathering points.
- There are town halls in Meyerton and Rothdene, with community halls or MPCCs in Vaal Marina, Bantu-Bonke, Lakeside Estate, Henley-on-Klip and Sicelo.

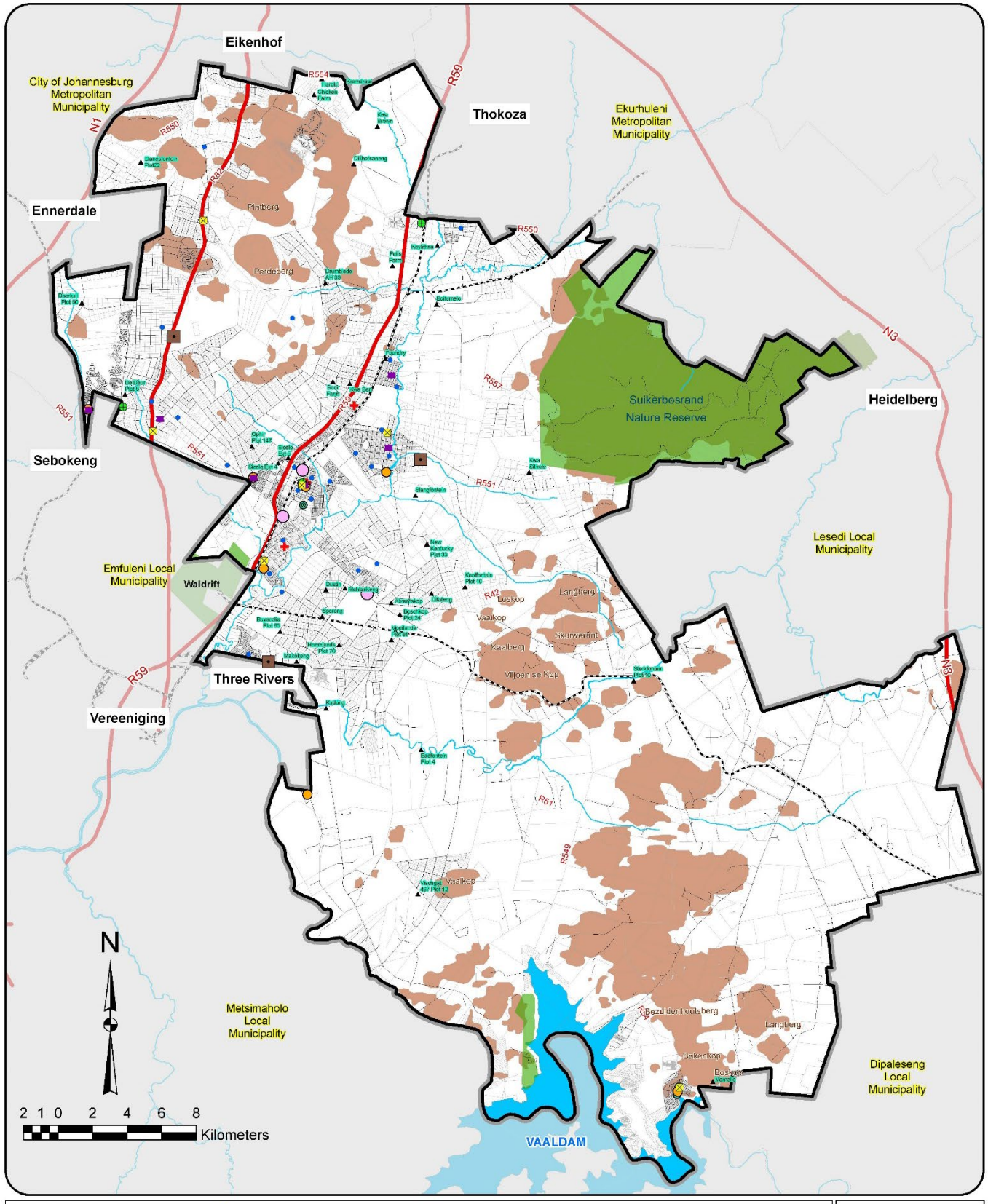
Post Offices

- Post offices provide access to mail and services such as license renewals, certification and banking.
- Post office facilities are distributed throughout the larger urban areas of Midvaal, including Daleside, Meyerton, Rothdene, Riversdale, Henley-on-Klip, De Deur, Walkerville and Vaal Marina.

Libraries and eLearning centres

- There are seven (7) libraries in Midvaal, namely in Meyerton, Henley-on-Klip, Randvaal, Sicelo, De Deur, Lakeside & Bantu Bonke.
- All libraries have access to computers and internet for public use.
- The IDP expresses a need for access to information facilities in other communities in Midvaal.

MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
Community Facilities



- Informal Settlements
- Government /Municipal
- Magistrates Court
- Police Station
- Firestation
- Libraries
- Community Halls
- Postal Service
- Clinic
- Cemetery / Crematorium
- Schools
- Landfill Site
- Major Roads (Existing)
- Other Roads (Existing)
- Rivers
- Railway
- Nature Reserves
- Vaal Dam
- Cadastre

23

5.8 Engineering Services

5.8.1 Water and Sanitation

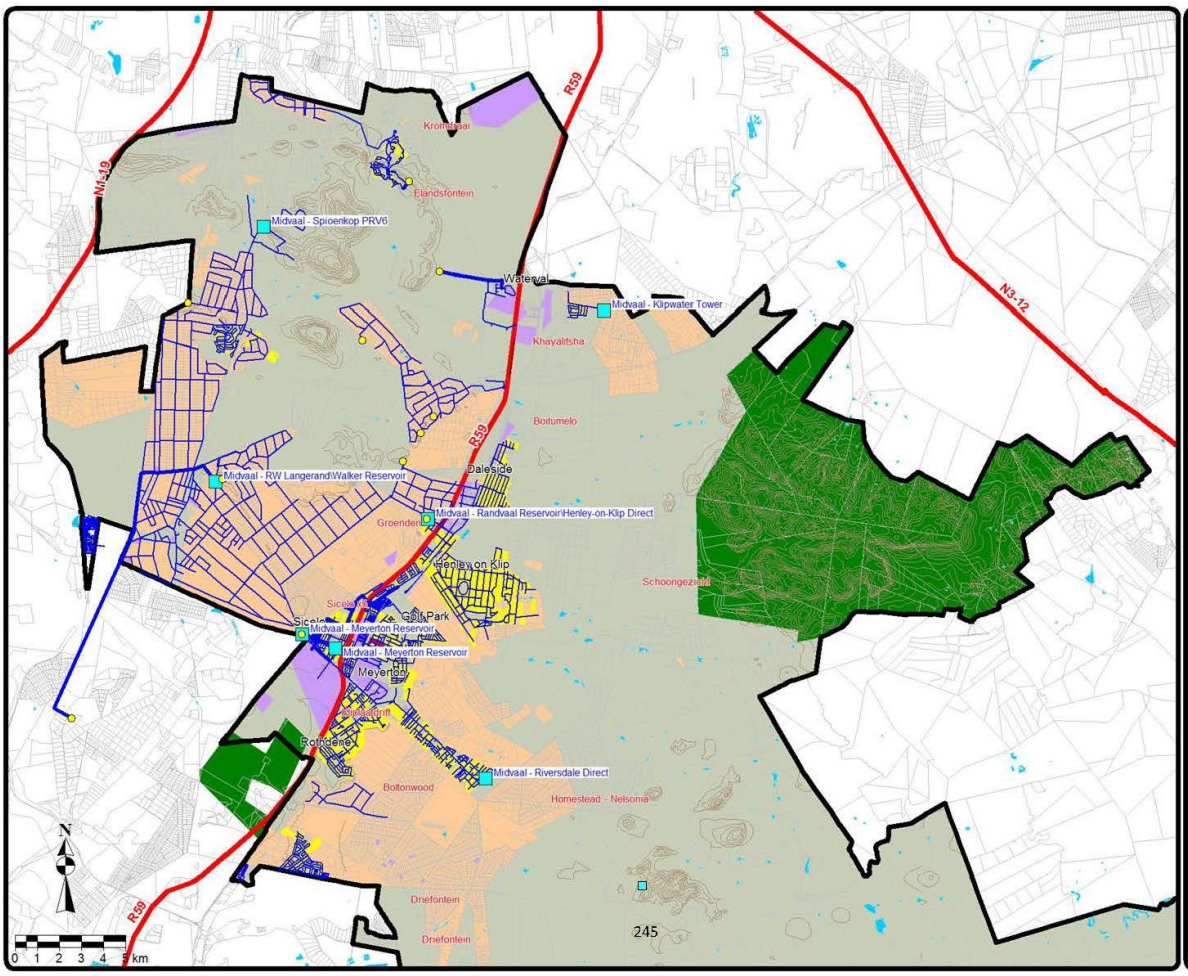
The standard for water provision in terms of the Reconstruction and Development Plan and Water Supply and Sanitation White Paper is 25 litres per person per day, within 20 metres walking distance. This was confirmed by government's commitment to deliver 6 kilolitres of free water per household per month, which now has to be implemented by municipalities.

Approximately 65% of households in Midvaal Local Municipality have access to piped water inside their dwellings; 18% have access inside their stand/yard; 13% have access to a communal tap; and 4% have no access to water. In total, 96% of households in Midvaal Local Municipality have some sort of piped water source.

Bulk water is supplied to Midvaal Local Municipality by Rand Water, while the local distribution network is mainly focused in the central and western parts of the LM as illustrated on **Figures 24 and 24b**. The network covers all urban areas as well as large parts of the agricultural holdings around routes R59 and R82. Most farms have access to water via boreholes and informal settlements are serviced by water tanks. Hence, it is mainly farm labourers and residents of informal settlements who do not have access to formal treated water sources (MLM Migration Plan, 2013).

In the past, water reticulation networks in the Municipality were designed and constructed for low intensity land use e.g. agricultural holdings. Capacity of existing systems is thus limited which may inhibit new economic and residential developments. Note also that some sections of the existing water reticulation network still comprise asbestos and should be upgraded as a priority.

Vast distances between settlements and the largely rural character of the Midvaal area further complicates the provision of water to all parts of the municipal area.

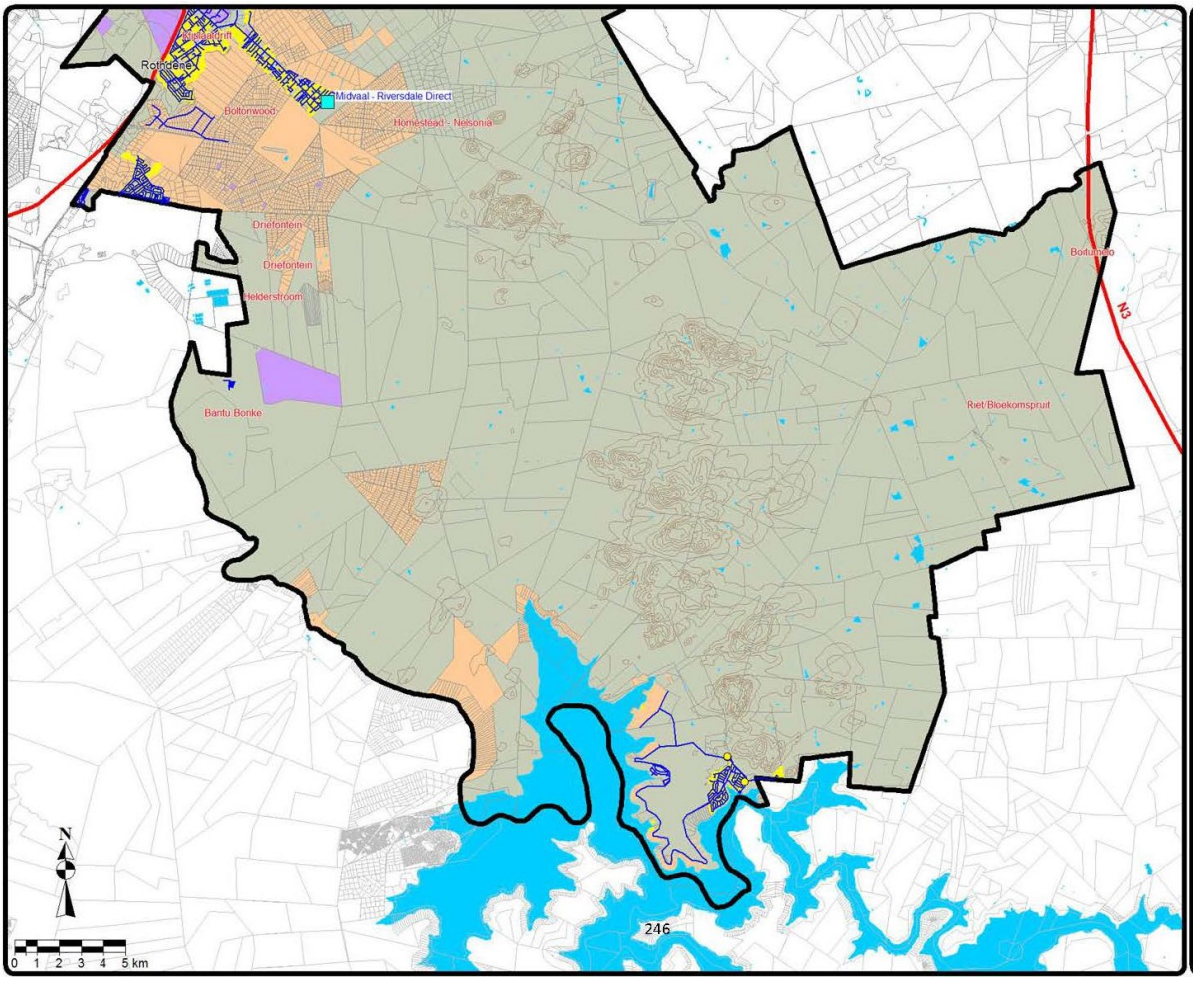


MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK

WATER RETICULATION NETWORK

- Reticulation
- Bulk
- Reservoir
- GL_Tank
- Residential
- Rural Residential
- Industrial – Commercial

24a



MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK

WATER RETICULATION NETWORK

- Reticulation
- Bulk
- Reservoir
- GL_Tank
- Residential
- Rural Residential
- Industrial – Commercial

24b

Water Service Provision and Capacity

Rand Water is the main service authority for bulk water supply in the Midvaal area, with a main water pipeline (2300mm diameter) traversing the Suikerbosrand area. Bulk water to the central and western rural areas is supplied mainly by the Randvaal and Langerand reservoirs and pipeline systems of Rand Water. Rand Water does not serve Vaal Marina, but the water supply in Vaal Marina forms part of a service contract entered into between the local municipality and a contractor.

The Randvaal system supplies water to the Randvaal/Daleside areas and part of the surrounding agricultural holdings. The Langerand system supplies water to the De Deur/ Walkerville area and parts of the former Lekoa Vaal and Greater Johannesburg Metropolitan areas around route R82. No regional bulk water scheme currently exists in the Eikenhof area to the north of Tedderfield.

The groundwater source in the region is mainly used for irrigation purposes. Large quantities of groundwater are present in the dolomite areas to the north. This source of water is under-utilised, but to minimise the possible development of sinkholes, careful consideration should be given to any withdrawal from this source (Wagner Nel, 1998).

The main rivers in the region, namely the Klip, Riet and Suikerbos Rivers flow into the Vaal River in the south. Water in these rivers is polluted by various sources and is used mainly for crop irrigation.

Industries such as Nampak (outside Midvaal), Heineken, and Everite are supplied with potable water directly from Rand Water pipelines. The Klipwater Township in the Waterval area is serviced via a 200kl elevated tower linked to a Rand Water pipeline located to the east thereof.

Rand Water recently constructed the new Spioenkop reservoir and pump station. This reservoir has a 42 Ml capacity and is located approximately 16 km north west of Meyerton Town, and more specifically in the vicinity of Walkerville. This new infrastructure benefits users in Orange Farm, Ennerdale, Weilers Farm/ Sweetwaters (City of Johannesburg) and Walkerville/ De Deur (Midvaal). A new reservoir was also

recently constructed to serve the Savanna City development in the Doornkuil area.

Meyerton is serviced by 2x10Ml reservoirs situated in Meyerton Farms. Rand Water supplies water to these reservoirs. A borehole also exists to supply water to this reservoir but is currently not in use.

Riversdale is serviced by a 50kl water tower. This tower is filled by means of a pump station in Jan Neethling Street. An additional connection to the nearby Rand Water line is required to solve some supply pressure problems in the area.

The De Deur, Balmoral and Walkers Fruit Farms areas are served by the Langerand Reservoir.
As reflected on Figures 24a and 24b the following areas in Midvaal have internal water reticulation systems:

- Homestead Apple Orchards;
- Blue Saddle Ranches;
- De Deur;
- Duncanville Ext. 3
- Golfview;
- Henley-on-Klip;
- Highbury;
- Ironsyde A.H.,
- Klipriver;
- Meyerton;
- Tedderfield;
- Ohenimuri;
- Parts of Walkerville;
- Randvaal;
- Risiville; and
- Vaal Marina

From this it is evident that the water reticulation network is mostly concentrated in the central and north-western parts of the municipality.
As mentioned, the reticulation system was originally designed and constructed in accordance with the land use characteristics and associated water demand in the

various parts of the Midvaal area e.g. agricultural holdings, residential, industrial etc. As a result, there is very limited spare capacity on the system to cater for significant land use changes, densification, etc. without large scale upgrading of the system.

The most problematic areas in terms of current capacity include the Sicelo area, Henley-on-Klip, Walkers Fruit Farms, Blignautsrus, Homestead Apple Orchards, Ohenumuri, Golf View, Daleside, Kookrus and the eastern parts of Riversdale.

Farmers usually provide water to their farm workers. However, when farms are sold or sub-let, workers lose access to this water.

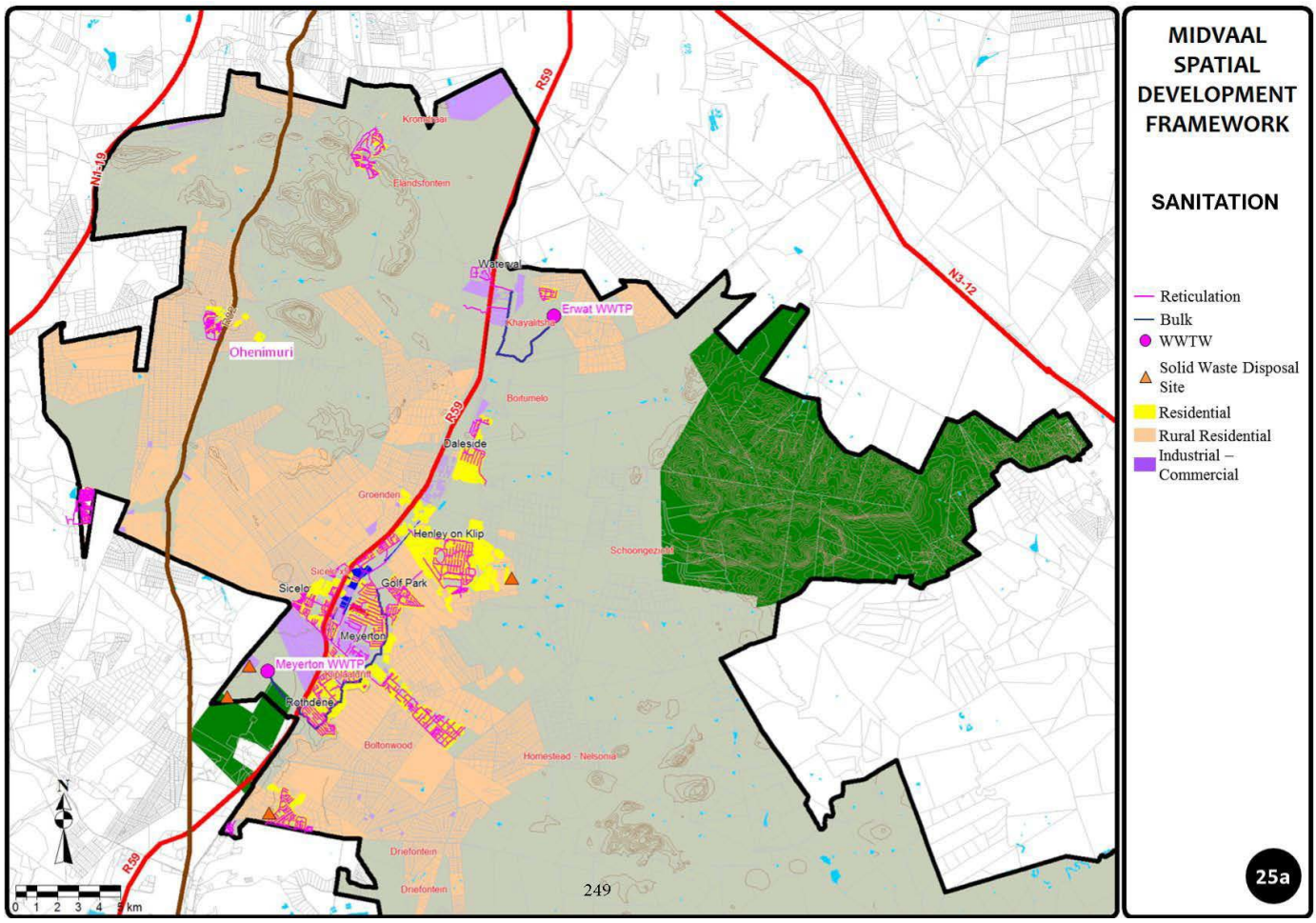
Water is currently being supplied to Sicelo informal settlement by means of Communal standpipes at 200m intervals.

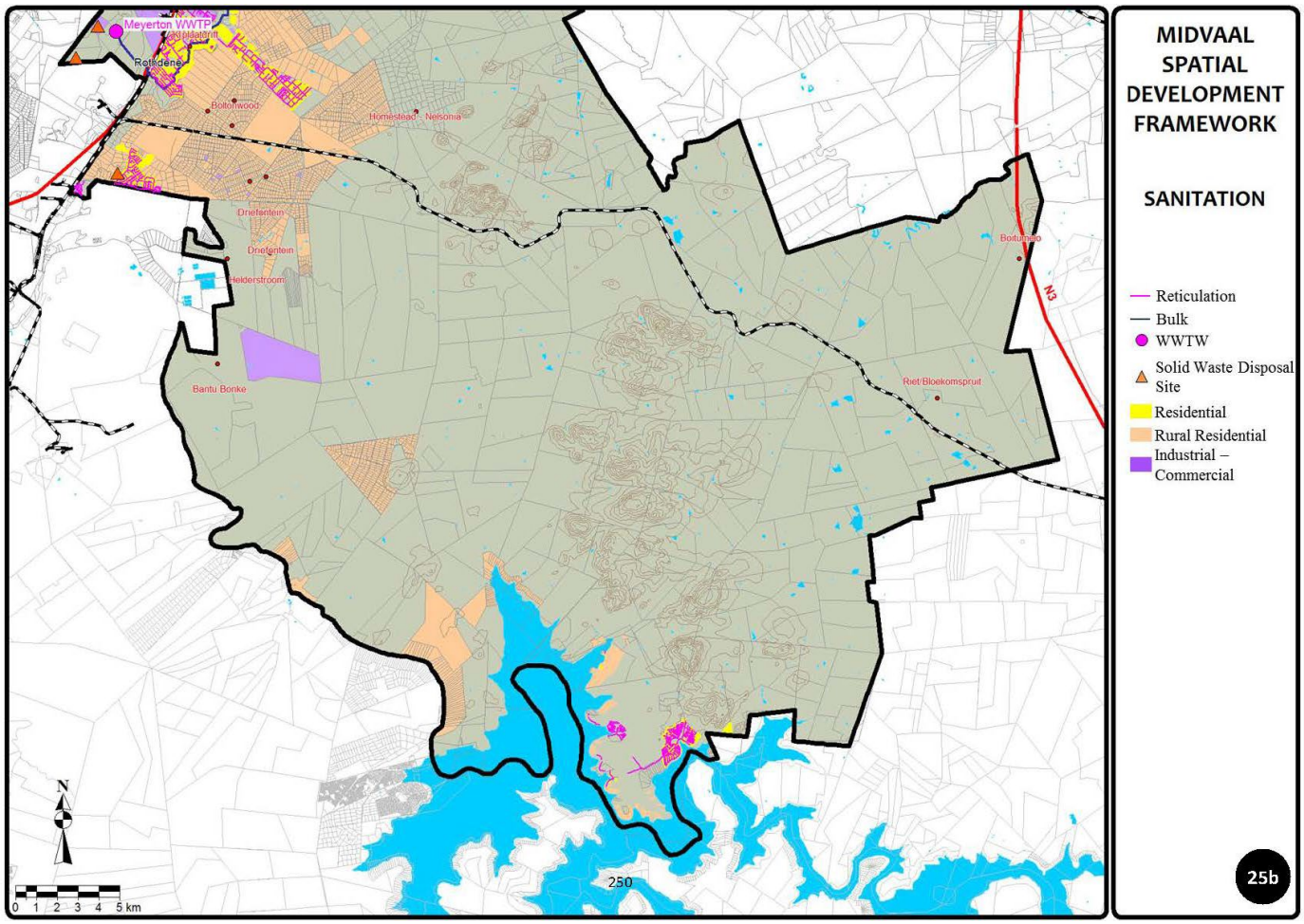
Vaal Marina has a new 10Ml reservoir and the water treatment works has recently been upgraded (see Figure 24b).

Sanitation Service Provision and Capacity

There are three (3) waste-water treatment works in the MLM, namely Ohenimuri WWTW, Vaal Marina WWTW, and Meyerton WWTW of which the Meyerton Treatment Works is the main regional facility (**Figures 25a and 25b**). The other two facilities only serve the local surrounding areas and thus hold very limited capacity. The Ekurhuleni Water Care Company (ERWAT) located in Waterval, services communities in the Ekurhuleni jurisdiction located to the north thereof. At present Midvaal has no connections to this facility.

Approximately 82% of households in the Midvaal area are served by waterborne sewer, which is relatively high, considering the rural nature and vast extent of the area. Assuming that the pit latrines are not Ventilated Improved Pit (VIP) Latrines, it could be said that the sanitation backlog in the area is 18% or 5598 households. It is mostly farm labourers and residents of informal settlements who do not have access to proper sanitation facilities.


MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
SANITATION
Reticulation
Bulk
WWTW
Solid Waste Disposal Site
Residential
Rural Residential
Industrial – Commercial
25a
Ohenimuri
Erwat WWTP
Meyerton WWTP
Meyerton
Sicelo
Golf Park
Henley on Klip
Daleside
Boitumelo
Rotondene
Boltonwood
Homestead - Nelsonia
Driefontein
Eland sfontein
Waterval
Khayalitsha
Groenden
Schoongezicht
R59
N1-19
N3-12
N
0 1 2 3 4 km
249


MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
SANITATION
Reticulation
Bulk
WWTW
Solid Waste Disposal Site
Residential
Rural Residential
Industrial – Commercial
25b
Meyerton WWTP
Rotondene
Boltonwood
Homestead - Nelsonia
Driefontein
Helderstroom
Bantu Bonke
Riet/Bloekomspruit
Boitumelo
N3
N
0 1 2 3 4 5 km
250

5.8.2 Electricity

As depicted on **Figures 26a and 26b** only the urban parts of the Midvaal municipal area are provided with electricity by the local municipality, while the entire remainder area is served by Eskom. Areas served by the MLM include: Meyerton, Ironsyde Agricultural Holdings, Homestead Apple Orchards, Blue Saddle Ranches, Blignautsrus, De Deur, Golfview, Hartzenbergfontein, Henley-on-Klip, Highbury, Klipriver, and parts of Walkerville. As illustrated on Figures 26a and 26b there is also an extensive Master Plan in place to ensure that new developments along routes R59 and R82 in the Midvaal area can be supplied with electricity as and when required.

Approximately 79% of households in Midvaal receive electricity from the local authority. There is a backlog of approximately 5598 households (18% of the households) without access to electricity. Census 2011 data indicated that approximately 79% of households in Midvaal Local Municipality utilise electricity as the main source for lighting, while 15% utilise candles and 4% use paraffin.

It is considered that it is mostly farm labourers and residents of informal settlements who do not have electricity, especially in the Mamello and Sicelo areas. These areas will only be reticulated once they are formalised (IDP). Electricity provision to schools, clinics and other community facilities should also be prioritised.
A number of new substations have been proposed along route R59; and Meyerton substation will be upgraded to provide electricity to new developments in the short to medium term.

5.8.3 Solid Waste

All urban areas have access to refuse removal services, while about 84% of Small Holdings and Agricultural Holdings are served. There are no waste removal services on farms in the MLM. Waste in these areas is disposed of by residents themselves.

The main landfill site are Henley on Klip, Walkerville and the Blackwood transfer site in Risiville. A smaller landfill site services the area of Vaal Marina.

While it is recognized that there is limited refuse removal services in the extensive agricultural and rural areas of the municipality, the sensitive nature of the natural environment and proximity to major rivers indicate that this is a potentially hazardous situation. This indicates a need for smaller landfill sites located throughout the region

to assist communities in the agricultural and rural areas with refuse disposal in a safe and environmentally conscious manner. The municipality is currently compiling an Integrated Waste Management Plan.

5.9 Economic Development

8.9.1 Midvaal Macro Economy

Size of the Midvaal Economy

The Sedibeng District Economy contributes 5.6% towards the Gauteng GVA. Emfuleni Local Economy contributes 77.2% to the Sedibeng District Economy, while Midvaal and Lesedi Local Municipalities contribute 13.6% and 9.2% respectively. It should however be noted that the Emfuleni population comprises 76.9% of the District labour force, while Midvaal comprises 13.2%. The economic contributions of each municipality are thus directly proportional to the size of the population and, more specifically, the labour force.

At a local level, the Central Region of the MLM makes the largest contribution to the municipal economy (53.5%). This is not surprising, as this region encompasses the R59 Development Corridor regarded as the economic heart of the Midvaal Local Economy.

Economic Profile

The structure of the economy provides valuable insight into the dependency of an area on specific sectors and its subsequent sensitivity to fluctuations in global and regional markets.

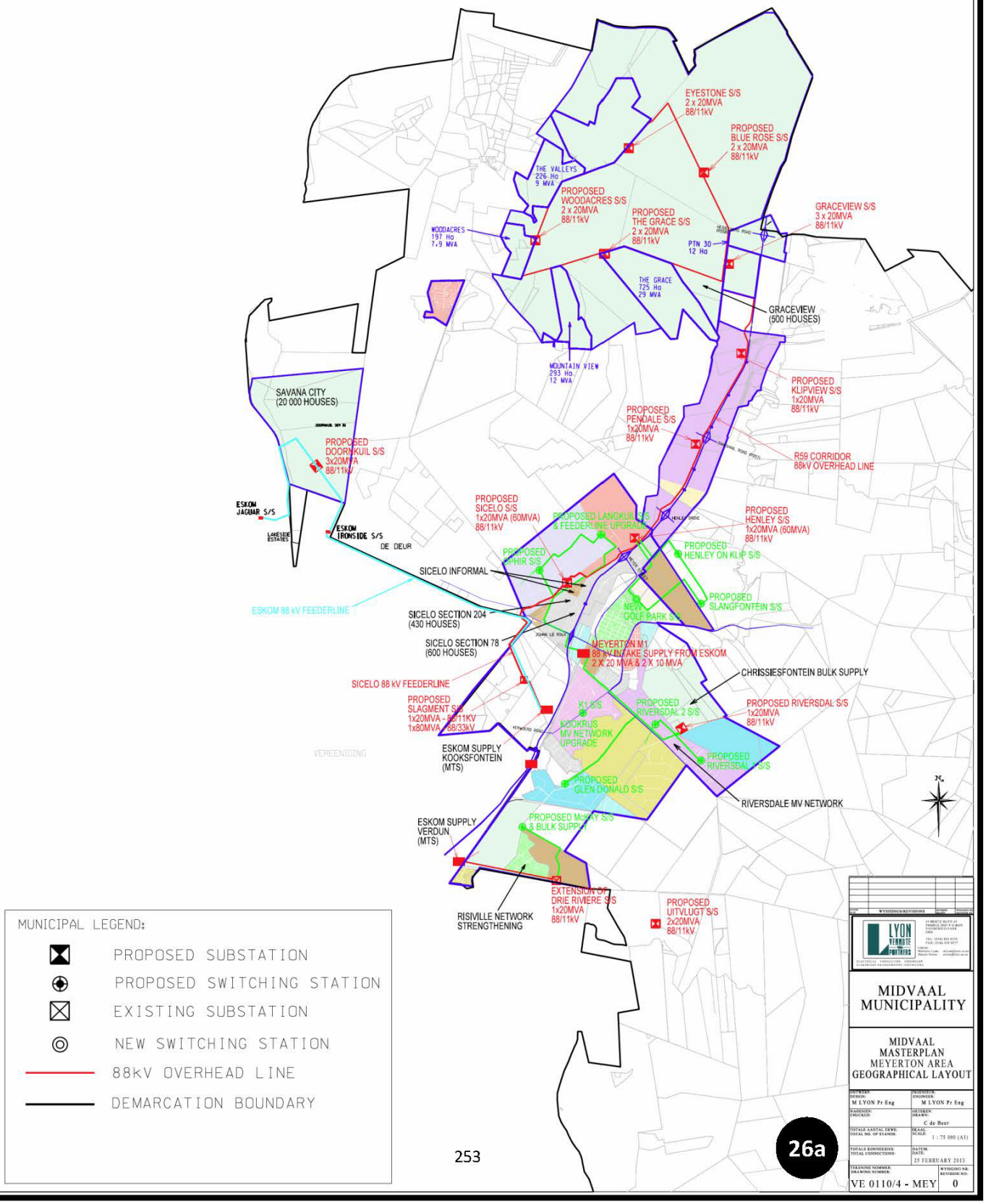
Table 11 below provides an indication of the percentage distribution of contributions by economic sectors to the economy of South Africa, Gauteng, Sedibeng and Midvaal between 2001 and 2011.

BACKLOG & ELECTRIFICATION

NAME OF PROJECT	PROJECT DESCRIPTION	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Section 78	Building of 600 RDP houses		R8.5 million					
Section 204	Building of 430 RDP houses	R7.35 million						
Graceview	Building of 500 RDP houses			R6 million				
Mamello	Building of 600 RDP houses	R19 million	R6.8 million					
Mamello	Building of 400 RDP houses			R4.88 million				
Savana City	Building of 20000 RDP houses	R5 million	R10 Million	R10 Million	R20 million	R25 million	R25 million	R25 million
Sicelo Informal	Informal	R18 million						

BULK SUPPLY

BULK ELECTRICAL INFRASTRUCTURE PROJECTS	TOTAL COST	YEAR 1 2013/2014		YEAR 2 2014/2015		YEAR 3 2015/2016		YEAR 4 2016/2017		YEAR 5 2017/2018	
		DEV	MUNIC	DEV	MUNIC	DEV	MUNIC	DEV	MUNIC		
THREE RIVERS SUB	R 21 300 000.00				R 21 300 000.00						
OPLUGHT SUBSTATION	R 43 200 000.00			R 13 013 100.00		R 13 013 100.00		R 17 360 800.00			
OPLUGHT SVS FEEDER LINE ESKOM CASH UPFRONT CONTRIBUTION	R 5 000 000.00			R 5 000 000.00							
KOOKFONTEIN SVS ESKOM CASH UPFRONT CONTRIBUTION	R 7 800 000.00		R 7 800 000.00								
RIVERSDAL MV NETWORK	R 8 000 000.00				R 1 000 000.00		R 1 000 000.00		R 1 000 000.00		R 1 000 000.00
RIVERSDAL SUBSTATION	R 43 200 000.00						R 7 200 000.00		R 10 000 000.00		
RIVERSDAL SVS ESKOM CASH UPFRONT CONTRIBUTION	R 5 000 000.00				R 5 000 000.00						
COOKRUS UPGRADING OF ELECTRICAL NETWORK	R 15 000 000.00						R 4 795 000.00		R 4 795 000.00		R 5 381 200.00
DOORNKUIL BULK SUPPLY	R 5 000 000.00						R 5 000 000.00				
LANGKUIL FEEDER UPGRADE	R 5 400 000.00							R 4 200 000.00		R 4 200 000.00	
SICELO SUB AND FEEDERLINE	R 50 000 000.00		R 50 000 000.00		R 30 000 000.00						
DOORNKUIL SUBSTATION	R 40 000 000.00							R 40 000 000.00			
DOORNKUIL SVS ESKOM CASH UPFRONT CONTRIBUTION	R 30 000 000.00					R 30 000 000.00					
EAGLE VIEW (KAALDAM) SUBSTATION & SVS	R 48 000 000.00					R 24 000 000.00		R 24 000 000.00			
KAALDAM PUDSTATION SUBSTATION 132KV & 11KV ESKOM CASH UPFRON	R 5 270 615.36						R 5 270 615.36				
KAALDAM SVS ESKOM CASH UPFRONT CONTRIBUTION	R 37 910 520.92			R 37 910 520.92							
R59 CORRIDOR 88kV OVERHEAD LINE	R 52 400 000.00		R 2 400 000.00						R 10 000 000.00		R 10 000 000.00
RISEVILLE EXT 6 ELECTRIFICATION - NETWORK STRENGTHENING	R 761 000.00					R 761 000.00					
KOOKSFONTEIN ELECTRIFICATION 800 STANDS - BULK SUPPLY	R 3 800 000.00					R 3 800 000.00					
	R 409 099 136.31	R 0.00	R 59 900 000.00	R 83 523 620.92	R 56 368 696.00	R 71 264 100.00	R 29 555 515.36	R 85 556 800.00	R 40 595 800.00	R 4 200 000.00	R 22 581 200.00

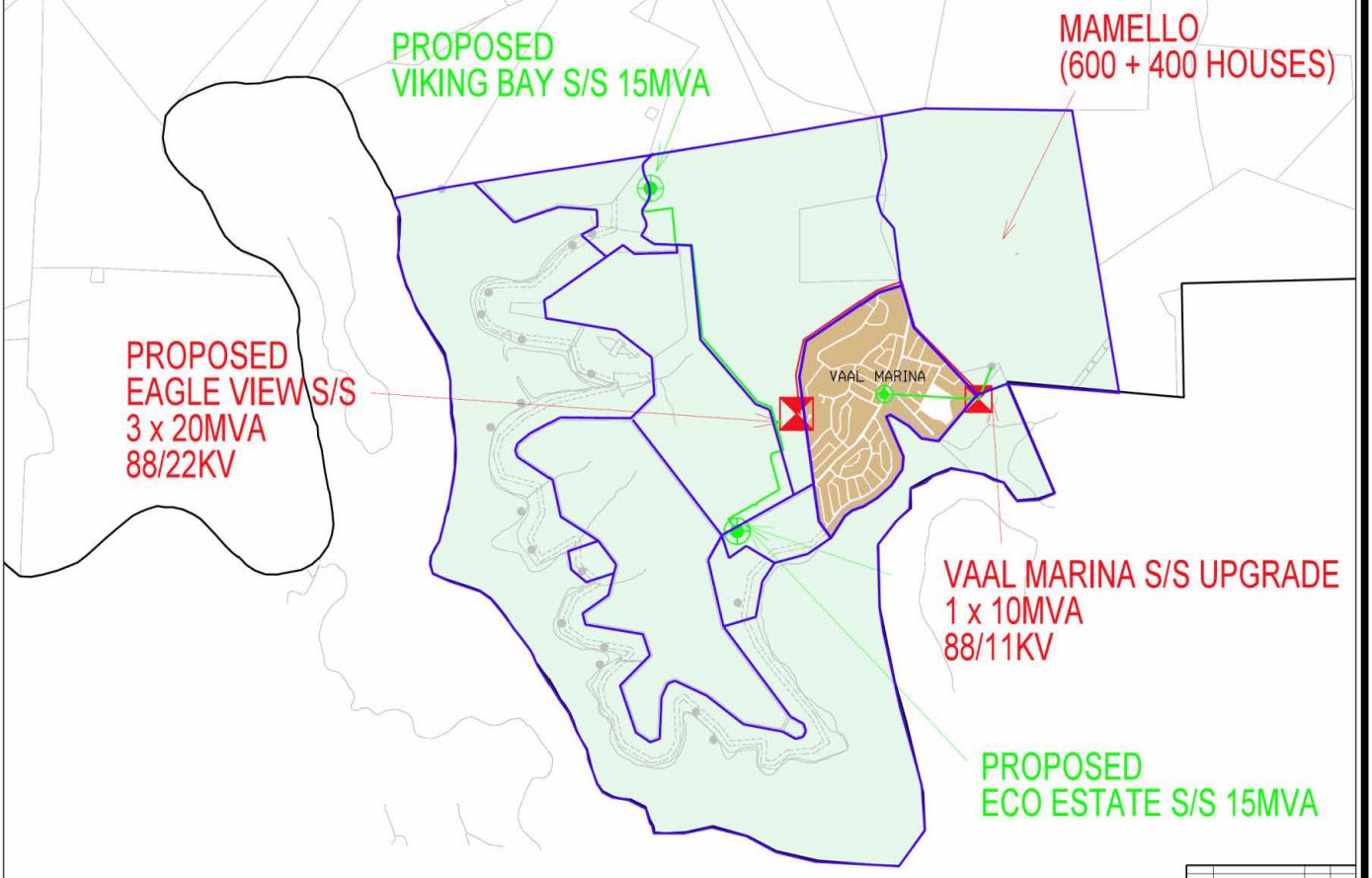


BULK SUPPLY

BULK ELECTRICAL INFRASTRUCTURE PROJECTS	TOTAL COST	YEAR 1 2013/2014		YEAR 2 2014/2015		YEAR 3 2015/2016		YEAR 4 2016/2017		YEAR 5 2017/2018	
		DEV	MUNIC	DEV	MUNIC	DEV	MUNIC	DEV	MUNIC		
THREE RIVERS SUB	R 21 300 000.00				R 21 300 000.00						
UITVLUGT SUBSTATION	R 43 377 000.00			R 13 013 100.00		R 13 013 100.00		R 17 350 800.00			
UITVLUGT O/H FEEDER LINE ESKOM CASH UPFRONT CONTRIBUTION	R 5 000 000.00			R 5 000 000.00							
KOOKSFONTEIN S/S ESKOM CASH UPFRONT CONTRIBUTION	R 7 500 000.00		R 7 500 000.00								
RIVERSDAL MV NETWORK	R 4 000 000.00				R 1 000 000.00		R 1 000 000.00		R 1 000 000.00		R 1 000 000.00
RIVERSDAL SUB	R 28 000 000.00						R 8 400 000.00		R 19 600 000.00		
RIVERSDAL S/S ESKOM CASH UPFRONT CONTRIBUTION	R 8 000 000.00				R 8 000 000.00						
KOOKRUS UPGRADING OF ELECTRICAL NETWORK	R 15 953 000.00						R 4 785 900.00		R 4 785 900.00		R 6 381 200.00
MCKAY BULK SUPPLY	R 6 000 000.00						R 6 000 000.00				
LANGKUIL FEEDER UPGRADE	R 8 400 000.00							R 4 200 000.00		R 4 200 000.00	
SICELO SUB AND FEEDERLINE	R 60 000 000.00		R 30 000 000.00		R 30 000 000.00						
DOORNKUIL SUBSTATION	R 40 000 000.00							R 40 000 000.00			
DOORNKUIL S/S ESKOM CASH UPFRONT CONTRIBUTION	R 30 000 000.00					R 30 000 000.00					
EAGLE VIEW (VAALDAM) SUBSTATION & O/H LINE	R 48 000 000.00					R 24 000 000.00		R 24 000 000.00			
VAALDAM PUMPSTATION SUBSTATION 10MVA TRFR ESKOM CASH UPFRON	R 9 373 615.39						R 9 373 615.39				
VAALDAM S/S ESKOM CASH UPFRONT CONTRIBUTION	R 37 510 520.82			R 37 510 520.82							
R59 CORRIDOR 88kV OVERHEAD LINE	R 32 400 000.00		R 2 400 000.00						R 15 000 000.00		R 15 000 000.00
RISVILLE EXT 6 ELECTRIFICATION : NETWORK STRENGTHENING	R 781 000.00					R 781 000.00					
CHRISSIESFONTEIN ELECTRIFICATION 650 STANDS : BULK SUPPLY	R 3 500 000.00					R 3 500 000.00					
	R 409 095 136.21	R 0.00	R 39 900 000.00	R 55 523 620.82	R 60 300 000.00	R 71 294 100.00	R 29 559 515.39	R 85 550 800.00	R 40 385 900.00	R 4 200 000.00	R 22 381 200.00

BACKLOG & ELECTRIFICATION

NAME OF PROJECT	PROJECT DESCRIPTION	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Section 78	Building of 600 RDP houses		R8.5 million					
Section 204	Building of 430 RDP houses	R7.35 million						
Graceview	Building of 500 RDP houses			R6 million				
Mamello	Building of 600 RDP houses	R19 million	R6.8 million					
Mamello	Building of 400 RDP houses			R4.88 million				
Savana City	Building of 20000 RDP houses	R5 million	R10 Million	R10 Million	R20 million	R25 million	R25 million	R25 million
Sicelo Informal	Informal	R18 million						



MUNICIPAL LEGEND:

- PROPOSED SUBSTATION
- PROPOSED SWITCHING STATION
- EXISTING SUBSTATION
- NEW SWITCHING STATION
- 88kV OVERHEAD LINE
- DEMARCATION BOUNDARY

MIDVAAL MUNICIPALITY

MIDVAAL MASTERPLAN
VAALDAM AREA
GEOGRAPHICAL LAYOUT

M LYON Pr Eng | M LYON Pr Eng | C de Beer | 1 : 25 000 (A1) | 25 FEBRUARY 2013 | VE 0110/4 - VD | 0

26b

Table 11: Percentage Contribution to GVA per Sector per Region, 2006 and 2011

Economic Sector	South Africa		Gauteng		Sedibeng		Midvaal	
	2006	2011	2006	2011	2006	2011	2006	2011
Agriculture	2%	2%	0%	0%	0%	0%	1%	1%
Mining	7%	6%	2%	2%	3%	3%	3%	4%
Manufacturing	19%	17%	22%	19%	37%	30%	34%	30%
Electricity and water	2%	2%	2%	2%	4%	3%	6%	7%
Construction	3%	3%	3%	4%	4%	5%	6%	7%
Wholesale and trade	14%	14%	14%	14%	14%	14%	14%	14%
Transport	10%	10%	9%	9%	6%	6%	6%	7%
Finance and business	22%	24%	25%	27%	14%	17%	18%	18%
Community services	6%	6%	4%	4%	3%	3%	3%	3%
Government services	15%	15%	17%	17%	16%	18%	8%	9%
Total	100%	100%	100%	100%	100%	100%	100%	100%

Source: Midvaal Migration Plan 2013

It is evident that the manufacturing sector is the major contributor to the local economy of Midvaal LM. It contributes roughly 30% to the total economy, while the finance and business services sector (18%) and wholesale and trade sector (14%) are also major role players.

From a detailed analysis, it is evident that the Western Region's largest economic sectors are Finance and Business Services (53.1%), followed by Government and Community Services (17.3%). The largest economic sectors in the Central Region are Mining and Quarrying (34.7%), followed by Financial and Business Services (17.8%); and the Eastern Region's main economic sectors are namely Manufacturing (38.4%), followed by Government and Community Services (16.7%).

The following locations contribute significantly to the **manufacturing** sector of Midvaal LM (refer to Figure 18):

- Though the largest section of Vereeniging falls outside the boundaries of Midvaal LM, the area between Vereeniging and Meyerton contributes significantly to the Midvaal economy.
- In the Henley-on-Klip/ Daleside urban concentration, the industrial zone along the M61 gives access to a main area of manufacturing close to the R59 freeway.
- Klipriver/Waterval (e.g. Klipriver Business Park).

Note that the Manufacturing Sector, the main economic pillar, showed a decrease in employment opportunities in 2011. The other main economic pillars all showed an increase of employment opportunities for the same period.

The central part of Midvaal is the primary contributor to the **financial and business services** sector, in other words the area along the R59 freeway between Vereeniging, Meyerton, Henley-on-Klip, Highbury, and Daleside.

The greatest contribution to Midvaal LM's **trade** sector comes from Henley-on-Klip/ Highbury/ Daleside agglomeration along the R59 freeway, followed by the Vereeniging/ Meyerton agglomeration and the Walkerville area. The areas with the smallest contributions to the trade sector are generally located in the central and south-eastern parts of the LM, and lacking access to route R59.

5.9.2 Midvaal Local Economic Development (LED) Strategy

The Midvaal Local Economic Development (LED) Strategy is based on the following two strategic thrusts intended to stimulate sustainable economic growth in the local municipality:

- Economic diversification; and
- Growth in sectors with comparative advantage: increased focus on tourism, agriculture, manufacturing, and trade sectors.

The LED Strategy noted that Midvaal should diversify its economic base in order to reduce its dependency on a single economic sector (Manufacturing). There is potential to grow the manufacturing, trade, tourism, agriculture and construction sectors in the study area.

The proposed strategies to grow the mentioned five sectors are briefly summarised below:

Construction: There has been a steady growth in building plan approvals, subdivision and rezoning applications. The residential boom that some Midvaal towns are experiencing, along with the expansion of some existing and new businesses and industries, predominantly along route R59, and the anticipated development at Savanna City means that **construction** remains a growing sector. Another possible reason for the growth in the construction sector could be effective land use management through the myriad of policies and Precinct Plans developed and approved by Council in recent years. These policies and plans not only gives

guidance to landowners and developers, but also creates a sense of stability in the built environment (Demacon).

The construction sector is a labour-intensive sector and has significant potential for job creation, although this tends to be short term. There are also backward and forward linkages to a number of other sectors. For example, the inputs to construction, such as electrical fittings, plumbing, painting, etc. could possibly be sourced locally. Downstream/ post-construction benefits to the economy include home furnishing (manufacturing) and an ongoing need for goods and services (trade).

Tourism: was identified as one of the economic sectors that have the potential to reverse a sluggish economy, mobilize domestic and foreign investment and develop SMMEs. Midvaal has significant untapped tourism potential.

Midvaal's proximity to Johannesburg and Ekurhuleni Metropolitan Municipalities is potentially one of its greatest assets, as these areas host large potential visitors, and the regional linkages are generally in a good state.

Midvaal offers scenic beauty with ridges and river systems, conservancies, nature reserves, game farms, a range of outdoor activities; cultural experiences; local cuisine; and historical landmarks. Sedibeng DM, together with Birdlife SA, has developed the Sedibeng Birding Route of which many sites are located in Midvaal or just outside of the Midvaal area of jurisdiction. This route should be promoted and marketed, and additional tourist attractions could be incorporated as part of the route. Lastly, Walkerville is being developed into a tourist town.

Tourism products should include business tourism, eco-tourism and adventure tourism. The partnership with Sedibeng Tourism and the neighbouring local authorities should be furthered so that the area as a whole can be branded and promoted as a destination; and relationships with travel agents and the promotion of holiday packages to Midvaal should be explored.

Agriculture: This sector should be encouraged in the form of improved linkages

between small scale niche farming and the Walkerville Farmers Market. The development of agri-processing plants (to process and package agricultural produce) in the rural areas should also be encouraged. The Midvaal Agricultural Policy highlights strategies for the establishment of Bamboo farming in the MLM. These non-invasive activities could be done on a small scale with very little start-up capital.

Manufacturing: Currently trade and manufacturing in the Midvaal area is closely linked to the steel sector. The **manufacturing** sector can expand into agri-processing activities (see above) as well as the production of biofuels, beer, ales, salad dressing etc. from agricultural products. This could be linked to a marketing strategy, which promotes the trade of these goods. Importantly, the potential of economies of scale should be explored.

Trade: is a growing sector with the potential to absorb more labour. This can happen through the provision of value added goods and services. It is important that trade's contribution to GRP increases as its workforce percentage increases. In the Midvaal economy, trade can be linked to manufacturing, construction and tourism. Linking the growth of trade to these sectors creates opportunities to provide value added goods and specialised services.

A further important aspect to this sector is the role and function of the so called second (or informal) economy. Informal Trading contributes significantly to the informal economy. Informal Trading should be seen as a positive development in the micro business sector as it contributes to job creation, alleviation of poverty and SMME development. The municipality is in the process of adopting an Informal Trading policy and By-Law to regulate informal trading in the municipality and to assist the informal traders in accessing amenities and opportunities for growth.

5.10 Synthesis and Conclusive Summary

Key Features and Structuring Elements

- The study area has strong regional linkages to major economic cores like Johannesburg, Ekurhuleni and the Vereeniging-Vanderbijlpark complex. These include routes R59 and R82, and the Vereeniging-Germiston railway line.
- Midvaal is predominantly rural, with urban development predominantly consolidated along routes R59 and R82 in the north-western parts of the

municipal area.

- Meyerton is the highest order town in the area with a relatively large business and residential component. Smaller settlements and agricultural holdings in the surrounds act as service centres to the surrounding local communities.
- The local population is relatively well educated, and unemployment levels are low compared with provincial and national averages.
- The strongest economic drivers in Midvaal are: Manufacturing (29.5%), Financial and Business Services (18.5%), Trade (14.5%), and General Government Services (9.4%). There are indications that the Manufacturing sector is declining; there is thus a need to diversify the Midvaal economy.
- The urban areas and agricultural holdings exhibit the highest population growth rates. The official backlog with regards to informal settlements and backyard units (according to Census 2011) was determined to be 5546.
- The population is projected to grow between 3288 and 4681 people per annum for the next six (6) years. The related projected household growth is between 1034 and 1472 housing units per annum.
- The total housing supply of existing housing projects is calculated at 23 825 units comprising 8858 middle and high income units and 14 994 subsidised units which is sufficient to meet current and projected demand beyond the year 2020.

Key Issues

- Horizontal alignment of economic initiatives with the adjoining LMs' SDFs, especially Emfuleni, Lesedi and the City of Joburg is important for future development.
- The study area is surrounded by large concentrations of low income communities (especially in the City of Joburg area of jurisdiction), with very limited economic activity and job opportunities to serve them.
- Unlike urban areas in the MLM, rural communities have limited access to engineering infrastructure and social services.
- The most problematic areas in terms of current water capacity include the Sicelo area, Henley- on-Klip, Walkers Fruit Farms, Blignautsrus, Homestead Apple Orchards, Ohenumuri, Golf View, Daleside, Kookrus and the eastern parts of Riversdale.

- There is a need for the revitalisation of CBD/ activity areas in the MLM, together with general local economic development and growth of SMMEs.

Development Opportunities

- Midvaal is located midway between two major industrial cores in Gauteng Province – Ekurhuleni MM and Emfuleni LM. The three areas are all linked via the R59 freeway.
- The study area will in future gain direct access onto the N1 corridor at Elandsfontein, via a new access interchange from K154 which is already partially constructed. The Elandsfontein precinct has significant development potential – especially in the medium to longer term.
- The Vaal Marina and Suikerbosrand Nature Reserves are potential major tourist attractions.
- There are a number of important ridges in the study area which also have potential for tourism development.
- There may be potential for further mining in the area – especially in the Randvaal-Daleside area.
- The south-eastern extents of Midvaal were identified as a provincial agricultural hub.
- The R59 freeway and routes R82 and R550 were earmarked as development/ industrial corridors in the GSDF.
- The District together with Provincial government are in the process of establishing an Aerotropolis (proposed airport) that will off-load cargo from OR Tambo International Airport. This would hold opportunities for extensive industrial and commercial development around Meyerton.
- Walkerville has potential for development as a tourism town, similar to Clarens/ Cullinan.
- The De Deur area will experience increased development pressure from the west over the next few years earmarked to serve as a "Regional Business Node".

Development Constraints

- Localised dolomitic conditions is a concerning development constraint; dolomite mainly occurs in the central-northern parts of the municipal area.
- Environmentally sensitive areas such as the Suikerbosrand Nature Reserve and

important ridges must be conserved.

- The condition of provincial roads in the MLM is generally poor, mitigating economic development and access to the area.
- Insufficient water and sanitation infrastructure in urban areas and along routes R59 and R82 may deter development.
- Spatial discrepancy with the largest concentration of low-income residential development being located towards the west of route R82 while the bulk of economic activities/job opportunities are located to the east of route R59.
- The urban footprint of Midvaal is very fragmented. The long-term vision for the area is thus extensive corridor development along routes R59, R82 and R154 and K164 (Johan le Roux) in an effort to functionally consolidate the urban fabric of the municipality along two north-south and two east-west routes

Land Use Resources

Table 12 below represents the Land Use Budget for the Midvaal SDF up to the year 2020. The following are to be noted from this:

- The projected population is 135 156 people (current = 107 072) based on the Historical Growth Trends Scenario of the Midvaal Migration Plan. This represents an increase of 28 084 people at a rate of 4681 people per annum.
- The households increase by 8830 at a rate of 1472 per annum to bring the total number of households by 2020 to 42 495 units.
- The population will be able to sustain approximately 229 765m² of retail floor space and 22 977m² of office floor space which should be mainly located in the nodal points identified.
- The incremental population will justify the construction of one new primary school and seven Educational Care Centres in the municipal area while secondary schools are sufficiently provided for (based on the population size). However, the spatial distribution of these and other facilities should also be considered to ensure that all communities are served within appropriate distance. This may necessitate providing additional facilities in outlying areas in future.
- Midvaal Municipality would require one more Primary Health Clinic and Local Library, as well as four additional Post Office/ICT Access Points.
- Currently well-provided with a wide range of community facilities and services, and only a limited number of new facilities need to be provided up to 2020 .

Table 12: Midvaal Local Municipality: Land Use Budget, 2020

		SCENARIO 1		EXISTING FACILITIES	SURPLUS/DEFICIT	CSIR GUIDELINES for Large Cities/Small Metros	AREA PER FACILITY	PROVISION CRITERIA
		no	ha					
	BASE DATA							
	Dwelling Units	42 495						
	Population	135 156						
	Education		107.8					
	Small Crèche	56	1.1		-56	1/2 400 population	200m²	Compulsary
	ECD Hub and Care Centre	7	0.7		-7	1/20 000 population	1000m²	Compulsary
	Primary (including Grade R)	19	54.1	18	-1	1/7000 population	2.8ha	Compulsary
	Secondary	11	51.9	13	2	1/12 500 population	4.8 ha	Compulsary
	Business	229 765	76.6					
	Local retail centre (floor area in m²)	67 578	23					
	Neighbourhood retail centre (floor area in m²)	81 094	27					
	Community, small regional retail centre (floor area in m²)	81 094	27					
	Offices (floor area in m²)	22 977	8					
	Community Facilities		16.5					
Health/Emergency	Primary Health Clinic	6	1.1	5	-1	1/24 000 population	2 000 m²	
	Community Health Centre	1	2.0			1/100 000 population	1.5ha	Compulsary
	Police	2	0.2	4	2	1/60 000 population	1 000 m² to 1 ha	Compulsary
	Fire Station	2	0.7	2	0	1/60 000 population	3 000 m²	Compulsary
Social /Cultural	Local Library	7	0.3	6	-1	1/20 000 population	500m²	Compulsary
Civic	Thusong Centre/Labour/SASSA	1	0.5	1	0	One per Municipality	2 000 m² - 1ha for full range of facilities	Compulsary
	Magistrate's Court	1	1.0	1	0	One per Municipality	Site size area specific	Compulsary
	Municipal Office	1	0.3	2	1	One per Municipality	3 000m² to 1ha	Compulsary
	Prison and Place of Safety	1	2.0	2	1	One per Municipality	2ha - 5ha	Compulsary
Social Services	Communty Hall (medium/small)	4	0.8	5	1	1/10 000 population	2 000 m² - 5000m²	Discretionary
	Post Office/ICT Access Point	14	0.7	10	-4	1/10 000 population	300m² (+ add 200m² for ICT)	Compulsary
	Worship Centre	45	6.8			1/3 000 population	1 500 m²	
	Open Space		266.5					
	Active		75.7			1000 population	0.56ha	Compulsary
	Passive		67.6			1000 population	0.5ha	Compulsary
	Solid Waste Disposal Site/Recycling Depot	1	100.0	3	2	One per Municipality	100ha, but varies in size	Compulsary
	Cemetery		23.2			100 000 population	17.2ha	Compulsary

6. Spatial Development Framework

Similar to the 2014 Midvaal SDF, the reviewed Midvaal SDF is based on a number of Development Principles associated with the various functional and structuring elements within the Midvaal area. These Principles form the individual layers which the SDF comprises, and these are incrementally consolidated to form one Integrated Spatial Development Framework for the Midvaal area.

The ten Development Principles (and associated themes) are summarised below:

Development Principle		Definition
1	**Environmental Management**	To protect and actively manage the natural environmental resources in the Midvaal Municipal Area in order to ensure a sustainable equilibrium between agricultural, tourism, industrial/ manufacturing and mining activities, as well as urbanisation pressures in the area.
2	**Agricultural Production**	To facilitate and enhance agricultural production in the municipal area by actively protecting all land earmarked for agricultural purposes, and to target agricultural holdings for innovative small scale farming and agro processing.
3	**Tourism Promotion**	To promote tourism development through the active utilization of tourism resources available like the Vaal Dam, the Ridges Precincts, and the Nature Reserves in the area.
4	**Corridor Development**	To pro-actively plan, design and facilitate the establishment of a Development Corridor along the R59 freeway.
5	**Nodal Development**	To facilitate the development of a hierarchy of sustainable Activity Nodes in partnership with stakeholders to ensure equitable access to social infrastructure, and to promote Local Economic Development in the urban and rural parts of the municipality.
6	**Movement Network**	To capitalise on the strategic location of the municipality by way of regional and provincial linkages, and to establish an internal movement network comprising a hierarchy of roads which include a comprehensive public transport network and services.
7	**Industrial, Commercial, Mining Activity**	To promote the development of a diverse range of industrial, commercial and mining activities in the Midvaal area through partnerships with the private sector, and with specific focus along the R59 Corridor and at the designated nodal points.
8	**Human Settlement Development**	To provide for a wide range of bonded and subsidised housing typologies and tenure alternatives within clearly defined Strategic Development Areas, and to continuously manage residential densification by way of the Midvaal Density Policy.

9	**Compact City**	To delineate an Urban Development Boundary to encourage consolidated urban development and to protect high potential agricultural land and sensitive environments
10	**Targeted Engineering Infrastructure Investment:**	To prioritise the bulk of short to medium term upgrading/provision of engineering services to nodal areas within the Urban Development Boundary.

Each of the principles are explained individually below.

Development Principle 1: To protect and actively manage the natural environmental resources in the Midvaal Municipal Area in order to ensure a sustainable equilibrium between agricultural, tourism, industrial/ manufacturing and mining activities, as well as urbanisation pressures in the area.

In line with the directives provided in the Gauteng EMF (2014) and the Midvaal EMP (2008), it is proposed that the Midvaal area be subdivided into the following four distinct Environmental Control Zones:

- **Zone 1: High Control Zone** (Regional Open space System)
- **Zone 2: Normal Control Zone** (Agricultural, Low Density Residential Tourism and Light Industrial/ Agri Industries outside Zone 1 (Open Space) and Zone 3 (Urban Edge)
- **Zone 3: Urban Development Zone** (All areas earmarked for Urbanisation/Township Establishment) – also nodes along corridors
- **Zone 4: Industrial and Large Commercial Focus Areas** (Normally within Urban Edge)

Each of these zones are briefly discussed in the section below:

Zone 1: High Control Zone (Regional Open Space System)

Figure 27.1 reflects the environmental features that are deemed to form part of the regional open space system (High Control Zone) of the Midvaal area. It includes the drainage system, the proclaimed nature reserves and registered conservancies, as well as the ridges within the municipal area.

The Klip River with its main tributaries like the Natal Spruit, the Varkensfontein Spruit, as well as the Suikerbosrand River constitute the main drainage system within the northern and central parts of the Midvaal area, while the Vaal River and Vaal Dam

are the most prominent features in the southern and south-eastern parts. This network provides for a comprehensive open space system to be incorporated into the future spatial structure of the municipal area. Along the entire drainage system there is a 50 and 100 year floodline area which needs to be protected, managed and conserved as per the relevant legislative guidelines, and which provides for linear continuity of the proposed Midvaal Regional Open Space System.

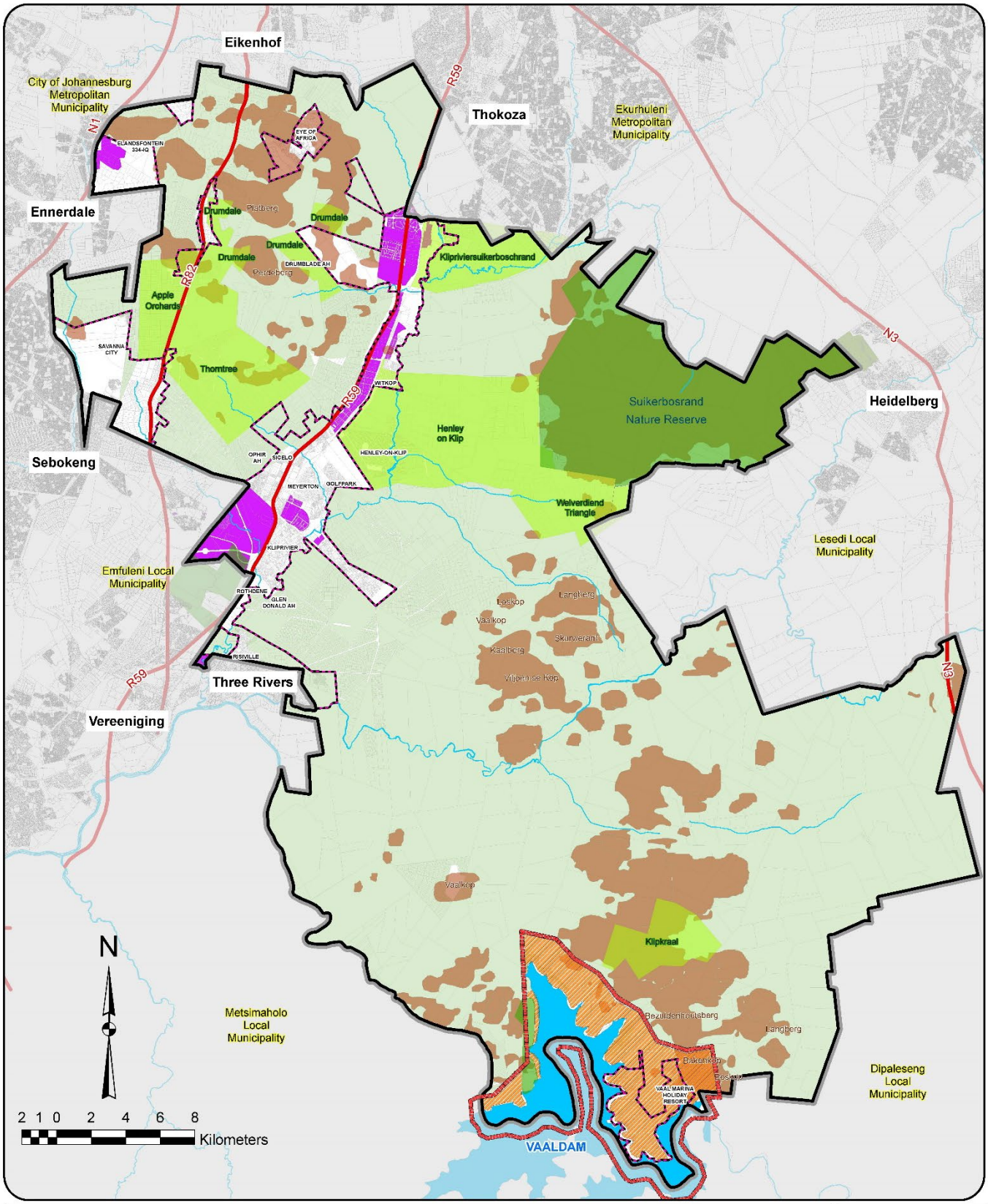
Supplementary to the drainage system as depicted on Figure 27.1, the Regional Open Space System also incorporates the proclaimed Suikerbosrand Nature Reserve which is located in the north-eastern parts of the municipal area and which is legally protected from development.

The third important structuring element which forms part of the proposed Midvaal Regional Open Space System is the two major ridges precincts located within the municipal borders. These include the Platberg-Perdeberg complex in the north-western quadrant of the municipal area between Homestead Apple Orchards A.H. and Tedderfield A.H.; as well as the Vaalkop-Skurwerant-Bezuidenhoutsberg-Langberg-Bakenkop complex located in the south-eastern parts of the municipal area between Vaal Marina and the Suikerbosrand located within the Suikerbosrand Nature Reserve.

This Regional Open Space System must be managed in line with the Midvaal Environmental Management Framework (June 2008).

The existing conservancies within the Midvaal area as well as the EMF guidelines pertaining to Conservancies also need to be considered as supplementary development guidelines to the Midvaal High Control Zone. This must be read in conjunction with the guidelines for areas classified as High Control Zone in the Gauteng EMF as listed in the below:

MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
Environmental Management Zones



Zone 1: High Control Zone
- Rivers
- Nature Reserves
- Ridges
- Conservancies
- Vaal Dam

Zone 2: Normal Control Zone
- Agriculture

Zone 3: Urban Development Zone
- Urban Development Boundary

Zone 4: Industrial & Large Comercial Focus Zone
- Industrial / Comercial
- Special Control Zone
- Special Control Zone

27.1

Zone 1: High Control Zone

Intention

Special control zones are sensitive areas within and outside the urban development zone. These areas are sensitive to development activities and in several cases also have specific values that need to be protected.

Composition

The following areas have been identified in this zone:

- Conservation priority areas (CBAs);
- Rivers (including 32m buffers);
- Ridges;
- Areas that are sensitive (as determined in the sensitivity assessment);
- Protected areas;
- The creation of the Vaal Dam conservation and recreation area with the focus on grassland conservation and extensive recreation activities;
- The creation of the Johannesburg south conservation, recreation and intensive small scale agriculture area around the Klip River.

Conditions

No listed activities may be excluded from environmental assessment requirements in this zone and further activities may be added where necessary to protect the environment in this zone. Additional requirements (guidelines, precinct plans, etc.) to ensure the proper development of identified areas in this zone, in a manner that will enhance their potential for conservation, tourism and recreation may be introduced.

The following is a list of the features in the MLM EMP which are considered to be Non-Negotiable components of the Regional Open Space System:

Non-Negotiables	Components
Nature Reserves	Suikerbosrand Nature Reserve
Wetlands	Widely dispersed
Ridges	Predominantly Category I and II ridges
Heritage sites	Blockhouse

Conservancies	Apple Orchards Thorntree Henley-on-Klip Kliprivier/ Suikerboschrand Drumblade Welverdiend Vaaldam Klipkraal
Natural Water Courses	Suikerbosrand River Klip River Rietspruit Vaal River

With regards to future plans the intention of the Gauteng Conservancy Association (GCA) is to form conservancies in areas where the GDACE Conservation Plan 2 has recognised important and irreplaceable sites.

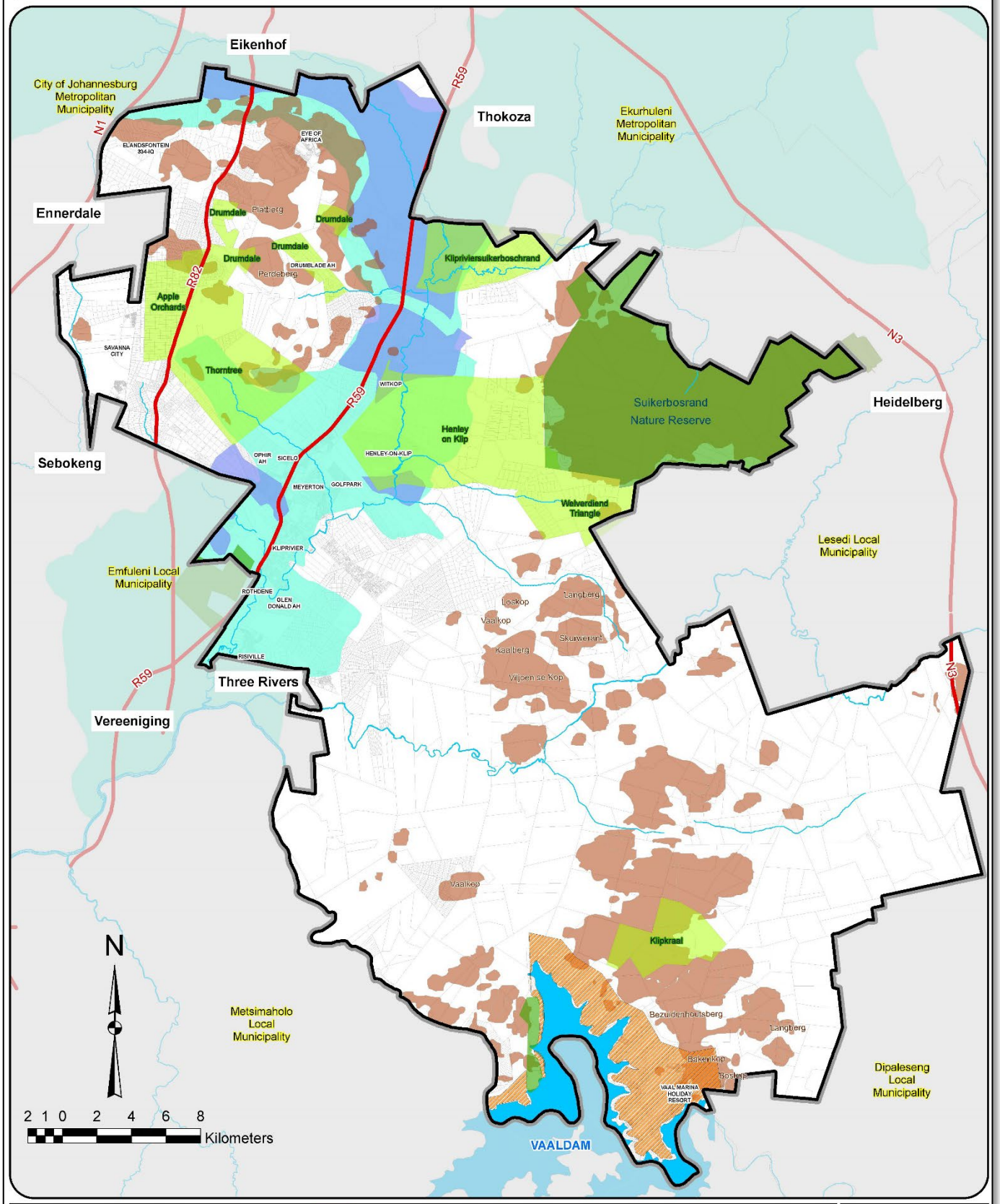
Another major physical structuring element which will dictate the nature and extent of development within the Midvaal area is dolomite which mainly occurs in the central-northern parts of the municipal area. **Figure 27.2** illustrates the spatial extent of dolomite in the municipal area, and which will have an influence on the type and intensity of development to be allowed in these areas. Detailed, site specific geotechnical studies need to be conducted for individual land use/ township applications in these areas.

In the final instance it is confirmed that environmental concerns in the Midvaal area will continue to be managed in terms of the relevant legislation and EIA processes, following which the appropriate mitigation and conservation measures pertaining to the specific land use application will be put in place.

Zone 2: Normal Control Zone

This includes all agricultural land outside the urban edge (Zone 3) and not included in Zone 1 (High Control Zone). It includes activities like low density/rural residential, tourism e.g. Vaal Marina, light commercial and agri-industries in the agricultural areas. The following guidelines will apply:

MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
Regional Open Space and Dolomite



Intention

This zone is dominated by agricultural uses outside the urban development zone as defined in the Gauteng Spatial Development Framework. No listed activities may be excluded from environmental assessment requirements in this zone.

Composition

The normal control zone is comprised of the following areas outside the SDF area and special control areas:

- LC01, LC02, LC03, LC04, ISM01, ISM02, ISM03, ISM04, ISM05, ISM06, ISM07, ISM08;
- Area between R54 and R42 (within MLM border);
- This area also comprises the Bantu Bonke initiative as well as the Kudung Land Reform area;
- It is recommended that development in this zone be carried out along the lines of agri-villages which will prove to be more sustainable in terms of job creation and economic growth while preserving the environmental integrity of the area

Precautionery Guiding Principles

- No densification or subdivision on farms east of existing development from (north to south) Rietspruit/Green Valley, Witkop/Daleside, Henly-on-Klip, Riversdale, Koolfontein/Nelsonia and Mooiland/Helderstroom.
- Development in these areas will be subject to conditions as determined by the MLM and will only be considered on very low potential agricultural land.

Zone 3: Urban Development Zone (Urban Edge)

This zone includes all areas within the Midvaal Urban Edge except for High Control Zone areas and the Industrial and Large Commercial Focus Zone within the Urban Edge.
The following guidelines will apply:

Intention

The intention with Zone 1 is to streamline urban development activities in it and to promote development infill, densification and concentration of urban development within the urban development zones as defined in the Gauteng Spatial Development Framework (GSDF), in order to establish a more effective and efficient city region that

will minimise urban sprawl into rural areas. Certain currently listed activities may be exempted from environmental assessment requirements at the discretion of the competent authority.

Composition

The Urban Development Zone is composed of the following control areas within the area covered by the GSDF as defined in the previous chapter:

- LC01: Urban existing developed land;
- LC02: Urban development priority;
- LC03: Rural development priority;
- LC04: Rural and urban development priority.
- ISM01: Conservation and agricultural priorities;
- ISM02: Conservation and urban development priorities;
- ISM03: Conservation, urban development and rural development priorities;
- ISM04: Agriculture and urban development priorities;
- ISM05: Agriculture, conservation and rural development priorities;
- ISM06: Agriculture, conservation and urban development priorities;
- ISM07: Agriculture, conservation, urban development and rural development priorities; and
- ISM08: Agriculture, rural and urban development priorities.

Conditions

Development in this area must be sustainable in respect to the capacity of the environment and specifically the hydrological system to absorb additional sewage and stormwater loads as a result of increased densities;

Existing open spaces and urban should be retained as open space for the foreseen increased densities; and

Water Research Commission Report, 2012. The South African Guidelines for Sustainable Drainage Systems.

Zone 4: Industrial and Large Commercial Focus Zone

Intention

The intention with Zone 4 is to streamline non-polluting industrial and large scale commercial (warehouses etc.) activities in areas that are already used for such purposes and areas that are severely degraded but in close proximity to required

infrastructure (such as old and even current mining areas). Certain currently listed activities, in addition to those intended for Zone 3 may be excluded from environmental assessment requirements in this zone in future.

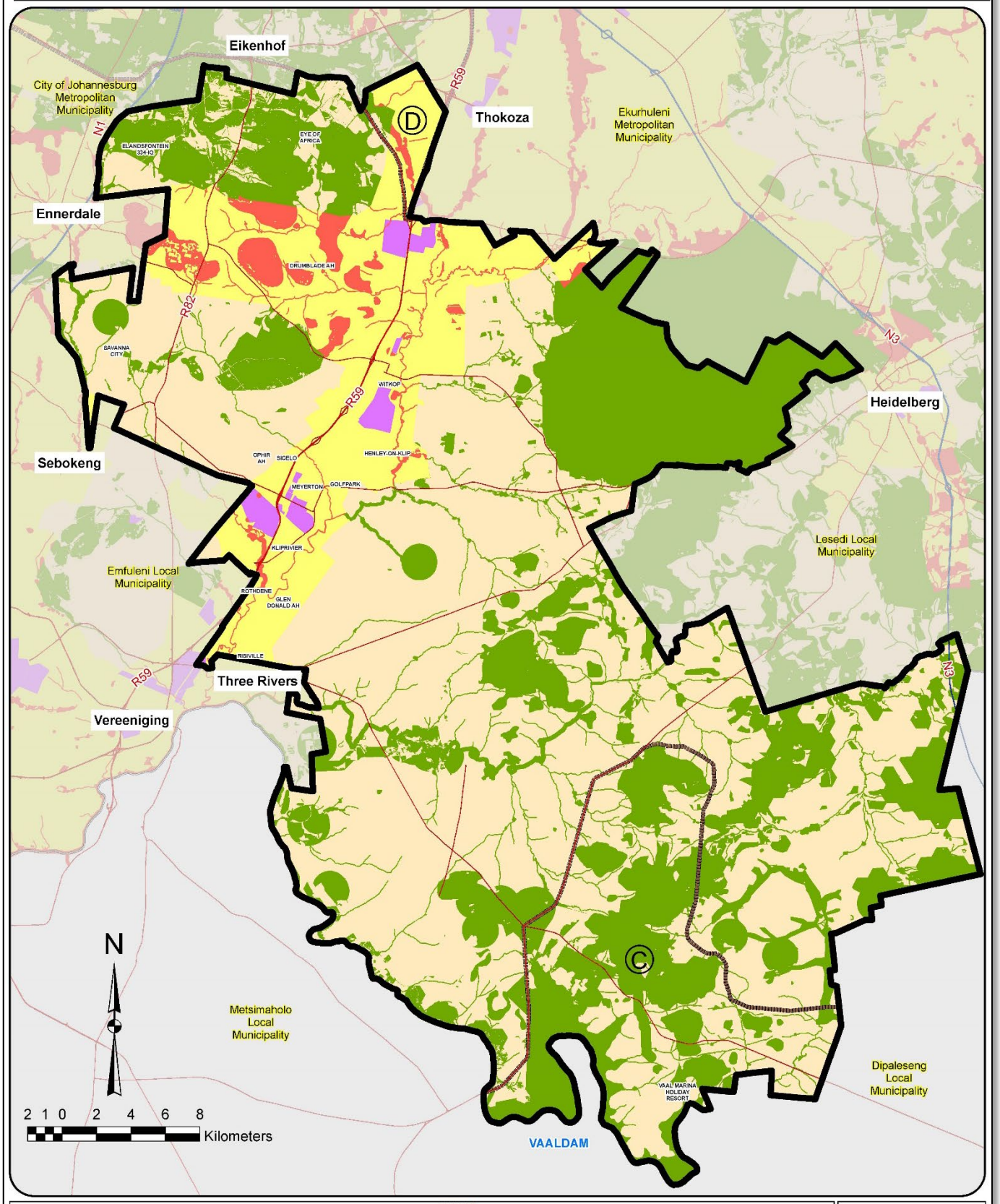
Conditions

Development in this area must be sustainable in respect to the capacity of the environment and specifically the hydrological system to absorb additional sewage and stormwater loads of increased densities; and Development in this area must identify any unmapped wetlands, especially seep areas that may occur on any site and when necessary apply for the required water use licence.

Non-polluting Industrial promotion areas where selected activities are to be excluded from EIA processes in addition to those excluded in Zone 3.

The Gauteng EMF Zones in Midvaal are depicted in the Figure 27.3 below.

Gauteng Evironmental Management Framework



Environmental Management Zones

- Zone 1: Urban Development Zone
- Zone 2: High Control Zone (within urban development zone)
- Zone 3: High Control Zone (outside the urban development zone)
- Zone 4: Normal Control Zone
- Zone 5: Industrial & Large Commercial Focus Zone

- Special Control Zones
- Special Control Zone for Conservation, Recreation and Tourism
- Gauteng Provincial Boundary

Roads

- National Road
- Arterial Road

Special Control Zones:
(a) Dinokeng
(b) CoHWHS
(c) Vaaldam
(d) Jhb South
(e) Jhb North

27.3

Development Principle 2: To facilitate and enhance agricultural production in the municipal area by actively protecting all land earmarked for agricultural purposes, and to target agricultural holdings for innovative small scale farming and agro processing.

The Midvaal municipal area is well-endowed with high and medium/moderate potential agricultural land which is deemed to form part of the "breadbasket" of Gauteng Province. In line with the above Agri Vision for the MLM reads as follow: **AGRITROPOLIS**, food basket of Gauteng supporting farmers to graduate from subsistence Small Holder Farmers to commercial farmers and ultimately become **Agro-Preneurs.**

The areas of high agricultural potential mainly occur in the south-eastern parts of the municipal area between Suikerbosrand and Vaal Marina where extensive agricultural activity currently takes place in an area classified as one of the provincial agricultural hubs; and the central north-western parts between Doornkuil, Homestead Apple Orchards, Walkerville, Tedderfield and Waterval.

This principle states that all agricultural land as depicted on **Figure 28** must be protected against urbanisation and/or extensive subdivision in order to protect the agricultural potential and integrity of these farm units (supports growth management) in support of the Agricultural Policy Objectives as contained in the Midvaal Agricultural Policy which states as follow:

- Preserve land with high conservation potential in support of the livelihoods of communities and to ensure food security;
- Preserve agricultural land in support of the livelihoods of communities and to ensure food security, especially on agricultural land with high yield potential;
- Provide a high level of certainty to landowners, decision makers and other stakeholders with regard to the status and future of agricultural land;
- Regulate and control access to agricultural land by proponents of non-agricultural development, thereby giving effect to the provisions of agricultural legislation;
- Build awareness and knowledge about the value of agricultural land and the need to preserve it and on matters pertinent to the threats that contribute to the loss of this resource;

- Promote efficiency in decision-making on applications relating to the subdivision of agricultural land and the change in use of agricultural land;
- Promote investment into alternative agricultural practices in the Midvaal area, for the benefit of the economy and to improve the quality of life.

The **Midvaal Agricultural Policy (2015)** is based on the following strategic pillars:

Pillar 1	Obtaining funding for agriculture
Pillar 2	Quantification (Audit) of infrastructure available
Pillar 3	Establishment of Midvaal Agricultural Forum
Pillar 4	Cluster farmers per commodity
Pillar 5	Skills development and training
Pillar 6	Market opportunities and linkages
Pillar 7	Climate smart technology
Pillar 8	Traceability through production, processing and distribution
Pillar 9	Pillar 9: Branding of Midvaal specific commodities
Pillar 10	Regulations and By-Laws Awareness enhancement
Pillar 11	Agricultural infrastructure provision
Pillar 12	Pillar 12: Development of Agro-Preneurs
Pillar 13	Pillar 13: Agro Processing enhancement
Pillar 14	Consolidation of agricultural initiatives
Pillar 15	Agro Industry Value Chain extension
Pillar 16	Establishment of agricultural development nodes around Doornkuil, De Deur, Bantu Bonke and Vaal Marina

All policy statements and criteria as contained in the Midvaal Agricultural Policy are applicable to the land earmarked for agricultural purposes as reflected on Figure 27 of the Midvaal Spatial Development Framework. It should also be noted that the MLM intends to make 600 ha of agricultural land available as part of a Farmers Support Programme to provide more people access to land

Agricultural Hubs

The Midvaal Municipality wishes to enhance agricultural production and processing as part of its vision to promote the municipal area as an agricultural hub in Gauteng context. This might require farmers to form functional clusters (agricultural hubs) within the area to collectively perform specialised agricultural activities (agglomeration and economy of scale benefits). Such activities may comprise intense production with related infrastructure, processing of products (agro-industries), training facilities

and associated accommodation/social facilities for workers, and even commercial outlets to sell the processed agricultural products locally.

In such cases the farmers should approach the municipality with a business plan/proposal for the declaration of the relevant area as an "Agricultural Hub". The MLM will then consider the basket of land uses required and negotiate with the group of farmers accordingly on the range and scale of land uses that can be allowed in such "Agricultural Hub" – even if it does not comply with the Agricultural Policy referred to above. Each case will be evaluated on its own merit.

In this regard the Doornkuil and Homestead Apple Orchards areas represent a proposed pilot Agricultural Hub (refer to Figure 27) where innovative agricultural production and processing should be established in line with the objectives noted in the De Deur Development Framework and Precinct Plan (2017).

Agricultural Holdings

As far as agricultural holdings in general are concerned, Council should strictly control the land uses as these areas have the tendency to become "mixed use transition areas" if not properly managed.

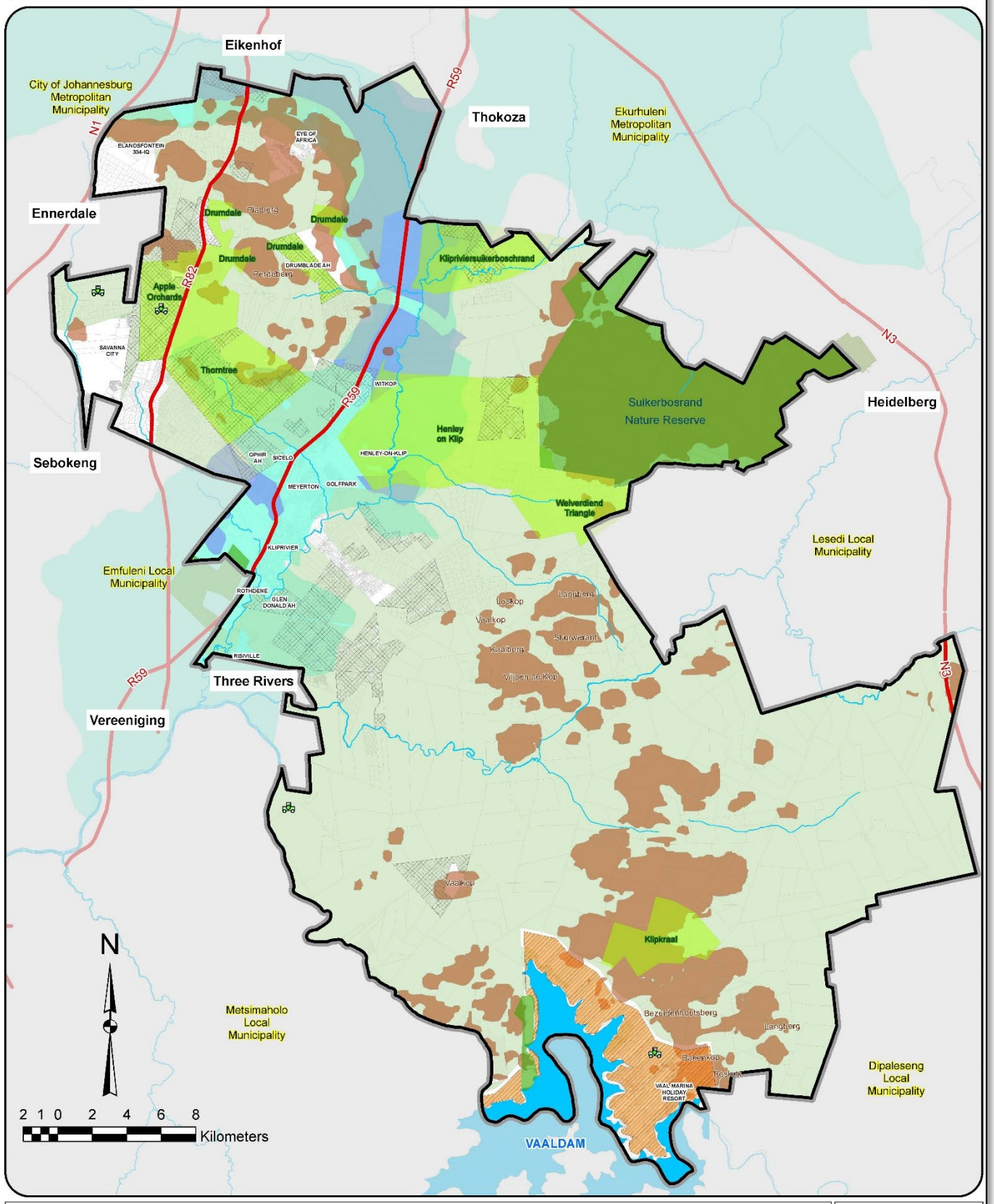
The primary purpose of agricultural holdings is to accommodate small-scale farming and rural- residential activity and the original layout, road reserves and engineering services provided in these areas were designed in accordance with this concept.

In many instances the illegal land uses performed on agricultural holdings have a severe negative impact on the surrounding environment in terms of noise pollution (small industrial activities), traffic (especially "trucking business", sanitation (normally these areas only have septic tanks) and waste disposal.

In all these areas the general rule should be to allow agricultural services, public open space, rural residential and community facilities. Any other uses should be subject to the Consent of the Midvaal Local Municipality.

It should be noted that Rural Local Economic Development (LED) is a critical element towards future social and economic stability in the rural/agricultural areas of Midvaal, and therefore require very specific interventions in future (in partnership with Gauteng Department of Agriculture and Land Reform).

MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
Agriculture



Agri-hub
Major Roads (Existing)
Rivers
Extensive Agriculture
Nature Reserves
Ridges
Conservancies
Vaal Dam
Special Control Zone
Dolomite Deposits
Gauteng Dolomitic Land
Agricultural Holdings
Cadastre

Development Principle 3: To promote tourism development through active utilization of tourism resources available like the Vaal Dam, the Ridges Precincts, and the Nature Reserves in the area.

There are four major tourism features within the municipal area which should be promoted as tourism destinations in the Midvaal area (see **Figure 29**).

The first and most prominent tourism feature is the Vaal Marina precinct located in the far south-eastern parts of the municipal area, and which comprise a number of holiday resorts located around the Vaal Dam. This area is an asset not only to the local Midvaal community, but also to the broader Gauteng and regional population. It needs to be actively managed and protected in order to ensure that the character of the area as a tourism destination is maintained in the long term. The development guidelines as formulated for the Vaal Dam Special Control Zone as noted under Development Principle 1 as well as those contained in the Midvaal Environmental Management Framework (2008) are applicable to this precinct.

Supplementary to the Vaal Marina area, the world renowned Suikerbosrand Nature Reserve which is located in the north-eastern parts of the municipal area and which incidentally also consist of a range of ridges, represent a second prominent tourism feature/destination to the Midvaal area. The nature reserve should be actively marketed and promoted as a destination for day visitors from all over Gauteng Province. At present it already hosts some annual sports events which attract people from afar, but much more could be done to effectively brand it as a tourism precinct supplementary to it being a Nature Reserve. A one kilometre wide buffer zone of low intensity and compatible land use must be maintained in all directions around the Nature Reserve in order to protect it from negative external influences.

The Klip River and specifically the Henley-on-Klip area along the Klip River represent the third prominent tourism feature located within the Midvaal area. The area is characterised by a village atmosphere and forms part of a conservancy. The Bass Lake precinct adjacent to the north of Henley- on-Klip is also very popular for fishing and a number of adventure sports facilities.

The existing character of the area should be maintained and protected by restricting subdivision of properties and ensuring that farm portions are used for agricultural purposes.

The agricultural properties to the east, south and west need to be maintained as a green belt/buffer, while the establishment of bridle paths should be encouraged for the use of horse riders and cyclists.

The Midvaal Density Policy (outside the Urban Development Boundary), Accommodation Policy, and Agricultural Policy are applicable to this area.

The fourth tourism precinct within the municipal area is represented by the extensive ridges located in the south-eastern and north-western parts of the municipal area respectively, and which form part of the Midvaal Regional Open Space System. Because of the strict development limitations applicable to these areas, there is potential to utilise these to further enhance the tourism character of the Midvaal area. The ridges areas can be utilised to expand on the range of tourism facilities and services being provided by the Midvaal municipality. Such services and facilities could include the development of mountain biking routes, hiking trails, game farming, and a range of adventure sport facilities as long as these do not impact negatively on the environmental quality of the area. The proposed Walkerville tourism village concept as discussed in the Walkerville Development Framework/ Precinct Plan could play an anchor role towards strengthening the tourism component in the Platberg ridges area.

