

INTEGRATED DEVELOPMENT PLAN 2022-27

MIDVAAL
LOCAL MUNICIPALITY

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Acronyms and Abbreviations

COGTA	Department of Corporate Governance and Traditional Affairs
CPI	Consumer price index
CWP	Community Work Programme
DDM	District development model
DoRA	Division of Revenue Act
EAP	Employee Assistance Programme
ECD	Early Childhood Development
EPWP	Extended Public Works Programme
GDS3	Sedibeng Integrated Development Plan & Growth & Development Strategy
GGT 2030	Growing Gauteng Together
GRAP	Generally Recongnised Accounting Practice
GVA	Gross Value Added
HR	Human resources
HSP	Human Settlement Plan
ICT	Information and Communications Technology
IDP	Integrated Development Plan
IUDF	Integrated Urban Development Framework
IWMP-	Integrated Waste Management Plan
KFA	Key focus area
KPA	Key performance area
KPI	Key performance indicator
LED	Local Economic Development
MEC	Member of the Executive Council
MFMA	Municipal Finance Management Act
MMC	Member of the Mayoral Committee
MLM	Midvaal Local Municipality

MPAC	Municipal Public Accounts Committee
mSCOA	Municipal Standard Chart of Accounts
MSTF	Medium Term Strategic Framework
MTREF	Medium Term Revenue and Expenditure Framework
NDP 2030	National Development Plan
NERSA	National Energy Regulator of South Africa
NKPA	National KPA
PCF	Premier's Co-ordinating Forum
PDO	Predetermined development objectives
PMS	Performance management system
PoE	Portfolio of evidence
SALGA	South African Local Government Association
SAPS	South African Police Service
SDF	Spatial Development Framework
SDGs	Sustainable Development Goals
SHEQ	Safety, health, environment and quality
SMME	Small, medium and micro enterprise
SOE	State-owned Enterprise
SPLUMA	Spatial Planning and Land Use Management Act
SWOT	Strengths, Weaknesses, Opportunities, Threats
TER	Township Economic Revitalisation



Message from the Executive Mayor

"As a municipality we are committed in creating a favourable conducive environment, that will attract right resources and accelerate growth."

It is my greatest privilege on behalf of Midvaal Local Municipality and in my capacity as the Executive Mayor of the municipality to present to you the Council's Integrated Development Plan for the period 2022–2027.
Our municipality will always be evaluated on the following:

- Its ability to meet the growing needs of its residents through rendering quality services,
- Promoting economic development,
- Fiscal discipline, and
- Ensuring that it governs effectively and facilitating growth in the municipality.

According to Section 25 of the Local Government: Municipal Systems Act, (No. 32 of 2000), each municipal council must, after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality.

This must link, integrate and co-ordinate plans and considers proposals for the development of the municipality. In addition, it must be aligned with the resources and capacity of the municipality for the implementation of the said plan. This aims to co-ordinate a coherent plan to improve the quality of life for all our residents.

As a municipality we are committed to creating a favourable conducive environment that will attract right resources and accelerate growth.

In closing, we have noted the progress that has been made thus far and we credit it all to our Councillors and officials, especially the residents of Midvaal. This progress would not have been possible without your unwavering commitment and co-operation. I would further thank the hard-working Municipal Manager (and his teams) who, despite many challenges, continue to pay attention to the task at hand.

I thank you.
Executive Mayor
Alderman Peter J Teixira



Message from the Acting Municipal Manager

The Local Government: Municipal System Act, 2000 (Act 32 of 2000) directs each municipality to draft and adopt a single strategic plan for the development of its municipality called Integrated Development Plan (IDP). This document is a five-year blueprint that is a legal requirement and strategic tool to guide Midvaal Local Municipality for the next five years (2022-2027).

The IDP supports the District Development Model (DDM) and One Plan. Together with the accompanying annual budget, the IDP is based on and compatible with the development plans of National, Provincial and District spheres of government including their planning requirements. This integration assists in achieving excellent performance, accountability and coherence for service delivery in Midvaal.

The IDP is the developmental path of the Municipality and is responsible to effectively creating an environment of economic growth and investment. It articulates the Municipality's commitments to service delivery, and it is based on public participation in all wards of the municipality, consultation and inputs from residents and stakeholders.

This 5th generation IDP provides concrete plans that the newly elected Council promised the community of Midvaal Municipality. It thrives systematically and transparently to provide acceptable solutions within the available allocated resources to enhance service delivery. It also picks up lessons learned and experiences from the past IDP.

The current administration comes into power at a difficult time during the COVID-19 pandemic, heavy economic meltdown and socio-economic challenges throughout the country and the world. This IDP outlines these key challenges and provides economic recovery solutions to these impacts of COVID-19.

Climate change is a reality and its impact on the current and future infrastructure of municipalities is/will be immense. This IDP provides mitigating measures that will minizine the impact of climate change and other environmental challenges. It also takes into consideration the UN Sustainable Development Goals.

Acting Municipal Manager: Mr S Mosidi

Chapter 1: Introduction

1.1 Background, Legislative Framework & Mandate

A municipality is compelled by legislation, the Local Government: Municipal Systems Act (No. 32 of 2000), to prepare an Integrated Development Plan (IDP) after the establishment of a newly elected Council for a five-year electoral term. Midvaal Local Municipality (MLM) has therefore compiled a draft 5th Generation IDP (2022–2027) which will detail how it will manage and administer its affairs to meet the service delivery needs of its communities.

The draft 5th Generation IDP is, however, formulated within the difficult state that the country find itself. The triple challenges of unemployment, poverty and inequality continue to direct the economic development trajectory and compromise the gains made to build a sustainable economy that is able to grow the economy and create jobs. The South African economy has been in recession and some rating agencies downgraded the country's credit rating prior to Covid-19 pandemic. Covid-19 and its negative impacts have exacerbated the socioeconomic conditions due to strict lockdown restrictions which closed some sectors of the economy and restricted movement of goods and people. These impacts have resulted in unemployment, and the closing of offices, industries, and retail facilities. The unemployment figures reached a record high of 34.9% in the third quarter of 2021; the expanded definition was an average of 46.6%. The youth unemployment rate is more than 75% with 64.4% comprising the sub-group aged 15 to 24 years and 42.9% for those aged 25 to 34 years. Approximately 30 million (55.5%) of the South African population live in poverty at the national upper poverty line (approximately R992 per month) while a total of 13.8 million people (25%) experience food poverty. South Africa continues to be a dual economy with deeper inequality measured at a Gini coefficient of 0.63. It is important to note that the high inequality and poverty are the consequences of the structural colonial legacy of segregation and exclusion.

Communities have lost hope in the ability of municipalities to deliver services due to poor governance, corruption, and maladministration. The Auditor-General of South Africa highlights these challenges on an annual basis but the situation has deteriorated with some municipalities indebted, unable to render services, owing service providers and unable to pay salaries. In some cases, communities took their municipalities to court due to failure to provide services. In recent years, the number of protest actions for municipal services has

increased across the country. Property developers are exploring developments that will independently provide and maintain their own infrastructure without the involvement of municipalities.

It is within this context and status quo that the 5th Generation IDP should be a beacon of hope to disgruntled and destitute communities. The IDP needs to introduce innovative and creative means and ways to render service delivery while improving the living conditions of these communities. The programmes and projects introduced should be labour-intensive and create job opportunities while also intensifying employment efforts of the Expanded Public Works Programme (EPWP) and Community Work Programme (CWP). The 4th Industrial Revolution presents the opportunity to take advantage of technology to improve service delivery, communication, and digitisation of systems and processes. MLM needs to ensure that it creates an environment conducive for business to thrive by reducing red tape and improving the ease of doing business. To leverage partnership and collaboration, the municipality should build strong stakeholder relationships and interventions to attract new investments and retain existing investments. It is important for the municipality to remain people-centred, ensure continuous communication and further involve communities in decision-making.

Given the challenges above, it is important that the 5th Generation IDP give hope and instil confidence in the communities that municipalities can improve their socioeconomic conditions, grow the economy and create jobs

1.2 Political Vision

The political vision is derived from the six electoral promises made by the Executive Mayor to the Midvaal community during elections campaign. They are outlined as follows:

Promise 1: Investing in Safety and Security

Our administration is committed to fully implementing the 'Outside-In Community Safety Plan' which will have two components: a policing strategy and a social empowerment plan. This means we will be tough on crime and tougher on the causes of crime. We will strengthen relations with the South African Police Service (SAPS) and providing them with the data, information, and intelligence resources to keep our residents safe.

Promise 2: Housing, Land Invasions and By-Law Enforcement

The provision of housing is not our competency; however, the need for safe, structured and fairly allocated housing with formal services is a reality in

Midvaal. We will work with the Department of Human Settlements to complete the housing development established in the area.

Promise 3: Create Opportunities for all the People of Midvaal

Our administration is committed to leading Midvaal's recovery from the front by focusing on the following:

- *Protecting existing jobs.*
- *Driving and facilitating an enabling environment for the creation of new jobs.*
- *Creating opportunities for skills development for all Midvaal's people.*

Promise 4: Providing Excellent Service Delivery

Getting the basics right is non-negotiable and it is the biggest contribution we can make to growing the local economy.

Promise 5: Solving Challenges Through Creativity and Innovation

New challenges require thinking differently and adapting quickly. We pledge to:

- *support and grow our agricultural sector to its former glory,*
- *drive agroprocessing partnerships and agribusinesses, which expand agricultural opportunities while promoting sustainable environmental protection,*
- *embrace new technologies to significantly lower our reliance on Eskom, and make load reduction a thing of the past, and*
- *investigate alternative methods of supplying reliable energy to all areas of Midvaal.*

Promise 6: Listening to the People We Serve

We want to improve our communication networks and accessibility. We also want to capacitate and resource our ward councillors to be our eyes and ears in our communities. In this way, we will

- *bring services to all communities, including those on the outermost boundaries of this municipality, and*
- *continually monitor the performance of our ward councillors, by measuring their responsiveness and issue driving impact.*

It is evident that there is an urgent need to focus efforts and thoughts on economic recovery, job creation and economic growth. It will be this administration's vision and objective to render services in an efficient manner to communities while we also introduce interventions to improve their socioeconomic conditions.

1.3 Governance and Council Structure

In terms of the provisions of the Local Government: Municipal Structures Act (No. 117 of 1998) and the Local Government: Municipal Systems Act (No. 32 of 2000), the council performs both legislative and executive functions. The council focuses on legislative, oversight, decision-making (policies and by-laws), budget and participatory roles, and has delegated other matters regarding the executive function to the Executive Mayor. Its primary role is to debate issues publicly and to facilitate political debates and discussions. Apart from their functions as decision-makers, councillors are also actively involved in community development programmes and various social programmes in the municipal area. They are the interface between the municipality and its communities. The council comprises 30 councillors. Councillors per political party are listed in the table that follows.

Table 1: Councillors per political party

Political Party	Number of Councillors
Democratic Alliance (DA)	19
African National Congress (ANC)	6
Economic Freedom Fighters (EFF)	2
Freedom Front Plus (FF+)	2
Transformative Youth Movement (TYM)	1

The Municipal Manager is the Chief Accounting Officer of MLM. As the head of the administration, the Municipal Manager primarily serves as chief custodian of service delivery and implementation of political priorities assisted by executive directors reporting directly to the Municipal Manager. The figure that follows, illustrates the structure of the Mayoral Committee and the Administration.

MIDVAAL LOCAL MUNICIPALITY STRUCTURE



EXECUTIVE MAYOR: Ald. P.J. Teixira

MIDVAAL LOCAL MUNICIPALITY



ACTING MUNICIPAL MANAGER: Mr. S. Mosidi

MEMBERS OF THE MAYORAL COMMITTEE



Cllr. M.I. Motsamai
MMC: Development and Planning



Ald. PD Hutcheson
MMC: Finance Services



Cllr. J.G. Viljoen
MMC: Engineering Services



Cllr. C.L. Gomes
MMC: Corporate Services



Cllr. T.M. Modiba
MMC: Community Service

SECTION 80: DEVELOPMENT & PLANNING	SECTION 80: FINANCE	SECTION 80: ENGINEERING SERVICES	SECTION 80: CORPORATE SERVICES	SECTION 80: COMMUNITY SERVICES
Cllr. M.I. Motsamai (Chairperson)	Ald. P.D. Hutcheson-Pretorius (Chairperson)	Cllr. J.G. Viljoen (Chairperson)	Cllr. C.L. Gomes (Chairperson)	Cllr. T.M. Modiba (Chairperson)
Cllr. A.H. Dickinson	Ald. F.W. Peters	Cllr. R.J. Hubbard	Ald. P.C. Pretorius	Cllr. M.L. Kolisang
Cllr. L.T.H. Visser	Cllr. M-A. Myburgh	Cllr. M.C. Kruger	Cllr. B.J. Jordaan	Cllr. S.M.A. Janse Van Rensburg
Cllr. M.A. Maimane	Cllr. S.T. Molakeng	Cllr. T.S. Mofokeng	Cllr. G.M. Nkoe	Cllr. M.L. Modikeng
Cllr. M.M. Ndebele	Cllr. S.M. Hoyane	Cllr. C.G. Pypers	Cllr. M.C. Mboweni	Cllr. D.T. Mokhomo
Cllr. O. Brits	Cllr. P.M. Lehloka	Cllr. J. Mazibuko		

EXECUTIVE DIRECTORS



Mr. D. Chamboko

Development & Planning

- Town Planning
- Building Control
- Illegal Structures
- Tourism
- GIS
- IDP
- Sale of Council Land
- Environmental Management
- Management
- Agricultural Affairs
- LED & MIR
- SMME Development
- Local Agenda 21
- Housing
- By-laws Enforcement
- Informal Trading and Markets
- Business Licenses



Dr A. Ngwenya

Finance Services

- Billing & Revenue
- Credit Control
- Rates & Tariffs
- Expenditure
- Budget Control
- Valuations
- Asset Management
- Risk Management
- Supply Chain Management



Mr. P. Magodi

Engineering Services

- Roads
- Stormwater
- Water provision
- Sanitation Services
- Electricity
- Street Lights
- Mechanical Workshop
- Facilities repair and maintenance
- Street signs & names
- Road Markings

Vacant

Corporate Services

- Secretariat & committees
- Legal Services
- IT Services
- Facility Rentals
- Archives
- Marketing
- Communications
- Political Offices
- Complaints System
- Internal Audit
- Performance Management
- Anti-Corruption
- OHS
- Labour Relations
- LLF
- Disciplinary Action
- Time and attendance
- Training and development
- Recruitment & Selection
- Personnel Administration
- Employee Benefits
- Administration
- Employment Equity
- HIV in Workplace



Mr. S. Mosidi

Community Services

- HIV/AIDS
- Designated Groups: Woman, Elderly,
- Youth, Disabled
- Waste Management
- Environmental Health
- Libraries
- Indigency
- Sport & Recreation
- Social Development
- Parks & Cemeteries
- Grass & Tree Cutting
- Fire & Emergency
- Services
- Crime Prevention
- Traffic Control
- Landfill Management

SPEAKER



Cllr. A.R. McLoughlin

- Convene & chair Council Meetings
- Tasked with role of governance
- Code of Conduct for Councillors
- Support to Section 79 Committees
- Councillor training & Support
- Oversee public participation
- Ward Committee System
- Oversee Communication
- Receive & address petitions
- Liaison between Council & CDW's
- Junior Council

WHIPPERY



Ald Phil Pretorius
Chief Whip of Council and DA Whip
Cllr. M Modikeng - ANC Whip

SECTION 79: MUNICIPAL PUBLIC ACCOUNTS & OVERSIGHT COMMITTEE (MPAC)

- Cllr. ML Kollisang (Member)
- Cllr. MA Myburg (Member)
- Ald. FW Peters (Member)
- Cllr. BJ Jordaan (Member)
- Cllr. AH Dickinson (Member)
- Cllr. MM Ndebele (Member)
- Ald. CG Pypers (Member)
- Cllr. SM Hoyane (Member)

Alternates:

- Cllr. MC Kruger (Alternate)
- Cllr. MA Maimane (Alternate)
- Cllr. ML Modikeng (Alternate)

SECTION 79: PUBLIC PLACE NAME COMMITTEE

- Cllr. M. Kruger (Chairperson)
- Cllr. R.J. Hubbard
- Cllr. M.A. Maimane
- Cllr. T.S. Mofokeng
- Cllr. O. Brits

SECTION 79: PETITIONS COMMITTEE

- Cllr. MA. Myburgh (Chairperson)
- Cllr. L.T.H. Visser
- Cllr. G.M. Nkoe
- Cllr. C. Pypers
- Cllr. S.T. Molakeng
- Cllr. D.T. Mokhomo

SECTION 79: ETHICS COMMITTEE

- Cllr. A.H. Dickinson (Chairperson)
- Ald. F.W. Peters
- Cllr. S. Janse van Rensburg
- Cllr. M.L. Kolisang
- Cllr. M.M. Ndebele
- Cllr. C. Pypers

SECTION 79: GENDER COMMITTEE

- Cllr. L.T.H. Visser (Chairperson)
- Cllr. M. Kruger
- Cllr. M.A. Maimane
- Cllr. M.C. Mboweni
- Cllr. O. Brits

Figure 1: Governance & Council Structure

1.4 Process Plan

Section 28 of the Local Government: Municipal Systems Act (No. 32 of 2000), requires that each municipal council, within a prescribed period after the start of its elected term, adopts a process plan that would guide the planning, drafting, adoption and review of the IDP. The process plan should have clear and established mechanisms, procedures, and processes to ensure proper consultation with the local communities.

In August 2021, after a period of public consultation, the municipality adopted the 2022–2027 IDP Process Plan. The process plan indicates how the IDP will be implemented, the roles and responsibilities of all stakeholders, timeframes, milestones to be achieved, and alignment with the budget processes. The amended 2022–2027 IDP Process Plan was readopted by the newly established council in January 2022.

The following table highlights the key deadlines listed in the process plan:

Table 2: Process Plan

Proposed Date	Activity
17 August 2021	Final Virements for the 2020/2021 financial year to be approved by the Mayoral Committee.
25 August 2021	Council approval of the annual Financial Statements and draft Annual Report for the 2020/2021 financial year.
25 August 2021	Approval of key deadlines as required by Section 21 of the Municipal Finance Management Act (MFMA) as well as the IDP process plan as required by the Municipal Systems Act.
31 August 2021	Submission of annual Financial Statements and draft Annual Report for the 2020/2021 financial year to the Auditor-General for auditing.
18 October 2021	Finance department to submit draft Operating Budget for 2022/2023 to departments for comments (including proposed tariffs), including draft Capital budget
October 2021	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.
12 November 2021	Departmental submissions of draft Capital Budget for 2022/2023: - 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. Departmental submissions on the draft Operational Budget for 2022/2023.
16 November 2021	Budget Steering Committee to review comments received from the National Treasury and provincial treasury regarding the 2021/2022 budget process as well as the approval of parameters for the compilation of the 2022/2023 budget.
19 November 2021	Departmental submissions of Adjustments Budget for 2021/2022.
30 November 2021	Municipal Manager / heads of department meeting to discuss Adjustments Budget for 2021/2022 financial year.
11 January 2022	Budget Steering Committee to consider draft Adjustments Budget for 2021/2022
January – February 2022	Public engagement in terms of Sections 28 and 29 of the Municipal Systems Act and subject to Covid-19 regulations. In line with the Covid-19 pandemic lockdown regulations, and the restrictions placed on public gatherings, the Midvaal IDP review process will include public engagements that may be conducted virtually or physically, including the use of social media.
January 2022	Departments to confirm capital budget projects based on latest IDP ward analysis and need collation; adjustments to capital budget to be made, where applicable.
18 January 2022	Accounting Officer to assess the performance of the municipality during the first half of the financial year and make recommendations as to whether an adjustments budget is necessary and recommend revised projections for revenue and expenditure to the extent that this may be necessary.
18 January 2022	Municipal Manager / heads of department meeting to discuss draft operating budget for 2022/2023 (inclusive of tariff increases) and draft capital budget.
24 January 2022	Council to approve 2021/2022 mid-year review.