Supplementary to the above, routes R42, R549 and R54 which serve most of the tourism precincts could be developed as tourism corridors by catering for supportive tourism initiatives and hospitality uses subject to the following conditions:

- The land use must be compatible with the character of the surrounding area;
- The scale and intensity must be compatible with the surrounding area
- It may not interfere or impact negatively on the amenity of the area.

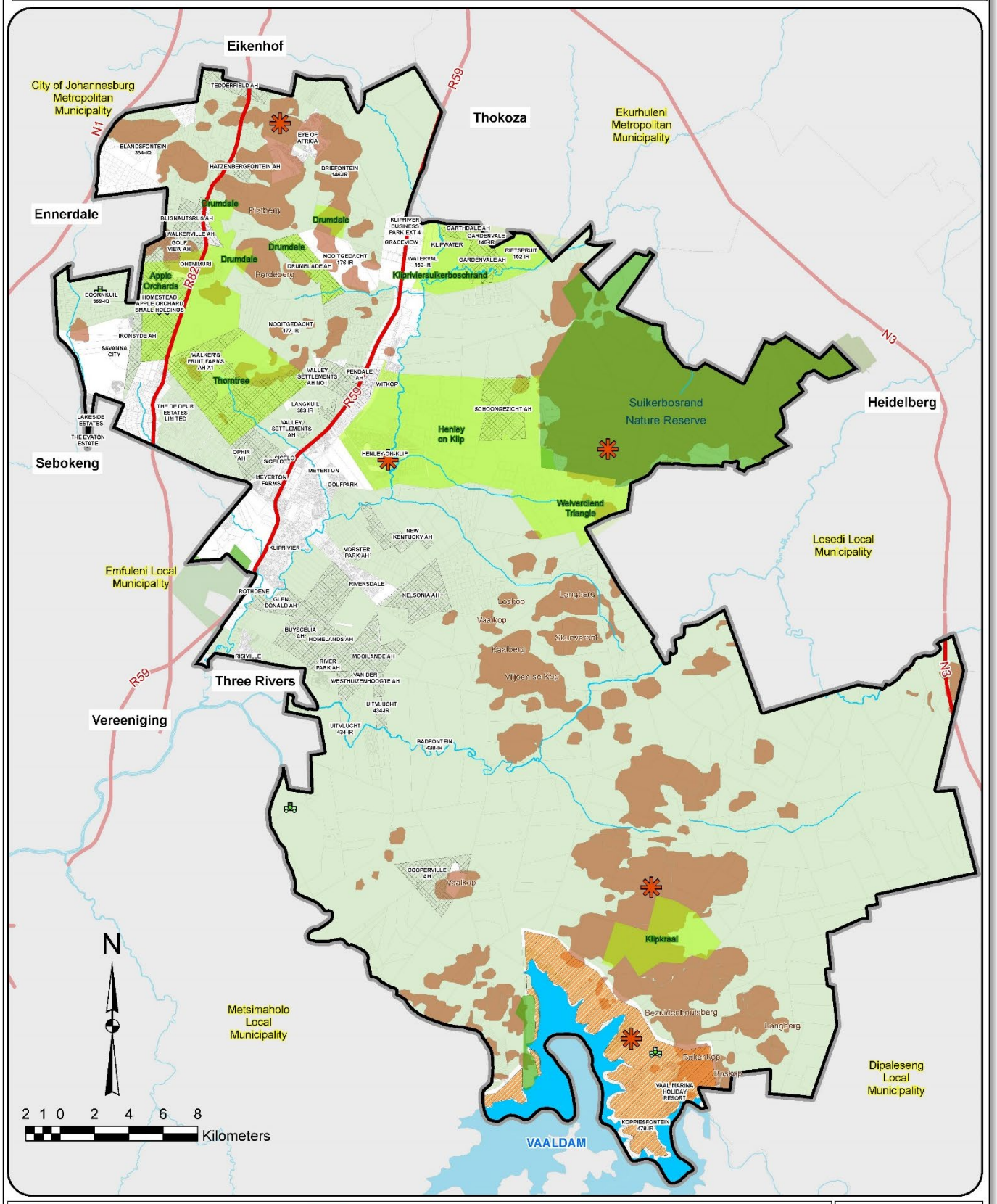
In principle, the majority of guest accommodation typologies as contained in the **Midvaal Accommodation Policy** should be promoted in and around the tourism precincts identified in the Midvaal SDF, subject to these facilities complying with all the requirements and conditions as set out in the policy. The **Accommodation Policy**

provides guidelines to the following typologies/activities:

- Camping and Caravaning;
- Bed and Breakfast Establishments;
- Guesthouses;
- Backpackers Accommodation (including boarding house);
- Self-catering Apartments;
- Hotel;
- Resort/Lodge;
- Game Farm.

It should be emphasised that the SDF supports the principle that the majority of the guest accommodation typologies as reflected above should be concentrated in and around the identified tourism precincts. However, this does not prevent land owners within any other parts of the municipal area from applying for such rights as long as they comply with the criteria, guidelines and justification requirements for such facilities as contained in the **Midvaal Accommodation Policy.**

MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
Tourism



Agri-hub
Tourism Precincts
Major Roads (Existing)
Rivers
Extensive Agriculture
Nature Reserves
Ridges
Conservancies
Vaal Dam
Special Control Zone
Agricultural Holdings
Cadastre

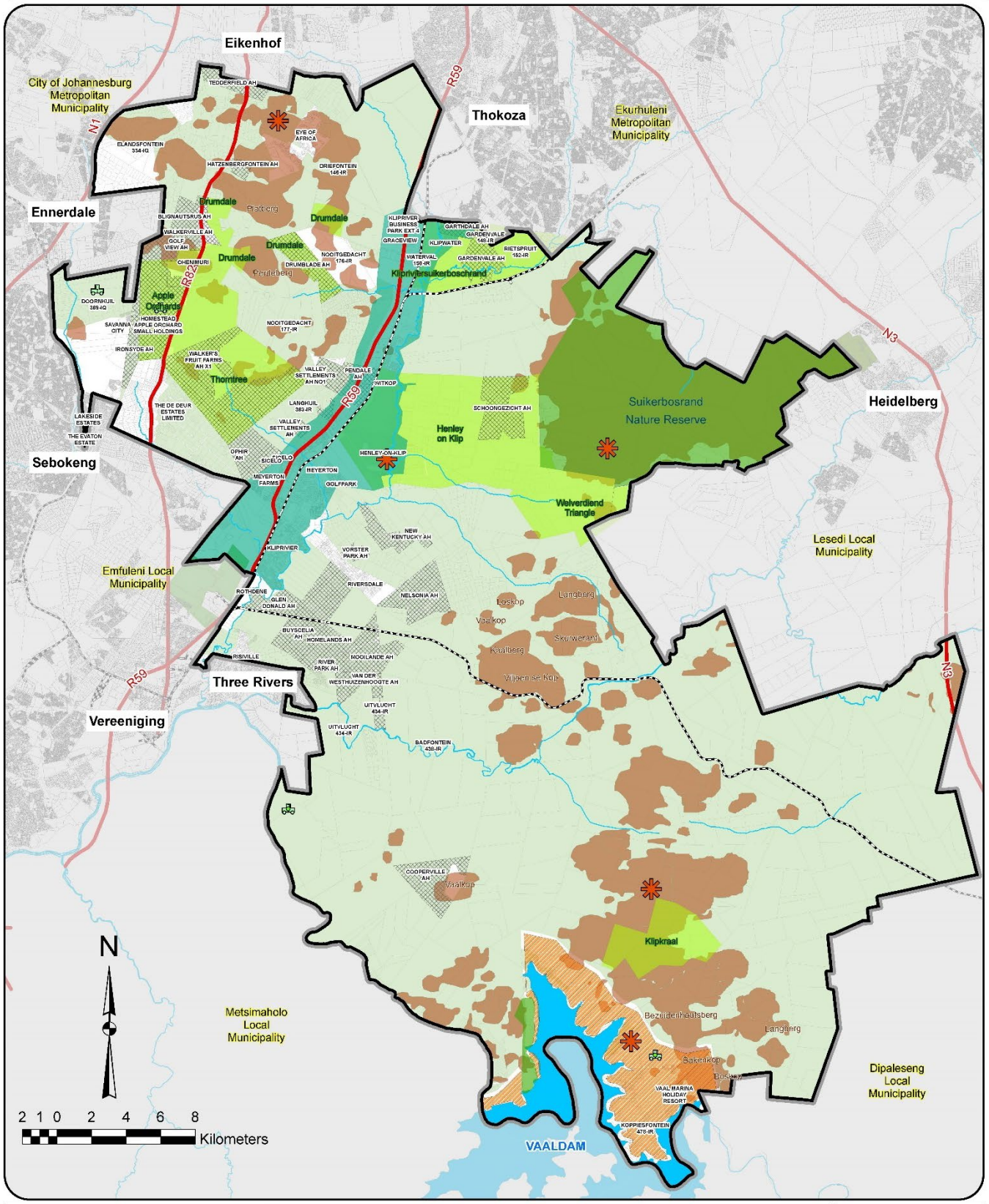
29

Development Principle 4: To pro-actively plan, design and facilitate the establishment of a Development Corridor along the R59 freeway.

There is significant potential to promote a variety of economic activities, as well as residential development along the R59 Corridor in the Midvaal area. Extensive studies were conducted to determine the development potential of this corridor during 2004 and 2008, and Council approved the R59 Corridor Development Framework during July 2010. Following from this, the more detailed R59 Corridor Urban Design Framework was developed during July 2014. The footprint of the R59 Corridor functional area is schematically illustrated on **Figure 30.1**. The R59 Corridor functional area is the priority area for the bulk of economic and residential development within the Midvaal Municipality and should thus also be prioritised in terms of the provision of engineering services. The bulk of development in the short to medium term is to be located to the east of route R59.

Areas to the west of the freeway along the future spine road, as indicated in **Figure 30.2** from Johan Le Roux to R550 Waterval, are earmarked for development in the short to medium term similar to the M61 along the east of the R59. The development of this spine road in conjunction with the provision of bulk infrastructure will allow for future Transport Oriented Development (TOD) which will comprise of uses such as commercial, industrial, agricultural, residential, retail and offices. The municipality will further develop precinct plans per TOD to outline the development proposals and intensity per TOD.

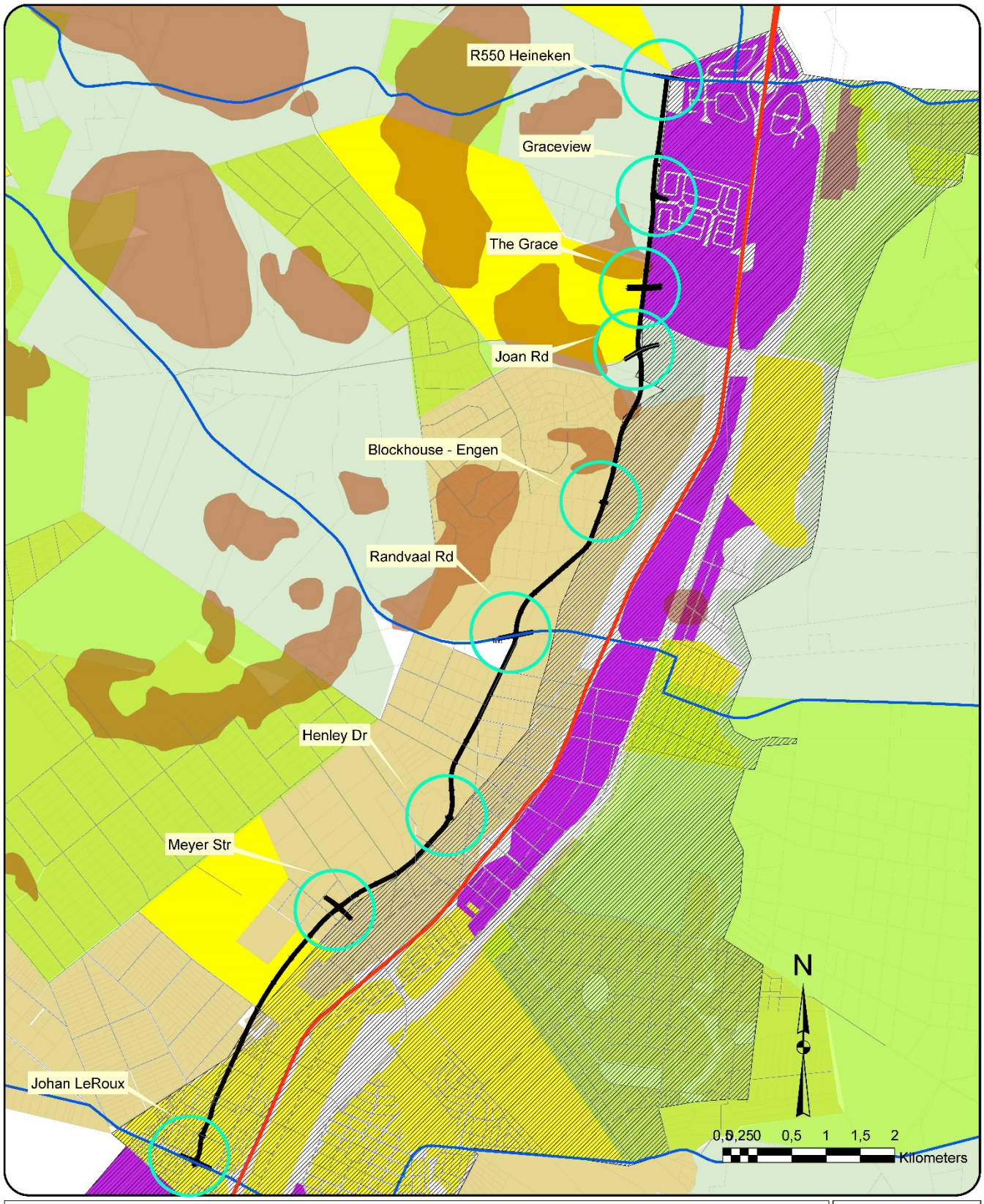
MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
R59 Corridor Development



- Agri-hub
- Tourism Precincts
- Major Roads (Existing)
- Railway
- Rivers
- Extensive Agriculture
- Nature Reserves
- Ridges
- Conservancies
- Vaal Dam
- Special Control Zone
- Agricultural Holdings
- R59 Corridor
- Cadastre

30.1

MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
Development of the R59 Corridor to the West of the R59



Major Roads (Exisiting)
Main Roads (Existing)
Other Roads (Existing)
Proposed Class 3 Road (Spine Road)
Ridges
Conservancies
Rural Residential
Agriculture
Residential
Industrial-Commercial
Cadastre
R59 Corridor

30.2

Development Principle 5: To facilitate the development of a hierarchy of sustainable Activity Nodes in partnership with stakeholders to ensure equitable access to social infrastructure, and to promote Local Economic Development in the urban and rural parts of the municipality.

Nodal Development

It is important to define a proper nodal structure within the municipal area in order to enhance service delivery, and to promote the provision of both social and economic infrastructure. This in turn, will result in consolidated social and economic development in both the urban and rural parts of the municipality as a form of growth management. In January 2019 Midvaal Local Municipality commissioned the review of the 2011 Nodal Policy. The Draft 2019 Midvaal Nodal Policy has been approved by Council.

The Draft Nodal Policy notes the benefits of nodal development achieved through development guidelines and makes provision for a three tier hierarchy of nodes within the Midvaal area as depicted on **Figure 31**.

The settlement hierarchy identifies and categorises all the major settlement areas within the municipality around which future development should be consolidated. It includes the following three categories:

- The **Primary Urban Node** is the largest settlement(s) in the municipality and comprises the widest range of land uses, economic activities and job opportunities and a comprehensive range of community facilities serving local and regional needs. A Primary node is defined by Central Business District (CBD) and larger Neighbourhood Nodes.
- The **Secondary Urban Node** is smaller than the Primary Urban Node with a limited range of land uses, economic activities and mostly middle to lower order community facilities. A Secondary Urban Node is defined by smaller Neighbourhood Nodes.
- The **Rural Node** represents a small community and/or service point in the rural parts of the municipality. The economic base of the node is very limited and primarily focused on agriculture. The limited population residing in such node normally only warrants very basic lower order community facilities, e.g. small primary school and mobile clinic, library, pension pay-out facilities.

The table below outlines the designation of areas per Node

Node	Hierarchy	Area
Primary	Central Business District (CBD)	Meyerton CBD
	Neighbourhood Nodes	Sicelo Neighbourhood Node
		Gateway Neighbourhood Node
		Golfpark Neighbourhood Node
		Kookrus Neighbourhood Node
		Rothdene Neighbourhood Node
		Riversdale Neighbourhood Node
Secondary	Neighbourhood Nodes	De Deur Neighbourhood Node
		Savanna City Neighbourhood Node
		Waterval Neighbourhood Node
		Daleside Neighbourhood Node
		Henley on Klip Neighbourhood Node
		Risiville Neighbourhood Node
		Eye of Africa Neighbourhood Node
		Tedderfield Neighbourhood Node
		Elandsfontein Neighbourhood Node
		Walkerville Neighbourhood Node
		Vaal Marina Neighbourhood Node
		Mamello Neighbourhood Node
		Lakeside Neighbourhood Node
Rural	Rural Node	Bantu Bonke Neighbourhood Node

The detail development guidelines can be found in the Draft 2019 Midvaal Nodal Policy

Multi-Purpose Community Centres

Clusters of community facilities in the form of Multi-Purpose Community Centres exist at the following points within the municipal area (see Figure 30):

- Bantu Bonke MPCC
- Lakeside MPCC
- Ohenumeri MPCC
- Randvaal MPCC

The purpose of a Multi-Purpose Community Centre is primarily to provide a one-stop service comprising a fairly comprehensive range of social facilities and services to the surrounding community at strategic points within the municipal area. Such services and facilities could include schools, clinics, satellite police stations, libraries, post offices, community halls, and a range of additional social facilities and services e.g. pension pay-out points.

By implication a Multi-Purpose Community Centre can/should form part of the

identified hierarchy of nodes (Core Area, Neighbourhood Nodes and Rural Nodes) in the Midvaal area, but the four cases referred to above already exist, and should thus be maintained.

Agri Village

The Bantu Bonke area in the central-southern parts of the municipal area is classified as an Agri Village. This is a small residential settlement with a number of community facilities serving the local and surrounding rural communities. It has a strong agricultural character with a hydroponic plant forming part of the village.

Economic Development Centres

Figure 31 above depicts the proposed introduction of Economic Development Centres (EDC's) which are aimed at realising economic growth and creation of jobs as outlined on the Midvaal IDP Theme for 2018-2019. The main objective of the EDC's is to serve as integrated distinct anchors allocated within five (5) Midvaal Townships ranging from, but not limited to:

- **Milling Plant**- To develop a milling plant that will produce maize products and animal feeds. The objective of this plant would be to attract local business that is in the agricultural and farming industry to buy stock from this plant.
- **Agro-Processing Centre-**To develop a Agri-processing facility that will comprise of the following uses: agricultural and agro-processing purposes, restaurant, car wash and mini/family market/s (fruit and vegetables), training facility, production infrastructure, pack house with cold storage and administration offices, this hub is also aimed at supplying local farmers and shops that are within the agriculture business.
- **Upholstery and Sewing Hub**- To develop a hub that will specialise in the production of municipal uniform and other clothing needs- The targeted market are the Municipality, schools and other businesses
- **Tourism**- To create tourism objective for Midvaal in partnership with Heineken and Netherlands Embassy together with tourism related facilities- This centre is aimed at promoting private public partnerships, as this centre is looking at attracting Heineken and the Netherlands Embassy to work together with the municipality.
- **Plastic Manufacturing Plant** – To develop a hub that will look at manufacturing plastics and be sold to the municipality and the local business.

An extensive investigation/research approach is required prior to the realisation of the above mentioned centres. It is important to note that certain critical and realistic steps would have to be taken looking at but not limited to the following:

- **Comparative advantage studies**- That will look at the viability of the centres, the rationale, Its target market, approach and benefits within the community
- **Available and Required Engineering Infrastructure Services-** To look at the available and required services that will be required to establish extra commercial/industrial loading on the municipality's capacity.
- **Policy Framework-** Extensive Policy frameworks would have to be formulated, to serve as guiding documents so as to legally facilitate the centres within a framework.
- **Other relevant research studies** relevant to the establishment of the EDC's.

All of the centres are aimed at utilizing and improving skills and employment for the local communities, through prioritising local labour and youth employment. It is envisaged that all the centres be integrated through participating in the leading and lagging economic value chain.

Projected Land Use Demand per Node (2034)

Table 13 below depicts the projected 20 year demand forecast for floor space demand in the various parts of the Midvaal Municipality as determined from the Midvaal Economic Development Analysis (Demacon 2014).

- Along the R59 Corridor the major areas of projected trade growth are around Gateway/Golf Park (37 000-39 000m² GLA); at Highbury/Henley-on-Klip (5500-7500m² GLA); and Waterval (2000- 3500m² GLA).
- In terms of office demand the Gateway/Golf Park and Highbury/Henley-on-Klip Nodes are highest while the projected demand for warehousing/industrial uses are highest at four nodes: Waterval/Nampak (150 000-180 000m² GLA); Daleside/Witkop (75 000-105 000m² GLA); and Henley-on-Klip/Highbury and Sicelo with 45 000-65 000m² GLA each.
- Residential densification and infill development (housing) is projected around all these nodes.
- Along route R82 the projected demand is significantly smaller than along the

R59 Corridor. Savanna City holds the highest projected demand for Trade (21 000-23 000m² GLA) and office (1500-3500m² GLA) while De Deur and Walkerville are expected to yield about 2500 – 4000m² each.

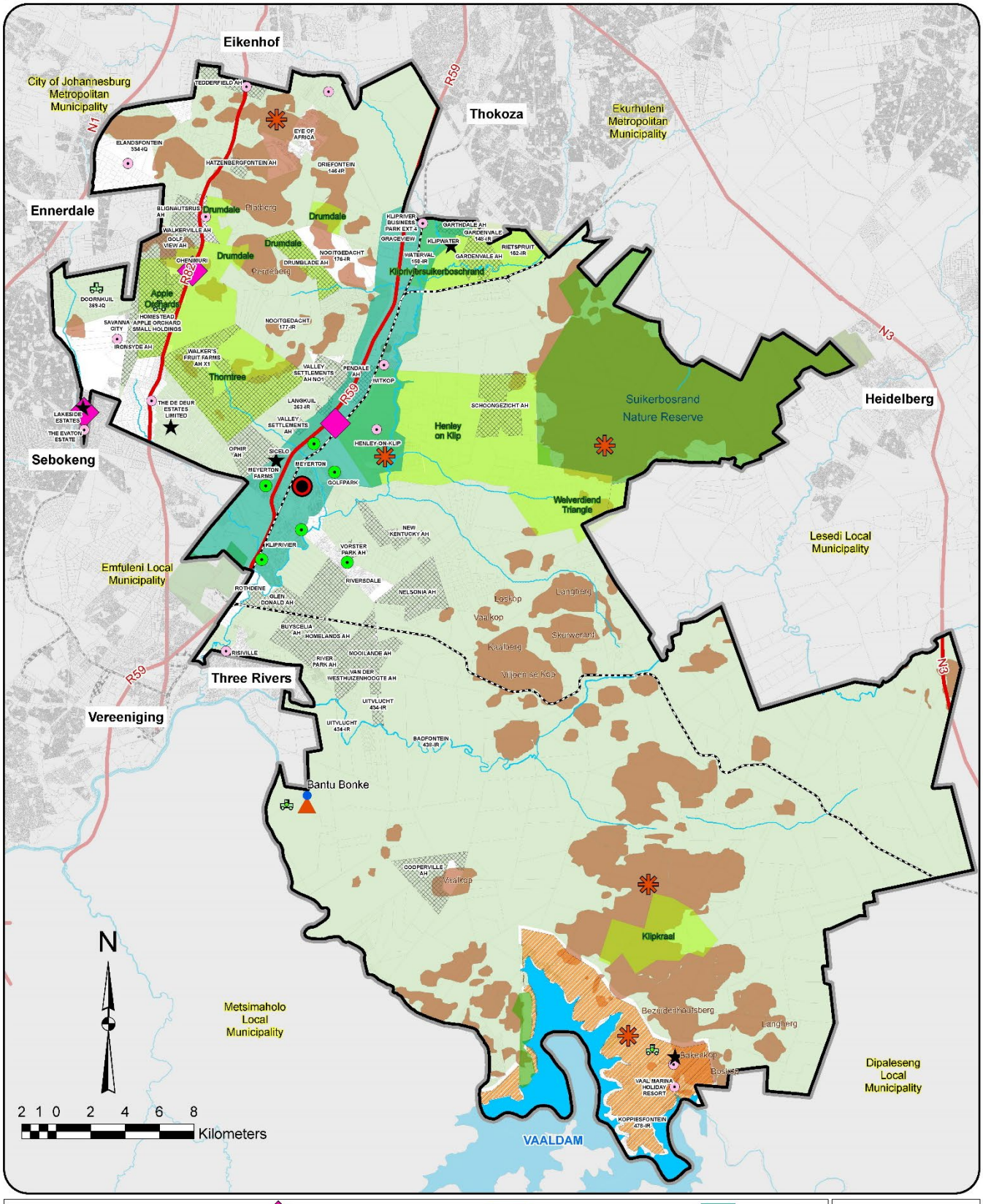
- De Deur and Elandsfontein can expect the bulk of industrial demand (11 000-13 000 and 3000- 5000m² GLA respectively) while Walkerville could also yield significant commercial development.
- The bulk of residential development is also projected around Savanna City (470 000-500 000m² GLA).

In the remaining nodal areas in Midvaal the projected demand is limited, although significant residential development will occur around Mamello.

Table 13: Twenty Year Demand Forecast Space Demand (Baseline Scenario)

Nodes/Development Areas Trade	Office (m² GLA)	Industrial/ Warehousing (m² GLA)	Housing (m² GLA)
R59 Functional Areas			
Waterval/Nampak-Everite	2000 – 3500	1000 – 3000	150 000 – 185 000
Daleside/Witkop	1000 – 2500	1000 – 3000	75 000 – 105 000
Henley-on-Klip/Highbury	5500 – 7500	3000 – 5000	45 000 – 65 000
Gateway	37 000 – 39 000	22 000 – 25 000	0
Golf Park	2000 – 3500	14 000 – 17 000	0
Meyerton CBD	0	0	0
Sicelo	2000 – 3500	1000 – 3000	45 000 – 65 000
Kookrus	2000 – 3500	1000 – 3000	0
Rothdene	1000 – 2500	1000 – 3000	0
Riversdale	1500 – 3500	1000 – 3000	0
R82 Functional Areas			
Tedderfield	1000 – 2500	150 – 350	800 – 1100
Elandsfontein	1000 – 2500	150 – 350	3000 – 5000
Walkerville	2500 – 4500	350 – 550	0
Savanna City	21 000 – 23 000	1500 – 3500	2000 – 3500
De Deur	2500 – 4500	350 – 550	11 000 – 13 000
Other			
Vaal Marina/Mamello	3500 - 5000	1000 - 2500	0
Eye of Africa	2500 – 4500	300 – 500	0
Suikerbosrand	300 – 600	150 – 350	0
Bantu Bonke	300 – 600	150 – 350	0

MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
Hierarchy of Activity Nodes & Economic Development Centres



Development Principle 6: To capitalise on the strategic location of the municipality by way of regional and provincial linkages, and to establish an internal movement network comprising a hierarchy of roads which include a comprehensive public transport network and services.

It is important to provide for proper regional, as well as local road network linkages within and around the municipal area. As illustrated on **Figure 32.1** the most important regional routes currently serving the Midvaal area include the R59 freeway, R82 in the western parts of the municipal area, R550 which runs from the Waterval area towards the N3 in the eastern parts, route P25-1/ R551 which links Midvaal (Meyerton) to Lesedi (Heidelberg); route K78 which links the Meyerton area to the Vaal Dam and to the N3 freeway to the east (south of Heidelberg); route P41-2 which links the Vaal Marina area to Heidelberg towards the north-west; and R557 which links Meyerton to the Suikerbosrand Nature Reserve.

This road network needs to be protected and enhanced at all cost in order to ensure that Midvaal is functionally linked to the surrounding urban fabric and performs its function, both economically and socially, in the broader regional and provincial context.

Figure 32.2 comprises the proposed Strategic Road Hierarchy of existing and proposed first, second and third order routes in the Midvaal area as contained in the Midvaal Integrated Transport Plan and the Gautrans Strategic Road Network.

In brief the proposed future road hierarchy comprise the following route as reflected on Figure 6.2:

First Order (Freeways):

- N1 towards the west;
- R59 in the central Midvaal area;
- PWV13 broadly linking Suikerbosrand to the Vaal Dam;
- PWV18, 20 and 22 which will serve the Midvaal area in an east-west direction in the northern, central and southern parts once it is constructed.

Second Order: K-routes/Conventional Dual Carriageway Routes:

- Routes K47, K57 (existing R82), and K77 parallel to the west of route R59;
- Routes K91, K135 and K167 parallel to the east of Route R59;

- In an east-west direction and from north to south in the Midvaal area the following routes:
    - K144 past Tedderfield to the north towards Lenasia;
    - K154 through the Waterval Node (Heidelberg Road) towards Walkerville and Elandsfontein;
    - K158 through Daleside towards Suikerbosrand;
    - K210 from Golf Park through Doornkuil towards the N1;
    - K174 between Meyerton and Heidelberg (Lesedi);
    - K164 from Meyerton CBD through Sicelo towards Ironside and Everton-Sebokeng (Johan le Roux extension);
    - K184 from Emfuleni/Vereeniging towards Ironside;
    - K83 between Emfuleni/Vereeniging and the Vaal Dam.

The most important routes from the above are K57 (R82) to the west (serving the area in a north- south direction); K154 to the north linking Waterval Node to Elandsfontein and beyond (east to west); and K164 (Johan le Roux) linking Midvaal CBD to Sicelo and to De Deur (east-west). Combined with route R59 these routes form the lattice around which the bulk of development in Midvaal will take place over the next few decades.

Supplementary to the above, there is also a third order network which serves to provide access to individual farm areas and agricultural holdings/properties at local level. This is the first road hierarchy that provide direct access to land uses and is the highest order route network under the authority of the Midvaal Municipality.

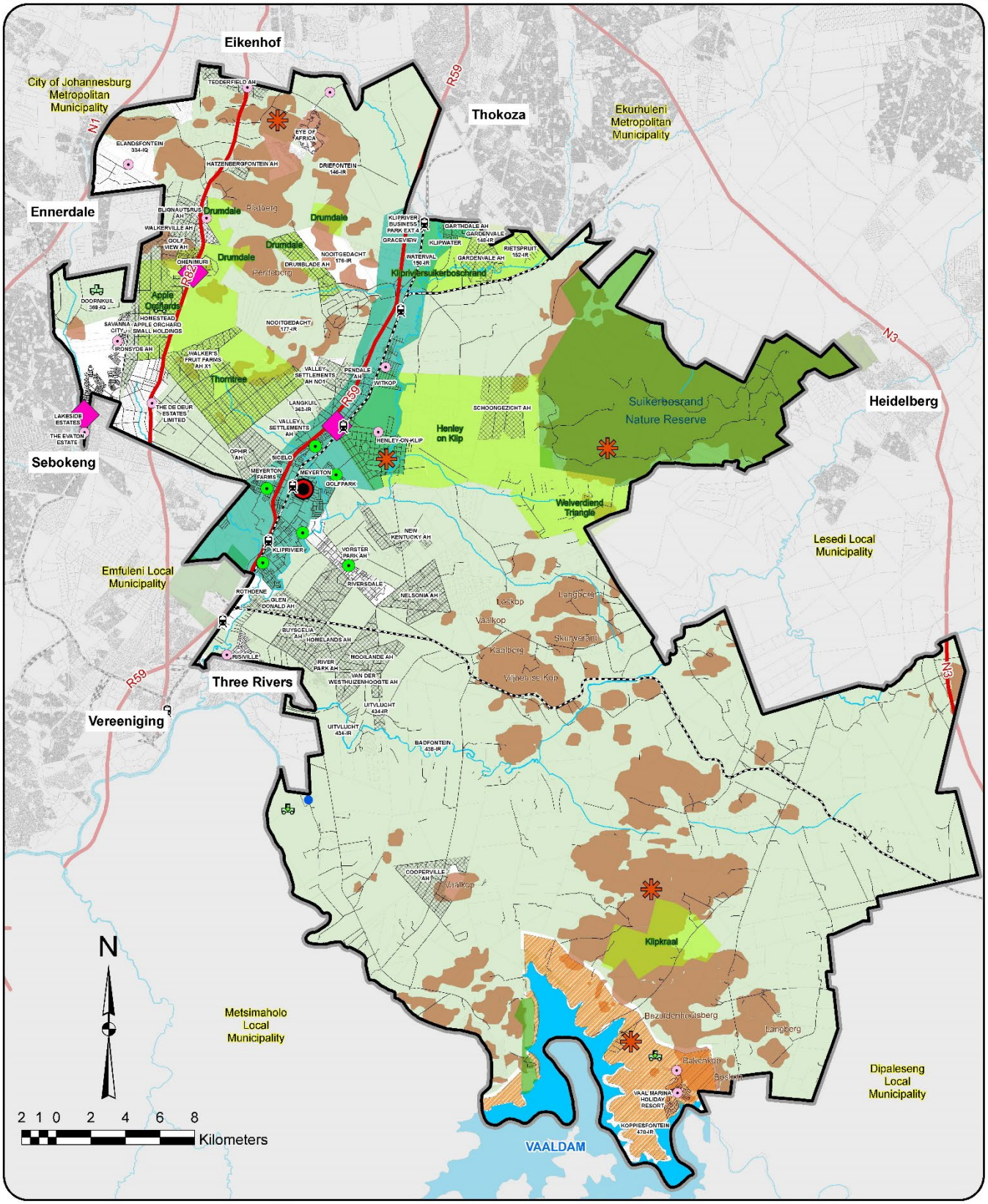
It is important to note that the Strategic Road Network as depicted on Figure 31.2 is a long term plan (50 years plus), and that individual routes or parts thereof will only be constructed if/when traffic volumes emanating from land use development/urbanisation warrants the construction thereof.

Figure 32.3 depicts the priority public transport routes as well as taxi and bus stops within the municipal area. The most important routes in this regard include route R551 which links De Deur to Meyerton; route K89 which serves as the main public transport route parallel to

R59 and the railway line; as well as some local linkages towards the east and south of Meyerton. The priority taxi ranks and bus stops proposed for the Midvaal area are also illustrated on Figure 32.3.

The two existing railway lines are assets to the Midvaal area and the municipality will contribute towards enhancing the viability of these as commuter railway lines by promoting Transit Orientated Development around all the railway stations along the lines both along the R59 Development Corridor and at the Residentia and Stretfort railway station in Savanna City.

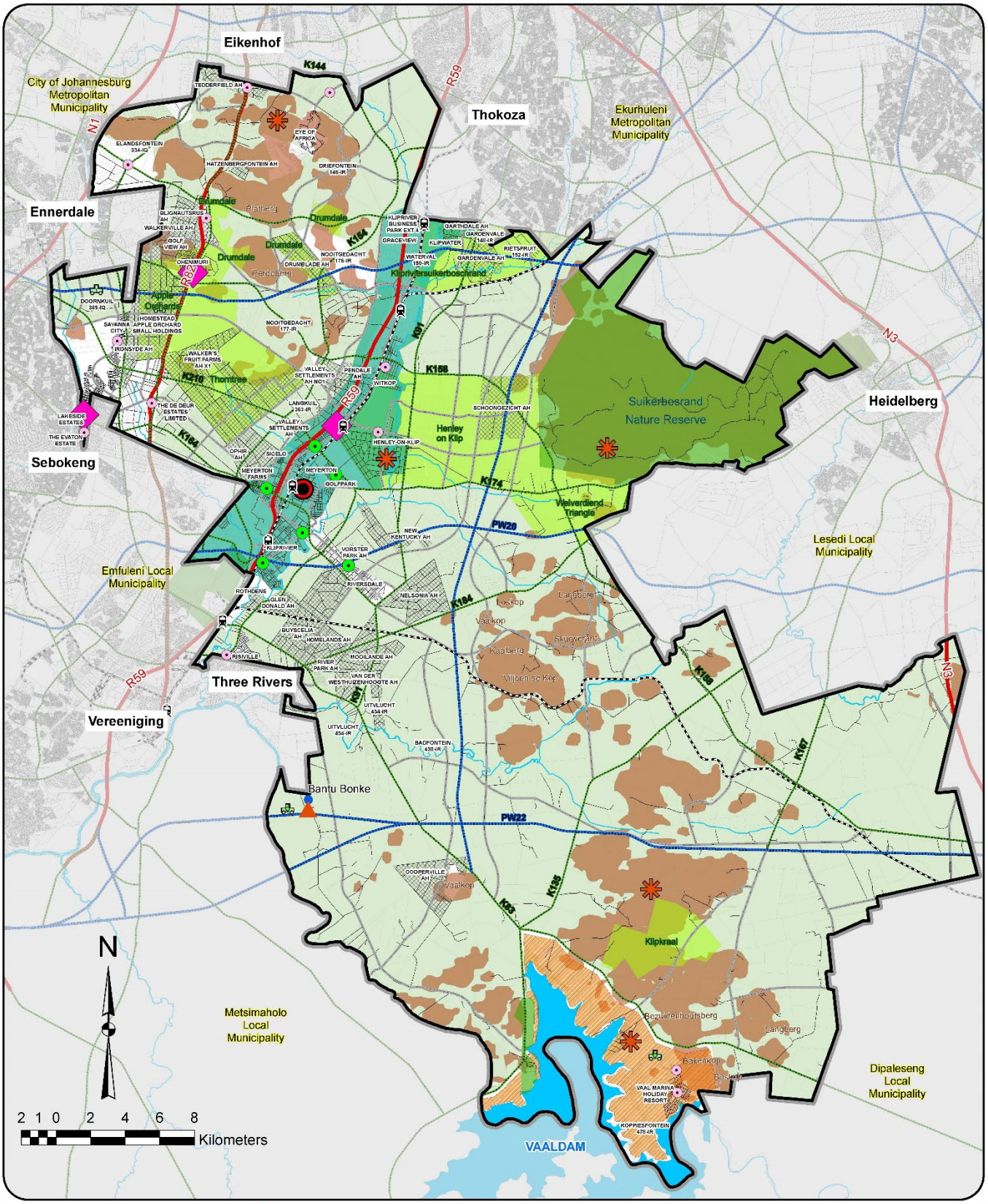
MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
Existing Movement Network



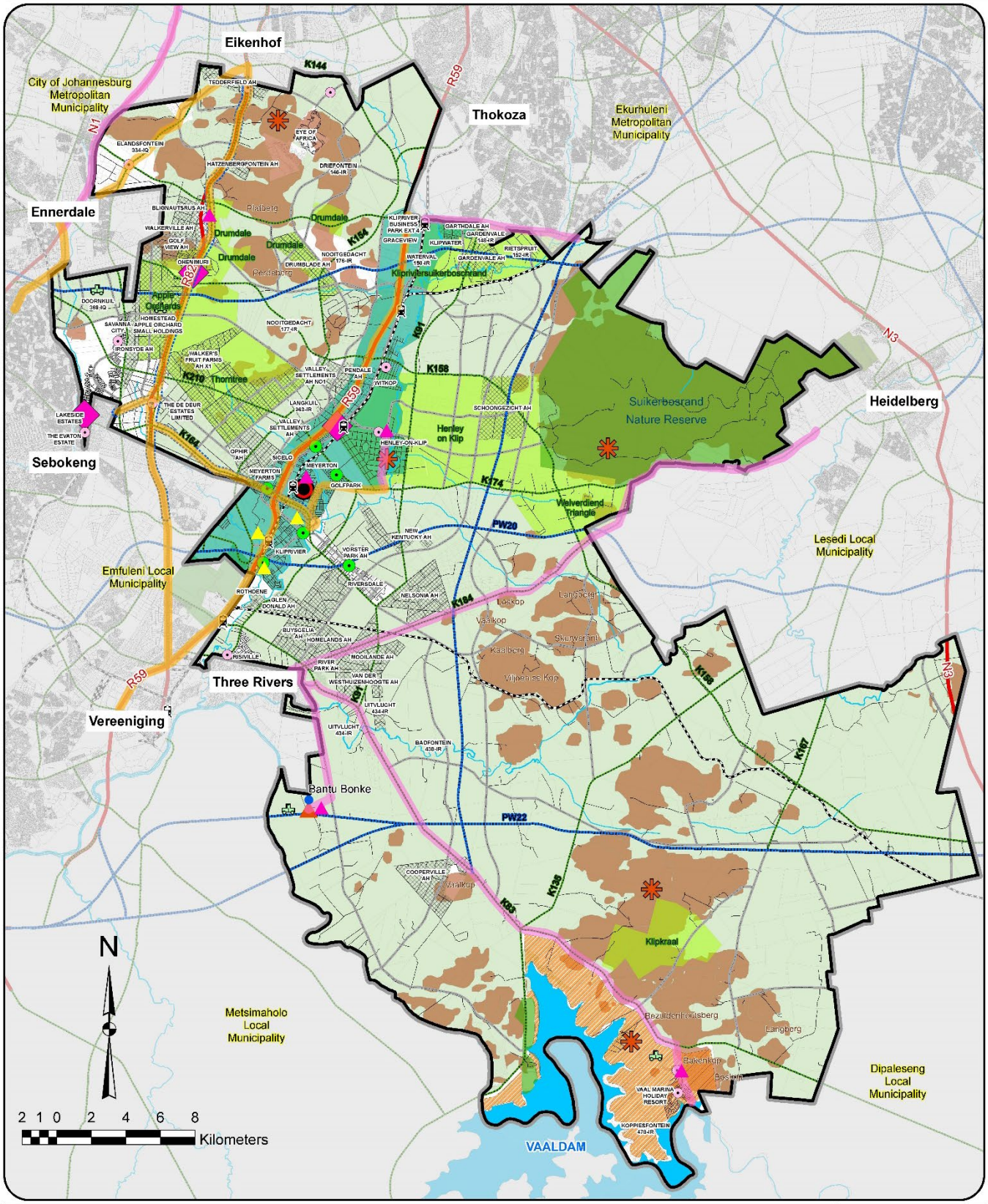
- Agri-hub
- Tourism Precincts
- Primary CBD Node
- Primary Neighbourhood Node
- Secondary Neighbourhood Node
- Rural Node
- MPCC
- Railway Station
- Major Roads (Existing)
- Other Roads (Existing)
- Railway
- Rivers
- Extensive Agriculture
- Nature Reserves
- Ridges
- Conservancies
- Vaal Dam
- Special Control Zone
- R59 Corridor
- Cadastre

32.1

MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
Strategic Road Network



MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
Priority Public Transport Network



Development Principle 7: To promote the development of a diverse range of industrial and commercial and mining activities in the Midvaal area through partnerships with the private sector, and with specific focus along the R59 Corridor and at the designated nodal points.

As depicted on Figure 33 the bulk of proposed industrial and commercial activity within the Midvaal area over the short to medium term should be located within the R59 Development Corridor. The more detailed development proposals associated with this area are discussed in greater detail in the R59 Development Framework and the R59 Urban Design Framework documents. Limited development may also be allowed in certain areas to the west of route R59, subject to the bulk service requirements of the intended use (preferably low) and the availability of such infrastructure.

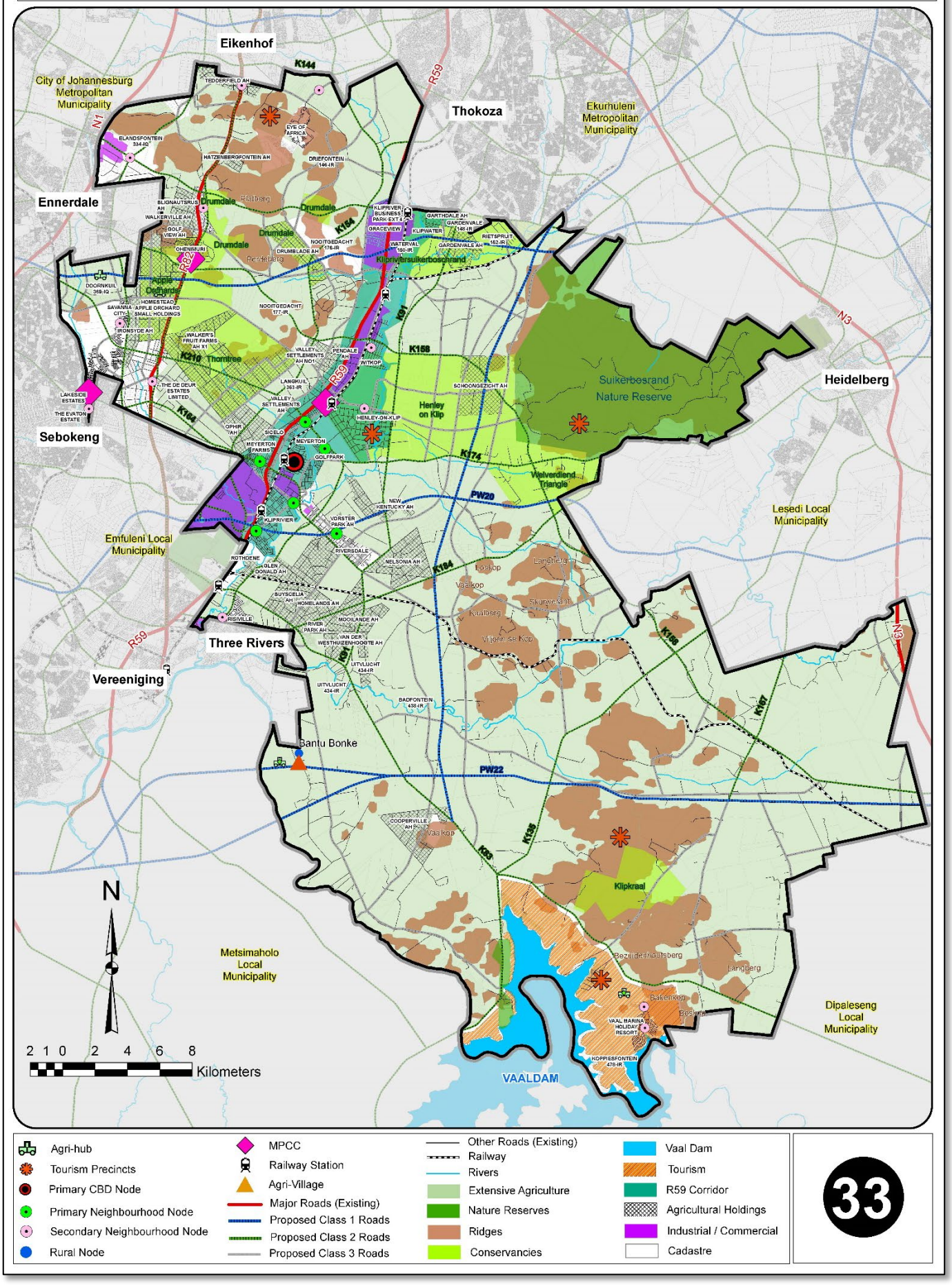
It is however important to note that limited small scale light industrial/commercial development can and should also be accommodated in some of the other nodal points in the municipality (also refer to Table 12 to see projections). The De Deur, Walkerville and Tedderfield nodal points located along route R82 in the western parts of the Midvaal municipal area are earmarked to accommodate supplementary light industrial and/ or commercial activity (at limited scale). The Precinct Plans for each of these nodal areas provide more detail pertaining to the range of activities to be allowed, as well as the exact location, scale and extent of such developments.

Similarly, the area adjacent to the N1 freeway at the Elandsfontein Node is earmarked for future industrial use at a scale similar to that envisaged around the Klip River Business Park. The Midvaal Municipality should, however, commence with discussions at provincial level to elevate this project to Blue IQ status in provincial context.

Substantial parcels of vacant industrial-zoned land are still available within the R59 corridor area and development of these land parcels should receive priority. Light industrial and commercial use will be an important component of the land use mix which will eventually make up the proposed R59 Development Corridor.

As far as heavy/ noxious industrial development is concerned, it should be consolidated in the Meydustria area which has sufficient buffer zones between the industrial area and surrounding residential suburbs.

MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
Industrial / Commercial



Development Principle 8: To provide for a wide range of bonded and subsidised housing typologies and tenure alternatives within clearly defined Strategic Development Areas, and to continuously manage residential densification by way of the Midvaal Density Policy.

Figure 34 illustrates seventeen Strategic Development Areas identified within the municipal area where Council should promote the bulk of residential development in the short, medium and longer term (these form part of Council's Growth Management Strategy). These areas are generally located close to the major centers of economic activity, and support/supplement the development of the R59 Development Corridor and to a lesser extent route R82. By implication the Strategic Development Areas could comprise a range of housing densities starting at about 10 to 12 units per hectare in conventional middle to high income residential areas, and up to about 60 units per hectare, especially around the major public transport routes e.g. SDA2 and SDA5.

The seventeen Strategic Development Areas where residential development/densification can/ should be promoted include the following:

Strategic Development Area	Potential Capacity
SDA1: Waterval Node within UDB	550 Units
SDA2: Skansdam and Daleside railway stations	1000 Units
SDA3: Meyerton CBD Precinct *	1000 Units
SDA4: Riversdale	200 Units
SDA5: Rothdene-Kookrus	200 Units
SDA6: Risiville	100 Units
SDA7: Sicelo *	5476 Units
SDA8: Savanna City *	18 399 Units
SDA9: De Deur	20 028 Units
SDA10: Walkerville	2523 Units
SDA11: Mountain View/Woodacres	2158 Units
SDA12: Elandsfontein	16 182 Units
SDA13: The Grace	1414 Units
SDA14: Mamello *	1031 Units
SDA 15: Boitumelo *	1500 Units
SDA 16: Panfontein	500 Units
SDA17: Langkuil*	3000 units
Total	**74 230 Units**

* Short to Medium Term Priority

The Vaal Marina complex is not earmarked for conventional residential development/densification as it caters for holiday accommodation, but Mamello will become a permanent residential township in this area.

It is estimated that these areas could collectively accommodate about 74 230 units which is sufficient to serve the incremental residential demand in the municipal area for at least the next two to three decades.

The highest priority areas for the short to medium term are highlighted in the table and mainly include Meyerton CBD and Sicelo along route R59; Savanna City along route R82; and Mamello in the Vaal Marina area. All development will, however, be subject to engineering services availability.

Part of the Walkerville node is Ohenimuri where approximately 373 residential erven are still vacant. It is recommended that Council call for proposals for a developer to develop all the Council owned properties in Ohenimuri. A variety of housing typologies catering for different affordability levels should be catered for and could include RDP, GAP Market (FLISP) bonded units and Full Bonded Units as well as bonded or subsidised (CRU/Social) rental units.

As far as residential densification outside the Urban Development Boundary is concerned the **Midvaal Density Policy (2011)** will be applied. In principle, Rural Residential development is allowed in all rural areas as depicted on Figure 33, but it should be noted that there are strong guidelines and parameters contained in the Midvaal Density Policy within which such development can and should be allowed.

In general, the formalisation of informal settlements need to be achieved through upgrading programmes. This is done as part of the low cost housing process, in terms of provincial housing subsidies. Land has been identified in Boitumelo and Panfontein for future residential development to satisfy the need for low income housing.

There is almost never a sharp cut-off point between urban development and extensive agriculture, and it is therefore envisaged that a transitional area will develop on the agricultural holdings and around the urban edge, which may comprise of a range of different peripheral uses.

It is proposed that low intensity land uses associated and compatible with agricultural holdings and rural residential areas may be supported. Intensive agriculture should also be promoted in these areas, where potential exists. If properly developed, these

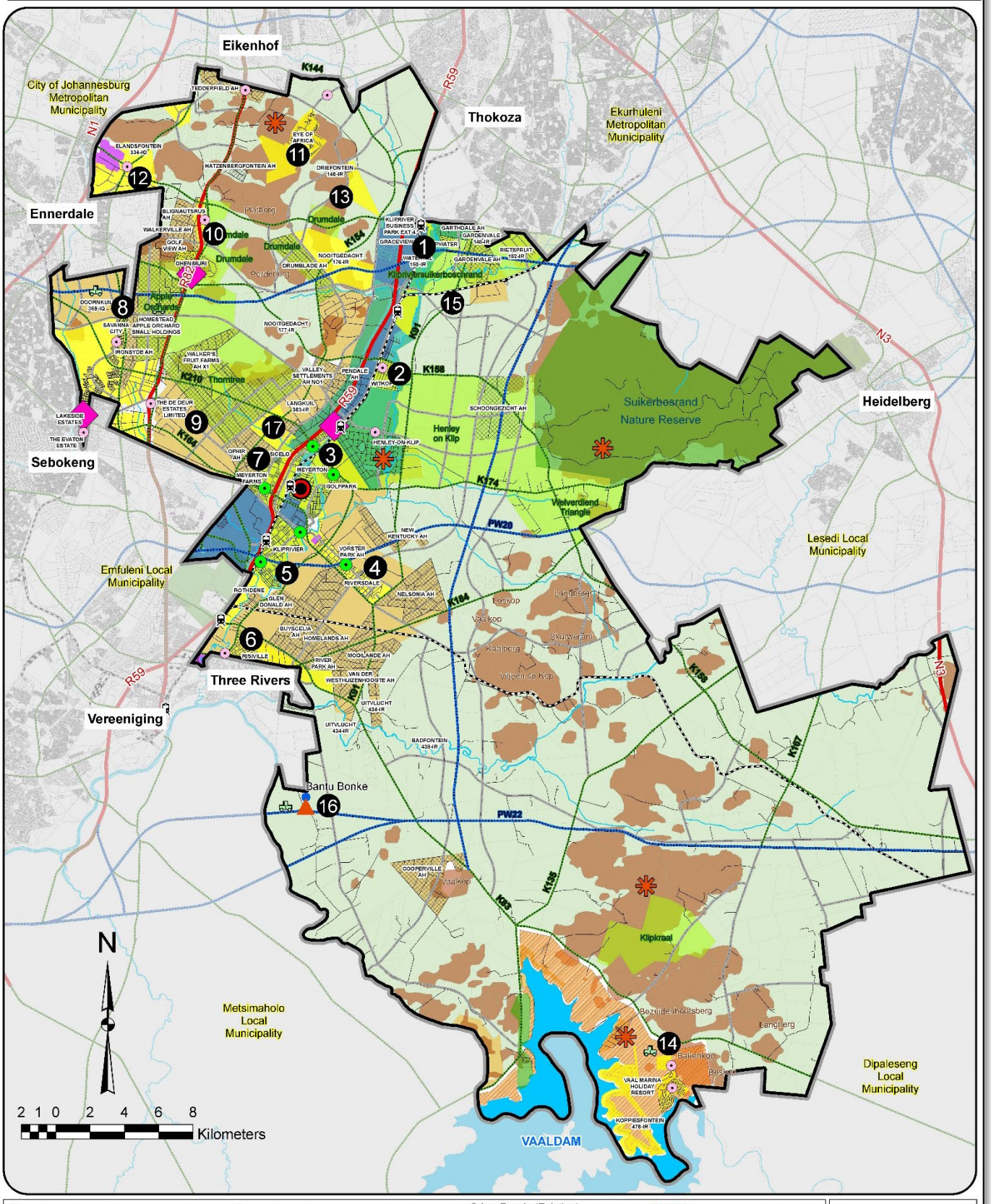
uses can actually support the Urban Development Boundary and serve as a barrier/ obstacle to future expansion of the urban environment.

Transitional residential zoned spaces provide adequate land for residential development of informal human settlements, which might include low- cost housing (RDP) while providing ample economic opportunities and necessary social amenities within the zone without creating any inconvenience to the residents and disturbing the residential fabric of the zone. This promotes sustainable development, creates spatial resilience and assists in facilitating gradual formalisation of human settlements. Transitional Residential zones are only permitted on Council owned land or State-owned land managed by the municipality with the agreement from the relevant sphere of Government and by a service agreement between the municipality and the landowner on privately owned land.

Inclusionary housing is a mechanism used to ensure housing topologies of low to medium income households are catered for in housing developments. The concept of inclusionary housing shall be applied to all mega housing projects as a condition of approval. Mega projects that have been approved with the application of inclusionary housing methodology are Savanna City and The Grace developments

Portion 47 and 77 of the farm Langkuil is earmarked as a future mixed housing development to satisfy the demand for housing in Sicelo and surrounding areas. This will include approximately 3000 units integrated with community facilities, retail and public open spaces.

MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
Residential



Agri-hub
Tourism Precincts
Primary CBD Node
Primary Neighbourhood Node
Secondary Neighbourhood Node
Rural Node
MPCC

Railway Station
Agri-Village
SDA
Major Roads (Existing)
Proposed Class 1 Roads
Proposed Class 2 Roads
Proposed Class 3 Roads

Other Roads (Existing)
Railway
Rivers
Extensive Agriculture
Nature Reserves
Ridges
Conservancies
Vaal Dam

Tourism
R59 Corridor
Agricultural Holdings
Industrial / Commercial
Residential
Rural Residential
Cadastre

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Development Principle 9: To delineate an Urban Development Boundary to encourage consolidated urban development and to protect high potential agricultural land and sensitive environments.

In order to enhance the development of the R59 Corridor and the other identified secondary activity nodes in the municipal area, the Midvaal Municipality opted to utilise an Urban Development Boundary as one of a series of Growth Management Instruments aimed to guide the direction, size, extent, intensity and phasing of development along the R59 Development Corridor and around the various nodes identified in the municipality. As a result, the majority of land to the east of the R59 freeway and around the secondary activity nodes along route R82 are included within the Urban Development Boundary as depicted on **Figure 35**.

From this it is evident that the major focus area for urbanisation in the Midvaal area is to the east of the R59 corridor extending along the entire length of route R59 from Rothdene in the south up to Waterval in the north. The Lakeside/ Doornkuil, De Deur, Walkerville, Ohenimuri, Eye of Africa and Vaal Marina precincts are also included within the Urban Development Boundary as these areas already represent extensive development.

The following guidelines pertaining to land uses to be allowed within and outside the Midvaal Urban Development Boundary will apply:

Land Use within the Urban Development Boundary

As far as land uses inside the Urban Development Boundary are concerned, a land use that is consistent with the relevant municipality's IDP, spatial development framework, land use management plan and/or town planning/land use scheme should be permitted, subject to the normal procedures and legislation e.g. environmental considerations, transportation requirements etc. It is important to note that the Urban Development Boundary does not imply that the entire area within the boundary can/ should be allowed to develop and that development rights are therefore guaranteed. Factors such as timing, availability of services, the environmental impact/ conditions etc. must and should still be applicable when considering an application within the Urban Development Boundary.

Land Use outside the Urban Development Boundary

Land uses that are rural in nature would be more desirable and should therefore be promoted outside the Urban Development Boundary rather than inside it. Where applicable, it will also have to be in line with provincial policies e.g. GDACE policy on subdivision of land etc., and/or the local development frameworks compiled for the various rural areas in the Midvaal area, e.g. Walkerville and De Deur Precinct Plan. The following land uses will be allowed in the rural areas outside the Midvaal Urban Development Boundary:

a) Extensive agriculture;
b) Conservation Areas/Nature Reserves;
c) Tourism and related activities e.g. curio markets;
d) Recreational Facilities e.g. hiking trails/hotels/game lodges;
e) Farm stalls and home industries;
f) Rural residential uses/Agricultural Holdings in specific areas; or\Any other related development of service;

Provided that the proposed development or service

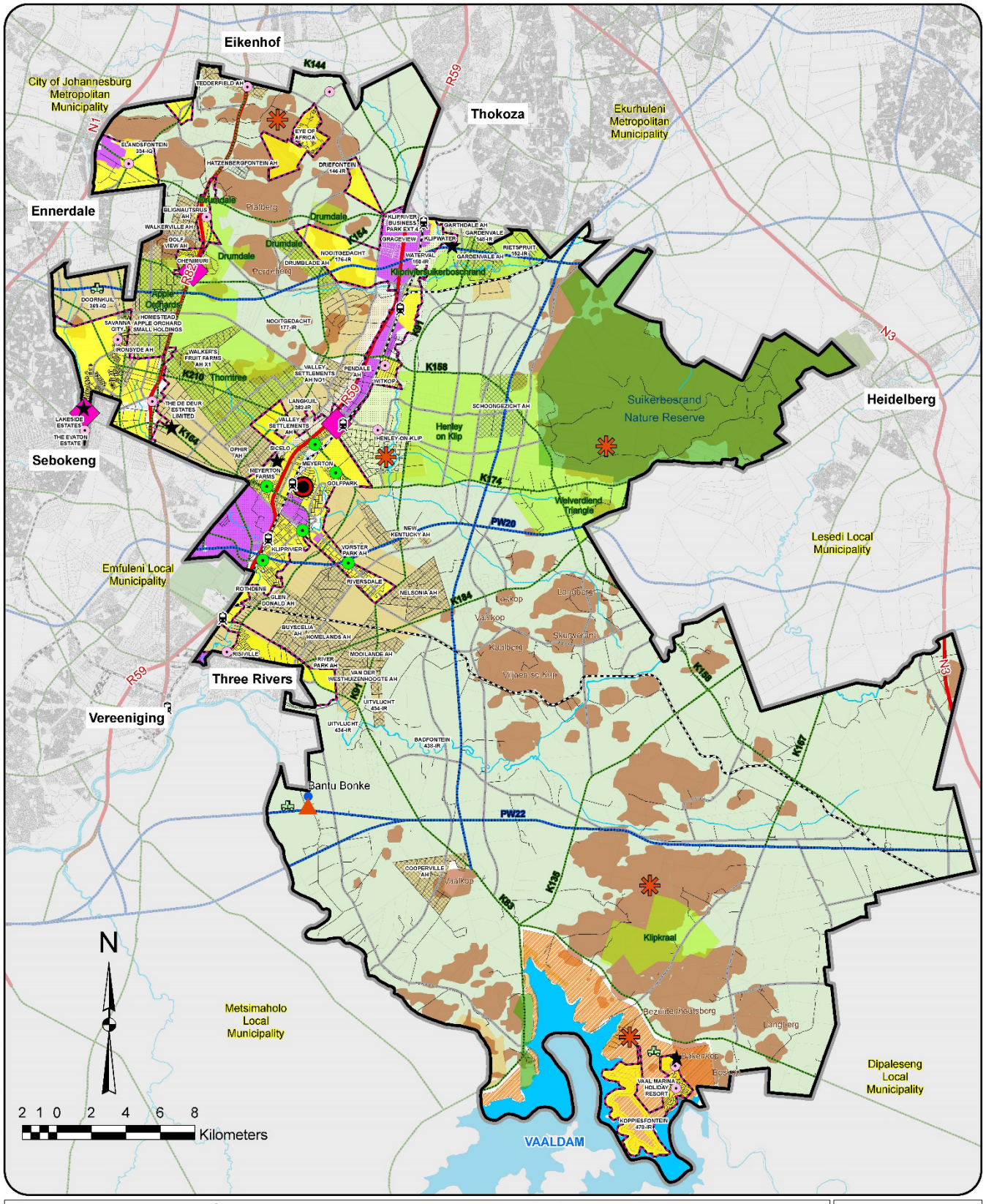
g) services primarily the local market; and/or
h) is resource based; and/or
i) is located at a defined and approved service delivery centre/nodal point.

Developments or services not complying with the criteria set in (a) – (f) may thus only be allowed if it complies to one or more of the criteria listed as (g), (h) and (i).

It is important to note that, in line with the Urban Development Boundary, the Midvaal Municipality already identified the short, medium and longer term priority areas for the upgrading and expansion of engineering services to promote and facilitate economic development.

In principle, all parts of the Midvaal Municipality located within the Urban Development Boundary are deemed to be priority areas for accommodating development, while the remainder part of the municipal area is deemed to be rural in nature, and thus all policies, guidelines and principles applicable to rural development are to be applied in these areas.

MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
Composite



Agri-hub
Tourism Precincts
Primary CBD Node
Primary Neighbourhood Node
Secondary Neighbourhood Node
Rural Node
MPCC

Railway Station
Agri-Village
Economic Development Centres
Major Roads (Existing)
Proposed Class 1 Roads
Proposed Class 2 Roads
Proposed Class 3 Roads

Other Roads (Existing)
Railway
Rivers
Urban Development Boundary
Extensive Agriculture
Nature Reserves
Ridges
Conservancies

Vaal Dam
Tourism
R59 Corridor
Agricultural Holdings
Industrial / Commercial
Residential
Rural Residential

Cadastre

35

Development Principle 10: To prioritise the bulk of short to medium term upgrading/provision of engineering services to nodal areas within the Urban Development Boundary.

As a principle, areas located within the Urban Development Boundary in the Midvaal area will be prioritised for bulk engineering services capital investment.

The Midvaal Municipality will work in accordance with this principle without neglecting the constitutionally mandated rights of all communities – even those outside the Urban Development Boundary – of having access to a minimum level of basic services like water, sanitation, electricity, shelter, education and health.

Even within the Urban Development Boundary not all areas are equally prioritised. Therefore, the town planning and engineering services departments of the Midvaal Municipality need to align their programmes in order to ensure that whatever spare capacity is available within the municipality is used for the prioritised areas within the Urban Development Boundary.

The upgrading and/or expansion of engineering services in order to facilitate development or to unlock the development potential of certain areas needs also to be scheduled accordingly.

The following is a brief summary of the rationale/approach to be followed by the Midvaal Municipality in terms of the provision/upgrading of engineering services in the next three to five years:

Meyerton/Sicelo Core Area

Water: As far as water is concerned a new reservoir will be constructed in the northern parts of the Meyerton/Sicelo core area as depicted on **Figure 36**. This reservoir will have a capacity of 10Ml which should be sufficient to accommodate approximately 5000 additional households.

Sanitation: In terms of sanitation the entire Meyerton/Sicelo functional area as depicted on **Figure 37** will benefit from the upgrading of the Meyerton sewer treatment plant from the current 12Ml to approximately 22Ml. This upgrade will be conducted over a period of approximately 3 to 4 years and will serve about 15 000

more residential units in the Meyerton/Sicelo area, and even beyond.

The outfall sewers serving this functional area will also be upgraded as and where required. This includes a new bulk outfall sewer from Sicelo to link up with the existing Klip River outfall sewer.

In the vicinity of Rothdene the existing pump station and rising main will also have to be upgraded in order to cater for the increased capacity of the total catchment area.

Waterval Node

Water: In the Waterval Node functional area the Drumblade reservoir will be upgraded to serve the new residential developments associated with The Grace located to the west of the existing node. This is the most important water related upgrade for the short to medium term in this area.

Sanitation: In terms of sanitation each development in and around this area will have to provide its on-site package plant in line with current policy. The long term vision for this area is, however, to link into the existing Erwat sewer treatment plant which is located within this functional area. It is anticipated that this will only materialise in the medium to longer term (beyond 6 years from now).

Walkerville/Elandsfontein

Water: The Walkerville area and future development in Elandsfontein will be served by the Spioenkop reservoir which is located in the northern extents of this functional area. There is sufficient capacity to serve the demand.

Sanitation: In terms of sanitation, Walkerville will rely on package plants for the short to medium term until the Erwat plant located at the Waterval Node is accessible for use by the Midvaal municipality. It is envisaged that Walkerville will eventually be linked by way of an outfall sewer from Walkerville through to the Erwat plant in Waterval.

The Elandsfontein sewer will be treated at the Sebokeng treatment plant which is located to the south-west of the area in the area of jurisdiction of the Emfuleni Local Municipality.

Savanna City Functional Area

The infrastructure for Savanna City will mostly be provided by the developers. These include the recently completed reservoir located in the north-eastern extents of the functional area as illustrated on Figure 36, as well as an outfall sewer link to the Sebokeng Treatment Plant towards the south- west as indicated on Figure 37. It should, however, be noted that the Sebokeng Plant is already under severe pressure and does not have spare capacity.

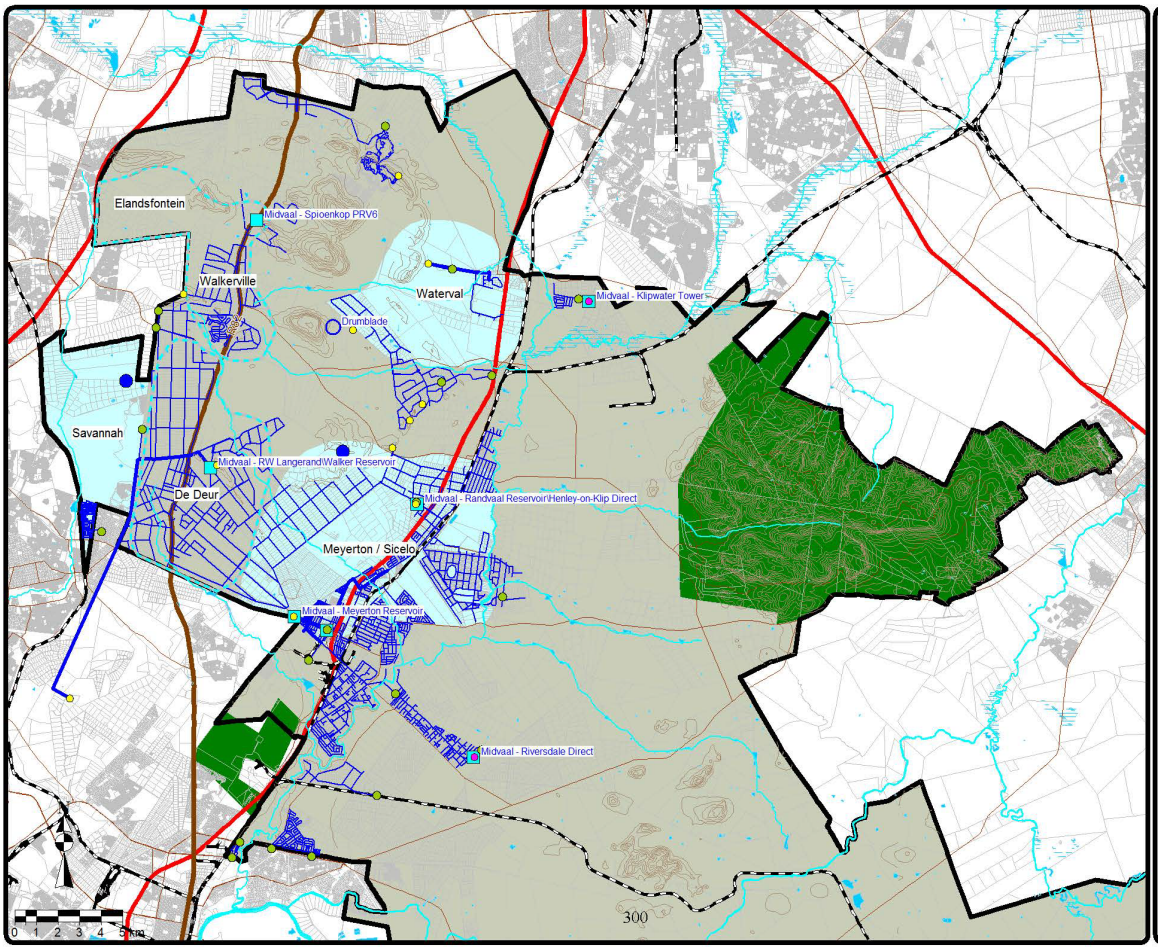
De Deur

Water: Once the intensity of development in the De Deur area warrants , the existing Langerand reservoir serving the area will be upgraded to 10 or 15Ml which will cost approximately R100 million.

Sanitation: The current policy with regards to the provision of package plants for individual developments in De Deur will remain until such time as the scale/magnitude of development warrants the construction of an outfall sewer line to link up with the Meyerton treatment plant. This link will require that the Meyerton treatment plant at the time be expanded from the 22Ml currently planned to approximately 30Ml. The expansion of the treatment plant as well as the feeder line is expected to cost in the order of approximately R300 million. This initiative is scheduled for the medium to longer term and will only follow once the intensity of development in De Deur justifies such large scale upgrading.

Vaal Marina

At the Vaal Marina Node the priority matters relate to the construction of a new water tower of approximately 0.3Ml as well as the improvement of the existing sewer treatment plant. Both these projects are already on the capital programme of the local municipality.

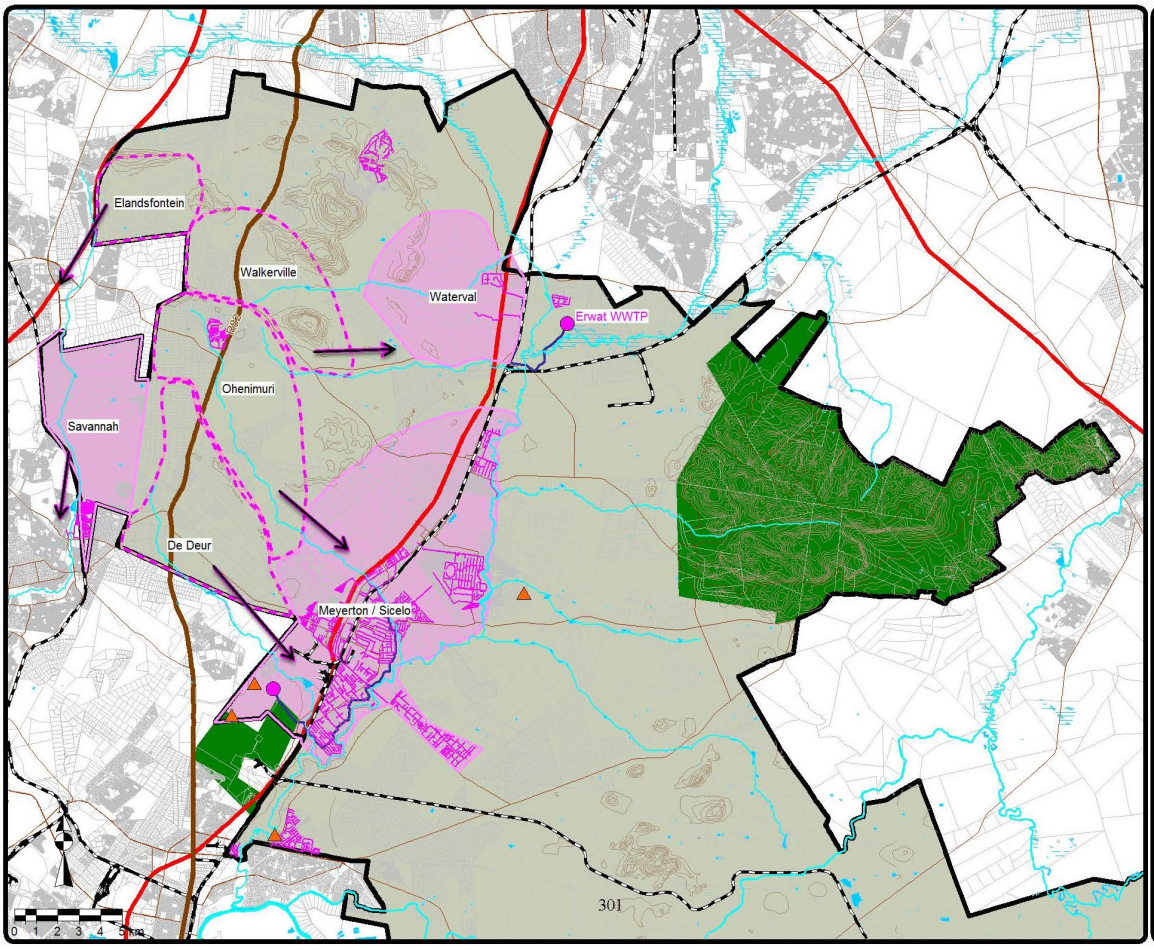


MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK

WATER INFRASTRUCTURE STRATEGY

- Reticulation
- Bulk
- Reservoir
- Bulk
- GL Tank
- Tower
- New Reservoir
- Upgrade
- High Priority Functional Area
- Lower Priority Functional Area

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MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK

SANITATION INFRASTRUCTURE STRATEGY

- Reticulation
- Bulk
- WWTW
- Solid Waste Disposal Site
- High Priority Functional Area
- Lower Priority Functional Area
- Future Outfall Sewer Link

37

It is evident that the priority areas in terms of bulk infrastructure provision in the short to medium term are the Meyerton/Sicelo functional area; the Waterval Node and surroundings to the north of the R59 Corridor; as well as the Savanna City Precinct located in the far western extents of the municipality.

The functional precincts around route R82 which include De Deur, Ohenimuri, Walkerville and Elandsfontein are lower priorities at this stage and will link into the Meyerton and/or Waterval sewer functional areas once development warrants such large scale upgrading of engineering services.

Regarding waste removal the priority of the municipality at this stage is the construction of a new waste treatment plant (Phase 3), as well as the upgrading of the existing ones at Walkerville and Meyerton town.

7. Implementation

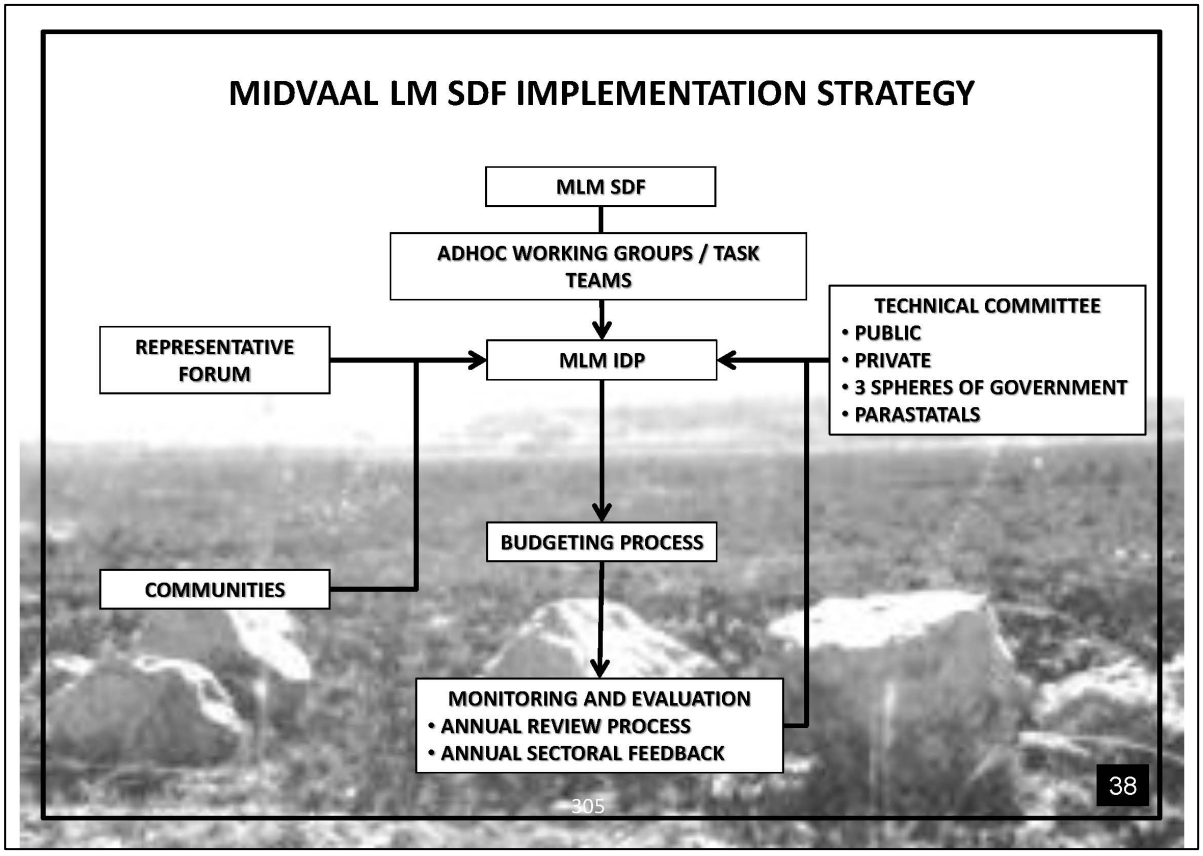
7.1 Implementation Monitoring and Evaluation Guidelines

In terms of Section 26 of the Municipal Systems Act the Spatial Development Framework of a municipality is one of nine legal components of the Integrated Development Plan (IDP) of that municipality. As such the SDF thus becomes part of the statutory processes associated with the IDP, and which includes, amongst others, the processes related to Inter Governmental Relations (IGR), Community Consultation and Participation, and the Budgeting process of the local municipality.

In view of the above it is firstly proposed that the Midvaal Local Municipality SDF be incorporated into the MLM IDP process during the 2020/2021 IDP Review. Within the IDP, the MLM SDF should then serve as the backdrop against which all development needs, and projects and initiatives forthcoming, should be measured and assessed.

All projects and programmes to be implemented by the various spheres of government, parastatals organisations, and/or the private sector should then firstly be evaluated in order to ensure that these are in support of the principles of the SDF, and that these will contribute towards the achievements of the spatial vision for the municipal area, before being included into the IDP for the next financial year.

The two consultation mechanisms in the IDP process i.e. the IDP Technical Committee and the IDP Representative Forum involve all technical and political stakeholders, public and private, and is the ideal medium to use to promote and market the development opportunities as reflected in the SDF. This process is illustrated on **Figure 38**.



However, there is also opportunity to utilise existing or new Working Groups/Task Teams to implement aspects of the SDF even outside the official IDP structures. Typical aspects to be addressed in this manner include the monitoring of agricultural activity in the MLM, working groups overseeing feasibility studies conducted for various Strategic Development Areas etc.

Representatives of departments from all three spheres of government participate in the IDP process, and if they all work in accordance with the principles contained in the SDF, the alignment and synchronisation of the programmes of sectoral departments can be significantly improved. This will specifically be of critical importance in the establishment of Multi-Purpose Community Centres where a number of stakeholders have a role to play.

The next important benefit to be derived from utilising the IDP process to promote and market the SDF, is the fact that the IDP process involves all communities, and private stakeholders in the municipal area. As part of a general capacity building initiative the contents and philosophy of e should be presented to these stakeholders during the IDP process. This will ensure that communities have a common understanding of the principles fundamental to the SDF and will also guide and inform the inputs provided by communities during the IDP consultation process.

If stakeholders (public and private) in the Midvaal LM have a common understanding of the long term spatial vision for the area, it will ensure the effective alignment of all development initiatives in the area, and optimise the collective benefits to be derived from these.

The next significant benefit associated with implementing the SDF via the MLM IDP process, is the fact that the IDP is legally linked to the Budgeting Process of the Municipality (in terms of the Municipal Systems Act and the Municipal Finance Management Act).

By incorporating the MLM SDF into the IDP process, it ensures that the proposed projects and programmes emanating from the SDF process are incorporated into the IDP, from where it feeds into the Budgeting process of the Municipality. In this way the effective linkage of the SDF to the Municipal Budget is achieved.

The last important component to be addressed is the Monitoring and Evaluation of the implementation of the SDF proposals. The IDP process is subject to a cyclical review on an annual basis. It is appropriate that, as part of the annual IDP Review Process, an assessment/audit should be done by November of each year to determine to what degree the goals and objectives of the SDF have been achieved during the preceding year. This also leaves sufficient time (December up to March) to rectify the shortcomings identified, and to include these in the Revised IDP and Budget for the next financial year. As the IDP Review process involves all development partners in the municipal area, it will also be possible to grant each partner an opportunity during the SDF assessment process to report on progress made in implementing their respective spatial initiatives, and for the various stakeholders to illustrate how their initiatives support the realisation of the spatial vision

as contained in the MLM SDF.

It is of critical importance that the developers active in the MLM participate in this process as their investment in social services and residential development contributes significantly to the local spatial structure. Without this level of co-operation and alignment there is no hope of achieving long term sustainability in the Midvaal area.

7.2 Capital Investment Framework and Implementation Programme

Table 15 is a list of priority projects to be initiated in the Midvaal area, based on the findings and development proposals contained in the SDF. The various Departments of the Midvaal Local Municipality should assess and incorporate these projects into their respective departmental Capital Investment Frameworks. From here it should be consolidated into the Municipal Capital Investment Framework and Medium Term Expenditure Framework. Accordingly, the CFO and PMU Managers should seek to acquire funding for the various projects via the relevant sources e.g. grants, subsidies etc. **Note: This table with projects will be updated once the updated Capital Investment Framework of the municipality is available/ approved**

Table 15: SDF Related Capital Investment Programme

Principle	Responsibility	Cost	Phasing		
			Year 1-3	Year 4-5	Year 6 Onwards
Development Principle 1: Environmental Management					
Action 1.1 Implement/Apply EMF Guidelines based on four Control Zones as defined in SDF in all new applications.	Midvaal Local Municipality	Operational	X		
Action 1.2: Enhance Green Technology/Energy Efficiency in terms of Annexure XA of the National Building Regulations.	Midvaal Local Municipality	Operational	X	X	X
Development Principle 2: Agricultural Development					
Action 2.1: Strict Control of Land Use on Agricultural Holdings and Farms.	Midvaal Local Municipality	Operational	X		
Action 2.2: Support CRDP initiatives on agricultural land as/when initiated by DRDLR.	Midvaal Local Municipality/ DRDLR	Operational	X		
Action 2.3: Support all agricultural pillars/ initiatives in Midvaal.	Midvaal Local Municipality/ DRDLR	Operational	X	X	X
Action 2.4: Make available 600 ha of land	Midvaal Local Municipality/ DRDLR	Operational	X	X	
Development Principle 3: Tourism Promotion					
Action 3.1: Formulate Municipal Tourism Enhancement Strategy for each of the five Tourism Precincts.	Midvaal Local Municipality	R600 000	X		
Action 3.2: Enhance branding of five Tourism Precincts through signage.	Midvaal Local Municipality	R100 000	X		
Action 3.3: Implement/Apply the Midvaal Accommodation Policy.	Midvaal Local Municipality	Operational	X		
Development Principle 4: R59 Development Corridor					
Action 4.1: Continuously brand the R59 functional area as a provincial Development Corridor and prioritise this area for infrastructure investment	Midvaal Local Municipality	Operational	X		
Action 4.2: Make copies of R59 Development Framework and R59 Design Framework readily available to the public.	Midvaal Local Municipality	Operational	X		
Action 4.3: Promote human settlements mega projects in line with R59 Development Framework and R59 Design Framework.	Midvaal Local Municipality	Operational	X	X	
Development Principle 5: Enhance Nodal Development to Guide/ Direct Service Delivery					
Action 5.1: Initiate compilation of Precinct Plans for following secondary nodes:	Midvaal Local Municipality (Grant funding: DRDLR/ GDED/ Other)				
- Henley-on-Klip		R100 000	X		
- Gateway		R80 000		X	

- Golf park		R80 000		X	
- Sicelo		R100 000	X		
- Kookrus		R80 000			X
- Rothdene		R80 000			X
- Riversdale		R50 000	X		
Action 5.2: Construction of Sport Centre at Lakeside MPCC.	MLM (MIG Funding)	R18,3 million	X	X	X
Action 5.3: Construction of Informal Trade Shelters in Various Nodes.	MLM (MIG Funding)	R9,2 million	X	X	
Action 5.4: Construction of Fire station at Vaal Marina.	MLM (MIG Funding)	R7,05 million	X		
Action 5.5: Construction of Schools in Savanna City.	G Dept Education	R1,4 billion	X	X	X
Action 5.6: Construction of Clinics in Savanna City.	G Dept Health	R500 million	X	X	
Action 5.7: Construction of Doornkuil Regional Cemetery (Savanna City). (As per Doornkuil Precinct Plan)	SDM	R25 million		X	
Action 5.8: Construction of Doornkuil Regional Tertiary Agricultural Training Facility (Savanna City).	G Dept Education	To be determined		X	X
Action 5.9: Construction Regional Hospital and Training Facility (Savanna City).	MLM (MIG Funding)	To be determined		X	X
Action 5.10: Development of Precinct Plans for Economic Development Centres	MLM	To be determined	X		
Development Principle 6: Movement Network					
Action 6.1: Maintenance of route R59.	SANRAL/ GAUTRANS	To be	X	X	X
Action 6.2: Upgrading of route R82.	Gautrans	To be	X	X	
Action 6.3: Upgrading of route K164 (Johan le Roux).	Gautrans	To be		X	X
Action 6.4: Upgrading of route K154.	Gautrans	To be		X	X
Action 6.5: Construction of link road: Henley-on-Klip to Golf Park (R59 to K174 link road).	MLM	To be determined	X		
Action 6.6: Gravel to Tar Roads (Phase 4).	MLM (MIG Funding)	± R5 million p.a.	X	X	X
Action 6.7: Mamello Access Road.	MLM (MIG Funding)	R600 000	X		
Action 6.8: Pedestrian bridge over R59.	Gautrans	R4 189 900	X		
Development Principle 7: Industrial, Commercial and Mining Activity					
Action 7.1: Elandsfontein Blue IQ Elevation.	MLM/GDED	To be	X	X	X
Action 7.2: Revitalisation Strategy for Southern Industries within R59 Corridor.	MLM/GDED	To be determined		X	
Development Principle 8: Residential development in SDAs					
Action 8.1: Facilitate Development in all Strategic Development Areas.	MLM	To be determined	X	X	X
Action 8.2: Compile Sustainable Human Settlement Plan for Midvaal.	MLM	R400 000	X		

Development Principle 9: Urban Development Boundary					
Action 9.1: Strictly apply guidelines pertaining to development within/ outside UDB in Midvaal.	MLM	Operational	X	X	X
Development Principle 10: Provision of Engineering Services					
Action 10.1: Upgrade Meyerton Treatment Plant (12Ml to 22Ml).	MLM/MIG Funding	To be determined	X		
Action 10.2: Upgrade all Outfall Sewers in surrounding area.	MLM/MIG Funding	± R8 million p.a.	X	X	X
Action 10.3: Sicelo/Highbury reservoir and mains.	MLM/MIG Funding	R57 million	X	X	
Action 10.4: Upgrade Rothdene pump station and rising main.	MLM/MIG Funding	To be determined	X		
Action 10.5: Upgrade Drumblade reservoir to serve The Grace.	MLM/MIG Funding/ Developer	To be determined		X	
Action 10.6: New Savanna Reservoir.	Developer	To be determined	X		
Action 10.7: Savanna Outfall Sewer to Sebokeng WTW.	Developer	To be determined	X		
Action 10.8: Vaal Marina water tower.	MLM/MIG Funding	R1,35 million	X		
Action 10.9: Mamello Bulk Sewer.	MLM/MIG Funding	R60 000	X		
Action 10.10: Upgrade Landfill Sites: Vaal Marina, Walkerville.	MLM/MIG Funding	R10 million	X	X	X
Action 10.11: New waste disposal site (Phase 3).	MLM/MIG Funding	To be determined		X	X

7.3 Alignment with Midvaal LUMS

A Land Use Scheme is interpreted to be a scheme which subsequently regulates and records the permissible use and/or restrictions applicable to each property within the area of the municipality. It is therefore the "mechanism" or legislative document which provides the final management/control over land use on each piece of land on an administrative and technical level in accordance with the SDF in general.

The MLM Development Principles and accompanying Precinct Plans are well aligned with the Midvaal Land Use Scheme, 2018, and is compatible and supportive of the Principles/ Norms pertaining to Spatial Planning and Land Use Management Systems as contained in Chapter 2, Sections 7 and 8 of the Spatial Planning and Land Use Management Act (SPLUMA).Furthermore the MLM SDF is well aligned with the recently completed Sedibeng District SDF, and with the SDFs of adjoining local municipalities. The horizontal and vertical alignment of the area's envisioned spatial structure should continually be improved through the review process of these documents. In this way alignment between the District and local SDFs will continuously be improved

7.4 Conclusion: Alignment with SPLUMA Principles

The MLM Spatial Development Framework incorporates and functionally integrates a wide range of development disciplines. These development disciplines are interdependent and collectively contribute towards achieving the principles stipulated in Spatial Planning and Land Use Management Act (SPLUMA). The functional relationship between the ten development principles inherent to the MLM SDF and the development principles contained in SPLUMA is illustrated on the table below and briefly discussed:

Development Principle	Spatial Justice	Spatial Sustainability	Spatial Efficiency	Spatial Resilience	Good Administration
DP 1: Protect and actively manage the natural environmental resources in the Midvaal Municipal Area in order to ensure a sustainable equilibrium between agricultural, tourism, industrial/		x			

manufacturing and mining activities, as well as urbanisation pressures in the area.					
DP 2: Facilitate and enhance agricultural production in the municipal area by actively protecting all land earmarked for agricultural purposes, and to maintain agricultural holdings for small scale agriculture and rural residential purposes.		x		x	
DP 3: To promote tourism development in the Midvaal area by way of the active utilisation of tourism resources available like the Vaal Dam, the Ridges Precincts, and the nature Reserves in the area.		x	x		
DP 4: Pre-actively plan, design and facilitate the establishment of a Development Corridor along the R59 freeway.			x	x	x
DP 5: Facilitate the development of a hierarchy of Activity Nodes and a number of Multi Purpose Community Centres in the Midvaal area to ensure equitable access to social infrastructure, and to promote Local Economic Development in the Urban and Rural parts of the municipality.	x		x	x	
DP 6: Capitalise on the strategic location of the municipality by way of regional and provincial linkages, and to establish an internal movement network comprising a hierarchy of roads which include a comprehensive public transport network and services.	x				
DP 7: Promote the development of a diverse range of industrial and commercial and mining activities in the Midvaal area with specific focus along the R59 Corridor and at the designated nodal points.	x		x		
DP 8: Provide for a wide range of housing typologies and tenure alternatives within the municipal area by way of clearly defined Strategic Development Areas, and to manage residential densification by way of the Midvaal Density Policy.	x				x
DP 9: Delineate and Urban Development Boundary to encourage consolidated urban development.		x			x
DP 10: Prioritise the bulk of short to medium term upgrading/provision of engineering services in accordance with the Urban Development Boundary.			x	x	

As far as the environment is concerned, it should be noted that the aim of the MLM SDF is to mitigate the negative impacts of land uses on the environment as far as possible, and to enhance the invaluable environmental resources of the municipal area. In this regard the SDF defined a priority 'green' network for the Midvaal area which should be enhanced and protected at all cost. The network includes all ridges, water courses, and formally protected areas. Only land uses compatible with the guidelines in the Midvaal SDF for this regional open space network can/should be allowed.

Furthermore, the SDF provided for the consolidation, densification and intensification of urban settlement in both the urban and rural parts of the district, with proposals to

implement an urban development boundary around the nodal points and corridors to contain urban sprawl and to manage growth.
The urban footprint is minimised at all cost while the surrounding land is made available for a combination of agriculture, tourism, and conservation activity.

The proper management of the natural environment is a critical success factor towards spatial sustainability, as well as economic growth, in the MLM area in future.

With regards to transportation the SDF highlights a number of road and rail corridors which will enhance the spatial efficiency of the Municipality significantly, the most prominent being route R59. This network ensures that the LM is effectively linked to external regional economies, but also enhances spatial justice by giving marginalised communities access to economic and social services and facilities. The latter is achieved by connecting all activity nodes to one another, thereby providing continuity for various communities to reach any destination in the municipal area.