27 January 2022	Council to approve main adjustments budget for the 2021/2022 financial year and amended IDP process plan.
27 January 2022	Tabling of Annual Report (inclusive of final Annual Financial Statements and Auditor-General's report) and the Municipal Public Accounts Committee Report for the 2020/2021 financial year to Council: - Tabling of Annual report to Council - Annual report made public - Oversight report made public.
January 2022	Corporate Services to confirm all tariff submissions and by-laws for legal compliance.
08 February 2022	Draft Operating Budget for 2022/2023 (inclusive of tariff increases) and draft Capital Budget
01 March 2022	Budget Steering Committee to consider final balanced budget and budget related policies, IDP and Service Delivery and Budget Implementation Plan (SDBIP) (final consideration, weekly meetings).
24 March 2022	Formal tabling of Draft IDP, budget and SDBIP to Council in terms of the MFMA and the Municipal Systems Act.
April 2022	Advertise and publish final draft of IDP and Budget for public comment and submit to the National Treasury and provincial treasury and others as prescribed by the MFMA and Municipal Systems Act. Submission of IDP to the Member of the Executive Council (MEC) for Local Government and Housing for comments. Submission of budget to the National Treasury for comments (Including files uploaded in printed and electronic format). Submission of draft IDP / budget to organs of state.
April 2022	Engagements with the National Treasury and provincial treasury regarding the tabled IDP, budget and SDBIP.
April 2022	Workshop with all councillors regarding the IDP and budget.
April 2022 (Detailed dates to be determined by the Office of the Speaker)	IDP and Budget Hearings in terms of Section 16 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 councillors). - Comments to be provided in writing. - Acknowledgement of comments received. Response to public comment regarding budget, tariffs and policies (to Budget Steering Committee).
10 May 2022	Budget Steering Committee to consider final IDP, budget and SDBIP.
16 May 2022	Section 80 Committee to recommend final IDP, budget and SDBIP.
17 May 2022	Mayoral Committee to recommend final IDP, Budget and SDBIP.
26 May 2022	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, and 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 2022	Make public the 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 the National Treasury (including files uploaded in printed and electronic format).
June 2022	Submission of draft SDBIP to Executive Mayor: - Executive Mayor to receive draft Municipal SDBIP within 14 days after approval of the budget.
June 2022	Approval of SDBIP by Executive Mayor: - Executive Mayor to approve municipal SDBIP within 28 days after approval of the budget - Place all Executive Directorate summaries and SDBIPs and departmental business plans and SDBIPs on website.

June 2022	Section 57 (Municipal Systems Act) performance agreements: - Submit performance agreements to the Executive Mayor within a month after the start of the financial year. - 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.

Chapter 2: Situational Analysis

2.1 Spatial Analysis

MLM (GT422) is a Category B municipality as defined in the Municipal Structures Act (No. 117 of 1998). It comprises 15 wards and is one of three local municipalities which constitute the Sedibeng District Municipality. The other two are the Emfuleni Local Municipality (GT421) and the Lesedi Local Municipality (GT423).



Figure 2: Regional Context

MLM covers an area of approximately 1 722 km^2 compared to approximately 966 km^2 and 1484 km^2 respectively for the neighbouring Emfuleni and Lesedi municipalities. MLM is characterised by the following spatial structures·

Table 3: Spatial Structure (Midvaal GIS 2022)

Areas	Total number
Townships	45 (26 169 stands)
Farms	80 (3 652 portions)
Agricultural/small holdings	33 (3 943 small/agricultural holdings)
Informal settlements	29
Nature reserves	1
Conservancies	10

The heat map that follows is derived from all the rates and taxes accounts applicable to MLM. The purpose of this map is to indicate where these accounts are concentrated spatially. The areas with the highest concentrations are within the townships (urban areas) and include suburbs such as Meyerton, Eye of Africa, Savanna City, Henley on Klip, Lakeside Estates, Vaal Marina, Klipriver, among others. This is, however, to be expected, considering that urban areas feature higher densities. This also provides an indication of where services, people and activities are concentrated in comparison to Midvaal as a whole.

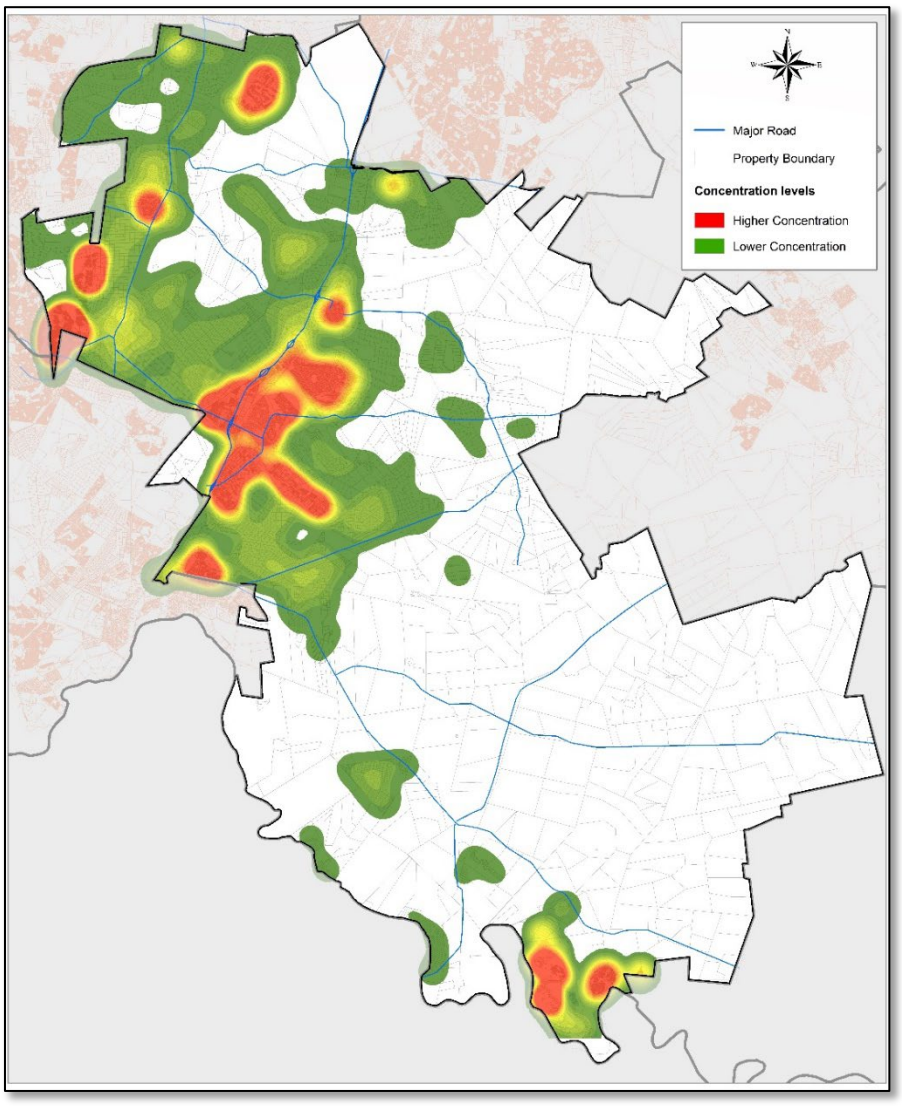


Figure 3: Heat Map of Municipal Accounts (Midvaal GIS 2022)

Environmental Features

- Natural Features

Midvaal encompasses various natural features such as rivers, spruits, dams, ridges, and wetlands. The Klip River is one of the main tributaries to the Vaal River. The municipality has ten formalised conservancies and includes the Suikerbosrand Nature Reserve. The area is predominantly rural in nature with the majority of land dedicated to farming. The municipality is guided by the Gauteng Environmental Management Framework in terms of development requirements based on the Environmental Management Zones.

- Air Quality

Midvaal forms part of the Vaal Triangle Air Priority Area. The National Environment Management: Air Quality Act (No. 39 of 2004) determines metropolitan and district municipalities to be the licensing authority for all listed activities. The Sedibeng District Municipality is therefore responsible to ensure that companies comply with licence conditions in their atmospheric emissions licences 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 MLM. All related complaints are handled and resolved by the municipality. All non-compliance issues and complaints in relation to the listed activities are referred to the Air Quality Officer at the Sedibeng District Municipality for investigation. The current complaint system of MLM allows for all air pollution complaints to be registered with the municipality.

- Dolomite

The majority of the built-up areas in Midvaal are underlain by dolomite soil conditions. Dolomite land is defined as land underlain by dolomite at depths of no more than:

- 60 m in areas where no dewatering has taken place and the local authority has jurisdiction, is monitoring and has control over the groundwater levels in the areas under consideration; or
- 100 m in areas where dewatering has taken place or where the local authority has no jurisdiction or control over groundwater levels.

Dolomite land is susceptible to sinkhole and subsidence formation, primarily through groundwater level drawdown and ingress of water. The draft Dolomite Risk Management Policy and By-law outlines MLM's approach to dolomite risk management and gives effect to the associated procedural requirements as outlined in the South African National Standard, SANS 1936, titled *Development of dolomite land, Parts 1 to 4*, published on 12 October 2012.

MLM has developed guidelines to building on dolomite land and has also entered into a Memorandum of Understanding with the Council for Geoscience to further engage in studies to ensure the safety of developments on dolomite land. Discussions and consultations are ongoing to implement affordable and cost-effective dolomite studies.

- Waste Management

MLM has adopted an Integrated Waste Management Plan (IWMP) and is awaiting endorsement by Gauteng Department of Agriculture and Rural Development. A total of seven goals to be achieved were identified as:

1. Effective waste information management and reporting
2. Improved waste education and awareness
3. Improved institutional functioning and capacity
4. Provision of efficient and financially viable waste management services
5. Increased waste minimisation and recycling
6. Improved compliance and enforcement
7. Improved future planning.

Transport & Mobility Routes

The R59 and R82 are the main transport corridors within Midvaal. The R59 is earmarked as a development corridor linking the City Deep logistics hub and OR Tambo International Airport in the north to the Vereeniging-Vanderbijlpark complex in the south. The R82 is a mobility corridor connecting Johannesburg in the north via Tedderfield AH, Walkerville and De Deur from Johannesburg to Vereeniging in the south.

The main railway line, running parallel to the R59, is a freight line connecting Vereeniging to Germiston. Along the eastern boundary of Midvaal lies a commuter railway line from Emfuleni to the City of Johannesburg.

The Gauteng Department of Transport will be commencing with the construction of the R59 bridge in Meyerton Farms and the extension of the R82 in De Deur.

Economic Growth

MLM's Central Business District (CBD) is Meyerton which is surrounded by residential developments. Smaller service centres are found in in De Deur and Walkerville.

Several industrial townships have been established historically, of which Sybrand Van Niekerkpark, Noldick and Witkop Industrial are the most prominent. Graceview Extensions and Klipriver Business Park have been established more recently. The farm Kookfontein, referred to as Meydustria, is the only area in Midvaal where noxious industrial activities take place.

Development along the R82 has increased rapidly over the past decade with areas such as De Deur becoming the second largest economic centre in Midvaal.

Residential Development

Historically residential settlements have been established along the major transport routes. The railway line between Germiston and Vereeniging as well as the R59 has resulted in the development of Meyerton, Rothdene, Meyerton Farms, Sicelo, Klipriviersdorp (Kookrus), Golfpark, Henley on Klip, Witkop (Daleside) and Klipwater.

Similarly, the R82 has been the main arterial route between De Deur, Vereeniging and Johannesburg. This road has given rise to residential developments such as De Deur Estates, Ohenimuri, Walkerville and Tedderfield.

Other notable residential settlements in Midvaal are Risiville. Riversdale, Vaal Marina, Eye of Africa and Savanna City.

Spatial Transformation

In the urban environment, economic and social inequities manifest in embedded spatial imbalances, characterised by labour living far from work, suffering long and expensive commutes; racially and class-distinct neighbourhoods; black peripheries and inner cities characterised by poor and informal housing and environments; and economies that follow historical patterns and are concentrated far from the poor majority. In response to these imbalances, the mantra has been 'spatial transformation'.

The National Development Plan (NDP 2030) acknowledges quite explicitly that a fundamental reshaping of the colonial and apartheid geography may take decades. For this to happen, the country must:

- clarify and relentlessly pursue a national vision for spatial development,
- sharpen the instruments for achieving this vision, and
- build the required capabilities in the state and among citizens. (NPC 2011: 260)

Spatial transformation in Midvaal is guided by a variety of policies such as the various Precinct Plans and the Midvaal Human Settlement Plan. Development pressures resulting in spatial transformation are internal and external. External development pressure is exerted from the north and the west from the cities of Johannesburg and Ekurhuleni, and Emfuleni Local Municipality.

Tourism Development

Midvaal is blessed with an abundance of physical features, such as rivers, dams and ridges, which lends itself to tourism. Key tourism sites include the Suikerbosrand Nature Reserve (the highest point above sea level in Gauteng), the Vaal Dam, Vaal River, Suikerbos River, and the Klip River. Added to this is a number of cultural sites such as the Block House near Witkop (Daleside). Other tourism activities include birding, fishing, water sports, cycling (road and mountain biking), hiking, game viewing, scuba diving, and business tourism (conference venues and business hotels, to name a few. Food and beverage outlets and entertainment are other key contributors to the tourism value offering.

Midvaal also attracts motor sport through the facilities such as the Midvaal Racecourse and the Oval Track at the Walkerville Show Grounds. Due to its close proximity to Johannesburg and Ekurhuleni, Midvaal is the ideal venue for music and arts festivals.

Industrial/Commercial Development

Growing Gauteng Together identified Sedibeng District Municipality, which includes MLM, as the Southern Development Corridor. One of the overarching themes of the corridor is the 'Reindustrialisation of the South'. The R59 Development Corridor has since 2000 been the premier industrial corridor of the municipality.

The corridor is anchored in the north by the Klipriver Business Park, and Graceview, and by the Meydustria Industrial Park in the south. The corridor has seen significant growth on the eastern side of the corridor over the past two decades. The western side of the corridor has excellent prospects for development due to the saturation levels experienced on the eastern side.

The future growth of the municipality is dependent on its ability to attract new investment in the industrial and commercial sector as this will create sustainable employment opportunities in the entire value chain.

Agricultural Development

MLM is one of the largest municipalities in Gauteng covering approximately 1 722 km^2, but with a population density of only 64 people per km^2. This low population density indicates that there are extensive tracts of land, which are undeveloped. Linked to the good soil conditions, the moderate rainfall and gentle gradient means that there are large portions of the municipality that lends itself to agricultural production.

The bulk of this land lies to the east of the R59. Of this, roughly 50% is arable and suitable for crop production. The balance is better suited for livestock and game farming. Midvaal is also characterised by a high number of agricultural holdings. Although less suitable for commercial farming, these holdings do play a role in food security. At the entry level, these holdings are ideal for subsistence farming. These holdings are also well suited for intensive agricultural practices such as green house and tunnel farming and hydroponics.

The close proximity of these small holdings to residential areas means that they enjoy potential markets in close proximity.

2.2 Demographic Analysis

MLM is predominantly rural in nature with extensive farming constituting approximately 90% of the total area of jurisdiction. The municipality does not conduct demography surveys and relies on Stats SA as the official source of demographic data. The demographic data outlined in the Figure below are derived from the 2011 Census and 2016 Community Survey provided by Stats SA. The municipality acknowledges that the data are outdated and commits to providing updated demographic figures once the 2022 Census information is made available by Stats SA.

Population & Household Profile

As of 2016, Midvaal has a population of 111 612, 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 of 2016.

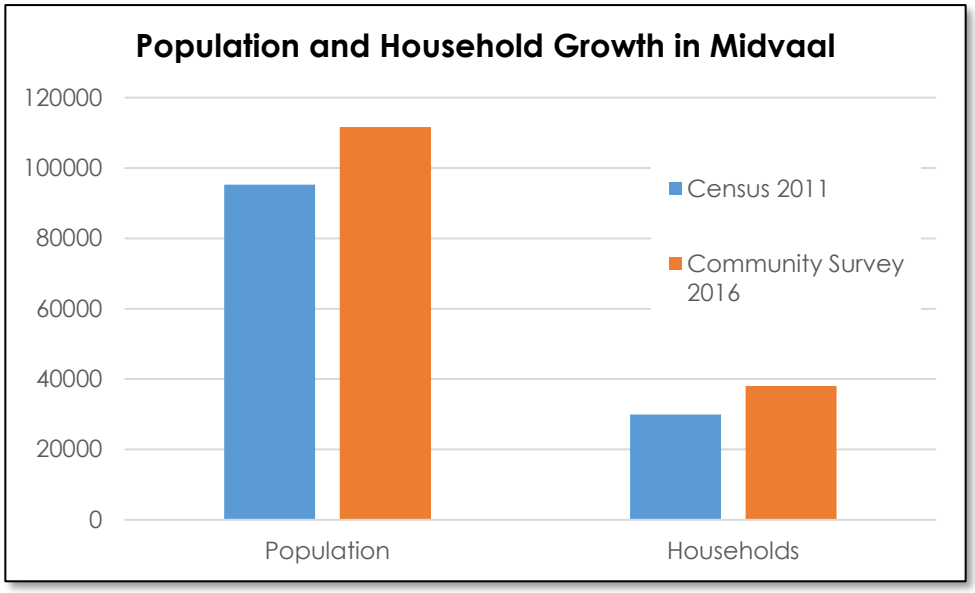


Figure 4: Population and Households in Midvaal (StatsSA Census 2011 & Community Survey 2016)

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.

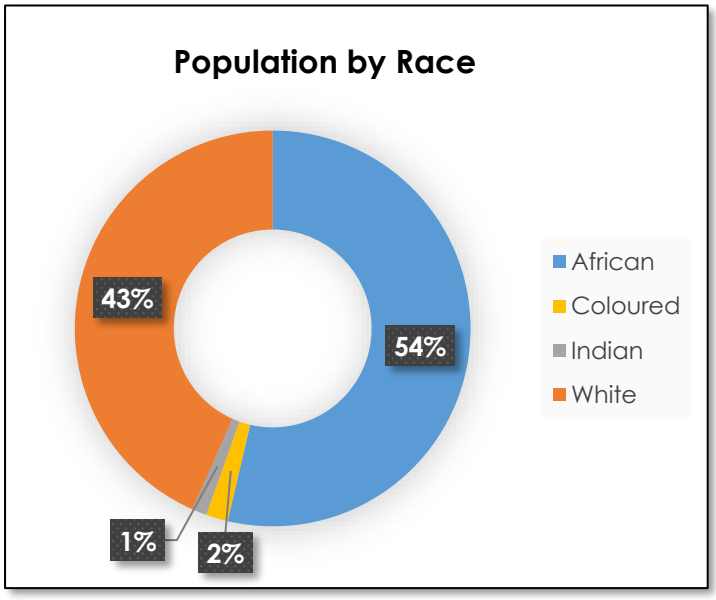


Figure 5: Racial Profile of Midvaal Population (StatsSA Community Survey 2016)

Age Profile

The age profile of the population falls largely within the youth group which is approximately 58% of the total population. In addition, approximately 70% of the population falls within the working age group (people aged between 15 and 64).

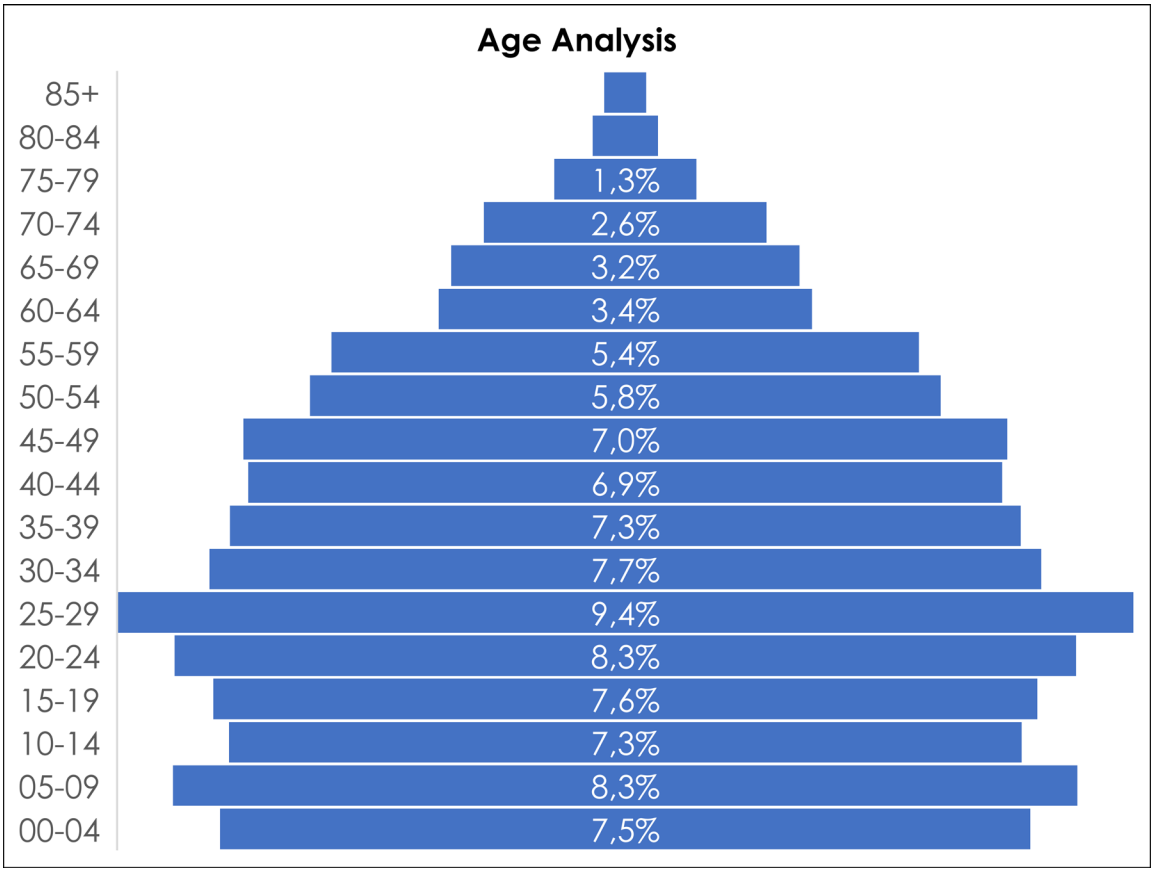


Figure 6: Midvaal Age Profile (Source: Community Survey 2016)

Gender Profile

The gender profile of Midvaal marginally favours males over females; 52% of the population is male and only 48% is female (as per 2016). This is consistent with the profile as per 2016 with less than 1% shift in profile since 2011.

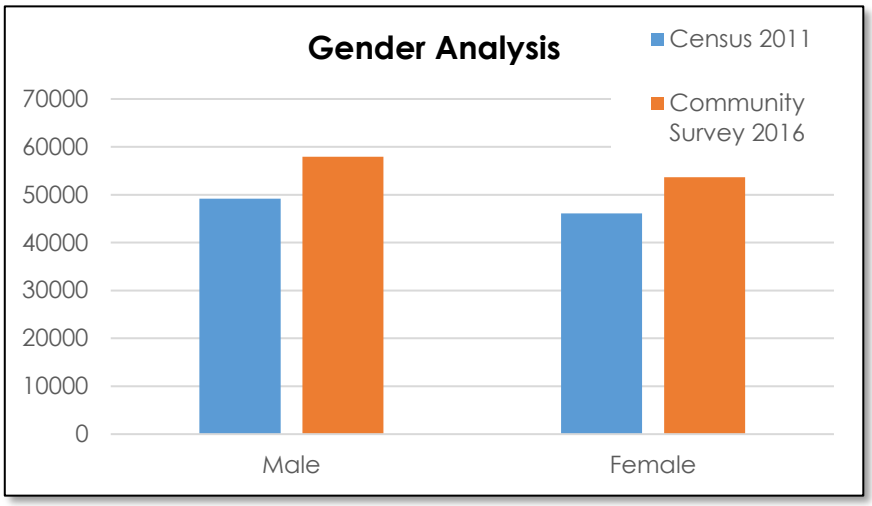


Figure 7: Gender Profile of Midvaal (Stats SA Census 2011 & Community Survey 2016)

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 9.1% of the population having attended higher learning.

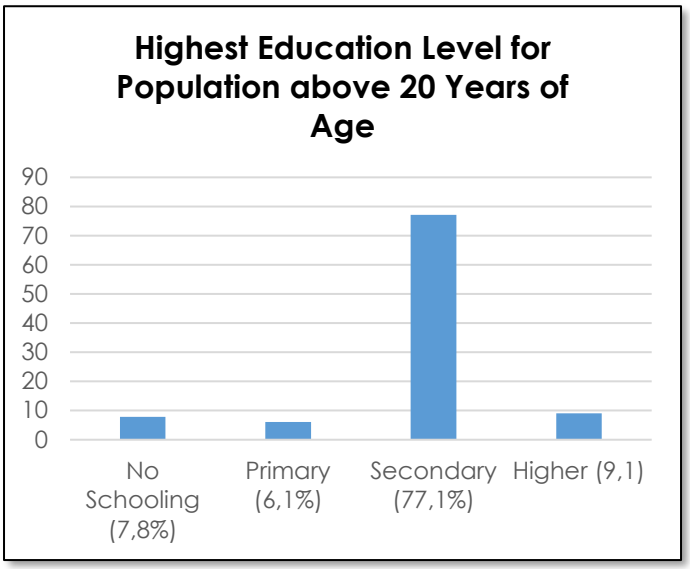


Figure 8: Educational Profile of Midvaal (Stats SA Community Survey 2016)

Household Income Profile

There is a broad distribution of incomes across the households in Midvaal with the largest portion of householdin the R21 350–R42 698 per annum bracket. Significantly, 13,9% of all households earn no income.

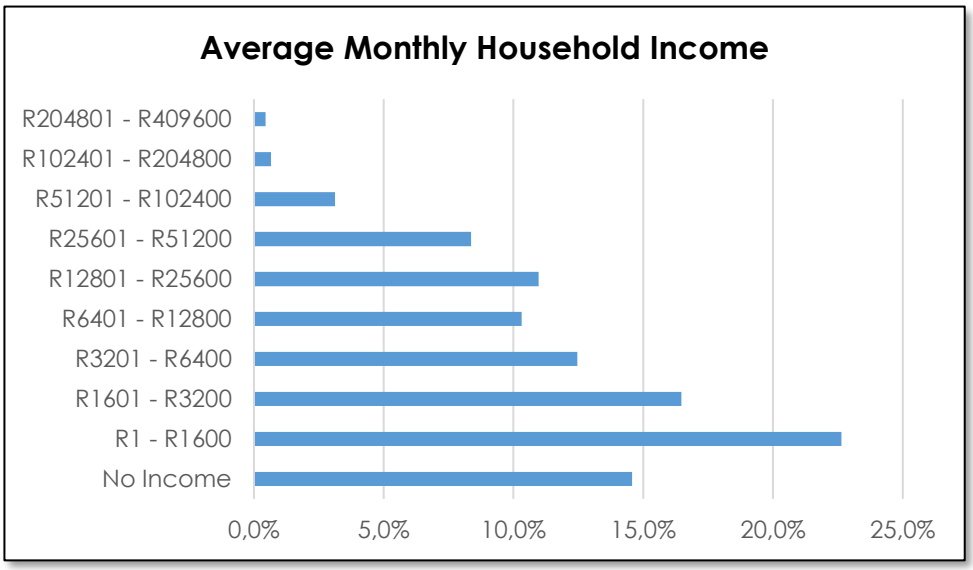


Figure 9: Educational Profile of Midvaal (Stats SA Census 2011)

2.3 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.

Economic Growth

MLM falls within the Sedibeng District alongside two other municipalities, Emfuleni and Lesedi. Emfuleni is the largest municipality within the district, contributing 72.81% to its Gross Value Added (GVA), while Midvaal and Lesedi contributed 14.98% and 12.21%, respectively. GVA measures output (total production) of a region in terms of the value that was created within that region. GVA indicates the level of economic activity within a region.

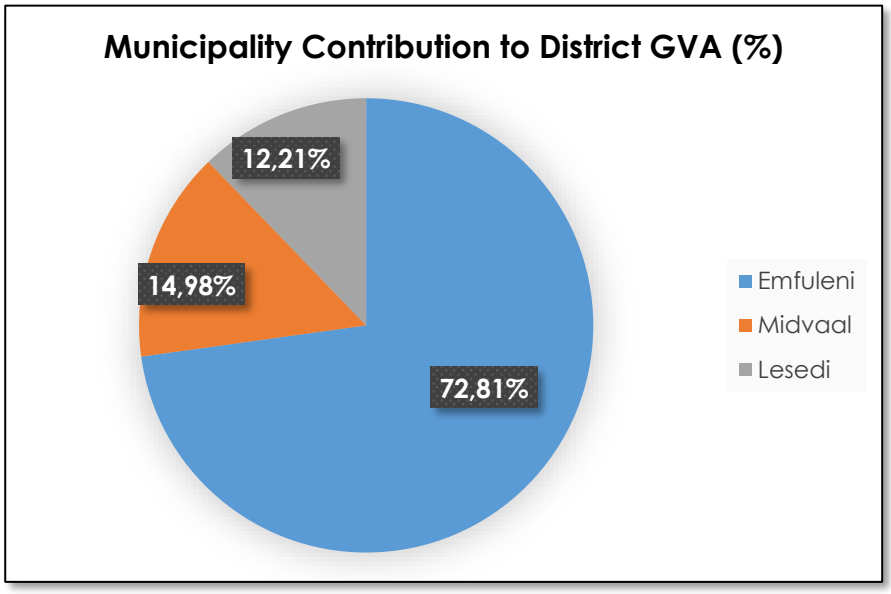


Figure 10: Municipality contribution to district GVA (Midvaal Economic Analysis 2021)

According to the Midvaal Economic Analysis (2021), the total GVA for Sedibeng was R49 billion in 2018, of which Midvaal contributed R7 billion, Lesedi R6 billion and Emfuleni 36 billion. Midvaal had the second highest GVA growth rate of 2.79% between 2001 and 2018. Lesedi's growth in GVA was 3.07%, and Emfuleni's 2.03%.

Table 4: GVA - Local municipalities of Sedibeng District Municipality, 2001 to 2018, share and growth (Midvaal Economic Analysis 2021)

District	GVA (2001–2018) (R '000)	Share of district municipality	Average annual growth rate
Emfuleni	36.025	72.81%	2.03%
Midvaal	7.141	14.98%	2.79%
Lesedi	6.042	12.21%	3.07%
Sedibeng	49.626	100%	

Economic Activity by Sector

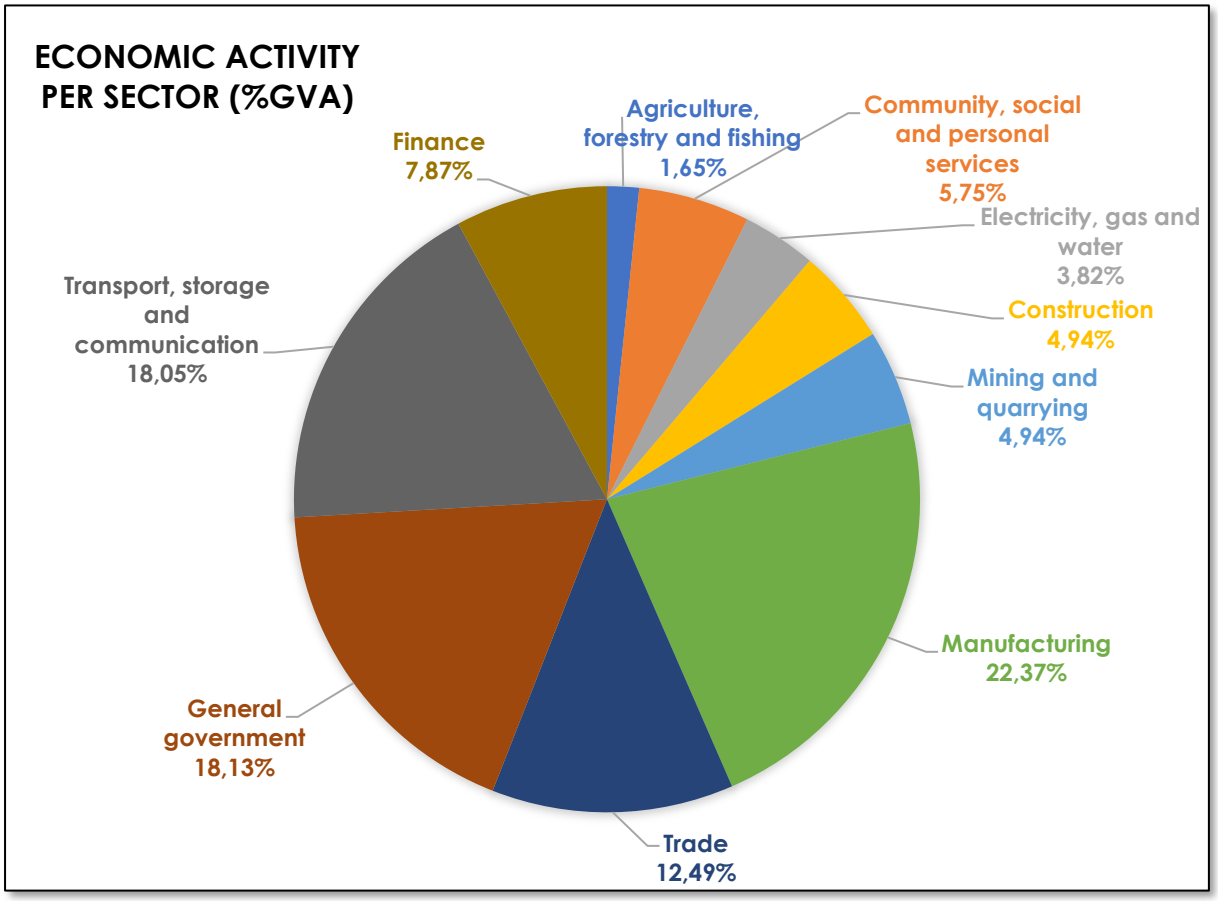


Figure 11: Economic activity by sector (Midvaal Economic Analysis 2021)

As seen in Figure 11, the pillars of the local economy are manufacturing, general government, transport, storage and communication, and trade. These sectors contribute cumulatively 71.04% of GVA to the local economy.

The following list ranks the sectors from highest to lowest:

1. Manufacturing 22,37%
2. General government 18,13%
3. Transport, storage, and communication 18,05%
4. Trade 12,49%
5. Finance 7,87%
6. Community, social and personal services 5,75%
7. Construction 4,94%
8. Mining and quarrying 4,94%
9. Electricity, gas, and water 3,82%
10. Agriculture, forestry, and fishing 1,65%

In terms of average sectoral growth, Midvaal's strongest sectors included mining and quarrying (6,88%), construction (5,31%) and transport and logistics

(4,43%). Both Emfuleni and Lesedi had similar sector growth trends, with mining and quarrying, and construction exceeding the 5% average annual growth.

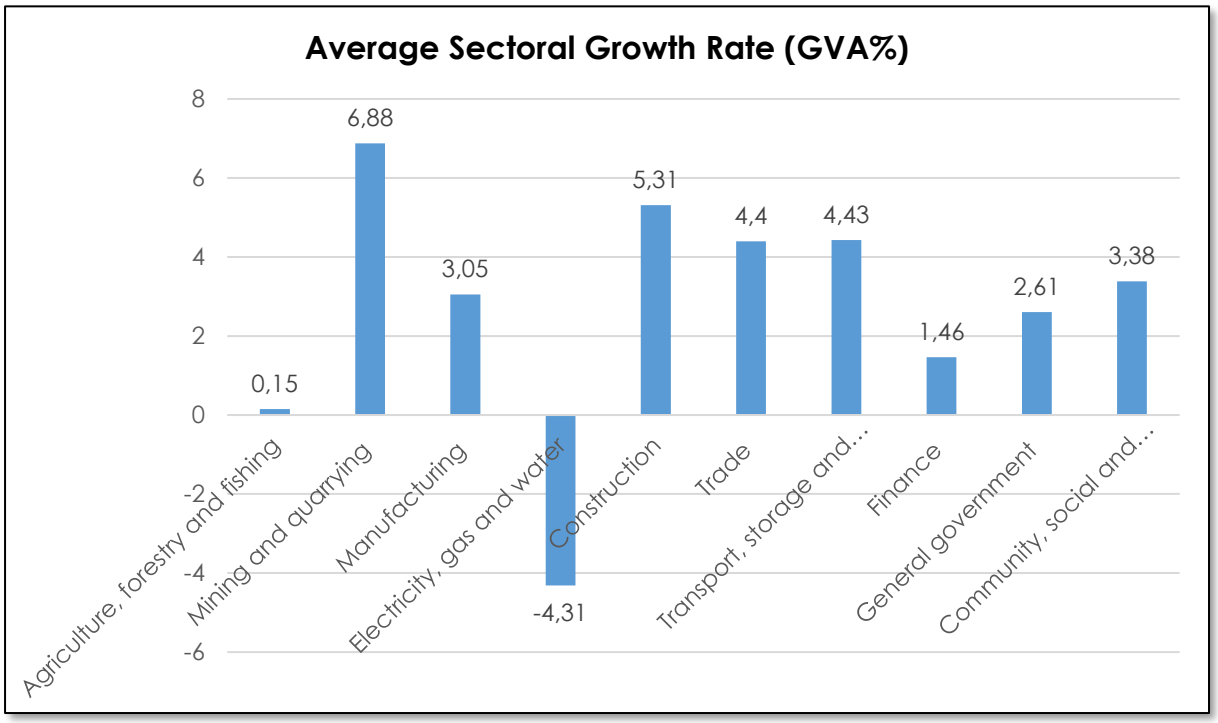


Figure 12: Average Sectoral Growth Rate

Due to the stagnation in economic activity and the rising unemployment facing South Africa and its provincial, district and local economies, interventions are needed for MLM to industrialise, create jobs and grow the economy.

Midvaal has mainly agricultural and rural/township land with important natural structures and conservation areas. The area along the R59 Development Corridor has a competitive advantage and offers transport and distribution opportunities.