The nodal hierarchy advocated provides for a variety of activity nodes as focus areas for provision of economic and social infrastructure. The adoption of this principle ensures that collective contributions of various government departments will enhance one-stop service delivery at strategic points (identified nodes) which supports the SPLUMA principle of Good Administration.

The concept of a Multi-Purpose Community Centre ensures that marginalised communities are being served with a comprehensive range of services (spatial justice), but also supports the principle of spatial sustainability as it consolidates activities around the most accessible points in the municipal area. Such clustering of activities also act as stimulus to local economic development and the establishment of SMME's which also enhances the Spatial Efficiency of such areas. More nodal points can be defined in future which provides for Spatial Resilience in the SDF.

The SDF also makes provision for the incremental upgrading of services in very specific areas like Sicelo and Mamello. Furthermore, upgrading of services are also earmarked for priority Strategic Development Areas in order to cater for new residential mixed income development, and in identified activity nodes where

infrastructure provision caters for economic growth and job creation.

The Midvaal SDF focuses on the space economy of the municipal area and aims to highlight the optimum location for different economic sectors active within. The high potential agricultural land is earmarked for agricultural purposes while the tourism opportunities associated with the proposed conservation areas, ridges and water features (Vaal Dam) are also highlighted. This supports the principles of Spatial Resilience, Spatial Efficiency, and eventually Spatial Sustainability.

Industry/ manufacturing is mainly guided by the R59 Development Corridor activities which represent opportunities for a wide range of industries, while business activities are mainly guided by the hierarchy of nodes – the most accessible points in terms of the movement network.

The Strategic Development Areas identified in the Midvaal SDF incorporates historically segregated communities into the urban fabric of the municipality in pursuance of Spatial Justice, Spatial Efficiency, and eventually also Spatial Sustainability.

From the above it is also evident that various departments/ development disciplines at municipal, provincial and national level all have a role to play and a contribution to make towards the successful implementation of the Midvaal SDF. This is in support of the principle of Good Administration whereby all spheres of government contribute towards ensuring an integrated approach to land use and land development.

Finally, the Midvaal SDF also supports/ is aligned with the Gauteng Pillars of Radical Transformation, and the Gauteng Integrated Urban Development Framework (refer to sections 4.5 and 4.7 respectively).

ANNEXURE C:

DISASTER MANAGEMENT PLAN

MIDVAAL

LOCAL MUNICIPALITY

DISASTER MANAGEMENT PLAN

Preliminary

ACTING MUNICIPAL MANAGER
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Tenth revision

for 2020-2021

Classification Grading: LEVEL 2

MIDVAAL LOCAL MUNICIPALITY CHIEF FIRE OFFICER ACKNOWLEDGEMENTS

This document and its supporting appendices and annexures encompass the (Provincial Disaster Management Booklet for Disaster) response, declaration, classification and funding in terms of the Disaster Management Act, (Act no 57 of 2002) as the Amended. It also comprises as the Guideline On the Development and Structure of a Disaster Management Plan in terms of section 12(1) (a) read with section 22(a) of the Disaster Management Act,57 of 2002 giving guidance in terms of the development and structure of a disaster management plan.

APPLICABILITY

This Midvaal Disaster Management Plan for disaster response, declaration, classification and funding is applicable to the Gauteng Provincial Department, the Sedibeng District as well as all departments in the Midvaal Local Municipality that are responsible for the coordination and management of disasters in the Midvaal area of jurisdiction.

H.STEYN
CHIEF FIRE OFFICER
DATE:

S MOSIDI
EXECUTIVE DIRECTOR COMMUNITY SERVICES

ASA DE KLERK
MUNICIPAL MANAGER

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INTRODUCTION

The Municipal Disaster Risk Management Plan (DRMP)serves to confirm the organisational and institutional arrangements within Midvaal Local Municipality to effectively prevent disasters from occurring and to lessen the impact of those hazards that cannot be avoided. Essentially, this Plan serves as the **strategic co-ordination and co-operation mechanism between all the relevant Entities / Stakeholders** and is therefore the DRM Master Plan at the highest hierarchical level. The hazard / risk-specific DRM Plans and the MLM Directorate / External Entity DRM Plans and their related emergency procedures are to be focussed at the *tactical and operational levels* and should therefore be considered as being subsidiary to the ML Municipal Disaster Risk Management Plan.

Disaster Risk Management is defined as "a continuous and *integrated multi-sectorial and multi-disciplinary process* of planning and implementation of measures aimed at disaster prevention, -mitigation, -preparedness, -response, -recovery, and -rehabilitation" - as per Section 1 of the Disaster Management Act, 57 of 2002.

The *slogan* to best describe this initiative is: - " **Disaster Risk Management is Everybody's Business** "

BACKGROUND

The preventative, risk-reduction and preparedness elements of the Municipal DRM Plan must be implemented and maintained on a continuous basis. The emergency response or re-active elements of the Municipal DRM Plan will be implemented in Midvaal Local Municipality whenever a major incident or disaster occurs or is threatening to occur within the municipal area.

The Disaster Management Act places the responsibility for the implementation of the Municipal Disaster Risk Management Plan for Midvaal on the appointed Chief Fire Officer.

The Disaster Management Act requires Midvaal to take the following actions:

- to prepare a Municipal Disaster Risk Management Plan for its area according to the circumstances prevailing in the area and incorporating all municipal entities as well as external role-players;
- to co-ordinate and align the implementation of its Municipal DRM Plan with those of other organs of state, institutional and any other relevant role-players; and
- to regularly review and update its Municipal DRM Plan (ref. Disaster Management Act 57 of 2002 - Section 48).

Midvaal must submit a copy of its Municipal Disaster Risk Management Plan and any amendment to the said Plan to the Gauteng Province Disaster Management Centre and to the Disaster Management Centre of Sedibeng District.

The Municipal Disaster Risk Management Plan should:-

- form an integral part of Midvaal IDP so that disaster risk reduction activities can be incorporated into its developmental initiatives,
- anticipate the likely types of disaster that might occur in Midvaal area and their possible effects,
- identify the communities at risk,
- provide for appropriate prevention, risk reduction and mitigation strategies,
- identify and address weaknesses in capacity to deal with possible disasters,
- facilitate maximum emergency preparedness,

- establish the disaster risk management policy framework and organisation that will be utilized to mitigate any significant emergency or disaster affecting Midvaal,
- establish the operational concepts and procedures associated with day-to-day operational response to emergencies by Midvaal Departments and other entities. These SOPs will also form the basis for a more comprehensive disaster response, as referred to in Midvaal MIMP document,
- incorporate all special Hazard / Risk-specific and Departmental DRM Plans and related emergency procedures that are to be used in the event of a disaster. These will provide for

  (i) the allocation of responsibilities to the various role players and co-ordination in the carrying out of those responsibilities;
  (ii) prompt disaster response and relief;
  (iii) disaster recovery and rehabilitation focused on risk elimination or mitigation;
  (iv) the procurement of essential goods and services;
  (v) the establishment of strategic communication links;
  (vi) the dissemination of information.

PURPOSE

The Municipal Disaster Risk Management Plan is designed to establish the framework for implementation of the provisions of the Disaster Management Act, (57 of 2002), as well as the related provisions of the Municipal Systems Act, (32 of 2000).

The purpose of the Municipal DRM Plan is to outline policy and procedures for both the pro-active disaster prevention and the reactive disaster response and mitigation phases of Disaster Risk Management.

It is intended to facilitate multi-agency and multi-jurisdictional co-ordination in both pro-active and re-active related programmes.

DISTRIBUTION

This Disaster Risk Management Plan is produced by the Midvaal Chief Fire Officer as part of his responsibility in terms of the Disaster Management Act, This document is intended for internal use of the Organisation and Entities concerned and should be treated as confidential and not be displayed in whole or in part in any public place or to the media.

The recipients will be advised by the Chief Fire Officer when the DRM Plan has been amended or updated. Each recipient should then obtain and distribute copies of these amendments to their respective members as required and the replaced pages / copies should be destroyed.

ACRONYMS / ABBREVIATIONS

The following abbreviations are used in the Municipal Disaster Risk Management Plan:-

MLM – Midvaal Local Municipality
DCT - Disaster Co-ordination Team
DisRes - Disaster Resources Database
DRMC - Disaster Risk Management Centre
DOC - Disaster Operations Centre
EMS - Emergency Medical Services
IDP - Integrated Development Plan
JDRRMC - Joint Disaster Risk Reduction Management Committee
JOC - Joint Operations Centre
MDMAF - Municipal Disaster Management Advisory Forum
MIMP - Multi-disciplinary Incident Management Plan
NDMC - National Disaster Management Centre
PDMC - Provincial Disaster Management Centre
PG:GP - Provincial Government: Gauteng Province
SANDF - South African National Defence Force
SAPS - South African Police Service
SOP - Standard Operating Procedure
FDCR- Fire Department Control Room
EOC – Emergency Operation Centre

DEFINITIONS:

The following words and expressions will, unless the context otherwise requires or the Disaster Management Act, 2002 (Act No. 57 of 2002) or National Disaster Management Framework, 2005 otherwise provides, have the meanings thereby assigned to them namely-

In terms of Midvaal Multi–Disciplinary Incident Management Plan (MIMP), which advocates a **co-ordinated and standardised approach to incident response activities** in Midvaal, an **incident** is defined as: "*a general description of a hazard occurrence or situation requiring intervention ranging from a limited co-ordination of emergency resources to a more extensive multi-disciplinary operation. This scenario may also develop into an emergency or disaster situation. "*

A **major incident** is defined as: *"a more complex situation requiring the co-operation and co-ordinated response of multiple emergency disciplines and resources and operations as set out in the MIMP. This scenario may also develop into an emergency or disaster situation".*

An **emergency** is defined as: "*an event that requires the prompt implementation of actions, or the special regulation of persons or property, to limit the risk to health, safety or welfare of people, or to limit damage to property or the environment.*
Response actions should be co-ordinated based on the MIMP".

"Assimilate" means to take in, absorb and integrate information to fully understand the context of concepts (Kavanagh, 2002:65);

"**Disaster Management Plan**" means a plan developed by an organ of state in terms of section 25, 38, 39, 52 or 53 of the Disaster Management Act, 2002 (Act No. 57 of 2002);

"**Integrated development Plan**" means a plan envisage in Section 25 of the Local Government: Municipal Systems Act, 2002 (Act No.32 of 2000);

"**Internalise**" means to make disaster management part of an organs of state's operations through learning, practicing and assimilation (adapted from Kavanagh, 2002: 602);

"**Interrogate**" means to ask questions of someone or something closely, or formally, or to obtain date from a computer file, database, storage device, or terminal (adapted from Kavanagh, 2002: 603).

AMENDMENTS / UPDATES / DISTRIBUTION

New amendments or updates will be added to the Amendments and Updates Listing below and it is the responsibility of the individual to regularly check the currency of their Plan copy.

Proposals for amendment or additions to the text of this Plan should be forwarded to:-
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Protection Services
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Meyerton
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AMENDMENTS AND UPDATES LISTING

REV. NO.	DATE OF ISSUE	DETAILS OF PAGE(S) AMENDED OR REPLACED
1	2008	Revision on resignation and new appointments on organograms
2	17 / 2/2012	Revision on resignation and new appointments and evacuation procedures
3	30/8/2012	Revision on resignation and new appointments on organograms
4	21/2/2013	Total revision of the previous version.
5	2/9/2013	Revision on resignation and new appointments
6	13/8/2014	Revision on resignation and new appointments
7	6/8/2015	Revision on resignation and new appointments
8	15/8/2016	Revision on resignation and new appointments Attachment of Randwater and SASOL GAS lines emergency plans as additional documents.
9	26 / 2 / 2018	Revision to compliance with the Department of co-operative Governance and Traditional Affairs notice 415 of 2017
10	18 / 9 / 2018	Revision on resignations and new appointments

		Revision: Implementation of Incident Management System to the DMP for the handling of all incidents.

DISTRIBUTION LIST:

DEPARTMENT	**DATE**
COGTA: PDMC	
SEDIBENG DISTRICT	
Community services	
Corporate services	
Development & Planning services	
Engineering services	
Financial services	

CHAPTER 1

MIDVAAL'S APPROACH TO DISASTER RISK MANAGEMENT

MIDVAAL'S DISASTER RISK MANAGEMENT POLICY FRAMEWORK (DISASTER MANAGEMENT ACT 57 OF 2002 - SECTION 41)

Midvaal Municipal Disaster Management Advisory Forum (MDMAF) must establish and implement a policy framework for Disaster Risk Management in the municipality. MDMAF must ensure an integrated and common approach to Disaster Risk Management entities in Midvaal Local Municipality.

Midvaal Municipal Disaster Risk Management Policy Framework will be –

(a) consistent with the provisions of the Disaster Management Act;
(b) consistent with the National Disaster Risk Management Framework; and
(c) consistent with the Disaster Risk Management Policy Framework of the Provincial

Government: Gauteng.

Midvaal Fire Department (MFDP) is the custodian of the Municipal Disaster Risk Management Plan for Midvaal. Individual Services / Directorates, Departments and other role-players / entities will be responsible for the compilation and maintenance of their own Service's / Entity's Disaster Risk Management plans. Along with the various **specific** Hazard DRM Plans, the Service / Entity DRM Plans will be considered as integral parts of the Municipal Disaster Risk Management Plan.

The processes involved in Disaster Risk Management can best be explained through the Disaster Risk Management Continuum. (Fig.1DRMC)

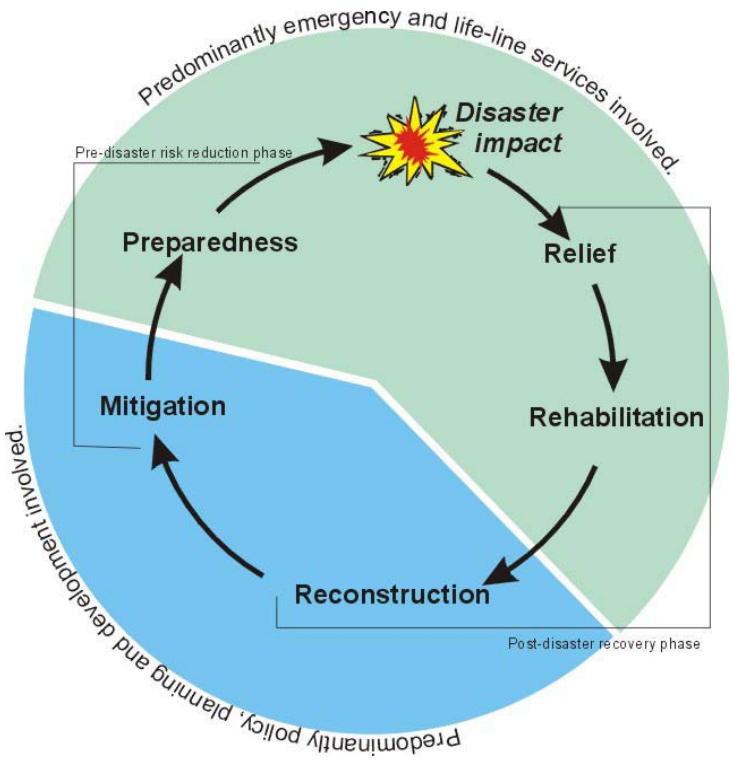


Figure 1: Disaster Risk Management Continuum

Figure 1 illustrates the DRM Continuum – it should be noted that Disaster Risk Management is not only re-active, but also involves actions aimed at preventing disasters, or mitigating the impact of disasters, i.e disaster risk reduction. Different line functions and departments must contribute in varying degrees to Disaster Risk Management in the various phases of the Disaster Risk Management Continuum. The needs identified in the Municipal Disaster Risk Management Plan will indicate where the different Directorates, Departments, Branches and other Entities should contribute.

These contributions must then be included in the respective Directorate's or Entity's Disaster Risk Management Plans and in the special risk-specific DRM Plans which have been drafted.

Disaster Risk Management Plans must cover the whole Disaster Risk Management continuum and must address all actions before, during and after disasters. Disaster Risk Management Plans are compiled based on a generic plan which will include references to any standard operating procedures (SOP's), legislation and best practice of the respective Services or Entities. These generic plans can be adapted to suit type of hazard / disaster-risk being dealt with. The respective Directorate / Department / Entity Disaster Risk Managements Plans must be integrated with the relevant multi-disciplinary hazard / risk-specific plans so that all aspects are covered.

CHAPTER 2

INSTITUTIONAL ARRANGEMENTS FOR DISASTER RISK MANAGEMENT

MUNICIPAL MANAGEMENT STRUCTURE AND ARRANGEMENTS

The various levels making up the management structures for Disaster Risk Management in Midvaal will respectively plan to maintain existing services and adapt to deal with the changed circumstances during major incidents or disasters. The planning, prevention and response management structure for Midvaal is as follows: -

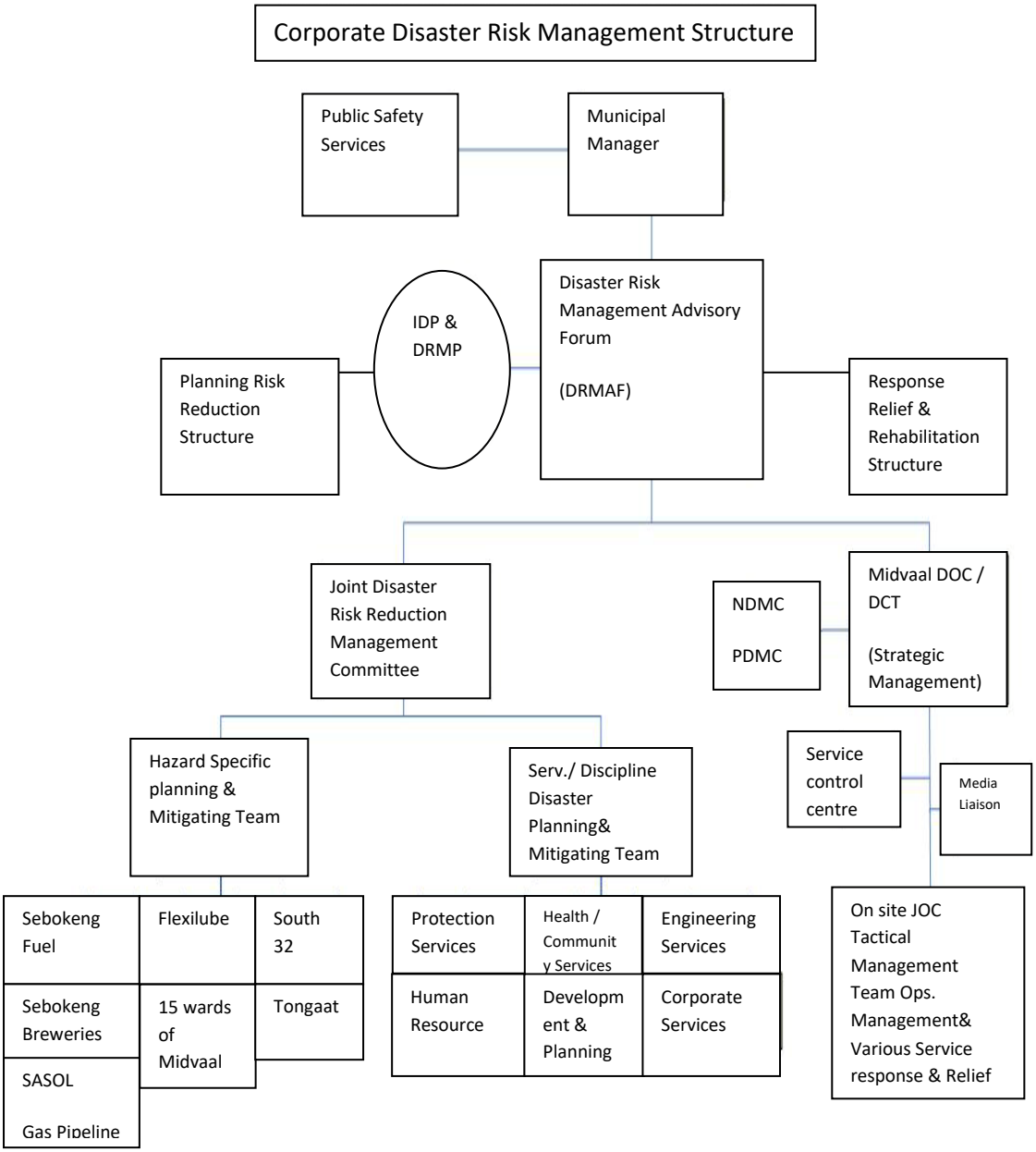


Figure 2: Midvaal Disaster Risk Management Structure

The first objective of the above structure must be to achieve disaster prevention, risk reduction and mitigation efforts in the day-to-day activities of the entities in Midvaal. The second but equally important objective is to ensure effective disaster response, relief and rehabilitation efforts.

DISASTER RISK MANAGEMENT MULTI-DISCIPLINARY CO-ORDINATION ARRANGEMENTS

Midvaal Municipal Disaster Management Advisory Forum (MDMAF) will comprise of the following functionaries:

Internal to Midvaal :-

Municipal Manager
Director Legal / PMS
Deputy Municipal Manager: Corporate Services
Executive Director: Finance
Chief Environmental Health Officer
Executive Director: Development and Planning
Executive Director: Community Services
Director LED & Housing: LED, Agriculture, Tourism and Housing
Head: Public Safety
Executive Director: Engineering
Director: Engineering Support: Support Services
Mechanical Workshop: Fleet co-ordinator
Divisional Officer Protection services: Communication
Divisional Officer Operations & Communication: Fire Dept. Control Room (Disaster Risk Management Centre)
Chief Fire Officer: Fire and Rescue Service
Chief: Traffic Services
Chief Superintendent Traffic: Law Enforcement & Security

NOTE: Representation may be adjusted by the Forum in accordance with the identified risks to Midvaal which are being dealt with over a period.

External Entities: -

PG: Sedibeng District Disaster Management Centre
PG: Sedibeng District Emergency Medical Services
PG: Sedibeng District Social Services and Poverty Alleviation
PG: Sedibeng District Traffic Control
SA Police Services
SA National Defence Force
plus representation from the CPF (Community Police Forum), Metrorail, Transnet Freight Rail, Commerce & Industry, the Disaster Relief NGO's and the broader Community.

NOTE: Representation may be adjusted by the Forum in accordance with the identified risks to Midvaal which are being dealt with over a particular period.

LINES OF COMMUNICATION AND INTER-GOVERNMENTAL RELATIONS

In terms of Section 43 (1) of the Disaster Management Act, (57 of 2002), it is incumbent on Midvaal to establish in its administration, a Disaster Risk Management Centre for its municipal area. Lines of communication and the relationship between the various Disaster Risk Management formations of the different spheres of government are illustrated in Figure 3.

Midvaal Disaster Risk Management Centre liaises with the Provincial Disaster Management Centre, which in turn liaises with the National Disaster Management Centre.



Figure 3: Lines of Communication

MIDVAAL FIRE DEPARTMENT CONTROL ROOM (DISASTER RISK MANAGEMENT CENTRE) (DRMC)

The (FDCR) or (DRMC) must specialise in issues concerning disasters and Disaster Risk Management within Midvaal. In this regard it must promote an integrated and co-ordinated approach to the function, with special emphasis on prevention and mitigation.

The (FDCR) or (DRMC) must perform functions and exercise powers as stipulated in Section 44 of the Disaster Management Act, 57of 2002.

The (FDCR) (DRMC) will act as a repository and conduit for information concerning disasters, impending disasters and Disaster Risk Management in the municipal area.

The Fire Department Control Room (FDCR) will perform its functions –

(a) within the national, provincial and municipal Disaster Risk Management frameworks;
(b) subject to Midvaal IDP and other directions of Midvaal Council; and
(c) in accordance with the administrative instructions of the municipal manager.

It will liaise with and co-ordinate its activities with those of the Gauteng Provincial Disaster Management Centre and the Sedibeng District Disaster Management Centre and render assistance as required in legislation.

The hazard-specific and Departmental planning committees, the functioning of the Disaster Co-ordination Team (DCT) in the Disaster Operations Centre (DOC) and the On-site (mobile) Joint Operations Centre or Emergency Operation Centre (EOC), etc. will be described in later sections of this document.

1. RESPONSIBILITIES OF STAKEHOLDERS

The main stakeholders in Midvaal Municipal Disaster Risk Management Plan are listed in this Section and their respective specific responsibilities in ***both*** the **disaster prevention / disaster risk reduction / mitigation / preparedness *and*** their **disaster response, relief and rehabilitation** requirements are indicated.

In terms of the Municipal DRM Plan, the primary objective of each stakeholder must be to prevent the occurrence of emergencies or disasters that threaten life, property, the environment or economic activity in Midvaal. Failing the prevention of emergencies or disasters through the elimination of disaster risk, the secondary objective is to reduce disaster risk and vulnerability and thus lessen the possible impact of emergencies or disasters.

MUNICIPAL DISASTER MANAGEMENT ADVISORY FORUM (MDMAF)

It is the responsibility of Midvaal Municipal Disaster Management Advisory Forum to approve the compilation and maintenance of a Municipal Disaster Risk Management Plan which will be compiled and maintained by Midvaal Disaster Risk Management Centre, as well as the incorporation of the relevant supportive hazard or risk-specific and Service / Entity DRM Plans.

The Disaster Management Advisory Forum shall review of the Municipal DRM Plan on an annual basis. It must make recommendations for changes that are considered appropriate and that the required support documents, organisation, resources, training and facilities are in place at **all** the participating Entities to ensure a viable emergency / disaster response structure for Midvaal.

The Municipal DMAF must oversee the assigning project teams to address specific risks and develop risk-specific plans by the Joint Disaster Risk Reduction Management Committee (JDRRMC) - refer to the functions of the JDRRMC in Paragraph 8.4.

The Municipal DMAF must ensure that the following actions, which are in line with the benchmarked disaster risk management principles, take place during the following disaster phases: -

Disaster Risk Reduction and Preparedness phases:

- ensuring that regular Disaster Risk Assessments are undertaken in Midvaal,
- assessing capacity of Midvaal to implement emergency / disaster response actions,
- oversee the formulation of plans and projects to **reduce disaster risk**, including the **integration with MLM IDP initiatives.**

During any major Emergency or Disaster Response and Relief phases:

- assessing the effect of any disaster which has occurred in Midvaal and examine any further consequences and disaster risk in the emergency area(s) led by the DCT,
- assess the consequences and disaster risk to the remainder of Midvaal, if any,
- assessing all response actions by the Entities participating in this Plan, and
- advise and formulate recommendations on the response actions, including the mitigation of any further disaster risk, as required.

During the Recovery and Rehabilitation phases:

- ensuring a return to normal functioning of affected communities as soon as possible,
- provide input on disaster prevention or mitigation through disaster risk elimination or reduction.

2. JOINT DISASTER RISK REDUCTION MANAGEMENT COMMITTEE (JDRRMC) AND SPECIAL HAZARD / RISK-SPECIFIC AND SERVICE / DEPARTMENTAL TASK TEAMS

The Joint Disaster Risk Reduction Management Committee (JDRRMC) will comprise designated senior personnel from each of Midvaal Directorates (Directors, Deputy Directors, Assistant Directors or Chiefs of sections) who will be the Disaster Management "links" or "nodal points" into their respective Directorates and will be the conduit for especially proactive/ risk reduction initiatives. Senior staff of external Organisations' will also serve on the JDRRMC and will fulfil similar roles to those of Midvaal representatives. Special Hazard / Risk-specific Task Teams will be responsible to plan, manage and complete multi-disciplinary projects and produce the necessary DRM Plans in the *pre-disaster risk reduction and preparedness phases*. They will continue with DRM Plan maintenance and readiness programmes on an on-going basis.

Special Task Teams may also be convened to address specific risk-mitigation issues during the *post-disaster recovery and rehabilitation phases*. Such Teams will determine their respective terms of reference and deliverables under the direction of the JDRRMC and Midvaal Disaster Risk Management Advisory Forum, in association with the Disaster Co-ordination Team (DCT), as may be required by the nature and extent of the Incident.

The Municipal DMAF will delegate the JDRRMC to ensure that Hazard / Risk-specific Task Teams, as well as Service / Departmental Teams are convened and maintained to address risk-specific Disaster Risk Management plans which have the highest risk to Midvaal, i.e. DRM Plans for flooding and storms, Climate Change, Earthquakes, Transport Incidents, Hazardous Materials Incidents, etc., as well as mass events preparedness. Policies, plans and procedures that address efficient incident management and inter-disciplinary co-operation during incidents are to be included in these DRM Plans. The input of specialist advisers in the various fields must be obtained on an on-going basis.

In the recovery and rehabilitation phase, these Project Teams will take over responsibility for recovery and rehabilitation from the Disaster Co-ordination Team (DCT) once the DCT is demobilised and / or in cases where recovery and rehabilitation take place over an extended and protracted period.

A Special Task Team under a specific line function / department may also be convened to take responsibility for activities that address the causal factors of any disaster or major incident occurrence. Such Teams will receive a brief from, and report back to the Municipal Disaster Management Advisory Forum and to senior management. They will work in close co-operation with the Fire Department. Their recommendations must be incorporated into the respective hazard / risk-specific and Departmental DRM Plans and, if necessary, be incorporated into the Municipal DRM Plan.

3. DISASTER RESPONSE CO-ORDINATION

The Disaster Co-ordination Team (DCT) shall be convened in the (off-site) Disaster Operations Centre (DOC) when an emergency or disaster has occurred or is likely to occur, in accordance with the following parameters: -

- where the size or seriousness of the emergency seems beyond the capability of a Service, in the opinion of the most senior on-duty official of that Service, the Fire Department can be requested to activate the DCT,
- where the Head of the Fire Department, Protection Services believes it is necessary to activate the DCT in order to effectively manage an emergency which has occurred or is likely to occur, the DCT must convene in the DOC,
- the activating Service shall, via the Fire Department control, contact the Divisional Officer Operations who shall immediately arrange to notify the designated members of the Disaster Co-ordination Team (DCT),
- the Divisional Officer Operations shall request the DCT members to meet at the DOC of Midvaal or at any other viable alternate centre should the DOC not be available for whatever reason,
- the DCT will evaluate the situation and collaborate with the Head of the Fire Department, Public Safety regarding the need for a declaration of a Local State of Disaster, as well as the continued activation or standing-down of the DCT.

All incidents will be managed by the Disaster Co-ordination Team in accordance with the principles and guidelines contained in Midvaal Multi-Disciplinary Incident Management Plan (MIMP) or the Incident Command System (ICS300) and the Disaster Operations Centre's (Fire Department) Standard Operating Procedures.

The Disaster Co-ordination Team (Operational Fire Personnel) will be convened and chaired by the Chief Fire Officer at the DOC Midvaal or at another suitable facility which is appropriately removed from any direct hazard or risk if the DOC is unavailable for whatever reason. The DCT will be activated through the procedures outlined in the Disaster Response Plan section – refer to Paragraph 11.

MLM DISASTER OPERATIONS CENTRE

Midvaal Disaster Operations Centre (DOC) staff (a section of the Fire Department), must assist with additional functions (as listed below), under the guidance of the Disaster Co-ordination Team, when this Committee is convened / activated to oversee response, relief and rehabilitation operations during any major Incident, Emergency or Disaster situation.

These additional functions are: -

- to maintain records of communications, decisions, actions and expenditures,
- have continuous communication and liaison with all Disciplines on-site through the On-site Joint Operations Centre (On-site JOC) and the respective Service Command Posts deployed on site,
- designate emergency area(s) and sites,
- decide on emergency measures and priorities,
- assess the impact / consequences resulting from the Incident,
- request emergency partner assistance / implement any mutual aid agreements as are necessary,
- close public buildings as required,
- issue public warnings, orders and instructions as required,

- protect the health and safety of emergency responders,
- ensure an acceptable level of emergency services for Midvaal outside emergency area(s),
- prepare lists of fatalities, casualties and missing persons,
- prepare lists of destroyed and damaged properties,
- consider the declaration of a Local State of Disaster,
- co-ordinate response with provincial ministries through the PG: Gauteng Disaster Management Centre and Sedibeng Disaster Management co-ordinate response with non-governmental disaster relief organisations, neighbourhood and community organisations,
- identify all persons / organisations which can contribute to emergency response,
- provide information to the media for dissemination to the affected population(s) and the public,
- co-ordinate information for public release with emergency partners' communications staff,
- respond to inquiries from the Mayor or the MM,
- identify target audiences for post-emergency communications,
- identify persons / organisations to contribute to post-emergency reports / debriefings, submit information for payment of invoices,
- assist with any other tasks, as determined by the DCT, when in session.

4. MUNICIPAL MANAGER

The Municipal Manager, assisted by the Fire Department, is to ensure that Disaster Risk Management activities such as hazard identification, disaster risk and vulnerability assessments, disaster prevention, disaster risk reduction / mitigation, preparedness and incident response, relief and rehabilitation are integrated into the functions / mandates of each discipline / entity within the organisation and executed in an effective and efficient manner throughout Midvaal.

During and after responses to major emergencies or disasters the Municipal Manager will be responsible to personally or through a designated official to:

- Report, liaise and consult with councillors and provincial and national government departments,
- Report on emergency impact and response to the Executive Mayor,
- Report on emergency impact and response to the councillor(s) for the affected area(s),
- Report on emergency impact and response to the remaining Councillors,
- Notify next-of-kin when an employee is injured, missing or killed during any emergency,
- Authorize any extraordinary expenditures (access to disaster funding and / or any alternative emergency funding sources),
- Identify persons / organisations to receive recognition for contributions made to emergency response.

THE MUNICIPAL MANAGER MUST:

- When deemed necessary, consider the declaration of a local state of disaster as per the Disaster Management Act, 57 of 2002,
- Liaise with provincial officials and national officials,
- Co-ordinate response with CBO'S and NGO'S,
- Authorize area evacuation / re-entry when area is safe,
- After consultation with the DCT authorise area evacuation / re-entry,
- Identify persons/organisations to receive recognition for contributions to the emergency response,

- Establish and maintain required telecommunications links with all the relevant departments and entities,
- Identify available resources for Disaster Risk Management purposes as requested by the DCT,
- Establish and maintain a resources database (DisRes),
- Ensure effective media liaison and public early-warning,
- Provide situation reports to all internal and external role-players on a regular basis.

Specific reference is made to the following:

IDP and Organisational Performance Management Systems

- Ensure that the Municipal Disaster Risk Management Plan forms an integral part of the IDP,
- Ensure that hazard identification, risk assessment and that risk prevention and/or risk reduction / mitigation principles are applied for *all* development projects to be undertaken.

5. DIRECTOR LEGAL / PMS

The Director Legal / PMS must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Service, with specific reference to the following:

- Auditing and informing the relevant Disaster Risk Management Plans of Council Installations to ensure pro-active disaster risk reduction and compliance with relevant legislation, codes and regulations,
- Audit compliance of Midvaal services with the stipulations of the Municipal Disaster Risk Management Plan,
- Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT).

6. DEPUTY MUNICIPAL MANAGER: CORPORATE SERVICES

The Deputy Municipal Manager: Corporate Services must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Directorate, including the Legal Services, PRO & Marketing Services, Committees, Records, Information Technology (Helpdesk) and Independent Electoral Commission Office, with specific reference to the following:

Director: Legal Services

The Director: Legal Services must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Department, with specific reference to the following:

- Monitoring compliance with relevant legislation, regulations, licenses and by-laws,
- Documenting information for potential legal actions,
- Documenting information for potential compensation claims,
- Identifying information to be documented for inquests or investigations under applicable laws.

PRO & Marketing: Chief complaint Officer

The Chief Complaint Officer must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Service, with specific reference to the following:

- Customer relations enquiries of Midvaal,
- Operation of a Call Centre for non-urgent matters & assistance with emergency information dissemination, as required.

Assistant Director: Committees

The Assistant Director must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Service, with specific reference to the following:

Head of Records

The Head of Records must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Service, with specific reference to the following:

- Providing administrative support including printing and courier services for distribution of disaster related printed material to depots and decentralised offices,
- Provision of registry and cell phone administration services.

Director: (Human Resource) Personnel Services

The Director: (Human Resource) Personnel Services must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Department, with specific reference to the following:

- Providing information to MLM staff and their families regarding aspects of any emergency or disaster,
- Documenting information for remuneration of municipal employees involved in emergency response,
- Reporting to the Health and Safety Committees on the emergency responses undertaken in Midvaal,
- Documenting potential Occupational Health and Safety issues,
- Documenting information for potential municipal labour relations issues.
- **Occupational Health and Safety Officer** preparation in terms of the emergency evacuation plans which are co-ordinated from his / her office.

Information Technology Helpdesk (Div. Officer Ops. & IT)

Management to ensure continued reliable operation of Midvaal radio system, especially in times of emergencies, as it is utilised by all Midvaal emergency services. Further radio staff are on standby as well as a 24/7 maintenance and support agreements with the contractor.

7. Executive Director Finance:

The Executive Director Finance must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Directorate, to lead and direct financial functions of Midvaal so that the current and future effectiveness of Council services, programmes and operations are insured, and these include Treasury, Budget, Revenue, Supply Chain Management, Valuations and Asset Management, with specific reference to the following:

- Compilation of departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations,
- Enterprise Risk Management
- Documenting information for potential municipal insurance claims,
- Managing donations for emergency response,
- Facilitating emergency procurement,
- Initiating and facilitating efforts to make funds available for pro-active and re-active disaster management within the municipal area,
- Supplying financial resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),
- Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).

8. EXECUTIVE DIRECTOR: COMMUNITY SERVICES

The Executive Director: Community Services must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Directorate, and is required to provide strategy and management to the Sports & Recreation, City Parks and Library & Information Services Departments, with specific reference to the following:

Assistant Director Parks / Swimming Pool

The Assistant Director Parks / Swimming Pool must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Department, with specific reference to the following:

- Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,
- Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations,
- Emergency / contingency planning for all Council facilities used for mass events,
- Make available facilities for emergency assembly and / or shelter of persons displaced by emergencies or disasters,
- Plan and assist with the management of emergency shelter, evacuation assembly points and mass care facilities for persons displaced by emergencies or disasters,
- Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT)
- Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).

Parks

The Assistant Director Parks / Swimming Pool must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Department, with specific reference to the following:

- Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,
- Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency/disaster situations,
- Assist with the removal of vegetation proving to be hazardous, both pro-actively and re-actively after any Incident,
- Supplying any specific resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),
- Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).

CHIEF ENVIRONMENTAL HEALTH OFFICER

The Chief Environmental Health Officer must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Directorate, with specific reference to the following:

- Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,
- Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations,
- Steps to eliminate disaster risks presented by communicable diseases,
- Isolate person(s) to decrease or eliminate disaster risk presented by a communicable disease,
- Protect the health and safety of emergency responders,
- Monitor large groups of people for contamination and / or health effects,
- Preventative issues around communicable diseases for disrupted populations (may be general population or limited to vulnerable populations and essential service operators),
- Immunize large groups of people,
- Assist with the management of emergency shelter, evacuation assembly points and mass care facilities for persons displaced by emergencies or disasters,
- Seize and dispose of food that poses a health hazard,
- Monitor the environment (air, water, and ecosystem) for contamination,
- Identify victims, responders or affected persons who may require medical follow-up and / or who may require psychosocial support and to facilitate this support which may be provided by the appropriate governmental and non-Governmental agencies as applicable,
- Identify persons / organisations to contribute to post-emergency reports / debriefings regarding health matters,

  Supplying resources for Disaster Risk Management purposes as requested by Midvaal Health representative(s) on the Disaster Co-ordination Team (DCT), if convened,
- Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).
- Liaise with the PG: Gauteng Health Department who are responsible for the provision of curative and operative interventions during any major incident regarding the:-

- care for evacuees and victims,
- the provision of curative health care in remarks of communicable diseases for disrupted populations (may be general population or limited to vulnerable populations and essential service operators).

Chief Environmental Health Officer

The Chief Environmental Health Officer must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Department, with specific reference to the following:

Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,

- Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations,
- Identifying persons / organisations to contribute to post-emergency reports / debriefings,
- Plan and ensure that risk reduction and disaster mitigation principles are adhered to in the recovery and redevelopment phases,
- Ensure that risk reduction and mitigation principles are applied as part of the environmental input into all development projects,
- Include the reduction of natural disasters as an element in environmental education programmes,
- Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),
- Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes),
- Identify possible environmental disasters,
- Identification of land for mass burials if required

9. SOCIAL DEVELOPMENT CO-ORDINATOR:

The Social Development Co-Ordinator must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Directorate and is required to provide strategy and management to the Social Development, Economic & Human Development, Property Management and Tourism Departments, with specific reference to the following:

- Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination, including social development plans,
- Compilation of re-active departmental Disaster Risk Management Plans to ensure service continuation during emergency/disaster situations,
- Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),
- Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).

Assistant Director: Waste Management

- Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,
- Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations,
- Disposing of non-hazardous waste and refuse when and where required,
- Advising and providing facilities for the disposal of hazardous waste,
- Identifying and prioritising essential services that may require restoration as the result of an emergency or disaster,

- Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),
- Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).

10. EXECUTIVE DIRECTOR: DEVELOPMENT AND PLANNING

The Executive Director: Development and Planning must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Directorate, and is required to provide strategy and management of the Environmental Resource Management, Spatial Planning & Urban Design, Strategic Development & GIS and the Planning & Building Development Departments, with specific reference to the following:

- Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,
- Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations,
- Include the reduction of natural disasters as an element in environmental education programmes,
- Identify possible environmental disasters,
- Compilation of pro-active environmental Disaster Risk Management programmes to support risk reduction or elimination,
- Monitoring the environment (ground, air, water and the ecosystem) for contamination,
- Ensure linkages between this plan and infrastructure development framework,
- Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),
- Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).

Director: Town Planning and GIS

- Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,
- Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations,
- Rendering support and advice throughout all phases of Disaster Risk Management planning activities,
- Compiling, exercising and carrying out adequate disaster recovery procedures for IT infrastructure and information management,
- Establishing and maintaining required informatics links to maintain the Disaster Risk Management Resources Database (DisRes),
- Supplying IT Infrastructure and assets to host and maintain DisRes, integrated GIS and any other IT systems which can assist in Disaster Risk Management,

Deputy Director: Urban Planning

The Deputy Director: Urban Planning must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Department, with specific reference to the following:

- Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination through the long term spatial development framework

to ensure integrated, proactive and decisive decision making on major infrastructure, investment, development and settlement issues, including directives for local area integrated human settlement planning and the provision of Urban Design inputs for corporate strategic programmes to improve settlement planning,
- Ensure that risk reduction and mitigation principles are applied as part of the environmental input into all development projects, including the identification of possible environmental disasters,
- Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations,
- Identifying persons / organisations to contribute to post-emergency reports / debriefings,
- Plan and ensure that risk reduction and disaster mitigation principles are adhered to in the recovery and redevelopment phases,
- include the reduction of natural disasters as an element in environmental education programmes,
- Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),
- Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).

Chief Building and Land Use Officer

The Chief Building and Land Use Officer must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Department, with specific reference to the following:

- Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination through the planning and building development initiatives being undertaken under the guidance of the department,
- Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency/disaster situations, especially where buildings and other structures have been affected by the Incident,
- Identifying persons / organisations to contribute to post-emergency reports / debriefings,
- Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),
- Plan and ensure that risk reduction and disaster mitigation principles are adhered to in the recovery and redevelopment phases,
- Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).

DIRECTOR: LED & HOUSING

The Director: LED & Housing must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Directorate and is required to provide strategy and management of the Policy, Research Planning and Monitoring, Existing Settlements and New Settlements Departments, with specific reference to the following:

- Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,
- Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations,
- Identify and make available alternative land and housing / shelter for persons displaced by an emergency or disaster,
- Plan and assist with the management of emergency shelter, evacuation assembly points and mass care facilities for persons displaced by emergencies or disasters,

- Ensure that all housing and servicing projects promote disaster risk reduction,
- Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),
- Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).

11. HEAD PUBLIC SAFETY

The Head Public Safety must:

- Ensure that Disaster Risk Management Plans are compiled and maintained in his/her Directorate,
- Establish and ensure the effective functioning of the Disaster Risk Management Advisory Forum,
- When necessary and assisted by the Chief Fire Officer and submit reports containing recommendations for changes to the Municipal Disaster Risk Management Plan to Council.

The specific responsibilities of the following key Departments and Services in this Directorate are as follows:

Chief Fire Officer: Fire and Rescue Service

The Chief Fire Officer is responsible for the performance of his Disaster Risk Management functions, as per Section 44 of the Disaster Management Act, 57 of 2002. He / she is responsible for the compilation, maintenance, distribution and the implementation and co-ordination of Midvaal Municipal Disaster Risk Management Plan and its supporting risk-specific and Departmental Disaster Risk Management Plans, including linkage to Midvaal Integrated Development Plan (IDP).
The Fire Chief, in consultation with the Disaster Co-ordination Team (DCT), when convened, will determine the appropriate response structures to any incident, emergency or disaster situation, and when these structures can be de-activated or scaled down he must also ensure that Disaster Risk Management Plans are compiled and maintained in his / her Service, with specific reference to the following:

- Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,
- Compilation of reactive departmental Disaster Risk Management plans to ensure service continuation during emergency/disaster situations,
- Preventing the outbreak or spread of fires,
- Fighting or extinguishing fires,
- Protecting life and property from fire or other threatening danger,
- Rescuing of life or property from fire or other danger,
- Evacuating designated area(s) threatened by fire of both persons and livestock,
- Assist and manage hazardous material decontamination facilities and operations
- co-ordinating response and mutual aid agreements with adjacent District Councils in Sedibeng District,
- protecting the health and safety of emergency responders,
- maintaining a central registry of evacuees,
- identifying persons who may require long term care and accommodation,
- identifying target audiences for post-emergency communications,

- ensuring acceptable level of emergency services for Midvaal outside of the emergency area(s),
- identifying persons / organisations to contribute to post-emergency reports and debriefings,
- supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),
- establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).

Divisional Officer Operations & Communication

The Divisional Officer Operations & Communication must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Department, with specific reference to the following:

- Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,
- Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations,
- Providing information to persons at emergency facilities (e.g. assembly points / evacuation centres / mass care facilities),
- Providing information to persons at special incident-related meetings,
- Providing information to Midvaal employees and their families who are affected by emergencies / disasters,
- Arranging site visits for persons affected by the emergency, e.g. families of deceased persons,
- Arranging anniversary events of disasters for affected persons in support of efforts to facilitate psychosocial coping mechanisms,
- Regularly updating on emergency situation to councillors,
- Supporting the Fire Department Control Room in communicating status reports and public safety notices,
- Supporting the Fire Department in risk-reducing public education and awareness programmes
- Provide and support the DRMC with a 24-hour communication facility for the notification of Major Incidents and any subsequent communication needs,
- Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),
- Establishing and maintaining a resources database that is integrated with the Fire Department Control Room Disaster Risk Management Resources Database (DisRes).

Chief: Traffic Services

The Chief: Traffic Services must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Service, with specific reference to the following:

- Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,
- Compilation of reactive departmental Disaster Risk Management plans to ensure service continuation during emergency/disaster situations,
- Co-ordinating Incident response with the South African Police Service and all the other responding Emergency and Essential Services,
- Assist the police with the controlling and dispersing crowds on the roadways,
- Support the evacuation of designated area(s) which are threatened by any emergency of both persons and livestock,

- Managing and controlling traffic in and around emergency area(s), on evacuation routes and on emergency vehicles' access and egress routes,
- Identifying persons / organisations to contribute to post-emergency reports / debriefings,
- Protecting essential service facilities and infrastructure, as required,
- Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),
- Establishing and maintaining a resources database that is integrated with the DRMC's Disaster Risk Management Resources Database (DisRes).

12. DIRECTOR: PROJECT MANAGEMENT UNIT (PMU)

The Director: Project Management Unit (PMU) must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Directorate, and is required to provide strategy and management to the Roads & Storm water, Transport, Electricity Services, Water and Sanitation and Solid Waste Management Departments with specific reference to the following:

Director: Civil Services

The Director: IRT must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Service, with specific reference to the following:

- Compilation of pro-active Departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,
- Compilation of reactive Departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations,
- Taking appropriate measures to accommodate the transport network in the most expedient manner under the prevailing circumstances,
- Identifying and prioritising essential services that may require restoration as the result of an emergency or disaster,
- Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),
- Establishing and maintaining a resources database that is integrated with the DRMC's Disaster Risk Management Resources Database (DisRes).

Assistant Director: Roads and Storm water

The Assistant Director: Roads and Storm water must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Service, with specific reference to the following:

- Compilation of pro-active Departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,
- Compilation of reactive Departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations,
- Confining and containing flood water where possible,
- Providing technical advice in preventing or reducing the effects of flooding and storm-damage,
- Liaison with the Department of Water Affairs and Forestry as required,
- Removing debris and other obstacles from transportation routes and other sites as required,
- Repairing any damaged or dysfunctional road infrastructure to restore optimal functioning of the transport network in the shortest possible time,

- Taking appropriate measures to accommodate traffic on the transport network in the most expedient manner under the prevailing circumstances,
- Liaison with the Provincial Roads Department and National Roads Agency as required,
- Assist and advise on Hazmat clean-up and decontamination of infrastructure and the environment,
- Identifying and prioritising essential services that may require restoration as the result of an emergency or disaster,
- Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),
- Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).

Assistant Director: Sewer and Purification

- Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,
- Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations,
- Co-ordinating response with businesses and industries affected by the emergency,
- Controlling consumption of public water supply,
- Providing alternate water supplies (potable, industrial and for fire-fighting),
- Identifying and prioritising essential services that may require restoration as he result of an emergency or disaster,
- Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),
- Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).

Fleet co-ordinator: Mechanical Workshop (Transport)

The Fleet co-ordinator must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Service, with specific reference to the following:

- Compilation of pro-active Departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,
- Compilation of reactive Departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations,
- Taking appropriate measures to accommodate traffic on the transport network in the most expedient manner under the prevailing circumstances,
- Liaison with the Provincial Transport Department and National Transport Department as required,
- Identifying and prioritising essential services that may require restoration as the result of an emergency or disaster,
- Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),
- Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).
- Fleet & Workshop Management to ensure that:-
- Appropriate staff have been placed on standby to cater for such occasions (supervisors, drivers, operators and labourers),
- Appropriate vehicles are available for timeous response,

- Permits for low bed trailers, etc. are valid for such emergency response,
- Supplementary resources are available from private sector,
- Procedural guide and lists of internal and external contacts are available for standby teams,
- Call out procedures and contacts details are lodged with HOD and updated weekly.

Director: Electricity Services

- Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,
- Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations,
- Co-ordinating response with businesses and industries affected by the emergency,
- Co-ordinating response with national and provincial Public Works departments,
- Co-ordinating response with Eskom regarding electricity supply to the City,
- Allocating available electricity,
- Planning alternate electrical supply,
- Arranging for an alternate telephone or communication service, if required,
- Controlling telecommunications system load,
- Identifying buildings which are electrically unsafe,
- Identifying and prioritising essential services that may require restoration as the result of an emergency or disaster,
- Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),
- Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).

13. DISASTER FUNDING ARRANGEMENTS

If the execution of obligations and duties as outlined in this Plan entails costs for any Service, provision must be made in the relevant Service's own budget.
Under certain circumstances Midvaal will be re-imbursed by National Government for disaster response efforts. However, the Disaster Management Act, Chapter 6, states that the Minister of Provincial Affairs and Local Government, may in the case of disaster relief funding, prescribe a percentage of the budget of a local authority which can be used as a threshold for accessing additional funding from the Department for response efforts.

This implies that the amount set as a threshold will have to be spent by Midvaal on disaster response and relief before financial assistance may be considered by National Government.

The financial assistance to be provided by National Government may consider what planning, prevention and mitigation measures were taken pro-actively and whether the situation could have been avoided or minimised had Midvaal implemented the aforementioned actions.

If planning and prevention strategies have not been implemented the local authority may be penalised from a financial point of view. It is therefore vital that comprehensive Disaster Risk Management Plans are in place to substantiate any possible future financial claims.

14. ENTITY / SERVICE DISASTER RISK MANAGEMENT PLANS

Each individual Directorate, Department and Service of Midvaal Local Municipality, as well as applicable external entities / organisations, as indicated in the Disaster Risk Management Framework, are responsible for submitting their respective Entity's Disaster Risk Management Plan to the ED Community Services, Fire Department serving as the Disaster Risk Management Centre, as per Section 52 of the Disaster Management Act, 57 of 2002. Disaster risk reduction aspects contained in these Entity / Service DRM Plans should also be incorporated into that Entity's submission to the Integrated Development Plan (IDP) to achieve the development targets of Midvaal.

All Entity / Discipline DRM Plans, especially where the Entities / Disciplines are identified as the Lead Combatting Agency or as the Support Agency to deal with a particular hazard, should primarily be directed at hazard prevention or disaster risk reduction, but disaster response, relief and rehabilitation aspects must be included and regularly exercised to ensure the Entity's readiness for any catastrophic event in Midvaal.

Aspects to be addressed in any Disaster Risk Management Plan should encompass the following:-

Planning Framework & Scope of the DRM Plan

- the way in which the concept and principles of Disaster Risk Management are to be applied in the Department's functional area;
- the relevant Department's role and responsibilities in terms of the national, provincial or municipal Disaster Risk Management frameworks;

Applicable References, Statutory Requirements and Linked Documents / SOP's

Abbreviations and Definitions Used

Hazard Identification, Risk (including Disaster-risk) and Vulnerability Assessments, leading to a needs analysis.

(Disaster) Risk Management Efforts –

a. Evaluation and description of Infrastructure / Organisation available
e.g. The Discipline's own Disaster Risk Management Resources Database
(Its capacity to fulfil its role and responsibilities)
b. Prevention through risk elimination
e.g. The Discipline's initiative to remove hazards / alternative processes
(Particulars of its Disaster Risk Management strategies)
c. Mitigation through risk reduction
e.g. The Discipline's engineering solutions / legislative compliance / safety culture / etc.
10.6 Preparedness planning for major risks that cannot be eliminated
e.g. The Discipline's contingency strategies and emergency procedures in the event of a disaster, including measures to finance these strategies
a. Contingency Planning based on risks and vulnerabilities

e.g. Fire / Chemical spills / Engineering aspects

b. Emergency organisation, internal and external

- Emergency management structure and allocation of responsibilities
- Standard Operating Procedures
- Integrated communications systems and other resources

c. Response planning
e.g. The Discipline's Role and responsibilities regarding a response to an emergency / disaster situation:

- Emergency response teams (groups with special responsibilities during emergencies) (i) Notification and Activation Procedures:

- Stand-by Lists / Emergency contact numbers
- Resources to be used / additional resources

(ii) Recovery plans:

Service's role and responsibilities regarding post-disaster recovery and rehabilitation;

- Business Continuity / Disaster Recovery for IT systems, etc.
- May also lead to reconstruction and redevelopment projects and programmes

d. Lines of communication (Protocols) and liaison and integration with other Services
Internal and external communication lines (who informs who, who reports to whom). Each Discipline must co-ordinate and align (integrate) the implementation of its DRM Plan with those of other co-responding role-players / entities. The DRM Plan must be regularly reviewed and updated).

e. Awareness and Education Efforts
The Discipline's strategies BEFORE (Prevention, Mitigation and Preparedness) DURING THE INCIDENT (Notifications, actions and advisories)
AFTER (Advisories, Public information and education) – then, re-align the strategies and start again at the "BEFORE" to be ready to deal with the next hazard.

f. Evaluation and Maintenance programmes.
All Discipline's in this regard to put strategies in place to mitigate or prevent future repetition of incidents by maintaining and monitoring the strategies that was put in place.

15. COMPREHENSIVE DISASTER RISK, VULNERABILITY AND MANAGEABILITY ASSESSMENT FOR MIDVAAL:

A comprehensive disaster risk assessment for Midvaal, incorporating both (technical) and community-based aspects, need to be under to comply with the standards envisaged by the Disaster Management Act, 57 of 2002 and the Disaster Management Framework, 2005.

The Disaster Risk Assessment, where the **PREDICTABILITY, THE IMPACT (SEVERITY / CONSEQUENCES), THE VULNERABILITY AND THE COPING CAPACITY (MANAGEABILITY)** requirements that a hazard poses will determine the priorities for disaster risk management programmes and projects. The amount of possible benefit to be derived from a risk reduction & preparedness project in terms of lives protected, livelihoods secured and property or the environment / natural resources defended, will be the criteria that determines these priorities.

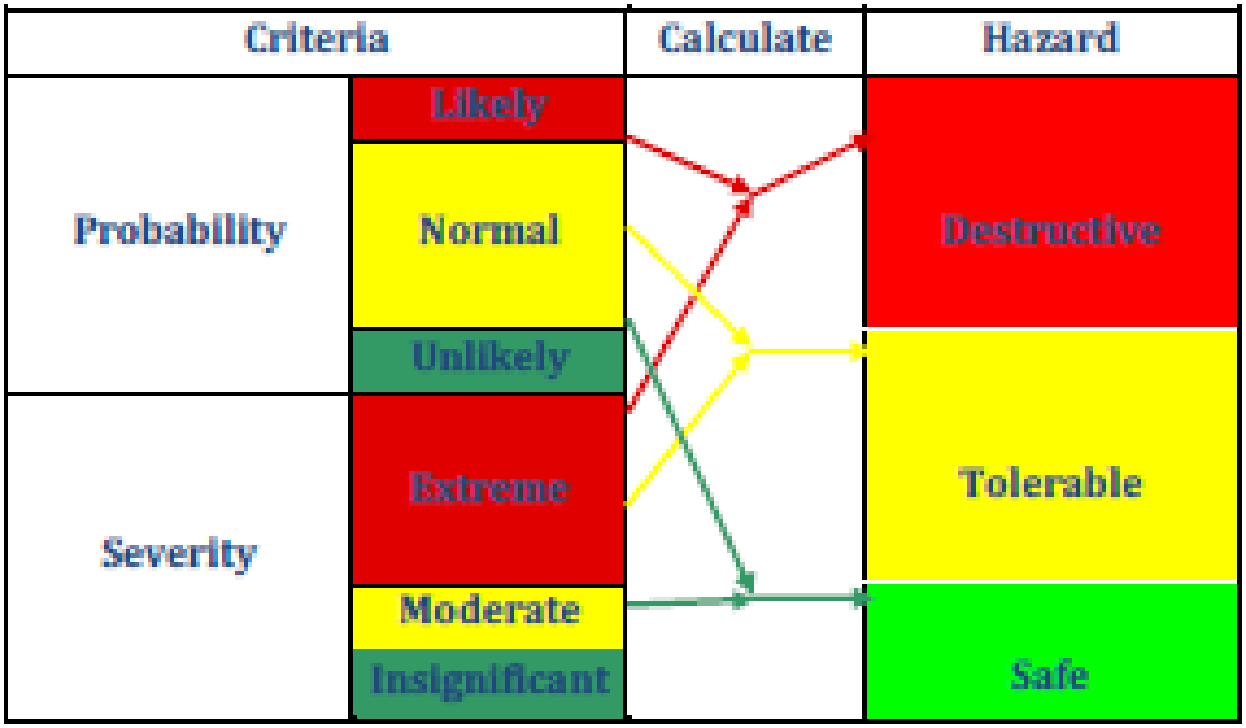
DISASTER RISK ASSESSMENT: DETERMINATION OF THE RELATIVE DISASTER RISK PRIORITISATION
Disaster Risk quantification

The disaster risk profiling assessment normally produces so many hazards that must be addressed that the sheer volume of work tends to be overwhelming. Consequently, a ***Relative Disaster Risk Prioritisation Assessment*** is conducted to assist the Municipality in their disaster risk management planning.

The ***Relative Disaster Risk Prioritisation Assessment*** involves the following action steps: -

- **Quantify the Hazard**
- **Quantify the Disaster Risk Manageability / Coping Capacity**
- **Quantify Vulnerabilities**
- **Determine the Overall Disaster Risk Score**

a. Hazard score quantification
The hazard score is determined by quantifying the probability and severity of a hazard (refer to the **Table** below).



= **Probability**: The probability of a hazard occurring is assessed and classified in three categories, namely:
- ***Likely*** ~ hazards in this category will have a very high probability of occurring (score = 3)
- ***Normal*** ~ hazards in this category will have a normal probability of occurring (score = 2)
- ***Unlikely*** ~ hazards in this category will have an unlikely probability of occurring (score = 1)

= **Severity** : The severity of the hazard, should it occur, will be accessed and the hazards will be classified into the following three categories :-
- ***Extreme -*** hazards in this category will hold extreme consequences to a community (score = 3)

- ***Moderate -*** hazards in this category will hold moderate consequences to a community (score = 2)
- ***Insignificant -*** hazards in this category will hold insignificant consequences to a community (score = 1)

b. Disaster Risk Manageability or Coping Capacity

The degree to which a society or institution can intervene and manage / cope with the negative consequences of a hazard event will depend on the following, each rated on a three-point scale where good = 3; modest =2; poor = 1), viz.: -
- **Awareness**: The over-all awareness of people living in a potential impact area of a hazard to that hazard is one of the factors that determine the risk manageability of a community.

- **Legislative Framework**: The legislative framework that governs a hazard event is one of the factors that determine the risk manageability of a community.

- **Early Warning Systems**: The early warning systems for a hazard event.

- **Government Response**: The response of the municipality and the provincial government to a hazard.

- **Government Resources**: The resources available to the municipality and the provincial government for a hazard event.

- **Existing Risk Reduction Measures**: The existing risk reduction measures of the municipality and the provincial government to a hazard event.

- **Public Participation Measures**: The existing public participation measures of the municipality and the provincial government to a hazard event.

- **Municipal Management Capabilities**: The over-all management capability of the municipality for a hazard event.

A simple mathematical model (formula given below) can be utilised to quantify the degree to which a community can intervene and manage the negative consequences of a hazard event: -

Risk Manageability Score ≥ 18: Should the risk manageability score of a particular hazard event impacting on a community be higher than 18 that community has a very ***high*** level of manageability and it is unlikely that the hazard event will impact negatively on the community.

Risk Manageability Score 8 to 18: If the risk manageability score of a particular hazard event impacting on a community is between 8 and 18, that community has a ***modest*** level of manageability and it is likely that the hazard event will impact negatively on the community.

Risk Manageability Score ≤ 8: Risk manageability scores of a particular hazard event impacting on a community lower than 8 accounts for a community with a ***poor*** level of manageability and it is highly likely that the hazard event will impact negatively on the community.

c. Vulnerability Score

Create Hazard Vulnerability Analysis Directory Structure: - A directory structure should be created to assist in determining the degree to which a community is vulnerable to each of the hazards in the region.

Quantify Vulnerabilities: - To enable risk quantification the Vulnerabilities of the area should also be calculated. The model has assessed **environmental**, **economical**, **societal** and **critical facilities** (NB **political** and **legal vulnerabilities** may also be required to be assessed, depending on the Community's circumstances). A map of the study area should be used, and GIS layers should be used to indicate areas that are vulnerable. Each area on the map must be allocated a vulnerability score for **each of the four vulnerabilities** and a vulnerability score of 1, 2 or 3 should be used, where: -
1 = not vulnerable
2 = moderately vulnerable
3 =extremely vulnerable

A total vulnerability score (VT), which is the sum of the Environmental (VENV), economical (VEC), societal (VS) and critical facility (VCF) vulnerabilities, can then be calculated for each geographical area or specific study area, i.e. **VT = VENV + VEC + VS + VCF (+VP + VL, as applicable).** Vulnerability scoring will be based on the following: -

Vulnerability Score ≥ 10: Should the vulnerability score of a particular hazard event impacting on a community be higher than or equal to 10, that community is extremely vulnerable to that hazard.

Vulnerability Score 7 to 9: Should the vulnerability score of a particular hazard event impacting on a community is between or equal to 7 and 9, the community is moderately vulnerable.

Vulnerability Score < 7: Should the vulnerability score of a particular hazard event impacting on a community be less than 7, the vulnerability is considered to be low.

d. Relative Disaster Risk Priorities

This analysis focuses on calculating the relative risk priorities of a hazard event, using a simplified risk prioritisation model to calculate the relative priorities of the risk to which communities in a specific area are exposed:-

Relative Disaster Risk Priority Score = Hazard score X Vulnerability score / Manageability score.

Very High (intolerable) Risks (Relative Risk Priority ≥ 10) : Should the relative risk priority of a particular hazard event impacting on a community is higher than or equal to 10, that community faces a potentially **destructive** risk with a high probability of occurrence, for which they are **unprepared**. This combination equates to an **intolerably high risk** and may be a disaster in the making. For these **very high risks** **urgent risk reduction interventions are required!**

High Risk (Relative Risk Priority 4.1 to 9.9): If the relative risk priority of a particular hazard event impacting on a community is between 4 and 10, the risks to which these communities are exposed are potentially **destructive,** but the community is modestly prepared for the hazard event occurrence. This combination equates to a **high risk** and a combination of **risk reduction interventions** and **preparedness plans** must be initiated for these risks.

Tolerable / Moderate Risk (Relative Risk Priority 3.6 to 4): Relative risk priorities of a particular hazard event impacting on a community lower than 4 translate in very little risk for a largely prepared community. This combination equates to a **tolerable / moderate risk** and **preparedness plans** for these risks must be prepared.

Low Risk (Relative Risk Priority ≤ 3.5): Relative risk priorities of a particular hazard event impacting on a community lower than or equal to 3.5 translate in a **low risk** indicating a prepared community, but on-going preparedness is still required.

15.a. OVERLEAF ISTHE 20019/20 DISASTER RISK SUMMARY TABLE WITH THE RELEVANT HAZARD PRIORITIES.

ANNEXURE A

PRIORITY ANALYSIS

	Importance	**Urgency in terms of time**	**Growth potential**
1	Not important at all	No immediate action required-time is not essential	If nothing is done the situation will improve quickly
2	Negligible	Some small interventions are required within the next month	If nothing is done the situation will improve slowly
3	Important	Some small interventions are required within the next week	If nothing is done the situation will stay the same
4	Very important	Some integrated actions are required within the next 24 hours	If nothing is done the situation will deteriorate slowly
5	Critical important	Immediate drastic actions required	If nothing is done the situation will deteriorate quickly

- **Importance** is the relative significance given to it in terms of the community priorities and development plans or critical facility / vulnerable area.

- **Urgency** is how essential it is that something must be done immediately – the time factor or recovery time objective.

- **Growth potential** (escalation) is whether the situation will improve or deteriorate (will the effect of the situation become worse, stay the same or improve as time passes if nothing additional is done?

16. PRE-DISASTER RISK REDUCTION

Pre-disaster risk reduction is the primary objective of this Municipal Disaster Risk Management Plan. All Midvaal Departments must pursue disaster-risk reduction and mitigation in all their activities. The pre-disaster risk reduction responsibilities of each Department of Midvaal are described under Section 3 of this Plan.

PREVENTION AND RISK REDUCTION STRATEGIES
Integrated strategies must be developed and implemented covering disaster prevention and disaster risk reduction through the following:
- Policies and legislation
- Economic development programmes / IDP
- Risk reduction studies and projects
- Training and community awareness
- Environmental Impact Assessments
- Hazard management
- Community education and capacity building

Each Department is responsible for the compilation of pro-active Departmental Disaster Risk Management programmes to support disaster-risk reduction or elimination.

MITIGATION STRATEGIES
Integrated strategies must be developed and implemented covering disaster mitigation through the following:
- Insurance
- Recovery planning
- Early warning systems

DISASTER PREPAREDNESS
Integrated strategies must be developed and implemented covering disaster preparedness through the following:
- Recovery planning
- Emergency and contingency planning
- Drills, rehearsals and exercises
- Training and exercises
- Management and institutional arrangements
- Mutual Aid agreements
- Early warning systems

STANDARD OPERATING PROCEDURES (SOPs)
All Services / Entities are encouraged to formulate SOPs outlining the details of their own systems of operating / actions under especially emergency conditions and to create this awareness amongst its staff members. These will be linked to their Service's / Entity's Emergency Plans to expand on the specific operations required during a situation.

17. CLASSIFICATION OF DISASTERS

When an event of disaster proportions occurs or is threatening to occur in any part of Midvaal, the Municipal Manager will determine whether the event can be classified as a Local State of Disaster

in terms of the Disaster Management Act,57 of 2002 and, if so, the Fire Department will immediately: -

- Initiate efforts to assess the magnitude and severity or potential magnitude and severity of the disaster;
- alert all the disaster risk management role-players in the municipal area that may be of assistance in the circumstances;
- initiate the implementation the disaster response plan or any contingency plans and emergency procedures that may be applicable under the circumstances of the threat; and
- inform the Sedibeng District Disaster Management Centre of the disaster and the initial assessment of the magnitude and severity or potential magnitude and severity of the disaster.

When informing the Director Sedibeng District Disaster Management, the Head Public Safety together with the MM may make recommendations regarding the classification of the disaster as may be appropriate in terms of Section 49 of the Disaster Management Act, 57 of 2002.

Irrespective of whether a local state of disaster has been declared or not, Midvaal is primarily responsible for the co-ordination and management of local disasters that occur in its area, in terms of Section 55 (1) of the Disaster Management Act, 57 of 2002.

Whether or not an emergency situation is determined to exist, municipal and other agencies may take such actions under this plan as may be necessary to protect the lives and property of the inhabitants of Midvaal.

Declaration of a local state of disaster:- In terms of Section 55 of the Disaster Management Act, 57 of 2002, in the event of a local disaster, Midvaal Council may, by notice in the Provincial Gazette ***declare a local state of disaster*** if existing legislation and contingency arrangements do not adequately provide for the municipality to deal effectively with the disaster, or if there are any other prevailing or special circumstances that warrant the declaration of a local state of disaster.

If a local state of disaster has been declared, Midvaal Council will take a Council Resolution or issue directions, or authorise the issue of directions to: -

• Assist and protect the public;
• Provide relief to the public;
• Prevent or combat disruption; or
• Deal with the destructive and other effects of the disaster.

18. POST DISASTER RESPONSE AND RECOVERY (DISASTER RESPONSE PLAN)

DISASTER RESPONSE CO-ORDINATION

The Disaster Co-ordination Team (DCT) shall be convened in the (off-site) Disaster Operations Centre (DOC) when an emergency or disaster has occurred or is likely to occur, in accordance with the following parameters: -

• where the size or seriousness of the emergency seems beyond the capability of a Service, in the opinion of the most senior on-duty official of that Service, can be requested to activate the DCT,

• where the Head of such department believes it is necessary to activate the DCT in order to effectively manage an emergency which has occurred or is likely to occur, the DCT must convene in the DOC,

- the activating Service shall, via the Disaster Operations Centre's, contact the Management Protection Services who shall immediately arrange to notify the designated members of the Disaster Co-ordination Team (DCT),
- the ED Community Services / Chief Fire Officer shall request the DCT members to meet at the DOC at the Fire Department or at any other viable alternate centre should the DOC not be available for whatever reason,
- the DCT will evaluate the situation and collaborate with the Head of the Sedibeng DRM Centre regarding the need for a declaration of a Local State of Disaster, as well as the continued activation or standing-down of the DCT.

All incidents will be managed by the Disaster Co-ordination Team in accordance with the principles and guidelines contained in Midvaal Multi-Disciplinary Incident Management Plan (MIMP).

DISASTER OPERATIONS CENTRE (DOC)

All the co-ordination and response integration activities by the various responding disciplines will be managed from the Fire Department (Disaster Operations Centre) (DOC) whose functions and responsibilities are described under DOC's Standard Operating Procedures.

REQUESTS FOR PROVINCIAL AND NATIONAL GOVERNMENT ASSISTANCE

Under certain circumstances, National (including SANDF), Provincial Department and even International assistance, may be requested from the Gauteng Provincial Disaster Management Centre or the National Disaster Management Centre. This will be in the instance where the ***emergency / disaster has been declared a provincial or national state of disaster***, when a ***joint disaster management co-ordination system will be put in place***.

RECOVERY AND REHABILITATION OPERATIONS

Post-disaster recovery and rehabilitation operations, which may include reconstruction or redevelopment efforts, will normally take on the nature of special programmes and projects.

The different departments will assist with the identification of needs and will facilitate recovery and rehabilitation operations. The function or department with the most direct involvement in the operation will take responsibility for project management and delivery. Project Teams convened for these purposes must report to the Municipal Disaster Management Advisory Forum on a regular basis (as determined by the MDMAF).

In this regard the causal factors of disasters must be addressed and disaster prevention through risk elimination should be pursued in the rehabilitation, reconstruction or redevelopment efforts in order to avoid a repetition of the disaster.

19. REVIEWING & UPDATING OF THE MUNICIPAL DISASTER RISK MANAGEMENT PLAN

Midvaal will regularly review and update the Municipal Disaster Risk Management Plan, as required by Section 53 of the Disaster Management Act, (57 of 2002).

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MIDVAAL

EMERGENCY PREPARDNESS & RESPONSE PLAN

14 OCTOBER 2019

1) PURPOSE

The purpose of the emergency response preparedness procedure is to ensure immediate, proper and coordinated response to mitigate and minimize consequences from safety and environmental incidents.

To identify potential for, and respond to actual emergency situations, and for preventing and mitigating the Safety, Health, Environment and Quality hazards/impacts and non-conformances associated with the activities.

1.1 To ensure that the site emergency coordinator is appointed.

1.2 To ensure that all the necessary precautions are taken to prevent or mitigate potential SHEQ aspect/hazards and nonconformance resulting from the site operational activities.

1.3 To ensure that all emergencies are promptly acted on to prevent loss of lives, damage to property and environment and quality of the products produced on site.

2) SCOPE

This procedure covers all Safety, Health, Environmental and Quality emergency situations that could arise from the Midvaal Local Municipality operations**.** This procedure is applicable to all emergency scenarios and planning on site.

The procedure applies to all employees and safety personnel at **Midvaal Local Municipality. This however does not replace your current Emergency plan as this is an add on**

3) REFERENCES

Occupational Health and Safety Act 85 of 1993
Evacuation Guide
Midvaal By - Laws

4) EMERGENCY ALARMS

The activation of the alarm will signal that the building/plant must be evacuated in the following circumstances.

- Fire/Explosion
- Bomb threats, Sabotage
- Radiation Leak
- Weather related hazards
- Major injuries or health effects
- Life threatening accident

- Other emergencies deemed applicable under this procedure such as drowning, snakebite, HIV aids exposure and radioactive isotopes exposure

All alarms are to be tested weekly by Coordinator (fifteen seconds blast). All Clear alarm is shorter than the evacuation alarm

- Life threatening accident/incident – One long alarm (0-60 seconds)
- Bomb threat – One long alarm (0-60 seconds)
- Fire/Explosions – One long alarm (0-60 seconds)

5) EVACUATIONS

Evacuations from buildings are to be conducted in a planned and controlled manner. The latter preventing the evacuation from becoming disorganised and hazardous.

- When the evacuation alarm is sounded remain calm
- Do not run
- Do not waste time by collecting personal items
- Proceed to the nearest emergency exit, nearest to your location as indicated by signage. If compromised proceed to the next/alternative exit
- Proceed out through the emergency exit. Please familiarize yourself with the location of the assembly point in your area
- Once safely outside, alert the emergency team of any injured person that may require assistance to escape
- Assemble as per your departments assembly point and make sure your name is marked against the roll call register.
- Updated roll calls are to keep in the emergency file at reception desk
- Registers for visitors/contractors will be controlled by admin staff.
- The fire team will report to the emergency coordinator any missing staff members

Keep in mind the following:

- You are responsible for your safety and the safety of your visitor
- Fire teams must ensure that all buildings, floors are completely evacuated and inform the emergency coordinator

6) PROCEDURE IN THE EVENT OF A FIRE:

Any incident where a smoke or flame is observed the security and emergency coordinator will be informed, even it does not cause a fire that can burn continuously. Where a fire does result from such incident, it is not expected from you to extinguish the fire, your priority is to activate the alarm and to evacuate the building

When the alarm is sounded:

- Raise the alarm in an orderly manner by the staff member allocated to do so
- Follow instructions from SHE Representatives and Emergency Co-coordinator.
- Call the Fire Department on: 016 360 7500 if required by the staff member tasked to do so
- Call the ambulance on 10177 or 082 911 If required by the staff member tasked to do so
- Close all windows
- Await the instruction, if you receive the order to evacuate and proceed to the assembly point
- Leave all belongings behind they can be replaced but not lives
- Close your office
- Evacuate in an orderly fashion
- Do not run
- Do not push other employees
- Report at the designated assembly point
- Hold roll call at the designated assembly point and
- Report any missing visitors/employees to the emergency coordinator
- Under no circumstances must any personnel not involved in the emergency congregate at the scene of the emergency.
- No information will be divulged to the press, next of kin, or any other person, other than through the Site Manager.
- After the emergency have been brought under control and declared safe by the emergency services, the employees can return to their offices.

7) PROCEDURE IN THE EVENT OF A BOMB THREAT/SCARE

- Listen, remain calm and if possibly get another operator to listen in
- Do not interrupt and do not try to transfer the call
- Try and keep the caller talking so that you can learn as much as possible (Tone of voice, background noises, familiar sounds)
- Complete the bomb threat list (Time, date, who to notify, informed the S.A.P.S and Fire Department)
- Raise the alarm in an orderly fashion by the staff member tasked to do so
- Call the South African Police Services on 10111 and the Fire department on 016 360 7500
- Open all windows
- If a bomb or suspicious article is found or if the bomb threat is regarded as credible – **EVACUATE**

8) PROCEDURE IN THE EVENT OF AN EXPLOSION

An explosion will be identified through a loud and unmistakable noise, together with shaking of the building and rattling or braking windows. Take note of the following when such an event occurs:

- Stay calm
- Move away from effected area

- Activate the alarm and notify security and emergency coordinator
- Evacuate to the assembly point

9) FIRE TEAMS RESPONSIBILITIES

- To familiarize themselves with the type and location of the fire equipment
- To attend training with aim of familiarizing themselves with the most efficient methods of combating fires
- To work and practice with other team members to obtain the highest state of preparedness
- Assess the situation and notify the emergency coordinator when additional assistance should be requested
- Extinguish fires where possible without putting their own life in danger, use protective clothing
- Keep the emergency coordinator informed of progress
- Determine fire fighting requirements & take necessary action to fight the fire
- Hand over all Fire Fighting duties to the Fire Department on their arrival at the incident. Give information to the Senior Fire Officer as to where possible serious damage or spread of the fire could occur, and the location of the nuclear sources.

10) EMERGENCY COORDINATOR RESPONSIBILITIES

- Determination of the safest and most effective fire escapes and evacuation routes
- Emergency preparedness team personnel are adequately trained to perform their duties and that all facets of the plan are practiced regularly
- The safety off all personnel, occupants and visitors are planned for in compliance with the health and safety act
- Be responsible for all matters pertaining to fire, evacuation or other emergencies until the emergency services arrive
- Ensure the building is evacuated when the alarm is sounded.
- Summons the Fire Department if necessary.
- If outside working hours call out all standby officials on the call-out list and state, the nature of the emergency.
- Direct all press representatives, relatives, or employees requiring information to the Site Manager.
- Keep roadways clear until all emergency vehicles are out.
- Inform the hospital of the number of casualties and any other relevant information.

11) FIRST AIDERS RESPONSIBILITIES

To maintain the necessary legal minimum contents of all first aid boxes as per the general safety regulations 3 of the Occupational Health and Safety Act

- To ensure first aid boxes are accessible always
- To be available for training in first aid as required
- Render first aid, attending to the injured, in order of seriousness
- Ensure the First Aider’s name appears on the First Aid box

- To keep record of incidents and complete the first aid register monthly

Fire or Explosion

- Proceed to the scene of the incident as directed with your first aid equipment
- Render first aid to the casualties you can reach.
- Arrange for casualty evacuation by ambulance and clear a route for such ambulance to enter.
- Obtain names of casualties and pin names on patients.
- Keep a register of patients.
- Inform the Supervisor in charge as to the number of casualties and other relevant information for the hospital.
- All casualties will be transported to hospital and ensure that the ambulance can enter the premises and reach the casualty.

12) SHE REPRESENTATIVE, S RESPONSIBILITIES

- Direct personnel not required for essential duties to the relevant fire exits and assembly points away from the incident.
- SHEQ Reps are responsible to carry, alert, and help where necessary all disabled persons within the premise during emergency situations to ensure that they are safe.
- Take roll call and notify the Emergency Controller once at the assembly points.
- Proceed to the scene of the incident with caution, if required
- Direct any First Aid and Fire Fighting as necessary, but hand over to the First Aiders and Fire Team on their arrival at the scene.
- Inform the Supervisor in charge of developments.
- Request assistance when required through the Supervisor in charge.
- Notify the Supervisor in charge of any danger to be eliminated.
- Note the names of any witnesses.
- In the event of a fatality, care must be taken not to disturb any objects before the arrival of the Inspector. Such action may only be taken to prevent further accidents, or to rescue any persons from danger.

13) FIRE TRAINING AND EVACUATION DRILLS

Training will be provided at least every two years for all personnel in safety and the emergency action committee. Procedures, including training in the practical use of fire extinguishers. All employees and staff, whether temporary or permanent, will have the fire procedures explained to them, together with information on the location of the fire alarm call points, the sound of the fire alarm and the location of the escape routes, exits and assembly points.

14) CONCLUSION

For a successful emergency preparedness plan to work the following documents need to be implemented:

- Building layout and emergency assembly point sketch
- First aid and fire team contact details

- Emergency action team contact details
- Updated roll call and visitors list – To be kept by receptionist and Security

Emergency drills to be held quarterly and feedback from criticism and faults to be rectified before next drill is planned. Staff to be made aware of the procedures and who the responsible controllers, coordinators is

15) APPENDIXES

15.1 Appendix A: External Emergency Services

SERVICE	TELEPHONE	SPEED DIAL
Meyerton Fire Department	(016) 360 7500	
Provincial Ambulance	10177	
SAPS	10111/016 450 2017	
SAPS Bomb squad	016 363 0322	083 775 4634
SAPS Detective branch	016 450 2031	
SAPS Crime Intelligence	016 430 2030	
Netcare Ambulance	082 911	
ER 24 Ambulance	084 124	
E Block Watch	016 423 6545	
Midvaal Municipality (Water Sewerage)	016 362 7400	
Jan Du Toit	Farm Watch	083 751 6566
Modderfontein Hazchem Services	011 608 3300	0800 11 -4445
Midvaal Hospital	016 454 6000/423 6621	

15.2 Appendix B: Emergency Coordinating Team

NAME	SECTION	SPECIALIZED	CELL	Land line

15.3 Appendix C: Roll Call Template Example

NAME	PRESENT YES	PRESENT NO	UNACCOUNTED	OTHER REASON

15.4 MEANS OF IDENTIFICATION

- Co Coordinators – Yellow Arm Band / or hard hat
- Controllers – Yellow Arm Band / or hard hat
- Evacuation Team – Blue Arm Band / or hard hat
- First Aid Team – White Arm Band / or hard hat
- Fire Team – Red Arm Band / or hard hat

"REMEBER THE GOLDEN RULE – "STAY CALM AND DO NOT PANIC

EMERGENCY PROCEDURE

- The alarm will indicate what type of emergency you can expect
- Put on your arm band
- The Emergency controller will take command and coordinate the emergency action team
- Roll call will be taken at designated assembly points
- All emergencies were explained from points 5-12

1) Duties of Health and Safety Manager

a) Fire or Explosion

- Proceed to the scene of incident on hearing the alarm
- Assess the situation and act as appropriate
- Liaise with Senior Fire Brigade Officer
- Obtain technical advice from managers and maintenance
- Connect fire hoses and start fire fighting

b) Fatal or Serious Injury/Illness or environmental Disaster

- Attend to injured/sick person
- Contact the Fire Service
- Standby for instructions from occupational nurse /paramedic or doctor
- In case of environmental disaster; Barricade area
- Safely contain spill, leakage or environmental disaster
- Arrange for spill to be picked up

c) Bomb Threat or explosion

- Establish facts from security or receptionist
- Evaluate threat on bomb checklist
- Notify general /plant manager
- If necessary, arrange for decision making team
- Act accordingly

MIDVAAL LOCAL MUNICIPALITY EMERGENCY PROCEDURES

EMERGENCY SIRENS

FIRE, EXPLOSION OR BOMB THREAT (Evacuation)

SIREN = Intermittent held down for 5 seconds, released for 2 seconds, held down for 5 seconds, repeat.

This alerts all staff to evacuate, the Fire Team to prepare for fire fighting and First Aiders to prepare for first aid treatment

SULPHURIC ACID SPILL AND FATAL OR SERIOUS ACCIDENT

SIREN = One long blast

This alerts all staff to evacuate and First Aiders to prepare for first aid treatment. No firefighting

necessary

ALL CLEAR

The SHE Representatives, at the emergency assembly points will give the “all clear” signal verbally.

EMERGENCY ASSEMBLY POINTS

There are three emergency assembly points (see attached diagram). These are located at least twenty meters from the nearest building. They are used as follows:

Point No. 1:
This is on the Western boundary fence.
It is to be used only when access to point's numbers 2 is restricted.

Point No. 2:
This emergency assembly point is located outside the Eastern boundary fence.
I*t is to be used in all cases of evacuation*, except when:

- The threat is in the assembly point.

Otherwise instructed at the time of evacuation.

EVACUATION PROCEDURE IN CASE OF RADIOACTIVIY LEAK

The nuclear sources, used on the densitometers, are checked for leakage once per month. If a leak is found, or the sources are in danger of being breached by a fire, etc. the following procedure must be followed:

- The competent person performing the leakage tests will sound the evacuation alarm.
- Take the shortest route to the assembly point, without passing the nuclear sources.
- The Site Manager, Competent person or Emergency coordinator must contact the Department of Health (Health technology) immediately.
- People near the source must remove all clothing and shoes suspected of contamination and place them in a plastic bag and seal it for later disposal.
- Any personnel in the area must wear dust masks, to prevent the possible inhalation of airborne radioactive material.

GENERAL EMERGENCY RULES

EVACUATION ALARMS

1. Treat all alarms as real – your life may depend on it.
2. Know your evacuation routes and assembly points.
3. Know your First Aiders, Safety Reps, Fire Co-coordinator, and Emergency Co-coordinator.

GENERAL RULES DURING EVACUATION

1. Stop what you are doing immediately.
2. Terminate any telephone calls immediately.
3. Lock away all valuables and confidential items.

4. Close all doors to reduce the spread of fire.
5. Do not panic.
6. Await the instruction to evacuate.
7. Do not run – walk fast.
8. Ladies must remove high-heeled shoes to prevent tripping or falling.
9. All visitors/contractors to the area must accompany you to the Assembly Point.
10. The Safety Rep is to take roll call at the Assembly Points.
11. Additional instructions will be relayed by the Safety Reps**.**

MIDVAAL

FIRE & RESCUE SERVICE

DISASTER - RELIEF - POLICY

1st Revision 14 October 2019

MIDVAAL

Fire and Rescue Service

Disaster - Relief - Policy

Preamble to the Disaster - Relief - Policy: Fire and Rescue Service.

The Midvaal Fire and Rescue Service recognised that relief measure does existed in other administrations which is covered in the Disaster Management Act-Act.57 of 2002. The relief measure captured in this policy is aimed for Midvaal community (residents) to ensure consistent and fair application of relief measures to all members. The Fire and Rescue Service is a complex Operation and it is therefore imperative that set standards and single policies and guidelines are provided for members of the service to ascribe to and prevent any inconsistencies in their operation.

AMENDMENTS / UPDATES

New amendments or updates will be added to the Amendments and Updates Listing below, and it is the responsibility of the individual to regularly check the currency of their Plan copy.

Proposals for amendment or additions to the text of this Plan should be forwarded to: -
Chief Fire Officer,
Protection Services
Midvaal
P O Box 9
Meyerton
1960
Telephone: +27 (0)16 360 7500
Facsimile: +27 (0)16 362 2632

AMENDMENTS AND UPDATES LISTING

REV. NO.	DATE OF ISSUE	DETAILS OF PAGE(S) AMENDED OR REPLACED	
0	2016	1st draft of the Relief Policy	
1	2018	Amendments on p1, paragraph 1. p6 Introduction, p10 part 3, p12 part 4, p15 Table 1, p28 contact list	
2	2018	Minor spelling amendments	
3	2019	Amendments on contact list	
4			
5			
6			

PROPERTY

This document and its supporting appendices and annexures encompass the Midvaal Relief Policy for Disaster response, declaration, Classification and funding in terms of the Disaster Management Act, (Act no 57 of 2002) and the amendment Act 16 of 2015 as well as the Provincial Disaster Management Booklet.

Applicability

The draft policy for disaster response, declaration, classification and funding is applicable to the Midvaal Local Municipality who are responsible for the coordination and management of disasters in its area of jurisdiction.

Definitions:

"**Department** "means the department in council which is revered to;
"**Disaster**" means a progressive or sudden, widespread or localised, natural or human-caused occurrence which –
(a) causes or threatens to cause –
(i) death, injury or disease –
(ii) damage to property, infrastructure or the environment; or
(iii) disruption of the life of a community, and (b) is of the magnitude that exceeds the ability of those affected by the disaster to cope with its effects using only their own resources;
"**Disaster Management**" means a continuous and integrated multi-sectorial, multi-disciplinary process of planning and implementation of measures aimed at -
(a) Preventing or reducing the risk of disasters;
(b) Mitigating the severity or consequences of disasters
(c) Emergency preparedness
(d) A rapid and effective response to disasters; and
(e) Post-disaster recovery and rehabilitation;
"**integrated development plan**" in relation to the municipality, means a plan envisaged in section 25 of the Local government: Municipal Systems Act 2002(Act No. 32 of 2002)
"**Local disaster**" means a disaster classified as a local disaster in terms of section 23;
"**Local municipality**" means a municipality that shares municipal executive and legislative authority in its area with a district municipality within those areas it falls, and which is described in section 155 (1) of the constitution as a category B municipality
"**Mitigation**" in reaction to a disaster, means measures aimed at reducing the impact or effects of a disaster;"
"**Municipal Legislation**" means municipal by-laws;
"**prevention**" in relation to a disaster, means measures aimed at stopping a disaster from occurring or preventing an occurrence from becoming a disaster;
"**response**" in relation to a disaster, means measures taken during or immediately after a disaster to bring relief to people and communities affected by the disaster;

“MDMC” Municipal Disaster Management Centre
“PDMC” Provincial Disaster Management Centre
“NDMC” National Disaster Management Centre
“DCT” Disaster Coordination Team
“DisRes” Disaster Risk Management Resources Database
“DMC” Disaster Management Centre

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   - ✓ b) Disaster assessment
   - ✓ c) Reporting
   - ✓ d) Coordination and funding
   - ✓ e) Powers and duties of Midvaal municipal council during disaster response

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- ✓ Contact details for Disaster Response Stakeholders
- ✓ Contact List of Municipal Disaster Centres in Gauteng
- ✓ Contact List of Midvaal Local Municipal MMC and Head of Departments

PART 1
INTRODUCTION

1. INTRODUCTION

Midvaal is the best Local Municipality in Gauteng and forms part of the Sedibeng District. This local municipality strife to accomplish its goals in a time with economic challenges. In a growing population the risks are also growing in the area, and this put pressure on our infrastructure and service delivery.

There are a wide variety of natural and human-induced hazards which effects most of the municipal area of jurisdiction, these hazards are: drought, floods, fires, earth trimmers, earthquakes, and sinkholes, where the most frequently occurring hazards are floods and severe storms - which could potentially result in a disaster.

This draft policy will work hand in hand with the Disaster Management Act, (Act 57 of 2002) which makes provision for an integrated and co-ordinated system that focuses on rapid and effective response to disasters and post disaster recovery and rehabilitation.

The National Disaster Management Policy Framework of 2005 also outlines the key requirements that will ensure that planning for disaster, response as well as rehabilitation and reconstruction, and will achieves the following objectives;

1. to implement immediate integrated and appropriate response and relief measures when significant events or disasters occur and
2. implement all rehabilitation and reconstruction strategies following a disaster in an integrated and development manner.

Disaster relief and rehabilitation is the provision of immediate shelter, life support and human needs to persons affected by, or responding to a disaster. Disaster relief activities are undertaken during disaster operations to assist the affected families to recover from the impact of disasters.

This policy will guide Midvaal personnel to effective and timely respond to disasters in its area and will guide on the process of response, declaration and funding. It will further provide appropriate guidelines for coordination and response to all types of disasters or emergencies.

PART 2
DISASTER RESPONSE AND RELIEF

Before a disaster are declared and classified the following need to be kept in mind:

a) The implementation of the disaster response plan:

The disaster management plan must;

i) Anticipate the type of disasters that are likely to occur in the municipal area and their possible effects;
ii) Facilitate maximum emergency preparedness
iii) Incorporate plans, emergency procedures and response strategies (Standing Operating Procedures) outlining arrangements for dealing with disasters.
iv) The municipality must ensure that these plans are activated in the event of a disaster.