The manufacturing sector is the best-performing sector and has a relatively high comparative advantage; however, the sector's vulnerability to external factors and global pressures must be considered in future development. This is one of the reasons why MLM must focus on diversifying its economy. Other potential sectors and activities identified for development include the following:

- Those which are labour-intensive (specifically those that can grow by drawing on unskilled and semiskilled workers) with strong backward and forward linkages
- Those with rapidly growing comparative advantage (e.g., mining) and investor interest

- Those which the broader economy is moving towards, such as green industries.

Agricultural activities could be increased significantly by promoting the efficient use of vast arable land. This sector could further stimulate other high-growth and job-generating industrial activities, particularly agroprocessing. Agroprocessing has the potential to enhance agricultural production and create markets for farmers.

Industrialisation remain a key intervention to transition the Midvaal economy towards higher value-added activities and technological innovation, particularly for advanced manufacturing activities. Clustering of industrial activities and building value chains are crucial as suppliers can leverage their proximity to one another to partner and collaborate to achieve cost reductions. However, the economic conditions and the required time and effort must be recognised as increased industrialisation cannot be attained merely with the existing industrial structure. Thus, proper planning is essential to ensure that industrialisation strategies are realised, and impacts are maximised.

2.4 Institutional Analysis

MLM is dedicated to improving as an institution by ensuring alignment and adherence to legislation as well as using innovation and technology to enhance operations. The following section highlights operational structures and institutional achievements.

2.4.1 Committees

The Council has the following committees that assist in its legislative functions:

- **Section 80 Committees**

Section 80 committees are established to assist the Executive Mayor and Mayoral Committee. The Executive Mayor appoints the chairperson and may delegate power to these committees. The Mayoral Committee may vary or cancel any decisions taken by these committees. All Section 80 committees report to the Mayoral Committee. MLM has five Mayoral Committee Members and thus five Section 80 portfolio committees: Corporate and Finance Services, Engineering Services, Community Services, and Development and Planning.

- **Mayoral Committee**

The Mayoral Committee is the committee of the Executive Mayor and members of the Mayoral Committee. Council may delegate certain functions

to the Mayoral Committee, through the system of delegations. The Mayoral Committee must report all decisions taken to Council. The functions that are not delegated, must then be recommended to the full Council.

- **Council**

Council is represented by all councillors in the municipality. It is chaired by the Speaker of Council.

- **Municipal Public Accounts Committee**

The Section 79 the Municipal Public Accounts Committee (MPAC) was established with specific terms of reference to assist Council with its oversight function. The MPAC functions as the oversight committee of Council in respect of the Annual Report, and its oversight report is submitted and published in accordance with the MFMA requirements and guidance. The MPAC consists of members of the majority and opposition parties and is chaired by a member of the opposition.

- **Performance & Audit Committee**

This committee is established in terms of Section 166 of the MFMA. Council approved the establishment of the committee per Council Resolution M/155/09/2001 dated 30 Aug 2001.

- **Bid Adjudication Committee**

The Bid Adjudication Committee's input concludes the procedure for dealing with bids of the MLM; the committee is responsible for the final decisions regarding the adjudication of a bid.

Proposals regarding the applicable and qualifying bids for each tender are submitted by the Bid Evaluation Committee to the Bid Adjudication Committee, where the adjudication is finalised. The chairperson of the Bid Adjudication Committee is appointed by the Municipal Manager who is not allowed to serve on or be involved in the Bid Evaluation Committee at any stage.

- **ICT Steering Committee**

This committee consists of representatives from all departments in Council. This committee manages the purchase of information and communications technology (ICT) equipment and is also a channel for resolving ICT issues within the departments.

- **Section 79 Place Name Committee**

This committee was established to deal with changing of street names.

- **Section 79 Petitions Committee**

This committee was established to deal with petitions.

- **Section 79 Ethics Committee**

The Section 79 Ethics & Disciplinary Committee was established to assist the Speaker with the performance of the delegated functions, particularly relating to investigating misconduct of councillors, and with enforcing the Code of Conduct for Councillors and the Standing Orders of Council

2.4.2 Management and Operational Systems

The Council has the following operational and management systems in place:

Risk Management

Enterprise-wide risk management is a priority of the municipality and as such, it is a standing item on the weekly management agenda. This creates the opportunity for the early identification and mitigation of risks.

Integrity Management – Anti-fraud and Anti-corruption Strategy

MLM subscribes to the principles of good corporate governance, which requires conducting business in an honest and transparent fashion. Consequently, MLM is committed to fighting fraudulent behaviour at all levels within the organisation.

In addition to promoting ethical conduct within MLM, the Anti-Fraud and Anti-Corruption Policy and Plan is intended to assist in preventing, detecting, investigating and sanctioning fraud and corruption. This dynamic policy and plan details the steps that have been and will continually be taken by MLM to promote ethical conduct and address fraud and corruption.

The efficient application of instructions contained in the policies and procedures of MLM is one of the most important duties of every employee in the execution of daily tasks.

Issues raised by employees, ratepayers, members of the public or providers of goods and/or services, and the action taken, will depend on the nature of the concern.

Council's stance on fraud and corruption is one of zero tolerance.

Apart from other mechanisms in place for the reporting of any unethical, fraudulent or corrupt activities, the outsourced fraud reporting hotline can be contacted at 0860-268-624.

Change Management

The municipality has implemented the following automated systems:

- Automated/Electronic Recruitment Functions, replacing the manual application process
- Automated/Electronic Employee Self-Service Function, replacing the manual leave application process
- Biometric Time & Attendance Clocking system.

Customer Service (Call Centre)

The Call Centre facilitates and fulfils the role of accurate information distribution from the public to the relevant internal service departments.

A high level of service and professionalism is required when dealing with two-way inbound and outbound communication between various stakeholders for the purpose of complaints resolution. Customer satisfaction surveys to measure satisfaction levels are important, as is continuous staff training on how to conduct professional service which adheres to Batho Pele principles.

All complaints logged via the MLM Call Centre, email, and My Midvaal App, notwithstanding those processed through the Smart Field Application, will be subject to the turnaround escalation times approved by relevant service departments.

The Call Centre is operational between 06:00 and 22:00, seven days a week. Customer complaints are dealt with as follows:

- Verbal customer complaints shall be responded to within the time stipulated by each service delivery department in line with their turnaround times.
- Written customer complaints shall be acknowledged within three working days, with a detailed written response within ten working days, inclusive of proof of escalation to the appropriate level of management for a decision.
- Service delivery complaints needing immediate attention (such as a burst pipe) are to be channelled through the Call Centre.

My Midvaal App

The My Midvaal App is a digital platform that brings municipal services to communities through mobile technology. The app provides a tool to enable improved interaction and communication between the municipality and

communities . The My Midvaal App can be downloaded on the Google Play Store and Apple App Store.

2.4.3 Institutional Achievements

MLM is proud to highlight the following achievements:

- An unqualified clean audit report for the eighth consecutive year.
- The Golden Arrow award by PMR Africa (for the fifth consecutive year) is awarded to municipalities and public entities that do the most to achieve the following:
    - Combat crime
    - Job creation
    - Clean environment
    - Infrastructure development
    - Attract investment
    - Social Upliftment.
- MLM is ranked in fifth position out of 278 municipalities in South Africa according to Ratings Africa.
- It is the best performing municipality in Gauteng.
- MLM's human resources (HR) department is the best performing department, meeting the requirements of the National Human Resources Management System Standard following the SA Board for People Practices Audit; the initiative was co-ordinated by the Department of Cooperative Governance and Traditional Affairs (COGTA):
    - Overall Winner within the Public Sector
    - Overall Winner of the Year
- MLM's HR management system was successfully audited, and it was certified as meeting the requirements of the National Human Resources Management System Standard in the following categories:
    - Workforce planning
    - Employment relations management
    - HR technology
    - HR measurement.

2.5 Assessment of Existing Level of Development and Service Delivery

An assessment of the existing level of development was conducted across the eight key performance areas (KPAs) to inform the current performance and status quo of MLM. 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, and allows decisions to be made on areas which require immediate attention. Below is the current performance of the municipality bases on Key Performance Areas (KPA) and Key Focus Areas (KFA).

KPA 1: Good Governance

KFA 1: Governance Structures

Description	20/21	21/22	22/23
1. Council has been duly elected and is fully functional	😊	😊	😊
2. Executive Mayor and Mayoral Committee	😊	😊	😊
3. Section 80 Committees	😊	😊	😊
4. Section 79 Ethics Committee	😊	😊	😊
5. Section 79 Municipal Public Accounts Committee (MPAC)	😊	😊	😊
6. Section 79 Naming Committee	😊	😊	😊
7. Section 79 Petitions Committee	😊	😊	😊
8. Section 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 Planning Tribunal	😊	😊	😊

15. Appeals Planning Tribunal	-	-	😊
16. Budget Steering Committee	😊	😊	😊
17. Ethics & Risk Management Committee	😊	😊	😊

KFA 2: Risk Management

Description	20/21	21/22	22/23
1. Integrity Management (Anti-fraud and Anti-corruption)	😊	😊	😊
2. Risk Matrix	😊	😊	😊
3. Risk Management Policy	😊	😊	😊
4. Risk Register (Strategic & Operational)	😊	😊	😊
5. Risk Management Committee	😊	😊	😊
6. Incident Register	😊	😊	😊
7. Disaster Management Plan / Risk Management Plan / Business Continuity Plan	😐	😊	😐

KFA 3: Stakeholder Participation

Description	20/21	21/22	22/23
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	😊	😊	😊
7 Stakeholder Engagements	😊	😊	😊

KFA 4: Intergovernmental Relations

Description	20/21	21/22	22/23
1. Premier's Co-ordinating Forum (PCF)	😊	😊	😊
2. Technical PCF	😊	😊	😊
3. MEC/MMC Fora	😊	😊	😊
4. SALGA	😊	😊	😊
5. District Fora	😐	😐	😐

KPA 2: Safe & Healthy Environments

KFA 5: Safety and Security

Description	20/21	21/22	22/23
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)	😊	😊	😊
4. CCTV Project	😊	😊	😊
5. Crime Prevention	😊	😊	😊
6. Fire By-law Enforcement	😐	😐	😐
7. Traffic Law Enforcement	😊	😊	😊
8. Speed Law Enforcement	😊	😊	😊

KFA 6: Emergency Services

Description	20/21	21/22	22/23
1. Meyerton Fire Station SANS 090-Standard	😊	😊	😊
2. Vaal Marina Fire Station SANS 090-Standard	😐	😐	😐
3. Fire Prevention	😊	😊	😊
4. Community Training / Projects	😊	😊	😊

KFA 7: Disaster Management

Description	20/21	21/22	22/23
1. Disaster Management Plan	😊	😊	😊
2. Disaster Management Centre (District Function)	☹	☹	☹

KFA 8: Environmental Heath

Description	20/21	21/22	22/23
1. Environmental Management Framework	😐	😐	😐

KPA 3: Community Development

KFA 9: Parks and Sports & Recreation

Description	20/21	21/22	22/23
1. Sicelo community facility, Sport Hall with ablutions and kitchen, Basketball & Netball court, Soccer field with ablutions office rooms and kitchen. Caretaker's house	☹	😐	😐
2. Bantu Bonke community facility, Hall with ablution and kitchen, Soccer field with ablutions	😐	😐	😐
3. Meyerton Swimming Pool office and ablutions, Caretaker's house	😊	😊	😊
4. Meyerton Sports Club, Cricket field with ablutions, Soccer & Rugby field with ablutions, Ring Ball Courts & Clubhouse with ablutions, Bowling Green & 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	😊	😊	😐
11. Japonica Str. Park Golfpark	😊	😊	😐
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	☹	☹	😐

KFA 10: Libraries, Arts & Culture and Special Programmes

Description	20/21	21/22	22/23
1. Meyerton	😊	😊	😊
2. Henley on Klip	😊	😊	😊
3. Randvaal	😊	😊	😊
4. Sicelo	😊	😊	😊
5. De Deur	😊	😊	😊
6. Lakeside	😊	😊	😊
7. Mamello	☹	☹	☹

8. Savanna City	☹	☹	☹
9. Required Additional Libraries	😐	😐	😐

KFA 11: Heath, ECD and Social Programmes

Description	20/21	21/22	22/23
1. Meyerton Clinic	😊	😊	😊
2. Randvaal Clinic	😊	😊	😊
3. Kookrus Clinic	😊	😊	😊
4. Gender programmes	😊	😊	😊
5. Elderly programmes	😊	😊	😊
6. Youth programmes	😊	😊	😊
7. Disabled programmes	😊	😊	😊
8. ECD facilities (60) [Formal-COA]	😊	😊	😊
9. ECD facilities (12) [Informal]	😊	😐	😐

KFA 12: Cemeteries

Description	20/21	21/22	22/23
1. Meyerton	😊	😊	😊
2. Kookrus	😊	😊	😊
3. Riversdale	😊	😊	😊
4. Required Additional Cemeteries/Crematoria	😐	😐	😐
5. Mamello	☹	☹	☹
6. Cemetery Master Plan	😊	😊	☹

KPA 4 Institutional Development

KFA 13: Human Resources & Skills Development

Description	20/21	21/22	22/23
Organisational Structure			
1. Functional Organisational Structure (Organogram)	😊	😊	😊
2. Number of Vacancies	😐	😊	😊
3. Staff Turnover	😐	😐	😊
4. Employment Equity	😐	😐	😊
5. Vetting	😐	😐	😊
Human Capital and Skills Development			

6. Submission of Workplace Skills Plan and Annual Training Report to Department of Labour	😊	😊	😊
7. Succession Plan	😐	😐	😐
8. Study Assistance Scheme	😊	😊	😊
9. Implementation of Annual Training Plan	😊	😊	😊
10. Staff Morale	☹	☹	😐

KFA 14: Monitoring & Evaluation and Performance Management

Description	20/21	21/22	22/23
1. Performance Management Policy	😊	😊	😊
2. Performance Management System	😐	😐	😐
3. Cascading of Performance Management System	😐	😐	😐
4. Regular review of institution	😊	😊	😊
5. Regular review of service providers and contractors	😊	😊	😊

KFA 15: Information and Communications Technology (ICT)

Description	20/21	21/22	22/23
1. Strategic Capability	😊	😊	😊
2. Resources (Budget, Staff & Equipment)	😐	😐	😐
3. Master Systems Plan	😊	😊	😊
4. ICT Helpdesk and Technical Support	😊	😊	😊
5. Financial Management System	😊	😊	😊
6. Human Resources Management Plan	😊	😊	😊
7. Consumer Account Management (Printing & Distribution)	😊	😊	😊

KFA 16: Policies, Processes and Procedures

Description	20/21	21/22	22/23
1. Regular internal management meetings	😊	😊	😊
2. Departmental meetings	😊	😊	😊
3. Regular Mayoral Strategic Sessions	😊	😊	😊
4. Processes and procedures are in place to address and implement Council policies	😊	😊	😐

5. Processes and procedures are reviewed or developed departmentally as and when required based on changed circumstances	😊	😊	😐
6. Policy Register	😊	😊	😐
7. Regular review of policies & by-laws	😊	😊	😐
8. System of Delegations	😊	😊	😐
9. Municipal By-Laws	😊	😊	😐

KPA 5 Financial Stability

KFA 17: Financial Management (Expenditure, Budget & Reporting)

Description	20/21	21/22	22/23
Financial Management			
1. Capital Expenditure	😊	😊	😊
2. Operating Expenditure	😊	😊	😊
3. Cost Containment	😊	😊	😊
Financial Reporting			
1. Section 71 monthly reporting	😊	😊	😊
2. Section 52 quarterly reporting	😊	😊	😊
3. Mid-year Performance Reporting	😊	😊	😊
4. Annual Report	😊	😊	😊
5. Annual Financial Statements	😊	😊	😊
Budgeting			
1. Budget Policy	😊	😊	😊
2. Budget Steering Committee	😊	😊	😊
3. Operational Budget	😊	😊	😊
4. Capital Budget	😊	😊	😊
Funding			
1. Own Funding	😐	😊	😊
2. Grant Funding	😐	😊	😊
3. External Loans	😊	😊	😊

KFA 18: Revenue Management

Description	20/21	21/22	22/23
1. Outstanding Debt	😐	😐	😐
2. Registered Indigents	😐	😐	😐
3. Revenue Collection	😐	😐	😐

KFA 19: Supply Change Management

Description	20/21	21/22	22/23
1. Supply Chain Management	😊	😊	😊

KFA 20: Asset, Equipment & Fleet Management

Description	20/21	21/22	22/23
Assets			
1. Movable Assets	😐	😐	😐
2. Infrastructure Assets	😐	😐	😐
Fleet			
Total of the MLM Fleet: 223 vehicles, excluding trailers and equipment			
Average age of the Council's vehicles: 8 years			
1. Condition of fleet 77.57%	😊	😊	😊
2. Condition of fleet 14.34%	😐	😐	😐
3. Condition of fleet 8.070%	☹	☹	☹
Equipment			
1. Slashers	😊	😊	☹
2. Bush-cutters	😊	😊	😐
3. Kudus	😊	😊	😐
4. Chainsaw	😊	😊	😐
5. Pole Pruners	😊	😊	😐
6. Water Carts	😊	😊	☹
7. Firearms (Traffic)	😊	😊	😊
8. Computers	😊	😊	😊
9. Laptops	😊	😊	😊
10. Printers	😊	😊	😊
11. Switches	😊	😊	😊
12. Software	😊	😊	😊

KPA 6 Infrastructure & Sustainable Living Environments

KFA 21: Electricity, Energy Efficiency and Renewable Energy

Description	20/21	21/22	22/23
1. Energy Efficiency	☹	☹	☹

The MLM supply area as approved by National Energy Regulator of South Africa (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
- Risiville Small Farms (Waldrift).

Description	21/22		22/23	
	CAP	CON	CAP	CON
Substation				
1. M1-main Substation (60 MVA capacity)	😊	😊	😊	😊
2. Eye of Africa Main Substation (80 MVA)	😊	😊	😊	😊
3. The Grace Substation	😊	😊	☹	☹
4. Risiville Eskom 4 Emfuleni Substation (5 000 kVA)	😊	😊	😊	😊
5. Sybrand Van Niekerk Switching Substation (10 000 kVA)	😐	😐	😐	😐
6. Riversdale R1 Switching Station	😊	😊	😊	😊
7. Riversdale RI 3 Switching Station	😊	😊	😊	😊
8. Switching Substations in Kookrus	☹	😐	😐	😐
9. Switching Station Vaal Marina	😐	😐	😐	😐
10. Switching Stations Golf Park	😊	😊	😊	😊
11. Switching Stations Sicelo and Meyerton farms	😐	😐	😐	😐
12. Switching Substations Meyerton area	😐	😐	😐	😐
13. Switching Substations Risiville area	😊	😐	😊	😐
14. Minor Substations	😐	😐	😐	😐
Network				
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	😐	☹	😐	☹

Electricity for the area is purchased in bulk by MLM 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.

Description	Number		Rating	
	21/22	22/23	21/22	22/23
Substation				
1. Households without electricity connections	4 500	4 500	😐	😐
Network				
1. Electricity (Paid)	12 444	12 444	😊	😊
2. Electricity (Free)	1 040	1 040	😊	😊

KFA 22: Roads & Stormwater Infrastructure

Description	20/21	21/22	22/23
Roads			
1. National Roads – None			
2. Provincial Roads – Generally in poor condition and require upgrading. Freight transport and lack of maintenance contribute to deterioration of infrastructure. Gautrans busy with upgrading of the R82.	😐	☹	☹
3. Municipal Roads – Paved 637.4 km	😊	😐	😐
4. Municipal Roads – Unpaved 556.8 km	😐	😐	😐
Stormwater			
1. Limited stormwater infrastructure exists. Stormwater is mainly drained in surface drains and channels, which are cleaned on an annual basis.	😐	😐	😐

KFA 23: Water & Sanitation Infrastructure

Description	21/22		22/23	
	CAP	CON	CAP	CON
Water Service infrastructure Network				
1. The bulk network (asbestos cement pipes) has a total length of 640.59 km.	😐	😐	😐	😐
Reservoirs				
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				
The network consists of 391.41 km of pipe in a fair condition	😐	😐	😐	😐
Sewer Pump Stations				
1. Pilkington	😐	😐	😐	😐
2. Kliprivier No5	😊	😐	😊	😐
3. Kliprivier No6	😐	😐	😊	😐
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				
1. Ohenimuri Treatment Plant	😊	😊	😊	😊
2. Vaal Marina Treatment Plant	😊	😊	😊	😊
3. Bantu Bonke Treatment Plant	😊	😊	😊	😊
4. Meyerton Treatment Plant	☹	☹	☹	😊
Water & Sanitation Services		**20/21**	**21/22**	**22/23**
1. Water Services Development Plan		😐	😐	😐
2. Water: Blue Drop (84,1%)		😊	😊	😊
3. Sewer: Green Drop (53,5%)		☹	☹	😐
4. Households without formal housing		☹	☹	😐
5. Households without hygienic toilets		😐	😐	😐
6. Households without piped water at or above RDP level		😐	😐	😐

KFA 24: Solid Waste Management

Description	**20/21**	**21/22**	**22/23**
Landfill sites			
1. Walkerville Landfill Site	☹	☹	😐
2. Henley on Klip Landfill Site	😊	😊	😊
3. Vaal Marina Landfill Site	😊	😊	😊
Transfer Station			
1. Galloway Transfer Station	😊	😊	😊
2. Kliprivier Transfer Station	😊	😊	😊
3. Blackwood Transfer Station	☹	☹	😐
Solid Waste Removal			
1. Townships	😊	😊	😐
2. Agricultural and other settlements	😊	😊	😐
3. Farms	😊	😊	😐
4. Business and Industrial	☹	☹	😐

KFA 25: Project Management and Public Facilities

Description	**20/21**	**21/22**	**22/23**
1. Civic Centre (Administrative Buildings)	😊	😊	😊
2. Vaal Marina Municipal Buildings	😊	😊	😊
3. Randvaal Engineering Offices	😐	😐	😐
4. De Deur Administrative Offices	😐	😐	😐

5. Depot & Standby Quarters (Galloway Street – Eng. & Comm. Services)	😐	😐	😐
5. Meyerton Fire Station	😊	😊	😊
7. Mechanical & Electrical Workshop	😐	😐	😐
8. Vaal Marina Fire Station (New)	😊	😊	😊
9. Project Management Unit	😊	😊	😊

KFA 26: Climate Change Adaptation and Mitigation

Description	20/21	21/22	22/23
1. Climate Change Adaptation and Mitigation Strategy	-	-	☹

KPA 7 Communication & Customer Care

KFA 27: Communication & Marketing

Description	20/21	21/22	22/23
1. Communication Policy	😊	😊	😐
2. Communication Plan	😊	😊	😐
3. Marketing Plan	😊	😊	😐
4. Communication and Marketing Unit	😊	😊	☹
5. Budget and Resources (Public Relations & Marketing)	😐	😐	☹
6. Internal Newsletter	😊	😊	😊
7. External Newsletter	😊	😊	😊
8. Media Releases	😊	😊	😊
9. Branding	😊	😊	😊
10. Corporate Identity Manual	😊	😊	😊
11. Advertising and Marketing	😊	😊	😊
12. Events	😊	😊	😐
13. Functional Website and Compliance with Section 75 of the MFMA	😊	😊	😊
14. Internal Communication Email	😊	😊	😊
15. Social Media Accounts	-	-	😊
16 People's Assembly/SOMA	😊	😊	😊

KFA 28: Customer Relations

Description	20/21	21/22	22/23
1. Customer Service System	😊	😊	😊
2. Internal toll-free complaints hotline	😊	😊	😊
3. Call Centre	😐	😊	😊
4. My Midvaal App	-	-	😊

KPA 8 Economic Growth & Spatial Transformation

KFA 29: Municipal Planning & Built Environment

Description	20/21	21/22	22/23
1. Informal Trading By-Law Enforcement	😐	😐	😊
2. Poster Management	😊	😊	😊
3. Building and Land Use Enforcement	😐	😐	😐
4. Outdoor Advertising Enforcement	😐	😐	😐
5. Adherence to National Building Regulations	😊	😊	😊
6. SPLUMA Compliance	😊	😊	😊
7. Monitoring of attorney performance on matters handed over	😊	😊	😊
8. Land Use Management Scheme	😐	😐	😊
9. Turnaround times on Land Use Applications	😊	😊	😊
10. Turnaround times on Building Plan Applications	😊	😊	😊
11. Turnaround times: Complaints received in respect of NBR, TPS, OA	😊	😊	😊
12. Electronic Application Tracking and Processing System (City Solve)	😊	😊	😊
13. Electronic Building Plan Tracking and Processing System (City Solve)	😊	😊	😊
14. Dolomite Risk Management Plan	😐	😐	😐

KFA 30: Spatial Planning and Investment

Description	20/21	21/22	22/23
1. Comprehensive Rural Development Programme	😐	😐	😐
2. Spatial Development Framework (SDF)	😊	😊	😊
3. Annual revision of SDF	😊	😊	😊
4. Precinct Plans	😊	😊	😐
5. Development & Planning Policies	😐	😐	😐

6. Regular revision of Precinct Plans and policies	😊	😊	😐
7. Geographic Information System	😊	😊	😊
8. Local Migration Plan	😐	😐	☹
9. Integrated Sustainable Human Settlement Plan (HSP)	😊	😊	😊
10. Monitoring of Land Invasions	😊	😊	😊
11. CBD Revitalisation Programme	😐	😐	😐

KFA 31: Local Economic Development

Description	20/21	21/22	22/23
1. Local Economic Development (LED) Strategy	😊	😊	😊
2. Food Security Programmes	😊	😊	😐
3. Improved Intergovernmental Relations with other Provincial and National Sector Departments	😊	😊	😊
4. Small, Medium and Micro Enterprises (SMME) Database	😊	😊	😊
5. Midvaal Economic Analysis	😊	😊	😊
6. LED Projects	😊	😊	😊
7. Agriculture	😊	😊	😊
8. Farmers Support (Access to Municipal-owned Land)	😐	😊	😐
9. Capacity Building Programmes for Job Creation	😐	😊	😐
10. EPWP	😐	😊	😊
11. SMME development	😐	😊	😊

2.6 SWOT Analysis

Table 5: SWOT Analysis

Strengths	Weaknesses
• Clean Audit for 2013/14, 2014/15 & 2015/16, 2016/17, 2017/18, 2018/19, 2019/20 and 2020/21 financial years • Good governance and strategic political leadership • Financial stability • Ranked as the top performing municipality in Gauteng • Large youth population • Lowest unemployment rate in Gauteng • Enabling and conducive workplace environment	• Funding and finance constraints • Retention of skilled staff and high staff turnover • Lack of effective supervision and performance monitoring of lower levels • Low staff morale • Working in silos • Feedback on complaints • Currently at a tipping point to provide service based on current resources • Poor internal efficiencies • Poor internal and external communication • Inequality in socioeconomic conditions within the municipality • Limited mandate as a local municipality
Opportunities	**Threats**
• Innovation and adaptability • Industrial and business investments • Good service delivery to our community • Growth in a diversification of sectors, incl. manufacturing, agriculture, and tourism • Improve the image of MLM • Large portion of undeveloped land • Tourism and agricultural potential • Moving off the Eskom grid	• Grading of the municipality • Demand for overtime remuneration (staff relying on overtime) • Less revenue collection from Savanna City • Land invasion threats • Slow economic growth • Illegal build and land uses • In-migration from neighbouring municipalities • Cross-border service delivery charges • Telecommunications connectivity • Electrical cable theft

2.7 Legislative Analysis

Section 40 of the Constitution of the Republic of South Africa, 1997, states that the three spheres of government are distinctive, interdependent and interrelated. They are autonomous but must co-exist and have to co-operate on decision-making, and co-ordinate budgets, policies and activities, particularly for those functions that cut across the government 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 one another, share information, and co-ordinate their efforts. Implementation of policies and government programmes particularly require close co-operation 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, which set the strategic direction to which MLM must align for coherent planning, budgeting and implementation of programmes and projects.

2.7.1 The 2030 Agenda for Sustainable Development - Sustainable Development Goals

In 2015 all member states of the United Nations adopted the 2030 Agenda for Sustainable Development. The 17 Sustainable Development Goals (SDGs) are a call for action by all countries developed and developing in a global partnership. The SDGs recognise that ending poverty and other deprivations must go hand in hand with strategies that improve health and education, reduce inequality, and spur economic growth including addressing the effects of climate change and working to preserve our natural assets. The figure that follows highlights the SDGs that must be used as a guideline for all planning directives in South Africa.



Figure 13: Sustainable Development Goals

2.7.2 Agenda 2063: The Africa We Want

The African Union, in its effort to transform Africa into a global powerhouse, has developed the Agenda 2063. The Agenda 2063 is a strategic framework for the continent to achieve inclusive and sustainable development and a pan-African drive for unity, self-determination, freedom, progress, and collective prosperity pursued under pan-Africanism and the African Renaissance. The Agenda 2063 encompasses aspirations for the Africa we want, which are:

1. A prosperous Africa based on inclusive growth and sustainable development
2. An integrated continent, politically united and based on the ideals of pan-Africanism and the vision of Africa's Renaissance
3. An Africa of good governance, democracy, respect for human rights, justice, and the rule of law
4. A peaceful and secure Africa
5. An Africa with a strong cultural identity, common heritage, shared values, and ethics
6. An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children
7. Africa as a strong, united and influential global player and partner.

The Agenda 2063 captures Africa's aspirations for the future and identifies key flagship programmes which can boost Africa's economic growth and lead to the rapid transformation of the continent. Agenda 2063 outlines key activities to be undertaken in its ten-year implementation plans which will ensure that Agenda 2063 delivers both quantitative and qualitative transformational outcomes for Africa's people.

2.7.3 National Development Plan

The South African Government through the Presidency published the NDP 2030 in 2012. 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, healthcare, 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 healthcare;
7. Fighting corruption and enhancing accountability; and
8. Transforming society and uniting the nation.

At 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 the youth. More importantly for efficiency in local government, the NDP 2030 proposes eight targeted actions listed as follows:

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. Assume a proactive approach in improving national, provincial, and local government relations;
7. Strengthen local government; and
8. Clarify the governance of state-owned enterprises (SOEs).

2.7.4 Medium Term Strategic Framework

The Medium Term Strategic Framework (MSTF 2019–2024) is the implementation plan for the NDP 2030, highlighting the national development priorities for the sixth administration. This is built on three fundamental pillars: a strong and inclusive economy, capable South Africans, and a capable developmental state. The framework aims to address the triple challenges of poverty, inequality, and unemployment through seven priorities highlighted as follows:

- Priority 1: Building a capable, ethical, and developmental state
- Priority 2: Economic transformation and job creation
- Priority 3: Education, skills, and health
- Priority 4: Consolidating the social wage through reliable and quality basic services
- Priority 5: Spatial integration, human settlements, and local government
- Priority 6: Social cohesion and safe communities
- Priority 7: A better Africa and world

2.7.5 Integrated Urban Development Framework

The Integrated Urban Development Framework (IUDF) responds to the post-2015 SDGs, in particular to Goal 11: Making cities and human settlements inclusive, safe, resilient and sustainable. It also builds on various chapters of the NDP 2030 and extends Chapter 8: Transforming human settlements and the national space economy and its vision for urban South Africa. The vision, strategic goals and policy levers are listed in the figure that follows:

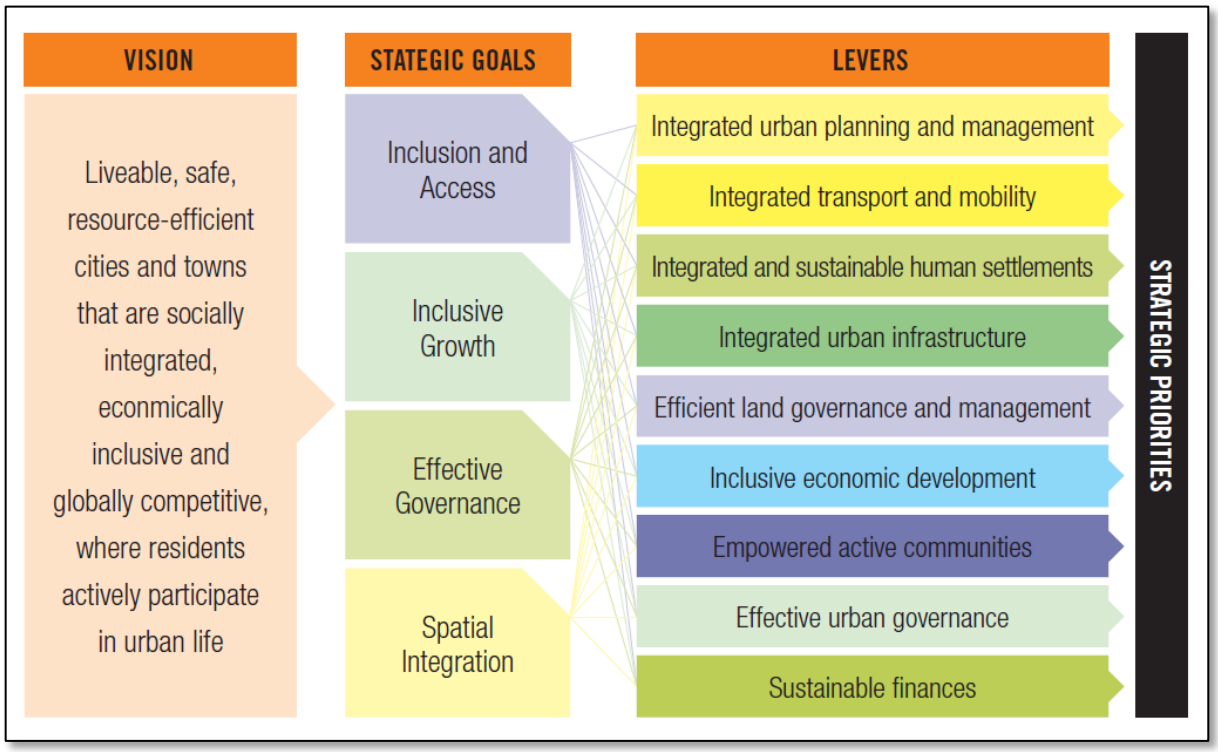


Figure 14: Integrated Urban Development Framework (IUDF) – Vision, Strategic Goals, and Policy Levers.

Three cross-cutting IUDF priorities are intended to be included in the conceptualisation and implementation of the IUDF policy levers.

- Rural-urban interdependency: This concept recognises the need for a more comprehensive integrated approach to urban development that responds to both the urban and the rural environments.
- Urban resilience: This describes urban environmental sustainability as well as disaster risk reduction and mitigation interventions in the planning and management of urban areas.
- Urban safety: This refers to the importance of people's safety in public spaces, which is an essential ingredient for creating liveable and prosperous cities.

2.7.6 Growing Gauteng Together

Growing Gauteng Together (GGT2030) (the Gauteng we want) uses the Indlulamithi Scenarios 2030 of Nayi Le Walk, rephrased as 'A province in step with itself and the Nation', to best describe the execution of the seven priorities and 162 interventions. The seven priorities are:

1. The economy, jobs, and infrastructure
2. Education, skills revolution, and health
3. Integrated human settlements, and land release
4. Safety, social cohesion, and food security
5. A capable, ethical and developmental state
6. Towards a better Africa and a better world
7. Sustainable development for future generations.

The GGT 2030 vision is to be implemented along five corridors within Gauteng. Midvaal is represented in the Southern Development Corridor described as Sedibeng, which has suffered significant deindustrialisation due to the collapse of the steel industry. The catalytic investment projects listed will unlock investment into the Vaal economy:

- Savanna City
- Vaal River City and the Vaal University Village precinct to include:
    - Cargo airport and logistics hub
    - Vaal Special Economic Zone
    - AB InBev investment project
    - Vaal Marina development and logistics and mining investments in Lesedi
    - Gauteng Highlands projects.

2.7.7 Sedibeng Integrated Development Plan & Growth & Development Strategy

The Sedibeng Integrated Development Plan & Growth & Development Strategy (GDS3) highlights seven key priority areas (KPAs) to achieve the district's vision.

- **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.
- **KPA 2: 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.

- **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.
- **KPA 4: Reintegrating the region with the rest of Gauteng**, South Africa and southern Africa to move from an edge to a frontier region, through improving connectivity and transport links.
- **KPA 5: Releasing human potential**; from low to high skills and build social capital through building united, non-racial, integrated and safer communities.
- **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.
- **KPA 7: Vibrant democracy** through enabling all South Africans to progressively exercise their constitutional rights and enjoy the full dignity of freedom. Promoting 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.

2.7.8 District Development Model & One Plan

The Sedibeng District One Plan is based on the District Development Model (DDM) Theory of Change which is supported by six transformation areas to change from the current, problematic situation to a desired, future state. The DDM guideline provides the standardised format that is aligned to the themes, analysed according to the impacted development areas. Some themes are cross-cutting which indicates a level of integration between themes. These six DDM transformation focal areas/goals are as follows:

Table 6: District Development Model Goals

DDM Six Goals	Brief Description
Demographics / People Development	• Assess the level of human capacity and development. • The main focus is the reduction of the triple challenge of poverty, unemployment and

	inequality, and uplifting the vulnerable members of society.
Economic Positioning	• Identify key economic drivers. • Identify barriers and constraints to unlocking opportunities and potentials.
Spatial Restructuring and Environment Development	• Assess land development, land release and land-use management systems. • Prioritise township development initiatives and incentives.
Infrastructure Development	• Assess the state and adequacy of infrastructure to support addressing current service backlogs and future growth of the district. • Identify alternative and innovative infrastructure programmes and project.
Integrated Service Provision	• Identify current state of service delivery across all sectors. • Improve quality and standardised service within the district.
Governance Development	• Assess state of governance regarding intergovernmental relations and co-ordination. • Assess state of financial governance and management. • Promote good governance and ethical leadership.

The Sedibeng District One Plan adopted the following vision for the plan: '*A leading and developmental metropolitan river city by 2030*'.

In preparing the Sedibeng District One Plan, the diagnostic assessment, vision setting, strategy formulation and implementation framework formulating exercises set the following strategic goals:

Table 7: Sedibeng District Strategic Goals

DDM Focal Area	Sedibeng District Strategic Goals
Demographics / People Development Goal	• To maximise the impact of people development inclusive of business support on skills development for caring and self-reliant society
Economic Positioning Goal	• To enhance sectoral support for agriculture, rural development, tourism, manufacturing and re-industrialisation • To promote township economic revitalisation with supporting infrastructure allocations

	• To promote sustainable development of industrial hubs, economic hubs and auto/digital hubs, focusing on access for the youth and vulnerable communities • To provide legal framing for commercial rapid land release initiative to release publicly owned land for best, most developmental use in township areas • To establish Special Economic Zone to ensure growth, revenue generation, job creation, attract foreign direct investment and foster international competitiveness • To augment sectoral support for agriculture, rural development, tourism and manufacturing towards reindustrialisation and rural development • To promote and develop economic hubs within townships: Review and revise legislation, policies and regulation that govern the township business • To enhance and promote socioeconomic stakeholder engagements and participation • To improve heritage potential of the district • To introduce development guidelines that reduces red tape and improves ease of doing business.
Spatial Restructuring and Environmental Goal	• To create a sustainable, interlinked urban and rural region through sustainable and well-located developments.
Infrastructure Engineering Goal	• To develop sustainable regional bulk infrastructure capacity. • To provide stable and sustainable infrastructure • To conduct research in innovative and alternative infrastructure delivery mechanism • To encourage partnership with private sector in the infrastructure provision.
Integrated Service Provisioning Goal	• To promote effective and Integrated service that addresses the socioeconomic and environmental development imperatives of the region • To harness the use of technology and artificial intelligence • To promote effective and integrated services that address the socioeconomic and environmental development imperatives of the region • To introduce the 'smart city' concept to optimise the district's functions and promote economic growth while also improving the quality of life for citizens by using smart technologies and data analysis.