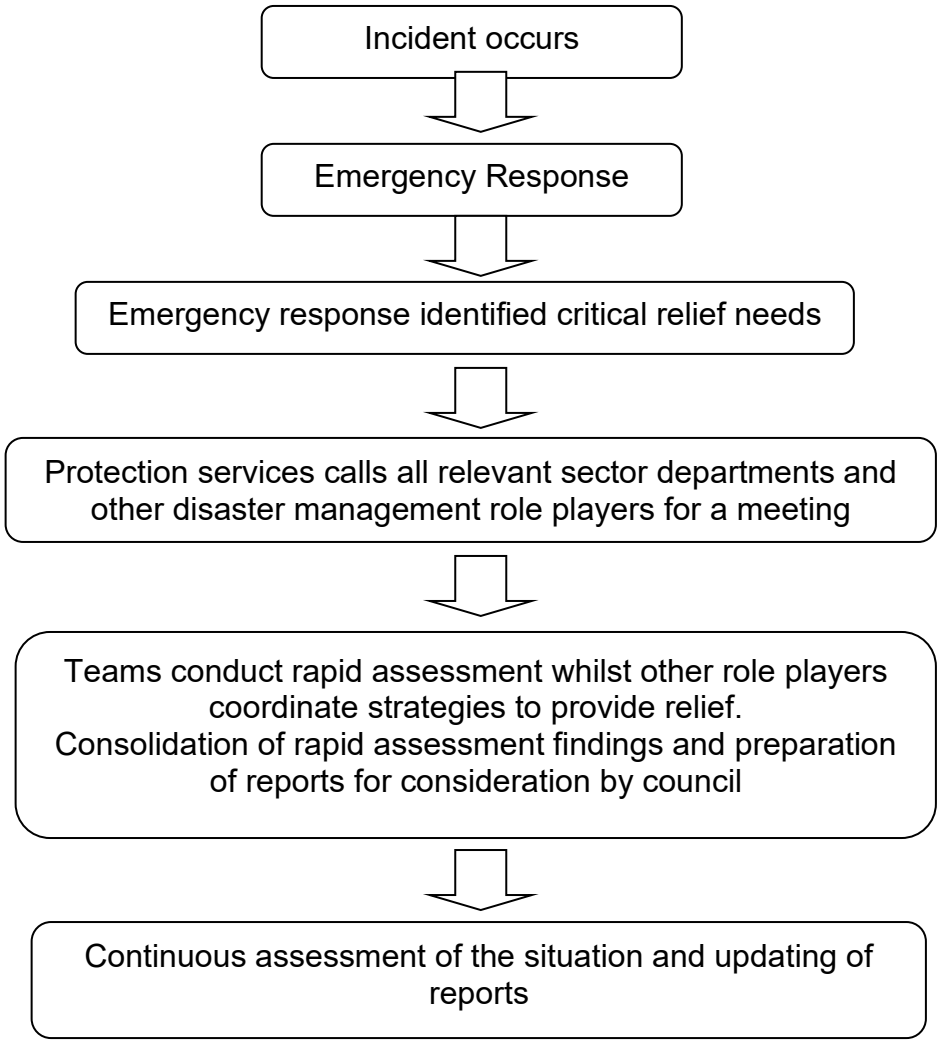


Diagram 1: illustrate how a municipality must coordinate disaster relief:

b) Disaster Assessment

Protection Services (Fire) will conduct the following assessment after occurrence:

i) Rapid assessment
ii) Detailed assessment
iii) Cost assessment

c) Reporting

i) A MDMC (In Midvaal situation the Fire Department control room and Operational Management) must notify the PMDC of any disastrous events in its area within an hour of the occurrence.

ii) A MDMC must provide a rapid assessment report to the PMDC and the NDMC on the magnitude and severity or potential magnitude and severity of the disaster within 3 days after occurrence.

iii) A MDMC has a responsibility to alert disaster management role players in the area that may be of assistance in disaster response circumstances.

iv) The rapid assessment report must at least contain the following:

- Description of the occurrence
- Details of the area affected including ward details
- Number of people and households affected
- Number of people injured, displaced, missing and fatalities
- Type, quantity, extent etc of the infrastructure damaged
- Emergency intervention provided
- A high-level immediate plan of action

v) A MDMC must conduct a detailed damage assessment to determine medium-long term interventions that must be put in place to restore normality in the effected community.

vi) A MDMC must submit to the PDMC and NDMC a report on the detailed damage assessment that has been conducted within 14 days after the occurrence.

vii) This report must contain at least the following:

- Overview of the current situation in the affected areas
- Confirm the number of people and households affected
- Confirmed the number of people injured, displaced, missing and fatalities
- Confirmed details on infrastructure damage including geo-referencing
- Estimated cost of damaged infrastructure
- Relief assistance provided

viii) A MDMC must submit a detailed incident report to the PDMC and the NDMC within a month after the occurrence.

ix) A MDMC must while a detailed incident report is submitted to the PMDC and the NDMC, submit a copy of the detailed incident report to its municipal council.

x) The incident report must at least contain the following:

- Indication whether early warnings were received
- Contingency planning arrangements and whether this was implemented

- Description of the joint operations structure that were established and how they functioned.
- The extent of involvement by relevant sector departments.
- Involvement of civil society and the private sector.
- Indication of whether any applicable Memorandums of Understanding (MOU) with other stakeholders were activated.
- Whether a state of local disaster was declared by council.
- Prevention and mitigation measures to reduce the risk, and
- Disaster risk reduction plans to deal with future occurrences.

xi) All assessment and incident reports submitted to the PDMC and the NDMC must be duly signed by the Accounting Officer of the municipality.

xii) The PDMC may prescribe the format that must be used for submission of incident reports.

d) Coordination and funding

xiii) Midvaal municipality must fund disaster response and relief activities through various means at its disposal including reprioritisation of municipal budget and donations from external stakeholders

xiv) The municipality must ensure that coordination of funding is done in line with relevant legislation such as the Municipal Management Financial Act, (Act No.56 of 2003).

e) Powers and duties of a municipal council during disaster response

1. Midvaal municipal council has the power to –
   a) Approve Policies on how the municipality will respond to disasters
   b) Make municipal by-laws concerning disaster response

2.Midvaal municipal council has the duty to -
   a) Avail the necessary resources for responding to a disaster
   b) Consider the reports submitted on disaster occurrences by the MDMC.

PART 3
DISASTER DECLARATION

f) Principles underpinning the declaration of a state of disaster

Disaster declaration at local and provincial spheres is based on the following principles:

1. Other legislation cannot be used to deal with the occurrence
2. The community involved is unable to cope with the occurrence
3. The municipal council has adequate resources to deal with the occurrence
4. The affected sector departments within the affected area have inadequate resources to deal with the occurrence
5. The effects of the occurrence are such that effective response and relief require specialised intervention
6. Declaration of a state of disaster is a mechanism that municipalities can use to invoke extra – ordinary measures to deal with effects of a disaster
7. Only a municipal council and a Premier may declare a state of disaster

g) Powers and duties of a MDMC in the declaration of a state of disaster

1. A MDMC must advise the municipal council on its determination of an occurrence
2. A MDMC is responsible for performing the required administrative work to facilitate the declaration of a state of disaster by the municipal council.
3. Facilitate the publication of the declaration in provincial gazette
4. Implement all resolutions of the municipal council in relation to the declaration

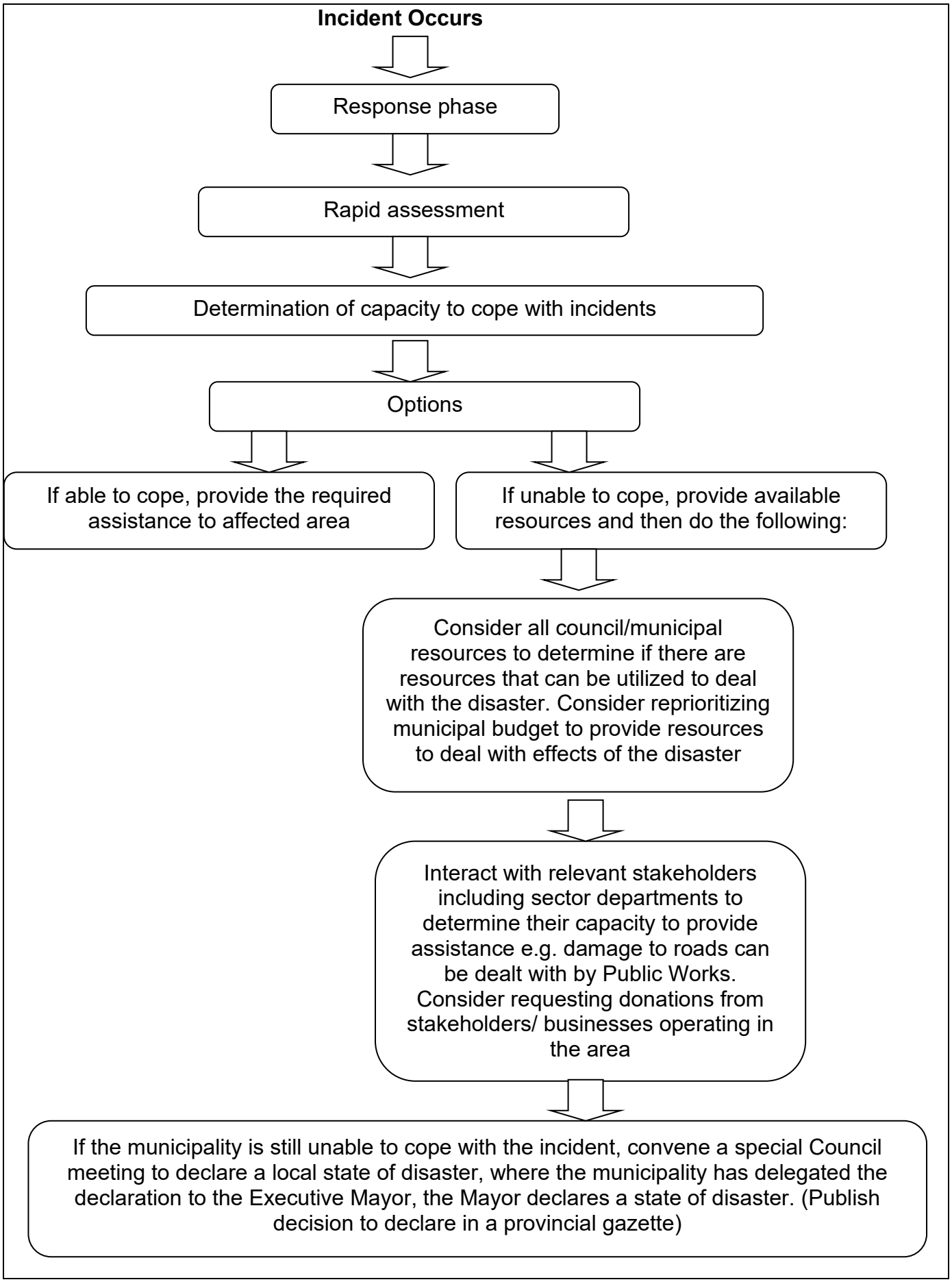
h) Powers and duties of Midvaal municipal council

Midvaal municipal council has the responsibility to declare a local state of disaster in its area through a council resolution

The following municipal councils have the primary responsibility to coordinate and manage a local state and may declare a local state of disaster.

a) A metropolitan or district municipal council and
b) A local municipal council if it has an agreement with the district municipality to coordinate and manage a local state of disaster in terms of section 54(2) of the Act. This agreement must be for the coordination and management of one occurrence or may be coordination and management of occurrences whenever they occur and must be in the form of a council resolution taken by both councils.

Steps to follow when declaring a local state of disaster:


Incident Occurs
Response phase
Rapid assessment
Determination of capacity to cope with incidents
Options
If able to cope, provide the required assistance to affected area
If unable to cope, provide available resources and then do the following:
Consider all council/municipal resources to determine if there are resources that can be utilized to deal with the disaster. Consider reprioritizing municipal budget to provide resources to deal with effects of the disaster
Interact with relevant stakeholders including sector departments to determine their capacity to provide assistance e.g. damage to roads can be dealt with by Public Works. Consider requesting donations from stakeholders/ businesses operating in the area
If the municipality is still unable to cope with the incident, convene a special Council meeting to declare a local state of disaster, where the municipality has delegated the declaration to the Executive Mayor, the Mayor declares a state of disaster. (Publish decision to declare in a provincial gazette)

PART 4
DISASTER RELIEF GRANT

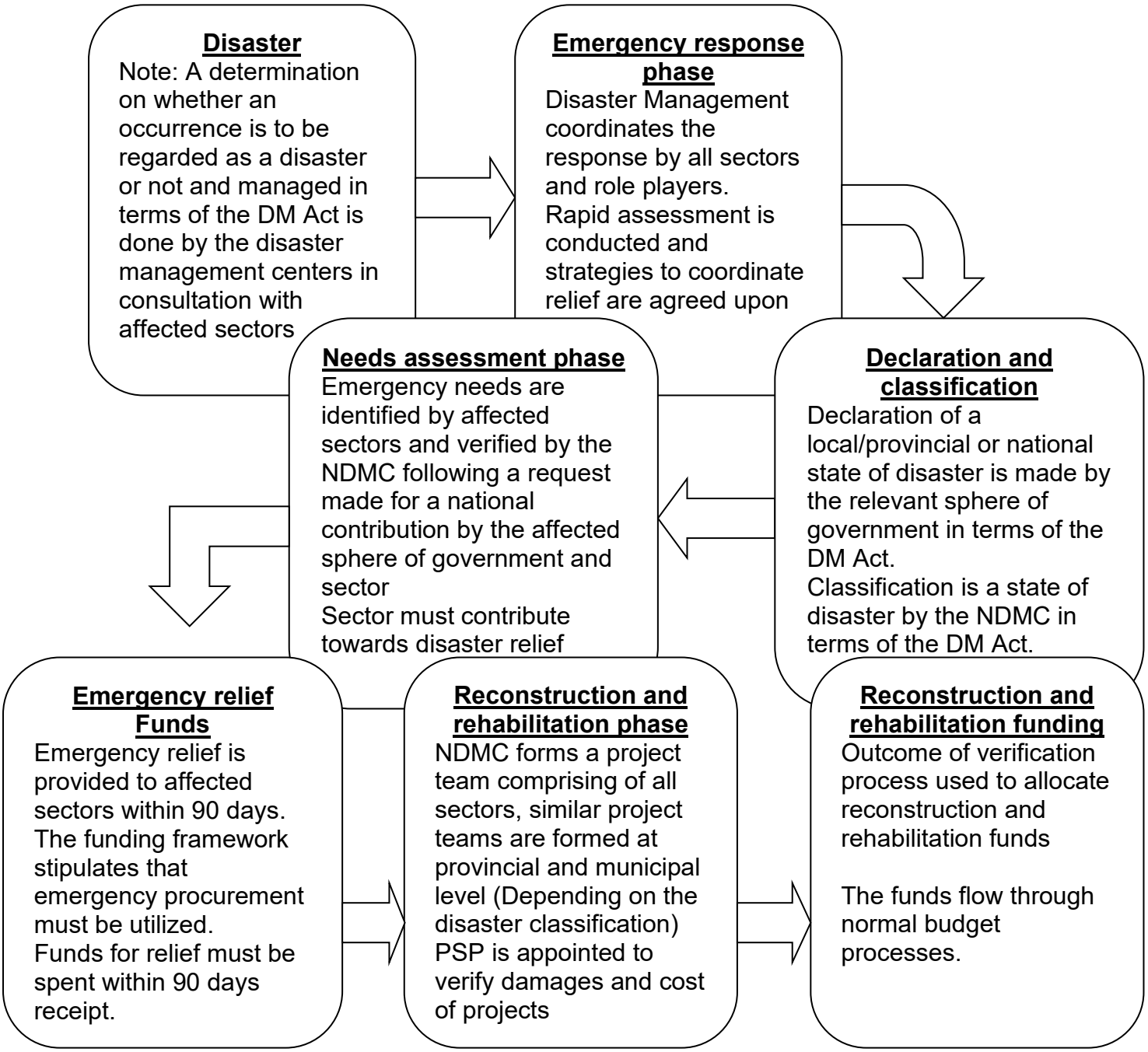
Disaster relief and rehabilitation is the provision of immediate shelter, life support and human needs to persons affected by, or responding to a disaster and are undertaken during disaster operations.

Disaster recovery is the coordinated process of supporting affected communities in the reconstruction of the physical infrastructure, restoration of the economy and of the environment, and support the emotional, social and physical wellbeing of those affected.

Clear transition arrangements from response and recovery are necessary. The scope of disaster recovery operations is to be identified and clearly articulated. The application of a holistic approach to relief and recovery requires the clear identification of the role and responsibilities of all stakeholders involved in the process.

Funds are required to effectively support response and recovery efforts such as the provision of rescue services, basic humanitarian services and critical infrastructure repair. Section 56 of the Disaster Management Act, (57 of 2002) states that when a disaster occurs provincial and local organs of state may financially contribute to response efforts and post- disaster recovery and rehabilitation. Section 16 of the Public Financial Management Act, (Act no 26 of 1999) also provides for the use of funds in emergency situations as well as the National Disaster Framework of 2002 which describe a percent of the budget or any aspect of a budget of provincial organ of state or municipal organ of state.

Diagram 2 depicts the process of applying for disaster grants following an occurrence in a municipality or a province.



PART 5
ROLES AND RESPONSIBILITIES OF STAKEHOLDERS DURING DISASTER RESPONSE

Disaster response include the activities taken in anticipation of, during and immediately after an event to ensure that its effects are minimized. The timely, integrated and coordinated approach requires clear definition or roles and responsibilities of those involved in response activities and their understanding of the functions that contribute to effective response. In this regard, municipalities would have to be supported by appropriate expertise and resources from the provincial and national government.

When a significant event or disaster occurs or is threatening to occur, it is imperative that there should be no confusion as to roles and responsibilities and procedures to be followed. When coordinating assistance, it must be born in mind that the primary responsibility for coordinating response to specific events must be allocated to a specific organ of state and the DMC has the responsibility to coordinate disaster relief efforts in its area of jurisdiction.

The National Disaster Framework of 2015 stipulates that the responsibility for coordinating response to specific known rapid and slow-onset significant events and disaster must be allocated to a specific organ of state. Disaster Management Plans, Contingency or operational plans as well as guidelines of various stakeholders that are involved during response must be considered and implemented accordingly. Mechanisms for the activation and mobilisation of additional resources for response and recovery measures must be clearly set out in the plans.

The tables below present the roles and responsibilities of various departments in the municipality.

TABLE 1:

AGENCY	Roles & Responsibilities
Municipal Manager	• When deemed necessary, consider the declaration of a local state of disaster as per the Disaster Management Act, 57 of 2002, • Liaise with provincial officials and national officials, • Co-ordinate response with CBO'S and NGO'S, • Authorize area evacuation / re-entry when area is safe, • After consultation with the DCT authorise area evacuation / re-entry, • Identify persons/organisations to receive recognition for contributions to the emergency response, • Establish and maintain required telecommunications links with all the relevant departments and entities, • Identify available resources for Disaster Risk Management purposes as requested by the DCT, • Establish and maintain a resources database • Ensure effective media liaison and public early-warning, • Provide situation reports to all internal and external role-players on a regular basis. Report, liaise and consult with councillors and provincial and national government departments, • Report on emergency impact and response to the Executive Mayor, • Report on emergency impact and response to the councillor(s) for the affected area(s), • Report on emergency impact and response to the remaining Councillors, • Notify next-of-kin when an employee is injured, missing or killed during any emergency, • Authorize any extraordinary expenditures (access to disaster funding and / or any alternative emergency funding sources), • Identify persons / organisations to receive recognition for contributions made to emergency response.
IDP and Organisational Performance Management Services	Ensure that the Municipal Disaster Risk Management Plan forms an integral part of the IDP, • Ensure that hazard identification, risk assessment and that risk prevention and/or risk reduction / mitigation principles are applied for *all* development projects to be undertaken.
Executive Director Corporate Services / Legal services	Monitoring compliance with relevant legislation, regulations, licenses and by-laws, • Documenting information for potential legal actions, • Documenting information for potential compensation claims, • Identifying information to be documented for inquests or investigations under applicable laws.

PRO & Marketing: Chief Complaint Officer	Customer relations enquiries of Midvaal, • Operation of a Call Centre for non-urgent matters & assistance with emergency information dissemination, as required.
Head of Records	Providing administrative support including printing and courier services for distribution of disaster related printed material to depots and decentralised offices, • Provision of registry and cell phone administration services.
Executive Director Finance	Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination, • Compilation of departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations, • Enterprise Risk Management • Documenting information for potential municipal insurance claims, • Managing donations for emergency response, • Facilitating emergency procurement, • Initiating and facilitating efforts to make funds available for pro-active and re-active disaster management within the municipal area, • Supplying financial resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT), • Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database
Executive Director (Human Resource) Personnel Services	Providing information to MLM staff and their families regarding aspects of any emergency or disaster, • Documenting information for remuneration of municipal employees involved in emergency response, • Reporting to the Health and Safety Committees on the emergency responses undertaken in Midvaal, • Documenting potential Occupational Health and Safety issues, • Documenting information for potential municipal labour relations issues. • **Occupational Health and Safety Officer** preparation in terms of the emergency evacuation plans which are co-ordinated from his / her office.
Executive Director Community Services / Sports recreation and parks officer	Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination, • Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations, • Emergency / contingency planning for all Council facilities used for mass events,

	• Make available facilities for emergency assembly and / or shelter of persons displaced by emergencies or disasters, • Plan and assist with the management of emergency shelter, evacuation assembly points and mass care facilities for persons displaced by emergencies or disasters, • Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT), • Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database
Parks	Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination, • Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency/disaster situations, • Assist with the removal of vegetation proving to be hazardous, both pro-actively and re-actively after any Incident, • Supplying any specific resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT), • Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database
Health	• Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination, • Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations, • Steps to eliminate disaster risks presented by communicable diseases, • Isolate person(s) to decrease or eliminate disaster risk presented by a communicable disease, • Protect the health and safety of emergency responders, • Monitor large groups of people for contamination and / or health effects, • Preventative issues around communicable diseases for disrupted populations (may be general population or limited to vulnerable populations and essential service operators), • Immunize large groups of people, • Assist with the management of emergency shelter, evacuation assembly points and mass care facilities for persons displaced by emergencies or disasters, • Seize and dispose of food that poses a health hazard, • Monitor the environment (air, water, and ecosystem)

	for contamination, • Identify victims, responders or affected persons who may require medical follow-up and / or who may require psychosocial support and to facilitate this support which may be provided by the appropriate governmental and non-Governmental agencies as applicable, • Identify persons / organisations to contribute to post-emergency reports / debriefings regarding health matters, Supplying resources for Disaster Risk Management purposes as requested by Midvaal Health representative(s) on the Disaster Co-ordination Team (DCT), if convened, • Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database • Liaise with the PG: Gauteng Health Department who are responsible for the provision of curative and operative interventions during any major incident regarding the: - - care for evacuees and victims the provision of curative health care in remarks of communicable diseases for disrupted populations (may be general population or limited to vulnerable populations and essential service operators).
Chief Environmental Health Officer	Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination, • Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations, • Identifying persons / organisations to contribute to post-emergency reports / debriefings, • Plan and ensure that risk reduction and disaster mitigation principles are adhered to in the recovery and redevelopment phases, • Ensure that risk reduction and mitigation principles are applied as part of the environmental input into all development projects, • Include the reduction of natural disasters as an element in environmental education programmes, • Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT), • Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database • Identify possible environmental disasters, • Identification of land for mass burials if required
Social Development co-ordinator	• Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk

	reduction or elimination, including social development plans, • Compilation of re-active departmental Disaster Risk Management Plans to ensure service continuation during emergency/disaster situations, • Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT), • Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database
Director Solid Waste Management	• Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination, • Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations, • Disposing of non-hazardous waste and refuse when and where required, • Advising and providing facilities for the disposal of hazardous waste, • Identifying and prioritising essential services that may require restoration as the result of an emergency or disaster, • Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT), • Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database
Executive Director Development and Planning	• Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination, • Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations, • Include the reduction of natural disasters as an element in environmental education programmes, • Identify possible environmental disasters, • Compilation of pro-active environmental Disaster Risk Management programmes to support risk reduction or elimination, • Monitoring the environment (ground, air, water and the ecosystem) for contamination, • Ensure linkages between this plan and infrastructure development framework, • Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT), • Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database

Director Town Planning & GIS	• Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination, • Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations, • Rendering support and advice throughout all phases of Disaster Risk Management planning activities, • Compiling, exercising and carrying out adequate disaster recovery procedures for IT infrastructure and information management, • Establishing and maintaining required informatics links to maintain the Disaster Risk Management Resources Database • Supplying IT Infrastructure and assets to host and maintain DisRes, integrated GIS and any other IT systems which can assist in Disaster Risk Management,
Director Urban Planning	• Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination through the long term spatial development framework to ensure integrated, proactive and decisive decision making on major infrastructure, investment, development and settlement issues, including directives for local area integrated human settlement planning and the provision of Urban Design inputs for corporate strategic programmes to improve settlement planning, • Ensure that risk reduction and mitigation principles are applied as part of the environmental input into all development projects, including the identification of possible environmental disasters, • Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations, • Identifying persons / organisations to contribute to post-emergency reports / debriefings, • Plan and ensure that risk reduction and disaster mitigation principles are adhered to in the recovery and redevelopment phases, • include the reduction of natural disasters as an element in environmental education programmes, • Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT), • Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).
Chief Building and Land	• Compilation of pro-active departmental Disaster Risk

use Officer	Management programmes to support disaster risk reduction or elimination through the planning and building development initiatives being undertaken under the guidance of the department, • Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency/disaster situations, especially where buildings and other structures have been affected by the Incident, • Identifying persons / organisations to contribute to post-emergency reports / debriefings, • Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT), • Plan and ensure that risk reduction and disaster mitigation principles are adhered to in the recovery and redevelopment phases, • Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).
Deputy Director Housing	• Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination, • Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations, • Identify and make available alternative land and housing / shelter for persons displaced by an emergency or disaster, • Plan and assist with the management of emergency shelter, evacuation assembly points and mass care facilities for persons displaced by emergencies or disasters, • Ensure that all housing and servicing projects promote disaster risk reduction, • Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT), Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes)
Public Safety	• Ensure that Disaster Risk Management Plans are compiled and maintained in his/her Directorate, • Establish and ensure the effective functioning of the Disaster Risk Management Advisory Forum, • When necessary and assisted by the Chief Fire Officer and submit reports containing recommendations for changes to the Municipal Disaster Risk Management Plan to Council.
Chief Fire Officer Fire and Rescue Services	• Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,

	• Compilation of reactive departmental Disaster Risk Management plans to ensure service continuation during emergency/disaster situations, • Preventing the outbreak or spread of fires, • Fighting or extinguishing fires, • Protecting life and property from fire or other threatening danger, • Rescuing of life or property from fire or other danger, • Evacuating designated area(s) threatened by fire of both persons and livestock, • Assist and manage hazardous material decontamination facilities and operations • co-ordinating response and mutual aid agreements with adjacent District Councils in Sedibeng District, • protecting the health and safety of emergency responders, • maintaining a central registry of evacuees, • identifying persons who may require long term care and accommodation, • identifying target audiences for post-emergency communications, • ensuring acceptable level of emergency services for Midvaal outside of the emergency area(s), • identifying persons / organisations to contribute to post-emergency reports and debriefings, • supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT), establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes)
Divisional Officer Operations & Communications	• Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination, • Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations, • Providing information to persons at emergency facilities (e.g. assembly points / evacuation centres / mass care facilities), • Providing information to persons at special incident-related meetings, • Providing information to Midvaal employees and their families who are affected by emergencies / disasters, • Arranging site visits for persons affected by the emergency, e.g. families of deceased persons, • Arranging anniversary events of disasters for affected persons in support of efforts to facilitate psychosocial coping mechanisms, • Regularly updating on emergency to councillors, • Supporting the Fire Department Control Room in communicating status reports and public safety notices, • Supporting the Fire Department in risk-reducing public education and awareness programmes

	• Provide and support the DRMC with a 24-hour communication facility for the notification of Major Incidents and any subsequent communication needs, • Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT), • Establishing and maintaining a resources database that is integrated with the Fire Department Control Room Disaster Risk Management Resources Database (DisRes).
Chief Traffic Services	• Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination, • Compilation of reactive departmental Disaster Risk Management plans to ensure service continuation during emergency/disaster situations, • Co-ordinating Incident response with the South African Police Service and all the other responding Emergency and Essential Services, • Assist the police with the controlling and dispersing crowds on the roadways, • Support the evacuation of designated area(s) which are threatened by any emergency of both persons and livestock, • Managing and controlling traffic in and around emergency area(s), on evacuation routes and on emergency vehicles' access and egress routes, • Identifying persons / organisations to contribute to post-emergency reports / debriefings, • Protecting essential service facilities and infrastructure, as required, • Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT), • Establishing and maintaining a resources database that is integrated with the DRMC's Disaster Risk Management Resources Database (DisRes).
Executive Director Engineering Transport Roads and Major Projects / Director Civil Services	• Compilation of pro-active Departmental Disaster Risk Management programmes to support disaster risk reduction or elimination, • Compilation of reactive Departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations, • Taking appropriate measures to accommodate the transport network in the most expedient manner under the prevailing circumstances, • Identifying and prioritising essential services that may require restoration as the result of an emergency or disaster, • Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT), • Establishing and maintaining a resources database

	that is integrated with the DRMC's Disaster Risk Management Resources Database (DisRes).
SNR. Engineering Technician: Roads and Storm water	• Compilation of pro-active Departmental Disaster Risk Management programmes to support disaster risk reduction or elimination, • Compilation of reactive Departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations, • Confining and containing flood water where possible, • Providing technical advice in preventing or reducing the effects of flooding and storm-damage, • Liaison with the Department of Water Affairs and Forestry as required, • Removing debris and other obstacles from transportation routes and other sites as required, • Repairing any damaged or dysfunctional road infrastructure to restore optimal functioning of the transport network in the shortest possible time, • Taking appropriate measures to accommodate traffic on the transport network in the most expedient manner under the prevailing circumstances, • Liaison with the Provincial Roads Department and National Roads Agency as required, • Assist and advise on Hazmat clean-up and decontamination of infrastructure and the environment, • Identifying and prioritising essential services that may require restoration as the result of an emergency or disaster, • Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT), • Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).
Water and Purification	• Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination, • Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations, • Co-ordinating response with businesses and industries affected by the emergency, • Controlling consumption of public water supply, • Providing alternate water supplies (potable, industrial and for fire-fighting), • Identifying and prioritising essential services that may require restoration as he result of an emergency or disaster, • Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),

	• Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).
Fleet and coordination: Mechanical Workshop	• Compilation of pro-active Departmental Disaster Risk Management programmes to support disaster risk reduction or elimination, • Compilation of reactive Departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations, • Taking appropriate measures to accommodate traffic on the transport network in the most expedient manner under the prevailing circumstances, • Liaison with the Provincial Transport Department and National Transport Department as required, • Identifying and prioritising essential services that may require restoration as the result of an emergency or disaster, • Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT), • Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes). • Fleet & Workshop Management to ensure that: - • Appropriate staff have been placed on standby to cater for such occasions (supervisors, drivers, operators and laborers), • Appropriate vehicles are available for timeous response, • Permits for low bed trailers, etc. are valid for such emergency response, • Supplementary resources are available from private sector, • Procedural guide and lists of internal and external contacts are available for standby teams, • Call out procedures and contacts details are lodged with HOD and updated weekly.
Director: Electrical Services	• Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination, • Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations, • Co-ordinating response with businesses and industries affected by the emergency, • Co-ordinating response with national and provincial Public Works departments, • Co-ordinating response with Eskom regarding electricity supply to the City, • Allocating available electricity, • Planning alternate electrical supply,

	• Arranging for an alternate telephone or communication service, if required, • Controlling telecommunications system load, • Identifying buildings which are electrically unsafe, • Identifying and prioritising essential services that may require restoration as the result of an emergency or disaster, • Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT), • Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).

CONTACT DETAILS FOR DISASTER RESPONSE STAKEHOLDERS

NAME	**CONTACT DETAILS**	
DR. Bongani Elias Sithole: Head PDMC	Elias.sithole@gauteng.gov.za	082 490 9825
Lindokuhle Ngubane: Director: Disaster Management	Lindokuhle.ngubane@gauteng.gov.za	083 375 8523
Roland Hendricks: Director Fire and Rescue Services	Roland.hendricks@gauteng.gov.za	079 524 0712
Masina Mandla: Deputy Director: Disaster Management	mandla.masina@gauteng.gov.za	083 738 1269
Bongeka Mpinke: assistant Director: Disaster Management	Bongeka.mpinke@gauteng.gov.za	074 761 8618

CONTACT LIST OF MUNICIPAL DISASTER CENTRES IN GAUTENG PROVINCE

City of Johannesburg	Mr. Arthur Mqwa	Head of Centre	011 286 6009 082 453 8603	AthurMq@joburg,org.za	140 linden road corner Greyston & Linden Sandton
City of Ekurhuleni	Mr. Bafana Mazibuko: Acting Head of Centre	Head of Centre	011 871 7911 072 584 6952	Anthony.kesten@ekurhuleni.gov.za	3 Hawley road Bedfordview
Wetsrand District Municipality	Mr. Peter Mokoto	Head of Centre	011 411 5210 083 289 2038	pmokoto@wrdm.gov.za	
Tswane Metropolitan Municipality	Mr. Sam Nkosi	Head of Centre	073 888 1297	samn@tswane.gov.za	Pieter Delport Sentrum Pretoria 0002
Sedibeng District Municipality	Mr. Marius Taljaard	Head of Centre	084 454 8746	MariusT@sedibeng.gov.za	Corner of Beaconsfield Ave. Vereeniging 1930

NAME	**CONTACT DETAILS**	
City of Johannesburg	10177 /112 cell	011 375 5911
City of Tswane	10177 / 112 cell	012 310 6300 / 6400
Ekurhuleni	10177 / 112 cell	011 458 0911
West Rand District	10177 / 112 cell	011 951 3000 /3030
	Merafong	018 788 9500 018 786 2223 /4 Carltonville 018 771 6023 Fochville
	Mogale City	011 951 2000 /086 166 4253
	Randfontein	011 951 3000
Sedibeng District	10177 /112 cell	016 450 3000
	Emfuleni	016 950 5000
	Lesedi	016 340 4300
	Midvaal	016 360 7500

Contact list of Midvaal Local MMC and Head of Departments.

Name	Status	Department	Contact Number	
Cllr Bongani Baloyi	Executive Mayor	Mayoral Office	072 279 8458 / 076 941 7588	
Cllr F Peters	(Speaker)		076 609 2886 /083 521 3990 (Freddie)	
Cllr WF de Agrella	(Ward 1)		082 452 9548 (Wayne)	
Cllr SMA Janse van Rensburg	(Ward 2		082 212 4520 (Salomé)	
Cllr MS Schoeman	Ward 3		073 827 8660 (Marie)	
Cllr PJ Teixira	Ward 4	MMC Engineering	076 809 9150 (Peter)	
Cllr PD Hutcheson	Ward 5)	MMC Finance	082 927 7219 (Patricia)	
Cllr J Mabaso	Ward 6		073 304 7275 (Johannes)	
Cllr LTH Visser	Ward 7		083 469 7838	
Cllr MM Ndebele	Ward 8		078 532 3904 (Mike)	
Cllr HP Oosthuysen	Ward 9	MMC Community Services	072 170 8681 (Hennie)	
Cllr MM Mahlangu	Ward 10		063 465 8383 (Martha)	
Cllr B Hlengwa	Ward 11)		079 982 7589 (Bekinkosi)	
Cllr MC Kruger	Ward 12)		083 585 6928 (Mariana)	
Cllr S Muirhead	Ward 13		084 297 6190 (Sue)	
Cllr PC Pretorius	Ward 14	Chief Whip	082 696 9007 (Phil)	
Cllr L Parsonson	Ward 15		083 969 1430 (Lynda)	
Cllr A Tsukudu		MMC Corporate Services	082 718 0337 (Amelia)	
Cllr HP Oosthuysen		MMC Community Services	072 170 8681 (Hennie)	
Solly Mosidi	Acting Municipal Manager		082 894 2827	
Thom Peeters	DMM		082 859 0486	

Nataasha Ameer van Wyk	Director Legal		083 894 0284	
Vacant	Executive Director	Engineering	082 572 0282	
David Chambouke	Executive Director	Development & Planning	072 554 9992	
Koobashni Desai	Acting Executive Director	Finance	081 253 5429	
Solly Mosidi	Executive Director	Community Services	082 894 2827	
Eugene Lensley	Head Public Safety	Community Services	082 064 1847	

REFERENCES

6.1 Disaster Management Act, Act 57 of 2002
6.2 Disaster Response Booklet
6.3 Midvaal Disaster Management Plan

TEMPLATE 1: HAZARD REGISTER

HAZARD IDENTIFICATION						HAZARD ANLYSES				
NO	HAZARD	Marking	Description (e.g. River overflowing)	Clisification number	Grid reference on Risk Mapper e.g. H3 or B4 - B6	Likelihood (probability)	Frequency	Predictability	Magnitude	Hazard Index
1	Over loading of over head electric wires		Over loading of electic wires			4	2	3	3	3
2	Electric Sub stations		Sabotation of the stations			3	2	3	2	2
3	Pump Stations		Blignoutsrus, Drumblade, Eye of Africa, Blue Saddle Ranch, Randvaal,Vaal			4	3	3	3	3
4	Load shedding		Pump stations overflowing.			2	2	3	3	2
5	Aircraft carrier (Pontoon)		Sabotation of the pump hamper service delivery			2	2	2	2	2
6	Vaal Marina water works		Blignoutsrus pipe burst 3days no H2O			3	3	2	2	2
7	Labour unrest / Sabotation		Hamperring of service delivery / Poisoning of drinking water			2	2	2	3	2
8	Pump Stations (sewer)		Over flowing into the river			5	5	1	3	3
9	Theft		Electris cables and manhole covers.			3	2	4	3	3
10	Gas		Methane gas in manholes			5	3	3	1	3
11	Floods		lifting of manhole covers / river debry.			5	3	2	3	3
12	Bridges	RD	During floods			2	2	3	3	2
13	People unrests	RD	Digging up of roads			2	2	2	2	2
14	Mamelo Flooding		During heavy and long rainfall			2	2	2	3	2
15	Vaal Dam Sluisgates		Braking of the dam			2	2	2	4	3

16	Boitomelo		cut of from sosiaty during floods			2	2	2	2	2
17	Rand Water Panfontein		(NKP) Sabutage			2	2	2	4	3
18	Sebokeng fuels /Vaal gas		Fuel /gas fires, vapour cloud explosions			2	2	2	3	3
19	Roshnee Fire work factory		Explosion, fire			2	2	2	3	3
20	Old and new Sicelo		Riates, fires			2	2	2	2	2
21	Michilane tyres		fires			2	2	2	2	2
22	Klip river Business park		Fires, explosions.			2	2	2	2	2
23	Rust-Olium		Explosion, fire			2	2	2	2	2
24	Scilogic Pharmacuteculs		Fires explosions			2	2	2	3	3

TEMPLATE 2: CRITICAL FACILITY REGISTER

No	Name (e.g. Mandela Primary School)	Marking	Type (e.g. School)	Additional Information (e.g. # of learners, teachers, building type, etc.)	Grid refernce
1	MLM (HQ)		Ruling department Offices	5 departments +- 800 people Brick building -interior drywalling	
2	Fire/Traffic department		Public Safety & Law inforcement	Brick and zink building, 74 Fire Fighters, 16 Traffic .	
3	SAPS		Law inforcement	Brick and zink building,	
4	Schools		Primary/ Secondary/ ECD	Brick and zink buildings	
5	Churches		All types	Brick and zink buildings	
6	Community Halls		Halls	Brick and zink buildings	
7					
8					
9					
10					
11					
12					
13					
14					
15					

TEMPLATE 3: SOCIETAL ANALYSIS REGISTER

No	Name (e.g. Diepkloof)	Marking	Discription (e.g. Informal Settlement)	Demographics[2] (e.g. unemployment, gender & age distribution, etc.)	Grid refernce
1	All informal Settlements	A	Informal Settlement	Mostly unemployed women in mid age	W3,5,6,7,8,10,12,13
2	All industrial		manufacturing/fuel/ gas/gries	Mostly week days	W3,5,8,10,12,13,14
3	Agricultural		Farmers AGRI 1&2		W1,2,3,4,5,6,7,11,12,13
4	All formal resedential areas		Midvaal	All race and age	All Wards
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					

TEMPLATE4: ECONOMICAL ANALYSIS REGISTER[3]

No	Name (e.g. Henri & Sons)	Marking	Description (e.g. tyre factory)	Type (e.g. Manufacturing)	Grid reference
1	Green Greens Farms(several others)	AGRI 1	AGRI	Vegetables	W1,2,3,4,5,6,7,11,12,13,14
2	P.J Botha Farming(several others)	Agri 2	AGRI	Kattle / Milk farmer	W1,2,3,4,5,6,7,11,12,13,14
3	Industrial Parks		Combination of different factories		W1,3,5,7,8,10,12
4	Mini factories		Combination of different factories		W1,4,5,7,8,10,12
5	Heavy Engeneering		Flexilube oil refinary	Oil refinary	W1,3,5,8,10,12,14
6	South 32 (SAMANCOR)		Industry	Mining	W3
7	Meyerton Railway Station		Raiway Station	Railway	W8
8	Heiniken (Sebokeng Breweries)		Brewery	Alcohol	W12
9	Scilogic Pharmacuteculs		Medical LAB	Manufacturing	W12
10					
11					
12					
13					
14					
15					

TEMPLATE 5: ENVIRONMENTAL ANALYSIS REGISTER

No	Name (e.g. Tswane dumping site)	Marking	Description (e.g. waste disposal)	Type (e.g. type of waste, possible environmental impact)	Grid reference
1	bhpbulliton (South 32)		Manganise mining	Dust polution	W3
2	ATLAS		Organic ferteliser	Organic Dust Polution	W10
3	Sybrand van Niekerk park		Flexi Lube Refanary	Refanary Air polution	W10
4	Vaal Lubra		Bath tub	Manufacturing Air polution	W8
5	Ruber factory		Ruber factory	regaining of rubber Air polution	W5
6	Tekfalt		Bitchman Plant	Air Polution	W5
7	DeDeur dumping site		Waste disposal	All tipe of waste Air polution	W11
8	H.O.K Dumping site		Waste disposal	All tipe of waste Air polution	W4
9	Duncanville Ind. Park		Sebokeng Fuels	Bulk Diesel / Gas supplier	W2
10	Klip river Business Park		Combination of factories	All tipe of waste Air polution	W12
11	Scilogic Pharmacuticuls		Chemical disposal	Air Polution	W12
12					
13					
14					
15					

TEMPLATE 6: ECONOMICAL ANALYSIS REGISTER

No	Name (e.g. conflict, instability, strong leadership)	Marking	Description (why the area has a political influence on vulnerability/capacity)		Grid reference
1	Sicelo	Ward 8	Different political parties	No schools	ward 8 / 10
2	Sicelo	Ward 10	Boardness of schollers during scho	Poor leaders	ward 8 /10
3	Mamelo	Ward 1	Unemployed	Poor training opportunities /Farmer community	ward 1
4	Boitomelo	Ward 1		Un experience people / farmer community	ward 1
5	Kayalisha	Ward 12		very little resources because it is on private land	ward 12
6	Pheels farm	Ward 12		Farmer community on private land	ward 12
7					
8					
9					
10					
11					
12					
13					
14					
15					

TEMPLATE 7: HIGH RISK AREAS SHEET

No	IDENTIFIED HIGH RISK AREAS: Overlapping of hazards, critical facilities, vulnerable communities, environmental sensitive areas etc	Grid reference on Risk Mapper e.g. H3 or B4 -B6
1	Mamelo, Vaal Dam sluisgates, Boitomelo, Rand water Panfontein, Pump station Vaal Marina (Dam)	Ward 1
2	Duncanville Ext 3 Sebokeng fuels	Ward 2
3	Bhp Billiton (South 32)	Ward 3
4	H.O.K Dumping site, Tongaat Hewlets	Ward 4
5	Fire works Factory, Rubber factory, Bichiman plant, Pheelis Farm, Hienicken	Ward 5
6	Lakeside Estates	Ward 6
7	Tedderfield	Ward 7
8	Sicelo old and new, Vaal Libra	Ward 8
9	Taxi Rank	Ward 9
10	Sicelo, Atlas, Flexi lube	Ward 10
11	Dumping site De Deur	ward 11
12	Rand water Klip river, Scilogic Pharmacuticuls, Mitchilane tyres,Klip river Businessprk	Ward 12
13		
14		

TEMPLATE 8: RISK SUMMARY SHEET

HIGH RISK AREA NO:			DISCRIPTION:																
No	Risk description (e.g. flooding of informal settlement)	Hazard Index	Vulnerability Index Table 2						Capacity Index Table 3						Resilience Index	Risk Score	Impor tance	Urgency	Growth Potencial	Priority
			Political	Economical	Social	Tech	Environ	Total	Institutional	Programme	Physical	People	Support	Total	Vulnerabilit y ÷ Capacity	Hazrd x Resilience	Table 4	Table 4	Table 4	Importance + Urgency + Groth
1	Mamelo Flooding	2,25	1	2	3	2	2	2	1	1	2	2	1	1,4	1,4	3,2	2	2	2	6
2	Vaal Dam Sluisgates	3,25	1	4	4	3	5	3,4	4	4	3	3	3	3,4	1	3,3	3	1	3	7
3	Boitomelo	2,5	1	2	2	2	2	1,8	1	1	2	2	1	1,4	1,2	3,2	2	2	2	6
4	Rand Water Panfontein	2,75	1	3	3	3	3	2,6	4	3	3	3	3	3,2	,8	2,2	3	1	3	7
5	Pump Station V Marina	2,75	1	3	3	3	3	2,6	3	3	3	3	2	2,8	,9	2,5	3	2	3	8
6	Sebokeng Fuels	2,75	1	3	3	4	4	3	3	3	3	3	3	3	1	2,5	3	1	3	7
7	Bhp Billiton	2,5	1	3	3	3	3	2,6	4	3	3	3	3	3,2	,8	2	3	1	2	6
8	H.O.K Dumping site	3	1	3	3	2	3	2,4	3	2	2	2	3	2,4	1	3	3	2	3	8
9	Tongaat Hewlets	2,5	1	3	3	3	3	2,6	3	3	3	3	3	3	,8	3,6	3	2	3	8
10	Firework Factory	3	1	3	3	4	4	3	2	2	2	2	2	2	1,5	4,5	3	2	3	8
11	Rubber Factory	2,75	1	3	3	3	4	2,8	2	2	2	2	2	2	1,4	4	3	2	3	8
12	Bichiman Plant	2,75	1	3	3	3	4	2,8	3	3	3	3	3	3	,9	2,5	3	1	2	6
13	Pheelis Farm	2,5	1	2	3	2	2	2	1	1	2	2	1	1,4	1,4	3,5	3	2	3	8
14	Heiniken	3	1	3	3	3	3	2,6	4	3	3	3	3	3,2	,8		3	1	3	7
15	Lakeside	2,5	1	2	3	2	2	2	1	1	2	2	1	1,4	1,4	3,2	3	2	3	8
16	Tedderfield	2,5	1	2	3	2	2	2	2	1	2	2	2	1,8	1,1	3,2	3	1	3	7
17	Old & New Sicelo	2,5	1	2	3	2	2	2	1	2	2	2	1	1,6	1,3	1,17	3	2	3	8
18	Vaal Libra	3	1	3	3	3	4	2,8	3	2	3	3	2	2,6	1	3	3	2	3	8
19	Taxi Rank	2,5	1	2	3	2	2	2	1	2	2	1	1	1,4	1,4	3,2	2	1	2	5
20	Sicelo	2,5	1	2	3	2	2	2	1	2	2	2	1	1,6	1,2	3,2	3	2	3	8
21	Atlas	2,75	1	3	3	2	3	2,4	3	2	3	2	2	2,4	1	2,75	3	2	3	8
22	Flexi Lube	2,75	1	3	3	3	3	2,6	3	2	3	2	3	2,6	1	2	3	2	3	8
23	De Deur Dumping site	3	1	3	3	2	3	2,4	3	2	2	2	2	2,2	1	2,23	3	2	3	8
24	Rand Water Klip rivier	2,75	1	3	3	3	3	2,6	4	3	3	3	3	3,2	,8	3,24	3	2	3	8
25	Railay station	3,25	1	3	3	3	3	2,6	3	3	3	3	3	3	0,8	2,6	3	2	3	8

Midvaal Local Municipality
Contact Details
PO Box 9, Meyerton, 1960
Tel: 016-360-7400
Fax: 016-360-7519
www.midvaal.gov.za

INTERNAL MEMORANDA

Template 10:"Risk Reduction Projects"

Grid Reference:				
Risk description:				
RISK	**Tolerate or accept**	**Treat, reduce, mitigate & control**	**Transfer or Response & recovery**	**Terminate**
1Shack fires in informal settlements	5 shack fires per month will be tolerated	Provision for early warning devises & fire awareness training	Provision for land for relocation	
2 Crossing of R59	1 Death per week will be tolerated	Provision for pedestrian bridge / palisade fencing	Enforcement of By - laws and road traffic act.	
3 Flooding during raining season	Flooding of houses within the flood line of the river will be tolerated	Cleaning of river and draining system	Joint operation by different departments.	
4 Run away grass fires during winter season	5 thousand hectares per season will be tolerated	Effective monitoring and management of FPA	Enforcement of National veld and forest fire act	
5 Compliance with Fire Safety regulations	Minimum compliance is expected and will be tolerated	Regular inspections for compliance by Fire Safety section	Enforcement of by-laws and regulations for compliance	

Type 3 IMT
Core Concepts
At a Glance

Use this At a Glance document as a quick reference resource for remembering core concepts related to IMTs and the planning process.

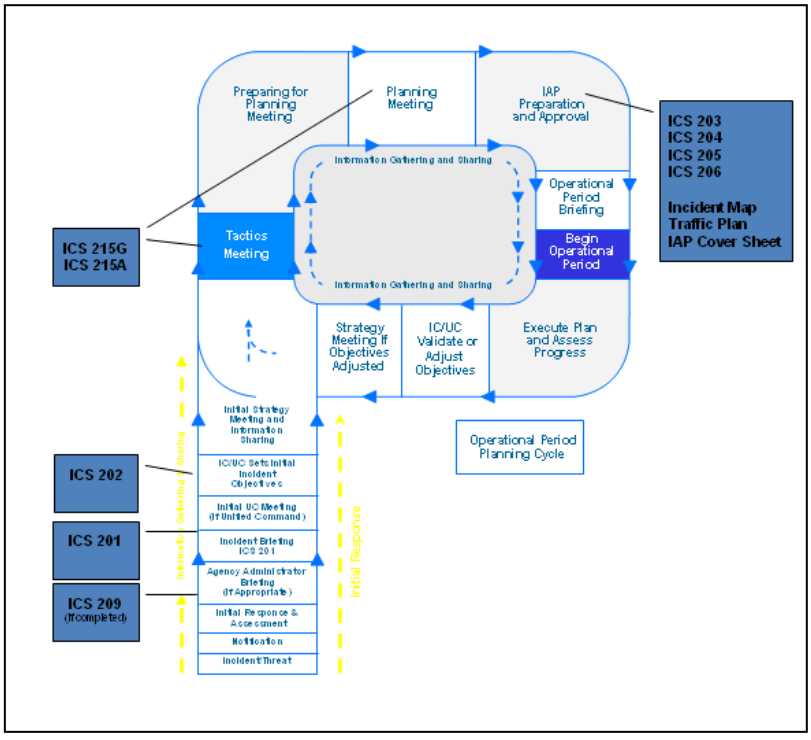
Meeting Overview

Meeting	Description	Who Attends
Strategy Meeting	IC communicates and establishes support for objectives from the Command and General Staff	All C&GS
Tactics Meeting	OSC communicates and establishes support for initial tactics from a small internal group	OSC SOFR PSC LSC Others by invite only.
Planning Meeting	PSC communicates and establishes support for defined tactics from the Command and General Staff	All C&GS
Operational Period Briefing	Command and General Staff communicate details of approved plans to Tactical Supervisors and representatives of supporting and cooperating agencies	All C&GS Tactical Supervisors Agency Representatives

Planning P Concepts

The Planning P provides the framework around which meetings and ICS forms are organized.

- **Strategy Meeting** – How will objectives set by the IC be accomplished?
- **Tactics Meeting** – How do resources selected by the OSC impact safety and logistics?
- **Planning Meeting** – How will Command and General Staff, led by the PSC, support the plan?
- **IAP Preparation and Approval** – How will the plan be formalized and communicated?
- **Operational Period Briefing** – How will all participants understand what will be done?

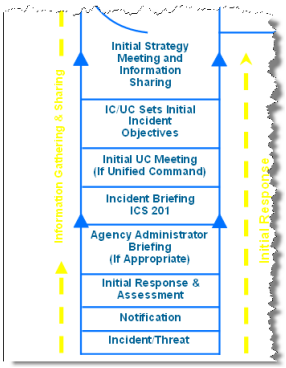


Useful Links

This list of links provides resources for additional research about Planning or general information about IMTs.

Site	Address
NIMS Resource Center	**http://www.fema.gov/emergency/nims**
NRF Resource Center	**http://www.fema.gov/emergency/nrf**
USFA Website	**http://www.usfa.fema.gov**
FEMA Website	**http://www.fema.gov**
National Interagency Fire Center (NFIC)	**http://www.nifc.gov/**
USFA on *Twitter*®	**http://twitter.com/USFIRE**

Type 3 IMT
Initial Response
At a Glance



Incident/Threat Occurs

- Incident may be planned or unplanned

Notification

- Team is notified and dispatched to the incident
- Team members gather information
  - Should be done without disrupting the initial ■IC or other incident personnel
  - Good sources include Internet, TV, and radio

Initial Response and Assessment

- Initial responders or initial IMT attend
- Team members gather information:
  - AA from whom the team is working
  - Initial ■IC
  - Other staffed Command and General Staff positions

Agency Administrator Briefing (if appropriate)

- Outlines Type 3 IMT direction, fiscal constraints, and boundaries
- Emphasizes the AA's authority
  - Establish that the IMT is working for the AA
- May be difficult to receive in the all-hazard environment, due to the potential inability to identify primary agency head
- Other possibilities
  - Mission assignment
  - Memorandum of Understanding (MOU)
  - Letter of Expectations
  - Who will order and from where

ICS Form 201: Incident Briefing

- Provides basic information regarding the incident
- Includes:
  - Map
  - Resources allocated
  - Record of the initial response
  - If a 201 is not already prepared, have the PSC fill one in as they are briefed and ask questions to fill in all of the blanks

Initial UC Meeting (if Unified Command)

- Initial meeting of Unified Commanders
  - Must come to consensus on priorities
  - Determine who is the lead spokesperson for UC
- Opportunity to determine the appropriate roles and responsibilities of all representatives involved
  - Local and State governments
  - Tribal governments
  - Responsible party

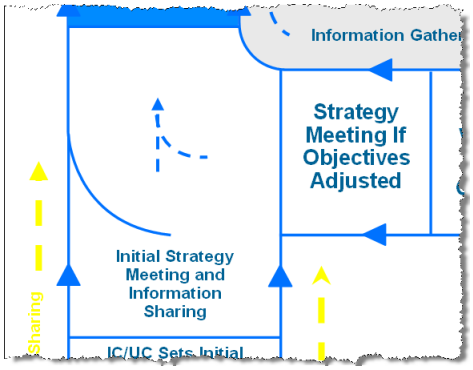
IC/UC Sets Initial Incident Objectives

- ■ IC determines objectives using SMART method

SMART Objectives

- **S**pecific—Is the wording precise and unambiguous?
- **M**easurable—How will achievements be measured?
- **A**ction-oriented—Is an action verb used to describe expected accomplishments?
- **R**ealistic—Is the outcome achievable with given available resources?
- **T**ime-sensitive—What is the timeframe? (if applicable)

Type 3 IMT
Strategy Meeting
At a Glance



Purpose

■ IC communicates and establishes support for objectives from the Command and General Staff

- Reiterate the incident objectives (using ICS 202: Incident Objectives)
- Establish Operational Periods
- Establish meeting schedules
- Communicate additional resource needs

Who Attends

- Command and General Staff members

Methodology

- Conduct meeting soon after the AA's and initial IC/UC briefings
- The ■ IC shares the incident objectives, strategies and schedule
- Each team member shares information

NOTE: Do not have an open discussion of tactics—the OSC and the SOFR have the responsibility to develop these tactics.

Inputs ■

Input	Role(s) Responsible
Incident Objectives	■ IC
Share information relevant to the Incident Objectives	All C&G staff

■ **Outputs**

Output	Role(s) Responsible
Strategy for the next Operational Period (ICS Form 202: Incident Objectives)	C&G staff

Roles and Responsibilities

Icon	Role Name	Responsibilities
IC	**Incident Commander**	• Give overall direction • Communicate with staff • Play role of high-level manager • Set the operational periods for the incident • Define incident boundaries (with Agency Administrator) • Work with PSC to establish meeting schedule
PSC	**Planning Section Chief**	• Work with IC to establish meeting schedule
ALL	**Command and General Staff**	• Communicate info • Consolidate resource orders

Type 3 IMT
Tactics Meeting
At a Glance



Purpose

OSC communicates and establishes support for initial tactics from a small internal group

- Determines how the strategy will be used to achieve objectives
- Assigns type and quantity of resources to implement tactics
- Identifies methods for monitoring tactics and resources to determine adjustments (different tactics, different resources , or new strategy)
- Identifies possible hazards and mitigation measures

Who Attends

- OSC
- LSC
- SOFR
- PSC (with Resources Unit Leader [RESL] if staffed)
- Others by invitation only

Methodology

- Coordinated by the OSC
- Complete the following draft forms:
  - ICS Form 215: Operational Planning Worksheet
  - ICS Form 215A: Incident Action Plan Safety Analysis
- Discuss tactics, hazard/risk, mitigation, and resources required, available, or needed

NOTE: The ICS 215 is a blueprint of tactical deployment for the next Operational Period will be developed and revised before the Planning Meeting. This is where formal deployment of resources and work assignments will be supported by the Command and General Staff and approved by the IC.

Inputs →

Input	Role(s) Responsible
Draft of ICS Form 215: Operational Planning Worksheet	OSC
Draft of ICS Form 215A: Incident Action Plan Safety Analysis	SOFR/ OSC
Latest Intelligence	OSC / PSC
Probable tactics	OSC
List of available external resources	LSC
List of available resources on incident	PSC

Outputs →

Output	Role(s) Responsible
Completed draft ICS Form 215: Operational Planning Worksheet	OSC
Completed draft ICS Form 215A: Incident Action Plan Safety Analysis	SOFR

Roles and Responsibilities

Icon	Role Name	Responsibilities
PSC	**Planning Section Chief**	• Develop resource status information • Develop situation status, predictions, and alternative strategies • Gather intelligence and other information
OSC	**Operations Section Chief**	• Determine probable tactics • Complete draft ICS 215: Operational Planning Worksheet
LSC	**Logistics Section Chief**	• Determine service and support needs for the incident
SOFR	**Safety Officer**	• Work with OSC on tactical safety issues • Identify hazards/risk and mitigation measures using ICS 215A: Incident Action Plan Safety Analysis

Type 3 IMT
Preparing for the Planning Meeting
At a Glance



Purpose

Make preparations for an effective Planning Meeting.

Methodology

- Determine meeting location
- Communicate meeting location and time
- Maintain situational awareness
- Prepare displays

List of Displays

- Incident Objectives
- Incident Map
- ICS Form 215: Operational Planning Worksheet(s)
- ICS 215A: Incident Action Plan Safety Analysis
- Meeting Agenda
- Ground Rules
- Others items as appropriate

Inputs →

Input	Role(s) Responsible
Completed draft ICS Form 215: Operational Planning Worksheet	OSC
Completed draft ICS Form 215A: Incident Action Plan Safety Analysis	SOFR / OSC
Display of objectives	PSC
Display of agenda	PSC
Meeting location and set up (lighting, seating, etc.)	LSC
Latest information and intelligence	All C&G staff

Roles and Responsibilities

Icon	Role Name	Responsibilities
	**Incident Commander**	• Give overall direction • Communicate with staff • Play role of high-level manager (but do not get involved in details) • Confirm that objectives are still valid
	**Planning Section Chief**	• Prepare incident maps • Develop resource status information • Prepare and displays Planning Meeting materials • Develop situation status, predictions, and alternative strategies
	**Operations Section Chief**	• Obtain and communicate latest intelligence • Complete draft ICS 215: Operational Planning Worksheet • Determine probable tactics • Continue to manage the Operations section for the current period
	**Logistics Section Chief**	• Help determine meeting location and set up the location • Determine service and support needs for the incident • Determine communications needs • Review draft ICS 215: Operational Planning Worksheet for needed resources
	**Finance/Admin. Section Chief**	• Collect information on rental, land use agreements and contracts • Calculate costs for alternative strategies
	**Public Information Officer**	• Determine methods to be used for information flow • Prepare to report on politically sensitive issues • Determine which agencies may assist in the prep of media releases
	**Safety Officer**	• Work with the OSC on tactical safety issues • Provide safety info on establishment and operation of incident base • Identify hazards/risks and mitigation measures using ICS 215A: Incident Action Plan Safety Analysis
	**Liaison Officer**	• Identify cooperating and assisting agencies • Identify special agency needs • Determine capability/limits of cooperating and assisting agencies • Confirm names and contact location of agency representatives

Type 3 IMT
Planning Meeting
At a Glance



Purpose

PSC communicates and establishes support for defined tactics from the Command and General Staff.

Who Attends

- All Command and General Staff members
- In some cases, VIPs may attend as well

Methodology

- OSC presents ICS Forms 215
- SOFR / OSC presents 215A
- Team develops alternative plans if necessary
- Team members indicate support of the plan
- IC approves the plan

NOTE: Open discussion of tactics does not take place during the meeting. Tactics are the responsibility of the OSC and SOFR and were developed during the Tactics Meeting.

Inputs →

Input	Role(s) Responsible
Completed draft ICS Form 215: Operational Planning Worksheet	OSC
Completed draft ICS Form 215A: Incident Action Plan Safety Analysis	SOFR / OSC
Latest Intelligence	OSC / PSC
Probable tactics	OSC
Status of Resources	PSC

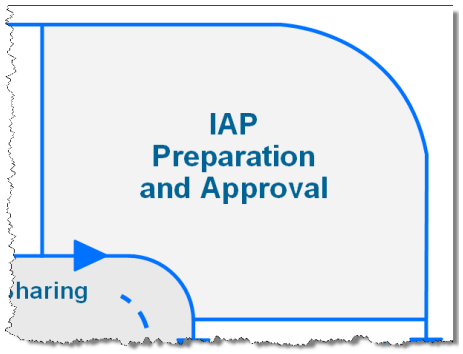
Outputs →

Output	Role(s) Responsible
Support for the ICS Form 215: Operational Planning Worksheet	All C&G staff
Support for the ICS Form 215A: Incident Action Plan Safety Analysis	All C&G staff
Approved IAP	IC

Sample Planning Meeting Agenda

#	Task	Role Responsible
1	Welcome, introduction, and ground rules	PSC
2	Briefing on current situation	OSC
3	Review incident objectives	PSC, IC
4	Presentation of the ICS Form 215: Operational Planning Worksheet a) Plot control lines, establish Branch/Division boundaries b) Identify group assignments c) Specify tactics for each Division/Group d) Specify resources needed by Division/Group e) Identify reporting locations and time	OSC
5	Specify safety mitigation measures for identified hazards (ICS 215A: Incident Action Plan Safety Analysis)	SOFR
6	Logistical issues (resource/supply issues, Communications Plan, Medical Plan, Traffic Plan)	LSC
7	Financial issues	F/ASC
8	Assisting & cooperating agency issues	LOFR
9	Information issues (internal/external)	PIO
10	Finalize, support and approval of the plan	PSC
11	Closing remarks, IAP products due	IC, PSC

Type 3 IMT
IAP Preparation and Approval
At a Glance



Purpose

Assemble the written IAP in time for the Operational Period Briefing.

Methodology

- PSC determines the time when IAP components are due
- Planning Section assembles
- IC Reviews and signs
- Planning Section makes copies of the IAP as needed

Included Components

- ICS 202: Incident Objectives
- ICS 203: Organization Assignment List
- ICS 204: Assignment List
- ICS 205: Incident Radio Communications Plan
- ICS 206: Medical Plan
- ICS 208: Safety Message
- Incident Map
- Traffic Plan
- Other Components (if Needed): Incident and Base Plan, Media Release, Fire Behavior Forecast, Weather Forecast, Resource Demobilization List, Site Safety Plan, and Human Resource Statement

NOTE: The Planning Section is under a tight timeframe. The IC needs to review and approve the IAP in time to make copies prior to the Operational Briefing. The copy job can take hours on large incidents.

Inputs →

Input	Role(s) Responsible
Completed ICS 202: Incident Objectives	PSC / IC (signature)
Completed ICS 203: Organization Assignment List	PSC
Completed ICS 204: Assignment List	PSC
Completed ICS 205: Incident Radio Communications Plan	LSC
Completed ICS 206 : Medical Plan	LSC (completion) / SOFR (approval)
Completed ICS 208: Safety Message	SOFR
Incident Map	PSC
Traffic Plan	LSC
Other Components (as necessary)	PSC / C&G staff

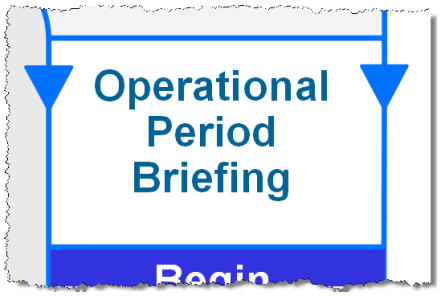
Outputs →

Output	Role(s) Responsible
Assembled IAP	PSC
Create copies of IAP	PSC
Approved IAP	IC

Roles and Responsibilities

Icon	Role Name	Responsibilities
	**Incident Commander**	• Approve IAP (sign on ICS 202) • Prepare for next Operational Period
	**Planning Section Chief**	• Prepare ICS 202: Incident Objectives for IC's approval • Prepare ICS 203: Organizational Assignment List • Work with staff to prepare ICS 204: Assignment List for each Division or Group • Prepare weather forecast • Prepare incident maps • Prepare resource demobilization list • Supervise assembly of IAP
	**Operations Section Chief**	• Manage the Operations Section during current Operational Period • Review the completed ICS 204: Assignment List (optional) • Prepare for next Operational Period
	**Logistics Section Chief**	• Present Communications Plan • Present Medical Plan • Present Traffic Plan • Present logistical info on where to obtain supplies, water, food, etc.
	**Finance/Admin. Section Chief**	• Support PSC as needed • Provide cost data to LSC for current and future resources • Prepare for next Operational Period
	**Public Information Officer**	• Prepare media release/message • Prepare for next Operational Period
	**Safety Officer**	• Prepare a general safety message using ICS 202: Incident Objectives • Approve ICS 206: Medical Plan
	**Liaison Officer**	• Support PSC as needed • Advise IC on possible participating agencies • Prepare for next Operational Period

Type 3 IMT
Operational Period Briefing
At a Glance



Purpose

Command and General Staff communicate details of approved plans to Tactical Supervisors and representatives of supporting and cooperating agencies

Who Attends

- Presenters: Command and General Staff (and others as necessary)
- Audience: Tactical Supervisors for the Operational Period and representatives of supporting and cooperating agencies

Methodology

- IC determines time of meeting
- PSC facilitates the briefing with support of the C&G staff, who detail the assignments and other relevant information in the IAP for the next Operational Period

NOTE: Upon conclusion of the briefing, the IMT responsibilities continue as they measure the effectiveness of their decisions, make adjustments, and prepare to start the planning cycle over again. On a large incident that requires 24-hour a day staffing, this planning cycle may need to be accomplished twice a day, once for each 12-hour Operational Period.

Inputs →

Presentation	Role(s) Responsible
Welcome, Ground Rules	PSC
Current Situation	OSC
Set/Review Incident Objective	OSC
Operational Plan (incident boundaries, tactics, assignments, resources)	OSC
Safety Issues (Safety Message)	SOFR
Logistical Issues (Communication Plan, Medical Plan, Traffic Plan)	LSC
Finance Issues	FSC
Assisting and Cooperating Agencies	LOFR
Information Issues (internal, external)	PIO
Closing remarks	IC
Conclusion	PSC

Outputs →

Output	Role(s) Responsible
Presents IAP assignments to Tactical Supervisors	All C&G Staff
Issues assignments to Tactical Units	All Tactical Supervisors

Roles and Responsibilities

Icon	Role Name	Responsibilities
	**Incident Commander**	• Support PSC as needed • Provide closing comments • May present incident objectives
	**Planning Section Chief**	• Facilitate the briefing • Present incident maps • Present weather forecast (if no meteorologist) • Present other components as necessary
	**Operations Section Chief**	• Present Situation Report • Present and issue assignments to Tactical Supervisors using ICS 204
	**Logistics Section Chief**	• Present Communications Plan • Present Medical Plan • Present Traffic Plan • Present logistical information on where to obtain supplies, water, food, etc.
	**Finance/Admin. Section Chief**	• Present information on timesheets • Present information on reimbursement
	**Public Information Officer**	• Present media message • Report on politically sensitive issues • Discuss how to handle media
	**Safety Officer**	• Present safety message
	**Liaison Officer**	• Present information on cooperating and assisting agencies

ANNEXURE D:

LOCAL ECONOMIC DEVELOPMENT STRATEGY



LOCAL ECONOMIC DEVELOPMENT STRATEGY

MIDVAAL LOCAL MUNICIPALITY

MAY 2017

MIDVAAL
LOCAL MUNICIPALITY

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Acronyms

AsgiSA:	Accelerated Shared Growth Initiative CBD: Central Business District
CBO:	Community Based Organizations
CSI:	Corporate Social Investments
CWP:	Community Works Programme
DPLG:	Department of Provincial and Local Government EPWP: Extended Public Works Programme
GCRO:	Global City Region Observatory
GDP:	Gross Domestic Product
GOGTA:	Cooperative Governance and Traditional Affairs Department GRP: Gross Regional Product
IDC:	Industrial Development Corporation
IDP:	Integrated Development Plans
IGR:	Intergovernmental Relations
LED:	Local Economic Development
MEDS:	Micro Economic Development Strategy
MIG:	Municipal Infrastructure Grant
MLM:	Midvaal Local Municipality
NDP	National Development Plan
NDPG:	Neighbourhood Development Partnership Grant NGOs: Non-Governmental Organisations
NPOs:	Non Profit Organisations
NSDP:	National Spatial Development Perspective PGD's Provincial Growth and development Strategies PSDF: Provincial Spatial Development Framework
SDF:	Spatial Development Frameworks
SDRC:	Support Resource Mobilisation Centre
SETA:	Sector Education and Training Authorities
SMMEs:	Micro and Medium Enterprises
SPLUMA:	Spatial Planning and Land Use Management Act TER: Township Economic Revitalisation
TMR:	Transformation Modernisation and Re-Industrialisation

Definition of key concepts

Black Industrialist refers to a person, company or cooperative that is owned by black South Africans to complement Broad-Based Black Economic Empowerment by focusing support directly at black manufacturers in providing a long term strategic and operational leadership in business.

Capability differences refer to differences between the technology (computer services, machinery that can be accessed etc.) and skilled labour that one area can offer to business, as opposed to another.

Comparative Advantage: refers to the ability of one business entity to engage in production at a lower cost, and with greater efficiency than another entity. Meaning that when compared to another entity, a business is better (in terms of quality of products, efficiency and profitability) at performing this function. This can also refer to the relative advantages one place has over another, based on its unique characteristics and combination of resources in terms of its human, social, natural, financial and physical capital.

Competitive Place: This refers to places that are successful economically and have concentrations of specialised knowledge, support institutions, rival firms, related enterprises and sophisticated customers (Porter, 1990).

Cost differences refer to costs of production and operation differing between various areas.

Gini Coefficient: Gini-Co-efficient measures wealth inequalities. The closer the index is to 100, the greater the inequality.

Economic Development: refers to the process of growth in total and per capita income, accompanied by fundamental changes in the structure of economies. The main objective of economic development is to raise the living standard and general well-being of the people in the economy.

Economic Growth: refers to the steady process of increasing production capacity of the economy and hence of increasing national income.

Economies of agglomeration**:** describes the benefits that firms can obtain when locating near each other. It is related to the idea of economies of scale and network effects, in that the more related firms are clustered together, the lower the cost of production, and the greater the market that the firm can sell into.

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Maps

Map 1: Midvaal Municipality in context Map 2:
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SECTION 1

1.1 Midvaal Local Municipality background

Midvaal was formed in December 2000 when Meyerton was separated from Vereeniging and combined with five rural local area committees. This represented a division of resources that massively disadvantaged the new municipality at the time. The local area Councils limited resources bar a few tractors as all their services had been delivered by outside contractors. All the assets in Meyerton – vehicles, computers, desks, chairs and even the light bulbs – were spirited away to neighboring Vereeninging. The then Chief Financial Officer (CFO) had to open the local authority's bank account with R50 out of his own pocket. The new municipality had effectively been left destitute.

At the time of its creation Midvaal was notably poor even by South African local government standards. To meet the needs of 83 000 people, the Council passed a 2001/02 budget of a mere R125m. Furthermore, this was a purely operational budget; there was nothing available for capital expenditure. By comparison the operational budget for 2012/13 is R680m with an additional R120m available for capital investment. The 500% increase is quite simply the result of 11 years of carefully balancing responsibilities, managing resources, delivering what was possible and looking to future sustainability.

The same careful balancing act can be seen with regards to human capital. In its first year, Midvaal had a salary bill for the 320 staff it had inherited. The municipality has increased its staff compliment and to date there are 723 staff members.

1.2 Introduction

South Africa like many other developing countries, is confronted with what is commonly referred to as "triple challenges" of inequality, poverty and unemployment. The constitution, as the supreme law of the country prescribes certain rights that citizens are entitled to (basic services, health care, food, etc), and pose an obligation on government to use its resources in ensuring that these rights are realised. Thus the municipality does not generate or create employment, but it should create a conducive enabling environment for economic development to take its course.

The country has a saddening history which has compromised its socio- economic development potential. Since 1994, the role of local government has been redefined with new impetus. To this extend the White Paper on Local Government, 1998, stipulated that local government should be "developmental" in fulfilling its responsibilities. It means that local government should work with its local communities to find sustainable ways to meet their socio-economic needs and improve the quality of their lives. This approach gave rise to Local Economic Development (LED).

As the ideology was being rationalised, the Municipal Systems Act, 2000, stipulated that local authorities should prepare an Integrated Development Plan (IDP), which should include among others an LED strategy. LED is therefore a legislative requirement. The municipality should formulate the LED strategy and processes of arriving at an LED strategy must be an integral part of the IDP planning process. Thus the strategy should be based on the overall vision outlined in the IDP and should take into account the result of the analysis done to identify problems and prioritise developmental projects.

1.3 Purpose of the Strategy

Apart from it being a legislative requirement, the purpose of the strategy is to understand the Midvaal Local Municipality (MLM) economic development potential, strength, threats, weaknesses and opportunities. Emphasis is however placed on investigating various opportunities and options available within the municipality that can enhance economic growth, create jobs and reduce poverty. LED offers local government, private and non-for-profit sectors and local communities the opportunity to work together in order to improve local economy. It focuses on enhancing competitiveness, increasing sustainable growth and ensuring that growth is inclusive. LED encompasses a range of disciplines including spatial planning, economics and marketing. It also incorporates many local government and private sector functions including environmental planning, business development, infrastructure provision, real estate development and finance.

The desired outputs of the LED Strategy taking LED projects forward with the aim to:

- Capacitate community members and Small Micro Medium Enterprises (SMME) with skills and access to opportunities
- Improve the quality of life for the community by creating sustainable jobs
- Identify programmes and projects that will result in robust economic development
- Investigate opportunities and threats towards LED in communities
- Support and promote tourism and agricultural growth
- Assess the regulatory framework and to what extend it promotes or restrict economic development
- Strengthen partnerships between established industry and new market entrants with the intention of enhancing local supply chains and encouraging skills transfer
- Introduce interventions on how to revitalise township economy
- Acknowledging the importance and presence of the informal economy and introduce interventions to support it.

1.4 Methodology

Strategy formulation is related to the execution of the programme based on a predetermined project methodology. Developing a LED Strategy requires that a municipality does an analysis of the status quo, investigate opportunities for growth and decide on the best strategies to achieve their goals.

The department of Development, Planning & Housing is to develop a Local Economic Development Strategy for MLM. The process includes the following:

- Economic sector analysis;
- Economic evaluation and identification of key challenges;
- Formulation of economic development strategies;
- Alignment and IGR (Intergovernmental Relations),
- Implementation Framework
- Monitoring and evaluation;

The LED Strategy is to be developed through a participative process involving a range of key role players. Extensive fieldwork is required and interviews and discussions are to be held with a wide range of role players active in the Midvaal area. The intention should be not to undertake a quantitative survey, but rather to obtain qualitative perspectives from local role players and to contextualize the desktop profile. The bilateral discussions with public, private and NGO role players will generate further insights and details with regard to Midvaal's economic development challenges. These interactions will also directly inform areas where strategy formulation is required and provide the opportunity to ascertain the capacity these role players have to partake in the implementation process. The participation of role players will also contribute towards a more informed understanding of the local context and ensured that the eventual strategy is tailored to the specific needs of the Midvaal community.

The draft LED Strategy should be made available for comment and the comments received will be incorporated in the report. The draft report is then to be submitted to Council for consideration and approval. The final LED Strategy should be published on the Midvaal Web-site amongst others.

The figure below shows the proposed approach to be followed in preparing the strategy. As can be noted, the report includes the setting of a vision, strategic objectives and an overview of the Midvaal economy. The focus of the document is on key strategies, i.e growing key economic sectors; education, skills development and training; business development and support; spatial planning and township revitalisation as well as poverty reduction. The implementation aspects of these strategies are also considered. The LED Strategy should not be limited to these objectives only and further objectives can be included once the vision has been defined.

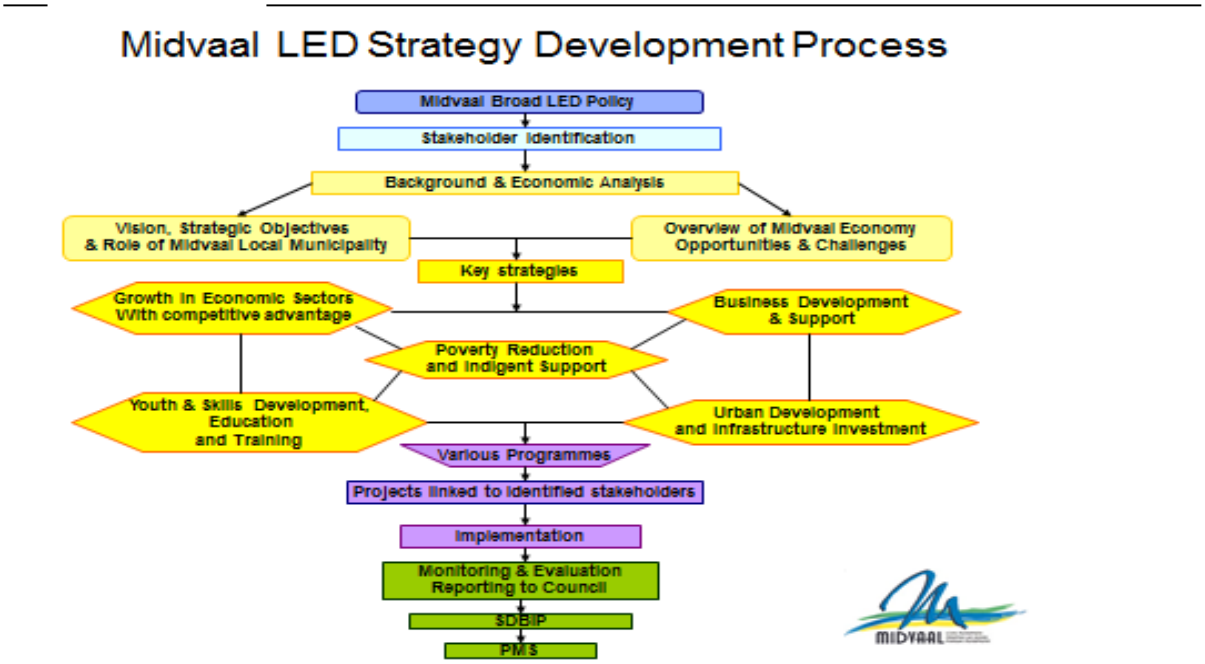


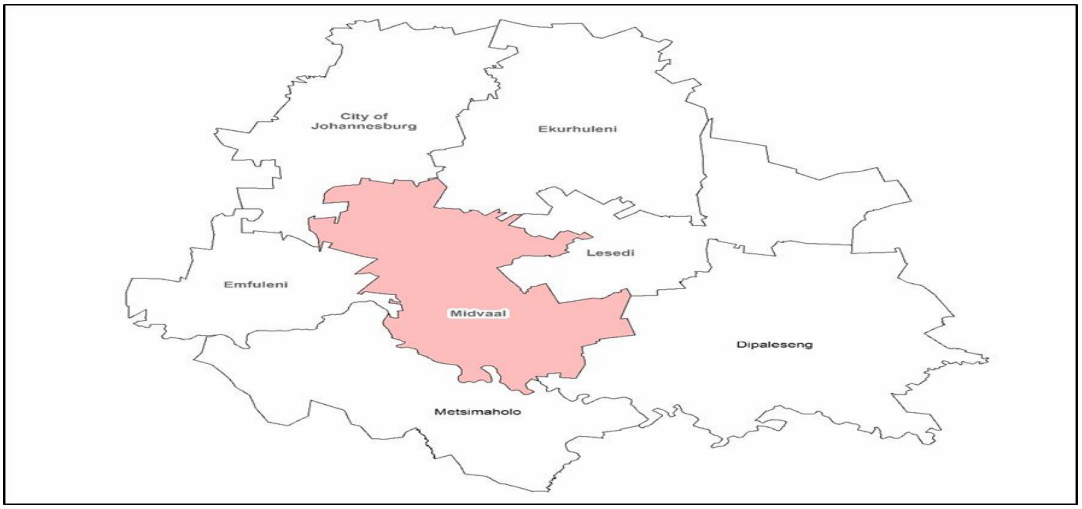
Figure 1: Methodology

1.5 Structure of the Report

The report therefore covers the existing situation in all the above mentioned areas and then goes on to make new proposals on how the status quo can be improved to stimulate local economy for the benefit of the community and other stakeholders.

1.6 Location of the Study

The study area is located and confined within the locality of Midvaal Local municipality. It focuses on sustainable ways which can be utilised to reduce poverty and unemployment within the municipality.



Map 1: Midvaal Municipality in context

SECTION 2 INTRODUCTION TO LED

2.1 What is LED?

LED is a comprehensive approach to development, which encompasses a range of disciplines including spatial planning, economics and marketing, all with the goal of building up the economic capacity of a local area to improve its economic future and the quality of life for all. LED recognises that people, business and governments at local levels are best able to restructure economic situations that will stimulate growth that is required to create jobs and thereby reduce poverty. It is a result of joint partnership and planning by a municipality, its community and business sectors.

2.2 Guiding Principles

There is a myriad of principles that guide LED, aimed at mobilising resources of local communities, government and the private sector in order to create centres of opportunity for all South Africans, and competitive global economy. The guiding principle should thus attempt to intervene and provide sustainable solutions towards economic development with the municipality. Below is a summary of some of the principles:

- Prioritise job creation and poverty alleviation.
- Create a conducive, ease of doing business environment within municipality
- Reach out to the previously disadvantaged and marginalised communities
- Promote healthy trade partnership between private, community and government
- Promote skills development and training for community members to maximises their opportunities for business.
- Encourage healthy local competition and trading collaborations amongst community members with much focus on global comparative advantage and a focus on comparative advantages.
- Ensure a better quality of life for all.
- Reduce red-tape on municipal processes to expedite economic growth and development

2.3 Strategic goals for LED

LED strategy that pursues an improved quality of life for all residents should incorporate the following five strategic goals:

- *Sustainable Economic Growth* has to focus on investment and growth that is based on the appropriate, effective and efficient development and utilisation of Midvaal's human, physical, natural, financial and social resources - in essence its comparative advantage. Developing comparative advantages should be based on using resources that are renewable and growth has to facilitate broad-based access and participation in the local economy, in order to promote equitability and sustainability. Equitability refers to the equal distribution of economic opportunities without prejudice and sustainability refers to the utilization of resources in a manner that does not compromise the ability of future generations to address their specific needs (Agenda 21 definition).
- *Job creation* has to focus on initiatives that create meaningful, sustainable and longterm employment opportunities; and be based on meaningful skills development and training.
- *Education, Training and Skills Development* should be an integral part of an LED strategy and should include both formal and informal mechanisms such as mentoring and ongoing in-service training. This should be geared at developing technical and life orientation skills that encourages career growth and entrepreneurship, while the promotion of excellence in the execution of work is imperative. Investing in human resources requires increasing the capacity and ability of local education and vocational training institutions to provide the required services to the local population. Investment in human resources should promote greater equality and equity for all in terms of access to education and training facilities; it should consciously work towards addressing the specific needs and shortcomings of historically disadvantaged individuals and communities.
- *Poverty Reduction* has to focus on the sustainable livelihoods approach as opposed to a 'welfare' approach. While the emphasis of poverty alleviation is on mechanisms such grants and donations, poverty reduction considers more sustained and long terms solutions. Recent initiatives in this regard focuses on facilitation of access to human, financial, natural, social and physical assets as key components of household's sustainable livelihood. The provision of support

- to indigents, in an attempt to reduce the number of indigents within the municipality also falls within this category.
- *Broad Based Black Economic Empowerment* has to lead to economic empowerment that not only benefits a few; it should ultimately increase broader based participation and ownership for the majority of disadvantaged communities and individuals in the local economy. BBBEE should focus on partnership initiatives that result in skills transfer and capacity building; that contributes towards reduction of the gap between the haves and have-nots. The requirements of the BBBEE Act 53 of 2003, the National Sector Charter as well as the *Codes of Good Practice* should be taken into cognizance. Particular focus is required on key growth sectors and industries of relevance to Midvaal such asagriculture; manufacturing; wholesale, retail trade, catering and accommodation as well as in finance, property, construction and business services.

2.4 Importance of LED

There are number of reasons why LED is important in a municipality i.e.

- To build up the economic capacity of a local area to improve its economic future.
- To offer local government, the private and non-profit-sector sectors and local communities the opportunity to work together to improve the local economy.
- The LED it focuses on enhancing competitiveness, increasing sustainable growth and ensuring that growth in inclusive.

2.5 Roles and Responsibilities of Role Players in LED

The draft National LED Implementation plan has outline various roles and responsibilities of various role players in LED:

Role of National Departments

- Provide an overall policy and strategic framework for economic development at national, provincial and local government levels;
- Provide a legislative framework for local economic development;
- Provide a framework for provincial and municipal capacity-building and support systems;
- Provide coordinated support in the implementation of LED strategies and projects in various economic sectors;
- Support for municipalities and key economic institutions;
- Support for local economic development funding; and
- Monitor and evaluate local economic development at national level.

Role of Cooperative Governance and Traditional Affairs Department (GOGTA)

- Influence macro-economic policy as it impacts on local government
- Define and support the role of local government in macro-economic

- development
- Develop policy and strategic frameworks to guide local government in LED
- Develop tools to support municipalities in implementation
- Facilitate capacity building for LED in the local government sector
- Mobilise and coordinate funding for LED in the local government sector
- Develop and implement coordination mechanisms for LED
- Develop research and knowledge management systems to LED support the local government sector
- Monitor and evaluate LED work in the local government sector

Role of Provinces

- Provide a strategic vision and strategy for integrated economic, social and community development through the Provincial Growth and Development Strategy;
- Is responsible for the formulation of the provincial economic development plan that is aligned to the PGDS;
- Vertical and horizontal integration of the municipal IDPs and the district economic development strategies;
- Train and build capacity for local economic development;
- Facilitate LED programmes and initiatives through financial support to municipalities; and
- Monitor and evaluate roles at provincial level.

Role of SALGA

- Raising the profile of LED within local authorities;
- Contributing to a common and better understanding of LED and specifically the most appropriate and effective role for local government in LED;
- Lobbying key stakeholders to support the development of capacity and technical tools that will assist local authorities in better understanding the demographics and dynamics of their local economies;
- Working with members and other stakeholders to encourage better co-operation; and
- Working with members and other stakeholders to promote the concept of and the practical issues around LED networks.

Role of Sedibeng District Municipality

- Provide a significant co-ordination and support role to the three local municipalities.
- Plan and co-ordinate LED Strategies within the framework of IDP's
- Establish an LED structure, representing the district and local municipalities, to foster co-operation and co-ordinate LED policies, strategies and projects within the district [as reflected in the Sedibeng Growth and Development Strategy
- Identify lead LED sectors that can kick-start development within districts
- Promote joint marketing, purchasing and production activities
- Provide financial support to implement projects and programmes

Role of Municipalities

- Strategic planning by means of the IDPs and Spatial Development Frameworks (SDF);
- Participation in the formulation of the district economic development plans;
- Participation in the implementation of economic projects through special purpose vehicles that are established including local government established development agencies;
- Responsible for the formulation of local municipal economic development initiatives and the alignment and integration thereof with the district development initiatives.
- Local municipalities, as the owners of land and assets, are responsible for local economic development project implementation.

Role of Business

- Business support services;
- Financing investment opportunities;
- Funding of economic development initiatives through Corporate Social Investments (CSI) and aligned with municipal IDP;
- Creating jobs, training and skills development
- Provide business and economic development advice.

Role of NGOs

- To provide support and develop instruments to support government in the implementation of LED strategy;
- Capacity building;
- Enterprise development; and
- Enhance community participation in the IDP and LED process.

Role of Donor Agencies

- Funding of development programmes;
- Supporting capacity building initiatives; and
- Support LED Research initiatives.

Role of Academic Institutions

- Provide capacity building to government officials on economic development;
- Research and knowledge management; and
- Provide advisory services.

Role of Business Forum

- Facilitate access to funding for the implementation of the projects identified through the IDP processes.

- To consider and advise on Council policies, services and regulatory functions which impact on the local economy and business community.
- To lobby Government, Investors and other relevant bodies/stakeholders on matters affecting the local economy and business community.
- To advise on and help organise, as appropriate, local economic development initiatives subject to availability of resources.
- To articulate the views of the local business community.
- To work with the MLM and other relevant organisations and stakeholders in order to tackle common issues and mobilise funding from provincial, national and international funders and donours.
- Address economic and business support issues as deemed relevant by the partnership. Serve as a monitoring mechanism of the municipality on the implementation of the economic development projects and policies.
- Ensure the integration of LED initiatives into the Integrated Development Plan (IDP) of the municipality.
- Actively participate in the development of LED strategy and monitor implementation thereof.

SECTION 3 LEGISLATIVE AND POLICY FRAMEWORK

There is a myriad of legislations and policies that govern economic development. Below is a list of the relevant applicable policies and legislations that respond to Midvaal Local Municipality economic development challenges.

National

Constitution of South Africa
National Development Plan New Growth Path
Industrial Policy Action Plan
Agricultural Policy Action Plan Black Industrialist Policy
Broad Based Black Economic Empowerment Amendment Act Preferential Procurement Policy Framework Act,
Medium Term Strategic Framework 2014-2019 National
Informal Business Upliftment Strategy
Intergovernmental Relations Framework Act Africa Growth and Opportunity Act (AGOA)

Provincial

Gauteng Economic Growth and Development Strategy Gauteng Township Economy Revitalization Strategy Gauteng Cooperatives and Implementation Strategy Gauteng SMME Policy Framework

Municipality

Integrated Development Plan (IDP) 2013/18 Spatial

SECTION 4: POPULATION DEMOGRAPHICS

4.1 Population growth and distribution

Midvaal's total population grew from 52679 people in 1996 to 95 301 people in 2011, according to the 1996 & 2011 Census. The year on year growth in this period was in the region of 2, 78%. Midvaal Local Municipality represented approximately 8% of the total population of Sedibeng District Municipality and 0.7% of Gauteng in 2001. Midvaal Local Municipality's share of population increased slightly by 2011 to approximately 10% of Sedibeng District and 0.8% of Gauteng. Midvaal Local Municipality population increased between 2001 and 2011 by 30 657 from 64 640 to 95 301 people.

Midvaal Local Municipality, had an average annual growth rate between 2001 and 2011 of 4.0%. In comparison with the national average annual growth rate of 1.5%. The growth in population is attributed to an increase in industrial and commercial developments. The table below illustrates the population distribution by population groups in Midvaal LM.

Population Group	1996	2007	2011	Year-on-year growth
African	23,686	52,882	55643	3.58
Coloured	508	1,095	1558	4.21
Asian/Indian	218	99	750	4.13
White	28,267	29,367	36869	1.46
Total population	**52,679**	**83,443**	**95 301**	**2.78**

(Source: StatsSA 2011 census)
Table 1: Population Statistics

It is clear from the above table that the african and coloured population groups grew the most with a year-on-year growth of 3,58% and 4,21 % respectively. A very small Indian population has increased with a year on year growth rate of 4.13 % whereas the white population group was basically maintained at a year-to-year growth rate of 1,46%.

4.2 Population composition

It can be seen from the Figure below that the African population group make up 64% of the total population of Midvaal, with the white population group being the second biggest group comprising 35% of the Midvaal population.
The coloured community forms approximately 1 (one) percent of the total population and the Indian population less than 1 (one)
percent, of the population.

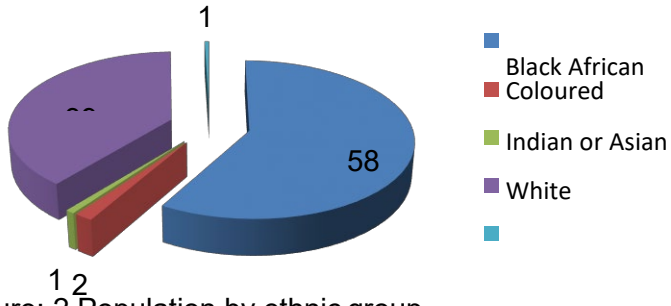


Figure: 2 Population by ethnic group

SOURCE: STATSSA

The population pyramid of Midvaal, if compared to that of Sedibeng and Gauteng, shows some direct correlations but does differ in certain aspects. The most obvious correlation is the relatively large youth base, (people between the ages of 0 and 14).

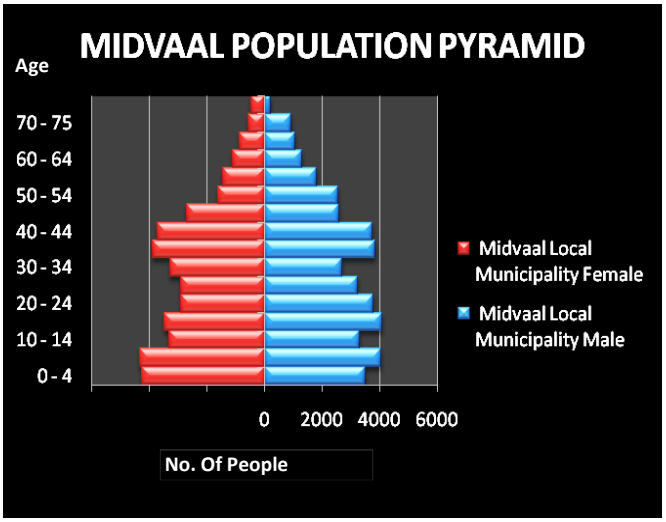


Figure 3: Population Pyramid

This is a clear indicator that the community is a young (or growing) population. This means that there is a growing need for educational and social infrastructure in the years to come. Young children are on average more dependent on educational, health and recreational facilities. Since this facilities are not necessarily municipal competency, engagements should be made with provincial and national departments to facilitate their provision.

4.3 Functional literacy

Above 60% of the total population of Age 20+ in Midvaal LM area of jurisdiction has a literacy of grade 7 of higher. The result is that the majority of residents have achieved functional literacy and can for that reason be developed through a number of skills-development programmes.

4.4 Population Growth Patterns

Between 2001 and 2011, Midvaal Local Municipality showed an increase of 30 661 residents, of whom natural population growth accounted for nearly 11 600. More than 37 000 people entered the Midvaal Local Municipality and more than 18 000 people left. Net migration into the municipality consisted of 19 080 residents. Between 2001 and 2011, natural population growth was approximately 1.7%; in-migration was 4.6%; and out-migration 2.5%.

4.5 Migration

Growth in population is influenced through a triangulation of fertility (babies that are born), mortality (deaths) and migration (people moving in and out of the area). Migration plays an important role, especially in Gauteng, the largest recipient of in-migration in South Africa. Yet, unlike Gauteng as a whole, Midvaal is no longer a major recipient of new migrants and there are indications that young people are leaving the area to look for better work opportunities elsewhere in the Gauteng Province and the other Provinces.