Integrated Service Provisioning Goal	• To promote effective and Integrated service that addresses the socioeconomic and environmental development imperatives of the region • To harness the use of technology and artificial intelligence • To introduce the 'smart city' concept to optimise the District's functions and promote economic growth, while also improving the quality of life for citizens by using smart technologies and data analysis.
Governance Goal	• To ensure good financial management inclusive of stakeholder partnership • To promote ethical, accountable governance with integrity • To enhance and promote socioeconomic stakeholder engagements and participation • To implement a rigorous system of consequence management.

Emanating from the above, a number of catalytic projects were identified. Only the projects that affect MLM (directly and indirectly) are included as follows:

Regional Economic Vision: The Case for a Vaal Regional Master Plan

- The regional economy has suffered significant deindustrialisation due to the collapse of the steel industry.
- Thus, the government's goal will be to build a new economy in the Vaal, on both the Gauteng and Free State sides of the Vaal River.
- Southern Corridor's catalytic investment projects is to be supported by catalytic infrastructure:
    - Savanna City
    - Vaal River City and the Vaal University Village Precinct
    - A cargo airport and logistics hub
    - The Vaal Special Economic Zone
    - An AB InBev investment project
    - The Vaal Marina development
    - Logistics and mining investments in Lesedi
    - The Gauteng Highlands projects
    - Sebokeng Precinct.
- Gauteng working with the national government, the private sector, SOEs and universities to direct infrastructure initiatives and human capital development interventions towards the same vision.

- Collectively, these projects will unlock over R20 billion investment in the Vaal economy.

Midvaal Local Municipality Catalytic Projects

• Vaal Marina: Investors have been asking the municipality to develop the area. Investors are interested in putting a hotel or a resort in the area. MLM negotiating with the Department of Public Works to donate the land. After donation of the land, the municipality plans to develop the area. The cost of development is R 1.3 billion (infrastructure costs).

• Doornkuil: Land belongs to Sedibeng. MLM is proposing that Sedibeng donate the land for development in line with the findings of the feasibility study being conducted. The land is suitable for a regional cemetery, social and research facilities, agricultural development, business and industrial activities.

• De-Deur Agro-processing Centre: This land belongs to MLM. Feasibility study, geo-technical studies and environmental impact assessment are complete. The plan is to develop it into an agricultural zone. The main challenge is bulk sewerage. The estimated costs to develop is R105 m. These projects need to be structured into a regional masterplan, supported by a common economic and infrastructure roadmap for the region, under the auspices of a special purpose vehicle to fund public infrastructure components.

MLM supports the DDM as a model to improve service delivery efficiencies, a focused planning and budgeting process, and monitoring of projects/programmes implementation. However, the municipality does not support the DDM vision of Sedibeng District to be a metropolitan municipality by 2030.

2.8 Community Participation Assessment

Section 16(1) and Section 29(1) of the Local Government: Municipal Systems Act (No. 32 of 2000) outline the processes and procedures to be adhered to in terms of community participation.

Based on the legislative requirements, public participation forms an integral part of the Midvaal IDP process. Communities were afforded the right to make representations and engage on the drafting of the IDP considering the needs of their communities.

Notwithstanding the provisions of the act, MLM utilises several communication channels to convey information to the community. The approved traditional

methods of communication have changed over time; however, MLM adheres as far as possible to the stated provisions of the act.

During January and February 2022, the municipality conducted public engagements with communities to ensure its planning is aligned to community needs to budget accordingly. During the process, MLM ensured strict adherence to Covid-19 regulations as the processes involve public gatherings. The table that follows outlines the public engagements held per ward:

Table 8: Public Engagements

Ward	Councillor	Date &	Venue	Number of Attendees
1	FW Peters	15/01/2022	Vaalmarina Community Hall	63
		15/01/2022	Jakkalsdraai Hall	28
2	SMA Janse van Rensburg	10/01/2022	Risiville Primary School	43
3	BJ Jordaan	11/01/2022	Rothdene Community Hall	39
4	M Myburgh	17/01/2022	Daleside Fire House Gym	84
5	PD Pretorius	18/01/2022	VESA, Valley Equestrian Show Arena	40
6	TS Mofokeng	24/01/2022	Lakeside Multipurpose Centre	249
7	LTH Visser	25/01/2022	Walkerville Showgrounds	52
8	MM Ndebele	26/01/2022	Marquee tent – White House	215
9	RJ Hubbard	19/01/2022	Meyerton Town Hall	54
10	DT Mokhomo	01/02/2022	Sicelo Community Hall	189
11	MA Maimane	20/01/2022	Marquee tent – Savanna City Ext 3	218+
		02/02/2022	De Deur Primary School	58
		03/02/2022	Marquee tent – Savanna City Ext 1	230
12	MC Kruger	22/01/2022	Marquee Tent – Kliprivier SAPS	72
13	JG Viljoen	07/02/2022	Laerskool Voorwaarts	67
14	PC Pretorius	08/02/2022	Destinata School	22
15	AH Dickinson	09/02/2022	O'Connor Hall	64

In addition to the public engagements, the municipality developed a community needs assessment form. Communities were given the opportunity to complete the forms and submit hardcopies at the Office of the Speaker, Municipal Offices, Halls, Pay Points, Libraries, or via email at

idp@midvaal.gov.za. An IDP survey was also enabled on the My Midvaal App for citizen to send through their community needs.

The following table indicated the inputs received in the various platforms:

Table 9: Community Inputs Received

Platform	No. of Inputs Received
Emailed to idp@midvaal.com	57
Submitted on the My Midvaal App	234
Hard copy forms	506
Other	60
Total	**857**

All inputs received were captured and filtered. Operational and customer care related issues were sent to the relevant sections within the municipality. IDP projects were captured in the capital prioritisation model for budget consideration and are listed under Annexure A1 to Annexure A3.

2.9 Identify Areas of need

The core services that local government provides (clean drinking water, sanitation, electricity, shelter, waste removal, and roads) are basic human rights, and essential components of the right to dignity enshrined in our Constitution and Bill of Rights, according to the Back-to-Basics Programme.

MLM strive to provide each resident with the same level of services. The objective is difficult to achieve due to a number of reasons.

The areas that are in the most serious need are the various informal settlements, as contained in the Midvaal HSP.

The majority of these settlements do not have access to electricity. Sanitation is provided through a number of chemical toilets and VIP toilets, whereas roads do not meet the minimum requirements of gravel roads. Drinking water is provided through standpipes, and in some instances by transporting water by tankers.

These settlements include:

- Boitumelo
- Khayelitsha
- Piel's Farm
- Sicelo
- Mamello.

The following settlements benefited from a sanitation upgrading project:

- Sicelo Informal Settlement — 1 050 chemical toilets
- Kromdraai Informal Settlement — 19 chemical toilets
- Khayelitsha Informal Settlement — 120 chemical toilets
- Piels Farm Informal Settlement — 104 chemical toilets
- Mamello Informal Settlement — 188 chemical toilets
- Skansdam Informal Settlement — 11 chemical toilets
- Boitumelo Informal Settlement — 49 chemical toilets
- Kwa Brown Informal Settlement — 1 honey sucker (vacuum truck), no chemical toilets.

MLM covers a large rural area comprising many small and agricultural holdings. Most of these areas have access to basic services such as drinking water, electricity and roads. These properties rely on onsite sanitation systems such as VIP and biochemical toilets.

Residents residing on farms have seldom access to piped water and rely on boreholes for the supply of drinking water and onsite disposal systems such as VIP and biochemical toilets for sanitation. Roads are seldom surfaced as the majority of roads are gravel roads maintained by either the municipality or Gautrans.

The majority of households in MLM do, however, have access to basic services.

Community needs received as part of the IDP consultation process have been captured in Annexure A.

Chapter 3: 5-Year Integrated Development Plan

3.1 Vision & Mission

MLM prides itself on being a stable institution able to provide services to its residents efficiently while improving their socioeconomic conditions. The municipal vision for the 2022–2027 IDP is:

Achieve excellence in service delivery

To achieve this vision the municipality strives to:

- Enhance service delivery through innovative technologies
- Enable a safe, healthy community and environment
- Promote local economic development and tourism
- Adopt clean, renewable energy
- Build strong partnerships, and
- Be a people-centred, compassionate institution.

3.2 Values

Values reflect the core guidelines of the organisation and by following them ensures, we remain on the right path. A customer-centric approach shapes the values of the MLM. This defines the character of the municipality and the foundation on which leadership and employees behave and conduct themselves and guides 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. MLM's values are as follows:

- Equity
- Accessibility and communication
- Collaboration
- Innovation
- Safety and security
- Forward-thinking
- Decisive decision-making.

3.3 Development Priorities & Objectives

The MLM's vision, mission, values, and political promises culminate in development priorities and objectives set out in the municipality's KPAs. Each KPA is specifically crafted to address the main strategic objectives of the municipality. The table that follows indicates the municipality's KPAs and objectives:

Table 10: Municipal Key Performance Areas and Strategic Objectives

Key Performance Area	Strategic Objective
KPA 1: Good Governance	To promote increased participation and improved communication with all key internal and external stakeholders
KPA 2: Safe & Healthy Environments	To create a sustainable environment safe from harm
KPA 3: Community Development	To create an environment focused on uplifting the youth, the poor and the most vulnerable
KPA 4: Institutional Development	To transform and align the people, processes, and systems of the municipality to achieve its objectives
KPA 5: Financial Stability	To improve the financial sustainability and capacity of the municipality, while adhering to statutory requirements
KPA 6: Infrastructure & Sustainable Living Environments	To ensure efficient infrastructure and energy supply that will improve the quality of life of the community
KPA 7: Communication & Customer Care	To deliver inclusive and excellent services to the community
KPA 8: Economic Growth & Spatial Transformation	To facilitate sustainable economic empowerment for all communities within Midvaal and through the development of partnerships and innovation

The political promises highlighted in section 1.2 are aligned to the KPAs in the table that follows:

Table 11: Political Promises aligned to Key Performance Areas

	KPA 1	KPA 2	KPA 3	KPA 4	KPA 5	KPA 6	KPA 7	KPA 8
Promise 1: Investing in Safety and Security		X				X		
Promise 2: Housing, Land Invasions and By-Law Enforcement								X
Promise 3: Create Opportunities for all the People of Midvaal	X		X		X			
Promise 4: Providing Excellent Service Delivery						X	X	
Promise 5: Solving Challenges Through Creativity and Innovation				X		X	X	X
Promise 6: We Must Listen to the People We Serve	X	X	X			X	X	X

3.4 Operational Strategies

Based on the KPAs above, the municipality has crafted corresponding key focus areas (KFAs) to outline the operational strategies of the municipality. Operational strategies are further defined as KPIs in the municipality's SDBIP. The SDBIP will be approved by the Executive Mayor 30 days after the adoption of the final IDP. The figures that follow illustrate the linkage between KPAs and KFAs and listed the objectives of the KFAs that is the foundation of the operational strategies for Midvaal.

Table 12: Municipal Key Performance Areas Linked to Key Focus Area

KPA 1: Good Governance	KPA 2: Safe & Healthy Environments	KPA 3: Community Development	KPA 4: Institutional Development	KPA 5: Financial Stability	KPA 6: Infrastructure & Sustainable Living Environments	KPA 7: Communications & Customer Care	KPA 8: Economic Growth & Spatial Transformation
KFA 1: Governance Structures	KFA 5: Safety and Security	KFA 9: Parks and Sports & Recreation	KFA 13: Human Resources & Skills Development	KFA 17: Financial Management	KFA 21: Electricity, Energy Efficiency and Renewable Energy	KFA 27: Communication & Marketing	KFA 29: Municipal Planning & Built Environment
KFA 2: Risk Management	KFA 6: Emergency Services	KFA 10: Libraries, Arts & Culture and Special Programmes	KFA 14: Monitoring & Evaluation and Performance Management	KFA 18: Revenue Management	KFA 22: Roads & Stormwater Infrastructure	KFA 28: Customer Relations	KFA 30: Spatial Planning and Investment
KFA 3: Stakeholder Participation	KFA 7: Disaster Management	KFA 11: Heath, ECD and Social	KFA 15: Information Technology	KFA 19: Supply Change Management	KFA 23: Water & Sanitation Infrastructure		KFA 31: Local Economic Development
KFA 4: Intergovernmental Relations	KFA 8: Environmental Heath	KFA 12: Cemeteries & Crematoria	KFA 16: Policies, Processes and Procedures	KFA 20: Assets Equipment & Fleet Management	KFA 24: Solid Waste Management		
					KFA 25: Project Management & Public Facilities		
					KFA 26: Climate Change Adaptation and Mitigation		

Table 13: Municipal Key Performance Areas Linked to Key Focus Areas and operation objectives

Key Performance Area	Strategic Objective	Key Focus Area	Operational Objective
KPA 1: Good Governance	To promote increased participation and improved communication with all key internal and external stakeholders	KFA 1: Governance Structures	To promote sound and sustainable governance
		KFA 2: Risk Management	To co-ordinate activities to identify, assess, manage, and monitor risks in a systematic and formalised manner
		KFA 3: Stakeholder Participation	To increase active stakeholder participation
		KFA 4: Intergovernmental Relations	To improve intergovernmental relations
KPA 2: Safe & Healthy Environments	To create a sustainable environment safe from harm	KFA 5: Safety and Security	To improve the safety of the community in both rural and suburban areas
		KFA 6: Emergency Services	To ensure adequate prevention measures as well as prompt response to emergencies
		KFA 7: Disaster Management	To outline policy and procedures for proactive disaster prevention and mitigation
		KFA 8: Environmental Heath	To ensure healthy living environments
KPA 3: Community Development	To create an environment focused on uplifting the youth, the poor and the most vulnerable	KFA 9: Parks and Sports & Recreation	To create an ecosystem of sports and recreation activities
		KFA 10: Libraries, Arts & Culture and Special Programmes	To promote the development of cultural and social programs to uplift the community
		KFA 11: Heath, ECD and Social	To promote the wellbeing of communities through provision of adequate social facilities and community development programmes
		KFA 12: Cemeteries & Crematoria	To provide accessible and adequate cemeteries and crematoria

Key Performance Area	Strategic Objective	Key Focus Area	Operational Objective
KPA 4: Institutional Development	To transform and align the people, processes and systems of the municipality to achieve its objectives	KFA 13: Human Resources & Skills Development	To ensure adequate internal capacity and capability to deliver on the municipality's objectives
		KFA 14: Monitoring & Evaluation and Performance Management	To develop and implement an effective and efficient performance management system
		KFA 15: Information Technology	To enhance systems and technology to enable the municipality to deliver excellent customer experience
		KFA 16: Policies, Processes and Procedures	To write and review processes and procedures to ensure the objectives of the municipality are achieved
KPA 5: Financial Stability	To improve the financial sustainability and capacity of the municipality, whilst adhering to statutory requirements	KFA 17: Financial Management	To manage the finances of the municipality in a manner that will enhance its financial viability and maintain sustainability
		KFA 18: Revenue Management	To protect and enhance revenue position of the position to enable the objectives of the municipality
		KFA 19: Supply Change Management	To develop and maintain an effective supply chain which uplifts local business and the youth
		KFA 20: Assets Equipment & Fleet Management	To adequately maintain the assets of the municipality
KPA 6: Infrastructure & Sustainable Living Environments	To ensure efficient infrastructure and energy supply that will improve the quality of life of the community	KFA 21: Electricity, Energy Efficiency and Renewable Energy	To plan, construct and maintain electricity networks and to improve energy efficiency. To provide sustainable, reliable and affordable electricity to all residents
		KFA 22: Roads & Stormwater Infrastructure	To plan, construct and maintain roads and stormwater infrastructure

Key Performance Area	Strategic Objective	Key Focus Area	Operational Objective
		KFA 23: Water & Sanitation Infrastructure	To plan, construct and maintain water and sanitation infrastructure. To provide sustainable, reliable and affordable water and sanitation services to all residents
		KFA 24: Solid Waste Management	To provide sustainable, reliable and affordable waste disposal services to all residents. To plan, construct and maintain landfill sites and transfer stations
		KFA 25: Project Management & Public Facilities	To plan, construct and maintain municipal and public facilities
		KFA 26: Climate Change Adaptation and Mitigation	To provide a framework for the municipal response to climate change mitigation and adaptation
KPA 7: Communication & Customer Care	To deliver inclusive and excellent services to the community	KFA 27: Communication & Marketing	To improve internal and external communication to enhance the perception of the municipality
		KFA 28: Customer Relations	To provide a user-friendly platform for citizens to engage with the municipality
KPA 8: Economic Growth & Spatial Transformation	To facilitate sustainable economic empowerment for all communities within MLM and through the development of partnerships and innovation	KFA 29: Municipal Planning & Built Environment	To improve land use and building developments in line with legislation and policy
		KFA 30: Spatial Planning and Investment	To develop an effective spatial framework to promote development in the municipality, focused on enabling and aligning development objectives
		KFA 31: Local Economic Development	To facilitate and promote local economic growth

3.5 Alignment to National and Provincial Policies and Plans

A core element of an IDP is to ensure alignment of the municipality's development objectives to national and provincial policies and plans. The table that follows provide an indication of alignment to:

- National KPAs for Municipalities & Back to Basics
- NDP 2030 and MSTF
- IUDF
- GGT 2030
- Sedibeng IDP and District DDM One Plan

Table 14: Municipal Key Performance Areas Aligned to National, Provincial & District Policy

National KPAs for Municipalities	
National KPAs	**Midvaal KPAs**
NKPA 1: Municipal Transformation & Development	KPA 8: Economic Growth & Spatial Transformation
	KPA 3: Community Development
	KPA 2: Safe & Healthy Environments
NKPA 2: Basic Service Delivery	KPA 6: Infrastructure & Sustainable Living Environments
	KPA 7: Communication & Customer Care
NKPA 3: Local Economic Development	KPA 8: Economic Growth & Spatial Transformation
NKPA 4: Municipal Financial Viability & Management	KPA 5: Financial Stability
NKPA 5: Good Governance & Public Participation	KPA 1: Good Governance
	KPA 4 Institutional Development
Back to Basics	
5 Pillars of Back to Basics	**Midvaal KPAs**
1. Putting people and their concerns first	KPA 2: Safe & Healthy Environments
	KPA 3: Community Development
	KPA 8: Economic Growth & Spatial Transformation
2. Supporting the delivery of municipal services to the right quality and standard	KPA 6: Infrastructure & Sustainable Living Environments
	KPA 7: Communication & Customer Care
3. Promoting good governance, transparency and accountability	KPA 1: Good Governance

4. Ensuring sound financial management and accounting	KPA 5: Financial Stability
5. Building institutional resilience and administrative capability	KPA 4: Institutional Development
National Development Plan 2030	
NDP 2030 Strategies	**Midvaal KPAs**
1. Creating jobs and improving livelihoods	KPA 8: Economic Growth & Spatial Transformation
2. Expanding infrastructure	KPA 6: Infrastructure & Sustainable Living Environments
3. Transition to a low-carbon economy	KPA 6: Infrastructure & Sustainable Living Environments
4. Transforming urban and rural spaces	KPA 8: Economic Growth & Spatial Transformation
5. Improving education and training	KPA 3: Community Development
6. Providing quality healthcare	KPA 2: Safe & Healthy Environments
	KPA 3: Community Development
7. Fighting corruption and enhancing accountability	KPA 1: Good Governance
	KPA 5: Financial Stability
	KPA 4: Institutional Development
8. Transforming society and uniting the nation	KPA 8: Economic Growth & Spatial Transformation
Medium Term Strategic Framework	
MTSF Priorities	**Midvaal KPAs**
Priority 1: Building a capable, ethical, and developmental state	KPA 1: Good Governance
	KPA 5: Financial Stability
Priority 2: Economic transformation and job creation	KPA 8: Economic Growth & Spatial Transformation
Priority 3: Education, skills, and health	KPA 3: Community Development
	KPA 4: Institutional Development

Priority 4: Consolidating the social wage through reliable and quality basic services	KPA 6: Infrastructure & Sustainable Living Environments
Priority 5: Spatial integration, human settlements, and local government	KPA 8: Economic Growth & Spatial Transformation
Priority 6: Social cohesion and safe communities	KPA 2: Safe & Healthy Environments
Priority 7: A better Africa and world	

Integrated Urban Development Plan	
IUDF Strategic Goals	**Midvaal KPAs**
Inclusion and Access	KPA 8: Economic Growth & Spatial Transformation
	KPA 6: Infrastructure & Sustainable Living Environments
	KPA 7: Communication & Customer Care
	KPA 3: Community Development
Inclusive Growth	KPA 8: Economic Growth & Spatial Transformation
	KPA 6: Infrastructure & Sustainable Living Environments
Effective Government	KPA 1: Good Governance
	KPA 5: Financial Stability
	KPA 4: Institutional Development
Spatial Integration	KPA 8: Economic Growth & Spatial Transformation
	KPA 6: Infrastructure & Sustainable Living Environments
	KPA 2: Safe & Healthy Environments

Growing Gauteng Together 2030	
GGT 2030 Priorities	**Midvaal KPAs**
1. The Economy, Jobs, and Infrastructure	KPA 8: Economic Growth & Spatial Transformation
2. Education, Skills Revolution, and Health	KPA 3: Community Development

3. Integrated Human Settlements, and Land Release	KPA 8: Economic Growth & Spatial Transformation
4. Safety, Social Cohesion, and Food Security	KPA 2: Safe & Healthy Environments
5. A Capable, Ethical and Developmental State	KPA 1: Good Governance
	KPA 5: Financial Stability
	KPA 4 Institutional Development
6. Towards A Better Africa and a Better World	KPA 6: Infrastructure & Sustainable Living Environments
7. Sustainable Development for Future Generations	KPA 8: Economic Growth & Spatial Transformation
	KPA 6: Infrastructure & Sustainable Living Environments
Sedibeng Integrated Development Plan	
Sedibeng KPA	**Midvaal KPAs**
KPA 1: Reinventing the Economy	KPA 8 Economic Growth & Spatial Transformation
KPA 2: Renewing our communities	KPA 2: Safe & Healthy Environments
KPA 3: Reviving a Sustainable Environment	KPA 6 Infrastructure & Sustainable Living Environments
KPA 4: Reintegrating the region with the rest of Gauteng	KPA 8 Economic Growth & Spatial Transformation
KPA 5: Releasing Human Potential	KPA 4 Institutional Development
	KPA 3 Community Development
KPA 6: Good and Financially Sustainable Governance	KPA 1: Good Governance
	KPA 5: Financial Stability
KPA 7: Vibrant Democracy	KPA 1: Good Governance
	KPA 7: Communications & Customer Care
District Development Model	

DDM Goals	Midvaal KPAs
Demographic / People Development	KPA 3: Community Development
	KPA 2: Safe & Healthy Environments
Economic Positioning	KPA 8: Economic Growth & Spatial Transformation
Spatial Restructuring and Environment Development	KPA 8: Economic Growth & Spatial Transformation
Infrastructure Development	KPA 6: Infrastructure & Sustainable Living Environments
Integrated Service Provision	KPA 7: Communication & Customer Care
Governance Development	KPA 1: Good Governance
	KPA 5: Financial Stability
	KPA 4: Institutional Development

Chapter 4: Support Plans

4.1 Financial Plan

4.1.1 Introduction

The purpose of this chapter is to outline a comprehensive multiyear financial plan that will ensure long-term financial sustainability for MLM. 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 multiyear 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 MLM 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 the utmost importance that MLM stimulates the macroeconomic environment to attract the private sector to investment in Midvaal. Through this approach MLM will enhance its ability to have access to much needed financial resources to invest in new infrastructure as well as maintain its current infrastructure assets.

This plan will also focus on the expansion of MLM's revenue sources in relation to its costs to ensure that the municipality stays a financially viable and sustainable going concern. MLM 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 multiyear 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 the National Treasury's Municipal Budget and Reporting Regulations only covers a planning period of the next financial year and the two financial years thereafter, budget information supplied in this chapter will only cover the next three financial years.

A discussion follows 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 as a developed or a developing municipality. MLM 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 identified are detailed below.

Revenue adequacy and certainty

It is essential that MLM 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 2022 Division of Revenue Act (DoRA) has laid out the level of funding from the national government that will be received for the 2022/2023 to 2024/2025 financial years and these amounts have been included in the budget. The Provincial Gazette had not been received at the time of tabling of the IDP and Budget and as such, estimates from the last published gazette was 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 on the phase that the municipality is in. Knowledge of the sources of funds will illustrate the municipality's position more accurately, and its ability to secure loans relative to its income and its borrowing capacity.

Cash / liquidity position

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

- The **current ratio**, which expresses the current assets as a proportion to current liabilities. A current ratio in excess of one to one (1.5:1) is considered to be healthy.
  The annual liquidity ratio was as follows for the previous years:

30 June 2017	2.09:1
30 June 2018	2.32:1
30 June 2019	2.18:1
30 June 2020	2.52:1
30 June 2021	3.06:1

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.

- **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 2017	57 days
30 June 2018	58 days
30 June 2019	96 days
30 June 2020	92 days
30 June 2021	107 days

The debtor's collection days has increased significantly; however, the provision for impairment has decreased. This is an indication of MLM's effort to collect majority of the debtors owed. The financial viability of the municipality is mainly affected by the revenue collection which can be justified as the impact of the pandemic on majority of the households in the country. There is an increase in the surplus for the year and the bank balance of the municipality is favourable. This is an indication that the municipality does not have challenges as a going concern at this stage and it can still be self-sustainable.

- 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 Medium Term Revenue and Expenditure Framework (MTREF) period.

30 June 2017	94%
30 June 2018	93%
30 June 2019	94%
30 June 2020	91%
30 June 2021	94%

Collection rates are under pressure as the increasing tariffs and the cost of services become more unaffordable to households. 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.

Sustainability

MLM 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 that 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.

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 facilitates poor people's access to basic services as more services can be rendered with the scarce resources. Only absolutely necessary allocations are given consideration in the budget.

Accountability, transparency and good governance

The municipality is accountable to the people 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 to minimise opportunities for corruption. Accurate financial information is produced within acceptable timeframes.

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 the national government will be used primarily for targeted subsidies to indigent households. In addition, the municipality will continue to cross-subsidise between high income and low income consumers within a specific service or between services.

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.

Macroeconomic 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 macroeconomic framework. MLM's financial and developmental activities should therefore support national and provincial fiscal policy.

Borrowing

The strong capital market in South Africa (commercial banks and other lending institutions like the Development Bank of Southern Africa 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. MLM has a policy in place that ensures borrowing in a responsible way. In order to access this market, the municipality will continue to maintain accurate and appropriate financial accounting and reporting systems and ensure that enough cash is generated 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. MLM 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

2022/2023 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 which is the financial viability and sustainability of the municipality.

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.
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 for all properties on a regular basis. It must be noted that the valuation roll has been implemented as from 1 July 2018 and will be valid until 30 June 2023. MLM is in the process of appointing a valuer for the compilation of the new valuation roll from the 1 July 2023.
e) Prescribed debt will be considered for write-off on an annual basis.

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 on the system, the maintenance of this system and the production of a complete asset register in terms of the Generally Recognised Accounting Practice (GRAP).
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.

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) - The municipality is in compliance with the mSCOA Regulations, and ongoing improvements to the systems are done on an annual basis.
b) The annual review of the entire organogram of the Finance Department, ensuring that adequate capacity exists 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 is important 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 the 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 and 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.

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.

General financial philosophy

The financial philosophy of MLM 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, co-ordinate 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 must develop financial policies that support the above. MLM'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 to meet the goals of the municipality's IDP.

Budget-related policies

The annual budget is the central financial planning document, directed by the IDP, which 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 scrutiny and reporting to Council with recommendations of actions to be taken to achieve the budget goals. The budget will be subject to a midyear 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 discussion about the revenue-raising policies follows in paragraph 4.1.4.

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 co-ordinated manner.

An annual capital investment budget will be developed and adopted by MLM as part of the annual budget. The municipality make all capital improvements in accordance with the IDP. MLM also has a Developer

Contribution Policy aimed to generate additional funding from developers to assist in the upgrading of bulk infrastructure services.

Unexpensed 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, with all relevant approvals. Routine capital needs will be financed from current revenues 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.

Revenue policies

MLM will estimate annual revenues through a conservative, objective and analytical process based on realistically expected revenue to be collected. The municipalities will set tariffs at a level that balances the total direct and indirect costs of operations, and the affordability for the consumer. Tariffs will be set to reflect the developmental and social policies of Council. These principles will be embedded in the Tariff Policy that will be updated on an annual basis.

MLM 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 five years in light of the new review due in the next financial year. 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, which are consistent with the municipality's goals and strategic plan and to eradicate unfunded mandates.

Credit control policies and procedures

MLM 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 is considered by Council on an annual basis.

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 no longer needed for basic service delivery and must be read in conjunction with Council's Disposal of Assets Policy.

Investment policy

In terms of Section 13(2) of the MFMA 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 programme. MLM will continue the current cash management and investment practices, which are designed to emphasise safety of capital, sufficient liquidity to meet obligations, and the highest possible yield (listed in order of priority). These principles are embedded in the Cash Management and Investment policies of Council.

Debt management policies

MLM 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. Financial lease 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 overborrowed 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.

Asset management policies

The objective of the asset management policy is to prescribe the accounting and administrative policies and procedures relating to property, plant and Equipment, which are immovable and movable assets of MLM and computer software and servitudes, which are intangible assets of MLM. The principles and policy statements are embedded in the Asset Management Policy of Council.

Accounting policies

The principles on which MLM operates with regard to the presentation, treatment and disclosure of financial information forms part of the accounting policy adopted in the compiled annual financial statements.

4.1.4 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 2022/23 to 2024/25 are as per the DoRA promulgated on 11 February 2022.
b) Provincial government grants for the years 2022/23 to 2024/25 are as per the Provincial Gazette promulgated on 8 April 2022.
c) Inflation has been estimated in line with the National Treasury Budget Circular 115, with the consumer price index (CPI) projected to be 4.8% in 2022/23, 4.4 in 2023/24 and 4.5% in 2024/25.
d) The salary bill cost-of-living increase budgeted for 2022/23 amounts to 5% in line with CPI, with 4.4% and 4.5% increases for the next two indicative years.
e) Bulk electricity purchases increased with 9.6% for the 2022/23 financial year and projected at 15% and 10% for the next two indicative years.
f) Bulk water purchases increased with 8.8% for the 2022/23 financial year. A 7.9% increase was estimated for the 2023/24 and 2024/25 financial years.
g) A tariff increase of 6% for property rates has been budgeted for the 2022/23 financial year and with the projected CPI increase for the two outer years.
h) Electricity tariffs will increase with 9.6% for the 2022/23 financial year. Increases of 15% and 10% has been budgeted for the next two financial

years. These increases are still subject to final NERSA announcements of the bulk increase to municipalities.

i) Water tariffs increase with 8.8% for the 2022/23 financial year and a projected 8% increase for the two outer years.
j) Sanitation tariffs increase with 6% for the 2022/23 financial year and a projected CPI increase for the two outer years.
k) Refuse tariffs increase with 6% for the 2022/23 financial year and a projected CPI increase for 2022/23 and 2023/24.

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

4.1.5 Operating Revenue

In order to serve the community and to render the services needed, revenue generation is fundamental for financial sustainability. The reality is that we are faced with developmental backlogs and poverty challenging our revenue-generation capacity. The needs (either capital or operational) 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 are discussed and analysed in the following section.

Operating revenue by source

The operating revenue excluding capital revenue for 2022/2023 is budgeted at R1 492 048 829, which is an increase of 8.38% from the 2021/2022 adjusted budget.

Only registered indigent households (inclusive of deemed indigent households) receive 6 kl free water per month.

The Income Budget has been compiled based on projected billing; however, provision has been made for a 92% collection rate through the provision of funds for the impairment of debtors.

The projected revenue is as follows:

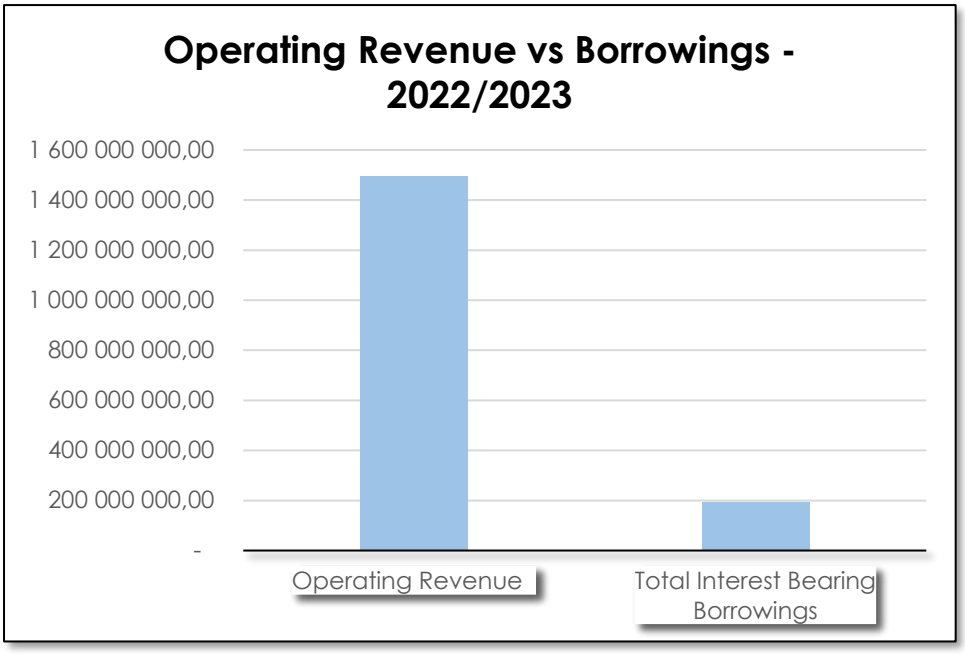


Figure 15: Projected Revenue

Income	Adjusted Budget	2022/2023
Revenue from Non-Exchange Transactions		
Property Rates	271 370 829	287 653 079
Fines, Penalties and Forfeits	72 074 681	74 957 668
Operational Transfers Monetary	152 017 707	172 851 016
Capital Transfers Monetary (Govt)	84 333 408	104 297 550
Capital Transfers Monetary (Developers)	2 000 000	15 292 000
Revenue from Exchange Transactions		
Service Charges Electricity	478 031 777	523 642 422
Service Charges Waste Management	52 400 819	55 544 868
Service Charges WasteWater Management	52 046 635	55 169 433
Service Charges Water	249 522 698	271 238 605
Interest, Dividends and Rent on Land	38 682 641	39 972 192
Operational Revenue	3 573 541	3 716 483
Rental from Fixed Assets	1 192 892	1 240 608
Sales of Goods and Rendering of Services	5 829 284	6 062 455
TOTAL INCOME	**1 463 076 912**	**1 611 638 379**
Total Income Excluding Capital Revenue	**1 376 743 504**	**1 492 048 829**

Figure 16: Projected Revenue

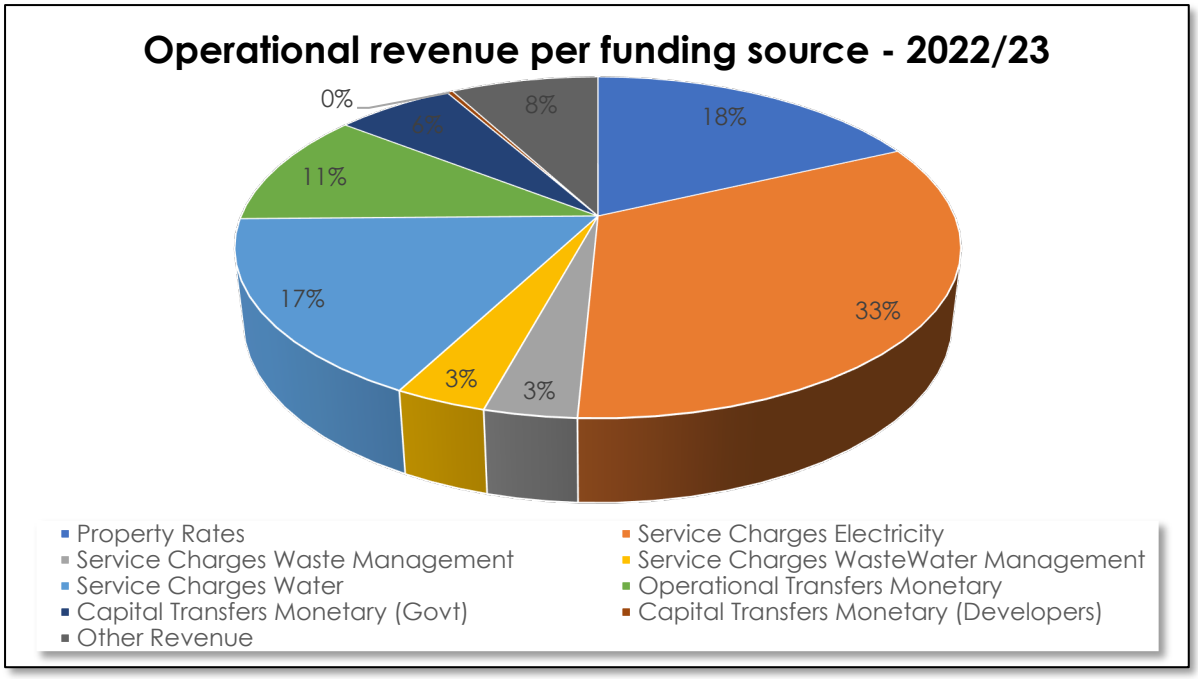


Figure 17: Operating Revenue Distribution for the 2022/23 Financial Year

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 61% of the operating income of Council.

Operating Grants and Subsidies have been budgeted for as per the DoRA. The Regional Bulk Infrastructure Grant intended for the construction of the regional sewer network is an indirect grant (the project is 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.