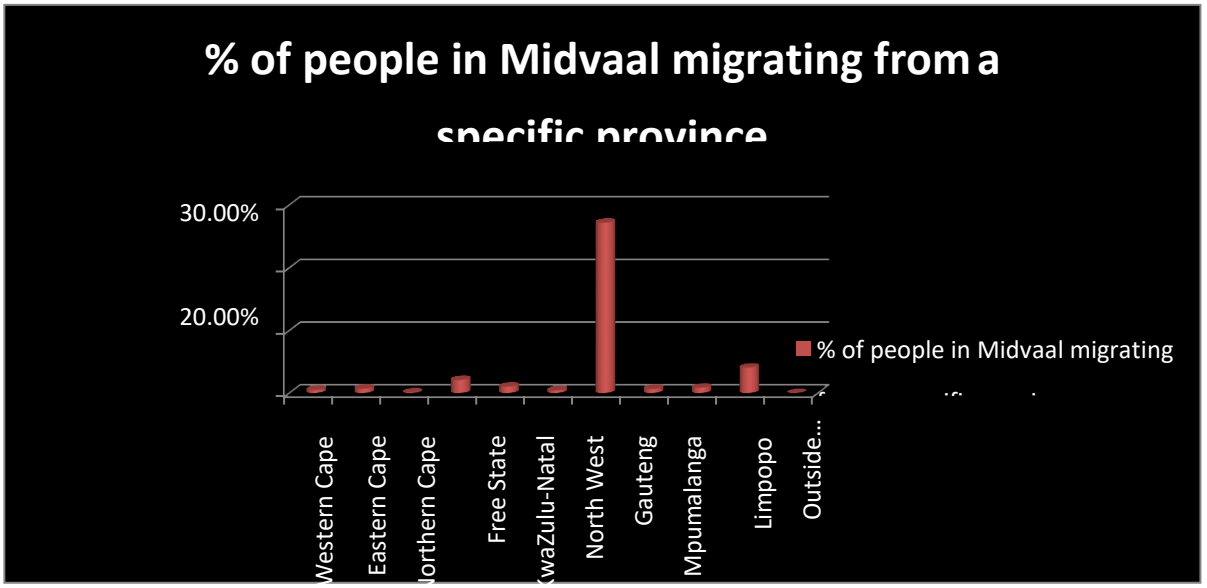


Figure 4: Migration

Historical patterns of migration into Midvaal LM area came from Johannesburg and Free State, as this area/region was seen as the first stop into Gauteng. Major migration into the area came primarily from farm dwellers and poor people from rural areas, who migrate because of all sorts of abuses in the farms, thus migrate to seek better living opportunities, especially jobs, better wages, improved amenities and housing as well as security of tenure.
The current trends of migration at present show that the majority of people coming into this area are people involved in the manufacturing sector or service sector, due the following possible scenarios:

- New business investment within the Midvaal LM, creating possible employment opportunities;
- People that in the past commuted from Johannesburg to Midvaal tends to seek housing within Midvaal to be located closer to their employment, in order to avoid the traffic congestion on the overall road network of Gauteng and associated costs thereto.

Variable	Period	Midvaal	% Avg. Annual Growth
Population	2001	64 640	4.0%
Population	2011	95 301	
Difference	2001 to 2011	30 661	
Natural population growth	2001 to 2011	11 581	1.7%
In-migration	2001 to 2011	37 147	4.6%
Out-migration	2001 to 2011	-18 067	2.5%

Source: Midvaal Migration Plan
Table 2: Migration Patterns

From the table above, between 2001 and 2011, Midvaal Local Municipality showed an increase of 30 661 residents, of whom natural population growth accounted for nearly 11 600. More than 37 000 people entered the municipality and more than 18 000 people left. Net migration into the municipality consisted of 19 080 residents. Between 2001 and 2011, natural population growth was approximately 1.7%; in-migration was 4.6%; and out-migration 2.5%.

From the facts above, one can arrive at an opinion that, there is an observation or a perception that people who migrate to Midvaal will have a better quality of life in Midvaal and that more opportunities exist in Midvaal.

4.6 Current and future housing opportunities

Apart from migration and natural population growth, the population of Midvaal will continue to grow in anticipation of the current and future housing opportunities within the municipality. Below is a list of future housing opportunities projected:

DEVELOPMENT NAME	HOUSING DELIVERY METHOD	NO OF HOUSING
Savanna City	Mixed	18399
The Grace	Mixed	1414
Mamelo	Subsidy	565
Sicelo	Subsidy	2454
Total: 22832		

Table 3: Current and Future housing developments

Based on the potential housing opportunities, the population of Midvaal is expected to double with approximately 90000 families expected withnin the next five years. The growing population will result in a bigger labour force during the next 5 to 10 years, which is important for job creation/opportunities. However the increase in population implies further higher demand for infrastructure, services and community facilities. Midvaal will therefore have to strategically plan for the anticipated growth and required services. The down side is that if the economy cannot supply adequate numbers of jobs, the unemployment rate will continue to rise and emigration from Midvaal to mainly Johannesburg and Ekurhuleni is most likely to continue with people seeking work. (Source: Global Insight, 2009)

The challenge laid before the LED Strategy is to address the needs of the growing labour force by creating sufficient new sustainable, well-paying jobs to meet the demand. In addition, the strategy should introduce initiatives on how to grow the local economy and create a conducive environment for economic growth and development.

4.7 Employment

The social well-being of a society is determined to a larger extend by the ability of its working age population to attain jobs and provide for their basic needs. Employment contributes to the economic viability of the society and its potential to be self-sustainable and not to rely on government for social assistance. Midvaal has 70.4% economically active population. The municipality has an employment rate of 81.2% with 18.8% of the population unemployed. According to the Midvaal Economic Analysis report, employment in the municipality is both formal and informal. The following sectors have contributed to formal employment as per the 2011 census:

- Financial & Business Services – 21.9%
- Community Services – 18.7%
- Manufacturing – 18.6%
- Trade – 16.7%
- General Government – 8.3%

Community Services, General Government, and Trade have shown growth in the employment opportunities while Agriculture, Manufacturing, Construction, and Mining & Quarrying, have shown a decline in employment opportunities created.

In terms of informal employment the following sectors have created employment opportunities:

- Trade – 45.0%
- Community Services – 13.6%
- Construction – 11.3%
- Transport, Storage, & Communication – 10.5%
- Financial & Business Services – 10.4%
- Manufacturing – 8.3%

Community Services, Financial & Business Services, Transport, Storage, & Communication have showed an increase in employment opportunities while Construction, Manufacturing, and Agriculture have showed a decline in employment opportunities.

The trends indicate that there is a similar pattern of growth between formal and informal employment.

4.8 Labour

Labour-force participation rate refers to the number of people in work and unemployed whom actively are seeking work, as a proportion of a specified baseline population. The participation rate is important in determining the number of individuals who are willing to work, are working, or are actively seeking for work. Those who have no interest in working are not included in the participation rate. The labour force participation rate for Midvaal is nearly as high as that of Gauteng and much higher than that of Sedibeng DM.

ENTITY	POPULATION (15-64 YEARS)	LABOUR FORCE	LABOUR PARTICIPATION RATE
MIDVAAL LM	46 068	32 176	69.84
SEDIBENG DM	556 028	354 242	63.71
GAUTENG PROVINCE	6 400 482	4 554 389	71.16

Table 4: Labour participation

4.9 Labour dependency ratio

The Labour Dependency Ratio is the ratio between the number of people in a population group between the ages of 15 and 64 and the dependent population of that group: children (0-14) and elderly people (65 and over). This indicator is used as a guide to quantify the ratio between the economically active population and those they must support. This indicator gives insight into the amount of people of non-working age compared to the number of those of working age. A high ratio means those of working age - and the overall economy - face a greater burden in supporting the aging population.

Midvaal and Gauteng has on average a lower dependency ratio than Sedibeng District but what is significant is the high escalation in the labour dependency ratio in Midvaal (from 40,2% in 2001 to 41,9% in 2011).

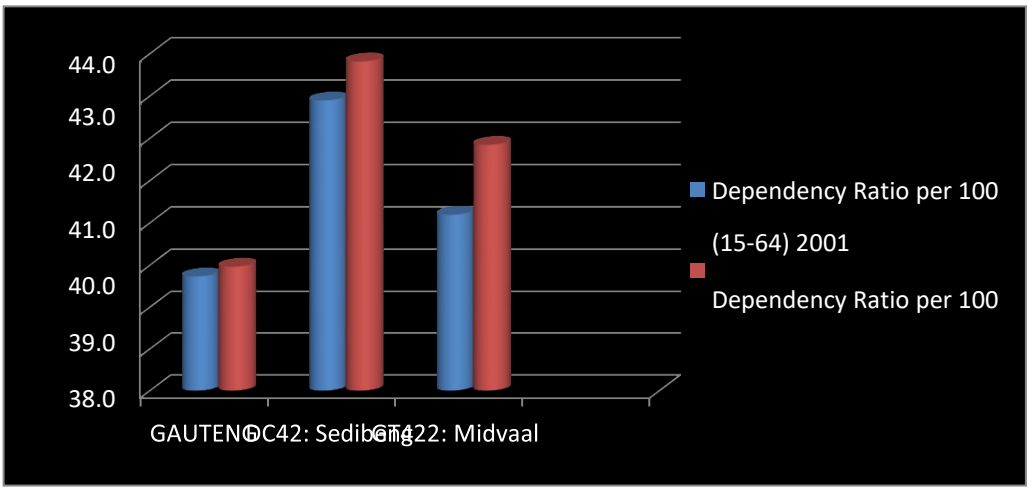


Figure 5: Dependency ratio (Source: Globas Insight, 2011)

4.10 Education

Education is key to ensure positive contribution to the social well-being and economic growth of a population. It also indicate the level of human development in the society. The level of education informs employment and income potential of a population. There has been a sharp decline of no or limited schooling between 1996 and 2008, thus interpreted that access to education facilities such as schools, libraries etc. are creating

a society in Midvaal LM where very few people has no schooling opportunities, which contribute to well balanced and sustainable community. This trend has continued with as little as 5.2% of the Midvaal population with no schooling in 2011.

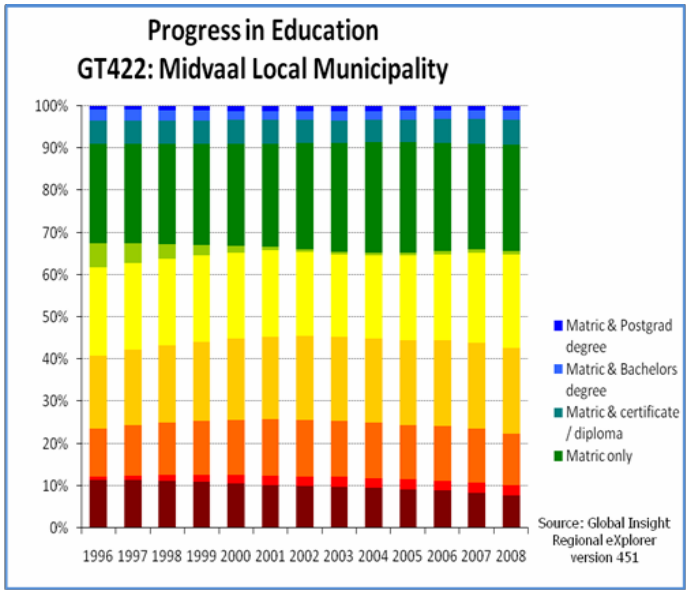


Figure 6: Education profile

The education profile of Midvaal is as follows:

- 34.4% - Some secondary
- 32.3% - Grade 12/Standard 10
- 15.3% - Higher
- 9.0% - Some primary
- 5.2% - No schooling
- 3.8% - Complete Primary

SECTION 5: OVERVIEW OF THE MIDVAAL ECONOMY

5.1 Overview of Midvaal economy

Midvaal has a population of 95301, according to the 2011 census. The human development index (HDI) is a composite of life expectancy, adult literacy, school enrolment and GDP per capita. The closer an area's HDI is to 1 the higher its level of human development. With estimated HDI of 0.64, the Midvaal Local Municipality may be regarded as an area with a high level of human development, as opposed to the 0.56 of Lesedi Local Municipality and the 0.6 of Emfuleni Local Municipality.

Unemployment in Midvaal has declined to 18.8 percent. This rate is relatively lower than national estimates, which are in the order of 25-30 percent. According to the 2011 Statistic Survey as released by StatsSA, 18% of households in Midvaal have an income of less than R 4 800 per annum. According to Stats SA 2011 census, shows that approximately 38% of households in Midvaal Local Municipality in 2011 earned an annual salary less than R19 600. Compared with 2001, there is a significant decrease in households that earn less than R19 600 per annum. In 2001, approximately 57% of households fell into this bracket, which decreased significantly to 38%. In comparison, households that fell into the income brackets R19 601 to R38 200 and R38

201 and R76 400 increased between 2001 and 2011 to 16% and 12%, respectively. A major increase occurred in the R153 801 and higher income bracket, which grew from a household share of 11% in 2001 to 23% in 2011. The increase in higher-income residents shows that higher-income employment opportunities in the municipality have risen

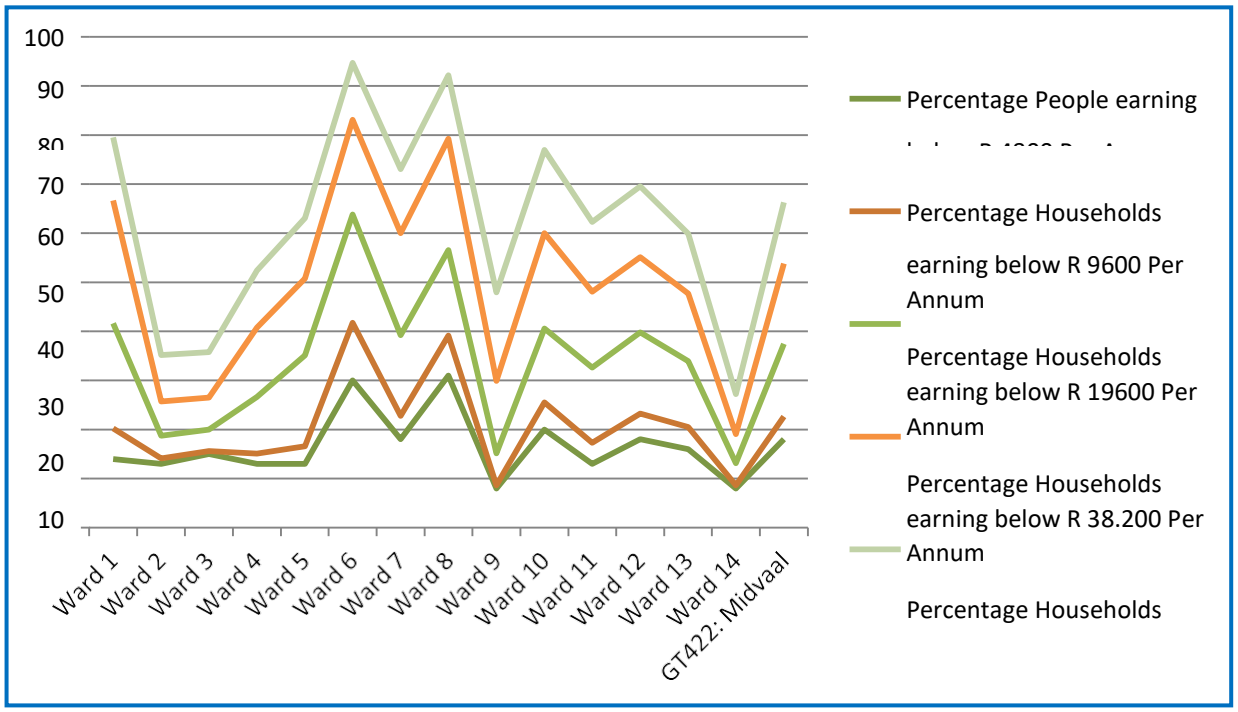


Figure 7: Income

The Gini coefficient, which measures the gap between the income of the rich and the income of the poor, is estimated to be 0,73 in Midvaal.

Midvaal has a number of large national and international businesses operating in the area. Many of these businesses are in the area as a result of Midvaal's proximity to the Johannesburg, City Deep, OR Tambo International Airport and the variety of important national and regional roads such as the N3, N1, R59 and R82, along with the availability of land within the area, makes it attractive to developers. Midvaal's location allows big businesses to be close to markets, as well as suppliers, located in the Gauteng City Region. The location also allows access to international markets through the close proximity to OR Tambo International Airport and City Deep Container Depot. A further advantage is the relative accessibility of railway lines, gas-lines and water.

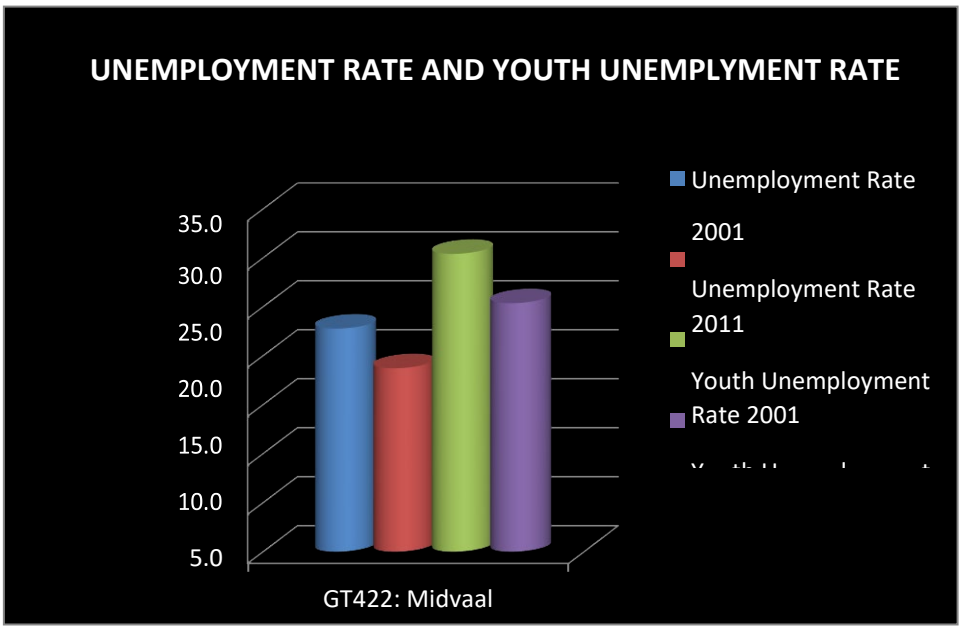
5.2 Unemployment overview

South Africa has a very high current unemployment rate. The current unemployment rate in South Africa is 25%. This is based on a narrow definition that includes only those adults who had actively looked but failed to find work in the four weeks preceding the survey. An expanded definition of unemployment, which includes working-age adults who are unemployed but did not actively look for work in the month preceding the survey (referred to as

"discouraged work-seekers"), gives a much higher, and more accurate, indication of unemployment: in September 2007 the Labour Force Survey found that some 7.4 million working-age adults were unemployed according to the expanded definition (i.e. they wanted to work but were not actively looking). Two-thirds were women, predominantly in their 20s and early 30s – the child-bearing years. Another 9.8 million people were "not economically active" in that they were studying, disabled, 'housewives', stayed at home by choice, and so on. The extent to which unemployment affects children is demonstrated by this indicator, which shows how many children have an employed adult living in the same house, and conversely, how many children live in households where there is no adult income earner at all. Having an employed adult in a household is important because of the resources that wages bring into a family, and the kind of stability and security that wage employment offers. Apart from providing regular income, benefits can include health insurance, unemployment insurance, and maternity leave. There may be many parents who work in a different location than that where their children live, who send money to their children's guardian or caregivers at home. The fact that a working parent is living elsewhere means that they have two households to support. In 2007, some 62% of children in South Africa lived in households with at least one working adult. The other 38% (nearly 7 million children) live in households where no adults are working. There has been little change from 2002 to 2007, with the proportion of children who live in unemployed households hovering around 40%, despite a decrease in the official unemployment rate from 30% to 23% over the same period. This indicator is very closely related to the income poverty indicator; in that provinces with relatively high proportions of children living in unemployed households, also have high rates of child poverty. The Eastern Cape and Limpopo have the highest rates of unemployment, and the largest proportions of children living in poverty. While 88% of children in the Western Cape and 82% in Gauteng are co-resident with at least one working adult, only 51% of children in the Eastern Cape and 41% in Limpopo have an adult income-earner living with them.

5.3 Labour Force overview

In terms of the Figure there exists a clear relationship between the unemployment rate and labour force. It is evident that unemployment has a gradual decline, however after 2004 the labour force participation rate increased, which directly influences the unemployment rate. This can possibly also be linked with new investment in the area in terms of residential as well as business developments. (Source: Global Insight, 2009)



(Source: Global Insight, 2011)

Figure 8: Unemployment Rate

The Figure, above, illustrates that there is a definite decline in both the unemployment rate and the youth unemployment rate between 2001 and 2011, in Midvaal. This can be justified by the number of business investments within the Midvaal since, several new businesses have invested during the last few years in the Midvaal which created employment opportunities to the local community.

Midvaal LM has – with exception to the provincial level – the highest level of economically active population: 70.4% of the Midvaal population is economically active. Midvaal LM therefore has a large supply of labour. The non economically active population (29.6%) represents children, the youth, the elderly, and the disabled that are not able to be employed. Midvaal LM also has the highest employment rate when compared to the national, provincial, and district situation: 81.2% of Midvaal's population is employed. The unemployment level of Midvaal LM therefore rests at 18.8%.

According to Stats Sa, working age population is growing with approximately 1 204 people per annum, whilst the economically active population is expanding with approximately 720 people per annum. The economy can absorb only 189 people per annum.

5.4 Sectorial Analysis

The percentage contribution of economic sectors to the total GVA is used to measure how much each sector has contributed to the economy's GVA. The lowest contributing sector to the district's GVA was the mining sector, indicating that mining is not active in the Midvaal municipality. The table below illustrates the contribution of the three (3) major sectors to the total district economy. The lowest is thus far Agriculture for the country, district and municipality.

Economic Sector	SOUTH AFRICA		GAUTENG		SEDIBENG		MIDVAAL	
Period	**2006**	**2011**	**2006**	**2011**	**2006**	**2011**	**2006**	**2011**
Agriculture	2%	2%	0%	0%	0%	0%	1%	1%
Mining	7%	6%	2%	2%	3%	3%	3%	4%
Manufacturing	19%	17%	22%	19%	37%	30%	34%	30%
Electricity	2%	2%	2%	2%	4%	3%	6%	7%
Construction	3%	3%	3%	4%	4%	5%	6%	7%
Wholesale and trade	14%	14%	14%	14%	14%	14%	14%	14%
Transport	10%	10%	9%	9%	6%	6%	6%	7%
Finance and business services	22%	24%	25%	27%	14%	17%	18%	18%
Community services	6%	6%	4%	4%	3%	3%	3%	3%
Government services	15%	15%	17%	17%	16%	18%	8%	9%
Total	**100%**	**100 %**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

Table: 5 Sector contribution to economy

According to Table 14, the manufacturing sector is the major contributor to the local economy of Midvaal Local Municipality. It contributes roughly 30% to the total economy, while the finance and business services sector (18%) and wholesale and trade sector (14%) are also major role players. The dominance of industrial activities in Midvaal Local Municipality is shown by the share contribution of the manufacturing sector to the municipal economy. Continued investment by major manufacturing businesses has allowed manufacturing to remain a main role player in the greater economy of the municipality and allows it to compete with larger industrial municipalities.

It is important not only to understand the size and growth of the economy, but also to know where major economic activities take place. The areas with the greatest economic activities naturally attract the most people**.** Figure 8 below shows where economic activities take place in Midvaal Local Municipality.

Primary Sector

The primary sector of the economy consists of the agricultural as well as the mining sectors. Mining contributes about 4% while agriculture contributes about 1 % to the Midvaal LM GVA and together contributing 5%. The Midvaal Local Municipality has recognised the decline in contribution that the agricultural sector contributes to the GVA and therefore will be preparing an agricultural growth strategy with various initiatives to stimulate agricultural potential of the municipality and realise the Agritropolis vision.

Secondary Sector

The secondary sector of the economy consists of manufacturing, electricity and construction. The manufacturing sector is the largest contributor to the Midvaal Local Municipality's GVA, which contributes 30% followed by Electricity, water and Construction contributing 7% and 77% respectively. The Midvaal Local Municipality has recognised the potential that this sector could further contribute and therefore adopted the R59 Strategic Framework to promote the R59 Development Corridor. The spill over effect is that persisted commercial and industrial development would result in increased housing demand and the resultant residential development would further contribute to the broadening of the property rates base.

Tertiary Sector

The tertiary sector is basically the services sector as well as the governmental, community services and financial services, sector which contributes 30% to the Midvaal LM GVA.

5.5 Gross Domestic Product

The adjacent Figure indicates a constant increase in GDP from 2001 to 2011, this can be linked to investment within the Midvaal LM's area of jurisdiction (Source: Global Insight, 2009)

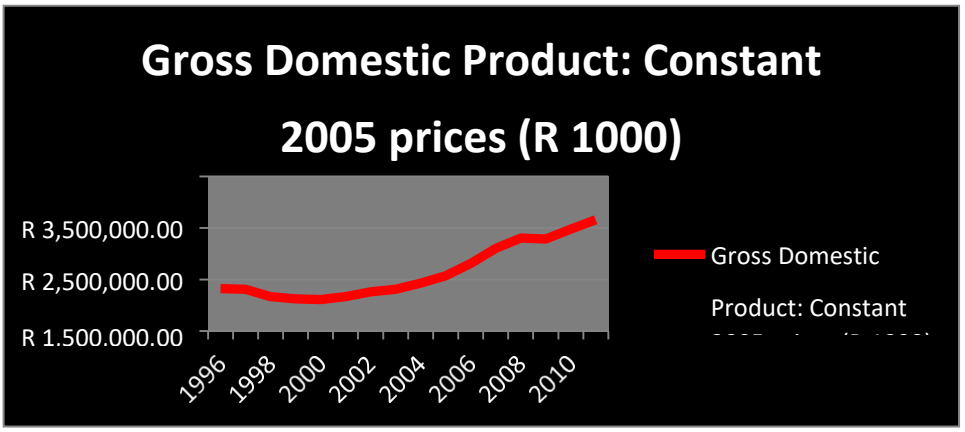


Figure 9: Gross Domestic Product

5.1 Human Development Index

The Human Development Index (HDI) is a composite, relative index that attempts to quantify the extent of human development of a community. It is based on measures of life expectancy, literacy and income. It is thus seen as a measure of people's ability to live a long and healthy life, to communicate, to participate in the life of the community and to have sufficient resources to obtain a decent living. The HDI can assume a maximum level of one, indicating a high level of human development, and a minimum value of zero, indicating no human development.

	Sedibeng District	Emfulen i Local	Midvaal Local	Lesedi Local Municipality
Black	0.52	0.53	0.45	0.47
White	0.87	0.87	0.88	0.87
Coloured	0.60	0.62	0.55	0.49
Asian	0.77	0.76		
Total	**0.60**	**0.60**	**0.64**	**0.56**

Table: 6 Human Development Index (Source: Global Insight, 2009)

In terms of the above mentioned Table it can be stated that Midvaal LM in comparison and relation to the other Local Municipalities within Sedibeng District Municipality has the highest HDI and thus a better balanced society in general.

5.2 Gini Coefficient

The Gini coefficient is a summary statistic of income inequality, which varies from 0 (in the case of perfect equality where all households earn equal income) to 1 (in the case where one household earns all the income and other households earn nothing).

Population Group	Sedibeng District Municipality	Emfuleni Local Municipality	Midvaal Local Municipality	Lesedi Local Municipality
Black	0.59	0.58	0.54	0.66
White	0.46	0.46	0.45	0.46
Coloured	0.66	0.66	0.66	
Asian	0.54	0.54		
Total	**0.67**	**0.64**	**0.73**	**0.72**

Table 7: Gini Coefficient (Source: Global Insight, 2009)

In practice the coefficient is likely to vary from approximately 0, 25 to 0, 70.
In light of the above Table it can be stated that there exists a high imbalance in terms of overall income spread, in Midvaal, if compared to adjoining local and district municipalities.

5.3 Poverty Rate

The number of people in poverty is the number of people living in households that have an income less than the poverty income.

Population group	Sedibeng District Municipality	Emfuleni Local Municipality	Midvaal Local Municipality	Lesedi Local Municipality
Black	45.2%	47.6%	23.1%	41.8%
White	5.4%	4.6%	4.8%	12.8%
Coloured	16.9%	19.9%	8.1%	7.6%
Asian	5.7%	5.0%	2.2%	13.0%
Total	**38.4%**	**41.0%**	**17.2%**	**37.0%**

(Source: Global Insight, 2009) Table 8: Poverty Rate

From the table above it is clear that Midvaal has a lower poverty rate of 17.2% as compared to the district, 38.4%.

Population Group	Sedibeng District Municipality	Emfuleni Local Municipality	Midvaal Local Municipality	Lesedi Local Municipality
Black	530	460	25	46
White	17	11	3	4
Coloured	5	4	0	0
Asian	1	1	0	0
Total	**553**	**475**	**28**	**50**

The poverty threshold, or poverty line, is thus the minimum level of income deemed necessary to achieve an adequate standard of living in a given country. In practice, like the definition of poverty, the official or common understanding of the poverty line is significantly higher in developed counties than in developing countries. The percentage of people in poverty is the percentage of these people relative to the total regional population. It shouldbe noted that the poverty income is defined as the minimum monthly income needed to sustain a household and varies according to the size of that household. The larger the household, the larger the income required to keep its members out of poverty. Midvaal has a lower poverty threshold of 28 as compared to Lesedi 50 and Emfuleni 475.

5.4 Poverty Gap

A shortcoming of the **poverty rate** as an indicator of poverty is that it does not give any indication of the *depth* of poverty i.e. how far the poor households are below the poverty income level. Here, the poverty gap proves useful in that it measures the difference between each poor household's income and the poverty line. It thus measures the depth of poverty of each poor household. In other words, how much extra all of the poor households would have to earn to raise themselves up to the minimum living level.

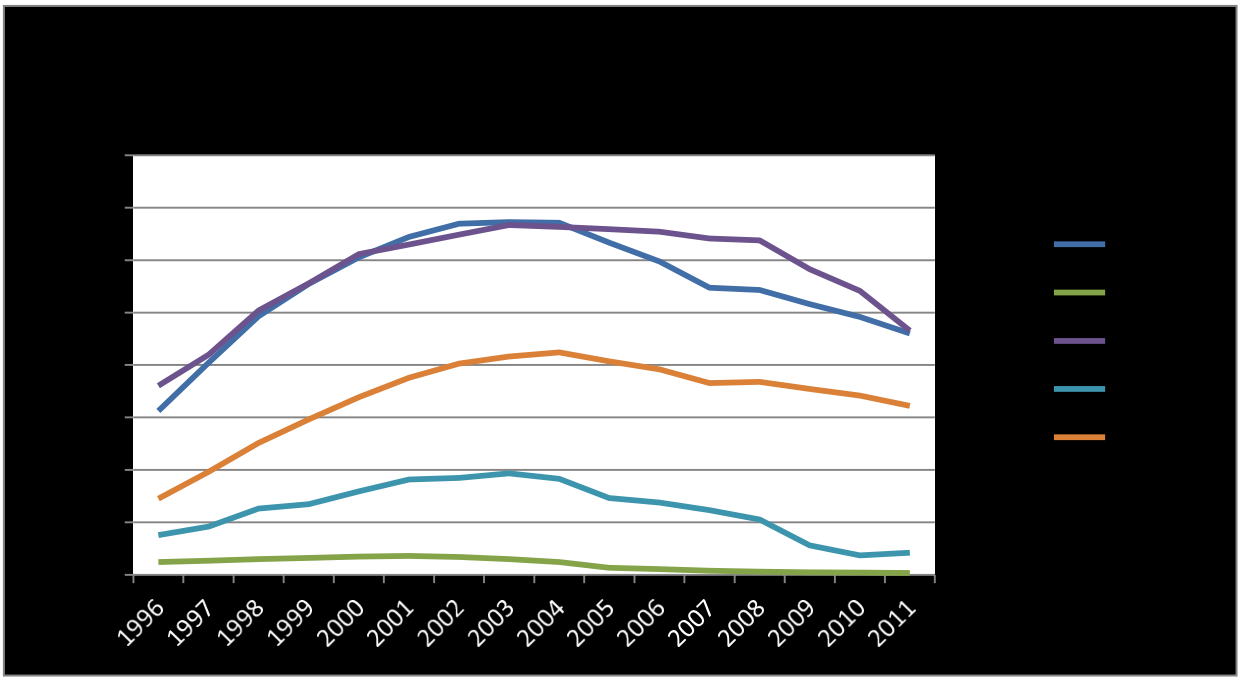


Figure 10: Poverty Gap

5.1 Informal economy

Parallel to the main stream businesses enterprises or fomal businesses, there exist an informal economy. This economy is marginalised, exists at the edges, consists of large numbers of the unemployed and the 'unemployable', and does not benefit from progress in the first economy, underdevelopment, informal (structures and buildings), unregulated (bylaws), contributes little to gross domestic product and has weak social capital. It is also characterised by poor skills, incorporates the poorest of the rural and urban poor. The International Labour Organisation indicated that 60% of labour force in developing countries is absorbed within informal economy. The National Informal Business Upgrading Strategy (NIBUS) indicate that informal economy sector contributes approximately R42 billion towards Gross Domestic Product (GDP) in South Africa and the sector employs 15.6 percent of South Africa's population.

Statistics SA Labour Force Survey has indicates that a dominant sector of the informal economy is trade and retail sector, however the sector has been declining (from almost 69.6% in 2001 to just 54.4% in 2013). Manufacturing
sector is also declining from 10.7% in 2001 to 7.4% in 2013. Construction and community and social services sectors grew gradually between 2001 and 2013, from 3.1% in 2001 to 10.7% in 2013 and from 6.8 in 2001 to 13.1% in 2012. The survey also indicates that informal traders mostly work from home, taxi rank, pavement streets, flea markets, built markets, in front of big shops, and in some office blocks.

Table 9: Share of different sectors				
Sectors	**2001**	**2005**	**2009**	**2013**
Agriculture	0.5%	1.0%	0.9%	0.9%
Manufacturing	10.7%	12.1%	9.6%	7.4%
Construction	3.1%	5.8%	10.3%	10.7%

Trade & retail	69.6%	66.1%	57.0%	54.4%
Transport	3.4%	4.4%	3.8%	6.1%
Finance	5.8%	3.5%	3.1%	7.6%
Community & social services	6.8%	7.0%	10.5%	13.1%
Source: Stats SA, 2013				

Table 9: Share of different sectors (Informal Economy)

Within the context of Midvaal informal economy comprises of the following land uses:

- Manufacturing (steel, furniture),
- Industrial (welding, spray- painting, zozo's),
- Accommodation establishment (rooms, backyard shacks),
- Restaurants (chesanyama, food) and
- Trade (street/informal trading, containers, cars, tyres, salons, tuck-shops).
- Financial services: loan sharks, Stokvels, driving schools, etc.

The list is not complete as there are other businesses such as financial (loan sharks, Stokvels, driving schools, etc) that exist. In narrowing the classification or categorisation of businesses that forms part of the informal economy it may be simpler to rather refer to those businesses that should be excluded from second economy being: Motor workshops; Distribution centres; Wholesale trade; Storage; Transport services; Laboratories; Computer centres; Warehouses; Industrial uses; Public Garages; Motor Sales; Scrap Yards; Parking Garages; Commercial uses; Drive-in Restaurants; Agricultural Uses; Noxious Industries (panel beating, spraypainting, brick burning, cement works, charcoal burning, manure making, etc.).

Table 10: Education qualifications acquired in the sector (2008)	
Education level	**Percentage (%)**
No schooling	7.8
Less than primary completed	17.9
Primary completed	8.9
Secondary not completed	44.3
Secondary completed	16.6
Tertiary	2.7
Other	1.8
TOTAL	**100**
Source: Blauw (2011)	

A challenge for informal economy is that it exist and found itself excluded and unrecognised or ignored though it assist in access to services/goods/products, convenience, job creation and economic viability. Though informal economy is a reality and need to be included and accepted as (another) economy with its own benefits to communities it serves, it is still not properly considered when policies are made or it cannot dictate a direction or opinion as compared to the mainstream economy. Informal economy is now taken seriously but the interventions preached to communities are yet to be realised. Government has also contributed to informal

economy businesses and its informality by not having strict policies on informality and enabling environment. It is evident that spatial polies, precinct plans and land use schemes does not accommodate or at least provide for second economy. The township layouts for residential developments does not indicate where informal economy will be accommodated or provide for it in the respective property zoning. In actual fact, erven earmarked for businesses are large and expensive and the local community cannot afford to purchase the erven. The implication is that people who can afford (mainstream companies) will continue to monopolise business in the area. People occupy houses and only get title deeds after a long time. In the meantime people cannot submit plans, land development applications or apply for licences as title deeds are required to be submitted. As a result people resort to trading illegally due to the inefficiency of government.

The Gauteng Informal Business Upliftment Strategy (GIBUS) provides a strategic direction for the provincial and local spheres of government to design and implement programmes aimed at supporting informal business sector in an integrated and coordinated manner.

The Gauteng Informal Business Upliftment Strategy (GIBUS) has identified the following as the informal trading challenges:

- Lack of strategic direction from the national government on the roles and responsibilities of the provincial and local government towards the informal business sector;
- The informal business sector is unaccounted for and unrecognized in national statistics;
- Lack of proper coordination and alignment of initiatives from the development agencies and the local government for an integrated support of the informal business sector;
- The existence of fragmentation within the informal sector which makes it difficult to formalize;
- Investment problems such as lack of capital for operations;
- There are no clear guidelines in place to control and inform the balance allocation of resources and infrastructure for both local and foreign nationals;
- Lack of access to financial services and high cost of doing business; and
- Lack of skills training and technology. In instances where training is provided, it is misaligned to the critical skills required by the informal traders;

International Labor Organization (ILO) has identified six strategic areas of focus with regards to transforming the informal sector in Africa. These strategic areas include the following:

- Pro-poor and job rich growth;
- Sufficient legal framework;
- Increasing entrepreneurship upgrading;
- Access to micro-finance;
- Access to skills and vocational training; and
- Focus on providing social protection.

In most cases the decline in formal employment leads to an increase in the number of people looking into informal business sector for survival. It can be concluded that an increase in formal employment could have led to the decline in the informal sector employment levels, and *vis-a-visa*. This indicates the significance of the informal sector towards the provincial economy and it provides an opportunity for the unskilled population group to generate sustainable

income.

However intervention into these economies are imminent in order to:

- ensure mobility from the 'informal economy' to the first economy, by constructing a firm 'staircase' or 'bridge' to allow for such mobility
- create conditions for sustainable livelihoods within the realm of the 'informal economy',
- and in the process develop robust links which eliminate duality and the conditions which give rise to it.

Summary

The Midvaal Local Municipality has a number of challenges and opportunities influencing its potential to develop its economy. The key challenges that Midvaal faces is to continually improve the quality of life of all its residents, close the gap between the rich and the poor and reduce unemployment. Marginalised communities have limited access to finances, infrastructure, natural, and human resources; which contributes to the vicious cycle of deprivation, hopelessness and despair. Though the prevalence of HIV/AIDS in the Midvaal area is lower than provincial and national levels, the nature of the disease, and patterns of transmission, means that it is essential that treatment and prevention continue to be drastically expanded in order to mitigate its impact on the labour market. The historical planning of towns, with townships located on the outskirts of central business districts, has resulted in individuals being spatially distanced from economic opportunities.

Opportunities exist in Midvaal for growth within agriculture, manufacturing, commercial, trade, construction and tourism. Growing these sectors would allow the Midvaal to diversify its economy and further strengthen its current economic base.

Current and future strategies followed by the Midvaal Local Municipality should be coordinated with an overarching Midvaal local economic development strategy.

SECTION 6: LOCAL ECONOMIC DEVELOPMENT FRAMEWORK

The local economic development framework detail a trajectory of how economic growth and development should be advanced in the municipality. The LED strategy identifies strategic development pillars that will guide the implementation of the strategy.

6.1 SWOT Analysis

The Midvaal Local Municipality has experience steady economic growth within the past 15 years (since its inception). Due the municipality's comparative advantage, there has been major businesses that has since located within the municipality, such as BH Billiton, Heineken, etc.

Population is expected to double with the future and current housing developments (both private and government led). There is also expected in- migration as per the Migration Plan of the municipality.

Though the development trajectory of the municipality is so positive, there are however

negative aspects that hampers economic development. The negative elements evolves around urban management which includes at the most informal training, non-adherence to by-laws, etc.

STRENGTH	WEAKNESSES
• Existing transport infrastructure • 92% of land agricultural (plots and farm portions) • Stable municipal administration and governance • Infrastructure capacity • Growing economy • Credible IDP and PMS • Clean Audits • Financial and administrative stability	• Unemployed youth • Low skills level primarily in townships • Growing informal settlements • Market accessibility and support to farmers • No tertiary institutions • Informal trading • Limited financial support to implement projects and programmes
THREATS	**OPPORTUNITIES**
• Infrastructure reaching capacity • Need for infrastructure upgrade (water, roads and sewer) • Limited capital budget • High demand for services which are not municipality's competence (schools, hospitals, etc) • High in-migration • Urban management problems • Increase in number of informal settlements	• Land available for agriculture • Agro-processing centre, market opportunity • Population growth • Infrastructure upgrade • Increase in municipal rates base • Economic growth • SPLUMA • Kgatelopele Youth Development Programme

Table 11: SWOT Analysis

The SWOT analysis identified the following economic development thrusts as important areas of interventions to stimulate economic growth and development within Midvaal Local Municipality being:

- Sectorial development given Comparative Advantage
- Agriculture development
- SMME and cooperative development
- Township Revitalisation
- Regulatory Reform
- Business Retention and Expansion
- Marketing
- Informal Trading
- Tourism development
- Municipal procurement

The thrusts have been clustered into the following pillars as some are interrelated and interdependent:

- Agricultural development
- Kgatelopele Youth Development Programme (Youth and Skills development, education and training)
- Business development and support
- Spatial planning and township development
- Sectoral growth and development

6.2 Strategy Pillars

Pillar 1: Kgatelopele Youth Development Programme

The Executive Mayor has identified Youth development as one of the critical areas that needs intervention in order to alleviate high unemployment rate, poverty and socio economic ills. The Executive Mayor has since introduced “KGATELOPELE” Youth Development Programme.

The programme is targeting about 250 youth to be trained in skills development, business administration and management, entrepreneurship and sector specific technical skills. Graduated youth will also be considered and where possible be linked to job opportunities or further training. However only the 200 youth will be exposed to training as the other 50 youth have already started with the training.

The criteria for recruitment will be youth from all the wards in the municipality. The youth that will be considered from this respective wards should be:

- Between ages from 18 to 35 years
- Unemployed
- Studied up to Grade 12 (Standard 10) and above
- Not part of other programmes i.e, EPWP, CWP, NARYSEC, etc.

The youth will be provided with generic training that is focussed on general business management and administration skills, cooperative management and preparation of business plans. There will be no stipends paid, only transport and catering costs will be incurred if the programme is more than 4 hours.

On completion of generic training, participants should be encouraged to register as Co-operatives based on the sectors that they prefer or are interested in. The following sectors have been identified by municipal departments:

- Grass cutting
- Waste cleaning
- Road painting
- Account delivery
- Water leaks
- Road repairs

Co-operatives once registered will be provided with Sector specific training in order to ensure that they can implement the projects as identified by specific departments.

Towards the end of 2016/17 Youth Cooperatives should have been trained and ready to start delivering municipal services.

Parallel to the Youth Cooperative programmes, the municipality will further assist more youth in:

- Learners and drivers licences
- Matric rewriting
- Plumbing training
- Property transfer registrations

Corporate Services will market the programme on the various platforms including media, municipal engagements, meetings, etc. A link has been created in the municipal website to share information about the programme.

Partnerships with private sector and NGO will be formalised through entering of Memorandum of Understanding. The municipality will continue to engage with other stakeholders to enter into partnerships that will assist in successful implementation of the programme. The programme will be included in the MLM IDP.

The programme will only be a success if there is mutual participation and contribution from all the relevant departments. The Programme committee to be established should ensure that programme is rolled out as planned and all the department contribute accordingly. The MMC's and Ward Councillors should assist with community engagements but should not be involved in the actual implementation of the project. There should be engagements done with private sector to link the already graduated youth into job opportunities where possible.

Pillar 2: Agricultural growth and development

Considering agriculture to be an important land use in the area, the future of agro-processing and maize production is critical for the area, and the challenges and opportunities regarding this sector should be fully understood. Midvaal Municipality could intervene by assisting and supporting a pressure group to engage the relevant national and provincial departments on policies and mechanisms to assist the maize industry.

Strategies are required to further develop niche agricultural production; such as producing organic products, making special breads and jams etc. Niche agricultural production can have limited scope, since it is essentially consumer-driven. It focuses specifically at the unique demands and prefers of customers, and caters directly to these needs. In order to be successful niche activities have to tap into a demand that is currently not being met.
A further advantage is to develop a strategy that could create further markets for these niches by linking it to tourism initiatives such as the Walkerville Farmers Market.

Small-scale farmers can be encouraged to produce for niche markets, since these products generally receive premium prices because of the quality and uniqueness of the products The establishment of a Farmers Forum or cooperative (a non-profit organisation) that represents, promotes and supports the interests of emerging, previously disadvantaged farmers, and works on addressing the imbalances of the past, could be facilitated. Its main objectives would be to assist the establishment of local farmers associations and groups, to train members on

organizational systems and procedures, to co-ordinate the setting up of savings and credit schemes, to resolve problems and conflicts, to negotiate on behalf of its members in order to remove constraints in terms of land, water, financial and other resource issues (i.e. access to land). An Agricultural Resource Centre, and the Agricultural Research Council, can provide training and technical skills. Youth in the rural parts could be involved as part of this resources centre, which could be developed to include an agricultural college/school. Effort should be invested in securing access to agricultural land, particularly for small scale and emerging farmers.

The development of agri-processing plants in the rural area to be used to process and package agricultural produce according to market standards are to be encouraged. Relationships between organizations working with small-scale farmers, and communities interested in farming should be supported and strengthened. Shared learning processes could also be considered to facilitate contact and linkages between established and emerging farmers; allowing farmers to share research on production and markets. Through small-scale farming, niche markets may be explored, which may be complementary to commercial farming markets or incentives can be given to commercial farmers who work in empowering small-scale farmers.
Through the implementation of agricultural mechanisation programme, homestead and community food gardens, people could be introduced to farming practices. Many of these participants can then develop further skills to assist them in becoming small scale farmers.
Agricultural products can be diversified through production, distribution and packaging. This essentially suggests that these products can be produced differently, they can be sold to different markets or they can be packaged in a way that differentiates them from other products. A strategy for encouraging agricultural marketing co-operatives could be linked to a strategy to diversify agriculture. Marketing co-operatives can be used to brand and market agricultural goods, and feed into a marketing strategy that promotes purchasing goods from the Midvaal area.

The municipality need to formulate a comprehensible agricultural strategy that will unlock agricultural potential for small holder and commercial farmers. This strategy should be able to contribute towards economic development, job creation and improved quality of life for Midvaal residents.
It is the view that the agricultural strategy to be formulated will intervene in agriculture and indicate how growth can be achieved. The strategy to be formulated should:

- Create a common vision for agriculture with key stakeholders.
- Design and implement a strategic framework to guide policy and implementation of projects and programmes.
- Identify programmes and projects that will facilitate agricultural growth and development.
- Address issues undermining investor confidence and interest in agriculture.
- Ensure increased access and participation in the sector through well-designed empowerment processes and programmes.
- Combine, share and optimise the resources and benefits among the partners.
- Foster global competitiveness, growth and profitability in the sector in order to attract new investment.
- Ensure sustainable development and efficient use of natural resources.
- Build lasting partnerships among public, private and community stakeholders and NGOs.
- Encourage youth participation in agriculture.

- Market agricultural produce.

Agriculture is a game changer and should not be seen as a food provision sector but rather as a sector that is actively involved in changing South Africa economic landscape by resulting in:

- Food security
- Job creation
- Skills development
- Economic development
- Market access

Pillar 3: Sectorial Growth

The discussion that follows suggests strategies for growing economic sectors that have the potential to develop the Midvaal economy. To recap, these sectors are: trade and manufacturing, construction, and tourism.

Strategy for growing trade

Currently trade and manufacturing in the Midvaal area is closely linked to the steel sector. These sectors can be diversified through exploring what the market demands. If the market exists, the manufacturing sector can expand through the use of agricultural inputs and produce biofuels, beer, ales, salad dressing etc. This could be linked to a marketing strategy, which promotes the trade of these goods.

SMMEs, big businesses and community-based organisations (CBOs) can explore partnerships to offer a greater variety of products. This allows manufacturers to outsource some manufacturing, and allows them to offer a unique range, and a greater variety of products; while creating jobs. It is important to continue with the maintenance of a SMME and CBO database that reflects the range of products that these entities manufacture and sell, and services they render. Such a database can be used to facilitate the arrangement of such partnerships, and be a directory, which the Midvaal Business Chamber and big businesses can use.

The ongoing pressure on Gautrans to complete the upgrading of the R82, and the construction of the K154 are both important road linkages in linking the various communities in the Midvaal Local Municipality, and linking these with other local, regional, provincial and national markets. The existing railway network need to be utilised optimally to transport goods out and to the municipality.

Strategy for manufacturing

The potential of economies of agglomeration should be explored. The term economies of agglomeration describe the benefits that firms can obtain when locating near each other. It is related to the idea of economies of scale and network effects, in that the more related firms that are clustered together, the lower the cost of production, and the greater the market that the firm can sell into. Even when multiple firms in the same sector (competitors) cluster, there may be advantages because that cluster attracts more suppliers and customers than a single firm alone could. Clusters with regard to food processing and wood products should be explored.

Organizing a marketing campaign that promotes buying goods manufactured in Midvaal may create a greater demand for locally manufactured goods. Such a marketing

campaign could feed into a packaging campaign. Goods could be packaged as being made in Midvaal; and a 'buy Midvaal' marketing campaign could stimulate demand for these goods.

Strategy for construction

Attention could be paid to facilitating the availability of property development training programmes offered at existing institutions. Additionally it is important that these training programmes are accessible to historically disadvantaged individuals residing in communities where an interest in construction exists. Public land in particular in urban areas, can play a critical role in providing housing and public facilities. The procurement of public land should be managed, in order to ensure that land, is used optimally, and economic opportunities are unlocked. In order to assist the optimal use of land a comprehensive audit of publicly owned land should be prepared. The existence of such an audit would form the foundation of information that can be used to co-ordinate planning for the use of public land. This is important as the disposal of public land provide the authorities with some leeway to ensure that significant benefits derived from construction activity are also accrued to emerging developers and contractors.

It is also important that a database be developed that reflects locally available labour. The Midvaal municipality has already initiated compiling such a database. Contractors should be encouraged to use such a database. Essentially, it would allow local labour to be used in construction in Midvaal. Since, construction is labour-intensive, the utilisation of the database of SMME's by construction companies will assist to employ local people in the Midvaal. Construction also requires more skilled labour, and if local labour receives training and skills development, they have a skill that could be transferable. Incentives may have to be offered to encourage contractors to use the unemployed database. A possible incentive that could be given is for municipal tenders to give preference to contractors that use the unemployed database.

A second strategy would be to promote the Council's programme to provide residents who are on the **indigent list**, with start-up packages to establish themselves as legitimate SMME's that has been vetted and capacitated.

Strategy for tourism development

Sedibeng DM together with Birdlife SA has developed the Sedibeng Birding Route, of which many sites are located in Midvaal or just outside of the Midvaal area of jurisdiction. This route should be promoted and marketed, and additional tourist attractions could be incorporated with the route.

Midvaal's locality in relation to Johannesburg Metro and Ekurhuleni Metropolitan Municipality, two of the most important Metro's in South Africa is potentially one of its greatest assets. Existing and potential future tourism activities are not far from large concentrations of potential customers, and the roads linking them are generally good. Facilitates attracting day visitors increases the possibility of marketing the entire Midvaal as a tourist destination. Tourism should not be defined by a narrow definition of tourism, and should not be limited to trying to attract just International Tourists. The strategy should cater for all kinds of tourists, local and international, business and recreational, active and passive recreation, eco-tourism and non-eco- tourism etc.

Walkerville has a unique tourist destination potential because of its country setting, and excellent locality. Midvaal offers: scenic beauty with ridges and river systems, conservancies, nature reserves, game farms, a range of outdoor activities; cultural experiences; local cuisine; and historical landmarks. Tourists can spend a few days leisurely travelling through Midvaal; or day tourists can visit a few tourism nodes and experience a range of tourist activities. Relationships with travel agents should be explored and the promotion of holiday packages to Midvaal should be considered. Partnership with all government tourism departments and agencies should be furthered to resuscitate Suikerbosrand Nature Reserve as an active

tourist destination and promote it.
A further detailed study looking at tourism development and marketing should be undertaken. The tourism development strategy for Midvaal Local Municipality should look at the following areas:

- Assessment of tourism supply and demand
- Tourism forecast
- Infrastructure assessment and development
- Product assessment and development
- Market development and promotion

A strategy for tourism development in Midvaal would have to be in compliance with the economic, cultural, social and environmental goals nationally, provincially as well as of the area. It would therefore have to promote the participation of HDI's.

Summary

Midvaal is endowed with the potential to diversify its economy and grow manufacturing, trade, tourism, agriculture and construction. Local labour will play a pivotal role in growing these economic sectors. A survey and analysis of the economic opportunities around the fishing and poultry industry should be undertaken. The chapter that follows discusses elevating levels of education, skills and training within Midvaal.

Pillar 4: Youth Skills, development, education and training

Although it is often argued that individuals whom acquire skills will migrate to larger towns and cities, this does not negate the need to provide for training and skill development locally in order to grow the economy of Midvaal and improve the quality of life of its residents. Through their skills, individuals are able to participate effectively in the economy of their chosen towns or cities including towns outside Midvaal Local Municipality, thus contributing to the national economy.
It is essential that human resource development strategies are aimed at the complete lifespan of individuals; thus including early childhood development, formal schooling, tertiary education, skills development and adult basic education. Recent research indicates that success in formal school education is to a large extent dependent on early childhood development and early schooling.

Objectives

Education and skills training can facilitate movement of marginalized individuals into the first economy. Improving the economic opportunities that are accessible to individuals will likely increase household incomes, and local buying power. Through promoting life-long learning programmes, one can encourage entrepreneurship, particularly in historically disadvantaged communities. Lifelong learning programmes entail educating and training a child from early childhood, until adulthood. Ensuring that ongoing skill development and associated mentorship occur within all industries in Midvaal, but also within the municipality.

Education, skills development and training strategy

The ability of individuals to participate meaningfully in the economy depends on their levels of education, skills and training received. Due to the gap between required levels and availability of skills nationally as well as locally; lifelong education, training and skill development programmes should be pursued, from early childhood to adulthood.

Early childhood development programme

Access to early childhood development is important to ensure that children have a sound foundation, which will prepare them for future learning. A strategy for such a programme should ensure that there are good quality buildings that are available to be used as educare facilities. Municipal regulations should be evaluated to determine that they do not hamper the establishment of educare facilities. Partnerships between the private sector and township educare facilities could be forged, and a community fund should be established to support the operation of educare facilities. Such partnerships could perhaps entail an 'adopt-a-creche' programme, in which a business adopts an educare facility and makes a monthly or annual pledge to this institution. Broader community involvement in educare facilities should be encouraged. Parents and communities surrounding educare facilities could assist in their maintenance, as well as promoting safety and security. An intervention in establishing educare cooperatives in different townships with the aim to develop a regional educare centre that will accommodate all the children in an area may also be explored. The advantage is that educare principals can jointly own and manage the centres. A policy on day mothers and number of children that can be accommodated as a primary rights (without consent) should be formalised and applied the whole municipality.

Current interventions such as the Hollard Foundation's initiative where Hollard are actively involved in facilitating the development of ECD's that meet the requirements of the Children's Act, needs to be supported and promoted.

School assistance and development programme

This programme relates to the support that schools could receive from the municipality, the private sector and the community, in order to facilitate their development. A role that the municipality could play is to identify problems with service provision that it can address. It is the municipality's role to ensure that school access roads are in good condition, and lighting around schools is effective.

Channels of communication should be established between learning institutions, parents, and private businesses. Each of these groups can play a role in promoting the importance of education, skills development and training to learners, and instilling within children a desire to attain academic excellence. Communities and the private sector can be involved in improving school facilities. Companies could for example, sponsor the building of a school hall, and parents could volunteer on weekends to assist with the maintenance of school grounds and buildings. All these groups should work together (pooling their resources, ideas and abilities) to develop responses to the challenges faced by learning institutions. Means of connecting future employers and learners should be explored. Businesses, schools and the municipality could organize a career exhibition event, similar to the recruitment drives that happen at universities around the country for Grade 12 learners. Businesses can then identify students whom they want to assist in exchange for subsequent employment with the company. Such an arrangement could allow businesses to have access to a pool of labour for which may have otherwise remained untapped. This approach might also act as a motivation to learners to excel, since at the end of their schooling they are afforded the opportunity to be recruited by a company.

Nutrition and transport are also key aspects and relevant programmes in this regard should be supported, in particular at township schools. Existing transport to primary and secondary learning institutions should also be evaluated, since transport directly impacts on accessibility.

There are 41 primary schools, but only 7 high schools to service all students in the area. To this could be added the boarding schools, some of which have both primary and secondary learners. Though this report does not contain detailed information on the number of students needing to attend high school, the preliminary analysis highlights the need to investigate if another high school is required in Midvaal. A detailed audit of the number

of primary and secondary schools and the number of learners should therefore be conducted.

Current initiatives such as the Community Workers Programme and Mayor's school initiatives should be supported as they assists learners with necessary support with homeworks, foodandcompleting their schoolwork.

Tertiary Institution

There are no Tertiary academic institutions in Midvaal Local Municipality. The result is that everybody that has completed school and desires to continue their academic career at a University or Technical University has to leave Midvaal to do so.

Given the extent of the agricultural land in Midvaal, and adjoining municipalities such as Lesedi and Dipaliseng, and the Free State further south, it is evident that an Agricultural College will benefit the agricultural Industry. The objective is to provide formal academic training in Agricultural related topics/subjects linked to practical experience.

Young school leavers can enroll for formal multi-year training, with an associated degree or diploma, or short courses could be presented to existing small scale farmers during the school holidays.

The College could in addition assist students to do further research work, and not every student leaving the college need to become a farmer, with the knowledge gained graduates can start a career in a variety of fields in support of the agricultural sector, such as fertilization, small- and large stock farming, Hydroponic farming, dry land farming, fruit farming and even flower farming.

Further training could related to various forms of irrigation and the advantages and disadvantages of each. The optimal use of implements, financial management, marketing, crop insurance, use of herbicides and environmentally friendly agricultural practices are all modules that could be included in the curriculum. The College could teach students on soil types, erosion and the rotation of crops.

Co-ordinatedadultskillsdevelopmentprogramme

A detailed audit of all current education and skills training institutions should be conducted, looking at all training institutions and service providers. Channels of communication should be established between local businesses and existing learning institutions, in conjunction with the audit. It is important to determine the education and skills that the market demands; so that a strategy can be developed to provide the local community with the necessary education and skills needed to supply local business' labour demands. The audit of education and skills training institutions, along with labour market demands, and knowledge of the economic sectors that are growing, can inform educational institutions' curriculum design. Co-operation and co-ordination between theseinterested and affected parties could help business to identify gaps in skills training, that they are able to fill themselves through providing on-the-job training and apprenticeships.

An audit of available skills to bridge the gap between demand and supply would be necessary. This could be done in co-operation with local businesses to establish what current skills are needed by businesses and what skills are available. This could also inform the type of training programmes or institutions needed. Such a skills audit could be done per sector. Co-operation between businesses, training institutions as well as community-based organizations is imperative in the successful matching or available skills with the appropriate sector, and for the formulation of a skills development strategy.

This audit would determine whether these institutions would be able to provide a wider range of courses, to equip individuals with the skills that local businesses demand. If it is determined

that existing institutions would be unable to provide a wider range of technical courses, the establishment of a technical training school in Midvaal should be considered as a public private partnership between the private sector and the National Department of Education. Potentially the current institutions could be forged into a single entity and capacitated with the necessary financial and other resources.
Consideration needs to be given to formulating innovative ways to provide basic literacy and numeracy and skills training. Also of concern is that language proficiency (English and/or Afrikaans), in particular for those with African home languages, is a major constraint in terms of accessing training institutions and functioning in the workplace in Midvaal. Reaching people in rural areas with basic education and training programmes is another major challenge. Fieldwork and workshops revealed that lack of finances to afford a myriad of costs, and a lack of accessible transport, make existing institutions inaccessible to poor individuals. A possible solution could be to have a mobile training facility, which could service the rural areas. Once again, consideration should be given to supplementing such an initiative with a feeding scheme; perhaps a soup kitchen could accompany the mobile training facility when it goes into poor communities.
Ongoing skills development in existing industries as well as at the Midvaal Local Municipality should include mentoring programmes as well as the introduction of apprenticeships. Considerable opportunity exists in particular within the municipality to introduce mentoring programmes within all of its departments. This should not only include existing staff, but also consider future prospective staff and students on an ongoing basis. The private sector i.e. mining sector and para-statals such as Eskom and Rand Water can also contribute by training artisans in the various fields.

Summary

Education, skills and training, when matched to market demand, is a springboard to economic development and a better quality for all Midvaal residents. An on-going audit of the market to establish the labour needs of business as well as the current labour offering is imperative in facilitating the continuous supply of the correct skills. This approach should also include focus on mentoring and apprenticeship programmes within the private sector, but also within the municipality. In order to stimulate investment and create jobs it is important that Midvaal retains and grows its current businesses, while attracting new businesses into the area. The chapter that follows discuss measures that can be taken to attract and retain business activity in the area.

Pillar 5: Business Development and Support

Midvaal has a number of established local, national and international businesses operating within the area. The area is well endowed with infrastructure such as road and rail, all which has contributed to the development of Meyerton as an administration and manufacturing centre. The municipality is further enhanced by its close proximity to Johannesburg and Ekurhuleni Metro's. Large firms such as the BHP Billiton, Heineken, BSI Steel and Paramount Trailers, Klipriver Business Park, New Hope, Renico Construction, have been locating in the area. If the area loses the assets that make it attractive to business, they may choose to relocate to other areas. It is therefore important that the Midvaal remains a viable location for business operations, so that it can retain and grow existing businesses, as well as attracting new business. Businesses that are currently operating in the area are major employers; if they choose to relocate it is likely to have a significant negative impact on the economy. In addition, many businesses in Midvaal are SMMEs (Small Medium and Micro Enterprises). SMMEs are important because they are locally owned and therefore the source of employment and income

generation for a considerable portion of the workforce.

This strategy aimed at the first economy has two broad, interlinked objectives. *Firstly*, to retain the correct businesses operating in the area, while attracting new businesses to the area and using the growth of business to provide opportunities for further job creation. Essentially, expanding business activities is pivotal to any strategy to grow an economy, since; the lifeblood of economies is the flow between factors of production and households. *Secondly,* to provide business support to emerging and growing SMMEs. SMMEs operate within a variety of economic sectors, which feeds into the strategy to diversify the local economy. Providing individuals with business education and skills enables them to pursue entrepreneurial activities, and facilitates their movement into being economically active. SMME development is also closely linked to human capital development (viz. education, skills and training) as well as the reduction of poverty.
Thirdly, to support informal economy could be to create opportunities of engagement between the municipality and the informal trade, to identify their needs to ensure that they are accommodated in strategies, that value can be added, enabling these informal businesses to evolve to a higher level, entering the structured world of SMMEs Cooperatives etc. and accessing the range of benefits that these formal business enjoys.

Municipal infrastructure and services

The consistent quality, extent and level of utility services such as water and electricity provision, roads, waste disposal, etc, provided to businesses remain critical reasons why firms remain and expand in an area. Infrastructural support should also be extended to the rural areas, in particular road infrastructure and sustainable utility services. Every effort should therefore be made to retain this good relationship with businesses and the medium to long term infrastructural needs of businesses must be included into the municipal IDP.

Investment Incentives

Marketing a local area can play an important role in mobilizing local stakeholders as well as in attracting businesses and industries to an area to facilitate job creation and increase the local tax base. Investment incentive is one tool used by governments to create favourable climates to attract direct investment. These incentives include a variety of measures, which could be used to attract investment, steer into favoured sectors and/or regions, or to influence the character of an investment, e.g. when labour- intensive investment is being sought. Incentives are any measurable economic advantage afforded to specific enterprises or categories of enterprises by a government in order to influence them to behave in a certain manner. Incentives should enhance the desirability of an area or location without having a detrimental effect on existing businesses or industries.
Midvaal Municipality's vision statement: *"MIDVAAL WILL BE RENOWNED FOR ROBUST ECONOMIC GROWTH AND A HIGH QUALITY OF LIFE FOR ALL"*

emphasizes the commitment to ensuring sustainable economic development and growth and decreasing levels of poverty. Key to this is the retention and expansion of existing business, as well as the attraction of new investment. It is imperative to attract investments towards strategically positioned areas where access to infrastructure is available, or can easily be extended. These areas should benefit from primary factors such as visibility and accessibility, and ideally should be accessible to the majority of the workforce.
Strategies for investment incentive should include the reformulation of Midvaal Municipality's regulatory environment so as to make business investment and relocation to the area more attractive and easy. This can be done through the provision of tax and financial

incentives, improving market access to the area, tariff breaks, building competitive advantage and the establishment of industrial development zones (IDZs). Investment incentives are being proposed to unlock economic opportunities in priority development areas and to bring jobs closer to the poor.
The investment incentive strategy should be in line with the existing national incentives offered by the Department of Trade and Industry, which, in co- operation with the Industrial Development Corporation, offers over 90 incentives, loans and rebates to attract investment and support business development. These incentives include the following categories:

- Investment support
- Small business development
- Empowerment finance
- Increasing competitiveness
- Innovation and technology
- Export assistance
- Industrial development zones
- Urban development zones (tax incentives)
- Improved turnaround times for the considering and finalization of land use applications

It is also imperative that the investment incentive is aligned with other government policies and strategies, such as the Sedibeng Growth and Development Strategy (GDS).

Place marketing
There are a number of characteristics of an area that can attract investment, viz. capability differences, cost differences and other factors. *Capability* differences refer to differences between the technology (computer services, machinery that can be accessed etc.) and skilled labour that one area can offer to business, as opposed to another. Businesses are likely to choose to operate in areas which have the technology and level of skills that they need; since these factors are likely to give them an edge over their competitors. Midvaal's endowments of such factors can be used to differentiate it from other areas and an audit of the area's technology and skills is proposed.
Cost differences refer to costs of production and operation differing between various areas. These costs essentially refer to the cost of services, labour, land for expansion, capital, etc., for businesses wishing to operate in an area. For example, one area may make itself more attractive to business, when compared to another, if it is able to offer services at a lower cost.
Other factors that can affect where businesses choose to invest are the logistics (or so-called 'red tape') that surrounds starting or expanding a business in a particular area. The proximity of the market to the business is also a factor. Proximity not only refers to physical distance, but also the accessibility. Thus, a town situated close to the business' market, which has bad roads linking the business and the market, might be less attractive to investors than a town that is situated further away but has good road infrastructure.
Midvaal currently has a number of major businesses established in the area and it can market itself as an area that is attractive for business. Midvaal's proximity to Johannesburg and Ekurhuleni, along with the N1, R82, R59 and N3 linking it to the metro's, opens up the metro's as a market. In addition, Midvaal's proximity to OR Tambo International Airport, and City Deep and the proposed Logistics Hub, are assets that can be promote to businesses that wish to access national and international markets. An additional advantage is accessibility to utilities such as water and SASOL Gas lines, the relative flat topography, and moderate climate.

As mentioned the quality of services that the municipality provides, the relationship between the municipality and business, the availability of land for industrial use, the accessibility of local and international markets and the proximity of airports are all attributes that make Midvaal attractive to business. These characteristics should be used to market the Midvaal as a unique place for business. The existence of perceptions of a positive economic climate should also be promoted. The Midvaal municipality should make every effort to ensure that it does not lose the attributes that make it attractive to investors.

Agglomeration, clusters, hives and node

Agglomeration economies, which describe the benefits that firms obtain when locating near each other, can attract businesses to an area. The logic is that arrangements such as business nodes and clusters (which is having a number of interconnected businesses, suppliers, and associated institutions in a particular field, located in one geographic area) can create economies of scale. The rationale is that the greater the number of related firms that are clustered together, the lower the cost of production (firms have competing multiple suppliers, greater specialisation and division of labour result), and the greater the market that the firm can sell to. Even when multiple firms are in the same sector (competitors) cluster, there may be advantages because that cluster attracts more suppliers and customers than a single firm could alone. Clusters, hives and nodes can create economies of agglomeration; because it allows for the centralisation of administrative support services, it increases networking, and can facilitate mentoring and sharing advice. A feasibility study should be conducted to ascertain the types of business clusters that could be established, and the logistics of such a cluster (i.e. the availability of physical space; the best geographic location (is it close to potential markets, is it accessible to interested entrepreneurs); the quota of businesses in the cluster etc.

Hives also provides for SMME's to enter the market and seek linkages with established businesses.

Business Advisory Services

A Business Advisory Centre, should be established in Meyerton. This centre could provide SMMEs with advice related to procurement and business development. It should also have a resource centre that does market research and can assist in planning and adapting the business, in order to ensure that they remain competitive in the market. The centre itself can create opportunities for networking and sharing ideas, in particular with established businesses.

The centre should also have an accessible integrated business database (with businesses names, contact details, size, products and or special skills availability for mentorship etc.), and the programs offered by such a centre should be offered through a mobile service throughout Midvaal.. Access to finances is often identified as one of the main barriers to starting or expanding an SMME. It is therefore important to identify and ensure awareness of available financial assistance. Links between respective government departments should be coordinated in order to ensure that entrepreneurs in townships have appropriate information and necessary documentation to enable them to gain financial assistance. It is entrepreneurs in the second economy that find it even more difficult to access financial and organizational support. The centre could assist the second economy businesses to further develop their business skills and structure their operations in a manner that would facilitate their seamless migration into the first economy.

The Centre can be the service point for a variety of agencies such as SEFA, Productivity SA, GEP and community centres.

Business education and skills development

Entrepreneurs who lack business skills and experience are more likely to see their businesses fail. It is therefore important that individuals be equipped with the necessary education and skills needed to exploit economic opportunities and sustain their business. A business skills audit with SMMEs and entrepreneurs would assist in identifying the needs of small businesses. This could inform the type of courses to be offered. The availability of business courses should also be assessed, to determine whether additional courses are required. Some essential courses that should be offered to entrepreneurs are: business planning and financial planning. The accessibility of these courses, in terms of costs and transport to the educational institution and times that courses are offered should be considered.

Business incubators are seen as important instruments to accelerate skills, experience and technology transfers in small enterprises generally and, more importantly, in particular sub sectors on niches. The injection of a significant skills-development component (also including managerial and entrepreneurial training packages) is generally viewed as a prerequisite for small incubators.

Business mentoring

Established businesses can be partnered with emerging businesses for mentoring. Experienced businesspersons can share their knowledge of best practices, financial advice, resources of information with fledgling businessmen. It may be necessary to provide incentives for mentoring, such as municipal tenders preferring businesses engaged in mentoring. The role of Midvaal Business Chamber could be critical in this regard.

The Plato Programme is an example where SMME's are being mentored by successful role players in the local economy. Plato is a programme originated in Belgium, which has successfully trained SMME's in Europe, Egypt and South Africa.

The programme is funded by GEP (Gauteng Enterprise Propeller) and is led by managers from established companies and Standard Bank, who coach groups of 15-20 business owners/ SMME's at monthly discussion groups. The group members decide on the topics and the mentor provides information and guidance on the various issues relating to the selected topics

Municipal Procurement

Municipal procurement is an important mechanism to supports emerging SMME's, Cooperatives and Black Industrialist. Midvaal Local Municipality could have a web-based procurement facility and pro-actively support local emerging and established SMMEs. Success achieved in terms of compliance should be actively monitored and reported on a regular basis to the broader Midvaal community and local businesses. Gauteng Township Revitalisation strategy has identified access to market as one of the interventions to revitalise township economy. A procurement strategy has been formulated by Gauteng Department of Economic Development. This Procurement strategy aims to support the Township Economy Revitalization (TER) Strategy. Government's role is to create an enabling environment in which township enterprises can flourish. Such an enabling and supporting environment will be based on TER's seven Strategic Focus Areas:

a) Ensuring an appropriate legal and regulatory framework;
b) Promoting manufacturing and productive activities;
c) Economic infrastructure support and clustered enterprise development;
d) Promoting entrepreneurship development
e) Financing and investing in the township economy;
f) Promoting access to markets;
g) Promoting innovation and indigenous knowledge systems.

The purpose of this strategy is to provide a framework for the procurement of goods and services from township enterprises to uplift Co-operatives and SMMEs, thereby creating employment opportunities, alleviating poverty and stimulating local economic growth. The strategy identifies interventions on how to revitalise township economy through government procurement. Three main interventions that will have to be adapted into the municipal systems are:

- Utilization of Central Supplier database: Use of central database that is friendly to township suppliers.
- Purchases of goods and services for values below R500 000: Goods purchased below R500 000 to be sourced from township enterprises.
- Utilization of supplier development Hubs: SMMES and cooperatives will be assisted with:
    - Online registration of their businesses
    - Promotion of on-line registration of township suppliers.
    - Guidance relating to tax clearance with SARS.
    - Guidance relating to opening of business bank accounts.
    - Guidance relating to registration with the Companies and Intellectual Property Commission (CIPC).
    - Guidance relating to B-BBEE compliance.
    - Training on procurement processes and opportunities.
    - Training on business strategies and practices through the Gauteng Enterprise Propeller (GEP), who have the budget allocation for this type of intervention.
    - Business Finance
- Tenders and RFP Interventions: Request for proposals and tenders should have conditions that favours township enterprises. The strategy recommends that a portion of the contract should be for the township enterprise benefit.
- Co-Operatives: establish a database of Co-ops that are operating in the townships. . Thus ensuring the 30% target for township spend is reached by the year 2018/2019.
- Provincial Township Procurement Spend Target: the strategy has set
    - out targets below which will municipality.
    - have to be implemented by the
    - Financial Year 2014/15 - 6%
    - Financial year 2015/16 - 12%
    - Financial Year 2016/17 - 18%
    - Financial Year 2017/18 - 24%
    - Financial Year 2018/19 - 30%

Ongoing training should be given at Ward level on Supply Chain Procedures, compliance and requirements associated to services rendered to the Midvaal Local Municipality. The

Regulations and By-Laws

Regulations and by-laws that affect SMMEs should be reviewed. Consideration should be given to town planning procedures, business- licensing procedures, the impact of financial

procurement requirements etc., which all directly influences the establishment and expansion of SMMEs in particular those located in residential areas. Current systems and procedures should consider how home-based SMME activities with negligible noise and traffic impact could be allowed, in particular if it creates income and job opportunities. These interventions should result in ease of doing business with the municipality.

Midvaal has a number of policies, precinct Plans and systems in place that regulate a variety of town planning processes, which include, but is not limited to the following;

- Six Town Planning Schemes,
- a Spatial Development Framework (SDF)
- Three Regional SDF's
- An environmental Framework
- Three precinct Plans (Two additional Precinct plans are being developed)
- Nodal Policy
- Accommodation Establishment Policy
- Agricultural Policy
- Outdoor Signage Policy
- Density Policy

There should be education awareness to capacitate community members on how to comply with the legislative requirements and associated procedures that need to be followed.

Summary

Midvaal has the potential to market itself as a viable location for businesses, and attract investment, which should absorb local labour and improve local buying power. Beyond attracting big businesses, the area also has the potential to expand SMMEs, which will play an important role in developing the local economy.

Pillar 6: Township Economy Revitalisation

During the state of the province, Gauteng Premier, David Makhura, outlined the provincial Ten-Pillar Programme to radically transform, modernise and re- industrialise Gauteng economy in order to create jobs, eradicate poverty and reduce in-equality. Key to this programme is its pillars which emphasises radical transformation of the economy. Inequality, unemployment and poverty is prevalent in townships hence, township economy need to be revitalised as a key driver and a game changer for economic development in Gauteng.

Key issues

Majority of townships in South Africa have been developed at the periphery of towns with limited facilities and services. These township were designed and developed for residential purposes and did not take cognisance of future community needs ranging from business (retail) to supply of services. Accessibility to transport networks, community facilities, retail and public transportation is still a challenge. This fact has placed a barrier in realising the potential for business in the townships. It is also a fact that policy makers have not properly planned for the townships dwellers to pursue businesses opportunities. Operating business environment is not conducive as there is a lot of compliance requirements that are costly and lengthy making it too difficult to conduct businesses in townships.

In understanding the extent, character and functioning of township economy, a survey was conducted in Sicelo (March 2016). The purpose of the survey was to establish the nature, size and location of business enterprises in townships. The survey revealed that there are 322 Erven (formal houses) in Sicelo. Out of 322 Erven:

- Shops: 21
- Salon: 7
- Taverns: 4
- Restaurants: 4
- Recycling business: 1

Total number of non-residential uses is 37

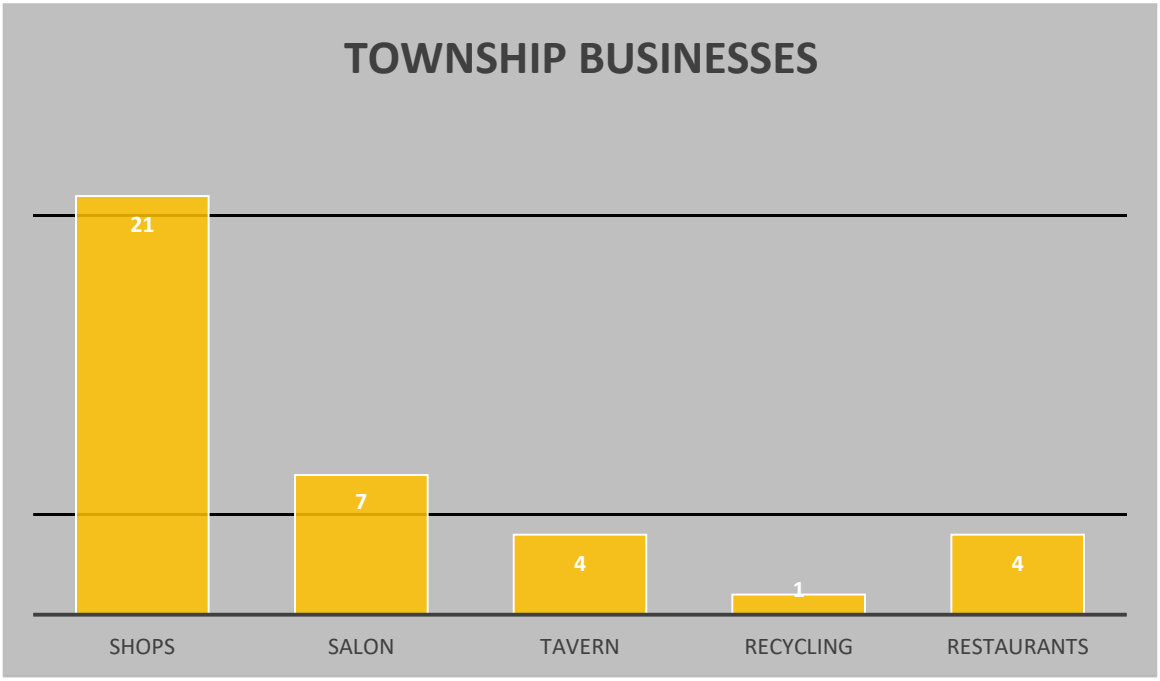
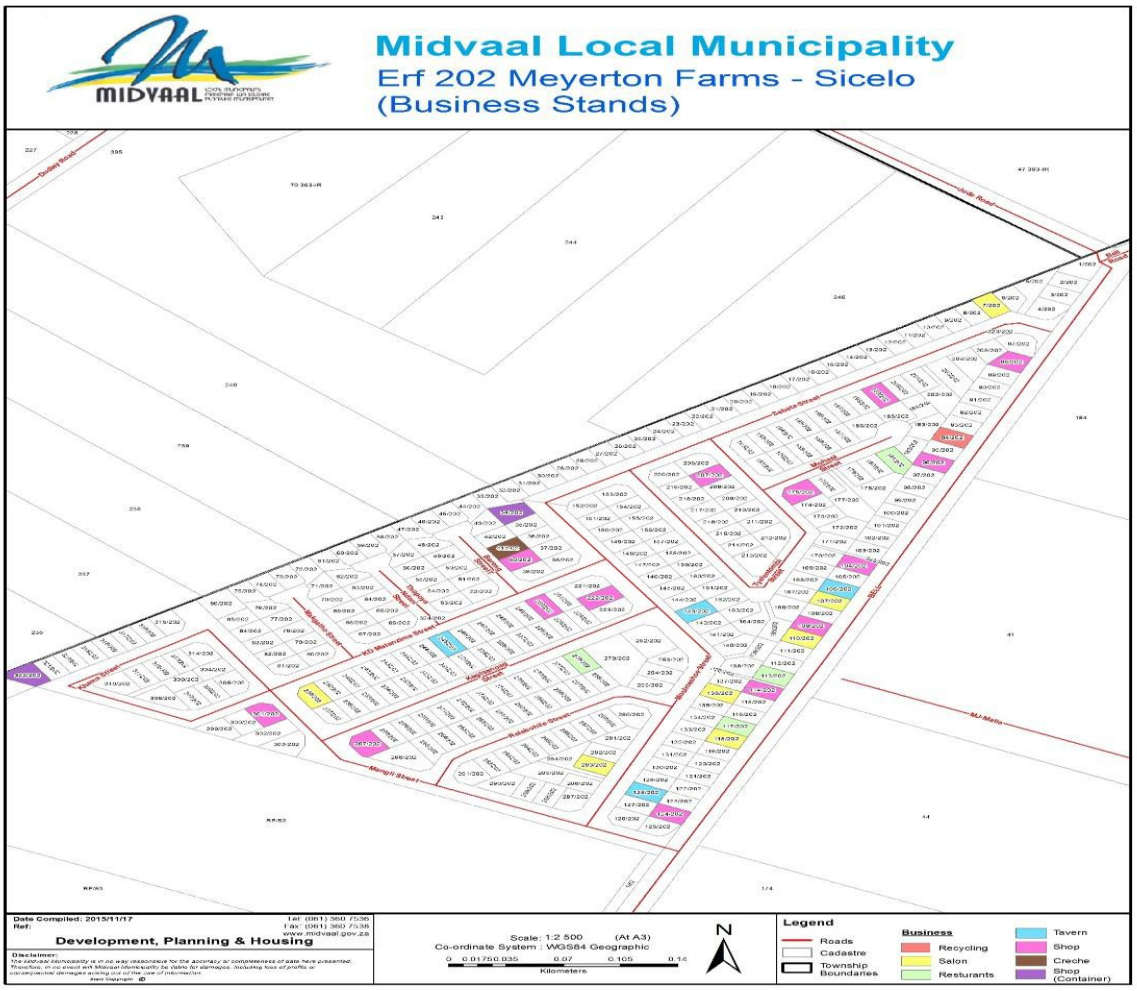


Table: 12 Township Informal Businesses

There is a total of 37 informal businesses in Scelo which amount to 11% of the total erven in the township. There is a need for the businesses and for them to grow and development they need to be supported and formalised, hence a need for intervention in the township economy. Refer to figure:



Map 2: Sicelo Informal Businesses

Objectives

It has been proven and is now widely accepted that there is a need to intervene in the township economy. According to the Gauteng Township Revitalisation Strategy, township economy refers to: “enterprises and markets based in townships”. Within this context townships refers to all proclaimed townships, new and old, that were developed for blacks, Indians and coloureds. They are characterised by unemployment, poverty and inequality.

In Midvaal there are two townships that meet the strategy criteria being Lakeside and Sicelo. There will be inclusion of other townships as soon as they are fully developed and constructed such as Mamello, Bantu Bonke and Savanna City Development.

The long-term objective should be to generate employment opportunities that are accessible to local residents from the majority of towns and communities in order to eliminate the economic stagnation that is pervasive in many townships. Focus should in particular be placed on increasing linkages and accessibility of residents in these townships to economic opportunities in the Meyerton CBD and community facilities in the various nodes as identified in the Midvaal Nodal Policy. However, this should be in the context of the economic growth

potential of each specific township. This does not imply creating secondary CBDs in nodal areas, rather to ensure that new economic development is also directed to these areas, along routes such an activity streets and decentralised nodes. Also of importance is to generate economic opportunities within existing, established CBDs for emerging businesses. Objectives of township economy revitalisation should result in:

- Job creation
- Economic development
- SMME and Cooperative development
- Skills development
- Ease of doing business
- Poverty eradication

The interventions should look into how SMME's and Cooperatives can be assisted to improve their businesses and be self-sustainable. It is understood that the current regulatory framework does not support township enterprises in fact they are seen as a barrier towards township enterprises development. There is a need to review current regulations, legislations and by-laws governing trade and township enterprises in general. It will also be ideal if there can be funding made available to be sourced from external funders to assist township enterprises with compliance matters ranging from submission of plans, architects, town planners. The consultants should be sourced from townships and use the available funds to assist township enterprises with making land development applications. Consultants will assist with necessary applications, studies, plans, business plans and funding applications. It is also equally important to establish business forums that will be focussing on facilitating and coordinating affairs of township enterprises. The forum will form part of the greater Midvaal Business Forum. It should be a platform for communication, sharing of ideas, knowledge and expertise, marketing of township products and represent its members at various intergovernmental forums. Township enterprises will be requested to register in a central database and their information will be kept for future assistance regarding training and development, finance and necessary support. Information obtained will be used to cluster enterprises by commodities for easier management and assistance. The municipality will have to conduct regular educational awareness on supply chain processes for the enterprises to be able to benefit from municipal procurement processes.

<u>Space economy strategy</u>

A wide range of spatial development strategies should be pursued in order to restructure the space economy of townships, and these include the following:

(a) Linking the Development of Towns to their Growth Potential
(b) Increase linkages with CBDs and attract Private Sector Investment to Township
(c) Land Use Management (The consolidation of the current Town Planning Schemes into a single Land Use Management Scheme)
(d) Spatial Planning and Land Use Managent by-laws

Linking the development of towns to their growth potential

The size and extent of residential development, and in particular low-income townships, should be in relation to the growth potential of a particular town. This does not imply that historical issues that prevented farm workers from living in towns, coupled with rural-urban migration due to the increased mechanisation of farms and land tenure, should not be addressed. However, the establishment of large low-income township outside towns with limited growth potential is not economically sustainable and will increase cycles of unemployment, inequality and poverty.

Spatial planning in Midvaal must be informed by the National Development Plan (NDP) and

the Provincial Spatial Development Framework (PSDF).

Increase linkages with CBD's and attract private sector investment

Road transport linkages, facilitating connectivity between CBDs and townships should be improved in a manner that improves the possibility for commercial and retail activity to be developed along routes linking with the townships. This will increase opportunities for the informal sector and SMMEs to become sustainable due to exposure to passing trade and thereby increase their viability. Investment in townships should also be encouraged through strategic investment in public facilitates, public open spaces and landscaping of roads. Improving the quality of public spaces and roads will contribute towards increasing the value of residential properties as household asset. Part of basic infrastructure investment should be improving informal trading areas, not only in the townships but also so in the CBD's.

A challenge in the informal sector is the perception that there is no "Social Compact", and it is through a variety of private-public partnerships that this barrier can be broken down.

Neighbourhood Development Partnership Grant (NDPG)

The NDPG recognition that strategic public sector investment in community facilities and places can provide the stimulus for sustainable private sector investment and improvement in the asset value of township properties. The fund focuses not only on the nature of the community facility or place, but specifically how public sector investment can attract private sector investment in order to improve access to shops, markets, recreational and community facilities, and public transport.

Creating Opportunities within Existing CBDs

Emerging businesses and in particular those owned by historically disadvantaged individuals, have the challenge of both starting a new business as well as finding appropriate and affordable buildings and land to lease or for purchase. Opportunities that may arise within the existing CBDs, such as the sale of municipal land or buildings should aim to also create opportunities for such businesses.

Informal Trading Within CBD

It is important to ensure that there is adequate provision of properly managed informal trading areas in the CBD. The municipality together with the informal traders will have to establish an institution that will manage the informal trading area in the CBD. The institution to be formed will be responsible for among others: allocation of trading spaces, management of trading areas, law enforcement and upkeep of the trading areas.

Land use management and control

The application of land management mechanisms such as Town Planning Schemes, assist with generating land use order and avoid conflicting land uses in close proximity to each other. However land use control has also been used to retain the dormitory status of suburbs. Households with high levels of car ownership may be able to easily access remotely located economic and social services and opportunities. However for many township residents, zoning that does not allow non-residential activities, and where the majority do not have a car, dormitory suburbs is a huge impediment and adds to disempowering poor residents. Therefore flexible zoning, that does not include uses that is noxious or a nuisance, should be pursued and change in land use application should be accelerated in poor areas, where it will contribute to increased economic and business activity within towns.

It is generally accepted that a new Land Use Management Scheme would expedite the land use approval process, while still ensuring accountability and transparency. There is a need to address informal economy and how it can be accommodated in the new legislations and

policies such as new Land Use Management Scheme. Procedures and processes on how to deal with informal businesses (primarily in townships) should be clearly articulated and the processes or procedure to be followed should not be lengthy, complicated and costly as that frustrate SMMES and township businesses to comply. There is a proposed Township Revitalisation Intervention Table 15 hereunder, which start to identify critical areas to intervene in the township economy and create a friendly business climate in townships.

Summary

The nature, form and location of low-density residential areas and townships, have a direct impact on their ability to attract private sector investment, associated employment opportunities and possible SMME developments. The future development of towns, and in particular the extension of townships, should be linked to their economic growth potential. Consequently the development of large-scale dormitory low-income townships should be avoided in smaller in towns with a limited economic base and job opportunities. Integrated spatial planning measures, aimed to improve transport linkages between CBDs and townships should also be explored. Coupled with this is the need to significantly improve the quality of community facilities and spaces in townships, with the objective to increase the asset values of properties located here. It is also of importance that economic opportunities are created for emerging businesses within established CBDs. Township economy is not an easy area to intervene into, given its complicated structural formation, institutional arrangements and spatial geography. Interventions should therefore try to respond to most challenges facing this economy and enhance potential of the economy.

LAND USE	INTERVENTION
HOUSESHOP	• Waiving application requirement for house-shops (tuckshops) by consent to make it a primary right, provided it is 25m² and less and sell non-perishable goods excluding sale of liquor and preparation of meals. • Waive application fees, development contributions, rates and taxes • Waive building plan requirement if no additions are made to the existing house • Letter to be written to the municipality with the support of local community consenting to the trade. • No containers shall be allowed unless an application for a building plan is submitted in terms of the container policy.
TAVERN, RESTAURANT,CAR-WASH, CONTAINERS	• A consent application to be submitted • To be renewed after 24 months • Trading hours to be included • In terms of liquor a licence to be obtained • Development contributions to be waived, but rates and taxes to be paid • Application fee to be paid • Building plans to be submitted • Health permit to be obtained for selling of food • All business operating from a container should be in accordance with the zoning of that specific property • Building plans should be submitted • No container should be located along the road reserve, public open space or municipal property
STREET TRADING	• Street trading shall be allowed only at designated locations as per the Street Trading Policy

	• The products sold (merchandise) should of be of the acceptable quality and no counterfeit products should be sold
MANUFACTURING (STEEL AND FURNITURE), CAR MECHANICS	• Manufacturing of steel and furniture shall not take place within the core of residential but only along major activity roads. • The trade should be in compliance with the street trading by-laws • If it happens within private properties a proper land use application should be submitted • Building plans should be submitted • Application fee, contributions and rates and taxes are payable • Trading hours to be restricted
REGULATORY FRAMEWORK	• Current regulatory framework makes it impossible for informal trading to be formalised, flourish and positively contribute to local economic development. • The following bylaws should be formulated: • House-shop bylaws • Tavern and Shebeen bylaws • Street Trading bylaws to be amended • New consolidated Town Planning Scheme should acknowledge and incorporate informal trading • Spatial planning policies and precinct plans should make provision for informal trading and acknowledge its existence.

Table: 13 Township Revitalisation Implementation

Pillar 7: SMME, Cooperatives and Black Industrialists

SMME's and Cooperatives have been recognised as being key in responding to the nation's economic challenges, which include poverty, high unemployment rates and inequality, hence government made a decision to create the Department of Small Business Development (DSBD). The vision of the department is to see a radically transformed economy through effective development and increased participation of SMMEs and cooperatives in the mainstream economy.

SMME's and cooperatives have been identified as the sectors of the economy that can close the unemployment gaps and improve the economy. Nearly 80 percent of small businesses in South Africa offer retail services and the remaining 20 percent provide services. The National Development Plan articulates a vision of an economy that is inclusive, equitable and fast growing, with SMME contributing 90% of the jobs by 2030.

Thus, SMME's and cooperatives should be supported by encouraging those who might not be active; identifying and creating opportunities; creating an enabling environment and identifying those who are already active and empowerthem.

"Black Industraialist" refers to a person, company or cooperative that is owned by black South Africans to complement Broad-Based Black Economic Empowerment by focusing support directly at black manufacturers in providing a long term strategic and operational leadership in business. According to Black Industrialist Policy, a Black Industrialist is someone or a company that:

- provides strategic and operational leadership to the business;
- has a high level of ownership (>50%) and/or exercises control over the business;
- identifies opportunities and develops business to take advantage of these opportunities (entrepreneurial);
- takes personal risk in the business;
- does business in the manufacturing sector, with particular reference to IPAP focus areas; and
- Makes a long-term commitment to the business and is a medium to long- term investor.

The intention of the policy is to contribute towards shifting the demographic composition of the South Africa's industrial sector and create industrial linkages amongst black people, capacitation and necessary support.

It is the intention of government to support 100 Black Industrialist be it emerging or established industrialist.
The municipality should identify such industrialists and link them with government support and assistant programmes. From the level of the municipality, they should be assisted in ensuring that it is easier for them to conduct business and are supported accordingly.

KEY ISSUES

Most of the SMMEs and cooperatives primarily in townships are still operating within the informal economy. Their business is primarily informal and operated from illegal buildings or structures. Due to their informal nature it is so difficult for their businesses to grow as they

cannot secure finance and are not adhering to some business trading rules. The other factor is that there is limited support rendered by the authorities with regard to assisting the businesses to be formalised and graduate from informal to formal economy. It also equally challenging that in most townships, there was no provision made for this economy either from spatial policies/plans or even during township establishment stages.

OBJECTIVE

The objective is therefore to ensure that SMME's, Cooperatives and Black Industrialist are supported and encouraged to operate sustainably. This will ensure that they are centres of accelerated economic growth and development and result in:

- Provide services that are accessible, sustainable, equitable and responds to the community needs
- Job creation
- Economic growth
- Graduation from survivalist mode to become entrepreneurial small businesses
- Competitive SMME, Cooperative and Black Industrialist business environment

SUMMARY

The immediate intervention for Black Industrialist, SMME's and Cooperatives, will be to update their database register and ensure that the register is maintained. It will enable the municipality to identify the needs be it training, skills developments, financial support, etc. The other assistance that will be offered by the municipality is to ensure that there is continuous information sharing workshops in relation to business regulatory legislations and municipal supply chain processes.

Pillar 8: Poverty Reduction

Poverty reduction is central to the government initiative to improve the wellbeing of the poorest residents. Some of the aspects addressed in this section have already been discussed in previous chapters. A focus on sustainable livelihood provides a platform for a long-term poverty reduction strategy. In order to develop strategies to alleviate poverty it is important to define poverty. Poverty can best be understood through the following definition:

> ***'Poverty is more than a lack of income. Poverty exists when an individual or a household'saccess to income, jobs and/or infrastructure is inadequate or sufficiently unequal to prohibit full access to opportunities in society. The condition of poverty is caused by a combination of social, economic, spatial, environmental and political factors.'***

Understanding poverty is important because poverty reduction is a critical pre- condition for economic development. Households or individuals are considered to be poor when the resources they command are insufficient to enable them to consume sufficient goods and services to achieve a reasonable minimum level of welfare. Poverty has generally been measured in terms of a poverty line, based on the cost of a basic food basket. This analysis has, however, neglected the dynamics of poverty and has failed to distinguish between aspects such as transient and persistent poverty; between different household trajectories; impoverishment or improved well-being; or between deprivation and insecurity. Poverty

inhibits people's ability to participate meaningfully in the economy and society. Poverty is intrinsically linked to economic, social and psychological well-being through its link to a host of factors such as: inadequate access to basic municipal services, under and unemployment, low levels of income, unstable economic assets, lack of access to shelter, positive correlation with poor health outcomes, poor education outcomes, limiting decision- making, etc. Poverty is characterized by individuals and households struggling to sustain their livelihood. This struggle may be characterized by individuals and households being caught up in vicious cycles of deprivation, which limit the ability of individuals and households to break out of the poverty trap.
Internationally poverty reduction strategies have moved away from merely focusing on reducing poverty though social welfare programmes to adopting a sustainable livelihood approached to poverty reduction. Assets are at the centre of this approach, with households or individuals drawing from these assets in order to build their livelihoods. Poverty reduction differs from poverty alleviation which focus more on social welfare interventions. It is not the intention of this document to deal with *poverty alleviation* programmes and this should rather be developed as a separate strategy.

Key issues

Poverty is prevalent in virtually all towns in Midvaal but more so in towns such as Sicelo, Mamello, Daleside and De Deur; as well as the informal settlements at Boitumelo, Kayelitsha, Piels Farm and Varkeng. Social investment should be concentrated in the towns with the greatest need, without ignoring investing in all impoverished communities throughout the Midvaal. Rural development and uplifting the quality of life of farm workers is essential. It is important to promote development and poverty reduction in neighbouring areas as well, because if neighbouring areas remain underdeveloped, their unemployed and poor will migrate to Midvaal, which will create new challenges for Midvaal's development.

Objective

The intention of a poverty reduction strategy is to improve the quality of life of the poor and reducing a dependency on social welfare over time. Given the nature of poverty traps, poverty can become intergenerational, and programmes need to be put into place, which aim to break the cycle of poverty.

Sustainable livelihoods strategy

The assets that form part of this approach are: social capital, natural capital, financial capital, physical capital, and human capital. The linkages between these assets are each discussed in greater detail in the sections that follow.

Financial capital

A business advisory service should be put in place to advise individuals and SMME's on appropriate low interest loan alternatives finance capital acquisitions, guarding against the acquiring of unsecured loans, and advising on interest, compound interest, loan terms etc.

Implementation of programmes such as the CWP (Community Works Programme) and the EPWP (Extended Public Works Programme) should be seen as short term initiatives to increase the livelihood of previously disadvantaged, especially those in designated groups such as women, youth and the disabled.

Other more sustainable programmes relate to programmes aimed at food security, such as school food gardens, community food gardens and homestead food gardens.

Physical capital

Adequate shelter and basic services (especially access to water, electricity, and sanitation) should be provided in areas close to social and economic opportunities; such as public schools, healthcare, places of employment, etc. A variety of affordable housing options should be provided in well-located areas to ensure that these houses can be used as assets. Addressing backlogs in basic services should be coupled with improvement of public spaces (e.g planting trees, paving sidewalks) to allow poor households to leverage their houses as an asset. The provision of effective and efficient public transport between townships and CBO's is also critical.

Natural capital

This focus on facilitating access for the poor to natural resources, such as flora, fauna, land, etc. to contribute towards sustainable livelihoods. This deals with aspects such as agricultural land for emerging farmers, the benefits from establishing nature reserves, the use of fishing resources i.e. fish farming etc. Developments should not deplete the areas wealth of natural assets, sustainable usage should therefore be encouraged. The national government has several programmes aimed at protecting and preserving our environment. The GCIS publication has identified programmes such as the Working for Fire programme, Working for Water programme, Working for Wetlands, EPWP and the CWP, which not only preserve the environment but has potential for creating employment. Midvaal Municipality can play a role in co-ordinating as well as increasing awareness of these programmes amongst communities.

Social capital

Social capital is a broad concept, put simply it refers to the level of social cohesion within a community (i.e. how well people get along and relate to one another). Social capital is important because it affects people's ability to network within their community. It also affects investors' perception of an area, and determines whether businesses choose to locate in a town. Therefore, a programme to increase social capital should address issues of youth developmental needs, substance abuse and crime. Rehabilitation clinics for substance abusers should be more accessible (lower costs or free), and should offer continued support to prevent relapses. Support groups should also be promoted for anyone in need of counselling.

There should also be adequate and accessible recreational facilities and activities, and the youth in particular should be engaged in constructive activities. Currently, there are a number of CBOs and NGOs working in various towns to build social capital. Youth camps and life skills programmes should be expanded and replicated throughout Midvaal.

CBOs and NGOs should be supported through partnerships with the private sector and the municipality. For example, businesses should be encouraged to donate a percentage of sales to a specific CBO or NGO. This encourages consumer loyalty for the business, and provides funding for the organisation. The actions of CBOs and NGOs should also be co-ordinated to avoid duplication, to ensure that all communities are reached, and to create awareness so people can access the organisations that they need. One tool for co-ordination could be the circulation of a monthly newsletter, or utilising the local newspapers to share relevant information pertaining to CBOs and NGOs. A municipal fund could also be established to promote and support community based organisations and non-governmental organisations to establish school feeding programmes, early childhood development programmes, food gardens, etc.

Human capital

This strategy should focus on investing in education and training; and developing and supporting lifelong learning programmes. As discussed in the chapter on elevating education, skills and training, building human capital should be related to growing economic sectors. A holistic approach to addressing health issues is required, with particular focus on HIV/AIDS. Such a programme should include promoting access to clinics, access to Highly Active

Antiretroviral Therapy (HAART) for aids patients, access to treatment for chronic conditions (high blood pressure, diabetes etc.), access to family planning, access to nutrition and access to health education. CBOs and NGOs that provide education and care for people infected and affected by HIV/AIDS should be supported.

Other strategies
Other approaches that should be considered include a rural economic assistance strategy, targeting the rural poor. As part of such a strategy, the poor should be informed of the type of assistance the local authority could offer, as well as means of accessing such assistance by compiling business plans etc. Partnerships with commercial farmers would play a vital role in ensuring the success of such a strategy.

Summary

It is important that poverty be reduced through adopting an approach that will sustain improvements in quality of life. Through focusing on the development of assets, as opposed to the expansion of welfare programmes, households will be able to break vicious cycles of poverty and marginalisation. A sustainable livelihood approach requires the simultaneous development of financial, physical, natural, social and human capital of poor communities to Midvaal.

The chapter that follows addresses the implementation of the Midvaal LED strategy.

- **Support local economic sectoral development:** Sectors that need to be supported include manufacturing, tourism, agriculture, transport, and housing. These sectors need to focus on growth and maximization of forward and backward linkages.
- **Job creation initiatives:** All strategies need to be focused on job creation. Aspects of importance include skills development, governmental initiatives such as the EPWP and the setting-up of a massive interns programme and Kgatelopele Youth Development Programme.
- **Small Business Development:** The development and strengthening of incubators, training centres, job creation centres, mentor programmes, entrepreneurship development and informal sector development support.
- **Service delivery:** Improved capacity, good governance, partnership building, infrastructure development and the creation of an enabling environment.
- **Improved quality of life:** Reduction of poverty, provision of basic needs, improved safety nets and food security.
- **Agricultural growth and development:** intervene in the agricultural sector as a game changer to create jobs and improve quality of life.
- **Procurement strategy:** municipality spent on local communities, RFQ and Tenders to benefit township enterprises and processes should not be complicated.
- **Business development forum:** Platform between municipality, government, community members and private sector to intervene in economic growth and development.

SECTION 7: IMPLEMENTATION

Midvaal Municipality's vision is to "be renowned for better quality of life for all" The vision relates well to the objectives of local economic development at a national and provincial level, which aim to promote sustainable economic growth, create job opportunities, improve skill levels, reduce poverty and promote broad based economic empowerment.

7.1 THE IMPORTANCE OF PUBLIC PRIVATE PARTNERSHIPS

From the previous chapters it is clear that a wide range strategies, associated programmes and projects would need to be implemented, in order to realise the local economic development objectives and contribute towards achieving the municipal vision and mission. The municipality is however not required to be the only role-player nor is it required to directly create jobs. However, Midvaal Municipality has an important economic development role in terms of facilitation, coordination, mediation and capacity building of other role players. The implementation of the various strategies requires therefore the formation of partnerships with the public, community and CBO/NGO sectors, depending on the particular strategy to be pursued.

A number of partnership arrangements are possible and the following is not exhaustive and various combinations of these are possible. The key distinguishing characteristics of each are the primary driver and what form of secondary support is needed for success.

The possible partnerships with the private sector as a key role player include the following:

- *Private Driven-Public Response Partnership Model:* This approach is based on the private sector planning and financing programmes, but mobilising public support. For example, the public sector could be requested to support approvals from others spheres of government finance bulk utility infrastructure, mobilise public sector funding, ensure that a certain number and range of jobs are generated, etc.
- *Public Driven-Private Response Partnership Model:* The primary driver would be the public sector creating an incentive (through example, tax rebates or subsidising infrastructure) for the private sector to respond. This approach can be used in areas (e.g. in poor areas) where the private sector has not been active in term of economic development.

It is also possible to embark on economic development initiatives with the public and NGO/CBO sector as the key role players:

- *CBO/NGO Driven-Public Assisted Partnership Private Model:* This approach involves capacitated CBO's being awarded the primary responsibility for implementing an economic development programme and the public sector (e.g Midvaal Municipality) providing administrative, logistic and possible financial support. This approach holds the potential to gain significant community support for an initiative, but could be undermined if the CBO/NGO does not have sufficient institutional capacity, or it has limited community legitimacy.
- *Public Driven–Community Development Partnership Model:* This approach is based on the public sector being the primary driver of a programme, with strong community development objectives. A key concern of this model is the risk of excluding the private sector, in particular if the objectives include creating new job opportunities.
- *Public-Public Partnership:* This involves the various spheres of government (district, local, provincial, and national government departments) forming partnerships with each other in order to plan and implement an economic development programme.

Obviously, various combinations of these are also possible. Ideally there should be a multiple of agencies involved in local economic development. It is, however, of importance that the ***lead agency*** should be clearly identified. This could differ, depending on the issue at hand and

the capacity of the lead agency.

7.2 ECONOMIC DEVELOPMENT STRATEGIES AND PUBLIC PRIVATE PARTNERSHIPS

A GCSI publication 'Building a People's Contract for Faster and Shared Growth, gives a broad overview of programmes and job creation opportunities initiated by different government departments. These programmes focus on the following areas

- Agricultural
- Land Programmes
- Construction
- The environment
- Working with and caring for people
- Small, Medium and Micro-Enterprises (including the second economy entrepreneurs)
- Tourism
- Arts and Culture Skills Training, Bursaries and Internships

This table is by no means comprehensive, but rather indicative of the potential opportunities that could be explored.

7.3 ROLE OF MIDVAAL MUNICIPALITY

The role of Midvaal Municipality in LED is highlighted in section 1.4 and include the following:

- *Primary Role*
  - Appropriate spatial planning and facilitation of associated township development.
  - Provision of utility services (water, waste management; electricity; roads, etc) in both established and poor areas (townships).
  - Place marketing Midvaal in partnership with local business.
  - Procurement policies, including land and purchases, favouring emerging SMME's and developers.
  - Investment in residential infrastructure and public facilities and spaces, included in townships (asset building and poverty reduction).
  - Mentorship and apprenticeship programmes within municipality
- *Secondary Role*
  - Facilitate the provision of business development service – partnership with other spheres of government; NGOs and private sector.
  - Facilitate the generation of employment opportunities and use of local labour (e.g assist with development of a data base and engaging employers including Government Departments, such as Department of Public Works (EPWP and CWP) on a regular basis)
  - Assist with product development and branding through partnership with sector specialist (agriculture; tourism; manufacturing and trade.)
  - Facilitating and co-ordinating the activities of role players providing education; skills development and training in partnership with NGOs and business. Including Procurement and Indigent Training

Other potential municipal roles are identified in the previous chapters.

7.4 BUSINESS SUPPORT RESOURCE MOBILISATION CENTRE

The analysis and strategy development indicated that the need for product development, business support and marketing are common to all the sector strategies. This support centre is different from a Red Door approach by government. The public sector driven Red Door is an advice and networking centre. The proposal for a Business Support Resource Mobilisation Centre is therefore supported. The function of this centre would be to facilitate the provision of the following services

- Business Advisory Services
- Municipal Procurement
- Business Education and Skills Development
- Business Mentoring
- Skill Development and Training
- Internet facilities

- Partnerships between emerging SMMEs and established businesses
- Bases for networking, sharing ideas and showcasing good practice
- Promotion of sector product development and place marketing

It is proposed that the Centre be established as partnership between Midvaal Municipality and any interested stakeholder. Funding will have to sourced for the centre.

7.5 SPECIALIST IN PRODUCT DEVELOPMENT

This has to be pursued by specialist within the specific sectors of agriculture, manufacturing, trade and tourism. However, Midvaal Municipality needs to play a facilitative and co-ordination role. As indicated in the table many of these specialist role players are government agencies and include organisations such as the CSIR, GDARD, DGOG, DBSA, etc, but also relevant academic and technical research institutions.

7.6 ECONOMIC DEVELOPMENT FORUM

The establishment of a Midvaal Economic Development Forum is a pre-requisite for future engagement by all relevant stakeholders. The purpose of the forum is to devise strategies, and programmes that would facilitate economic development in Midvaal, and should include Government, Organized Business, Big Business, SMME's Cooperatives, Youth and NGO's. It should encompass all sectors, including, manufacturing, construction, agriculture, financial services and tourism.

The forum is to share ideas and collectively seek funding for the implementation of programmes and projects.

IDP - KEY PERFORMANCE AREA	KEY FOCUS AREA	LED STRATEGY	PROGRAMME	PROJECT
	• YOUTH DEVELOPMENT	• YOUTH DEVELOPMENT	• KGATELOPELE YOUTH DEVELOPMENT PROGRAMME	• YOUTH COOPERATIVES • COMMUNITY DEVELOPMENT PROGRAMMES
ECONOMIC GROWTH AND DEVELOPMENT	• PLANNING AND GROWTH	• SPATIAL PLANNING AND TOWNSHIP DEVELOPMENT	• LINKING THE DEVELOPMENT OF TOWNS TO THEIR GROWTH POTENTIAL • INCREASE LINKAGES WITH CBD's AND ATTRACT PRIVATE SECTOR INVESTMENT TO TOWNSHIPS	• INFORMAL TRADING POLICY • BY-LAW REVIEW

	• LOCAL ECONOMIC DEVELOPMENT	• BUSINESS DEVELOPMENT AND SUPPORT	• MUNICIPAL INFRASTRUCTURE AND SERVICES • INVESTMENT INCENTIVES • PLACE MARKETING • AGGLOMERATION, CLUSTER, HIVES AND NODES • BUSINESS ADVISORY SERVICES • BUSINESS EDUCATION AND SKILLS DEVELOPMENT • BUSINESS MENTORING • MUNICIPAL PROCUREMENT • REGULATIONS AND BY-LAWS	• NEW TOWN PLANNING SCHEME • WORKSHOPS ON REGULATORY AWARENESS • PROCUREMENT STRATEGY
		• SUSTAINABLE LIVELY HOOD	• FINANCIAL • PHYSICAL CAPITAL • NATURAL CAPITAL • SOCIAL CAPITAL • HUMAN CAPITAL	
	• URBAN RENEWABLE	• SPATIAL PLANNING AND TOWNSHIP DEVELOPMENT	• INCREASE LINKAGES WITH CBD's AND ATTRACT PRIVATE SECTOR INVESTMENT TO	• URBAN RENEWAL POLICY

	• CAPACITY BUILDING	• YOUTH & SKILLS DEVELOPMENT, EDUCATION AND TRAINING	• EARLY CHILDHOOD DEVELOPMENT • SCHOOL ASSISTANCE AND DEVELOPMENT • TERTIARY TRAINING INSTITUTIONS CO-ORDINATED	• EARLY CHILDHOOD DEVELOPMENT POLICY
	• INVESTMENT TRADE AND INDUSTRY	• GROWTH OF SECTORS WITH COMPARATIV	• GROWING TRADE • GROWING MANUFACTURING	• INCENTIVES POLICY
	• AGRICULTURE GROWTH AND DEVELOPMEN	• GROWTH SECTORS WITH COMPARATIVE ADVANTAGE	• GROWING AGRICULTURE	• AGRICULTUTRAL GROWTH STRATEGY • SUPPORT DE DEUR AGROPROCESSING

				• MAKE LAND AVAILABLE FOR AGRICULTURE (LEASE)
	• TOURISM	• GROWTH SECTORS WITH COMPARATIVE ADVANTAGE	• GROWING TOURISM	• TOURISM STARTEGY

Table 14: Implementation Plan

LED STRATEGY PILLAR	PROGRAMME	PROJECT	DEPT	FINANCIAL YEAR	BUDGET
• YOUTH DEVELOPMENT	• KGATELOPELE YOUTH DEVELOPMENT PROGRAMME	• YOUTH COOPERATIVES	DP AND H	2016/17	R8 000 000
		• COMMUNITY DEVELOPMENT PROGRAMME	DP AND H	2017/18	R700 000
		• COMMUNITY DEVELOPMENT PROJECTS	DP AND H	2016/17	TBC
• SPATIAL PLANNING AND TOWNSHIP DEVELOPMENT	• LINKING THE DEVELOPMENT OF TOWNS TO THEIR GROWTH POTENTIAL • INCREASE LINKAGES WITH CBD's AND ATTRACT PRIVATE SECTOR INVESTMENT TO TOWNSHIPS • LAND USE	• INFORMAL TRADING POLICY • BY-LAW REVIEW	DP AND H	2017/2018	OPERATIONAL

• BUSINESS DEVELOPMENT AND SUPPORT	• MUNICIPAL INFRASTRUCTURE AND SERVICES • INVESTMENT INCENTIVES • PLACE MARKETING • AGGLOMERATION, CLUSTER, HIVES AND NODES • BUSINESS ADVISORY SERVICES • BUSINESS EDUCATION AND SKILLS DEVELOPMENT • BUSINESS MENTORING • MUNICIPAL	• NEW TOWN PLANNING SCHEME • WORKSHOPS ON REGULATORY AWARENESS • PROCUREMENT STRATEGY	FINANCE	2017/2018	OPERATIONAL
• SUSTAINABLE LIVELY HOOD	• FINANCIAL CAPITAL • PHYSICAL CAPITAL • NATURAL CAPITAL • SOCIAL CAPITAL • HUMAN CAPITAL	• SUPPORT AGRICULTURAL INITIATIVES AND PROGRAMMES	DP AND H	2016/2017	OPERATIONAL

• SPATIAL PLANNING AND TOWNSHIP DEVELOPMENT	• INCREASE LINKAGES WITH CBD's AND ATTRACT PRIVATE SECTOR INVESTMENT TO	• URBAN RENEWAL POLICY	DP AND H	2017/2018	OPERATIONAL
• YOUTH & SKILLS DEVELOPMENT, EDUCATION AND TRAINING	• EARLY CHILDHOOD DEVELOPMENT • SCHOOL ASSISTANCE AND DEVELOPMENT • TERTIARY TRAINING INSTITUTIONS CO	• EARLY CHILDHOOD DEVELOPMENT POLICY	SOCIAL	2017/2018	OPERATIONAL
• GROWTH OF SECTORS WITH COMPARATIVE ADVANTAGE	• GROWING TRADE • GROWING MANUFACTURING • GROWING	• INCENTIVES POLICY	DP AND H, FINANCE AND ENGINEERING	2017/2018	OPERATIONAL
• GROWTH SECTORS WITH COMPARATIVE ADVANTAGE	• GROWING AGRICULTURE	• AGRICULTUTRAL GROWTH STRATEGY	DP AND H	2016/2017	OPERATIONAL
		• INVESTIGATE APICULTUR	DP AND H	2016/2017	OPERATIONAL

		• SUPPORT DE DEUR AGROPROCESSIN G CENTRE	DP AND H	2016/2017	OPERATIONAL
		• MAKE LAND AVAILABLE FOR AGRICULTURE (LEASE)	DP AND H, FINANCE AND COPORATE	2016/2017	OPERATIONAL
• GROWTH SECTORS WITH COMPARATIVE ADVANTAGE	• GROWING TOURISM	• TOURISM CALENDER	DP AND H	2016/2017	OPERATIONAL
		• TOURISM DATABASE			

Table 15: Business Plan

SECTION 8 MONITORING AND EVALUATION

In ensuring satisfactory achievement of the strategy outcomes, the activities will have to be monitored and evaluated against time, quality and budget. Monitoring and evaluation are important management tools to track progress in the implementation of the strategy and facilitate decision making. Regular monitoring and evaluation of the strategy implementation process, will ensure effective and efficient strategy implementation process.

The municipality, Forum, Community members, private sector and governments department will form a committee that will oversee the implementation of the strategy. The committee will be a formal institution of the municipality with clear Terms of Reference approved by the municipality. The Committee will hold the monitor and evaluate the progress of implementation, identify challenges and devise solutions in ensuring successful implementation of the strategy.

The committee's progress will also be monitored by the municipality through its committees (Section 80 or Mayoral Committee).

SECTION 9 CONCLUSION

Midvaal is strategically located adjacent to two of the most prominent economic hubs in South Africa in JO'burg MM and EMM. The well-developed road and rail infrastructure network and moderate topography linked with relative low development density and natural geographic features makes Midvaal Local Municipality the ideal area to attract new economic development.

The key to unlocking this comparative advantage is to develop the area's human and physical resources. It will require the mobilization of all sectors in the economy to ensure diversity and sustainability.

The systematic development will require the implementation of multi-year strategies aligned with infrastructure development, spatial planning, marketing, educational and vocational training and development.

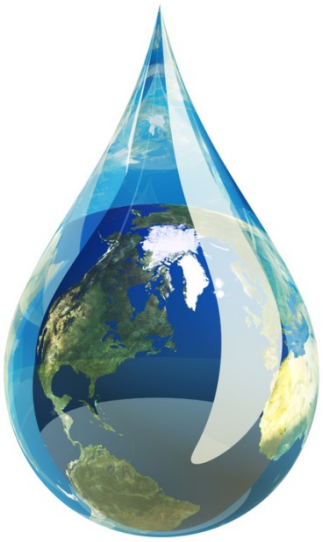
ANNEXURE E:

WATER CONSERVATION AND DEMAND AS WELL AS NON-REVENUE AND WATER LOSS REDUCTION PLAN

MIDVAAL
LOCAL MUNICIPALITY

ENGINEERING SERVICES

WATER CONSERVATION AND DEMAND AS WELL AS NON- REVENUE AND WATER LOSS REDUCTION PLAN



September 2014

Prepared by: Johan Vorster Pr. Eng

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I would also like to thank the Executive Secretary of the Municipal Manager for assisting with the layout and typing of this document.

EXECUTIVE SUMMARY:

To ensure that all water supply institutions across the world define their water losses in a similar way, the International Water Association (IWA) has developed a standard water balance now utilized abroad and in SA by most municipalities including the MLM.

Non-Revenue Water (NRW) is defined as the volume of water supplied by the municipality for which no income is received. It should be noted that the Standard International Water Association (IWA) water balance is a volumetric water balance and not a financial balance.

Most South African municipalities are sitting with high NRW figures, and are all experiencing the same challenges in lowering NRW.

The current National NRW figure for SA is 36.7%, but this is highly influenced by data for the metropolitan and large city municipalities which account for more than 80% of the data.

The current Midvaal Local Municipality NRW figure is 32.4% which is much lower than the 36.7% National IWA Water Balance of 2012.

South African municipalities should aspire towards a NRW figure of 20%, representing desirable and good performance. The effort required within the SA environment to reduce NRW below 20% may not be regarded as feasible nor cost effective, because of the extensive effort required with regards to the outlay of resources (human & financial) to achieve this goal. Having said this, the room for NRW improvement for MLM is 32,4% (current figure) minus 12.4% (desirable figure) = 20,0%. In adopting the above figure of 20,0%, the annual targeted Reduction of NRW over a 5 year period is reflected in **Table 11** below:

Table 11: Targeted NRW Reduction over a 5 Year Period

Analysis of NRW Reduction over a 5 Year period:									
YEAR	FINANCIAL YEAR	Targeted Annual NRW Reduction	Annual NRW Remaining Value	Reduction in NRW					
				Annual Figures	Compounded	Cumulative	Annual Figures	Compounded	Cumulative
		(persentage)	(percentage)	(Kilolitre)	(Kilolitre)	(Kilolitre)	(Rand)	(Rand)	(Rand)
0	2013/14	0,0%	32.4%	n/a		n/a	n/a		n/a
1	2014/15	3,0%	29.4%	456 701	456 701	456 701	R 4 169 223	R 4 169 223	R 4 169 223
2	2015/16	2,7%	26.7%	419 930	876 631	1 333 332	R 3 833 541	R 8 002 764	R 12 171 987
3	2016/17	2,4%	24.3%	382 528	1 259 159	2 592 491	R 3 492 098	R 11 494 862	R 23 666 849
4	2017/18	2,2%	22,1%	360 083	1 619 242	4 211 733	R 3 287 197	R 14 782 059	R 38 448 908
5	2018/19	2,1%	20,0%	353 323	1 972 565	6 184 298	R 3 225 486	R 18 007 545	R 56 456 453
Total Accumulated Savings over the 5 year period:						6 184 298			R 56 456 453

Note: That all financial figures are calculated at current water purchase and sales prices
Saving in Real Losses @ R6,063/kl
Saving in Apparent Losses and Unbilled Authorised portion @ R12,195/kl

A Water Conservation and Water Demand Management (WC/WDM) project has been initiated for Gauteng by the Department of Water Affairs (DWA) in order to save 15% of all water used, and all Gauteng municipalities are involved. Even with 'Project 15%' fully effective, the system will in all probability experience water supply shortages by the year 2015 up to 2019, and additional augmentation is essential. Unfortunately the "DWA Project 15%" target is currently not being met by MLM.

WC/WDM is one of the most important functions performed by municipalities in reducing NRW. Without the proper implementation and functioning of holistic WDM initiatives attending to all aspects relating to water wastage and non-revenue generating serviced properties, and without involving all the relevant role-players such as Engineering, Finance, Communications, etc. and also without Political and Senior Management

support, there will be little chance of success in lowering NRW. The following programmes are recommended for implementation in order to reduce Non-Revenue Water in MLM from 32,4% to 20% within the next 5 years:

- Establishment of a WC/WDM Steering Committee
- Calculation and Preparation of Monthly Water Balance
- Accurate and Clear Water Supply and Distribution Plans
- Master Planning of Water Systems
- War on Leaks
- Timeous leak Detection & Repairs
- Sectorization and Zoning of Distribution Areas and Bulk Metering of Zones.
- Asset Management and Water Infrastructure Replacement Programme
- Cathodic Protection of Steel Pipes
- Pressure Management of Water Distribution Zones
- Meter Management Plan
- Indigent leak Repair Programme and Retro Fitting of Toilet Plumbing
- Telemetry of Water Supply and Distribution Systems
- Valve Audit, Replacement, Marking and Numbering as well as Plan Updating.
- Consumer Data Base Audit
- Organization and Human Resource Plan
- Consumer Awareness Education Programme (New)
- Indigent Household Water Restriction Cap (New)
- Revenue Enhancement Strategy (New)

The estimated cost to implement above-mentioned programmes over the five year period, amounts to R64 730 000 as summarised in Table 13. On average an amount of R1 500 000 has been provided annually on the MLM Water budget. (Estimated total of R7 500 000 for five years) The additional budget required to implement this plan amounts to R57 230 000 over the five year period which is approximately the same as the estimated saving of R56 456 453 (Table 11) by reducing the NRW from 32,4% to 20% over the five year period. The project should be self-funding from the fourth year (2017/18) as depicted in graph 2:

Graph 2: Non-Revenue Water Reduction Plan – Financial Model

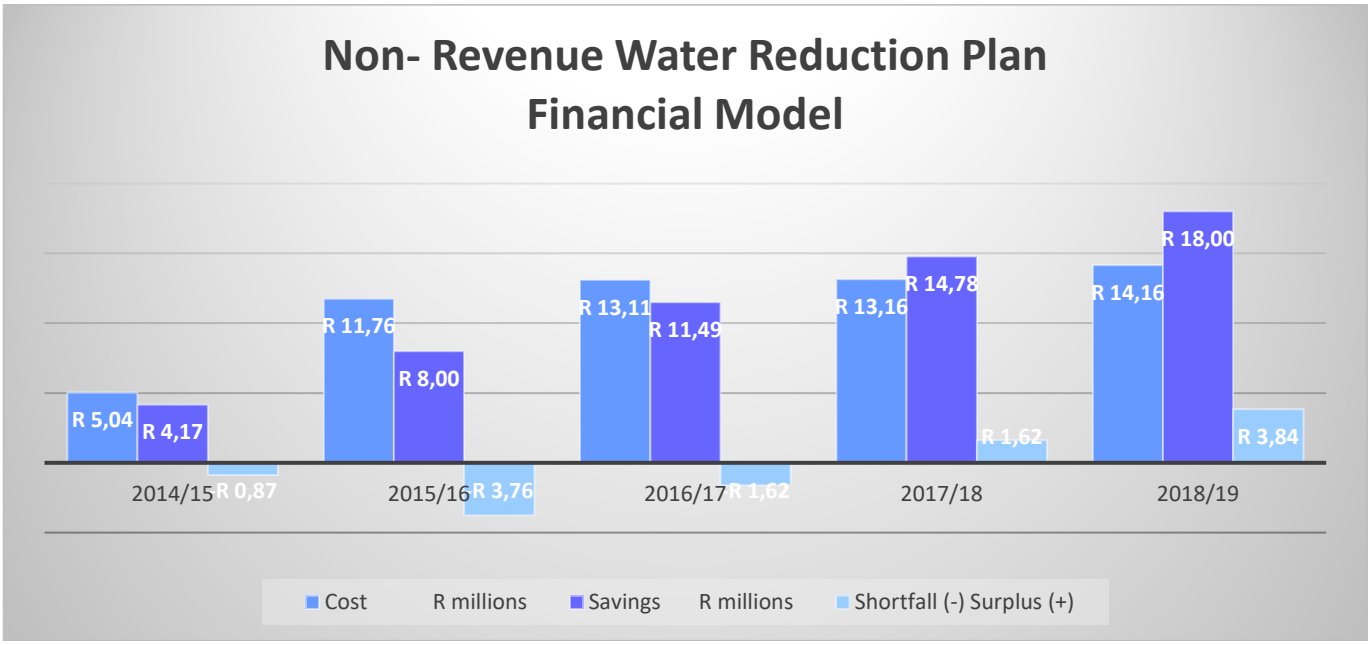


Table 13: 5 Year Non-Revenue Water Reduction Plan Budget

Programme	Estimated Annual Budget					Total	Budget Allocation
	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019		
Calculation and Preparation of Monthly Water Balance	R100 000	R140 000	R150 000	R160 000	R170 000	R720 000	Opex
Accurate and Clear Water Supply & Distribution Plans	-	R50 000	R60 000	R70 000	R80 000	R260 000	Opex
Master Planning of Water System	R240 000	R250 000	R260 000	R270 000	R280 000	R1 300 000	Opex
War on Leaks	R300 000	R320 000	R340 000	R360 000	R380 000	R1 700 000	Opex
Leak Detection & Repairs	R500 000	R550 000	R600 000	R650 000	R700 000	R3 000 000	Opex
Sectorization and zoning of distribution areas and metering of zones	R200 000	R500 000	R550 000	R600 000	R650 000	R2 500 000	Opex and Capex
Asset Management and Water Infrastructure Replacement Programme	R 4 400 000	R5 000 000	R5 500 000	R6 000 000	R6 500 000	R27 400 000	Capex
Cathodic Protection of Steel Pipes	0	800 000	R700 000	R800 000	R900 000	R3 200 000	Capex
Pressure Management of Water Distribution Zones	R200 000	R500 000	R600 000	R700 000	R800 000	R2 800 000	Opex and Capex
Meter Management Plan	R500 000	R800 000	R900 000	R1 000 000	R1 100 000	R4 300 000	Capex

Indigent Leak Repair Programme and retro fitting of toilet plumbing	R100 000	R150 000	R200 000	R200 000	R200 000	R850 000	Opex
Telemetry of water Supply and Distribution System	-	R500 000	R500 000	R600 000	R600 000	R2 200 000	Opex and Capex
Valve Audit, Replacement and Numbering as well as plan update	-	R200 000	R250 000	R250 000	R300 000	R1 000 000	Opex & Capex
Consumer Database Audit	-	R500 000	R1 000 000	-	-	R1 500 000	Opex
Organisation and Human Resource Plan	-	R3 000 000	R3 000 000	R3 000 000	R3 000 000	R12 000 000	Opex
Consumer Awareness Education Programme	Newly Proposed						
Indigent Household Water Restriction Cap.	Newly Proposed						
TOTAL	R6 540 000	R13 260 000	R14 610 000	R14 660 000	R15 660 000	R64 730 000	

It is recommended that the proposed Non-Revenue Water Reduction Plan be implemented by the HOD: Engineering Services, that the additional Opex and Capex amounts be provided in the following 5 year budget programme and that a six monthly progress report be submitted to the Mayoral Committee.

INTRODUCTION:

The Water Services Act, Act 108 of 1997 (RSA, 1997a) stipulates that all spheres of government must provide water supply services in an efficient, equitable and sustainable manner. The Act also requires municipalities that have been given Water Services Provider status to provide measures to promote water conservation and demand management which should be included in their Water Conservation and Water Demand Management (WC/WDM) strategy and business plan and Water services Development Plan (WSDP).

This report deals with Water Conservation and Water Demand Management as well as Non-Revenue Water and Water Loss Management Challenges that South Africa and especially Midvaal Local Municipality is faced with. The report discusses the principles of both as well as issues related to these two important aspects of water management in general. The report focuses on what are the specific challenges and how these challenges should be addressed. It furthermore proposes how Midvaal Local Municipality (MLM) should structure its strategy, plans, programmes and projects to be successful in addressing the challenges it is faced with.

The concepts of water conservation and water demand management as well as non-revenue water and water loss are briefly discussed.

Water Conservation and Water Demand Management – WC/WDM

Definitions:

Water Conservation:

The minimisation of loss or waste, care and protection of water resources and the efficient and effective use of water.

Water Demand Management:

The adaptation and implementation of a strategy by a water institution or consumer to influence the water demand and usage of water in order to meet any of the following objectives: economic efficiency, social development, social equity, environmental protection, sustainability of water supply and services, and political acceptability.

It is often mentioned that South Africa's fresh water resources will be fully utilised within the next twenty to thirty years if the current growth in water demand is not altered. Conversely it can be argued that there is as much water as we will ever need in the sea considering that the technology exists to desalinate water. The question that needs to be asked is can South Africa afford to pursue such options and what are the economic, social and environmental costs of continuing to misuse and utilise our current available fresh water resources inefficiently. The opportunity of Water Conservation and Water Demand Management (WC/WDM) exists because most of the time consumers use water for the service they derive from it and not for the water itself. Through new technologies combined with a change in behaviour water usage can be reduced significantly without necessarily changing the desired outcome or the quality of life of individuals.

The need for WC/WDM in the Municipal Water Services Sector, is essential and perhaps of the highest priority despite the fact that this sector uses less than 15% of South Africa's fresh water resources. Together with Industry this is the sector with the largest expected future growth in demand which requires the continuous development of new water resources and new infrastructure. The need to implement WC/WDM is also based on economic efficiency objectives due to the significant cost in the provision of water services. It is estimated that the potential economic benefit of WC/WDM over the next fifteen years in the Water Services Sector in South Africa is approximately R50 billion. This could be achieved through cost savings in postponing capital infrastructure and savings in operating costs.
The WC/WDM paradigm and the principles proposed in these strategies integrate some of the relevant principles recognised in both the Water Services Act (No. 108 of 1997) and the National Water Act (No. 36 of 1998). The strategies developed are related to existing requirements promulgated through both Acts and in particular the Water Services Act Regulations, Water Services Development Plans and the Water Board Business Plans.

The Municipal Water Services Sectoral WC/WDM strategy is one of five sectoral strategies that have been developed by the Department of Water Affairs and Forestry. The others include:

- Industry, Mining and Power Generation
- Agriculture
- Forestry
- Environment

The integration of all sectoral strategies forms the National Water Conservation and Water Demand Management Strategy. Elements of the overall WC/WDM strategy then form part of the National Water Resource Strategy and is promulgated in the National Water Act.

The development of the sectoral strategies is based on the principles developed in the WC/WDM National Strategy Framework.

The opportunities for WDM exist due to the high levels of loss and inefficient use. It is also important to note that most water is used for the service that is derived from it and not for the water itself. Some examples to illustrate this in the Municipal Water Services Sector are:

- Flushing a toilet. The objective is to clean the pan and contribute to the transport of sewerage to the wastewater treatment plants. If through new technologies the water required to flush a toilet is reduced to 4,5 litres rather than 11 litres, the consumer's lifestyle is not altered but water consumption is reduced significantly.

- Water a garden. The objective is to have a nice garden. This can be achieved with indigenous plants, by watering the correct way, by recycling bathroom water and harvesting of rain water. Such measures can reduce the total consumption of the consumer without necessarily affecting the desired objective of having a desirable garden.

It is estimated that in the Municipal Water Services Sector water loss and inefficient usage could be as high as 45%.

Non-Revenue Water and Water Loss:

Definitions:

Non-revenue water (NRW) is water that has been produced and is "lost" through the water supply and distribution system and includes unbilled authorised consumption. Water losses can be real losses (through leaks, sometimes also referred to as physical losses) or apparent losses sometimes also referred to as commercial losses (for example through theft or metering inaccuracies). High levels of NRW are detrimental to the financial viability of water utilities. NRW is typically measured as the volume of water "loss" as a share of net water produced. However, it is sometimes also expressed as the volume of water "lost" per km of water distribution network per day.

NRW is sometimes also referred to as unaccounted-for water (UFW). While the two terms are similar, they are not identical, since non-revenue water includes unbilled authorised consumption (e.g. for fire fighting or, in some countries, for use by municipalities itself) while unaccounted-for water excludes it.
IWA Water Balance – Table 2

Water losses are water that is lost through a water supply and distribution system and can be divided into two main categories:

- **Real losses**, also referred to as physical losses, are actual losses of water from the system and consist of leakage from transmission and distribution mains, leakage and overflows from the water system's storage tanks and leakage from service connections up to and including the meter.
- **Apparent losses**, also referred to as commercial losses, occur when water that should be included as revenue generating water appears as a loss due to unauthorized action or calculation error. Apparent losses consist of unauthorized consumption, customer metering inaccuracies, and systematic data handling errors in the meter reading and billing processes.

In order to fully understand the concepts of Non-Revenue Water and Water Losses the concept of a water balance analysis needs to be understood.

To ensure that all water supply institutions across the world define their water losses in a similar way, the International Water Association (IWA) has developed a standard water balance now utilized abroad and in SA by most municipalities including the MLM. The components of the standard IWA water balance are shown in **Table 2** below.

Table 2: Components of the Standard IWA Water Balance

<table>
<tr><td rowspan="8">System Input Volume</td><td rowspan="3">Authorised Consumption</td><td rowspan="2">Billed Authorised Consumption</td><td>Billed Metered Consumption</td><td rowspan="3">Potential Revenue Water</td><td>Free Basic Water</td></tr>
<tr><td>Billed Unmetered Consumption</td><td>Recovered Revenue</td></tr>
<tr><td rowspan="2">Unbilled Authorised Consumption</td><td>Unbilled Metered Consumption</td><td>Non-Recovered Revenue</td></tr>
<tr><td>Unbilled Unmetered Consumption</td><td colspan="2" rowspan="6">Non Revenue Water</td></tr>
<tr><td rowspan="5">Water Losses</td><td rowspan="2">Apparent Losses</td><td>Unauthorised Consumption</td></tr>
<tr><td>Customer Meter Inaccuracies</td></tr>
<tr><td rowspan="3">Real Losses</td><td>leakage on Transmission and Distribution mains</td></tr>
<tr><td>Leakage on Overflows at Storage Tanks</td></tr>
<tr><td>Leakage on Service Connections up to Point of Customer Meter</td></tr>
</table>

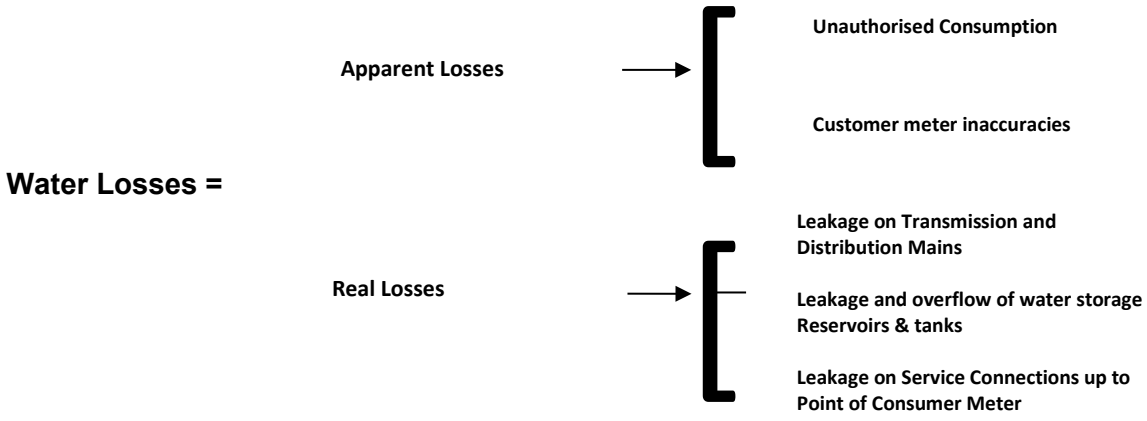
NRW is defined as the volume of water supplied into the water system by the municipality referred to as system input volume, minus the billed authorised consumption. It should be noted that the Standard International Water Association (IWA) is a volumetric water balance and not a financial balance. For purposes of calculating the NRW it is assumed that all billed water is paid for.

In terms of the standard Opex budget process, municipalities will budget for non-recovered revenue as bad debt provision.

With regard to the Water Balance, Non-Revenue Water can also be defined as the total of water losses plus Unbilled Authorised Consumption within a water system.

It should be noted that the "Revenue Water" component of the standard IWA water balance has been modified slightly (WRC Report No TT300/07, 2007) for use in South Africa. This change was considered necessary to deal with the free-basic-water allowance which is unique in SA. To the author's knowledge, South Africa is the only country in the world that requires municipalities to make provision for a free-basic water allocation in their budgets.

According to this International Water Balance standard Water Losses can be defined as the following:



The National IWA Water Balance is summarized in **Table 3** below and serves as a benchmarking tool for Municipalities. Most municipalities are sitting with high NRW figures, and are all experiencing the same challenges in lowering NRW.

Table 3: Summarized best estimate SA National IWA Water Balance (2012)

System Input Volume (Total Supply from own & external sources) 100.0%	Authorised Consumptions (Billed metered + Billed Unmetered + Unbilled Metered + Unbilled Unmetered) 68.3%	Billed Authorised (Billed metered + Billed Unmetered (flate) rate + Free Basic Water) 63.3%	Revenue Water (Volume of Water for which an income is received. Assumes all billed water is paid for) 63.3%
		Unbilled Authorised = 5.0%	Non-Revenue Water (Volume of Water for which no income is received) 36.7%
	Water Losses (Real + Apparent Loss) 31.7%	Apparent or Commercial Loss = 6.3%	
		Real or Physical Loss 25.4%	

The NRW figure for South Africa is similar to the estimated world average of 36,6%, but is considered high in comparison to developed countries.

The Formula for calculating NRW is as follows:

$$\%\ \text{NRW} = \frac{System\ Input\ volume - (Billed\ \text{authorized}\ consumption\ \text{which}\ include\ free\ basic\ water)}{SystemInputvolume} \times 100$$

Classification of NRW Percentages:

In accordance with the DWA "National Non-Revenue Water Assessment Report" of July 2010, NRW can be classified into seven categories of performance levels as per **Table 4** below:

Table 4: Classification of NRW Performance levels

Category	NRW	Description
1	< 20%	Very low level of NRW, very good performance
2	20 – 30%	Low level of NRW, good performance
3	30 – 40%	Average level of NRW, average performance
4	40 – 50%	High level of NRW, poor performance
5	> 50%	Very high level of NRW, Very poor performance
6	No data	No data provided by the municipality
7	Dubious data	Data inconsistent, incomplete or seems incorrect

In accordance with Table 4 above, and the NRW figure of 32.4% for MLM contained in Table 6, MLM falls within Category 3: Average level of NRW, **average performance**.

Status Quo

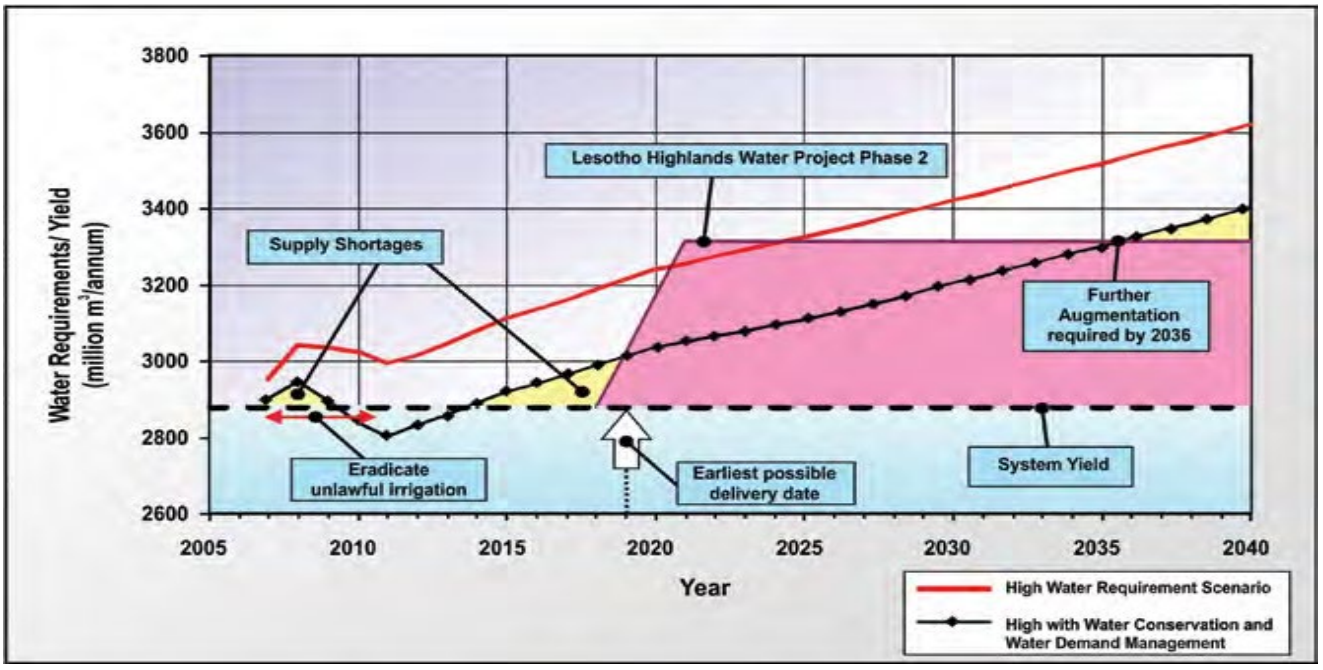
Water Conservation and Demand Management

Regarding Integrated Water Resource Planning for SA, the Department of Water Affairs (DWA) completed the *"Vaal River System Large Bulk Water Supply Reconciliation Strategy Study Investigation Report"* in 2010, with recommendations regarding the future usage of water beyond 2010, and DWA investigated all the resource options, and sought to develop a strategy to ensure that future water supplies to all users of the Vaal River System are maintained. The Vaal River System Reconciliation Strategy identified five core actions to ensure that sufficient water is available to users, including:

- Apply all the necessary resources to eradicate extensive unlawful water use, as a national priority, by 2011.
- Implement Water Conservation and Water Demand Management (WC/WDM) measures to reduce losses and reduce the urban demand by at least 15% by 2014 (DWA Project 15%).
- Undertake a feasibility study into the re-use of water, with the first priority being water from gold mines.
- Implement the Vaal River Integrated Water Quality Management Strategy. This has a focus on salinity, eutrophication, microbiological pollution, and institutional challenges.
- Implement Phase 2 of the Lesotho Highlands Water Project.

The potential shortage in the augmentation of water via the Vaal River System is best illustrated via **Graph 1** below. The yellow shaded area of the graph clearly illustrates the expected water shortages between 2014 and 2019, which will be alleviated by the commissioning of the Lesotho Highlands Project Phase 2.

Graph 1: Vaal River System: Water Balance Reconciliation



Based on the above reality, a water conservation and water demand management project has been initiated in Gauteng in order to save 15% of all water used, and all municipalities in Gauteng are involved. The main challenge is funding. The Department's Directorate: Water Use Efficiency and the Gauteng Regional Office have set up a Steering Committee and a Project Management Unit that will drive 'Project 15%'.Even with 'Project 15%' fully effective, the system will experience shortages by the year 2014 and additional augmentation is essential. Recognizing this, the implementation of Phase 2 of the Lesotho Highlands Water Project was approved by Cabinet in December 2008.Nevertheless, the earliest possible delivery from Phase 2 is in 2019.This scheme should provide sufficient water until 2035.The shortages between 2014 and 2019 (yellow-shaded area) could be alleviated through the re-use of water. The re-use strategy includes both the re-use of acid mine drainage and treated sewage effluent with the initial focus on the treatment of mine water. A pre-feasibility study has commenced to assess options for the re-use of effluent.

It was expected from Midvaal to reduce its annual demand since 2008/2009 with 11% taking economic growth into consideration.

Should this be done the annual demand target for Midvaal compared to its actual demand has been as follows:

Table 5: Summary of Rand Water Water Demand targets for Midvaal Local Municipality

Financial Year	Rand Water Target Demand kl/annum	MLM Actual Water Demand kl/annum	% of Targeted Demand above + Below -
2008/2009	10 700 000	10 700 00	-
2009/2010	11 128 000	12 053 000	+8,3%
2010/2011	11 573 000	13 011 000	+12,4%
2011/2012	12 036 000	13 501 000	+12,2%
2012/2013	12 517 000	13 976 000	+11,7%
2013/2014	13 018 000	14 947 000	+14,8%

From the above information it is clear that Midvaal has by far exceeded its water demand target as requested by Rand Water. The water demand for Midvaal over the past five years has increased on average with approximately 7,0% /annum compared to the average economic growth rate of 4% over the same period,

Non-Revenue Water and Water Losses

During 2013 the former Minister of Water Affairs, Edna Molema stated that 1,58 billion cubic meters of water supplied in South Africa each year can be regarded as non-revenue water, which amounts to a financial loss of R7,2 billion per annum. She also stated that a realistic target for non-revenue water of 25% should be achievable over a 10 year period and that this would require an investment of at least R10 billion over this period.

In order to achieve this target, the Department of Water Affairs introduced the “No Drop” incentive based programme, similar to the existing Blue and Green Drop incentive based programmes. The No Drop assessment has been implemented across all municipalities in South Africa from October 2013 and results will be released every 2 years. Results of the first assessment period (2013) will be published in the Blue Drop/No Drop 2014 Report.

This report will provide the public and the water sector with information on water use, water loss and efficiency of water used within a municipality. This new initiative builds on the success of the Blue and Green Drop Certification Programmes, the Department of Water Affairs innovative means of regulation, designed and implemented with the objective of improved water management.

In support of this initiative by the Department of Water Affairs, National Treasury through MFMA Circular No 67 – Municipal Budget Circular for the 2013/2014 MTREF of 12 March 2013, municipalities were reminded that they are required to report on both apparent and real losses as per the Modified International Water Association (IWA) Water Balance for South Africa.

A Summarized MLM IWA Water Balance (June 2014) is reflected in **Table 6** below.

Table 6: Summarized MLM IWA Water Balance (2013/2014)

<table>
<tr><td rowspan="4">System Input Volume

(Total Supply from own & external sources)

100.0%</td><td rowspan="2">Authorised Consumptions

(Billed metered + Billed Unmetered + Unbilled Metered + Unbilled Unmetered)

69,6%</td><td>Billed Authorised

(Billed metered + Billed Unmetered (flate) rate + Free Basic Water)

67,6%</td><td>Revenue Water

(Volume of Water for which an income is received. Assumes all billed water is paid for)

67,6%</td></tr>
<tr><td>Unbilled Authorised = 2,0%</td><td rowspan="3">Non-Revenue Water

(Volume of Water for which no income is received)

32,4%</td></tr>
<tr><td rowspan="2">Water Losses

(Real + Apparent Loss)
30,4%</td><td>Apparent or Commercial Loss 9,2%</td></tr>
<tr><td>Real or Physical Loss

21,2%</td></tr>
</table>

From the Summarized MLM IWA Water Balance (2013/14), the following main conclusion can be made:

- The current MLM NRW is 32,4% which is much lower than the International (36,6%), National (36,7%) and Gauteng (35,7%) average NRW.

The calculated NRW for Midvaal over the past five years is reflected in Table 7 below:

Table 7: Summarised MLM NRW for past five years

Financial Year	Total Water Purchased/Supplied kl	Total Billed Authorised Consumption kl	NRW kl	% NRW
2009/2010	12 053 525	8 630 032	3 423 493	28,4
2010/2011	13 010 916	9 836 252	3 174 664	24,4
2011/2012	13 501 254	9 896 419	3 604 835	26,7
2012/2013	13 975 573	10 169 149	3 806 424	27,2
2013/2014	14 946 866	10 098 777	4 848 089	32,4

From the Summarised MLM NRW for the past five years, the following conclusions can be made:

- The MLM NRW has been fluctuating between 24,4% (lowest – 2010/2011) and 32,4 (highest – 2013/2014)
- The average NRW for the past five years is 27,8%
- That there has been a dramatic increase in NRW for the last financial year, from 27,2% (2012/2013) to 32,4% (2013/2014)

Proposed Plan:

Water Conservation and Demand Management

The first requirement in determining the opportunities of WC/WDM is to develop a water balance and detailed demand analysis regarding water usage per sector within MLM. The water balance has been done as depicted in Table 6 of the report and the demand analyses per sector are depicted in Table 8 of the report.

The estimated water consumption for each sector within MLM can be summarised as follows: (2013/2014).

Table 8: Water Consumption of the main sectors within MLM for 2013/2014

Sector	Consumption Kl	% Consumption
Households	6 281 440	62.2%
Business & Industry	3 696 152	36.6%
Other (Municipal)	121 185	1.2%
TOTAL	10 098 777	100.0%

The following proposed actions illustrates the opportunities in reducing demand in most water services areas and illustrates the methodology that MLM must undertake in developing its specific demand targets. (Estimates are based on sectoral usage information depicted in Table 8 and on general information obtained from WC/WDM studies in various urban areas.)

Reduction in Non-Revenue Water

It is estimated that by implementing effective distribution management measures the Non-Revenue Water of MLM can be reduced by 62%, which will result in a saving of 12,4% of the total demand over a five year period.

This can be achieved through adequate and proper operating and maintenance measures of the reticulation system. Related activities by MLM can include the following:

- Leak detection and repair
- Pressure management
- Timeous repair of visible and reported leaks
- Pipe replacement / management program
- Cathodic protection of steel pipelines
- Meter management programme
- Illegal connection programme etc.
- Metering of unmetered areas

Reduction in plumbing leaks within domestic consumers

On average it is estimated that by repairing plumbing leaks within domestic consumers the total consumption can be reduced by 7.5% to 25% of the domestic household usage. Plumbing leaks include any leaks past the consumer connection and include, leaks within the connection pipe, leaking taps, leaking toilets and leaking hot water geysers.
Repair of plumbing leaks can be achieved by the following related activities initiated by MLM:

- Leak repair projects in the RDP areas sponsored by the water institutions (re-addressing the plumbing of Council houses)
- Communication, education campaigns and marketing
- Regulations and by-laws
- Negotiations and incentives to developers and builders
- Improved reticulation design and plumbing standards

From the above analysis it is estimated that the total realistic opportunities in reducing water demand in MLM are approximately 20% of the total existing demand. (Reduction in Non-Revenue Water plus reduction in plumbing leaks as well as efficient use of water)

Non-Revenue Water and Water Losses

In analysing the scope by which NRW in MLM can be reduced, it should be borne in mind that the current NRW figure of 32.4% may not be reduced to zero, simply because there are limitations and practicality issues, as well as unavoidable losses (acceptable remaining minimum operating losses common to the water industry).

Unavoidable Annual Real Losses (UARL): Can be defined as the volume of water that can be calculated using the International accepted standard UARL equation and is a function of length of mains, number of service connections and average operating pressure. The UARL for each distribution zone can be calculated as part of the water balance calculation as proposed for each zone.

There is some debate as to what is an economically optimal level of leakage or, speaking more broadly, of NRW. From a financial or economic point of view it is not appropriate to try to reduce NRW to the lowest possible level, because the marginal cost of reducing NRW increases once the cheaper options have been exploited. Once the marginal cost of reducing NRW exceeds the marginal benefits or water savings, an economic optimum has been achieved, which is referred to the optimum cost/benefit ratio.

The World Bank recommends that NRW should be “less than 25%, while the Chilean water regulator SISS has determined a NRW level of 15% as optimal in its model of an efficient water company that is used to benchmark service providers. In England and Wales NRW stands at 19%.

In the United States the American Water Works Association’s (AWWA) Water Loss Control Committee recommended in 2009 that water utilities conduct annual water audits as a standard business practice. AWWA recommends that water utilities should track volumes of apparent and real losses and the annual cost impacts of these losses. Utilities should then seek to control excessive losses to levels that are economic for the water utility. In 1999 the California Urban Water Conservation Council identified a 10 percent benchmark for non-revenue water.

In line with Table 4 of this report, MLM should aspire towards a NRW figure of 20% representing desirable and good performance. The effort required within the SA environment to reduce NRW below 20% may not be regarded as feasible nor cost effective, because of the extensive effort required regarding the outlay of resources (human & financial) to achieve such goal.

It is thus recommended that MLM reduces its NRW from 32, 4% to 20, 0% within five years. A target of 62% reduction from existing levels to the desired level.

The question to be asked is how the 62% reduction in loss could or should be brought about. The proposed breakdown of the NRW reduction is reflected in **Table 9** below.

Table 9: Proportional Breakdown of the NRW Reduction from 32,4% to 20%

Main Categories of NRW	Current %	Description	Analysis of NRW			Descriptions
			Current NRW	Desireable NRW	Targeted Reduction	
Water Losses	30,4%	Real or Physical Loss	21,2%	15,0%	6,2%	* Waterpipe leaks * Erf connection leaks * Leaking meters * Pipe bursts * Overflowing reservoirs * Leaks on properties
		Apparent Loss	9,2%	4,0%	5,2%	* Billing inaccuracies * Interim readings * Under-reading meters * Illegal connections * Unmetered connections
Unbilled Authorised Consumption	2,0%	Unbilled Authorised	2,0%	1,0%	1,0%	Unbilled authorised: * Informal Settlements * Unmetered properties * Parks, sportfields, etc
	32,4%		**32,4%**	**20,0%**	**12,4%**	

As mentioned elsewhere in the report, the task of reducing NRW is not an easy one and poses many challenges to municipalities in this regard due to current inefficiencies and lack of suitably experienced staff. In most cases it is also a known fact from experience gained throughout SA that it will take a number of years to reduce the NRW from 32,4% to 20%. Also the timeframe required to achieve the reduction would be at least five years, provided that the necessary budget allocations and resources are made available, including the outsourcing of work to Service Providers such as Consultants and Contractors and other Specialist Service Providers where required.

During this process sustainability should be created within MLM via training, mentoring and coaching of staff, and via skills transfer.

If a desired time frame of five years is assumed, the reduction in NRW should unfold as reflected in **Table 10** below.

Table 10: Targeted Reduction of NRW over a 5 Year roll-out Period:

Anticipated NRW Reduction over a 5 Year period						
YEAR	0	1	2	3	4	5
	Current	2014/15	2015/16	2016/17	2017/18	2018/19
Targeted Reduction:	0.0%	3,0%	2,7%	2,4%	2,2%	2,1%
NRW Target:	32,4	29,4%	26,7%	24,3%	22,1%	20,0%

The reduction in NRW as well as potential savings is analysed in **Table 11** below.

Table 11: Analysis of NRW Reduction & Potential Savings over a 5 year period:

Analysis of NRW Reduction over a 5 Year period:									
YEAR	FINANCIAL YEAR	Targeted Annual NRW Reduction	Annual NRW Remaining Value	Reduction in NRW					
				Annual Figures	Compounded	Cumulative	Annual Figures	Compounded	Cumulative
		(persentage)	(percentage)	(Kilolitre)	(Kilolitre)	(Kilolitre)	(Rand)	(Rand)	(Rand)
0	2013/14	0,0%	32.4%	n/a		n/a	n/a		n/a
1	2014/15	3,0%	29.4%	456 701	456 701	456 701	R 4 169 223	R 4 169 223	R 4 169 223
2	2015/16	2,7%	26.7%	419 930	876 631	1 333 332	R 3 833 541	R 8 002 764	R 12 171 987
3	2016/17	2,4%	24.3%	382 528	1 259 159	2 592 491	R 3 492 098	R 11 494 862	R 23 666 849
4	2017/18	2,2%	22,1%	360 083	1 619 242	4 211 733	R 3 287 197	R 14 782 059	R 38 448 908
5	2018/19	2,1%	20,0%	353 323	1 972 565	6 184 298	R 3 225 486	R 18 007 545	R 56 456 453
Total Accumulated Savings over the 5 year period:						6 184 298			R 56 456 453

Note: That all financial figures are calculated at current water purchase and sales prices
Saving in Real Losses @ R6,063/kl
Saving in Apparent Losses and Unbilled Authorised portion @ R12,195/kl

From information provided in Table 11 the following conclusions can be made:

- It is obvious that huge savings in water purchases from Rand Water can be brought about by reducing the NRW figure through the implementation of the NRW-Reduction Programmes as outlined in the report.
- The annual savings as reflected in the table above could be partially utilized to fund the WC/WDM Projects as well as the Revenue Enhancement Projects.
- At the end of year five the estimated/projected cumulative reduction in water purchases is 6 184 298 kiloliters for the five years, which is equivalent to R56,4 million.

Proposed Programmes:

WC/WDM is one of the most important functions performed by Municipalities in order to be successful in reducing NRW. Without the proper implementation and functioning of holistic WDM initiatives attending to all aspects relating to water wastage and non-revenue generating serviced properties, and also without involving all the relevant role-players and also without Political and Senior Management buy-in and support, there will be little chance of success in lowering NRW.
It is recommended that the following programmes be initiated and developed in order to implement this plan:

1. Establishment of a WC/WDM Steering Committee

A WC/WDM Steering Committee should be established in order to manage and implement this plan. This is essential to obtain the necessary buy-in from all role players through participative, collective decision making and to monitor the implementation progress. It is recommended that the HOD: Engineering establishes such a Steering Committee in conjunction with the MMC: Engineering Services to promote political buy-in.

2. Calculation and Preparation of Monthly Water Balance

The essential first step in practical management of Non-Revenue Water is to calculate monthly water balances for each distribution area. The International Water Association (IWA) has introduced an international “best Practice” standard approach for water balance calculations as depicted in Table 2 of this report. This approach has also being accepted by South Africa, which included the free basic portion of water as part of Revenue Water, as it is unique for South Africa only.

It is important to prepare a water balance for each distribution area in order to determine its Non-Revenue water. This approach will assist in prioritising budget and projects in addressing Non-Revenue water, especially allowing focus in those areas where the Non-Revenue Water is very high.

It is thus recommended that the HOD: Engineering Services prepare monthly water balances for each water distribution area. This can be done through the existing IMQS system that is managed by GLS Consultants.

3. Accurate and Clear Water Supply and Distribution Plans

In order to efficiently manage a water supply and distribution system, the management and operational staff should have access to accurate and clear water supply plans.

The Engineering Department has been involved in such an exercise in ensuring more accurate plans with the assistance of its Consultants GLS in developing and updating of the Information Management Query System (IMQS) electronic system. The IMQS system is a viewing system of the MLM water supply and distribution system that can be electronically viewed. The system is also linked to a modelling system (WADISO) and financial system (VENUS).

It is important that the IMQS system be updated on an on-going basis as new developments and upgrading of the water network takes place.
The IMQS system can also be of great value in establishing an asset management system for Water Services.

It is recommended that the HOD: Engineering Services ensures that the IMQS system be updated on a continuous basis and that a procedure be developed at the Engineering Department to assure that all new development, replacements and upgrading of the water system be referred to GLS (IMQS) for updating of the IMQS system. Such a procedure is paramount to ensure that any changes to the water system are updated monthly on IMQS.

4. Master Planning of Water System

A Master Plan for a Water System takes into consideration the existing water system and through predictive modelling develops a 20 to 25 year water supply and distribution system. It is a planning tool especially in preparing a long term investment plan, future capacity plan and an upgrading plan.

With regards to Non-Revenue water reduction, the more successful a water service provider is in reducing its Non-Revenue water, the more it can save in terms of provision capacity and capital investment in extending its water system. MLM has engaged GLS Consultants to develop such a long term plan for its 25 distribution network systems. “Computer Model Analysis and Master Planning of Water System-Summary Report, December 2012.”

The project entailed the establishment of computer models for all the water networks in MLM, the linking of these models to the stand and water meter data-base of the Finance Departments financial system, evaluation and master planning of the water networks, and the posting of all information to the IMQS viewer. There is a separate report for each of the 25 distribution zones, addressing both the bulk and the distribution network aspects of each area’s water system. This should then also be linked to each distribution zones water balance.

The existing models are updated regularly by GLS as part of the bureau service they are providing to MLM.

It is recommended that the HOD: Engineering Services ensures that the outcomes and capacity siting from this study be utilized strictly during upgrading and replacement of water infrastructure in MLM and that the master plan be updated at least every two years.

5. War on Leaks

The Department of Water Affairs has encouraged Municipalities to declare War on Leaks. It is estimated that at least 30% of a Municipalities Real Water Losses is contributed by leaking network pipes, pipe bursts, leaking stand connection pipes, leaking reservoirs and overflowing of reservoirs.

It is thus important that Municipal maintenance teams are well equip and alert to immediately address these problems and have such wastage of water addressed within 24 hours or preferably even less.

The Municipality thus should have sufficient motivated maintenance teams available to immediately react on repairing and normalising the situation within 24 hours. Other preventative long term measures will be discussed in more detail hereafter but it is important that there is a back-up service to react immediately on short term challenges such as leaks and pipe burst.

The following aspects should be taken into consideration in preparing a War on Leaks Programme:

- Informed public
- Dedicated, well trained and equipped committed maintenance teams
- Efficient Call Centre and system (allocation, dispatch, reporting and control)
- Good communication between public other role players and Municipality
- Service delivery charter (all leaks, wastage of water systems to be fixed within acceptable time frames)
- Record keeping and analysis of identified problematic areas

It is recommended that the HOD: Engineering Services develops a War on Leaks programme to be developed during the 2014/15 financial year and to be implemented not later than the following financial year.

6. Timeous Leak Detection & Repairs

Not all water leaks are visual and many water leaks cannot be traced easily. The water industry has thus developed technology to trace these non-visible leaks.

There are a number of leak detection tools/instruments to assist in accurately find the source of the leak. The devices used can mainly be divided into two main groups namely:

- Movable leak detection equipment
- Fixed leakage monitoring system

The cost for purchasing operating and maintaining these systems are very costly and dedicated trained staff needs to be employed to perform such investigations. It may be cost effective for large municipalities such as Metros to implement a leak detection section, but it is more cost effective for smaller municipalities such as MLM to outsource such function.

It is recommended that a three year annual contract be prepared and to follow the supply chain process in appointing a service provider to assist the Engineering Department to detect and repair leaks when required.

7. Sectorisation and Zoning of Distribution Areas and Metering of Zones.

Sectorisation of a municipal water distribution is a concept and process whereby the distribution network is divided into smaller supply and distribution areas. This is required in order to separate distribution areas because of the topography (differential pressure) and to assist in identifying areas with the largest water losses and to prioritise projects within a water loss reduction programme.

The International Water Association (IWA) strongly supports the concept of managing water supply networks based on district metred areas (DMA's), using the division of supply networks into manageable sizes for detection and control of leakage.

It is recommended that the HOD, Engineering appoint a specialist Consultant to analyse the MLM water supply and distribution network in order to develop and to assist with the implementation of a sectorisation and zoning plan for the MLM system over the proposed five year period.

8. Asset Management and Water Infrastructure Replacement Programme

It is estimated that replacement value of the MLM's water supply and distribution network is R900 million. Some of the infrastructure has reached its life expectancy and others have even surpassed its life expectancy. One can thus expect that in such cases it will contribute to water losses.

Management principles such as preventative maintenance, retrofitting and upgrading of infrastructure will assist in increasing the life expectancy or at least ensure that a reasonable life expectancy is ensured.

It is recommended that the HOD: Engineering Services develops an Asset Management system and replacement programme that will inform the annual budgeting process. This programme should run parallel with the master planning programme.

It should further develop a preventative maintenance policy, system and programme in order to enhance the life expectancy of its infrastructure. This should also reduce the departments re-active short term time spend on complaints in repairing leaks and burst water pipes.

9. Cathodic Protection of Steel Pipes

Steel pipelines within a water supply distribution system are subjected to corrosion processes, which reduces the life span of such. The life expectancy of such pipes can be extended by cathodic protection methods and technology.

Cathodic Protection is a technique used to control the corrosion of a metal surface by making it the cathode of an electrochemical cell. A simple method of protection connects protected metal to a more easily corroded "sacrificial metal" to act as the anode. The sacrificial metal then corrodes instead of the protected metal. For structures such as long pipelines, where passive galvanic cathodic protection is not adequate and where stay currents from electric power distribution systems such as power lines and railway lines are present, an external DC electric power source is used on the steel pipeline to neutralise such external enduced stray currents. Stray currents from external sources can have a major negative impact on the life expectancy of a steel pipe line.

It is recommended that the HOD Engineering Services appoints specialist service provider to analyse existing steel pipeline infrastructure and to put processes in place to protect such steel pipelines against corrosion and that such plan be implemented over the five year period.

10. Pressure Management of Water Distribution Zones

Pressure management is a concept whereby the water pressure in a distribution system are controlled to minimise the water pressure to an optimal point in providing water to its customers within acceptable volume and pressure standards.

The South African standard is to have a minimum pressure of 2,4 bar and maximum pressure of 9,0 bar within a system. Water Engineers worldwide has come to the conclusion that the 9,0 bar max limit is far too high in order to obtain acceptable water loss benchmarks and targets. The author is of the opinion that in order to obtain a 20% NRW target the maximum water pressure in a distribution network should be limited to 5,0 bar. The standard should therefore be to manage water pressure between 2,4 – 5,0 bar within a water distribution system.

An intelligent water pressure management system also provides for setting pressure during mid-night and early morning (between 22h00 -05h00) whereby the water pressure is further reduced automatically when the demand has decrease substantially.

The prospect of reducing leak and burst repair and associated costs, and potential for improved asset management, created increased international interest in pressure management. Many hundreds of pressure management schemes have been implemented internationally since 2007. Whenever case studies are presented at conferences or published, the following benefits of pressure management are usually quoted without challenge:

- Reduction of leak flow rates
- Possible reduction of burst frequency of water pipes

- Extension of residual water infrastructure life

In most cases of reported water loss-management programmes implemented, pressure management has made the largest contribution to the reduction of water losses.

It is recommended that the HOD: Engineering Services appoints a specialist service provider to prepare a Pressure Management Plan for the MLM water distribution system to be implemented over the five year period.

11. Meter Management Plan

The Water Service of a municipality has the responsibility to generate income from the water produced/purchased and distributed to its customers in terms of the Municipal Systems Act and Municipal Finance Management Act.

In order to meet the legislative requirement the Engineering and Finance Departments are responsible for the accurate metering, billing and revenue collection system.

The Water Services Division of a Municipality therefore needs to install and maintain water meters with the objective to do such as accurate as possible.

Unfortunately municipalities do not achieve this objective because of so called apparent losses as defined in the standard IWA water balance, Table 2 of this report.

These losses can be divided into two main categories namely:

- Unauthorised consumption
    - Unauthorised and illegal connection
- Customer Meter Inaccuracies
    - Old meters – inaccurate
    - Wrong sizing of meters
    - Wrong meter readings
    - Connections not metered
    - Connections metered but meters not visible
    - Connection metered but not read and billed

It is estimated that 9,2% of MLM water purchase for the 2013/14 financial year has contributed to apparent water losses. It is estimated that 929 087kl of water is lossed annually through apparent losses which amounts to approximately R11,3 million per annum calculated at the average retail price.

It is recommended that the HOD: Engineering Services prepare a meter management plan, which should at least include the following and be implemented over the five year period:

- Meter replacement policy and programme
- Plan to meter unmetered areas
- Plan to meter informal settlements
- Procedure for the correct sizing of meters for customers other than residential1 stands/consumers
- Audit plan of all meter installations larger than 15mm
- Accurate metering of Council Property

12. Indigent Leak Repair Programme and Retro Fitting of Toilet Plumbing

A preliminary desk top study revealed that indigents are consuming on average more than 40kl per month per household. There are some households that even consume more than 200kl/month. It was found that most of the consumption was wasted into the sewer system, because of malfunctioning toilet systems.

These consumers are expected to make use of the 6kl/month free basic water supply, but exceed this by far.

It is recommended that approval be obtained from Council that the Engineering Services Department be authorised to repair leaks and retrofitting of toilet plumbing together with education of such at indigent households and other households where specific conditions apply.

That an annual budget for this intervention be made available.

13. Telemetry of Water Supply and Distribution Systems

Telemetery can be defined as a system whereby important information such as reservoir water levels, pressures, flows, pump activation is conveyed over a distance to an information/control desk in order to have accurate information on the functioning and performance of a water supply and distribution network.

Midvaal is a very large area and water infrastructure are spread over this area. With the limited water staff it is very difficult to manage and operate the water distribution network without an efficient telemetry system. A lot of water is lost because of overflowing reservoirs and burst pipes, because of limited information and inadequate control management systems.

It is recommended that the HOD: Engineering Services appoints a specialist in advising on a cost effective telemetry system for the water supply and distribution system of MLM for implementation during the five year period.

14. **Valve Audit, Replacement, Marking and Numbering as well as Plan Updating**.

The installation and maintenance of valves within a water supply and distribution system is crucial for the efficient management of such a system. In the past it was common to install anti-clock wise closing valves. Later-on same municipalities converted to clockwise closing valves. Unfortunately especially with the demarcation of Local Government and changing of boundaries, most municipalities have ended up with systems where both anti-clockwise and clockwise valves are present in their water systems. Should these valves not be marked clearly, operations and maintenance staff open valves with the understanding that they are closing valves and vise-versa. This obviously can cause havoc in the operations and maintenance of water systems. Many water systems capacity has reduced drastically because of this confusion, whereby many system valves are closed that should be open and vise-versa.

It is therefore important that the HOD: Engineering Services initiate a valve audit programme in identifying valves, their direction of closing, condition and position. Such information be updated on plans and the asset management system.

15. Consumer Data Base Audit

It is estimated that unbilled authorised water consumption makes up 2,0% of the MLM Non-Revenue Water.

In most cases this is caused by the anomaly between the actual meter information of the meter/s installed on a property and the information on the Venus billing system. This anomaly also causes inaccurate billing and consumer dissatisfaction.

It is recommended that the HOD: Engineering Services and the Chief Financial Officer initiate a meter data base and site audit as explained above and that such audit be executed within the first two years of the five year programme.

16. Organisation and Human Resource Plan

In evaluating the requirements for the efficient management of the MLM water supply and distribution system as well as what is required to reduce the MLM Non-Revenue Water from 32,4% to 20% over a

5 year period, it is obvious that the existing water services structure and skills available, the Engineering Services Department will not be able to achieve such.

It is thus recommended that the HOD: Engineering Services conducts a detail analysis with regards to existing capacity and skills available versus the capacity and skills required to meet these targets (Gap Analysis).

That the proposals be quantified compared to possible savings in projected non-revenue reduction as well as affordability for MLM.

Should this be achievable, a comprehensive detail plan for each intervention/programme can then be prepared for implementation, which will include a more detailed annual budget/financial plan.

Financial Implications and Budget

The total estimated cost for implementation of this plan over the 5 year period amounts to R64 730 000 as per summary: **Table 13 – 5 Year Non-Revenue Water Reduction Plan Budget.** The total amount is split between Opex and Capex,

Opex = R22 230 000
Capex = R42 500 000

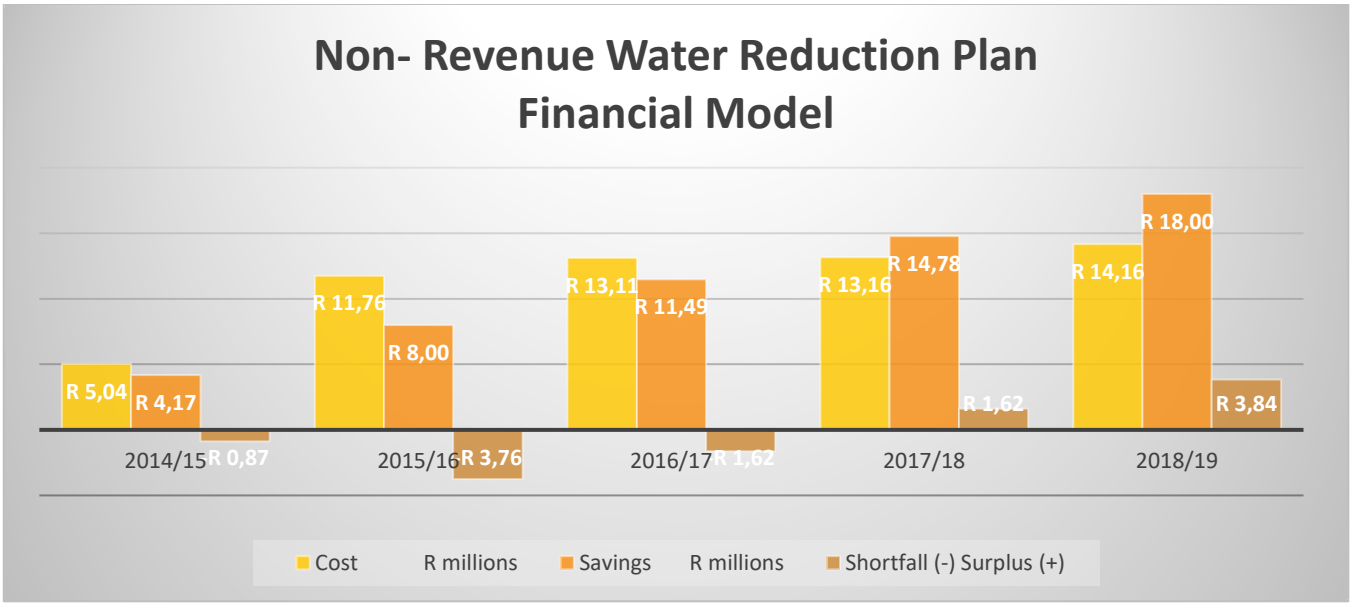
Existing budget amounts of R2 500 000 (Opex) and R5 000 000 (Capex) have to be deducted from the above required amounts, because these amounts have already been provided in existing budgets. Thus the additional amounts to be budgeted and to be provided for over the 5 year period is:

Opex = R19 730 000 (average R3 946 000 per annum)
Capex = R37 500 000 (average R7 500 000 per annum)

The total additional budget required over the 5 year period is R57 230 000, which is estimated to be approximately the same as the estimated saving of R56 456 453 as depicted in table 11.

Graph 2 depicts the financial model..

Graph 2: Non-Revenue Water Reduction Plan – Financial Model



By deducting the additional cost to implement the plan from the potential savings by decreasing the Non-Revenue Water, the shortfall (-) or surplus (+) for each year, is as follows:

Table 12: Financial Model – Cash Flow Shortfall or Surplus

Financial Year	Additional Cost R'millions	Potential Saving R'millions	Shortfall(-) Surplus(+) R'millions
2014/15	5,04	4,17	-0,87
2015/16	11,76	8,00	-3,76
2016/17	13,11	11,49	-1,62
2017/18	13,16	14,78	+1,62
2018/19	14,16	18,00	+3,84

It can be concluded that as from the fourth financial year (2017/18) the project will be self-funding.

It is also very important to note that very limited funding has been provided in the past on the capital budget for the replacement of absolute water infrastructure. The proposed budget includes a substantial amount for the replacement of infrastructure that has reached its life expectancy (40% of total budget provided as indicated in table 13).

The budgeted amounts for implementing the identified programmes are estimated and will have to be updated as soon as recommended investigations have been concluded. A more accurate estimate of the required budget should be provided within a year when investigations have been completed and some programme implementation has been initiated.

It is recommended that the proposed Non-Revenue Water Reduction Plan be implemented, that the additional Opex and Capex amounts be provided in the following 5 year budget programme and that a six monthly progress report be submitted to the Mayoral Committee.

Table 13: 5 Year Non-Revenue Water Reduction Plan Budget

Programme	Estimated Annual Budget					Total	Budget Allocation
	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019		
Calculation and Preparation of Monthly Water Balance	R100 000	R140 000	R150 000	R160 000	R170 000	R720 000	Opex
Accurate and Clear Water Supply & Distribution Plans	-	R50 000	R60 000	R70 000	R80 000	R260 000	Opex
Master Planning of Water System	R240 000	R250 000	R260 000	R270 000	R280 000	R1 300 000	Opex
War on Leaks	R300 000	R320 000	R340 000	R360 000	R380 000	R1 700 000	Opex
Leak Detection & Repairs	R500 000	R550 000	R600 000	R650 000	R700 000	R3 000 000	Opex
Sectorisation and zoning of distribution areas and							Opex

metering of zones	R200 000	R500 000	R550 000	R600 000	R650 000	R2 500 000	and Capex
Asset Management and Water Infrastructure Replacement Programme	R 4 400 000	R5 000 000	R5 500 000	R6 000 000	R6 500 000	R27 400 000	Capex
Cathodic Protection of Steel Pipes	0	R800 000	R700 000	R800 000	R900 000	R3 200 000	Capex
Pressure Management of Water Distribution Zones	R200 000	R500 000	R600 000	R700 000	R800 000	R2 800 000	Opex and Capex
Meter Management Plan	R500 000	R800 000	R900 000	R1 000 000	R1 100 000	R4 300 000	Capex
Indigent Leak Repair Programme and retro fitting of toilet plumbing	R100 000	R150 000	R200 000	R200 000	R200 000	R850 000	Opex
Telemetry of water Supply and Distribution System	-	R500 000	R500 000	R600 000	R600 000	R2 200 000	Opex and Capex
Valve Audit, Replacement and Numbering as well as plan update	-	R200 000	R250 000	R250 000	R300 000	R1 000 000	Opex & Capex
Consumer Database Audit	-	R500 000	R1 000 000	-	-	R1 500 000	Opex
Organisation and Human Resource Plan	-	R3 000 000	R3 000 000	R3 000 000	R3 000 000	R12 000 000	Opex
TOTAL	R6 540 000	R13 260 000	R14 610 000	R14 660 000	R15 660 000	R64 730 000	

Note: That the budget has been determined at current cost. Where budget allocation refers to both Opex and Capex, the Opex portion will be for specialist (consultants) costs to do investigations, to prepare an implementation plan and to assist with the preparation of bid documents where required.



ANNEXURE F:

IT DISASTER RECOVERY PLAN

[CS]: REVIEW OF IT FRAMEWORK

COMPETENCY: MAYORAL COMMITTEE

PURPOSE:

To submit the reviewed IT Framework for approval.

RECOMMENDATIONS:

1. That the reviewed IT Framework which deals with the following matters, BE APPROVED:

    (i) Back-up Policy (Schedule 1).
    (ii) Disaster Recovery Strategy (Schedule 2).
    (iii) Terms of Reference for I T Steering Committee (Schedule 3).
    (iv) Standard Operation Procedure: Access to Systems and Controls (Schedule 4).
    (v) Review of IT Functions (Schedule 5).
    (vi) Review IT policies (Schedule
        6) IT Usage Policy;
        IT Access Policy, IT
        Security policy;
        IT Change management policy;
        IT Laptop policy
        IT Charter and
        MLM Master systems plan.
2. That the IT Framework be reviewed annually by the Section 80 Corporate and Finance Services Portfolio Committee, with a report to the Mayoral Committee if significant changes are required or envisaged.

REPORT

Attached hereto is the reviewed IT Framework which has been updated and addressed in terms of the Auditor – General requirements and suggestions. It will be submitted to the Auditor – General's office to establish whether any possible shortcomings still exist. It will also be reviewed annually.

SCHEDULE 1

MIDVAAL LOCAL MUNICIPALITY BACKUP POLICY

Systems Backup

1.1 Frequency and Timing of Backups

1. A backup is taken every day.
2. Backups are scheduled to run every day commencing at 18h00.
3. Month-end backup is taken monthly after the financial month-end procedures.
4. Year-end backup is taken annually after the financial year-end procedures.
5. Backups are taken by doing a Disk to Disk backup on the host server. Once this backup is completed a backup is then done to the Sep Sesam server (Disk to Disk). The following day this backup is the written to a DLT tape to be kept in the safe storage environment.
6. The replication of the core systems to the DRP server is done daily after the backups have been completed. There is thus more than one backup done of the core systems on a daily basis.

1.2 Backup Procedure

1. Changing tapes according to schedule: inserting tape at close of day and removal of tape from the backup unit after migration from disk to tape is done..
2. Storing the backup tapes in fireproof safe.
3. Checking that the backup has been successful.
4. Managing a backup failure.
5. Maintaining the backup log.

1.3 Verification of Backup Status

1. The designated member of staff must check the backup status on the system daily and report any failures to the Administrator.
2. Proof of successful backup must be saved.

1.4 Backup Log

A daily backup log is issued to keep record of backups, their status, which tapes are used and housekeeping of the backup system.

1.5 House-keeping of the Backup System

Cleaning tapes are used in accordance with manufacturer's instructions. LT tape drives should be cleaned if the cleaning light is illuminated. This procedure will be done as and when needed.

1.6 Managing Backup Failure

In the event of an unsuccessful backup, the staff responsible for checking the backup must immediately:

1. Note any error messages and/or Information on the backup printout/screenshot
2. Report the failure to the Administrator and the department affected
3. Follow procedures on backup failure and re-run backup
4. If failure still occurs contact the NETCB helpdesk
5. Record the failure in the backup log and any actions taken as a result.

1.7 Storage of Backup Tapes

1. The backup tapes, when removed from the tape library, are stored securely in a fire-proof safe.
2. Once a week the tapes are taken off-site and stored securely in a fire-proof safe at the Meyerton Fire Station.
3. The off-site register and on site register must be updated and signed accordingly.
4. At the same time, the tapes deposited three weeks previously at the off-site storage will be collected and returned to the on-site safe for re-use.
   - Five days of complete backup tapes stored on the on-site premises for reuse.
   - Fifteen days of complete backup tapes (past three weeks) stored off-site at the appointed secure location.

1.8 Validation of Backups / Tapes

All restoration of data to the Solar and PayDay systems are done by the Administrators of the BCX for Solar and Payday for the PayDay systems (Disk to Disk).

1.9 Management of Tapes

1. Tapes are clearly labelled and used in strict rotation to ensure even wear and immediate identification of any problems with a specific tape.

2. All data is backed up to disk on a daily basis overnight Monday to Friday and migrated from disk to tape during the day. A cycle of four complete weeks tapes are used in rotation.

3. Financial month-end backup tapes are used in a twelve month cycle. This means that a total of 12 tapes are required for this annual backup cycle.

4. Financial year-end backup tapes are kept for a period of seven years.

5. Tapes must be replaced at the first sign of deterioration. Tapes are labelled to show age and have to be replaced according to the manufacturer's recommendations

2. Novell File Server Backup

3.1 Backups (incremental and full) of all volumes on the Novell File Server are done through BackupPC, a high-performance, enterprise-grade system for backing up Linux and stored on disk.

3.2 a Backup script runs daily and backups are done to the backup server on-site.

3.3 Incremental backups are done daily from Monday to Thursday and a full backup is taken over the weekend. On average there is four full weeks of backups on the backup server and the oldest backup will be overwritten when the disk space is depleted.

3.4 The designated member of staff (IT helpdesk operator as in 7 below)must check the backup status on the system first thing each morning and report any failures to the Administrator as per daily check list.

3.5 If failure to run a successful backup cannot be solved by the Administrator, contact VPN Technologies to report the failure for rectification.

4 BAUD Backup

This system is no longer in use and the asset management is part of the Solar system.

5 CITY Solve Backup.

The Citysolve system is hosted by I@Consulting and all data and source code are backed up on a daily basis. For detail on the SLA refer to Citysolve Support and Maintenance Agreement filed with the Development and Planning Cluster. Proof attached as “Annexure 1C”. Systems is no longer in use as from 30 September 2018.

7 Duties and responsibilities of staff responsible for backups.

All the stipulated functions above in points 1 and 2 are the responsibility of the staff members tasked to do the backups:

Systems Administrator: R.Tshabangu

Technician: M Mpaka, P.J. Otto, T Twala.

SCHEDULE 2

DISASTER RECOVERY STRATEGY.

It is recorded that a Disaster recovery server (Plate Spin Forge) for Solar (mScoa), PayDay, Quidity, Terminal services, Novell and shared drives as well as cash drawer has been commissioned by the MLM and is located at the appropriate off-site venue(Fire Station CCTV room) and the connectivity to that venue is by means of fibre optic link. This server (Plate Spin Forge) is updated daily by replicating the core systems mentioned above to this server commencing at 20h00.

Depending on the severity of the disaster the systems can be ring fenced on the DR server and the users can then access the DR server to continue the processing on the DR server. It must be mentioned that the recovery point will always be the data as replicated on the previous day's replication.

To ensure that this Disaster Recovery plan and procedure will be beneficial it is absolutely imperative to ensure that backups are taken and reports are checked on a daily basis. The replication of the mentioned core systems should be checked daily and the ring fencing and testing of the said systems as replicated should be tested and signed off quarterly.

The Disaster Recovery procedure will be deemed to come into effect when;

- A system hardware failure such as a disk crash or other hardware failures occurs and is not repairable within a 24 hour period.
- A natural disaster should occur at the Council's main computer centre at the Head Office in Mitchell street.

Should a disaster occur the following procedures should be followed:

1) In the case that the data can be recovered from a backup:
   - Recover the last successful backup from the off-site storage.
   - Check the backup cycle and tape description as defined in the backup cycle to ensure that the correct tape is recovered and restore the data to the relevant database.
   - Revert back to normal processing.

2) In the case that servers /server room were damaged or destroyed revert to the procedure to ring fence the environment and continue processing by accessing the DR server(Plate Spin Forge).
   - Inform all users that the production server is not functional and the pre-configured DR connection is to be used until such time that the production server can be fixed.

Contact Persons in case of a Disaster:

MIDVAAL L.M. **Contact numbers:**

A.S.A. de Klerk	082 771 8961	Municipal Manager
T.W. Peeters	082 859 0486	Deputy Municipal Manager
P.A. Ernst	084 500 0155	IT Operations Manager
Afrika Sibeko	073 175 5607	IT Asst Director
Rebecca Tshabangu	072 157 7621	Systems Administrator
Desmond Mosiya	083 426 8050	Technical Administrator

Fire:

Hannes Steyn	082 697 0732	Chief Fire Officer
Anthony Bruno	076 306 0345	Deputy Chief Fire Officer
Fire Control Room	016 360 7500	

Vendors:

Securelink	083 274 8948 Francois de Kock	(LAN and WAN)
VPN Technologies	083 305 3854 Jaco Lange	Firewalls, ISP and routing devices
Business Connexion	082 901 2244 Kobus Ras 076 838 1882 Jenny Bierman	Virtual Servers and Solar financial system/ Cash drawer
NETCB	82 441 7782 Justin Foxcroft 83 395 5196 Cobus Burgers	Novell/Groupwise
Payday	072 605 7799 Aldo Taylor	Salary/Human resources/leave systems, Time & Attendance and Ess
Quidity	078 882 5707 / 083 415 4875 Pam Buttle	Electronic Management

SCHEDULE 3

MIDVAAL LOCAL MUNICIPALITY

IT STEERING COMMITTEE

TERMS OF REFERENCE.

Annexure 3A (Revised August 2018)

IT STEERING COMMITTEE MEMBERS

Representative of each department nominated by the HOD

IT	Paul Ernst	Pernst@midvaal.gov.za	016 360 7557
Corporate Services	Louise van Staden	Louisevs@midvaal.gov.za	016 360 7553
Financial Services	Fanie Powell	Faniep@midvaal.gov.za	016 360 7496
Human Resources	Moipone Mothebeli	Moiponem@midvaal.gov.za	016 360 7409
Development and Planning	Eugene van der Merwe Michelle Coetzee	Eugenev@midvaal.gov.za Michelle@midvaal.gov.za	016 360 7429 016 360 7426
Engineering Services	Solomon Chivhungwa	Solomonc@midvaal.gov.za	016 360 5831
Protection Services	Corne Heymans	Corneh@midvaal.gov.za	016 360 5908

ANNEXURE 3A

Terms of reference for IT Steering Committee

That it be noted that the IT Steering Committee is the body to approve the specifications for and the acquisition of IT equipment and software, copier, faxes and printers in terms of the following principles:

1.1 Standardise equipment to facilitate repairs, maintenance and compatibility.

1.2 Centralise location of copiers, printers and faxes to facilitate control and minimise abuse: Provided exceptions may be approved in deserving and motivated cases having considered practical imperatives and efficient service delivery.

1.3 Check specifications appropriate to the need (and that specifications are not excessive).

1.4 Approve purchases/leases only after considering above principles.

1.5 If purchases/leases do not meet these criteria, do not approve.

1.6 The department that submits a request or proposal to acquire any IT equipment and software, copiers, faxes and printers (whether by lease or outright purchase), may motivate such request or proposal, but is excluded from decision-making in respect of the acquisition thereof.

2. BUDGET

That the request for purchases/leases for IT equipment/Software must be submitted to the IT Steering Committee: Provided that the Department that is motivating or requesting should have budgeted for the procurement of said equipment.

3. IT PROCUREMENT

That the Supply Chain Management Officer and Administrator consolidate and present the proposed process to purchase IT equipment and software to the IT Steering Committee for approval.

IT/ WEBSITE (MISCELLANEOUS MATTERS)

1. That all users be notified on a regular basis (6 months at least) that their information must be deleted from "Share on Meyerton", as well as e-mails, where- after there will be no access to the info.

2. That IT be involved in the induction of all new employees.

3. That Human Resources put a procedure in place to test computer literacy at interviews.

4. That all employees be informed that official mails must be opened and attended to as soon as possible.

5. That a copy of all IT equipment orders be forwarded to IT department.

6. That the rule for the Municipal Manager, Heads of Department and all staff is that passwords are to be strictly changed every 30 days.

7. That no overtime before 06h00 or after 18h00 be authorized for IT officials, accept if prior arrangements were made for a legitimate reason.

8. That it be noted that for all requests for assistance from IT, a call must be logged on the E-helpdesk system and adequate and detailed information must be provided.

9. That no software and hardware be purchased or installed if not approved through the IT Steering Committee.

10. That all packages utilized by departments be reported at the next IT meeting with applicable maintenance agreements and licenses fees payable.

11. That a register be compiled of all IT equipment in the departments.

12. That broken printers not be replaced automatically and extra printers not necessarily be purchased. That network printers be utilised . Should a desktop printer be required approval for such a procurement must be given by the DMM.

13. That in future, Management Services must inform IT on a monthly basis (monthly report) of any appointments, transfers and resignations.

14. That each HOD provide the Municipal Manager with a detailed status quo report on all laptops in the department annually during July.

15. That the HOD's apply the principle in their Department to allocate copiers, faxes and printers centrally to save costs and control usage, provided that practical considerations and effective and efficient operations also be applied.

16. That the replacement of such equipment or acquisition of new equipment be considered by the IT Steering Committee before such replacement or acquisition in pursuance of the principle in (15) above.

SCHEDULE 4

MIDVAAL LOCAL MUNICIPALITY.

STANDARD OPERATING PROCEDURE FOR ACCESS TO IT. SYSTEMS AND CONTROLS.

The IT USAGE POLICY and IT ACCESS POLICY governs the access to systems and this procedure should be read in conjunction with the said policies.

All new and existing IT users requesting access to IT. Systems (Novell, Solar, PayDay, Internet etc.) must follow the procedures as described in Section 2 of the IT Access Policy attached as “Annexure 6”.

User Access Report

1. The Systems Administrator has to generate a Solar User Access Report (ZA350), PayDay user access report and a NOVELL list of users every 45’th day of the quarter.

2. The Solar User Access Report and NOVELL list of users must be verified and signed off by the CFO and the Directors in the finance Department and all H.O.D’s. The PayDay user access report must be verified and signed off by Asst. Director Expenditure/Pay Office

3. The Administrator has to delete access no longer authorised as indicated on the ZA350, Novell / Groupwise and Payday user access reports.

Monitoring of the Administrator Activities

1. The Auditor General requested for Administrator activities to be monitored on an application and database level by an independent person.

2. The Administrator has to generate the report (ZA 380) for Solar and an administrators report must be provided by Asst. Director Expenditure/Pay Office on a monthly basis and must be included in the Proof of evidence file to be submitted to the Internal Auditors on the 15’th day of the month following the month to be audited.

SCHEDULE 5

MIDVAAL LOCAL MUNICIPALITY IT. FUNCTIONS.

Attached is the list of IT functions performed by the IT department.

1. Systems and network maintenance.
2. Anti-virus and Firewall monitoring and administration
3. Housekeeping of file servers
4. E-mail and Internet monitoring and administration
5. Radio links monitoring and maintenance
6. Maintenance of IT Infrastructure
7. Network switches setup(creation of Vlan's)
8. Setup of hardware & software
9. Network Administration and access control to systems
10. Executing Backup's and storing backups offsite
11. Execution of Disaster Recovery testing quarterly
12. UPS/Generator monitoring and testing quarterly
13. Helpdesk – allocating of logged calls to technicians, first line service to users
14. Execution of Disaster Recovery testing quarterly
15. Technical Assistance to users
16. Software Administration
17. Sourcing of IT related quotations and procurement thereof
19. IT asset verification

These functions must be reviewed by the department at least annually to determine whether anything has changed.

Reviewed August 2018 and is still relevant and accurate.

SCHEDULE 6

The following policies governs the IT procedures and needs to be reviewed annually:

IT Usage
Policy; IT
Access Policy,
IT Security
policy;
IT Change management
policy; IT Laptop policy and
MLM Master systems plan.

Copies of the policies and master systems plan attached below for approval.

ANNEXURE G:

INTEGRITY MANAGEMENT IMPLEMENTATION PLAN

Integrity Management Strategy

Including anti-fraud and anti-corruption measures

A. INTRODUCTION

In order to be a well governed municipality that fulfils its obligations and delivers services to the community, we need effective, committed leadership and a professional, competent workforce. We also have a responsibility to manage our entrusted resources responsibly and to combat all forms of fraud, corruption and misconduct.

We strongly believe that none of the above will be possible without a strong ethical culture that enables all parties to focus on the right things for the right reasons. For this reason, Midvaal is committing to managing its organisational integrity more actively.

The South African Local Government Anti-Corruption Strategy of 2016 requires all municipalities to strengthen their resilience against corruption by implementing the Local Government Integrity Management Framework. This Midvaal Integrity Management Strategy aligns with the Integrity Management Framework, but it has been adapted to Midvaal's specific circumstances and needs.

The Strategy was developed after an Ethics Management Maturity Assessment and an Ethics Risk Workshop was conducted in the Municipality.

B. STRATEGIC OBJECTIVES

Following a review of the existing integrity management maturity, the municipality developed an integrity management strategy. We believe that by focusing on the following 5 key objectives we will improve the culture and manage our ethics risks.

1. **Set a strong ethical tone with clear standards;**
2. **Develop a professional workforce, in a respectful workplace;**
3. **Actively manage operational fraud, corruption and ethics risks;**
4. **Ensure effective consequence management; and**
5. **Work with communities and service providers.**

1. **Set a strong ethical tone with clear standards (Leadership)**

   Midvaal is committed to strong ethical governance. To avoid us becoming complacent about our ethical standards we believe it is necessary to be more explicit about what we stand for and what we expect of each other. We therefore commit, as the political and administrative leaders of the municipality, to developing a clear values-statement for the municipality, and to ensure that this becomes embedded in our language and our actions. Our values will be supported by our policies, and communicated to all our stakeholders in a way that conveys the importance that these values have to us.

2. **Develop a professional workforce, in a respectful workplace (People)**

   We believe that if we are focussed and effective, there will be fewer temptations to be involved in unethical actions. We therefore aim to get the right people into the organisation so that they are competent and confident in fulfilling their responsibilities, and proud of the work they do. We also believe that when employees are treated fairly and feel respected, they are more inclined to give their best to the organisation and the community. We therefore aim to develop respectful personnel practices and creating a fair and supportive work environment.

3. **Actively manage operational fraud and corruption and ethics risks (Processes)**

   Midvaal has a strong focus on risk management which extends to risks related to fraud and corruption. We do however believe that we have a responsibility for additional oversight and diligence in high risk areas. Where people have discretionary power, the temptations are numerous and we must help to keep each other, and our external stakeholders, honest.

4. **Ensure effective consequence management (Accountability)**

   We understand that we will not be able to prevent all occurrences of misconduct, fraud and corruption. Where incidents do occur, we want to ensure that we find out about it so that we can rectify the situation. We owe it to our communities to ensure that those who steal or abuse resources and position are held accountable, and that we recover losses. We also believe that we can prevent large incidents by consistently managing discipline and acting swiftly and fairly as soon as the need arises.

5. **Work with communities and service providers (External stakeholders)**

   Creating an ethical Midvaal is dependent on a mature, transparent and accountable partnership between the municipality and the community. The municipality must build trust with the community and ensure we create open and responsive communication avenues. At the same time, the morality of the municipality is only as strong as that of the community, and we will therefore aim to partner with community organisations to promote a healthy, moral society.

C. UNPACKING THE STRATEGY

1. Objective 1: Set a strong ethical tone with clear standards

Midvaal is committed to strong ethical governance. To avoid becoming complacent about ethical standards we believe it is necessary to be more explicit about what we stand for and what we expect of each other. We therefore commit, as the political and administrative leaders of the municipality, to developing a clear values-statement for the municipality, and to ensure that this becomes embedded in our language and our actions. Our values will be supported by our policies, and communicated to all our stakeholders in a way that conveys the importance that these values have to us.

Actions

1.1 Clarify our values

1. Develop a clear values statement for Midvaal;
2. The values statement will be aligned with all relevant documents and policies of the municipality.

1.2 Ensure that we have clear policies on ethics and anti-corruption

1. Review anti-fraud and corruption risk management strategy and related policies annually;
2. Develop integrated code of ethics document for the municipality;
3. Revisit the conflict of interest policy annually.

1.3 Communicate the Integrity Management Strategy

Once the strategy has been adopted by Council, a campaign will be launched to make the strategy known in the municipality.

1.4 Create awareness of ethics and anti-corruption

Review and implement the ethics and anti-corruption communication strategy.

1.5 Ensure governance oversight of the implementation of the Integrity Management Strategy

1. Incorporate the Integrity Management Strategy (IMS) in the IDP;
2. Report quarterly progress to the Performance & Audit Committee;
3. Allocate budget to ensure the implementation of the IMS.

2. Objective 2: Develop a professional workforce, in a respectful workplace

We believe that if we are focussed and effective, there will be fewer temptations to be involved in unethical actions. We therefore aim to have an organisation where employees are competent and confident in fulfilling their responsibilities, where they assist each other and the communities, and are proud of the work they do. We aim to get the best people into the organisation, and then to create an environment where each employee lives our values intuitively.

Actions

2.1 Ensure we get the right people into the organisation

1. Ensure consistent recruitment procedures are applied;
2. Include reference to our values statement in recruitment adverts;
3. Include values-alignment as a requirement for appointment;
4. Implement competency assessments for directors, specialised and tactical positions;
5. Include the values and code in appointment letters.

2.2 Ensure employees and councillors know and share our values:

1. Develop internal capacity to facilitate interactive ethics workshops in the municipality;
2. Include a significant ethics component in induction processes;
3. Frequent ethics workshops to management and staff;
4. Annual ethics workshops for councillors;
5. Training and awareness for all SCM staff on ethics, fraud and corruption.

2.3 Acknowledge when employees live our values

Launch a good conduct acknowledgement initiative.

2.4 Promote professionalisation

Actively encourage employees to register with recognised professional bodies.

2.5 Create a network of ethics ambassadors

Identify and capacitate ethics ambassadors in the organisation.

3. Objective 3: Actively manage operational fraud, corruption and ethics risks

Midvaal has a strong focus on risk management which extends to risks related to fraud and corruption. We do however believe that we have a responsibility for additional oversight and diligence in high risk areas. Where people have discretionary power, the temptations are numerous and we must help to keep each other, and our external stakeholders, honest.

The following have been identified as areas of high-risk areas:

- Counter-productive employee behaviours
- Supply Chain Management
- Recruitment
- Illegal Electricity Connections
- Traffic management
- Misuse / Abuse of Council's resources (Vehicles)
- Theft of Council's resources / Assets

(The complete list of ethics risks workshopped with management is attached as Appendix B)

Actions

3.1 Improve corruption risk management

1. Assess ethics risks and fraud and corruption risks as part of the annual risk assessment going forward;
2. Review mitigating strategies for key risk areas.

3.2 Ensure active detection and oversight

Provide additional oversight through unscheduled audits (by Internal Audit) for high risk areas.

3.3 Improve Supply Chain Corruption risk management

1. Conduct due diligence on potential service providers (pre-contracting);
2. Maintain the 'Ethics pledge' for service providers;
3. Reconfirm ethical obligations in information sessions to service providers ;
4. Publish all bid awards on the municipality's website;
5. Maintain the 'open tender processes';
6. Maintain the standard "conflict of interest" statement or paragraph in the letters of appointment and contracts.

4. Objective 4: Ensure effective consequence management

We understand that we will not be able to prevent all occurrences of misconduct, fraud and corruption. Where incidents do occur, we want to make sure that we find out about it so that we can rectify the situation. We owe it to our communities to ensure that those who steal or abuse resources and position are held accountable, and that we recover losses. We also believe that we can prevent large incidents by consistently managing discipline and acting swiftly and fairly as soon as the need arises.

Actions

4.1 Improve awareness of the whistle-blowing facility

Communicate to internal and external stakeholders and make the scope broader than just fraud.

4.2 Improve performance and discipline management

Engage with / train managers to enhance instruction, information and supervision on performance and discipline management.

4.3 Establish accountability mechanisms in Council

1. Council's Ethics Committee to define processes for keeping councillors accountable to the Code of Conduct;

2. Maintain the investigations component of the anti-fraud and corruption risk management strategy to ensure independence and oversight in investigations.

5. Objective 5: Work with communities and community organisations

Creating an ethical Midvaal, between die municipality and the community, dependent on a mature, transparent and accountable partnership. The municipality must build trust with the community and ensure we create open and responsive communication avenues. At the same time, the morality of the municipality is only as strong as that of the community, and we will therefore aim to partner with community organisations to promote a healthy, moral society.

Actions

5.1 Be deliberate in engaging communities on transparency and accountable service delivery

1. Keep the community informed on the municipality's ethics strategy;
2. Improve community participation to promote transparency and accountability.

D. GOVERNANCE ARRANGEMENTS

Governance structures

Institutionalisation of the strategy requires leadership commitment, direction and oversight.

The following governance arrangements will be put in place to implement the strategy.

1. **Oversight committee**

1.1 Ethics & Risk Management Committee;

- Responsible for pro-active and reactive measures;
- Oversee implementation of the strategy.

1.2 Performance & Audit Committee

- Direction and oversight of proactive and reactive measures;
- Monitoring the implementation of the strategy;
- Oversight of investigations.

1.3 Council

- Receives and consider reports from the Performance & Audit Committee

2. **Integrity Champion**

2.1 The Municipal Manager takes ultimate responsibility for driving and promoting the implementation of the strategy;

2.2 The implementation and co-ordination of the strategy is delegated to the Deputy Municipal Manager.

3. **Working group**

3.1 The working group combined with the Ethics & Risk Management Committee constituted to maintain the programme and ensure improved co-ordination and synergies to implement the strategy;

3.2 The members include: Deputy Municipal Manager, IDP, PMS, and Chief Risk Officer, Director: Legal, Head of Labour Relations, Internal Audit, Occupational Health & Safety and any other stakeholder engagements.

4. **Implementers**

4.1 Responsibilities for implementation are included in the project plan.

5. Reporting and information management

5.1 The Deputy Municipal Manager must ensure that regular reports on progress with implementation are made to the Performance & Audit Committee;

5.2 The other role-players must submit their progress to the Deputy Municipal Manager. This reporting will be done at the working group meetings.

E. IMPLEMENTATION PLAN

The strategy is supported by an implementation plan, attached as Annexure A. This implementation plan is the outcome of the workshops with the Midvaal management team.

Annexure A

Integrity Management Strategy – Implementation Plan

	ACTIVITY	DESCRIPTION	RESPONSIBILITY	TIMELINE	COMMENTS
Strategic Objective 1 – Set a strong ethical tone with clear standards					
1.	**Clarify our Values**				
1.	Develop a Value Statement for Midvaal	A clear values statement developed through a structured engagement with both political and administrative leadership of the municipality. The intent is to develop a principle-based document focusing more on what we want to promote than what we want to prevent.	Municipal Manager in consultation with the Executive Mayor	March 2020	Develop and include a Value Statement in the Integrated Development Plan (IDP)
2.	Align values statement with all documents / policies	Ensure that the new values are the ones reflected in other documents.	Deputy Municipal Manager	May 2020	IDP, Budget, SDBIP and Council policies to reflect Council's Value Statement
2.	**Ensure policy clarity**				
1.	Review Anti-fraud and Corruption Risk Management Strategy and related policies to align with Integrity Management Strategy (IMS)	Since the IMS includes many aspects of anti-fraud and anti-corruption, the existing Anti-Corruption Policy and Plan be reviewed to ensure consistency with this document.	Deputy Municipal Manager	Mar 2020	Ethics Management Strategy to be reviewed to address (1) Disciplinary Regulations for Senior Managers, 2010 (2) Public Administration Management Act, Act 11 of 2014 & (3) Criminal History

	ACTIVITY	DESCRIPTION	RESPONSIBILITY	TIMELINE	COMMENTS
2.	Develop integrated Code of Ethics document	1. To ensure we have one reference document that aligns with our values, develop an integrated code of ethics document, including the Value Statement, the Code of Conduct for Councillors, the Code of Conduct for Employees, and the Supply Chain Management Code of Conduct. 2. The document must be clear about what applies to whom. 3. It may also include reference to other policies such as the whistle-blowing and conflict of interest policies.	Municipal Manager	Mar 2020	Include in the Reviewed Ethics Management Policy
3.	Revisit the Conflict of Interest policy	Review conflict of interest through annual financial declarations in view of components of the code of conduct of staff, councillors and supply chain management including service providers.	Deputy Municipal Manager	Jul 2020	Align revision with the Public Administration Management Act, Act 11 of 2014
4.	Develop policy register for all policies	Ensure that all municipal policies are reviewed annually.	Deputy Municipal Manager supported by all other heads of department	Mar 2020	Policy Register to be reviewed in consultation with the Section: Committees
3.	**Communication of the Integrity Management Strategy (IMS)**				
1.	Develop communication strategy to communicate the IMS and present to the Executive Mayor	This refers to the communication strategy that the Executive Mayor and Council will implement to raise awareness of the IMS to stakeholders.	Deputy Municipal Manager	Mar 2020	Communication Strategy to address communication with other relevant role-players/stakeholders
2.	Communicate the IMS to the staff	Ensure that staff is aware of the content and intent of the strategy.	Deputy Municipal Manager	Apr 2020	Conduct roadshows to all sections
4.	**Create awareness of ethics and anti-corruption**				

	ACTIVITY	DESCRIPTION	RESPONSIBILITY	TIMELINE	COMMENTS
1.	Develop ethics and anti-corruption communication strategy which includes the following:	The below are indicative and the communication strategy could be broader than these items.	Deputy Municipal Manager	May 2020	
	- Communication of Values Statement by Leadership	A communication strategy for the values-statement at a leadership level.	Deputy Municipal Manager	May 2020	
	- Disseminate the values statement	Through municipal communication (e.g. e-mail disclaimer).	Deputy Municipal Manager	May 2020	
	- All Council and Committee agendas should reflect on MLM values statement	Including LED Forums and other forums.	Municipal Manager	May 2020	
	- Include ethics themes in information sharing sessions	Inclusion of ethics presentation in the information sharing sessions.	Deputy Municipal Manager	May 2020	
	- Require annual commitment to ethical values by every employee	Completion and submission of annual Financial Declarations, including ethical values statement	All HoDs and Employees	May 2020	
5.	**Governance oversight**				
1.	Incorporate the Integrity Management Strategy (IMS) into the IDP	Inclusion of the IMS in the IDP	Deputy Municipal Manager	Mar 2020	
2.	Report progress on implementation of IMS to the Audit Committee	Quarterly progress reporting of the IMS, incorporated in the Performance &Audit Committee's Charter.	Deputy Municipal Manager	3-year cycle	

Strategic Objective 2 - Develop a professional workforce, in a respectful workplace					
1. Ensure we get the right people into the organisation					
1.	Ensure consistent application of recruitment procedures and adherence to Recruitment Policy	Monitor consistent application of recruitment procedures and no incidents of nepotism, favouritism, or abuse of cadre deployment	Deputy Municipal Manager	Per appointment	
2.	Include reference to our values statement in recruitment adverts	Job and tender advertisements	Deputy Municipal Manager	May 2020	
3.	Include values-alignment as a requirement for appointment	Promoting values statements during interviewing and asking questions relevant to values statement	Deputy Municipal Manager	May 2020	
4.	Implement competency assessments for directors, specialised and tactical positions	- MFMA competencies for existing staff - Competency assessments for new tactical positions - Specialised = Task Grade 12 upwards - Tactical = Middle management	Deputy Municipal Manager - in consultation with relevant line departments	May 2020	
5.	Reflect the values and Code of Conduct in appointment letters	Maintain values and Code of Ethics in Letters of Appointment	Deputy Municipal Manager	May 2020	
2. Ensure employees and councillors know and share our values					
1.	Develop internal capacity to facilitate interactive ethics workshops in the municipality	Train the trainer intervention (possibly for managers to train their staff)	Deputy Municipal Manager	Mar 2020	(1) Province indicated willingness to assist (2) Internal structures to be re-established

2.	Include a significant ethics component in induction processes	Maintain including the ethics component in induction processes	Deputy Municipal Manager	Monthly	
3.	Annual roll-out of ethics workshops to management and staff	Annual workshops on ethics (including the Code and Values statement)	Deputy Municipal Manager	Jul 2020	
4.	Annual workshops for councillors on Code of Conduct for Councillors	Ethics workshops for (on code of conduct for councillors and that of officials) at Strategic Planning Sessions.	Deputy Municipal Manager	Jul 2020	
5.	Train or conduct awareness for all Supply Chain Management Staff on ethics, fraud and corruption	Conduct continuous awareness sessions and annual declarations	Chief Financial Officer	Jul 2020	
3.	**Acknowledgement**				
1.	Launch good conduct acknowledgement initiative	Acknowledge good conduct through formal and informal means - e.g. Formal - Wall of acknowledgement / Reward and recognition per department Informal - Ethics reflections in staff meetings	Municipal Manager in consultation with all relevant Heads of Department	Jun 2020	
4.	**Professionalisation**				
1.	Actively encourage employees to register with recognised professional bodies	Especially the top 3 levels	All HoDs	Jul 2020	
5.	**Ethics Ambassador Programme**				
1.	Identify and capacitate ethics ambassadors in the organisation	Develop criteria for identification of Ethics Ambassadors (Heads of Department to become Ambassadors)	Municipal Manager	Mar 2020	

Strategic Objective 3 - Actively manage operational fraud, corruption and ethics risks					
1. Risk management					
1.	Assess ethics risks and fraud and corruption risks as part of the annual risk assessment going forward	Integrate ethics, fraud and corruption risks during enterprise risk assessment session each year	Deputy Municipal Manager & Chief Financial Officer	Aug/Sep 2020	
2.	Review mitigating strategies for key ethics risk areas	Maintain and incorporate with risk register	Deputy Municipal Manager & Chief Financial Officer	Aug/Sep 2020	
		Report progress on ethics risk register implementation	Deputy Municipal Manager	Quarterly	
2. Specific measures in Supply Chain Management					
1.	Conduct due diligence on potential service providers		Chief Financial Officer	Jul 2020	
2.	Implement an 'Ethics Pledge' for service providers	Maintain communicating Council's Ethics Pledge to service providers	Chief Financial Officer	Ongoing	
3.	Include ethical obligations in information sessions to service providers	Maintain communicating Council's Ethics Pledge to service providers	Chief Financial Officer	Ongoing	
4.	Publish all bid awards on the municipality's website	Maintain publishing awards on the website	Chief Financial Officer	Ongoing	
5.	Explore the possibility of 'open tender processes'	Maintain "open tender processes"	Chief Financial Officer	Ongoing	
6.	Include standard "Conflict of Interest" statement or paragraph in the Letters of Appointment and contracts	Amend Letters of Appointment to include "Conflict of Interest" statement	Chief Financial Officer	Ongoing	

3.	**Active detection and oversight**				
1.	Provide additional oversight through unscheduled audits for high risk areas	Use risk register to conduct unscheduled audits by Internal Audit	Internal Audit	Annually	
Strategic Objective 4 – Ensure effective consequence management					
1.	**Awareness of whistle-blowing facility**				
1.	Improve the awareness of the whistle-blowing facilities	To internal and external stakeholders, for example using the website and road-shows to report, any dubious actions	Deputy Municipal Manager	Ongoing	
2.	**Improve performance and discipline management**				
1.	Performance Management – Enhance instruction, information and supervision on performance, but also on discipline management	Continuous communication at: 1. Toolbox talks as in Health and Safety; 2. Supervisors trained on supervision responsi-bilities and discipline management; 3. Departmental management meetings.	All HoDs	May – Aug 2020	
2.	Maintain the investigations component of the Anti-fraud and Corruption Risk Management Strategy to ensure in-dependence and oversight in investi-gations	1. Investigations to cover non-fraud related mat-ters and any other related matters; 2. Ensure independence, especially where senior staff or politicians are implicated; 3. Align and comply with the MFMA Municipal Regulations on Financial Misconduct Proce-dures and Criminal Proceedings (2014).	Municipal Manager	Ongoing	

2.	**Establish accountability mechanisms in Council**				
1.	Council Rules and Ethics Commit-tee to define processes for keeping coun-cillors accountable to the Code of Conduct	Procedures should include methods for ensuring independence, especially where senior politicians (e.g. mayor / speaker) are implicated	Municipal Manager	Jun 2020	
Strategic Objective 5 – Work with communities and community organisations					
1.	**Be deliberate in engaging communities on transparency and accountable service delivery**				
1.	Keep the community informed on the municipality's Ethics Strategy	Ethics Strategy to be distributed to all Ward Com-mittee Members	Office of the Speaker	Jun 2020	
		Include ethics components in the Midvaal News-letter	Deputy Municipal Manager	Jun 2020	
		Make Ethics Strategy available on Council's Web-site	Deputy Municipal Manager	Jun 2020	
2.	Improve community participation to promote transparency and account-tability	Engagement with communities on the periodic performance evaluation of the municipality during IDP/Budget Engagements	Deputy Municipal Manager	Oct 2020	
3.		Invite stakeholders in the ward to observe ward committee meetings	Office of the Speaker	Oct 2020	

Appendix B

Ethics Risk Discussion

What are the ethical risks that Midvaal could be exposed to?

The survey conducted during 2018/2019 revealed the following, the comments give more detail in terms of the identified possible ethical risks:

Low risk	**0 – 33**
Moderate risk	**34 – 49**
High risk	**50 – 66**
Severe risk	**67 – 100**

Question	Risk
Employees are given false hopes of career advancement	39
Political interference	35
Outsourcing work that can be done internally	34
Making promises to communities that cannot be kept	33
Abusive treatment of employees by managers (e.g. bullying, rudeness, swearing)	33
Incompetent / unqualified people being appointed	32
Victimisation of employees who differ with managers	32
No consequences for unethical behaviour	31
Inconsistency in the application of rules / discipline	29
Disrespectful treatment of the public (clients)	27
People being at work, but not working	26
Conflicts of interest	26
Jobs being given to family members and friends	26
Giving contracts to family, friends or 'connected' individuals	25
Abuse of sick leave	25
Not adhering to policies and procedures / Bypassing policies and procedures	25
Unethical instructions given to employees	24
Abuse of cadre deployment (inappropriate political interference in appointments)	24
Wasteful expenditure	24
Abuse of time (e.g. late-coming / absenteeism)	23
Abuse of the municipality's resources for personal matters (e.g. cars, tools stationary, internet, phones)	21
Private work interfering with official duties	14
Staff receiving bribes or kickbacks	14
Cheating on claims / allowances (e.g. overtime, travel, shift)	13
Inappropriate acceptance of gifts	10
Sexual harassment / sexual favours	8

ANNEXURE H:

REVISED FINAL HUMAN SETTLEMENT PLAN



MIDVAAL HUMAN SETTLEMENTS PLAN (HSP) REVIEW 2020/21

FEBRUARY 2020

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1. INTRODUCTION

1.1 Background

The Municipal Systems Act 2000 (Act 32 of 2000) compels all Municipalities to compile Integrated Development Plans (IDPs) that will guide planning, budgeting, development and management decisions. As part of the IDP process, Municipalities are expected to compile sector plans for various development sectors. The Human Settlement Plan (HSP) is one of such plans and this sector plan has a 5-year planning cycle aligned with the IDP cycle.

In addition to the MSA 2000, section 9(1) of the National Housing Act No. 107 of 1997 requires every municipality, as part of its IDP process to take all reasonable and necessary steps to ensure that the inhabitants within its area of jurisdiction have access to adequate housing on a progressive basis. This should be done by, setting housing delivery goals, identifying suitable land for housing development, planning, facilitating, initiating and coordinating housing development in its area of jurisdiction.

Based on the above, a Midvaal HSP was previously compiled by the Development & Planning Department to adhere applicable legislation. The HSP was adopted by Council in 2017 as part of the 2017-2022 IDP. Since then, several Government legislation/policies have been introduced or revised, Government led housing projects such as the Sicelo Shiceka Ext 5 project (Erf 206 Meyerton Farms) has been completed and Council has taken a decision to provide stands and security of tenure to informal settlement households in Sicelo, Boitumelo and surroundings as part of the Re-blocking/ De-densification and Rapid Land Release Programme. As such, the HSP is being revised to include the above mentioned accordingly.

The revised HSP will be submitted to Council for approval as part of the 2020-2021 IDP which is currently being reviewed. Once approved, the housing strategies in the HSP will be implemented and contribute towards the Municipality's mission and vision as indicated below;

Vision - "To inclusively serve the needs of our community"

Mission - We strive daily to enrich the lives of our people by;

- Adopting a mind-set of innovation to revolutionise the way we operate
- Leveraging partnerships to realise our full potential
- Driving sustainability within the local ecosystem
- Growing the economy in Midvaal, premised on incubating entrepreneurship, socio-economic growth and environmental responsibility
- Providing excellent and standardised service delivery for all

- Prioritising the upliftment of our youth
- Being an ethical and proactive local municipality
- Elevating Midvaal to be the best and most attractive municipality in the country.

1.2 Purpose of the Midvaal Human Settlement Plan (HSP)

The Midvaal HSP aims to fulfil the following;

- Ensure that there is a definite housing focus in the IDP and SDF with clear direction for current and future housing delivery across all social and economic categories and locations in the municipality
- Facilitate the implementation of the Municipality's IDP, SDF and any other sector plan strategies
- Ensure the effective allocation of adequate resources (specifically human and financial) for possible developments
- Provide a practical method for housing projects prioritisation and political consent for the project's execution
- Address the growth of informal settlements and guide housing developments
- Comply with National, Provincial and District legislation and policy frameworks relating with human settlements
- Conform to the Gauteng National and Provincial Human Settlement Plan
- Establish a short, medium and long-term human settlement delivery plan
- Respond to the current and future housing needs and challenges faced within the municipal area
- Identify the strategic housing priorities within the municipal area
- Assist with the preparation of Council's annual budget for housing and related expenditure for projects implemented by the Municipality
- Guide the identification, prioritization and implementation of housing, land for housing and related projects
- Encourage the introduction of energy efficiency developments and designs.

1.3 Methodology

The revision of the HSP will include the following phases;

1.3.1 Phase 1: Introductory phase

The introductory phase includes the background on the need for the Municipality to formulate a Human Settlements Plan as well as what the HSP aims to achieve by the year 2022.

1.3.2 Phase 2: Analysis

The analysis phase includes the following;

- Reviewing of legislation, policies, strategies and documents relating to housing delivery
- Collating and organizing of secondary data that affect housing delivery
- Assessment of infrastructure capacities, future infrastructure demand and the availability of suitably located land
- Assessment of existing and planned community facilities
- Status quo of current and future housing projects
- Status of informal settlements in relation to the provision of basic services
- The role of the different spheres of Government in relation to housing; and
- Identification of key housing issues and challenges.

1.3.3 Phase 3: Strategy Formulation

In the Strategic Framework phase, the following steps were undertaken;

- Compilation of the National housing programmes available
- The Municipality's housing priority areas and the status of current and future projects
- The vision and mission
- The objectives and key housing development strategies are identified taking into consideration the main housing issues and;
- Development proposals are presented

1.3.4 Phase 4: Implementation Framework

The implementation framework gives the strategies identified meaningful practical realisation. It makes the strategies measurable, achievable and realistic. The identified strategies are linked to a programme which should be time, cost, quality and quantity based. They identify key responsible personnel or department that should ensure that it is achieved.

1.3.5 Phase 5: Monitoring and Evaluation

Monitoring and Evaluation oversees the implementation of the key strategies and interventions. Constant monitoring and evaluation will ensure that strategies and programmes are implemented on time, within budget and with the required quality. If the programmes and interventions are not regularly monitored and evaluated, then the implementation of the programmes will not be realised within the expected time, quality and within the budget.

2. OVERVIEW OF HUMAN SETTLEMENTS LEGISLATION & POLICIES

Below is a summary of some of the National, Provincial, District and Local government legislative and policy framework within which human settlements delivery takes place.

These are classified according to different spheres of Government, i.e. National, Provincial, District and Municipal;

2.1 NATIONAL LEGISLATION & POLICIES

2.1.1 The Constitution of the Republic of South Africa (RSA), 1996

The Constitution of the RSA is the supreme law of which all obligations imposed by it must be fulfilled. Section 26 of the Constitution grants everyone the right to have access to adequate housing. Government must take reasonable legislative and other measures, within its available resources to achieve the progressive realisation of this right.

Section 153(b) and 156(4) further requires that Municipalities participate in National and Provincial development programmes. It permits the National and Provincial Governments to assign administration of matters, including housing delivery to Municipalities.

2.1.2 The Housing Act, 107 of 1997

The Housing Act outlines the roles and functions of the National, Provincial and Local Government with regards to housing development and the financial arrangements available to ensure that the assigned roles to the various spheres are accomplished. The Act provides the key principles applicable to housing development for all spheres of Government including the following; promotion of higher density developments, education and consumer protection, racial, social and physical integration.

2.1.3 The National Housing Code, 2000

This policy provides the administrative guidelines for the implementation of the National housing policy. It sets out the underlying policy guidelines, norms and standards which apply to Government's numerous housing assistance programmes. For example;

- Integrated Residential Development Programme (IRDP)
- Upgrading of Informal Settlements Programme (UISP)
- Social Housing
- Housing Assistance in Emergency Circumstances
- Community Residential Units (CRU) and
- Provision of Social and Economic Facilities.

2.1.4 The Housing White Paper, 1994

The White Paper commits Government to the establishment of socially and economically integrated communities situated in areas allowing for convenient access to economic opportunities as well as educational, health and social amenities.

2.1.5 The Rental Housing Act, 1999

The Act defines the responsibility of Government in respect of rental housing and property. It mandates the setting of mechanisms to promote the provision of rental

housing property and to promote the access to adequate housing through the creation of mechanisms to ensure the proper functioning of the rental housing market.

This act also mandates the provision for Rental Housing Tribunals in defining the functions, powers and duties of these tribunals. This legislation seeks to provide the general principles of the governing conflict resolution between tenants and landlords in the rental housing sector and to promote the sound facilitation of relations between landlords and tenants and to stipulate the requirements relating to leases.

2.1.6 The Prevention of Illegal Eviction from Unlawful Occupation of Land Act, 1998

The PIE Act is a critical piece of legislation in South Africa giving effect to Section 26 (3) of the Constitution of the Republic of South Africa, 1996, which states that: “No one may be evicted from their home, or have their home demolished without an order of court made after considering all the relevant circumstances. No legislation may permit arbitrary evictions”.

Key elements of the PIE Act include the following;

- It protects the rights of tenants and prohibits unlawful eviction
- It provides for a legal, fair and just process of eviction, if eviction is necessary
- It describes how to evict unlawful occupiers
- It provides for urgent proceedings in instances where there is threat of damage, danger or extreme circumstances
- It describes the eviction process that will be followed if it is carried out by the State
- It repeals the Prevention of Illegal Squatting Act of 1951, and other out of date legislation.

2.1.7 The Spatial Planning & Land Use Management Act (SPLUMA), 16 of 2013

One of the main objectives of this act is to provide a framework for spatial planning and land-use management to address past spatial and regulatory imbalances. The act sets out the following five main development principles applicable to spatial planning, land-use management and land development:

- **Spatial justice** (improved access to and use of land with an emphasis on informal settlements and disadvantaged communities).
- **Spatial sustainability** (protection of prime and unique agricultural land, development in locations that are sustainable, limitation of urban sprawl and creation of viable communities).
- **Efficiency** (optimising the use of existing resources and infrastructure)
- **Spatial resilience** (allowing for flexibility in spatial plans)
- **Good administration**.

2.1.8 Breaking New Ground (BNG), 2004

The BNG policy also referred to as “Comprehensive Plan for the Development of Sustainable Human Settlements” promotes a non-racial, integrated society through the development of sustainable human settlements and quality housing. The BNG principles recommends that housing development should be close to socio-economic activities and that basic services such as clinics, job opportunities, schools, taxi ranks, sanitation, water, electricity, etc. should be provided for in every housing development.

In addition, housing developments should offer different housing typologies to cater for the various needs of people. Poverty which is a major problem in South Africa should also be lessened through the promotion of economic activities.

2.1.9 National Development Plan (NDP)

The NDP is a long-term strategic plan that recognises the need to unlock well-located land, especially state-owned land for affordable housing. The NDP defines a desired destination and identifies the roles that different sectors of society need to play in attaining that goal.

The NDP identifies several key strategies including the following;

- An economy that creates more jobs
- Improving Infrastructure
- Transition to a low-carbon economy
- An inclusive and integrated rural economy
- Reversing the spatial effects of apartheid
- Social protection
- Building safer communities

2.1.10 National Development Agreement: Outcome 8

A National Delivery Agreement has been established between the Presidency and the National Department of Human Settlements (NDHS) on several outcomes for developments which are formulated and forms part of the National Medium-Term Strategic Framework.

This includes the following;

- Decent employment through inclusive economic growth
- Skilled and capable workforce to support an inclusive growth path
- Efficient, competitive and responsive economic infrastructure network
- Vibrant, equitable and sustainable rural communities with food security for all
- Sustainable human settlements and improved quality of household life
- Responsive, accountable, effective and efficient local government system

- Environmental assets and natural resources that are well protected and continually enhanced
- Efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship
- Social cohesion and protection

2.1.11 Intergovernmental Relations (IGR) Framework Act, 2005

This Act relates to a framework through which National, Provincial and Local Governments promote and facilitate intergovernmental relations. It provides for mechanisms and procedures to facilitate the settlement of intergovernmental disputes and to provide for matters connected therewith.

2.1.12 Disaster Management Act, 2002

This Act commands for Provinces and Municipalities to establish and implement a framework for Disaster Risk Management (DRM) aimed at ensuring an integrated and uniform approach to DRM between the different spheres of Government.

2.1.13 Policy on Emergency Housing Assistance

This policy provides programmes that will ensure the speedy provision of temporary housing relief to people who find themselves in emergency situations. Such situations include households whose existing shelters have been destroyed by natural causes such as flooding, earthquake, tornados, fire, etc. as well as those that face threat of imminent evictions (i.e. farm dwellers, tenants, etc.) and those whose existing houses are not conducive for human habitation.

2.1.14 Public Finance Management Act (PFMA), 1999

The purpose of this Act is to regulate financial management in the National and Provincial Governments to ensure that all revenue, expenditure, assets and liabilities of Government is managed efficiently and effectively. It ensures that the people who are entrusted with the responsibilities of managing Government funds understand their duties and take accountability of their actions.

2.1.15 Municipal Systems Act (MSA), 32 of 2000

This Act compels all Municipalities to compile housing strategies and targets as part of the IDP and within the framework of National and Provincial Policy and Legislation. The formulation of IDPs is a requisite under the Municipal Systems Act 32 of 2000, while the development of Housing Plans is a sector requirement to enable the Municipality to strategically plan housing development within its area of jurisdiction through a Municipal Housing Plan that sets housing delivery goals and ensures that sustainable housing projects are implemented.

2.1.16 Social Housing Act, 16 of 2008

The Act aims to establish and promote a sustainable social housing environment and defines the functions of National, Provincial and Local Governments in respect of social housing, allows for the undertaking of approved projects by other delivery agents with the benefit of public money and gives statutory recognition to social housing institutions (SHI's).

2.1.17 National Environmental Management Act (NEMA), 107 of 1998

NEMA provides for co-operative environmental governance by establishing principles for decision-making on matters affecting the environment. The Act also allows for the provision of institutions that will promote co-operation within Government as well as procedures for co-ordinating environmental functions exercised by organs of state.

2.1.18 Division of Revenue Act (DORA), 7 of 2003

This Act provides for the equitable division of revenue raised nationally among the National, Provincial and Local spheres of Government per financial year. The determination of equitable share and allocations to Provinces, Local government and Municipalities from National Government's equitable share and the responsibilities of all three spheres pursuant to such division and allocations and to provide for matters connected therewith.

2.1.19 Extension of Security of Tenure Act (ESTA), 62 of 1997

ESTA provides for measures with State assistance to facilitate long-term security of land tenure; to regulate the conditions of residence on certain land; to regulate the conditions on and circumstances under which the right of persons to reside on land may be terminated and to regulate the conditions and circumstances under which persons, whose right of residence has been terminated, may be evicted from land; and to provide for matters connected therewith.

2.1.20 Housing Consumers Protection Measures Act, 95 of 1998

This Act provides for the establishment of the National Home Builder's Regulation Council (NHBRC). The NHBRC is established as a juristic person that provides protection to housing consumers.

The Act describes details such as objectives of the Council, composition, staffing and financial matters and it provides for the registration and deregistration of home builders. It also restricts activity of a home builder unless they are registered. The NHBRC is mandated to publish a Home Builders Manual in the Act and the Manual describes technical and other requirements as well as agreements between housing consumers

and home builders. It further provides for legal enforcement regarding mortgagees, conveyancers and other parties.

2.1.21 National Building Regulations & Building Standards Act, 103 of 1977

The NBRA provides for the promotion of uniformity in the law relating to the construction of buildings in the areas of jurisdiction of local authorities and for the prescribing of building standards.

2.1.22 Municipal Finance Management Act (MFMA), 56 of 2003

The MFMA aims to ensure secure, sound and sustainable management of the financial affairs of Municipalities and other institutions in the local sphere of Government; to establish treasury norms and standards for the local sphere of Government; and to provide for matters connected therewith.

2.2 PROVINCIAL LEGISLATION & POLICIES

2.2.1 Provincial Growth & Development Strategies (PGDS)

The PGDS is a strategic plan that focuses on where and what types of investment should be prioritised in different localities. The PGDS focuses primarily on a long-term strategic view (10 to 20 years) of the Province and takes into consideration action-orientated collaboration and implementation plan that sets specific annual goals and targets including, the monitoring and evaluation.

According to the strategy a municipality must;

- Structure and manage its administration, budgeting and planning processes to give priority to the basic need of the community and to promote the social and economic development of the community; and
- Participate in National and Provincial development programmes as per the powers and functions of municipalities clearly outlined in Section 156 (1) and (2) and (4).

2.2.2 Provincial Spatial Development Framework 2030 (PSDF)

Gauteng Spatial Development Framework 2030 is based on the following six Spatial Objectives:

- **Liveability**: Focus on the creation of settlements in which people live their lives in a way that is worthy of human beings, that enables contentment, personal growth and healthy social interactions.
- **Concentration:**
  - Allow the concentration of (i) opportunities in key nodes and along key connectors and (ii) public investment in and around these nodes or connectors
  - Focus on the integration between land use and public transport around nodes and along connectors according to the nature of these two structural elements

- Bring more people closer to a greater number of opportunities in the areas of concentration through increased densities, implying a need for affordable and lower income housing as well.

- **Connectivity:** Ensure connectivity between nodes and connectivity from surrounding areas, for example lower density neighbourhoods, major industrial zones, or the rural hinterland, to areas of concentration, which implies a hierarchy of movement routes.
- **Conservation:** Allow for the maintenance of healthy natural environments, ecosystems and biophysical processes which support life and which must be allowed to continue without significant change.
- **Diversity:** Make provision for and allow the development of various types of environment that are linked to the spatial characteristics of that particular geographic location. Different zones would be suitable for different types of development and housing types, which in turn would also be able to accommodate different income groups and lifestyles. The overall design of cities must suit all income groups and lifestyles and offer a multitude of equally accessible and convenient choices (i.e. everyone, depending on their personal preferences and not on the income group they belong to, should be able to choose between urban or suburban lifestyle, high or low density neighbourhood, public or private transport, etc.).
- **Viability:** Maximise residents' access to goods, services and opportunities within a region, and ensure the optimal use of available land, services and facilities in the region in a manner that can be sustained over time.

The Gauteng Spatial Development Framework 2030 is furthermore based on four (4) key spatial development strategies namely;

- Building an Integrated Network;
- Capitalising on Proximity;
- Managing Settlement Development and Growth; and
- Creating a Viable and Productive Hinterland.

2.3 DISTRICT & LOCAL LEGISLATION & POLICIES

2.3.1 Midvaal Indigent Policy 2018/19

The indigent policy provides an opportunity to create a safety net to the poorest section of the population. The policy seeks to address the Constitutional obligations to provide basic services to the poor in the form of free basic municipal services, Indigents burials and employment opportunities

The policy sets out the following principles;

- **Equity** (all people in a similar position should be treated similarly)
- **Sustainability** (policy must be financially and environmentally sustainable).

- **Reasonable choices** (all households, including indigent households are permitted to take responsibility and make choices wherever possible that best suit their circumstances)
- **Inclusivity** (Income and indigent policies for poor Midvaal residents must be integrated seamlessly with income policy for all other citizens)
- **Implementable** (policy must be administratively practical and implementable).

2.3.2 District IDP & SDF, 2019/20

The Sedibeng IDP & SDF seeks to address past spatial planning imbalances by bringing services and economic opportunities close to previously disadvantaged areas. This is supported by the proposed consolidation of development in a conurbation including Vanderbijlpark, Vereeniging, Meyerton and Sebokeng.

Key structuring elements in the SDF is as follows;

- **Primary Nodes:** Vereeniging and Vanderbijlpark CBDs.
- **Secondary Nodes**: Meyerton and Heidelberg
- **Tertiary Nodes:** Vischkuil/ Endicott, Devon/ Mpumelelo, the Nampak/Everite area, Sebokeng (vicinity of the hospital/ rank) and Evaton (along the Golden Highway).
- **Zone of Opportunity:** At the intersection of N3 and R42 (mixed retail development).
- **Development Corridors:** R59 freeway (between Meyerton/ Vereeniging), N17 Freeway (intersection N17/R24 and N17 /R550), and N3 Freeway (intersections with R23, R42 and R550).
- **Mobility Corridors**: Route R54 (between Sebokeng and Vereeniging), Route R82 (between Vereeniging and De Deur) and Route R42.

2.3.3 Midvaal IDP & SDF, 2019/20

The Midvaal IDP & SDF highlights 10 Development Principles namely;

- **Environmental Management** (protection and management of the natural environmental resources)
- **Agricultural Production** (facilitation and enhancing agricultural production by protecting all land earmarked for agricultural purposes)
- **Tourism Promotion** (promoting tourism development through the active utilization of tourism resources available like the Vaal Dam and the Nature Reserves)
- **Corridor Development** (pro-actively planning, designing and facilitating the establishment of a Development Corridor along the R59 freeway).
- **Nodal Development** (Economic and Social Facilities) (facilitating the development of a hierarchy of sustainable Activity Nodes in partnership with stakeholders to ensure equitable access to social infrastructure, and to promote LED)
- **Movement Network** (capitalise on the strategic location of the municipality by way of regional and provincial linkages, and to establish an internal movement network

comprising a hierarchy of roads which include a comprehensive public transport network and services)

- **Industrial, Commercial & Mining Activity** (promoting the development of a diverse range of industrial, commercial and mining activities through partnerships with the private sector, along the R59 Corridor and at the designated nodal points)
- **Human Settlement Development** (providing for a wide range of bonded and subsidised housing typologies and tenure alternatives within Strategic Development Areas)
- **Compact City** (delineate an Urban Development Boundary to encourage consolidated urban development and to protect high potential agricultural land and sensitive environments).
- **Targeted Engineering Infrastructure Investment** (prioritising the bulk of short to medium term upgrading/provision of engineering services to nodal areas within the Urban Development Boundary).

3. ROLE OF SPHERES OF GOVERNMENT IN HOUSING DELIVERY

The various spheres of Government have a role to play in housing delivery. Some of the roles and responsibilities are outlined below;

Roles & Responsibilities of the spheres of Government in housing delivery

SPHERE	ROLE & RESPONSIBILITIES
National Department of Human Settlements (NDHS)	The primary role of National Government is to **"establish and facilitate a sustainable housing development process"** through the following key functions; • **Policy:** Determine National policy, including norms and standards, in respect of housing development • **Goals:** Set broad National housing delivery goals, facilitate the setting of Provincial housing delivery goals and where appropriate, facilitate the setting of housing delivery goals of a Municipality • **Performance monitoring:** Monitor the performance of the housing sector against housing delivery goals and performance indicators • **Capacity support:** - Assist Provinces to develop their administrative capacity - Support and strengthen the capacity of Municipalities to manage their own affairs, to exercise their powers and perform their duties in respect of housing development • **Consultation:** Promote consultation on matters regarding housing development between National Government and

	representatives of civil society, the sectors and subsectors supplying or financing housing goods and services, Provincial Government and Municipalities and any other stakeholder in housing development • **Communication:** Promote effective communication in respect of housing development In addition to the above broad functions and in support thereof, undertake the following: • To establish a National institutional and funding framework for housing development • To negotiate the apportionment of the State budget for housing development purposes • To allocate funds for National housing programmes to Provincial Governments • To prepare and maintain a multi-year housing development plan • To establish and finance national institutions for purposes of housing development • To evaluate the performance of the housing sector • To take steps reasonably necessary to create an environment conducive to enable all role players and individuals to achieve their respective goals in respect of housing development.
Provincial Department of Human Settlements (PDHS)	The role of the Provincial Department of Human Settlements is to; • Determine Provincial policy in respect of housing development • Promote the adoption of Provincial legislation to ensure effective housing delivery • Take all reasonable and necessary steps to support and strengthen the capacity of Municipalities to effectively exercise their powers and perform their duties in respect of housing development • Co-ordinate housing development in the Province • When a Municipality cannot or does not perform a duty imposed by the Housing Act, intervene by taking any appropriate steps in accordance with section 139 of the Constitution to ensure the performance of such duty • Prepare and maintain a multi-year plan in respect of the execution in the Province of every National housing

	programme and every Provincial housing programme, which is consistent with National housing policy
Municipalities	Municipalities are required to; • Ensure that inhabitants of its area of jurisdiction have access to adequate housing on a progressive basis • Guarantee that conditions not conducive to the health and safety of the inhabitants of its area of jurisdiction are prevented or removed • Make certain that services in respect of water, sanitation, electricity, roads, stormwater drainage and transport are provided in a manner which is economically efficient • Set housing delivery goals in respect of its area of jurisdiction • Identify and designate land for housing development • Create and maintain a public environment conducive to housing development which is financially and socially viable • Promote the resolution of conflicts arising in the housing development process • Initiate plan, co-ordinate, facilitate, promote and enable appropriate housing development in its area of jurisdiction • Provide bulk engineering services, and revenue generating services in so far as such services are not provided by specialist utility suppliers • Plan and manage land use and development.

Source: The Housing Act, 107 of 1997

4. SITUATIONAL ANALYSIS

The situation analysis will examine the Spatial, Socio-Demographic, Social Services and Infrastructure analysis;

4.1 SPATIAL ANALYSIS

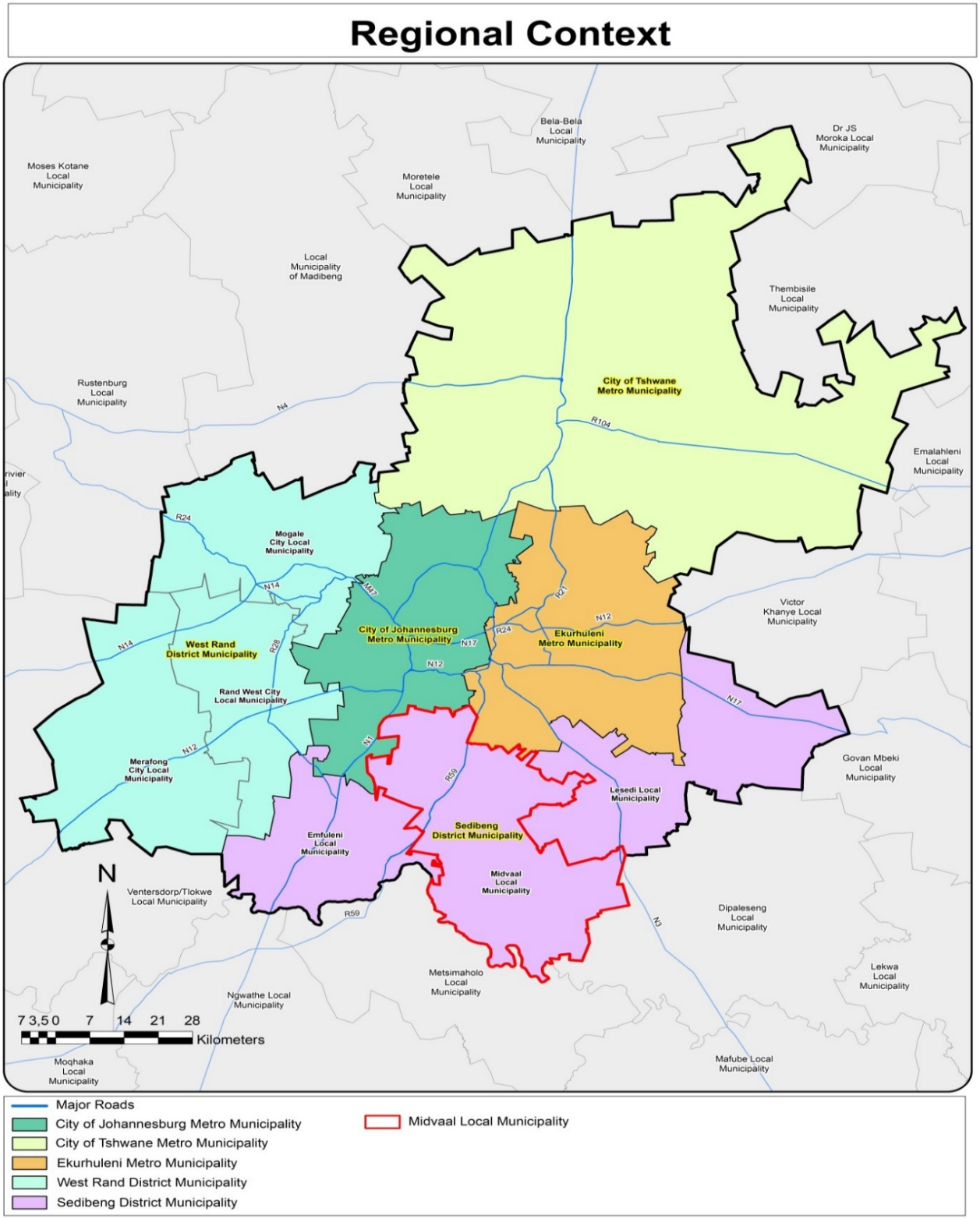
4.1.1 Spatial Locality

Midvaal Local Municipality is situated within the Sedibeng District in the south of the Gauteng Province. The City of Ekurhuleni and City of Johannesburg Metropolitan Municipalities are situated to the north **(See map 1- Midvaal Local Municipality in a Regional context)**. The Municipality is bordered by the Free State Province to the south and the Mpumalanga Province to the east. Midvaal is the biggest Municipality of 3 in the District, covering an area of approximately 1722 km2 making up almost half of its geographical area.

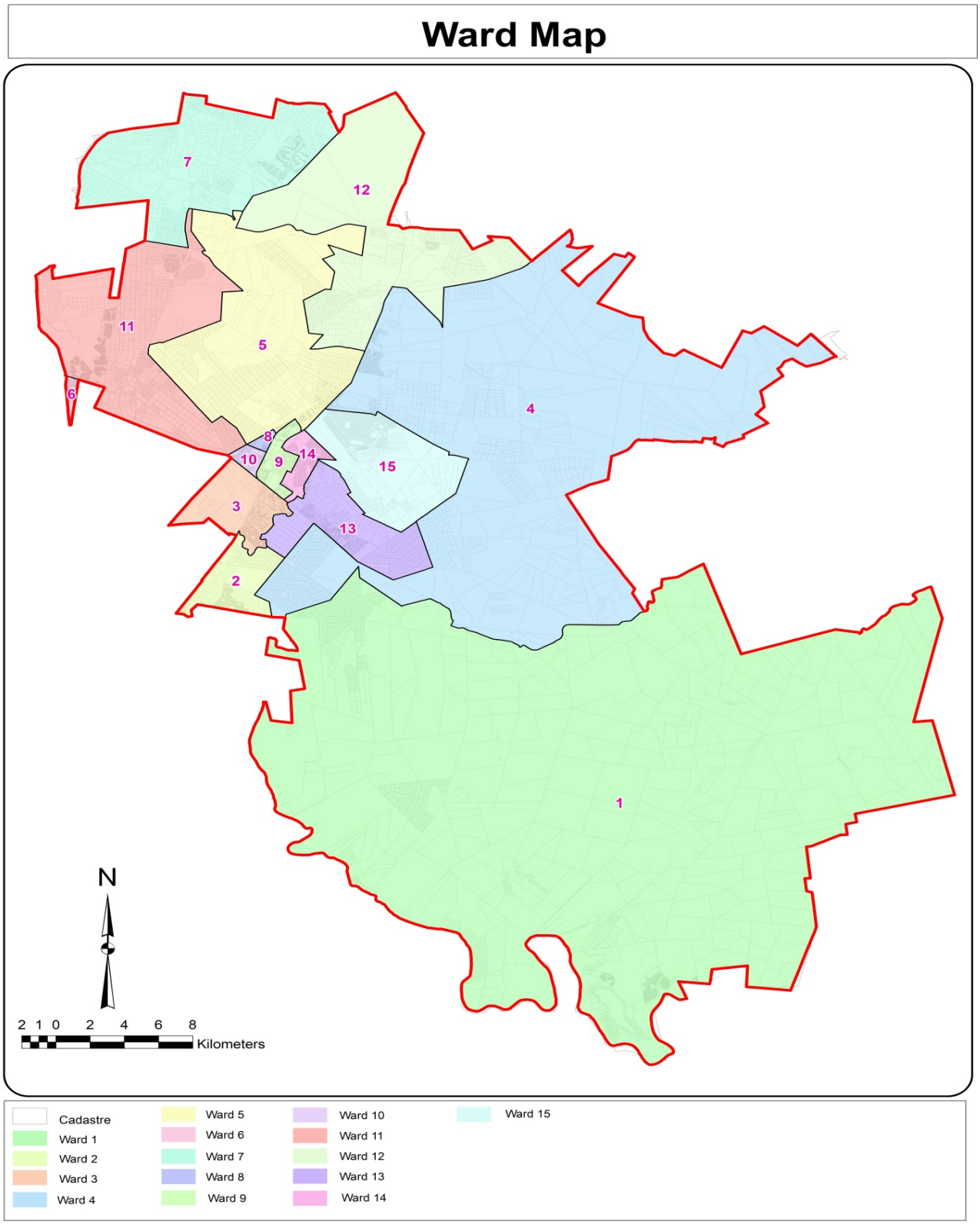
The spatial structure of the Midvaal municipal area is predominantly that of a rural area with extensive farming constituting approximately 50% of the total area of jurisdiction. There are two significant natural features impacting on the physical structure, namely the Suikerbosrand Nature Reserve and the Vaal River, which form the southern boundary of the municipality and the Gauteng Province. Secondary natural features that play a significant role in the development dynamics of the area are the Klip River, Suikerbosrand River and the Vaal Dam.

The Municipality presently comprises of 15 wards **(See map 2- Midvaal Local Municipality wards)** and according to the Municipal Structures Act, Midvaal is defined as a category B Municipality.

Map 1: Map indicating the Midvaal Local Municipality in a Regional context



Map 2: Map indicating the Midvaal Local Municipality wards



4.1.2 Settlement Patterns

The settlement patterns in the Midvaal Local Municipality as per the SDF comprises of the following;

- **Tourism** - Areas such as Vaal Marina and the Suikerbosrand Nature Reserve are developed in response to the Tourism demands of residents within the Municipality as well as the Gauteng Province as a whole. Care should be taken that housing developments are done in such a way that will not jeopardise the tourism aspects.
- **Urban areas/towns** - Riversdale, Noldick, Klip River, Waterval, Randvaal, Henley-on-Klip, Rissiville, De Deur and Meyerton are some of the major towns in the Midvaal Local Municipality. The SDF specifies Meyerton as the town that supports major economic and social functions in the Municipality. This is due to the large number of businesses and residential component in Meyerton. According to the SDF, developments within the Municipality are concentrated mostly along the corridors of these towns (i.e. R59 and R82 corridors).
- **Rural areas -** The SDF indicates that the spatial structure of the Midvaal Local Municipal area is predominantly that of a rural area character with majority of the total land being farm portions and agricultural holdings. Such areas include; Valley Settlement, Nelsonia, Walkers Fruits Farm, Ironside and Homestead Apple Orchids. Rural housing in the form of farm workers accommodation are evident.
- **Townships -** There are a number of townships in Midvaal. These include 5 townships such as Savanna City, Sicelo, Lakeside Estates, Mamello and Lakesides Estates Extension 1 mostly comprising of Government fully subsidised housing projects. The above-mentioned spatial structure is summarised in the table below;

Table 1: Spatial patterns of Midvaal

Areas	Total Number
Townships	58 (30996 Stands)
Farms	85 (3415 Portions)
Agricultural holdings and others	34 (4334 small / agricultural holdings)
Nature reserves	1
Conservancies	10
Total	**188**

Source: 2019/20 SDF

- **Informal Settlements** - There are 38 informal settlements within the Municipality and these informal settlements households form part of the housing backlog. Informal settlements within Midvaal are defined in line with the National Housing Code which defines informal settlements on the basis of the following characteristics;

- Illegality and informality
- Inappropriate locations
- Restricted public sector investment
- Poverty and vulnerability and
- Social stress

Following the above-mentioned definition, the final informal settlements list compiled took the following into consideration;

- Settlements comprising informal structures, where there is no General Plan or where settlement has not taken place according to the approved layout, were included.
- Backyard shacks and occupied/ hi-jacked buildings were explicitly excluded (even where shacks had been built inside of structures)
- Areas with an approved General Plan and formal houses but lacking services were excluded
- Settlements with fewer than four (4) shacks were excluded.

Most of the informal settlements in Midvaal are situated on privately owned land with a few on Municipal and Government land. The Municipality has Sicelo informal settlements situated on dolomitic land.

With regards to size, majority of the informal settlements are small in size ranging from 5-50 households per informal settlement. The larger informal settlements in the Municipality are situated along the R59 and closer to job opportunities and transport routes. Such informal settlements include; Sicelo, Khayelitsha, Kroomdrai, Kwa Ben, Makokong, Harold's Farm, Piel's Farm, Skansdam, Sporong and Dustin.

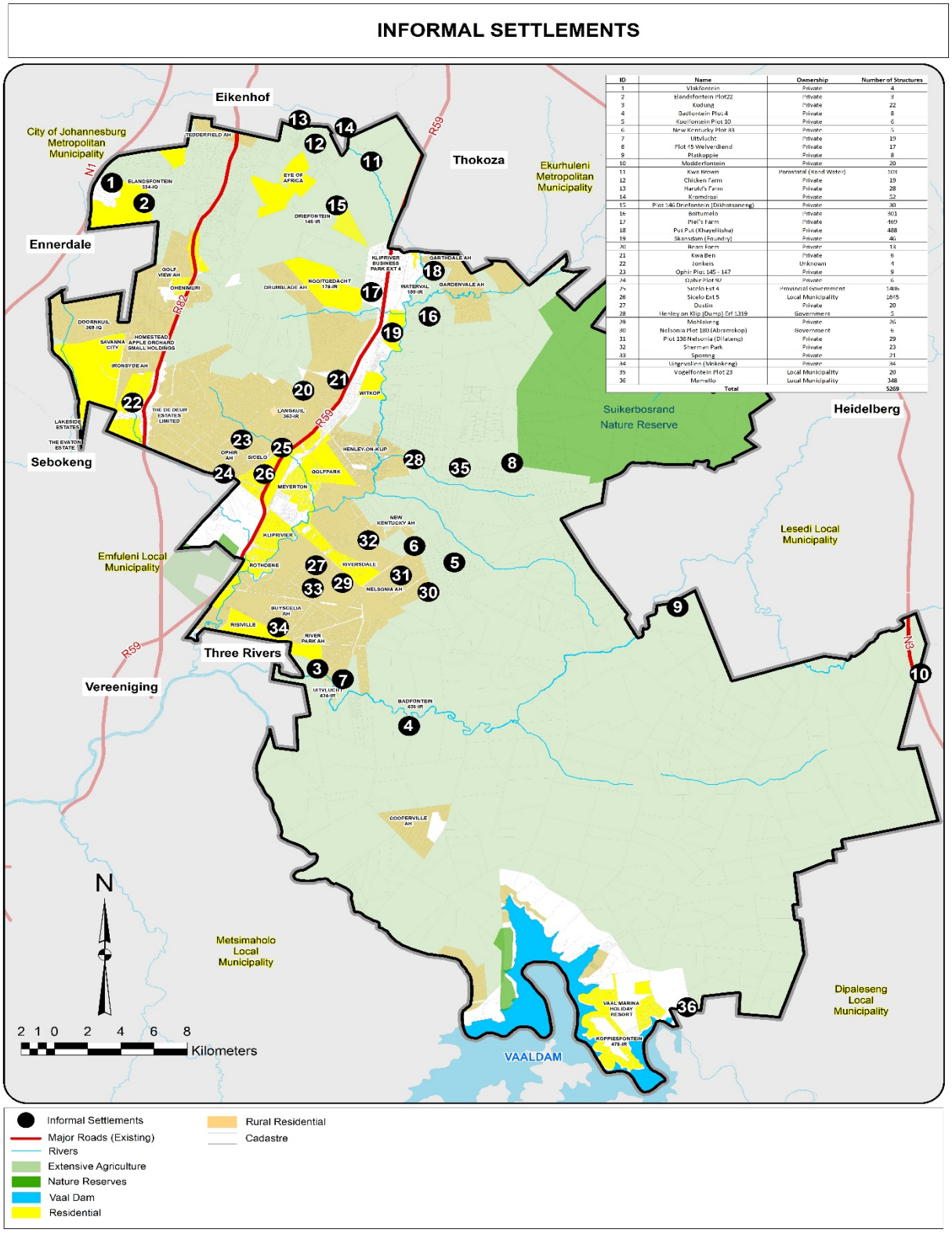
This is represented in the table below and spatially on **Map 3- Informal settlements in the Midvaal Local Municipality.**

Table 2: Informal settlements in Midvaal

No	Informal Settlement	Ownership	No. of structures
1	Vlakfontein	Private	4
2	Elandsfontein Plot22	Private	3
3	Kudung	Private	22
4	Badfontein Plot 4	Private	8
5	Koolfontein Plot 10	Private	6
6	New Kentucky Plot 33	Private	5
7	Uitvlucht	Private	19
8	Plot 45 Welverdiend	Private	17
9	Platkoppie	Private	8
10	Modderfontein	Private	20
11	Kwa Brown	Parastatal (Rand Water)	103
12	Chicken Farm	Private	19
13	Harold's Farm	Private	28
14	Kromdraai	Private	52
15	Plot 146 Driefontein (Dikhotsaneng)	Private	30
16	Boitumelo	Private	301
17	Piel's Farm	Private	469
18	Put Put (Khayelitsha)	Private	488
19	Skansdam (Foundry)	Private	46
20	Bears Farm	Private	13
21	Kwa Ben	Private	6
22	Jonkers	Unknown	4
23	Ophir Plot 145 – 147	Private	9
24	Ophir Plot 92	Private	6
25	Sicelo Ext 4	Provincial Government	1,406
26	Sicelo Ext 5	Local Municipality	1,645
27	Dustin	Private	20
28	Henley on Klip (Dump) Erf 1319	Government	5
29	Mohlakeng	Private	26
30	Nelsonia Plot 180 (Abramskop)	Government	6
31	Plot 136 Nelsonia (Difateng)	Private	29
32	Sherman Park	Private	23
33	Sporong	Private	21
34	Uitgevallen (Mokokeng)	Private	34
35	Vogelfontein Plot 23	Local Municipality	20
36	Mamello	Local Municipality	348
Total			**5,269**

Source: NUSP 2018 Survey (*Mamello & Sicelo Informal Settlements were not re-surveyed)

Map 3- Informal settlements in the Midvaal Local Municipality



ID	Name	Ownership	Number of Structures
1	Vlakfontein	Private	4
2	Elandsfontein Plot22	Private	9
3	Kudung	Private	22
4	Badfontein Plot 4	Private	8
5	Kopfontein Plot 10	Private	6
6	New Kentucky Plot 33	Private	5
7	Uitvlucht	Private	19
8	Plot 45 Welverdiend	Private	17
9	Platkoppie	Private	8
10	Modderfontein	Private	20
11	Kwa Nkowa	Perpetual (Hand Water)	106
12	Chicken Farm	Private	19
13	Harold's Farm	Private	28
14	Kromdraai	Private	32
15	Plot 146 Driefontein (Dikhotsaneng)	Private	30
16	Boitumelo	Private	901
17	Piet's Farm	Private	160
18	Put Put (Khayelitsha)	Private	488
19	Skansdam (Foundry)	Private	46
20	Nkwa Farm	Private	13
21	Kwa Ben	Private	6
22	Jonkers	Unknown	4
23	Ophir Plot 145 - 147	Private	9
24	Ophir Plot 67	Private	6
25	Sicelo Ext 4	Provincial Government	1486
26	Sicelo Ext 5	Local Municipality	1645
27	Dustin	Private	20
28	Henley on Klip (Dump) Erf 1319	Government	5
29	Mohlakeng	Private	26
30	Nelsonia Plot 180 (Abramskop)	Government	6
31	Plot 136 Nelsonia (Dilateng)	Private	29
32	Sherman Park	Private	23
33	Sporong	Private	21
34	Ungevolien (Mokokeng)	Private	44
35	Vogelfontein Plot 23	Local Municipality	20
36	Memello	Local Municipality	348
	Total		5269

4.1.3 Housing Typologies

There are both formal and informal settlement types within the Midvaal Local Municipality. According to the 2016 Community Survey, majority of people (82%) residing within the Midvaal Local Municipality live in a formal dwelling which includes formal houses, flats, townhouses, formal rooms in backyards and so forth.

In terms of the informal dwellings, 18% of households are living in informal structures which includes informal settlement households, backyard shacks dwellers huts and tents. This is represented below;

Table 3: Detailed Housing Typologies

Typology (Dwelling Type)	Number	Percentage
Traditional dwelling/hut/structure made of traditional materials	151	0.49%
House or brick/concrete block structure on a separate stand or yard	21405	69%
Flat or apartment in a block of flats	279	0.90%
Cluster house in complex	179	0.57%
Town house (semi-detached house in complex)	365	1.18%
Semi-detached house	654	2.11%
House/flat/room in back yard	778	2.51%
Informal dwelling/shack in back yard	944	3.04%
Informal dwelling/shack NOT in back yard; e.g. in an informal/squatter settlement or on farm	4436	14.3%
Room/flatlet on a property or a larger dwelling/servant 'quarters/granny flat	380	1.22%
Caravan or tent	118	0.38%
Other	273	0.88%
Unspecified	297	0.95%
Not applicable	709	2.29%
Total	**30967**	**100%**

Community Survey, 2016

4.1.4 Land Ownership

The following table provides a breakdown of the land ownership in terms of hectares (Ha) and percentages (%).

Table 4: Land Ownership Breakdown

Land Ownership	Hectares (Ha)	Percentage (%)
Provincial Government	326	0.90%
Midvaal Municipality	817	2.25%
State Owned Entities (SOEs)	347	0.95%
Private	20735	57%
Other (Unregistered & Vacant Land)	14100	38.8%
Total	**36325**	**100%**

Source: Midvaal GIS Section, 2020

The table above indicates that 2.25% of land in Midvaal is municipal owned, 57% is under private ownership, 0.95% is registered with SOEs and 0.90% belongs to the Provincial Government. Unregistered and vacant stands contribute 39%. One of the biggest challenges in relation to land ownership is the non-availability of well-located Municipal land for human settlements.

Out of the 4.1% Government owned land, the following hectares of land has been allocated for housing development as indicated below in table 5.

Table 5: Identified State Owned Land for Human Settlements Development

Erf Number	Project Name	Ownership	Hectares
Erf 78 Meyerton Farms	Sicelo Walk-up Units	Midvaal Municipality	6, 0714 ha
Portion 400 of the Farm Koppiesfontein 478 IR	Mamello Ext 1	Midvaal Municipality	75, 1974 ha
Erf 206 Meyerton Farms	Sicelo Shiceka Ext 5	Midvaal Municipality	11, 0633 ha
Erven 41 Meyerton Farms	Sicelo Informal Settlement Upgrading	Midvaal Municipality	6, 0712 ha
Erven 52, 53 Meyerton Farms **(Consolidated to Erf 202 Meyerton Farms)**	Sicelo Informal Settlement Upgrading	Midvaal Municipality	6, 0714 ha
188 Meyerton Farms (**Subdivided into 5 Portions, Portions 1, Re 2, 3,5 & 7)**	To be determined	National Government of RSA	1-3 =2697 ha Re: 2=5441m2 3= 3,2697 ha 7= 4065m2
Portion 5 of Erf 188 Meyerton Farms	To be determined	Midvaal Municipality	2932m2
Erf 56 Meyerton Farms	Sicelo Walk-up units	Department of Public Works	6, 0714 ha
Erf 72 Meyerton Farms	Sicelo Walk-up units	Department of Human Settlements	6, 0713 ha
Boitumelo Informal settlement	Boitumelo Rapid Land Release	ERWAT	335, 7142 ha
Portion 47 of the farm Langkuil 373 IR	Sicelo Re-blocking and de-densification	Rand Water	21, 4119 ha
Portion 7 of the Farm Panfontein 437 IR	Bantu Bonke Agri-Village	National Government of RSA	876, 1345 ha

Source: Midvaal Properties & GIS Section, 2020

4.2 SOCIO-DEMOGRAPHIC ANALYSIS

4.2.1 Population & Household Profile

The total population of people residing in Midvaal has grown over the years. According to the Community Survey (2016), Midvaal Local Municipality has a total population of 111612. This shows a population growth from the 2011 Census count of 95301.

In terms of the number of households, there has been a significant growth from 29964 in 2011 to 38046 in 2016. It is expected that the population and number of households will

double in anticipation of housing opportunities in the Savanna City Development, which is estimated to have a population of about 90000 people over the next 10 years.

Table 6: Midvaal Population & Household Profile

Year	Population	Number of Household
2011	95301	29964
2016	111612	38046
Total		**100%**

Source: Community Survey, 2016

4.2.2 Racial Groups

Midvaal Local Municipality has a racially and culturally diverse community. As per the 2016 Community Survey, black Africans form most of the population at 54% followed by whites at 43%. The Coloured and Indian/Asian community make up 1.8% and 1.24% respectively.

Table 7: Racial Groups

Population Group	Total	Percentage
Black African	59781	53.56%
Coloured	2063	1.84%
Indian / Asian	1385	1.24%
White	4883	43.34%
Total	**111612**	**100%**

Source: Community Survey, 2016

4.2.3 Gender Distribution

Majority of the people residing in Midvaal are male. The gender ratio indicates that 52% of the total population is male and 48% is female. The slightly higher percentage of male as compared to females may be attributed to the mine (Glen Donald) and factories within the area.

Table 8: Gender Distribution

Gender	Number	Percentage (%)
Male	57926	51.89%
Female	53685	48.09%
Total	**111612**	**100%**

Source: Community Survey, 2016

4.2.4 Age Profile

The age profile of the Midvaal population is depicted in the table below. Majority falls within the youth sector which composes approximately 58% of the total population. In addition, about 65% of the population falls within the working age group (people aged between 15-64).

Table 9: Age Profile

Age groups	Total	Percentage (%)
0–14 (Children)	25761	23.08%
15–34 (Youth)	36715	32.89%
35–64 (Adults)	36241	32.47%
65+ (Elderly)	12895	11.55%
Total	**111612**	**100%**

Source: Community Survey, 2016

4.2.5 Household Incomes

According to the 2011 census statistics, 15% of households within Midvaal have no income at all. 8.0% of the households earn less than R800 per month and 53**%** earn less than R3500 per month. This puts pressure on the Municipality to provide free basic services to such households as a majority will fall within the indigent category. 23% of households as indicated below earn between R6400 and R13000 per month and this category need to be catered for preferably in the middle-income housing programmes such as Finance Linked Individual Subsidy Programme (FLISP)

Table 10: Household Income

Annual Income	Percentage
No Income	14.5%
R1 - R4800	3.2%
R4801 - R9600	4.9%
R9601 - R19600	14.8%
R19601 - R38200	16.4%
R38201 - R76400	12.4%
R76401 - R153800	10.3%
R15301 - R307600	10.9%
R307601 - R614400	8.3%
R614001 - R1228800	3.1%
R1228801 - R2457600	0.7%
R2457601 +	0.5%
TOTAL	**100%**

Source: Community Survey 2016

4.2.6 Indigent status quo

The Midvaal Indigent Policy defines indigents as persons who due to several factors are unable to make monetary contribution towards basic services, no matter how small the amounts seem to be. Any household, earning less than the R4500 per month qualifies to be registered as indigents. Free or subsided water (free supply of 50 kl water per month), electricity (free supply of electricity of 50 kWh per month) and refuse collection are provided to such households by the Municipality on a monthly basis.

According to the Indigent Database at the Finance Department, there are currently 5443 households deemed and registered as indigents. These households are considered as economically vulnerable with a gross monthly income not exceeding R4500. It should however be noted that households can only qualify as indigent if they are the registered property owners of either a house or a stand. In the pro-poor framework, households should be provided with housing and security of tenure, thus allowing them to register for indigent and for the Municipality to include them in the Equitable Share.

4.2.7 Migration Pattern

The Midvaal Migration Plan compiled in 2014 indicates that the migrant population signifies approximately 4% of the total population of the Midvaal Local Municipality. It is estimated that about 3,800 people will migrate to Midvaal on an annual basis and in the next 5 years about 19,000 people could migrate to Midvaal. (* Information is based on the 2011 Census data; no projections have been undertaken with the 2016 Community Survey).

Reasons for migration to Midvaal range from the perception of a better life, job opportunities and location. The Migration Plan further indicates that there has been both rural and urban migration within the Municipal jurisdiction. Urbanisation has resulted in a shift towards most people moving from the rural homesteads to urban regions and this influences the demand for housing within the Municipal jurisdiction.

4.3 SOCIAL FACILITIES ANALYSIS

4.3.1 Educational Facilities

Educational facilities within the Municipal jurisdiction include primary, secondary, combined schools, as well as special needs schools. This is represented in the table below.

The primary schools are located around Daleside, De Deur, Rothdene, Bantu Bonke, Meyerton, etc. whilst the secondary schools that offer training to adults are predominantly clustered around Meyerton.

With regards to the special needs' schools, these are situated in Waterval, Meyerton and De Deur and they provide dedicated education for children with disabilities. There are no Tertiary academic institutions or agricultural college in Midvaal. An Agricultural College will likely benefit the agricultural industry given the extent of the agricultural land in Midvaal and surroundings.

Table 11: Educational Facilities

Facility	Quantity
Primary schools	17
Secondary schools	5
Combined schools	7
Special Education Schools	3
Tertiary institution	0
Total	**32**

Source: Midvaal SDF, 2019/20

4.3.2 Health facilities

There are currently no public or private hospitals within the municipal jurisdiction. The Municipality is served by a private hospital which is situated in Three Rivers and falls under the Emfuleni Local Municipality.

The Municipality has 3 clinics which are situated in Meyerton, Randvaal and Kookrus, 1 Community Day Centre and 4 mobile clinic units. In terms of health facilitates, MLM lacks adequacy.

Table 12: Health Facilities

Facility	Quantity
Public hospital	0
Private hospital	0
Clinic	3
Mobile Clinic	4
Day Care Centre	1
Total	**8**

Source: Midvaal SDF, 2019/20

4.3.3 Community Halls/MPCC

The Midvaal SDF describes community halls as a combination of town halls and multi-purpose community centres (MPCC). These facilities provide central locations in which community meetings are conducted and serve as gathering points. There are currently

town halls in Meyerton and Rothdene, and community halls or MPCCs in Vaal Marina, Bantu-Bonke, Lakeside Estate, Sicelo, Henley-on-Klip and Ohenimuri.

4.3.4 Sports & Recreational Facilities

As per the SDF, the Municipality has 3 sporting facilities. This is insufficient to serve the entire municipal area. 3 open gym and equipment have also been constructed and are in use.

4.3.5 Cemeteries

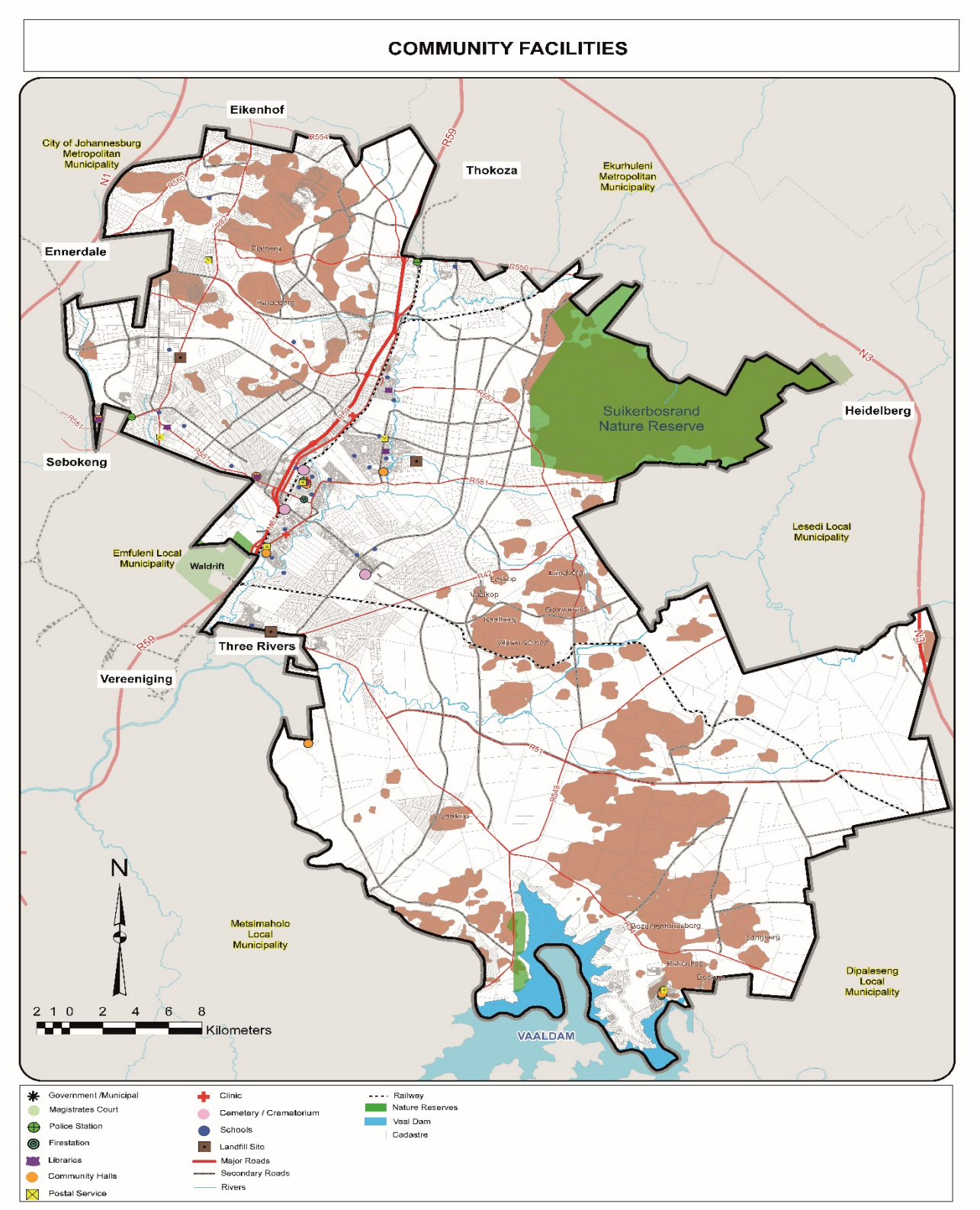
There are currently 3 cemetery sites within the Municipality and adequate land needs to be identified for the creation of new cemetery sites. Availability of land for the establishment of cemeteries is however hindered by the lack of suitable Municipal owned land.

Other community facilities within the Municipal jurisdiction are listed below;

- 4 Police Stations
- 6 Post Offices
- 1 Thusong Centre
- 1 Magistrates Court
- 6 Libraries
- 3 Landfill Sites, etc.

See below Map 4 indicating Community Facilities in Midvaal

Map 4: Community Facilities in Midvaal



4.4 ENGINEERING SERVICES ANALYSIS

The availability of infrastructure is an essential component in the delivery of human settlements, and it is recommended that a supporting Engineering Master Plan be developed.

4.4.1 Water

The Engineering Services Department compiled a Water Services Development Plan (WSDP) in 2014. According to the WSDP, 96% of households in Midvaal have access to water whilst 4% do not have access to water (this is mainly farm workers and some informal settlements). In terms of the informal settlements with accessibility, the Municipality delivers water on a regular basis and the water is provided either via a tanker or a standpipe. Rural areas within the Municipality make use of boreholes for their water consumption.

The SDF mentions that there is a need for the Engineering Services Department to upgrade the water reticulation networks especially on agricultural holdings and rural areas.

4.4.2 Sanitation Services

82% of the households in Midvaal have access to sanitation. As per the WSDP, sanitation takes different forms like waterborne or septic tanks. With regards to informal areas, the larger informal settlements within the Municipality such as Piel's farm, Boitumelo, Boltonwold, Khayelitsha and Sicelo have access to sanitation facilities (chemical and Enviro Loo toilets). The cost for maintaining the toilets provided are a challenge, as such the smaller informal settlements are making use of pit latrines.

The estimated backlog for sanitation is therefore 18% which contributes to about 5598 households not having access to sanitation services. These are mostly farm labourers and residents of informal settlements who do not have access to proper sanitation facilities. The upgrading of the Regional Sewer Scheme impacts on both current and future housing, i.e. Savanna City Development.

4.4.3 Electricity

Majority (79%) of the households within Midvaal have access to electricity whilst approximately 21% of households (5598 households) do not have access. These households are mostly informal settlements and farm workers who use of either paraffin or candles due to the lack of such services. All informal settlements within Midvaal have no access to electricity, with a few having access to high mast lights. Illegal electrical connections are therefore a challenge especially in informal settlements like Sicelo and

Mamello. These areas will only be reticulated once they are formalised. In the meantime, the alternative methods may cause an increase in shack fires.

Table 13: Midvaal Informal Settlements & Engineering Services available

No.	Informal Settlement	No. of structures	Engineering Services			
			Water	Sanitation	Electricity	Refuse
1	Badfontein Plot 4	8	Yes	No	No	Yes
2	Kudung	22	Yes	No	No	Yes
3	Mamello	348	Yes	No	No	Yes
4	Modderfontein	20	No	No	No	Yes
5	Platkoppie	8	Yes	No	No	Yes
6	Uitvlucht	19	No	No	No	Yes
7	Boitumelo	301	Yes	Yes	No	Yes
8	Dustin	20	Yes	No	No	Yes
9	Koolfontein Plot 10	6	Yes	No	No	Yes
10	Mohlakeng	26	Yes	No	No	Yes
11	Skansdam Foundry	46	Yes	Yes	No	Yes
12	Sporong	21	Yes	No	No	Yes
13	Uitgevallen (Mokokeng)	34	Yes	No	No	Yes
14	Plot 45 Welverdiend	17	Yes	No	No	Yes
15	Bears Farm	13	Yes	Yes	No	Yes
16	Kwa Ben	6	Yes	No	No	Yes
17	Ophir Plot 145 - 147	9	Yes	No	No	Yes
18	Chicken Farm	19	No	No	No	Yes
19	Elandsfontein Plot22	3	Yes	No	No	Yes
20	Harold's Farm	28	Yes	No	No	No
21	Kromdraal	52	Yes	No	No	Yes
22	Vlakfontein	4	No	No	No	Yes
23	Sicelo Ext 4	1,406	Yes	Yes	No	Yes
24	Sicelo Ext 5	1,645	Yes	Yes	No	Yes
25	Jonkers	4	No	No	No	No
26	Ophir Plot 92	6	No	No	No	Yes
27	Kwa Brown	103	Yes	No	No	Yes
28	Piel's Farm	469	Yes	Yes	No	Yes
29	Plot 146 Driefontein (Dikhotsaneng)	30	Yes	No	No	Yes
30	Put Put (Khayelitsha)	488	Yes	Yes	No	Yes
31	Nelsonia Plot 180 Abramskop	6	Yes	No	No	Yes
32	Plot 136 Nelsonia Difateng	29	Yes	No	No	Yes
33	Henley on Klip (Dump) Erf 1319	5	No	No	No	Yes
34	New Kentucky Plot 33	5	Yes	No	No	Yes
35	Sherman Park	23	No	No	No	Yes
36	Vogelfontein Plot 23	20	Yes	No	No	No
Total		**5,269**				

5. HOUSING DEMAND

5.1 Determination of Housing Need

The Municipality currently does not have accurate data on the housing demand of all the residents and income groups within the municipal jurisdiction. The Municipality relies mainly on the Census/Community survey statistics, Housing Subsidy System (HSS) Information, Informal Settlement Enumeration data and the National Housing Needs Register (NHNR). There are however limitations to these methods as the data could be outdated/inaccurate.

5.1.1 Statistical Method

The statistical method utilises information from the Census 2011 and the 2016 Community Survey. The information relating to individuals' incomes and those residing in traditional dwellings, informal dwelling/ shack in backyard and informal dwelling/ shack not in backyard can be used to estimate the demand for housing.

As per the table below, the Census 2011 statistics estimates the housing backlog at **5546**. The 2016 Community Survey on the other hand, which is more recent estimates the housing backlog at **5649**.

It should be noted that there isn't a significant difference between the 2 statistical methods. The Community Survey of 2016, shows an increase of 103 informal households from the 2011 Census.

Table 14: Estimated backlog - Census 2011 data vs Community Survey 2016

Type of Informal Dwelling	Number of Structures (Community Survey 2016)	Number of Structures (Census 2011)
Traditional dwelling/hut/structure made of traditional materials	151	150
Informal dwelling/shack in back yard	944	944
Informal dwelling/shack NOT in back yard; e.g. in an informal/squatter settlement or on farm	4436	4435
Caravan or tent	118	117
Total	**5649**	**5546**

Source: Community Survey, 2016 & Census 2011

5.1.2 National Housing Needs Register (NHNR) & Housing Subsidy System (HSS)

The NHNR is a central database that offers households the opportunity to register their need for adequate shelter by providing information about their current living conditions, household composition and to indicate the type of housing assistance they require from Government.

Currently, the NHNR for households residing in Midvaal Municipality is estimated at **18278.** Out of the registered people on the database**, 5496** have completed housing subsidies and their applications are approved on the HSS (See table below)

Table 15: National Needs Register & HSS Approvals

human settlements
Department:
Human Settlements
REPUBLIC OF SOUTH AFRICA

	NHNR and Approved on HSS	On NHNR only	NHNR Total
GAUTENG			
Midvaal Municipality	2 748	9 139	11 887
Meyerton	2 103	8 244	10 347
Randvaal	101	267	368
Walkerville	544	628	1 172
TOTAL	**5 496**	**18 278**	**23 774**

Source: GDHS, 2020

5.1.3 Midvaal Informal Settlement Database

The informal settlements within the Municipality is enumerated to keep record of the household's inhabiting in the informal areas and for planning purposes. The last informal settlement survey was undertaken in 2018 by a service provider appointed by the NDHS as part of the NUSP. According to the NUSP information, there are 38 informal settlements in Midvaal and the number of households living in informal settlements is at **5269**. This means about **5269** households living in shacks, mud structures and containers are in need of various housing opportunities (See table 2, page 25).
(* Mamello and Sicelo Informal Settlements were not re-surveyed by the service provider as information available was still recent).

5.2 MIDVAAL HOUSING DEMAND ASSESSMENT

For the purpose of this HSP, the Census 2011 data and the projections in the 2014 Migration Plan will be used to determine the housing backlog. According to the Census information, the housing backlog is estimated at **5546** households. The projected

additional demand up to 2020 as per the Migration plan is about 1472 housing units per annum. This means that there will be a need for an estimated 8830 additional housing units in the MLM by 2020. Hence, the total demand for 2020 is **14376** units (8830 increment and 5546 backlog).

It should be noted that, a total of **2474** houses have been allocated since the previous HSP was drafted. This comprises of 290 houses from the Sicelo Erf 206 Meyerton Farms project and 2184 from the Savanna City Development. To date, approximately 631 Midvaal beneficiaries have been allocated in the Savanna City project. The total beneficiaries allocated houses from Midvaal is approximately **931**.

(* Information on projections beyond 2020 is not available, housing demand figures will be revised when a new HSP is drafted).

6. HOUSING DELIVERY PROGRAMMES

The following National housing programmes and Provincial plans are facilitated in Midvaal;

6.1 Integrated Residential Development Programme (IRDP)

The IRDP provides for the acquisition of land and servicing of stands for a variety of land uses including commercial, recreational, schools and clinics, as well as residential stands for both low, middle and high-income groups. The land use and income group mix will be based on local planning and needs assessment. The IRDP can be undertaken in phases or in a single phase as described below;

Phase 1: Land, Services and Township proclamation

This phase entails planning, land acquisition, township establishment and provision of serviced residential and other land use stands to ensure a sustainable integrated community.

Phase 2: Construction

This comprises of the construction of houses for qualifying housing subsidy beneficiaries and the sale of stands to non-qualifying beneficiaries and to commercial interests.

6.2 Upgrading of Informal Settlements Programme (UISP)

This UISP is aimed at the in-situ upgrading of informal settlements. The UISP seeks to upgrade the living conditions of millions of poor people by providing secure tenure and access to basic services and housing as described below. The programme aims to bring about social cohesion, stability and security in integrated developments and to create jobs and economic well-being for communities which did not previously have access to land

and business services, formal housing and social and economic amenities in the following ways;

Tenure Security: To enhance the concept of citizenship, incorporating both rights and obligations, by recognising and formalising the tenure rights of residents within informal settlements

Health and Security: To promote the development of healthy and secure living environments by facilitating the provision of affordable and sustainable basic municipal engineering infrastructure to the residents of informal settlements

Empowerment: To address the social and economic exclusion by focusing on community empowerment and the promotion of social and economic integration, building social capital through participative processes and addressing the broader social needs of communities.

6.3 National Upgrading Support Programme (NUSP)

The NUSP was designed to support the National Department of Human Settlement (NDHS) in its implementation of the UISP as there were significant blockages in the UISP despite the wide array of policies and programmes in place and also no comprehensive informal settlement response strategies at the Local and Metropolitan Government levels in many statutory plans, such as the IDPs and housing sector plans.

The NUSP by the NDHS ensures that technical support is provided to Municipalities. This programme includes the assessment and categorisation of informal settlements, formulation of municipal informal settlement strategies, systematic resource planning towards such strategies and in some cases, detailed settlement level plans, informal economy and livelihood strategies and protocols for engaging communities.

6.4 Finance Linked Subsidy Programme (FLISP)

The FLISP is for applicants whose total monthly household income is between R3501 and R15000. This subsidy is based on a sliding scale whereby the less your total household income, the greater the subsidy. This subsidy provides a once-off down payment which is to be used as a deposit to secure a mortgage/bond from a bank. Applications for FLISP subsidies can be made to the GDHS or the developer of a project.

6.5 Emerging Housing Assistance Programme

It may be necessary to temporarily re-house households while services are being installed or formal houses are being built on sites previously occupied by informal structures. Likewise, it may be necessary to provide temporary housing relief to households in stress

following natural or manmade disasters (e.g. where settlements have been destroyed by fire or houses have been rendered uninhabitable by storms and need to be repaired).

In such cases, the National Disaster Relief Fund renders the first line of Government assistance. The Emergency Housing Assistance Programme may then be used for temporary housing for disaster victims until such time as they can be provided with permanent houses.

6.6 Provision of Social & Economic Facilities

This programme deals with the development of primary public, social and economic facilities within existing and new housing areas, as well as within informal settlement upgrading projects, in cases where municipalities are unable to provide such facilities.

Capital funding for the following facilities can be provided through the Programme:

- Medical care facilities
- Community halls
- Community park/playground
- Taxi ranks
- Sport facilities
- Informal trading facilities and
- Basic ablution facilities for the above.

6.7 Eradication of Title Deed Backlog

This programme has been created to facilitate the improvement of state financed residential properties created through State housing programme interventions during the pre-1994 housing dispensation that are still in ownership of the public sector institution and/or that were disposed off to beneficiaries.

6.8 Military Veterans Housing Programme (MKV)

This programme aims to provide housing opportunities (50 square metre houses) to war veterans who were actively involved in service prior to the transitional government (pre 1994). The programme stipulates a number of criteria that must be fulfilled in order for a beneficiary to qualify. Qualifying beneficiary's household income should be less than R125000 per annum, income of R10416 per month.

6.9 Rapid Land Release Programme

Due to the challenge of rapid urbanisation and in-migration which puts enormous pressure on housing delivery, the Rapid Land Release Programme was initiated in 2018 by the Gauteng Premier. The programme is aimed at prioritising the release of land and identifying land parcels currently being unused to address housing, economic and social

cohesion needs. The land released will be utilised for not only housing but for industrial development and urban agriculture.

The Rapid Land Release Programme is intended at beneficiaries who do not qualify to receive fully subsidised houses and cannot access home loans from financial institutions. Such beneficiaries are handed serviced stands (with tarred streets, electricity, water and sanitation) and title deeds for them to build their own homes, which should comply with the Municipality's by-laws and the National Building Regulations (NBR).

7. MIDVAAL HOUSING PRIORITY PROJECTS

Housing delivery within the Municipal area of jurisdiction occurs in 2 different forms. In the first instance, Government funded/supported housing in which the GDHS serves as an implementing agent. The second pertains to private sector developments.

7.1 GOVERNMENT FUNDED PROJECTS IN MIDVAAL

7.1.1 Completed projects

Listed below are the housing projects that have been completed by the GDHS in partnership with the Municipality over the past years. These completed projects are situated in wards 6, 8 & 10, where the majority of the Municipality's housing backlog is located.

All the listed projects fall under the fully subsidised housing category, which caters for low-income earners. The houses are completed and occupied by beneficiaries approved on the GDHS HSS. Some of the houses however, are yet to be transferred to beneficiaries (title deed registration) by the GDHS or the Sedibeng District Municipality (SDM).

Until this process is completed, the houses allocated to beneficiaries remain in the name of the Municipality. This poses external audit queries and challenges in terms of land/property ownership. The Midvaal Human Settlements Section will assist where possible, in ensuring that the beneficiaries of the outstanding houses to be transferred are identified to submit the necessary documentation to either the GDHS or the SDM.

Table 16: Completed housing projects

Project Name	Ward	Target market	Project Type	Project Size
Sicelo Proper North and South	8 & 10	Low income earners	Fully subsidised	1089
Lakeside Estates Extension 1	6	Low income earners	Fully subsidised	1247
Lakeside Estates	6	Low income earners	Fully subsidised	1187

Sicelo Shiceka Ext 5	8	Low income earners	Fully subsidised	290
Total				3813

Table 17: Number of houses yet to be transferred to Beneficiaries

Project Name	Ward	Project Size	Number of Houses Not Tet Transferred to Beneficiaries
Sicelo Proper North and South	8 & 10	1089	61
Lakeside Estates Extension 1	6	1247	46
Lakeside Estates	6	1187	Information not available
Sicelo Shiceka Ext 5	8	290	211
Total			**318**

Source: Finance Department, 2020

7.1.2 Current housing projects (Active short-medium term projects)

The GDHS and the Municipality have commenced with the projects that will eradicate the housing backlog through the delivery of housing units which are located in wards 1, 6, 8 and 10. The current housing projects are short-medium term projects and comprise of fully subsidised houses (IRDP), MKV houses, provision of stands and walk-up units with full title deeds.

7.1.2.1 Low Income Housing

The following housing projects are currently ongoing;

- **Sicelo Shiceka (Erf 78 Meyerton Farms Project Walk-up Units)** – This project aims to eradicate the households living in the Sicelo Informal Settlements (Ext 4&5) as well as backyard shacks in wards 8 & 10. Project is for the construction of 720 walk-up units using Innovative Building Technology (IBT) and includes parking area, children's playground, landscaping, informal trading sites, etc. Dolomite Stability Investigation, Rezoning, Urban Development Framework (UDF), Site Development Plan (SDP), Precinct Plan, Layout Plans, etc are completed. Contractor is currently on site for the construction of 180 units (Phase 1). Sub-contractors and local labourers are appointed by the Contractor from the community to participate in the project. Project is at about 80% completion; no housing units have been allocated yet.
- **Savanna City Development (Fully Subsidised IRDP)** – This project is a Private Public Partnership (PPP) mega project comprising of 18399 opportunities. This

project has a component of 5517 fully subsidised houses. To date, 2184 fully subsidised houses have been completed and allocated to beneficiaries from Midvaal as well as neighbouring Municipalities such as Emfuleni and the City of Johannesburg. The inclusion of the said Municipalities in the project, is due to a cross border agreement. Process of title deed registration for the 2184 beneficiaries is underway. A Local Labour Desk has been established for the purposes of ensuring the community, SMMEs, businesses and local labourers benefit from the project.

- **Savanna City Development (MKV) – T**he Savanna development is providing 200 housing opportunities to Military Veterans in Midvaal and surrounding areas who meet the stipulated criteria. To date, 85 houses have been allocated to MKV beneficiaries. Challenges relating to the illegal occupation of the MKV houses exist and is being dealt with by the Developer.
- **Mamello Ext 1 Project** – The project aims to assist in the relocation of households living in the Mamello Informal Settlement and neighbouring farms/settlements such as Uitvlucht and Kudung. The project size for this development is 565 housing units with social amenities such as schools, creche, community facility, church sites, commercial sites, taxi rank, etc. The Environmental Authorisation, Layout plan, Engineering Services Design and so forth are completed. Conditions of Township Establishment are being adhered to by the GDHS. The installation of Engineering Services (water, sewer & roads) is completed, 565 stands are serviced and accepted by the Municipality. Bulk infrastructure is not available. The appointment of a Bulk and Top-Structure Contractor is yet to be completed by the GDHS. In the meantime, Training/Workshops are being provided to the community by the Municipality's LED Section to ensure that the community is well equipped to benefit from the construction opportunities that will arise.
- **Sicelo Shiceka (Langkuil Re-blocking and De-densification Project)** – Sicelo has the largest informal settlement in Midvaal with a total of over 3000 households. The informal settlement is densely populated and as such the UISP which was planned years ago for the area cannot take place until such time that households are relocated to enable space for the installation of services. The Municipality has made 500 stands available for relocation on Portion 47 of the farm Langkuil 373 IR. The Layout Plan and Flood line Study has been completed. Basic services are being installed by the Engineering Services Department. The community has taken ownership of this project through various committees, e.g. Project Steering Committee, Street Committees, Re-blocking team, Enumeration Committee, etc. Community engagements in terms of the design/planning for other phases of the relocation is ongoing. To date, 100 households have successfully relocated to Portion 47 of the farm Langkuil 373 IR. Plans are underway for the remaining households to be relocated in the upcoming months.

Table 18: Active low-income housing projects in Midvaal

Project Name	Ward	Targeted Informal Settlements	Project Type	Project Size	Allocations to Date
Savanna City (IRDP)	6	All informal settlements in Midvaal	Fully subsidised	5517	2184
Mamello Ext 1 (IRDP)	1	Mamello, Kudung and surroundings	Fully subsidised	565	0
Sicelo (Erf 78 Meyerton Farms walk up units)	10	Sicelo	Fully subsidised	720	0
Sicelo (Re-blocking & De-densification)	8	Sicelo	Reblocking and De-densification (provision of stands)	500	100
Savanna City (MKV)	6	All areas within Midvaal and surroundings	Fully subsidised	200	85
Total				**7502**	**2369**

Based on the above-mentioned current projects, **7502** housing opportunities are going to be made available to low-income households in Midvaal in the short-medium term. This is summarised in the table below;

7.1.2.2 Middle Income/Credit Linked Housing

The middle-income housing programme aims to assist households in the 'gap' market, i.e. those who are too rich to qualify for the fully subsidised houses but too poor to afford a bond for a house. FLISP is intended to assist these households to access housing, by providing a subsidy that can be used to pay the deposit on a house or to decrease the size of the home loan. The following project is ongoing to cater for this market. This project is partially funded by Government;

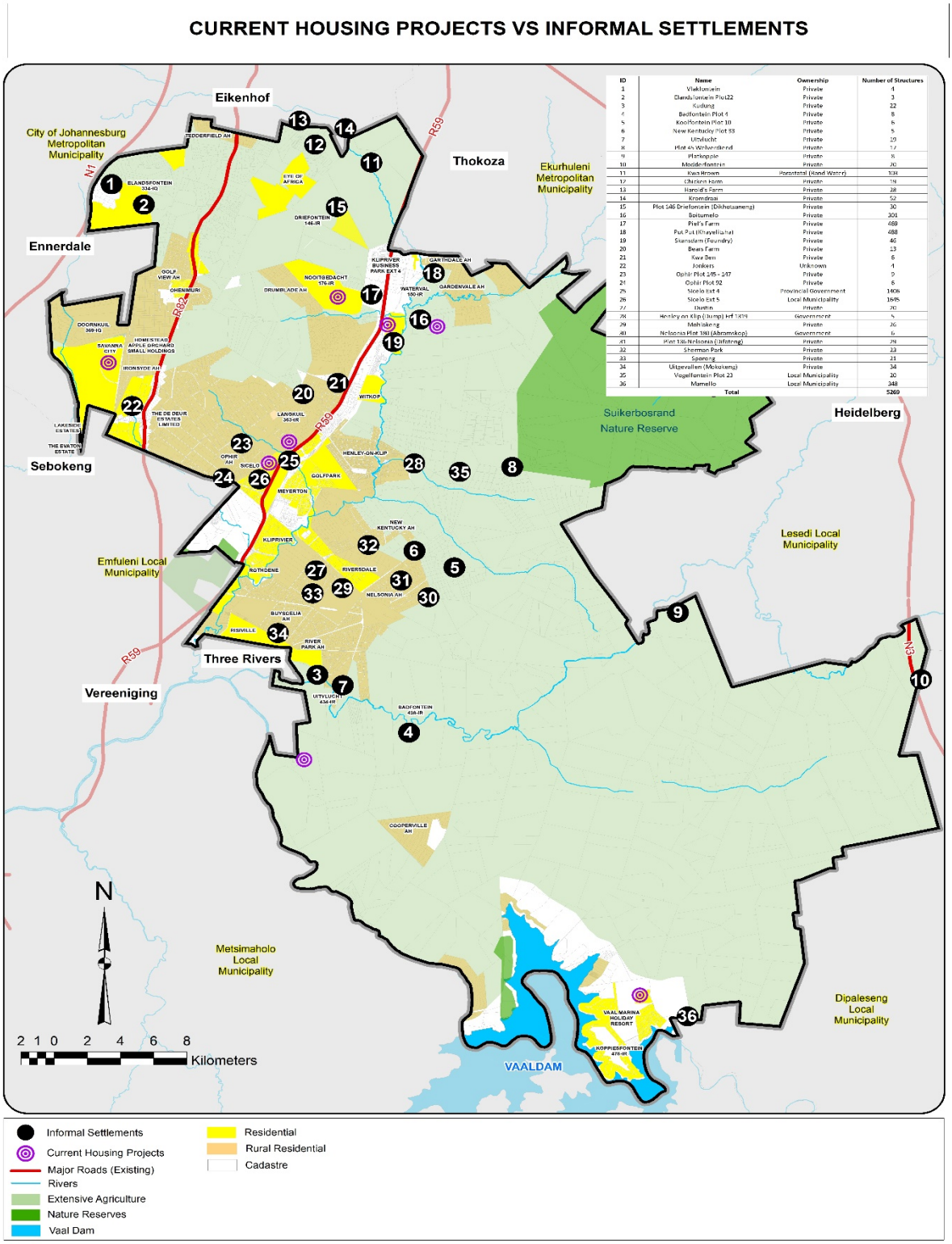
- **Savanna City Development (FLISP)** – This project is market driven and comprises of 5518 opportunities. The beneficiaries of this project need to meet certain criteria stipulated by the NDHS as per the subsidy instrument. To date, 617 FLISP have been allocated to qualifying beneficiaries in the Savanna project.

Table19: Middle Income Housing in Midvaal

Project Name	Ward	Targeted Informal Settlements	Project Type	Project Size	Allocations to Date
Savanna City (FLISP)	6	All areas within Midvaal and surroundings	Partially subsidised	5518	617
Total				**5518**	**617**

It should be noted that the provision of the active low-medium income projects will yield a total of **13020** opportunities, which is close to the entire housing backlog of **14376**.

Map 5: Current housing projects to eradicate informal settlements/backlog



ID	Name	Ownership	Number of Structures
1	Vlaklontein	Private	4
2	Blandsfontein Plot22	Private	3
3	Kudung	Private	22
4	Bedfontein Plot 4	Private	8
5	Koolfontein Plot 10	Private	6
6	New Kentucky Plot 33	Private	5
7	Uitvlucht	Private	10
8	Plot 45 Welverdiend	Private	17
9	Mariappie	Private	8
10	Modderfontein	Private	20
11	Kwa Brown	Parastatal (Rand Water)	104
12	Chicken farm	Private	19
13	Harold's Farm	Private	28
14	Kromdraai	Private	52
15	Plot 146 Driefontein (Dikhotsaneng)	Private	30
16	Boitumelo	Private	301
17	Piet's Farm	Private	469
18	Put Put (Ravelliata)	Private	488
19	Skansdam (Foundry)	Private	46
20	Beats Farm	Private	13
21	Kwa Ben	Private	6
22	Jonkers	Unknown	1
23	Ophir Plot 145 - 147	Private	9
24	Ophir Plot 92	Private	6
25	Sicelo Ext 4	Provincial Government	1406
26	Sicelo Ext 5	Local Municipality	1645
27	Duduza	Private	20
28	Henley on Klip (Ikemeleng) Hf 1319	Government	5
29	Mahlakeng	Private	26
30	Nelsonia Plot 198 (Abramskop)	Government	6
31	Plot 196 Nelsonia (Jiftafeng)	Private	29
32	Sherman Park	Private	23
33	Spaarong	Private	21
34	Uitgevallen (Mokoteng)	Private	34
35	Vogelfontein Plot 23	Local Municipality	20
36	Mamello	Local Municipality	348
	Total		5269

7.1.3 Future housing projects

There are projects within Midvaal currently in the planning phase. These projects are listed below and will contribute to the future housing needs and the eradication of the housing backlog. The projects will yield a total of about **7942** opportunities. It should be mentioned that these projects could take between 3-5 years to be implemented.

Table 20: Future Housing Projects in Midvaal

Project	Ward	Project Type	Target Beneficiaries	Project size	Progress to date
Sicelo Erf 72 Meyerton Farms	8	Walk-up units with full title deeds	Sicelo informal settlement	700	Rezoning application is submitted for consideration
Boitumelo Rapid Land Release	4	Provision of stands	Boitumelo, Khayelitsha, Piel's Farms, Harold's Farm and neighboring informal settlements	1500	Engagements are ongoing for the donation of land. Geotech and other studies are yet to be conducted
Sicelo Erf 56 Meyerton Farms	8	Walk-up units with full title deeds	Sicelo informal settlement	700	Rezoning application submitted for consideration. Land rehabilitation yet to be undertaken
Sicelo Informal Settlement Upgrading	8	Res 1, 3 & others	Sicelo informal settlement	842	All planning processes completed. Area is densely populated, awaiting relocation of households
Bantu Bonke Agri-Village	1	Agri Village	Bantu Bonke and surrounding informal settlements	500	Feasibility & Cost Benefit Analysis study completed
The Grace	12	Walk-up units with full title deeds	Boitumelo, Khayelitsha, Piel's Farms, Harold's Farm and neighboring informal settlements	700	Township application approved; bulk challenges exist
Portion 77 Langkuil development	5	Mixed housing development	Sicelo informal settlement	3000	Geotech study completed, GDHS to acquire land
Total				**7942**	

By taking the current and future housing priority projects into consideration, there will an over supply of houses as indicated in the table below. It is estimated that about **19962** housing units will be provided; this is over the housing demand of **14376.**

Table 21: Estimated housing supply by 2022

Project Type	Project Name	Project Size	No of units
Low Income earners (Fully subsidized, MKVs, Walk-ups & provision of stands)	Sicelo Siceka (Erf 56)	700	**13444**
	Savanna City	5517	
	Sicelo Informal Settlement Upgrading	842	
	Bantu Bonke Agri Village	500	
	Sicelo (Erf 78 Meyerton Farms)	720	
	Sicelo (Erf 72 Meyerton Farms)	700	
	Sicelo (Re-blocking and De-densification)	500	
	Mamello Ext 1	565	
	Savanna City (MKV)	200	
	Boitumelo Rapid Land Release	1500	
	The Grace	700	
	Portion 77 Langkuil	1000	
Middle Income earners (FLISP)	Savanna City	5518	**6518**
	Portion 77 Langkuil	1000	
Total		**19962**	**19962**

7.1.4 Land for future development

The following land parcels have been acquired for future development to accommodate households in the Sicelo and Bantu Bonke area. Detailed studies are yet to be conducted on the portions of land.

Table 22: Land for future development

Property Description	Ward	Ownership	Target Beneficiaries	Project size
Portions of Erf 188 Meyerton Farms	8	Gauteng Provincial Government	Sicelo informal settlement	To be confirmed
Portion 7 of Panfontein 437 IR	1	Department of Rural Development and Land Reform	Bantu Bonke, Kudung, Uitvlucht and neighboring informal settlements	500

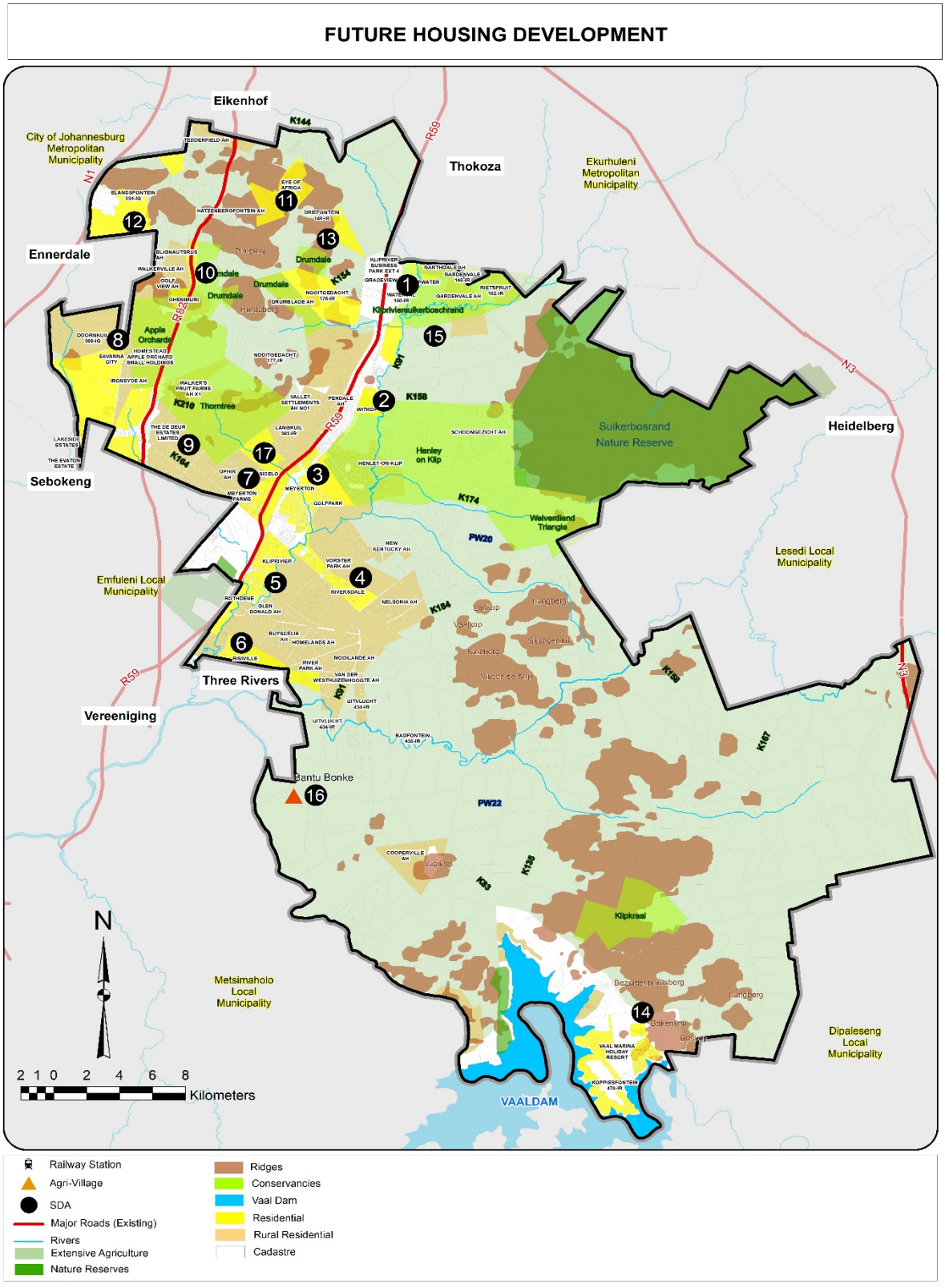
Besides the above mentioned, the Midvaal SDF highlights 14 Strategic Development Areas (SDAs) where current and future residential development/densification is promoted. No housing developments will be considered outside the SDA's as indicated in the HSP and SDF.

Table 23: Midvaal Strategic Development Area (SDA)

Strategic Development Areas (SDAs)	Potential Capacity
SDA1: Waterval Node within UDB	550 Units
SDA2: Skansdam and Daleside railway stations	1000 Units
SDA3: Meyerton CBD Precinct *	1000 Units
SDA4: Riversdale	200 Units
SDA5: Rothdene-Kookrus	200 Units
SDA6: Risiville	100 Units
SDA7: Sicelo *	5476 Units
SDA8: Savanna City *	18399 Units
SDA9: De Deur	20028 Units
SDA10: Walkerville	2523 Units
SDA11: Eye of Africa, Mountain View/Woodacres	2158 Units
SDA12: Elandsfontein	16182 Units
SDA13: The Grace *	1414 Units
SDA14: Mamello *	1031 Units
SDA15: Boitumelo*	1500
SDA16: Panfontein	500
SDA17: Langkuil*	3000 Units
Total	**74230 Units**

Source: Midvaal 2019/20 SDF *** Short to Medium Term Priority**

Map 6: Proposed SDAs (Future Housing Development Areas)



7.2 PLANNED PRIVATE DEVELOPMENTS IN MIDVAAL

The following table provides some details on housing developments being pursued by the private sector. These projects are targeted at the middle to upper income earners.

Table 24: Planned Private Developments Initiated

Project Name	Ownership	Project Type	Project Size	Status
Uitvlucht Project	Private	Medium to high residential	Res 1 – 1926 Res 2 – 2439 Res 2 -210 (Retirement)	Township establishment in process
Gateway Eco Estate	Private	Medium to high residential	Res 1 – 1518 Res 2 – 453 Res 3 -2093	Township establishment approved
Savanna City (Bonded & Proposed Res 3)	Private	Middle-high residential	Bonded – 4729 Proposed Res 3 – 2635	Construction of the bonded houses is ongoing.
Portion 77 Langkuil	Private	Middle-high residential	Bonded - 1000	Geotech, feasibility to follow
The Grace	Private	Middle-high income	Res 1 – 1414	Township establishment approved
Total			**18417**	

7.3 KEY HOUSING CHALLENGES FACING THE MIDVAAL LOCAL MUNICIPALITY

Challenges facing the Midvaal Local Municipality in terms of housing delivery include the following;

- **Land availability and acquisition challenges:** Well-located municipal owned land for housing development is scarce and land acquisition of privately owned land by the GDHS is extremely expensive and the process is tedious.
- **Dolomitic conditions:** Land in areas such as Slangfontein, Meyerton Farms, Klipriver, Witkop, Golf Park, Henley on Klip, Kookrus, etc is highly dolomitic and hinders the housing development process due to the fact that such land is either not developable or costly to develop as additional studies such as a Geotech Study and Dolomite Stability Report, etc. is required **(See Map 7: Dolomitic Areas in Midvaal).**
- **Limited housing typologies:** Majority of the housing projects implemented in the Municipality is for low cost housing (fully subsidised houses). National housing programmes such as Social housing, CRU/rental housing and Rural housing that will

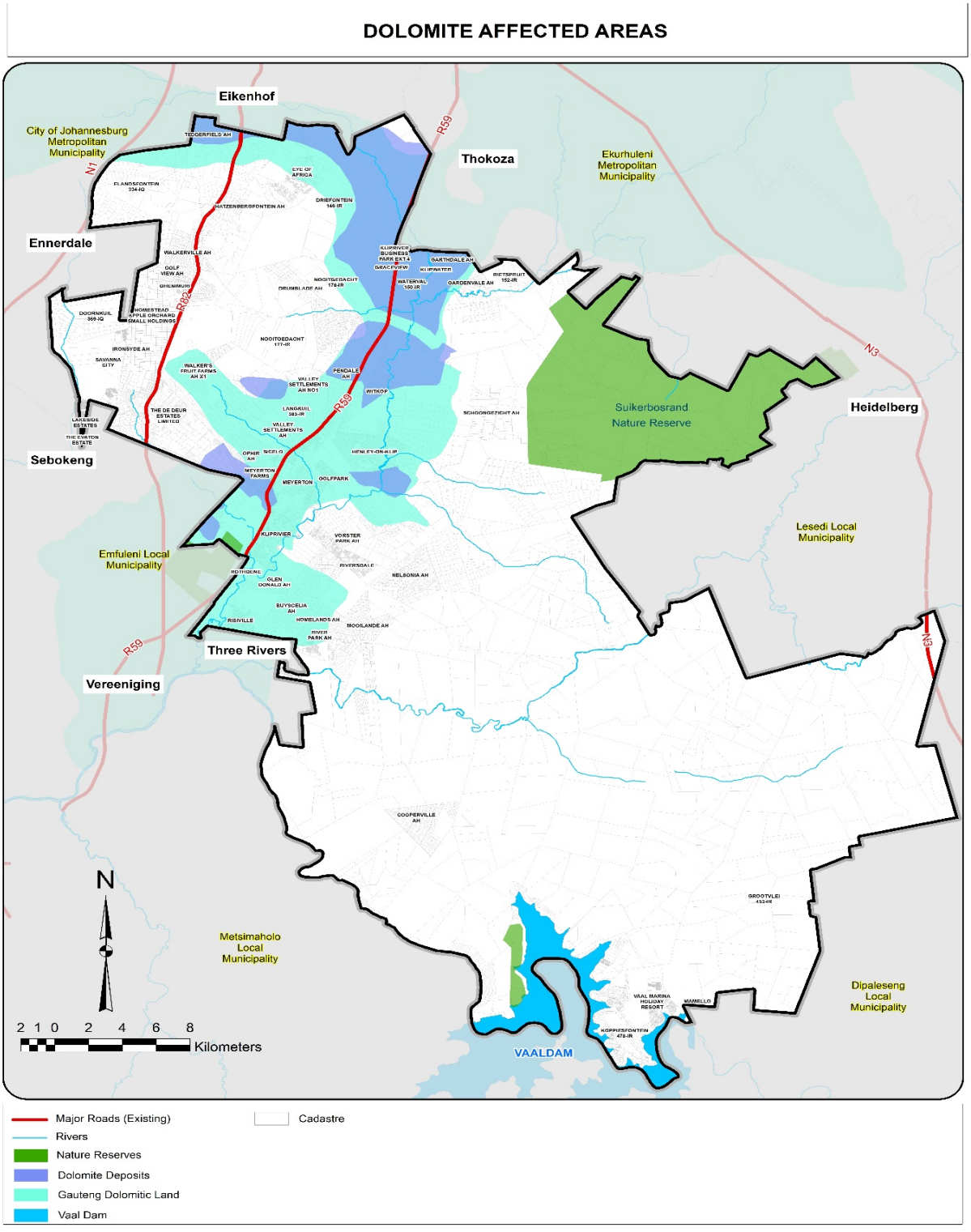
cater for middle and high-income earners are non-existent. Such typologies need to be initiated to suit the target group's needs.

- **Inadequate Municipal Housing Capacity**: The Municipality's Human Settlements Unit comprises of only 3 officials (x1 Director, x1 Deputy Director and x1 Housing Officer for the Savanna City project). This shows the inadequate capacity to handle all housing project matters in the Municipality, more especially since the Municipality intends to be accredited to be a housing delivery agent.
- **Insufficient infrastructure for housing development**: The current sewer/bulk capacity as well as other engineering services is limited hence affecting the Mamello, The Grace & Savanna City Developments. Ageing infrastructure upgrades are also a necessity in certain areas. Without these Engineering Services housing delivery is impossible.
- **Growth in informal housing and settlements**: Community surveys are conducted in the informal settlements, subject to budget availability. There has been growth in the informal households between 2009 and 2018 especially in the larger informal settlements such as Piel's Farm, Sicelo, Boitumelo, Khayelitsha, Harold's Farm, Kroomdrai, etc. There has also been an increase in backyard shacks specifically in Lakeside and Sicelo. The issue of informality increases the housing backlog resulting in the Municipality not being able to eradicate the housing backlog. Rental housing options is a necessity.
- **Limited basic services within informal settlements:** Majority of the informal settlements within the Midvaal jurisdiction are on privately owned land and this makes it difficult for the Municipality to provide permanent/cost effective basic services. Some informal settlements have access to limited basic services more especially sanitation and electrification. The proposals in the NUSP Report needs to be taken into consideration regarding the upgrading of informal settlements on privately owned land.
- **Restricted Disaster Management Assistance:** There is lack of serviced sites, housing or camps for the temporary relocation of families who encounter disasters, e.g. Mamello Tornado, shack fires, etc. In addition, there is no funding available to the Department for disaster relief primarily in informal settlements. Protection Services Department and the Sedibeng District Municipality (SDM) supply limited, short-term and unsustainable assistance to affected families. The Development & Planning Department needs to explore the possibilities of accessing the Disaster Relief Fund.
- **Illegal sale of subsidised Government houses:** Although the Housing Act clearly states that a person shall not sell or alienate from his or her dwelling or site within a period of eight (8) years from the date of occupation, beneficiaries are not complying with this clause. The effect of this is that, beneficiaries who sell their houses do so at a price below the market value, return to live in informal settlements, become non-qualifiers and have expectation of receiving further housing assistance from the

Municipality, hence adding to the backlog. Community awareness campaigns are essential.

- **Non-Accreditation of Housing Delivery Functions to Midvaal:** The GDHS is the implementation agent for housing delivery in the Sedibeng Region. The role of the Municipality in terms of the housing process is therefore limited. This prevents the Municipality from being able to intervene effectively in areas of housing delivery. The Municipality has indicated its intension to apply for Accreditation Level 1 to the GDHS in 2019, further engagements need to take place on the matter between the GDHS and the Municipality. Meeting to be arranged for further discussions on the application for Accreditation Level 1.
- **Housing quality concerns: W**hile great progress has been made in the delivery of low-cost housing, questions around quality remain. There is emerging evidence that some of the houses constructed do not comply with the required standards. Relevant stakeholders need to have a mindset of adhering to all building standards. In addition, community members are not familiar with the warranty scheme administered by the NHBRC which has been extended to all housing subsidy financed houses constructed. The warranty scheme ensures that all new homes built under the Government subsidy scheme are fit for habitation. It also provides warranty for roof-leakages, structural defects, etc. Community awareness campaigns are essential.
- **Lack of Social amenities in Housing Developments:** With housing being the dire need for the eradication of informal settlements, it gets more priority resulting in inadequate land earmarked for social amenities such as schools, churches, clinics and crèche. In certain instances, land earmarked for social amenities remain vacant years after completion of the houses. This can be as a result of uncoordinated Provincial and Local planning.

Map 7: Dolomitic Areas in Midvaal



8. STRATEGIC FRAMEWORK

8.1 Housing Vision & Mission

8.1.1 Vision

To plan, co-ordinate and facilitate the provision of human settlements linked with social facilities and job opportunities in an integrated, sustainable and effective manner that responds to the housing needs of Midvaal residents.

8.1.2 Mission

A Municipality aimed at serving its community by providing adequate access to human settlements through effective partnerships with relevant stakeholders.

8.2 SWOT ANALYSIS

The table below indicates the strengths, weaknesses, opportunities and threats in terms of housing delivery;

Table 25: SWOT Analysis

Strengths	Weaknesses
• Availability of a functional Human Settlements Section which forms part of the Development & Planning Department • Land Invasion within the area is under control and relevant municipal by- laws in place to deal with non-compliance	• Inadequate Municipal Housing Capacity – technical capacity within the Municipality is generally limited to fulfil its housing functions. Currently, there are only 3 staff to undertake all housing roles • Insufficient bulk and infrastructure in the Municipal area prohibits housing development • Dolomitic soil conditions in specific areas within the Municipality restricts/compromises housing development • Only 1 vehicle is used to patrol the entire MLM area to combat land invasion and manage informal settlement areas, due to lack of budget • Inadequate Consumer Education Awareness/Campaigns for housing beneficiaries. This results in beneficiaries being unclear about their roles and responsibilities as new home owners. Also, the Town Planning/Building Control processes to be followed by beneficiaries

	in the extension of homes/establishment of businesses is uncertain. Enforcements to ensure compliance through Attorneys becomes an expensive exercise • Budget constraints for Rapid Land Release Programme/Re-blocking/De-densification and Informal settlement upgrading with regards to the provision of services/relocation of beneficiaries • Uncertainty regarding how best to cater for the non-qualifiers of Government housing programmes within the area • Lack of proper co-ordination between the relevant municipal departments (e.g. Engineering, Social Services, Disaster Management, etc.) • Limited job creation and skills development through housing projects. In most cases, only short-term jobs are created and this does not fully address the unemployment issues. • Non effective disaster management interventions. Lack of improvement in the lives of those who are affected by natural disaster
Opportunities	**Threats**
• Build on a strong IGR between the various spheres of Government • Formation of stronger partnerships with private sector developers is necessary • Increasing demand and acceptance for Rental/Social Housing to cater for medium-high income groups and non-qualifiers • Introduction of mixed income housing projects. This will ensure social integration and create vibrant communities	• Land invasion is currently a reactive approach • Increasing housing demand and migration. Housing demand is increasing due to urbanisation, regardless of the number of houses already provided by Government. • Administrative and process related problems cause delays in the housing delivery chain. These include delays in land acquisition and transfer, township establishment processes, environmental

• Plan for housing Accreditation level to enable the Municipality to receive funding directly from National Treasury and take ownership of future housing developments	approvals, beneficiary registration and approvals, etc. • Insufficient, affordable and safe housing for all population could result in people immigrating from Midvaal to neighbouring Municipalities. • Well-located land for housing development is scarce and this can result in houses being situated far away from economic opportunities and community facilities. • Unavailability of funds for relocation of beneficiaries on dolomitic land. • Job creation through the use of Emerging Contractors to build houses has ensued in administrative overload for the Municipality officials (Building Control Inspectorate).

8.3 HOUSING DEVELOPMENT OBJECTIVES & STRATEGIES

Taking the key housing issues listed in item 7.3 as well as the SWOT analysis into consideration, the following objectives and strategies are devised;

Table 26: Housing Development Strategies and Objectives

Priority Housing Issue	Objectives	Strategies
Land availability and acquisition	• To identify adequate, well-located municipal owned land for housing development within the Urban Development Boundary (UDB) • To ensure unutilised state-owned land within the municipal jurisdiction is donated/transferred to the Municipality for housing development or the implementation of the Rapid Land Release programme • To assist in resolving land acquisition challenges that arise between the GDHS and private land owners within Midvaal	• Conduct land audit in order to have accurate information on land availability. This is however dependant on budget availability • Establish a set of guidelines in assessing well-located land for housing development (e.g. locality, ease of access, infrastructure availability, etc.) • Consult with the relevant Government Departments and institutions to ensure unutilised state-owned land is reserved and transferred to the Municipality for housing development • Approach the Housing Development Agency (HDA) to assist and fast track land acquisition processes and transfers between private land owners and the GDHS • Offer incentives (where needed) to private land owners to persuade them to sell their properties for housing developments

Integrated Residential Development	• To facilitate and promote developments that offer various housing typologies to diverse income earners • To offer social and rental housing opportunities as a means to increase revenue and assist “non-qualifiers” of fully or partially subsidised houses. • To ensure housing developments integrate communities whilst at the same time providing the necessary social and economic activities • To encourage PPP for inclusion and community development • To formulate skills development programmes that addresses youth unemployment • Promote the inclusion of local SMME’s and local labourers in housing development • To report, monitor and evaluate housing projects • Promote the Draft Green Building Policy guidelines once approved by Council	• Identify the housing needs within the Municipality • Promote the creation of sustainable human settlements • Assess the need for Rental/Social housing through community surveys or the GDHS Demand Database/HSS and provide opportunities based on the need and affordability • Capacitate the Municipality to be able to deal with rental collection, construction quality standards and other related queries • Conduct an audit on the availability of infrastructure to support diverse housing typologies • Embrace forward planning for housing development • Assess available social facilities and determine future needs • Provide incentives for PPPs • Develop policies that promote SMMEs & Youth development • Define clear roles and responsibilities for each sphere regarding Monitoring & Evaluations (M&E). • Participate in effective M&E of housing projects and assist the GDHS in dealing with challenges • Adopt the Green Building Policy guidelines

Rapid Land Release	• To provide serviced stands to non-qualifiers of fully subsidies housing and other housing typologies • To provide security of tenure and tile deeds to beneficiaries	• Conduct enumeration in applicable settlement/areas in order to have accurate information on households • Develop a set of guidelines in terms of qualifying criteria • Assess available and required infrastructure • Explore funding streams for the installation of services • Establish a Technical Team to deal with planning issues (studies, layout plan, dolomite study, infrastructure assessment and installation, etc.) • Establish a PSC to ensure success of the programme • Provide relocation assistance to households, subject to budget availability • Appoint Conveyancer for the transfer of title deeds
Eradication of Informal Settlements	• To monitor existing informal settlements • To prevent the expansion of informal settlement or the formation of new informal settlements	• Appoint service provider to patrol the municipal jurisdiction on a daily basis • Keep up to date information of informal settlement households • Link informal settlements and households to existing and future housing developments • Form partnership with the GDHS, private developers and other relevant stakeholders for the implementation of housing programmes

Informal settlement and backyard upgrading	• Upgrade and re-block informal settlements on suitable municipal owned/state owned land (e.g. Sicelo Shiceka) • Relocate households on unsuitable land into housing projects being implemented • Upgrade backyard rentals (subject to the GDHS Backyard Rental Policy)	• Keep an up to date informal settlement database • Monitor the existing informal settlements • Ensure control measures are put in place to avoid expansion of informal settlements • Refer matters of non-compliance to the Attorneys, if necessary • Formulate an informal settlement plan • Accommodate non-qualifiers by ensuring that serviced site is made available to them in this programme • Determine the status quo of backyard shacks • Upgrade backyard shacks as per the stipulated norms and standards • Address National Building Regulation (NBR) compliance issues, taking into consideration the GDHS Backyard Rental Policy) • Ensure the Building Control Section enforces compliance on backyard accommodation • Partner with the GDHS and other stakeholders for the successful implementation of this programme

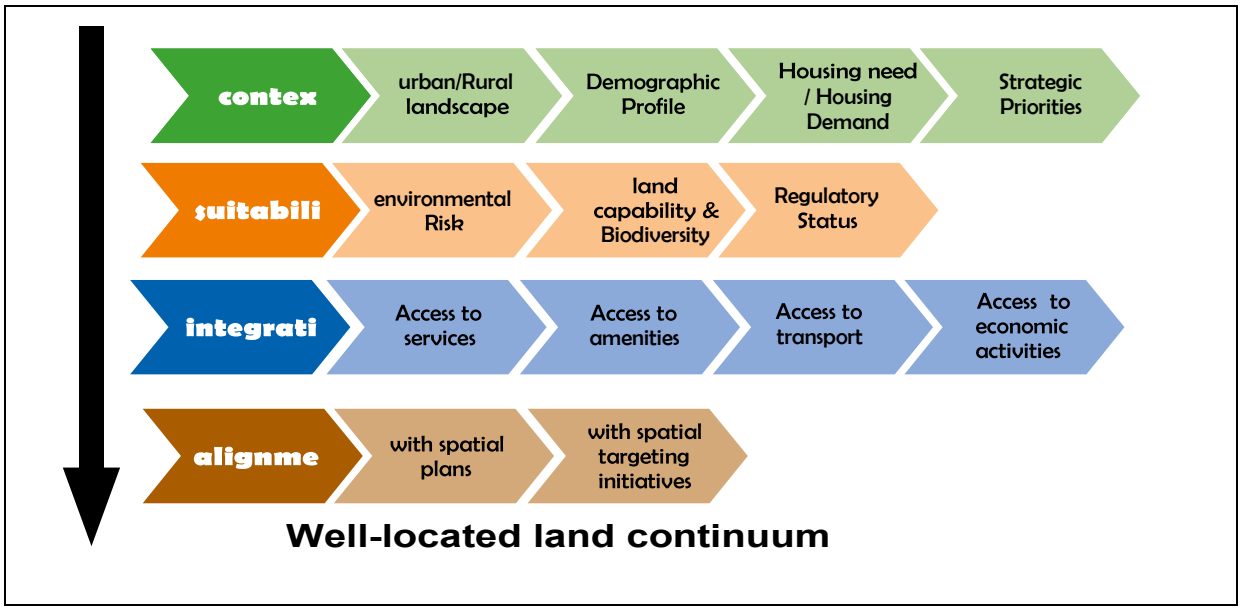
Infrastructure Development	• To guarantee the provision of adequate and quality infrastructure to meet the need of various housing programmes • To provide informal settlements with satisfactory basic services	• Align housing developments with the Engineering Services "Infrastructure Master Plan" • Apply for adequate MIG funding to ensure the service level for engineering services is satisfactory • Explore alternative financial institutions • Implement prioritized projects in line with overall priority areas of housing project services
Institutional Arrangements Restructuring	• To ensure that the Development & Planning Department is capacitated to deliver on housing • Apply for Level 1 Accreditation by 2022 and Level 2 Accreditation by 2027	• Engage with the GDHS on the requirements to qualify for Accreditation and technical assistance available • Strengthen the Development & Planning Department to enable it to meet the accreditation standards set by the NDHS • Fill in vacant positions and appoint additional key housing personnel (technical, property management, project management, etc.) in order to meet key deliverables • Identify skills gaps/training needs, funding required and implement the required programmes
Emergency Housing Assistance	• To provide emergency assistance to destitute households	• Assess disaster and engage with the GDHS on the available funding available • Engage with the GDHS on available funding

8.4 DEVELOPMENT PROPOSALS

8.4.1 Land availability and acquisition for housing development

The effective delivery of housing in Midvaal requires the identification/acquisition of well-located land. The process of identification is however played out in a contested space between both the public and private sector and land uses. Therefore, care must always be exercised. As a result of the above, the HDA has developed a land identification and Assessment criteria as indicated below;

Figure 1: Land identification and Assessment criteria



The Municipality will ensure that land identified for housing developments is evaluated taking the above criteria into account. The Municipality will consider the housing needs of beneficiaries and will identify land that is closer to economic opportunities, with access to engineering services. Such land should and be in-line with the Midvaal SDF's development focus areas. Further, the integration of people is crucial in housing development if apartheid planning is to be addressed, land for housing development should therefore integrate people and not exempt marginalized people. The Municipality will ensure that the Spatial Planning and Land Use Management Act (SPLUMA) 2013 (Act No 16 of 2013) development principles, namely, principle of spatial resilience, spatial sustainability, spatial justice, efficiency and good administration is taken into consideration in the identification of land for housing development as well as township establishment processes.

Given that Municipal owned land is inadequate and land is affected by dolomite soil conditions, the necessary steps need to be undertaken to ensure that suitable state-

owned land (e.g. Public Works, Provincial Government, etc.) are identified to be donated/transferred to the Municipality for housing development. Consultation with these spheres of Government is essential. Land audits need to be conducted on state owned land within the jurisdiction in order to have accurate information regarding location, size, infrastructure available, geotechnical conditions, housing demand in the area, etc. Construction on dolomitic land should adhere to the Municipality's Draft Dolomite Risk Management Policy.

In instances where housing developments are undertaken by private entities, the Municipality should undertake the necessary negotiations to ensure that a percentage of the project accommodates low-income earners as per the Inclusionary Housing Policy. Inclusionary housing is a form of planned mixed-income community where developers are incentivized or required to set aside a proportion of their building's units, often 10%-20%, for low or moderate-income households.

8.4.2 Promote mixed housing developments (Integrated Residential Development)

Mixed-income housing projects has a potential to transform the socio-spatial division in urban areas, contributing to the creation of compact inclusive cities where people of different incomes live in harmony and equally benefit from the social and economic opportunities available. In the Midvaal Municipality, there are greater opportunities for building a cohesive urban society.

In order to ensure that this is a success, the various housing needs of Midvaal residents need to be catered for. It is important for the Municipality to facilitate a diverse range of housing programmes that should include low cost housing, Social housing, Rental housing, FLISP and bonded houses, such as Savanna City. Implementation agreements need to be signed between MLM and the GDHS to ensure the roles and responsibilities of each organization is clearly defined. Further, this may mean that more Private and Public Partnerships may be formed to ensure mixed housing opportunities can be delivered.

Social and Rental housing is currently lacking in the Municipality. Such needs should be identified and recognised as these housing typologies can cater for the gap market. Community facilities (e.g. schools, clinics, parks, etc.) should be considered and accommodated for when approving housing developments. Engagements with the necessary Provincial Departments need to be undertaken to make certain that houses are not occupied by beneficiaries without the availability of schools, clinics, libraries, sports facilities and so forth. Housing development should also be linked to economic development opportunities that will enable communities to sustain themselves on a long-term basis and contribute to increasing Municipal revenue base. The Municipality's LED

programmes, capital projects and policies such as the Procurement Transformation Policy will play a big role in this regard.

8.4.3 Special Needs/Emergency Housing

There are various cases that renders communities homeless and the National Housing Code identifies the following instances;

a. Homelessness Through Extraordinary Circumstances (Reactive)

This applies to a situation declared a disaster (possibly where initial steps have been taken under the Disaster Risk Management Act), or to situations that are not declared but have caused destitution. Extraordinary circumstances include the following:

- Floods
- Earthquakes
- Strong winds
- Sinkholes
- Severe rainstorms
- Disastrous industrial accidents
- Hail/snow
- Evictions/house demolition
- Devastating fires
- Social/political unrest

b. Households & Communities Living in Hazardous Conditions (Proactive)

This applies to dangerous conditions and any condition that poses a threat to life, health, and safety that can be addressed through a housing intervention. Dangerous conditions include:

- Land or houses highly vulnerable to any of the risks outlined above (i.e. floods, strong winds, severe rainstorms, fires, living under power lines, and others)
- Dolomitic land (prone to sinkholes)
- Land under-mined at shallow depth
- Rectification of pre-1994 government housing (through the Rectification Programme)
- Threat of eviction from land or unsafe buildings/structures, or threat of demolition of structures
- Threat of dislocation due to civil conflict or unrest

c. Households & Communities Living in the way of Services/Proposed Services

The following services apply:

- Water
- Power lines
- Sewerage
- Roads/railways

- Established reserves
- In situ (on-site) upgrades

The Emergency Housing Programme is provided for in the National Housing Code and the main objective of this Programme is to provide temporary assistance in the form of secure access to land and/or basic municipal engineering services and/or shelter in a wide range of emergency situations of exceptional housing need through the allocation of grants to municipalities. Midvaal Municipality will explore the various assistance to be made available to affected communities as and when these incidents occur.

The Municipality will;

- Choose the appropriate emergency housing response
- Assess and understand the emergency housing situation
- Consider and apply the key principles of the programme (reducing vulnerability, restoring human dignity, etc.)
- Consider the trade-offs (transit camps, Temporary Relocation Area (TRAs), starter kits, etc.)
- Align the Emergency Housing Programmes with other programmes (UISP, IRDP, etc.)
- Look towards a permanent solution, where applicable
- Apply and secure the emergency housing funding
- Ensuring appropriate community engagement and participation
- Consider the livelihoods and vulnerability

(* Application of the Emergency Housing Programme will only apply to informal settlements in the HSP).

Table 27: Application of the Emergency Housing Programme

Options for the use of the Policy				
	Policy reference	Situation Category	When to use	Considerations to be addressed by the intervention
On-site assistance	1.1	Temporary on-site assistance. No relocation required	Settlements devastated by fires or severe weather events (e.g. informal settlements) The site of the emergency is suitable for future permanent development	• Reducing vulnerability • Building method • Materials to be used (materials offered must be the same for all beneficiaries) • Permanent future solution on the site or on another site within an acceptable timeframe • Community negotiation (partnerships with NGOs)
	3.2	Temporary on- site assistance. Resettlement at a later stage to a 'permanent temporary settlement area'	Settlements devastated by fires or severe weather events (e.g. informal settlements) The site of the emergency is not suitable for permanent settlement but is habitable on a temporary basis (i.e. absence of imminent threat to health and safety OR the hazards can be addressed/mitigated)	

Relocation with assistance	1.2	Relocation to a permanent location with assistance on a temporary basis	Settlements devastated by fires or severe weather events or eviction where land is uninhabitable (imminent threat to health and safety) and households must be resettled Resettlement land is suitable for permanent housing development	• Length of stay on relocated or resettled site • Key trade-offs including choices between on-site settlement or relocation, as well as between temporary or permanent relocation Key land use trade-offs • On-site assistance to be provided in conjunction with relocation (i.e. transit camps, Temporary Relocation Area (TRAs), starter kits) • Length of time needed to provide accommodation (TRAs can take a long time to establish) • Location of the site in relationship to key facilities, resources, and amenities • Community engagement with all stake holders including the receiving community • Budgeting for maintenance of temporarily established areas
	1.3	Temporary assistance through resettlement to an existing developed area	Settlements devastated by fires or severe weather events or eviction where emergency land is uninhabitable (imminent threat to health and safety) and people must be resettled Resettlement land is suitable for permanent housing development Resettlement land is located within an existing developed area	

	Policy reference	Situation category	When to use	Considerations to be addressed by the intervention
Relocation with assistance (continued)	3.1	Assistance with relocation to temporary settlement area To be relocated again, once a permanent housing solution is possible	When households are settled on land or in buildings that are temporarily or permanently uninhabitable for any reason Settlements devastated by fires or severe weather events (e.g. informal settlements)	• Community engagement with all stake holders including the receiving community • Budgeting for maintenance of temporarily established areas • Maintenance of areas established under the Programme and long-term solution for qualifiers and non-qualifiers • Destruction of livelihoods and fragmentation of social networks
	3.3	Temporary assistance with resettlement to a 'permanent temporary settlement area'	Emergencies or evictions where households must be moved, and a suitable and available site does not exist for future development	

Formal house repair or reconstruction	2	Permanent formal housing to be repaired or rebuilt	When formal housing is destroyed or damaged (usually caused by fires or severe weather events) and the site is suitable for permanent settlement This can only be used if the home-owner does not have insurance. Other stipulations apply	• Emergency housing used as an interim measure while housing is being built (alignment with disaster relief is applicable) • Contracting of local labour and skills transfer • Limitations on use of the Programme in cases of formal house reconstruction (cannot be applied to backyarders, those covered by superstructure insurance, or those without secure tenure). Additionally, no more than the project linked subsidy can be used to repair or reconstruct the dwelling.

8.4.4 Housing Accreditation for the Municipality

In order for the Midvaal Municipality to delivery housing, the Municipality should seek to achieve Level 1 Accreditation by 2022 and Level 2 Accreditation by the end of 2027.

The delegation of the housing functions from the GDHS to Midvaal Local Municipality will comprise of;

- **Level One Accreditation**: This includes beneficiary management, subsidy budget planning and allocation and priority programme management and administration
- **Level Two Accreditation**: This comprises of Midvaal undertaking the full programme management and administration of all housing programmes together with the functions in the Level One Accreditation.

Accreditation will enable Midvaal Local Municipality to have control over the planning for and administration of this HSP and also ensure the acceleration of human settlements development whilst at the same time improving the quality of life of households residing in Midvaal.

The organogram of the Municipality's Human Settlements Section should be strengthened through the filling of positions and creation of posts for project management and implementation (both technical and administrative) to enable the Municipality to be able to meet the necessary accreditation standards as set by the NDHS. Similarly, the required training and skills development programmes should be provided to municipal officials to ensure quality housing delivery.

8.4.5 Upgrading of Informal Settlements (UISP)

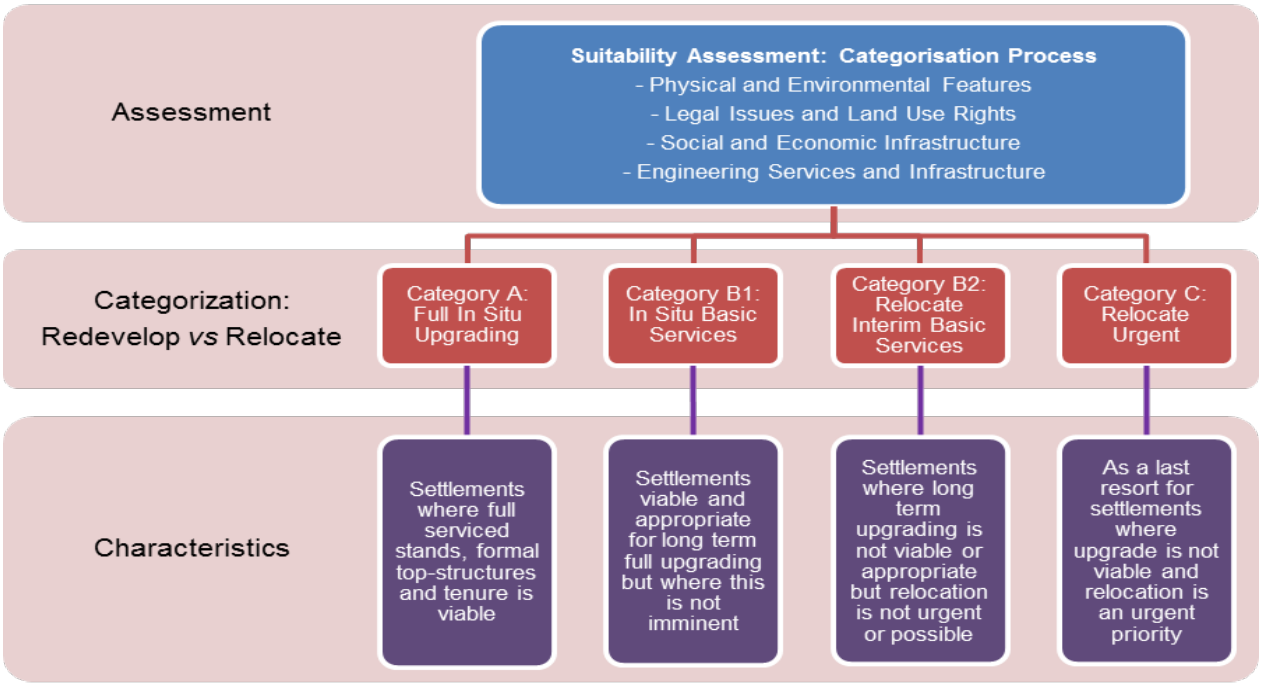
Government's informal settlement upgrading programme aims to relocate informal settlement households situated on unsuitable land into formal housing projects as well as to improve informal settlements that are positioned on suitable land for housing development with access to basic services such as electricity, sanitation, water and so forth.

The NUSP is aimed at providing support to the UISP. The Municipality was provided with support as per the NUSP. The following deliverables were provided;

- Informal Settlement Assessment and Categorisation **(Table 28)**
- Upgrading Plans for selected B1 Informal Settlements **(Table 30)**
- Sustainable Livelihoods Programmes for B1 Informal Settlements and
- Integrated Informal Settlement Upgrading Programme

The Assessment and Categorisation of informal settlements in Midvaal were undertaken as per the diagram and table below;

Figure 2: Informal Settlements Categorization Model



The assessment and categorization of the informal settlements is summarized as follows;

- 99 units (2%) should be earmarked for Farm Worker Housing assistance
- 3051 units (58%) for in-situ formalisation (B1)
- 1490 units (28%) for relocation (B2)
- 175 units (3%) for urgent relocation (C)
- 106 units (2%) should be addressed in terms of Land Use Management (LUM) procedures and
- 348 units (7%) are classified as Category A as a project is already underway to accommodate them.

The informal settlement strategy and sustainable livelihood programme supports the relocation of targeted informal settlements households to the Midvaal priority projects (e.g. Sicelo Informal Settlement to Erf 78 Meyerton Farms, Mamello Informal Settlement to Mamello Ex1 project, Kroomdrai, Harold Farm to the Savanna City Development, etc). The strategy proposes that services be upgraded for areas with no housing project plans, e.g. Nelsonia, Elandsfontein, Henley on Klip, Jonkers, etc. An item will be drafted to Council on the strategy prior to implementation.

Table 28: Midvaal LM Informal Settlements: NUSP Category Classification

No.	Settlement Name	No. of structures	Ownership	NUSP Category	Units per NUSP Category						
					FWH	A	B1	B2	C	LUM	TOTAL
1	Vlakfontein	4	Private	FWH/B2	1			3			4
2	Elandsfontein Plot22	3	Private	LUM						3	3
3	Kudung	22	Private	FWH	22						22
4	Badfontein Plot 4	8	Private	FWH	8						8
5	Koolfontein Plot 10	6	Private	FWH	6						6
6	New Kentucky Plot 33	5	Private	FWH	5						5
7	Uitvlucht	19	Private	FWH/B2	12			7			19
8	Plot 45 Welverdiend	17	Private	FWH	17						17
9	Platkoppie	8	Private	FWH	8						8
10	Modderfontein	20	Private	FWH	20						20
Total Farm Worker Housing		**112**			**99**	**-**	**-**	**10**	**-**	**3**	**112**
11	Kwa Brown	103	Parastatal (Rand Water)	LUM/B2						103	103
12	Chicken Farm	19	Private	B2				19			19
13	Harold's Farm	28	Private	B2				28			28
14	Kromdraai	52	Private	B2				52			52
15	Plot 146 Driefontein Dikhotsaneng	30	Private	B2				30			30
Subtotal Eye of Africa		**232**			**-**	**-**	**-**	**129**	**-**	**103**	**232**
16	Boitumelo	301	Private	B2				301			301
17	Piels Farm	469	Private	B2				469			469
18	Put Put Keylitsha	488	Private	C/B2				313	175		488
19	Skansdam Foundry	46	Private	B2				46			46
Subtotal Waterval		**1,304**			**-**	**-**	**-**	**1,129**	**175**	**-**	**1,304**
Total Northern Area		**1,536**			**-**	**-**	**-**	**1,258**	**175**	**103**	**1,536**
20	Bears Farm	13	Private	B2				13			13
21	Kwa Ben	6	Private	B2				6			6
22	Jonkers	4	Unknown	B2				4			4
23	Ophir Plot 145 - 147	9	Private	B2/FWH				9			9
24	Ophir Plot 92	6	Private	B2				6			6
25	Sicelo Ext 4	1,406	Provincial Government	B1/B2			1,406				1,406
26	Sicelo Ext 5	1,645	Local Municipality	B1/B2			1,645				1,645
Subtotal Sicelo/West		**3,089**			**-**	**-**	**3,051**	**38**	**-**	**-**	**3,089**
27	Dustin	20	Private	B2				20			20
28	Henly on Klip (Dump) Erf 1319	5	Government	B2				5			5
29	Mohlakeng	26	Private	B2				26			26
30	Nelsonia Plot 180 Abramskop	6	Government	B2				6			6
31	Plot 136 Nelsonia Difateng	29	Private	B2				29			29
32	Sherman Park	23	Private	B2				23			23
33	Sporong	21	Private	B2				21			21
3435	Uitgevallen Mokokeng	34	Private	B2				34			34
	Vogelfontein Plot 23	20	Local Municipality	B2				20			20
Subtotal Meyerton/East		**184**			**-**	**-**	**-**	**184**	**-**	**-**	**184**
Total Central		**3,273**			**-**	**-**	**3,051**	**222**	**-**	**-**	**3,273**
36	Mamello	348	Local Municipality	A		348					348
Total Mamello		**348**			**-**	**348**	**-**	**-**	**-**	**-**	**348**
TOTAL		**5,269**			**99**	**348**	**3,051**	**1,490**	**175**	**106**	**5,269**

Table 29: Classification/Categorisation of Informal Settlements as per NUSP

Category A: Full Upgrading

- **Developmental pathway**:
  - Rapid formalisation consisting of full services, top-structures and formal tenure (e.g. title deeds).
- **Rationale**:
  - Site is viable (developable) and appropriate for purposes of formalisation;
  - Project is implementation-ready - full upgrading can commence rapidly (typically land secured, feasibilities complete, plans approved etc.).
- **Response:**
  - Formal Township Establishment;
  - Full Services;
  - Full Tenure.

Category B1: Interim Basic Services

- **Developmental pathway**:
  - Provision of interim basic services leading to eventual formalisation (full upgrading).
- **Rationale**:
  - Site is viable (developable) and appropriate for purposes of formalisation;
  - Project is not implementation-ready and imminent (there will be significant delay due to such factors as land acquisition or bulk services provision).
- **Response:**
  - Upgrading Plan;
  - Basic Services (Short Term);
  - Upgraded Services (Long Term);
  - Top Structure (Long Term);
  - Tenure Upgrading (Long term).

Category B2: Emergency Basic Services

- **Developmental pathway**:
  - Provision of emergency basic services but not leading to eventual formalisation - more likely leading to eventual relocation (when and if a suitable relocation site is obtained and developed).
- **Rationale**:
  - Site is not viable (developable) and appropriate for purposes of eventual formalisation;
  - No urgent need for relocation (absence of serious health and safety threats which cannot be adequately mitigated in the short term through basic services provision).
- **Response**:
  - Short Term Intervention: Interim Basic Services Plan/Mobile Facilities;
  - Relocate Long Term.

Category C: Relocations

- **Developmental pathway**:
  - Rapid relocation to a site which is already available or imminently available.
- **Rationale**:
  - Site is not viable (developable) or appropriate for purposes of eventual formalisation.
  - There is an urgent need for relocation due to serious health and safety threats which cannot be adequately mitigated in the short-term through basic services provision.
  - An appropriate relocation destination is currently or imminently available.
  - In some instances, residents may be assisted in terms of the national Emergency Housing Assistance Programme.
- **Response**:
  - Land Identification/Acquisition (Formal Township or Informal Area);
  - Basic/Full Services;
  - Tenure Partial/Full;
  - Top Structures (Long Term).

Table 30: Midvaal Informal Settlement Upgrading Strategy/Programme as per NUSP

	Priority Housing Development Area		Total Savannah City	Skansdam	Total Skansdam	Sicelo 2 Blocks	Sicelo Erf 78	Sicelo Erf 72	Sicelo Erf 56 (was 204)	Sicelo 2 Erf 188	Sicelo 2 Erf 175	Sicelo Langkuil	Total Sicelo	Mamello Phase 1	Total Mamello	Panfontein Agri Village	Local Farms
	Informal Settlements		**8,152**	**3,500**	**3,500**	**842**	**660**	**700**	**700**	**338**	**204**	**9,732**	**13,175**	**565**	**565**	**500**	**72**
1	Vlakfontein	4	**3**		-								-		-		1
2	Elandsfontein Plot22	3	-		-								-		-		3
3	Kudung	22	-		-								-		-	22	
4	Badfontein Plot 4	8	-		-								-		-	8	
5	Koolfontein Plot 10	6	-		-								-		-		6
6	New Kentucky Plot 33	5	-		-								-		-		5
7	Uitvlucht	19	-		-								-		-	7	12
8	Plot 45 Welverdiend	17	-		-								-		-		17
9	Platkoppie	8	-		-								-		-		8
10	Modderfontein	20	-		-								-		-		20
	Farm WorkerHousing	**112**	**3**	-	-	-	-	-	-	-	-	-	-	-	-	**37**	**72**
11	Kwa Brown	103	-	**103**	**103**								-		-		
12	Chicken Farm	19	-	**19**	**19**								-		-		
13	Harold's Farm	28	-	**28**	**28**								-		-		
14	Kromdraai	52	-	**52**	**52**								-		-		
15	Plot 146 Driefontein Dikhotsaneng	30	-	**30**	**30**								-		-		
	Eye of Africa	**232**	-	**232**	**232**	-	-	-	-	-	-	-	-	-	-	-	-
16	Boitumelo	301	-	301	**301**								-		-		
17	Piels Farm	469	-	469	**469**								-		-		
18	Put Put Keylitsha	488	-	488	**488**								-		-		
19	Skansdam Foundry	46	-	46	**46**								-		-		
	Waterval	**1,304**	-	**1,304**	**1,304**	-	-	-	-	-	-	-	-	-	-	-	-
	Total Northern Area	**1,536**	-	**1,536**	**1,536**	-	-	-	-	-	-	-	-	-	-	-	-
20	Bears Farm	13	**13**		-								-		-		
21	Kwa Ben	6	-		-					4	2		**6**		-		
22	Jonkers	4	-		-						4		**4**		-		
23	Ophir Plot 145 - 147	9	**9**		-								-		-		
24	Ophir Plot 92	6	**6**		-								-		-		
25	Sicelo Ext 4	1,406	-		-	421	660	325					**1,406**		-		
26	Sicelo Ext 5	1,645	-		-	421		375	700	149			**1,645**		-		
	Sicelo/West of R59	**3,089**	**28**	-	-	**842**	**660**	**700**	**700**	**153**	**6**	-	**3,061**	-	-	-	-
27	Dustin	20	-		-					20			**20**		-		
28	Henly on Klip (Dump) Erf 1319	5	-		-					5			**5**		-		
29	Mohlakeng	26	-		-					26			**26**		-		
30	Nelsonia Plot 180 Abramskop	6	-		-					6			**6**		-		
31	Plot 136 Nelsonia Difateng	29	-		-					29			**29**		-		
32	Sherman Park	23	-		-					23			**23**		-		
33	Sporong	21	-		-					21			**21**		-		
34	Uitgevallen Mokokeng	34	-		-					34			**34**		-		
36	Vogelfontein Plot 23	20	-		-					20			**20**		-		
	Meyerton/East of R59	**184**	-	-	-	-	-	-	-	**184**	-	-	**184**	-	-	-	-
	Total Central	**3,273**	**28**	-	-	**842**	**660**	**700**	**700**	**337**	**6**	-	**3,245**	-	-	-	-
36	**Mamello**	**348**	-		-								-	348	**348**		
	Total South	**348**	-	-	-	-	-	-	-	-	-	-	-	**348**	**348**	-	-
	TOTAL	**5,269**	**31**	**1,536**	**1,536**	**842**	**660**	**700**	**700**	**337**	**6**	-	**3,245**	**348**	**348**	**37**	**72**
	Surplus		8,121	1,964	1,964	-	-	-	-	1	198	9,732	9,930	217	217	463	-

8.4.6 Upgrading of Backyard Shacks

The number of backyard shacks within Midvaal and more especially settlements such as Lakeside and Sicelo, highlights the need for quality and affordable rental accommodation

within the Municipal jurisdiction. Backyard rental can be seen as a means of increasing municipal revenue through the payment of rates, taxes, etc. and also as means of accommodation to non-qualifiers of Government assisted housing programmes. In terms of strategies, an accurate database should be developed for backyard shacks within the Municipality. The communities need to be educated on the effects of increased backyard development and the impact on the available municipal services should be determined and upgraded, where applicable.

Minimum norms and standards in terms of the National Building Regulations (NBR) and South African National Standards (SANS) should be formulated by the Building Control Section on how best to accommodate backyard shacks. The Housing Rental Strategy as compiled by the GDHS need to be taken into consideration. The backyard structures also need to comply with the Municipal by-laws.

8.4.7 Densification

Future housing programmes should be aligned with the municipal Densification Strategy as outlined in the SDF. This future housing determination should be informed by availability of infrastructure (water, sewer and electricity), access to public transport systems, access to public and recreational facilities, employment opportunities and recreational facilities.

8.4.8 Implementation agreements

The implementation agreements refer to an agreement that the Municipality should enter into with various housing delivery institution be it public or private partnerships. The agreement should spell out the housing delivery process, housing typology, housing specifications and systematic process that need to be followed, roles and responsibilities of various stakeholders, terms of reference (TOR) of various committees to be established, expected delivery period and committed budget. This will ensure that housing is delivery in accordance with scope, budget and time.

8.4.9 Infrastructure Master plan

An Infrastructure Master Plan that is aligned with municipal priority development areas as depicted in the SDF should be formulated. This plan will serve as a guide to future housing development and will outline short, medium and long-term infrastructure planning of the Municipality. The plan will thus have to inform when and where future housing development should be undertaken.

8.4.10 Urban Management Plan

An Urban Management Plan should inform how general urban management should be undertaken at various housing development programmes. It should describe various

urban management aspects of the development such as informal trading areas, development character, architecture, street furniture, waste management, by-law enforcements and social amenities such as mobile clinics, libraries, etc. The plan will further provide guidelines on how public and common spaces should be managed.

8.4.11 Institutional arrangements/stakeholder meetings

Each and every development comes with its own operational mechanisms and the delivery of human settlements should not be seen as delivery of housing only but as articulated in the vision of the HSP should be seen as delivery of human settlements linked with the necessary facilities. It is therefore important to ensure that in planning for housing, there is a simultaneous process indicating how many public facilities will be required and the necessary budget. This means that there should be stakeholder engagements to ensure that there is parallel coordinated housing delivery process which also gives an indication of how and when the various facilities will be delivered. It is crucial to give an indication of the human capital required in order to capacitate the Municipality where there is not enough staff compliment to ensure the successful implementation of housing that necessary arrangements are made. The housing delivery process should be coordinated from the onset with effective institutional management system which comprises of task teams, project steering committees and stakeholder engagement forums.

8.4.12 Social Services Master Plan

A Social Services Master Plan needs to be devised taking into consideration the lack of social services such as schools, clinics, cemeteries, community facilities, cemeteries and so forth in the Municipality. In order for the Municipality to ensure the provision of integrated human settlements, the Social Services Department needs to ensure social amenities are available to households. The Social Services Master Plan should be aligned with the municipal priority development areas as depicted in the SDF.

9. IMPLEMENTATION PROGRAMME

Strategic Objective	Activity	Estimated Cost	Accountable Department	Time Frame
To identify adequate, well located land for housing development and assist in resolving land acquisition challenges that arise between the GDHS and private land owners	• Liaise with the Finance Section for the conducting of land audits for housing development	No cost involved	Finance	1 year
	• Devise a set of criteria to be used in classifying suitable and well-located land (e.g. geo-tech, availability of infrastructure/ engineering services, SDF compliance, etc.)	No cost involved	D&P & Engineering Services	1-2 years
	• Secure land owned by State/SOEs (e.g. Rand Water, Eskom, Public works, etc.) for housing development through consultations and negotiations	No cost involved	D&P & Legal Services	1 year
	• Facilitate (where necessary) the land acquisition processes between the GDHS and private owners	No cost involved	D&P & Legal Services	As and when required
Promote and facilitate the creation of mixed housing developments	• Identify the housing needs within the Municipality	To be determined	D&P, Service Provider & GDHS	1-2 years

Strategic Objective	Activity	Estimated Cost	Accountable Department	Time Frame
integrated with the job opportunities and social facilities	• Conduct an audit on the availability of infrastructure to support diverse housing typologies and affordability levels	To be determined	D&P & Engineering Services	1-2 years
	• Embrace forward planning for housing development	No cost involved	D&P & Engineering Services	On an annual basis
	• Develop implementation agreements which should be agreed upon between the GDHS, MLM and relevant Stakeholders preceding to the commencement of a project	No cost involved	D&P & Legal Services & relevant Stakeholder Dept	As and when required
	• Report, monitor and evaluate housing construction and the installation of engineering services	No cost involved	D&P & Engineering Services	As and when required
Promote Emergency Assistance Programme	• Conduct assessment of the emergency/disaster • Sign MOU with relevant department to access Disaster Relief Fund • Compile an assistance plan	To be determined	D&P, SDM, Protection Services & Service Provider	1-2 years

Strategic Objective	Activity	Estimated Cost	Accountable Department	Time Frame
Informal settlement upgrading	• Develop an informal settlement database • Assess and formulate an informal settlement plan • Facilitate the implementation of informal settlements upgrading programme. This should be in-line with the National Housing Code	To be determined	D&P, GDHS & Engineering Services	1-3 years
Eradication of Informal Settlements	• Monitor informal settlements on a regular basis • Prevent the formation of new informal settlements • Link existing informal settlements to projects in the IDP	To be determined	D&P & Service Provider	Ongoing basis
Regulate backyard rental in order to provide affordable and quality rental accommodation.	• Establish an accurate database for all backyard shacks in MLM • Formulate minimum norms and building standards as well as the legislative framework to accommodate backyard shacks in MLM • Enforce municipal by-laws where necessary	To be determined	D&P, GDHS & Engineering Services	End of 2022

Strategic Objective	Activity	Estimated Cost	Accountable Department	Time Frame
	• Upgrade backyard shacks taking into consideration infrastructure availability, health issues and densities			
Promote job opportunities in housing development (SMMEs & general labourers) and identify the training needs	• Liaise with the GDHS and private developers to ensure sufficient job creation and skills transfer	No costs involved	D&P	As and when required
	• Develop LED policies and programmes and identify funding for the required training and implement training programmes	To be determined	D&P	June 2021
Capacitate the Department (technical and admin) to ensure staff can undertake housing	• Devise a realistic organogram for the Department to enable the unit to function properly and ensure project management	To be determined	D&P & HR	End of 2022
	• Advertise and appoint adequate staff	To be determined	D&P & HR	

Strategic Objective	Activity	Estimated Cost	Accountable Department	Time Frame
development functions	• Provide the necessary training (property management, beneficiary registration, project management, etc.) for current and new staff to enable them perform tasks required	To be determined	D&P & HR	
Develop HSP with a clear Housing Vision and Mission	• Draft HSP with strategies and objectives • Align the HSP with the Municipality's IDP & SDF and other relevant National and Provincial policies and plans	No cost involved	D&P	June 2020
	• Workshop (Public Participation) the HSP	No cost involved	D&P	
Attain Accreditation Level 1	• Engage with the GDHS on the Accreditation requirements and functions • Compile and submit the necessary business plans to the NDHS • Request approval for accreditation from the NDHS • Determine the accreditation roles and responsibilities required from the Municipality	To be determined	D&P & GDHS	End of 2022

Strategic Objective	Activity	Estimated Cost	Accountable Department	Time Frame
	• Provide the necessary skills and training regarding beneficiary management, subsidy budget planning and allocation, housing programme management			
Rapid Land Release Programme (Boitumelo & Sicelo)	• Identify land for the RLRL as per the policy • Undertake the necessary studies (Geotech/Flood line) and planning (Rezoning/Layout Plan, etc. • Source funding for the installation of permanent engineering services •	R5,000,000	D&P, Engineering Services, Finance & GDHS	End of 2021

10. CONCLUSION

Although Midvaal Local Municipality is currently not accredited to implement or carry out housing developments, the Municipality has a responsibility to ensure residents within its jurisdiction have access to adequate housing which includes the housing aspects listed above. This is done through the planning, co-ordinating and facilitation of housing development in partnership with the GDHS, private developers and other relevant stakeholders.

The Midvaal HSP aims to assist the Municipality in undertaking its housing roles and in ensuring that appropriate housing typologies are undertaken in the Municipal area. The HSP, like the Municipal Integrated Development Plan will be reviewed on an annual basis in order to accommodate new projects, update current projects information, align with National and Provincial programmes and plans.

11. REFERENCES

Breaking New Ground (BNG), 2004
Constitution of the Republic of South Africa, 108 of 1996
Community Survey 2016
Delivery Agreements of Government: Outcome 8
Disaster Management Act, 2002
Division of Revenue Act (DORA), 7 of 2003
Extension of Security of Tenure Act (ESTA), 62 of 1997
Housing Act, 107 of 1997
Housing Consumers Protection Measures Act, 95 of 1998
Housing White Paper, 1994
Intergovernmental Relations (IGR) Framework Act, 2005
Midvaal Integrated Development Plan 2019/20
Midvaal Spatial Development Framework 2019/20
Midvaal indigent Policy 2018/19
Midvaal Migration Plan 2014
Midvaal Water Services Development Plan 2014/15-2016/17
Municipal Finance Management Act (MFMA), 56 of 2003
Municipal Structures Act, 117 of 1998
Municipal Systems Act (MSA), 32 of 2000
National Building Regulations and Building Standards Act (NBRA), 103 of 1977
National Development Plan (NDP)
National Environmental Management Act (NEMA), 107 of 1998
National Home Builders Registration Council (NHBRC)
National Housing Code, 2000
National Upgrading Support Programme (NUSP) 2018
Policy on Emergency Housing Assistance
Prevention of Illegal Eviction from Unlawful Occupation of Land Act, 1998
Provincial Growth and Development Strategies (PGDS)
Public Finance Management Act, 1999
Rental Housing Act, 1999
Social Housing Act, 16 of 2008
Spatial Planning and Land Use Management Act, 16 of 2013
Sedibeng HSP
Statistics South Africa, Census 2011
Upgrading of Informal Settlements Programme (UISP)

ANNEXURE I:

LETTER FROM MEC COGTA ON COMMENTS ON THE 2019/2020 IDP

GAUTENG PROVINCE
CO-OPERATIVE GOVERNANCE AND
TRADITIONAL AFFAIRS
REPUBLIC OF SOUTH AFRICA

Enquiries: Thandiwe Kubeka
Telephone: 0716792823
Reference: MEC Letter 2018/19
Thandiwe.kubeka@gauteng.gov.za

Cllr Bongani Baloyi
The Executive Mayor
Midvaal Local Municipality
Cnr Mitchel & Junious Street
MEYERTON
1960

By email: mayor@midvaal.gov.za

Dear Cllr Baloyi

RE: COMMENTS ON THE 2019/20 MIDVAAL LOCAL MUNICIPALITY REVIEWED INTEGRATED DEVELOPMENT PLAN (IDP)

Gauteng Municipalities, including Midvaal, have made significant strides in ensuring that their IDPs are credible and compliant with the law – as shown by the timeous development, review and adoption of both draft and final IDPs of the 2019/20 financial year. The Municipality is commended for this important milestone in improving the lives of our people. Municipalities are further commended for taking various initiatives aimed at promoting the linkages between IDPs and the strategic pathways of the other two spheres of government, despite challenges in the integrated development planning process.

In line with Section 32 (2) of the Municipal Systems Act (32 of 2000), kindly receive my brief comments on your municipality's 2019/20 IDP. These seek to highlight areas requiring attention as part of the IDP review process whilst also presenting a number of issues for consideration in the next IDP review.

SPATIAL PLANNING

The Municipality is acknowledged for attaching the full 2019/2020 Spatial Development Framework (SDF). Various national and provincial policies are acknowledged and articulated within the SDF. However, the IUDF is referred to as the Gauteng IUDF and it must be noted that the IUDF is a national policy. The incorrect map is used as the GSDF 2030 composite map in Figure 3. The municipality is advised to use correct composite. Housing demand is presented in the SDF and planned locations are provided.

However, the municipality is urged make a spatial representation of land identified for future residential development on a map format. Nodal hierarchy are identified inclusive of characteristics. The municipality has indicated the importance of linking human settlement projects to economic opportunities to combat the spatial imbalances of the past. Further articulation must be given on how the municipality intends to link housing facilities to local economic development, nodal priorities, transport/mobility support in outlying settlements.

Although a lot of effort is spent on economic development, the NDP Urban Network Strategy is not acknowledged and no mention is made of NDP projects or Township regeneration. The SDF should focus on township regeneration efforts in order to create hubs in accordance with the NDPs Urban Network Strategy. Agriculture is promoted and a specific Midvaal agricultural policy is developed. Small scale agricultural activities are not indicated and not prioritised. The municipality is required to spatially reference where existing small-scale agriculture activities are situated and where such activities are encouraged.

ENVIRONMENTAL MANAGEMENT AND SUSTAINABLE DEVELOPMENT

The municipality lacks overall integrated environmental management plans. However, the municipality identify air pollution, waste pollution in the form of illegal dumping and pollution from manufacturing. The municipality indicates that financial and technical constraints impede their ability to implement proper environmental management. In light of that, it is therefore imperative that the municipality addresses the issue of budget and resources allocation towards achieving this goal. In addition to that, the municipality needs to develop or align to the following strategies as identified in the IDP review in order to deal with some of the encountered challenges:

- Sedibeng DM Climate Change Mitigation Strategy
- GDARD Climate Change Overarching Strategy
- Sedibeng DM Air Quality Management Plan and by laws
- Climate Change Let's Respond Toolkit for Local Government
- Sedibeng DM Integrated Waste Management Plan and by laws
- Sedibeng DM Bioregional Plan
- Bontle ke Botho Clean Up campaigns
- Celebrate Ad hoc Environmental Calendar days for awareness purposes

GOVERNANCE AND INSTITUTIONAL DEVELOPMENT

The IDP in its political vision and electoral promises made by the Executive Mayor undertakes to "Be open, transparent, honest and responsive government". The Municipality also rates itself in its performance analysis as "Good Performance/implementation/standard" on Anti-fraud and corruption management.
One of the NDP's key priorities is the combat of fraud and corruption which is echoed in both the SONA and SOPA addresses. The MLM IDP 2019/20 is however silent on its stance in this regard.

It is important for the municipality to express itself on how it plans to address the serious consequences of corruption, fraud and maladministration and consequence management, through the implementation of strategies, policies and control measures put in place. Furthermore, the municipality needs to ensure an ethical culture is embedded within the organisation, as well as public awareness and civil education to strengthen public participation and community oversight.

The IDP does not make mention of the functionality of IGR structures in the Sedibeng District or intermunicipal fora being present. This was also expressed by the municipality during a Roundtable engagement with CoGTA in March 2019. CoGTA has initiated a process of circulating a questionnaire to determine what support/interventions are required to assist the district and its local municipalities to strengthen intergovernmental relations and the development of an IGR strategy.

FINANCIAL VIABILITY

Cash flow: The municipality has demonstrated stability in financial management over the past number of financial years. The attainment of good results and performance are also evident from the previous financial years with positive outcome. The municipality has a positive cash position for each of the three years of the 2019/20 MTREF. A 'positive' cash position, for each year of the MTREF an indication that that budgeted expenditure budget is sufficiently funded.

Cash coverage ratio: The municipality has a reasonable cash coverage ratio of 2.5 months which is expected to increase to 2.7 and 2.9 months respectively, this may mean amongst others the municipality ability to meet short term payments when they fall due. Ideally the municipality should try to maintain reserves of at least 3 months.

Repairs and maintenance: The provision for repairs and maintenance for the municipality is still inadequate, 6 percent when compared to the National Treasury norm of 8 percent, which might affect the long-term sustainability of the municipality assets. Adequate allocation in this regard should be made in order to prolong the life span of assets of the municipality.

CONCLUSION

The issues raised throughout this letter are presented in the spirit of cooperative governance driven by a profound desire to see Gauteng's communities thrive. Their elevation to your attention is thus not done so punitively, but to advance the overall integrated development planning process and its final output as captured in your Integrated Development Plan.

The municipality is thus encouraged to pay close attention to the issues raised in the letter.

Yours faithfully



MR LEBOGANG MAILE, MPL
MEC: COGTA, URBAN PLANNING AND HUMAN SETTLEMENTS
DATE: 13/11/2019

Cc: Municipal Manager
: Office of the Premier
: All GPG Departments

ANNEXURE J:

RESPONSE LETTER TO MEC COGTA ON COMMENTS ON THE 2019/2020 IDP

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OFFICE OF THE EXECUTIVE MAYOR

MEC: Department of Cooperative Governance and Traditional Affairs

Department of Local Government and Housing

77 Commissioner Street

Johannesburg

2001

12th May 2020

Dear MEC Maile

RE: RESPONSE ON THE COMMENTS OF THE 19/20 FINAL MUNICIPAL INTEGRATED DEVELOPMENT PLAN

The Midvaal Local Municipality acknowledges the comments from the office of the MEC on the 2019/2020 Integrated Development Plan (IDP).

The Municipality appreciates the feedback on the IDP and also welcomes the areas of improvement and notes same, the issues that needs action are therefore responded to in this way:

Submission of a list of identified high risk environmental contraventions to Mayoral Committee

MEC COMMENTS:	MIDVAAL RESPONSE
SPATIAL PLANNING	
The Municipality is acknowledged for attaching the full 2019/2020 Spatial Development Framework (SDF).	Noted with gratitude.

Various national and provincial policies are acknowledged and articulated within the SDF. However, the IUDF is referred to as the Gauteng IUDF and it must be noted that the IUDF is a national policy.	The 2020/2021 Midvaal SDF has been amended to refer to the IUNF as a National Policy (Page 24)
The incorrect map is used as the GSDF 2030 composite map in Figure 3. The municipality is advised to use correct composite.	The correct map for the GSDF has been replace on page 28 of the 2020/2021 Midvaal SDF
Housing demand is presented in the SDF and planned locations are provided. However, the municipality is urged make a spatial representation of land identified for future residential development on a map format.	Land identified for future housing is articulated on page 77-76 and pages 139-141 with the map on page 142 of the 2020/2021 Midvaal SDF.
Nodal hierarchy are identified inclusive of characteristics. The municipality has indicated the importance of linking human settlement projects to economic opportunities to combat the spatial imbalances of the past. Further articulation must be given on how the municipality intends to link housing facilities to local economic development, nodal priorities, transport/mobility support in outlying settlements.	Noted. The municipality understands the benefits of this type of development and will continue to endorse node linkages with local economic development transport/mobility support in outlying settlements.
Although a lot of effort is spent on economic development, the NDP Urban Network Strategy is not acknowledged and no mention is made of NDP projects or Township regeneration. The SDF should focus on township regeneration efforts in order to create hubs in accordance with the NDPs Urban Network Strategy.	The NDP and Urban Network Strategy and rural town regeneration is included on page 40 of the 2020/2021 Midvaal SDF.
Agriculture is promoted and a specific Midvaal agricultural policy is developed. Small scale agricultural activities are not indicated and not prioritised. The	Small scale agricultural activities are expressed on page 71 & 72 and a map on page 68 in the 2020/2021 Midvaal SDF.

municipality is required to spatially reference where existing small-scale agriculture activities are situated and where such activities are encouraged.	
ENVIRONMENTAL MANAGEMENT & SUSTAINABLE DEVELOPMENT	
The municipality lacks overall integrated environmental management plans. However, the municipality identify air pollution, waste pollution in the form of illegal dumping and pollution from manufacturing. The municipality indicates that financial and technical constraints impede their ability to implement proper environmental management. In light of that, it is therefore imperative that the municipality addresses the issue of budget and resources allocation towards achieving this goal. In addition to that, the municipality needs to develop or align to the following strategies as identified in the IDP review in order to deal with some of the encountered challenges: • Sedibeng DM Climate Change Mitigation Strategy • GOARD Climate Change Overarching Strategy • Sedibeng DM Air Quality Management Plan and by laws • Climate Change Let's Respond Toolkit for Local Government • Sedibeng DM Integrated Waste Management Plan and by laws • Sedibeng DM Bioregional Plan • Bontle ke Botha Clean Up campaigns • Celebrate Ad hoc Environmental Calendar days for awareness purposes	The demarcation of the Vaal Triangle Air Priority Area includes two district municipalities and one metropolitan municipality namely Sedibeng District Municipality (Gauteng Province), Fezile Dab; District Municipality (Free State Province) and the City of Johannesburg Metropolitan Municipality (Gauteng Province). The Local municipalities include Emfuleni Local Municipality and Midvaal Local Municipality in Sedibeng, Administrative Regions 6 (Doornkop/Soweto); 10 {Diepkloof/Meadowlands}, and 11 (Ennerdale/Orange Farm) within the City of Johannesburg; and the Metsimaholo Local Municipality {Northern Free State} (Figure 1). The priority area covers approximately 3,600 km^2 and houses a population of -2,532,362 (based on the 2001 Census) with the highest population density falling within Soweto and Emfuleni Local Municipality. **Priority Pollutants within the VTAPA** Based on the available monitoring data, the major findings of the air quality assessment indicated that: • ***Particulate*** concentrations are elevated over most areas of the VTAPA, particularly in residential areas where domestic coal burning is occurring and areas neighbouring major industrial operations. • ***Sulphur dioxide*** concentrations are reduced in both the residential and industrial stations, although exceedances were recorded on several occasions at Jabavu and Orange Farm and in Sasolburg. • ***Nitrogen dioxide*** concentrations are low in the VTAPA. although a seasonal signature was observed in N02concentrations. Nitrogen dioxide concentrations have a regional impact within the Vaal Triangle.

	• ***Carbon monoxide*** concentrations are not considered to be significant in the VTAPA. • ***Ozone*** concentrations are elevated in areas surrounding major industrial operations with exceedances of the one hour average target recorded on numerous occasions. Ozone concentrations measured at Makalu are representative of known background concentrations in South Africa. The National Environment Management Act: Air Quality Act, 2004 determine Metropolitan and District municipalities to be the licensing authority which include all listed activities. Metro and District municipalities are therefore responsible to ensure that companies comply with license conditions their atmospheric emissions licenses and that pollution reduction strategies are implemented by all such listed industries. The control of dust, noise, offensive odours and indoor air pollution is managed and controlled by the Midvaal municipality. All related complaints are handled and resolved. All non-compliance issues and complaints in relation to listed activities, are referred to the Air Quality Officer at the Sedibeng District for investigation. The current complaint system of the Midvaal municipality allow for all air pollution complaints to be registered with the municipality. The Council has Waste By-laws and it will have to be investigated if the Sedibeng Local Municipality Integrated Waste Management Plan and by-laws can be incorporated therein or our By-laws to be amended, if necessary.
GOVERNANCE AND INSTITUTIONAL DEVELOPMENT	
The IDP in its political vision and electoral promises made by the Executive Mayor undertakes to "Be open, transparent, honest and responsive government". The Municipality also rates itself in its performance analysis as "Good Performance/implementation/standard"	The Midvaal Integrity Management Strategy attached as Annexure G to the approved IDP 2019/2020 addresses this aspect. The Council has a policy on the prevention and combatting of fraud and corruption and has a proven record of acting against fraud and

on Anti-fraud and corruption management. One of the NDP's key priorities is the combat of fraud and corruption which is echoed in both the SONA and SOPA addresses. The MLM IDP 2019/20 is however silent on its stance in this regard. It is important for the municipality to express itself on how it plans to address the serious consequences of corruption, fraud and maladministration and consequence management, through the implementation of strategies, policies and control measures put in place. Furthermore, the municipality needs to ensure an ethical culture is embedded within the organisation, as well as public awareness and civil education to strengthen public participation and community oversight.	corruption. If necessary, details thereof can be provided.
The IDP does not make mention of the functionality of IGR structures in the Sedibeng District or intermunicipal fora being present. This was also expressed by the municipality during a Roundtable engagement with CoGTA in March 2019. CoGTA has initiated a process of circulating a questionnaire to determine what support/interventions are required to assist the district and its local municipalities to strengthen intergovernmental relations and the development of an IGR strategy.	The Council should welcome the process of Cogta to assist the district and the local municipalities to strengthen intergovernmental relations and the development of an IGR strategy. This will be accommodated in the next IDP document.
FINANCIAL VIABILITY	
Cash flow: The municipality has demonstrated stability in financial management over the past number of financial years. The attainment of good results and performance are also evident from the previous financial years with positive outcome. The municipality has a positive cash position for each of	The Municipality takes note of the comments and we will strive to maintain the stability. The municipality is constantly looking and implementing new strategies to ensure that we do meet the desired 3 months cash coverage ratio, and we are positive that we will progress in the

the three years of the 2019/20 MTREF. A 'positive' cash position, for each year of the MTREF an indication that that budgeted expenditure budget is sufficienlty funded. Cash coverage ratio: The municipality has a reasonable cash coverage ratio of 2.5 months which is expected to increase to 2.7 and 2.9 months respectively, this may mean amongst others the municipality ability to meet short term payments when they fall due. Ideally the municipality should try to maintain reserves of at least 3 months. Repairs and maintenance: The provision for repairs and maintenance for the municipality is still inadequate, 6 percent when compared to the National Treasury norm of 8 percent, which might affect the long-term sustainabliity of the municipality assets. Adequate allocation in this regard should be made in order to prolong the life span of assets of the municipality.	envisioned trajectory of constantly increasing from 2.5 months ratio. We strive to ensure our repairs and maintenance provision increase in-line wih the National Treasury norm of 8%.

Kind regards

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CLLR. B BALOYI
EXECUTIVE MAYOR