4.1.6 Operating Expenditure

The operating expenditure for 2022/2023 is budgeted at R1 550 468 768 (an increase of 8.57% from the 2021/2022 adjusted budget). This includes a provision for salary increases of 5%, increase in repairs and maintenance

expenditure of 9.6%, operating cost of 9.7% and contracted services of 15.76%. Bulk purchases have been increased as follows:

- Water purchases from Randwater 8.8%
- Electricity purchases from Eskom 9.6%

The expenditure budget is as follows:

Expenditure	Adjusted Budget	2022/2023
Salaries and Allowances		
Senior Managers	6 693 343	7 909 275
Municipal Staff	352 516 846	374 982 505
Councillors Allowances	13 656 304	14 202 556
Contracted Services		
Outsourced Services	58 906 157	67 436 249
Consultants and Professional Services	24 026 677	27 451 177
Contractors	56 438 938	66 454 613
Operational Cost	74 547 666	81 789 938
Inventory	23 744 438	24 512 227
Bulk Purchases		
Electricity	392 352 876	430 018 752
Water	105 277 424	114 541 837
Interest, Dividends and Rent on Land	17 391 375	18 087 030
Bad Debt Written Off	4 595 503	4 779 323
Transfers and Subsidies	1 500 000	1 500 000
Depreciation and Amortisation	135 747 786	139 695 407
SUB TOTAL EXPENDITURE	**1 267 395 333**	**1 373 360 890**
Gains and losses		
Debtors impairment	50 000 001	60 000 000
Traffic fines impairment	70 560 000	73 458 514
Water Losses	40 118 901	43 649 364
TOTAL EXPENDITURE	**1 428 074 235**	**1 550 468 768**

Figure 18: Expenditure budget

Operating expenditure by type

The detail of the operating budget is contained in the MTREF for the period 2022/2023–2024/2025.

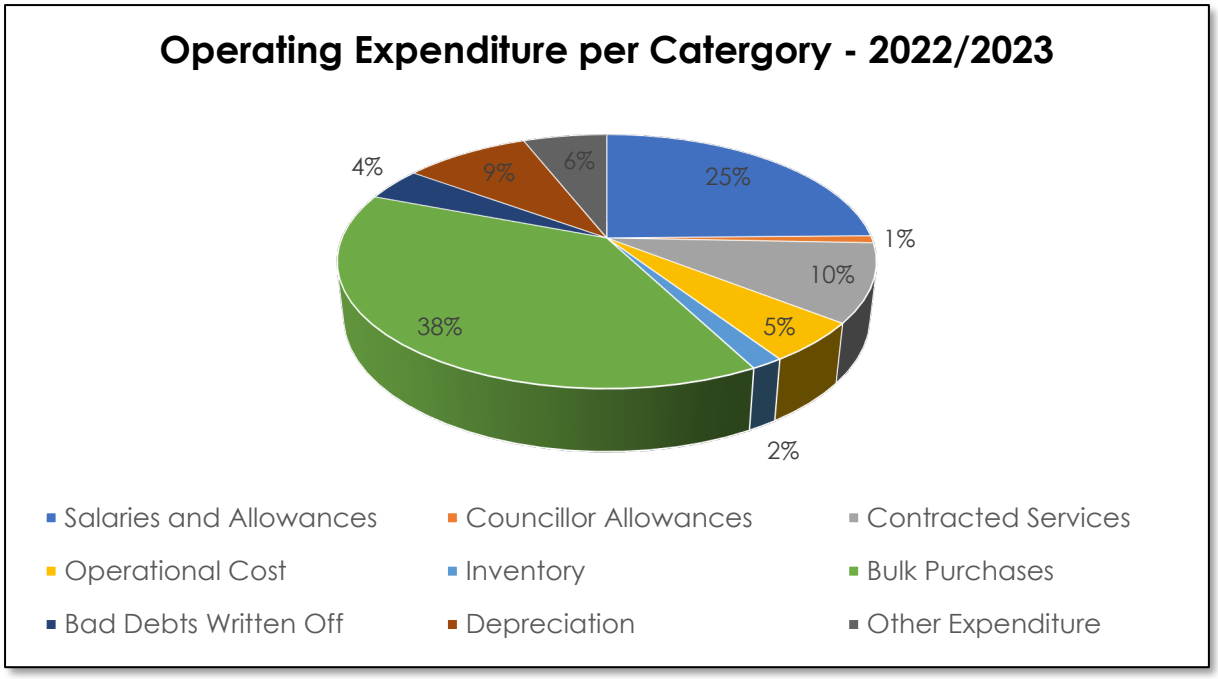


Figure 19: Operating Revenue Distribution for the 2022/23 Financial Year

Analysis of operating expenditure

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

- **Salaries**

The increases includes a projected general salary increase of 5% to all staff members. No new positions were budgeted for. The total salary package of the Council amounts to 26% of the total expenditure.

- **Bulk Purchases**

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

The Council has little control over the above-mentioned expenditure; bulk purchases represent 38% of the expenditure budget.

- **Depreciation**

Depreciation accounts for 9% 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'; 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 are no longer shown as a separate line item, but the expenditure must 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 10.28% of the operating budget.

The figure that follows illustrates the relationship between depreciation and repairs and maintenance:

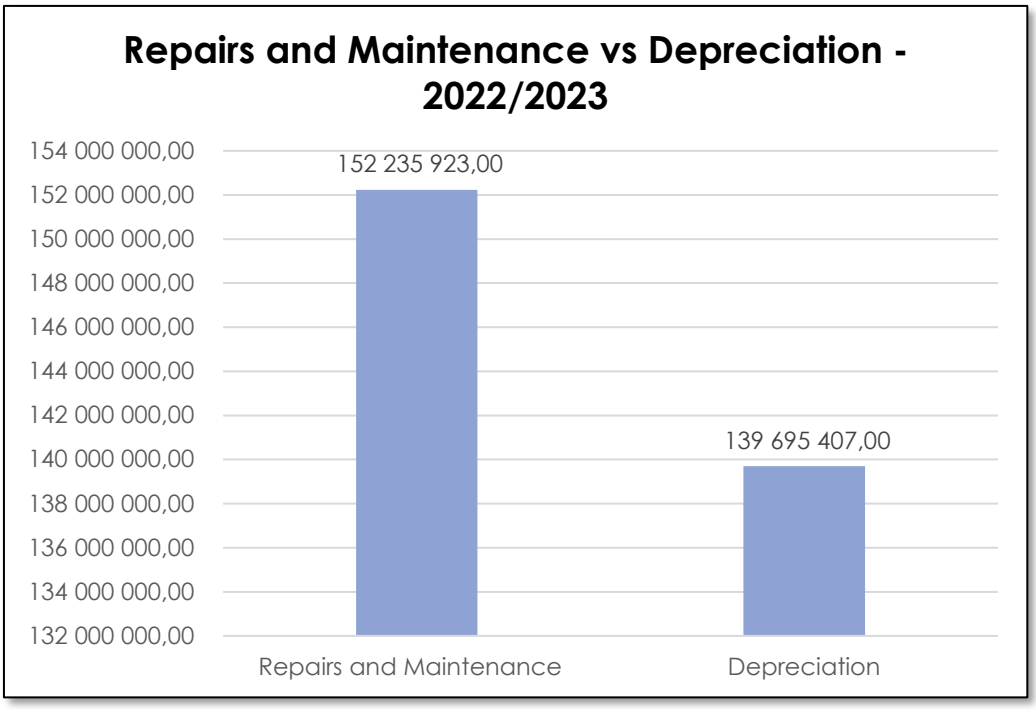


Figure 20: Repairs and Maintenance vs Depreciation

4.1.7 Capital Expenditure

A three-year capital budget has been prepared which has been based on the IDP document.

Capital expenditure per Department

Figure 21 depicts the capital budget per department.

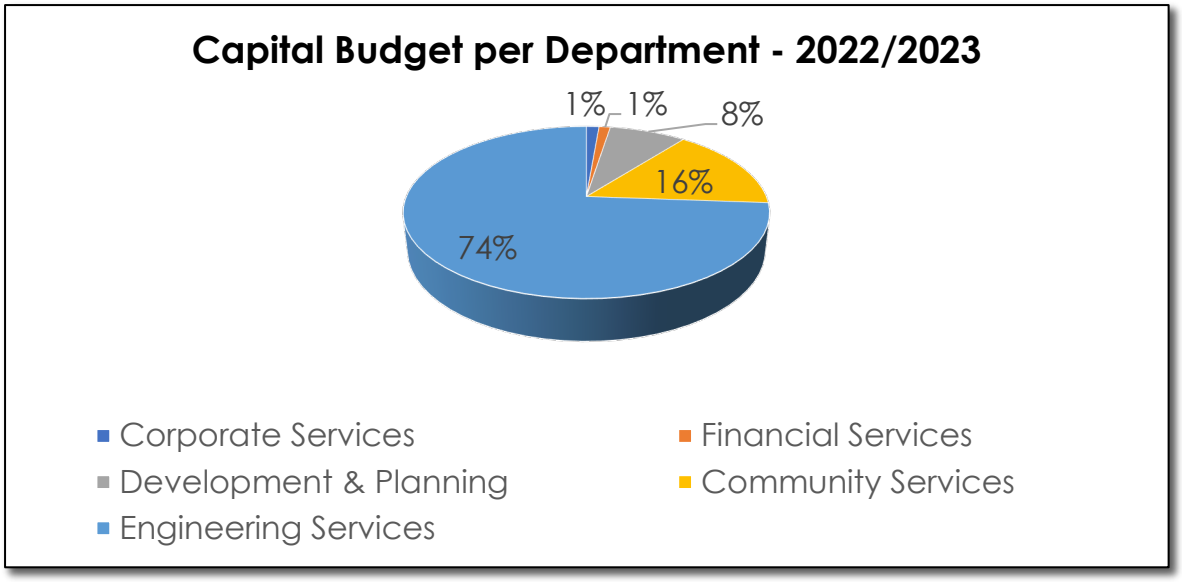


Figure 21: Capital Expenditure per Department for the 2022/2023 financial year

Analysis of capital expenditure

The capital amount proposed for 2022/2023 amounts to R180 597 106.

MLM mainly spends its capital expenditure on infrastructure services and for the 2022/23 financial year 74% of the capital budget is allocated to the Engineering Services department.

4.1.8 Capital Expenditure Funding

The capital budget will be funded as follows:

Funding Source	Budget:2022/2023	Budget:2023/2024	Budget: 2024/2025
Capital Monetary DAC	5 650 000.00	5 300 000.00	5 300 000.00
Capital Developer Contributions	5 100 000.00	6 500 000.00	2 000 000.00
Capital Monetary FFRG	7 800 000.00	-	-
Capital Monetary NHDPG	10 000 000.00	10 000 000.00	15 000 000.00
Capital Monetary INEP	28 775 000.00	21 000 000.00	21 943 000.00
Capital Leases	6 100 000.00	9 850 000.00	10 150 000.00
Capital Annuity Loans	12 800 000.00	13 200 000.00	-
Capital Monetary MIG	29 758 957.00	30 887 391.00	32 256 956.00
Operational Revenue	25 107 149.00	24 295 000.00	23 982 500.00
Capital Monetary WSIG	17 864 000.00	18 712 000.00	19 599 000.00
Capital Monetary WSIG SCH 6B	10 192 000.00		
Accumulated Surplus	21 450 000.00		
Total	180 597 106.00	139 744 391.00	130 231 456.00

Figure 22: Capital Budget

The National Treasury benchmark of 39% to 40% of the capital budget to be spent on renewal projects were considered 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 operationalise the facilities and as such, no facilities that

cannot be operationalised with the current available resources were budgeted for.

The capital expenditure funding trends are set out in Figure 23 which follows. The detailed capital budget is contained in the MTREF for the period 2022/2023–2024/2025.

In Figure 23 it is clear that grants and borrowings are becoming the main sources of funding of capital expenditure.

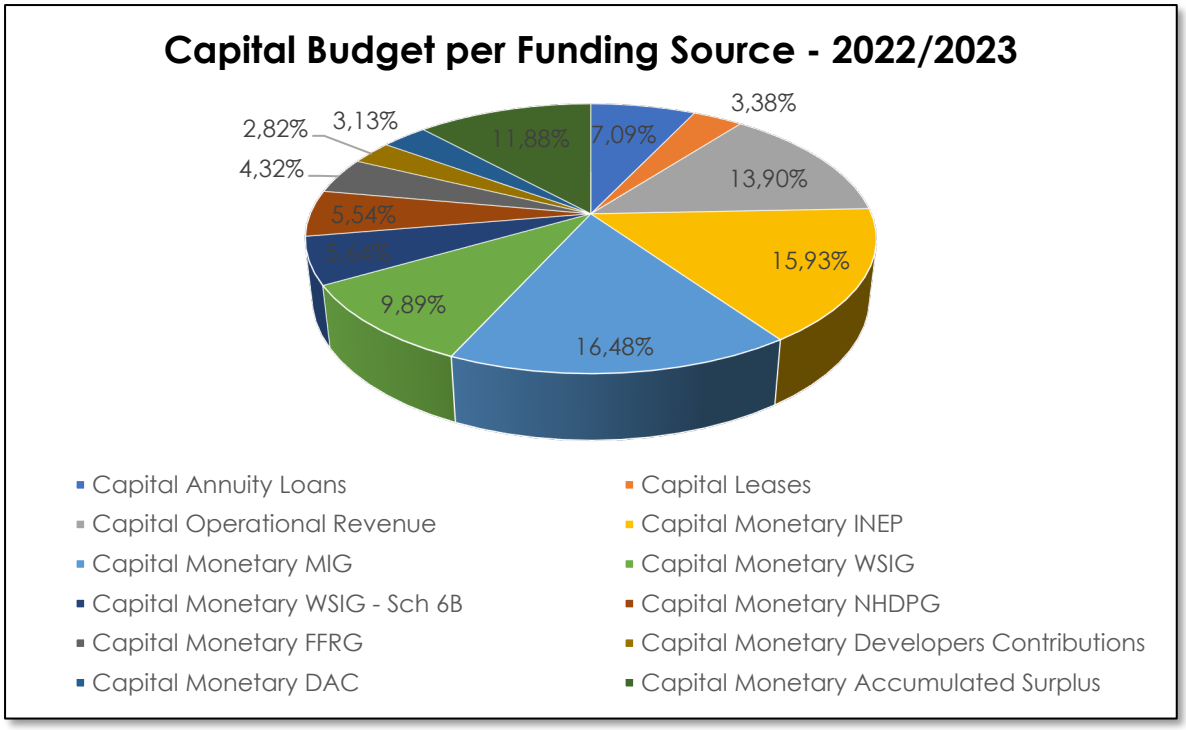


Figure 23: Capital Expenditure per Funding Source for the 2022/2023 financial year

External borrowing as a funding source must be capped at 40% of total operating expenditure. If not, MLM will become overborrowed and the municipality will become a risk for borrowing agencies; this will certainly lead to higher borrowing interest rates. In Figure 24 that follows, it is clearly shown that MLM 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.

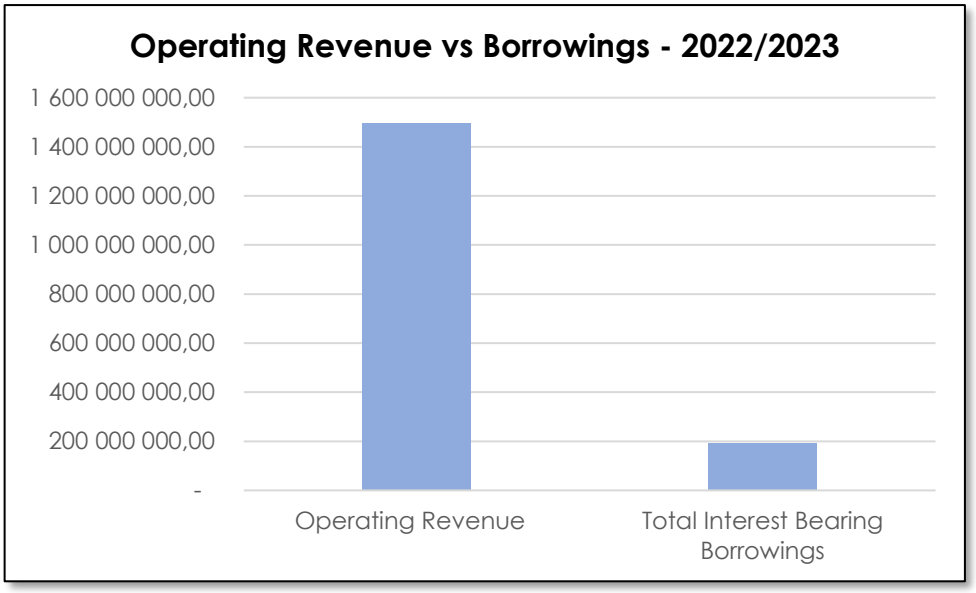


Figure 24: External Borrowings vs Total Operating Revenue

4.1.9 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 Ffnancial plan with its financial framework, financial strategies and financial policy framework contribute to ensuring that MLM remains financially viable and sustainable and that quality municipal services are provided economically to all communities within its area of jurisdiction.

The multiyear 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 Resources Strategy

4.2.1 Executive Summary

As a progressive and learning institution, MLM's Human Resources Directorate strives to enhance the mandate of the organisation through effective human resources (HR) policies, procedures, and processes. The main goal of the strategy is to ensure that the directives are aligned to the vision and mission statement of Council, the objectives identified in the IDP and the SDBIP.

Within the given HR framework, it was imperative to define value so as to gauge the extent to which HR services should be aligned to ensure the delivery of value.

HR 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, MLM must be flexible enough to respond to the changing environment and keep abreast with developments within the labour market and labour environment 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 to remain relevant as a progressive organisation.

4.2.2 Human Resources and Overview

The Human Resources Strategy is aligned to the municipality's five-year IDP and focuses primarily on KPA 4: Institutional Development.

In order to perform and achieve the outcomes associated with the KPA and KFAs and aligned to the vision and mission statement of the organisation, the Human Resources Directorate 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 HR 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 the Human Resources Directorate include the community at large in terms of job applicants, learners and other relevant groups.

Internal Environment

The Human Resources Directorate is a centralised support 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 HR-related, issues. However, the HR function is not only applicable to the Executive; its role is also to advise and support staff. Support is provided by the Human Resources Directorate to line management in terms of facilitating employment processes including, but not limited to, the recruitment of staff, discipline, learning and development, engagement, and benefits.

The facilitation of these processes entails initiation by the user department, based on operational requirements and misconduct from staff, without which the Human Resources Directorate is not able to initiate or facilitate processes accordingly. Inconsistent application of policy and procedure by line management, hampers facilitation of these processes.

Within this framework, effective HR 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. This in turn leads to higher staff morale, commitment, trust, and a willingness to embrace change and high productivity. The Human Resources Directorate 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 HR 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 reorganisation of the existing strategy. The Human Resources Strategy coupled with the reviewed HR structure have been relooked and re-engagement undertaken with all HR staff to ensure sound investment, appreciation and understanding. The revised strategy and structure are 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 2022/2023 Human Resources Strategy, several factors were considered, including but not limited to a targeted survey by

head of departments and directors and a pragmatic approach where some core departments presented to the Human Resources Directorate, focusing on the following:

- Key HR priorities based on the client needs (through surveys and engagement, or operational requirements);
- Identification of HR bottlenecks or inconsistent application of policy and procedure;
- The negative impact HR inefficiencies on user departments' core functions; and
- Proposed HR solutions to improve related effectiveness and efficiency.

In response to the 2022/2023 strategy, the following has been addressed:

1. Negative impact of HR inefficiencies, specific to recruitment practice, 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 the HR solution to improve related effectiveness and efficiency.

Human Resources Strategy

In response to the proposed HR solutions, the following Human Resources Strategy is proposed in Figure 25.

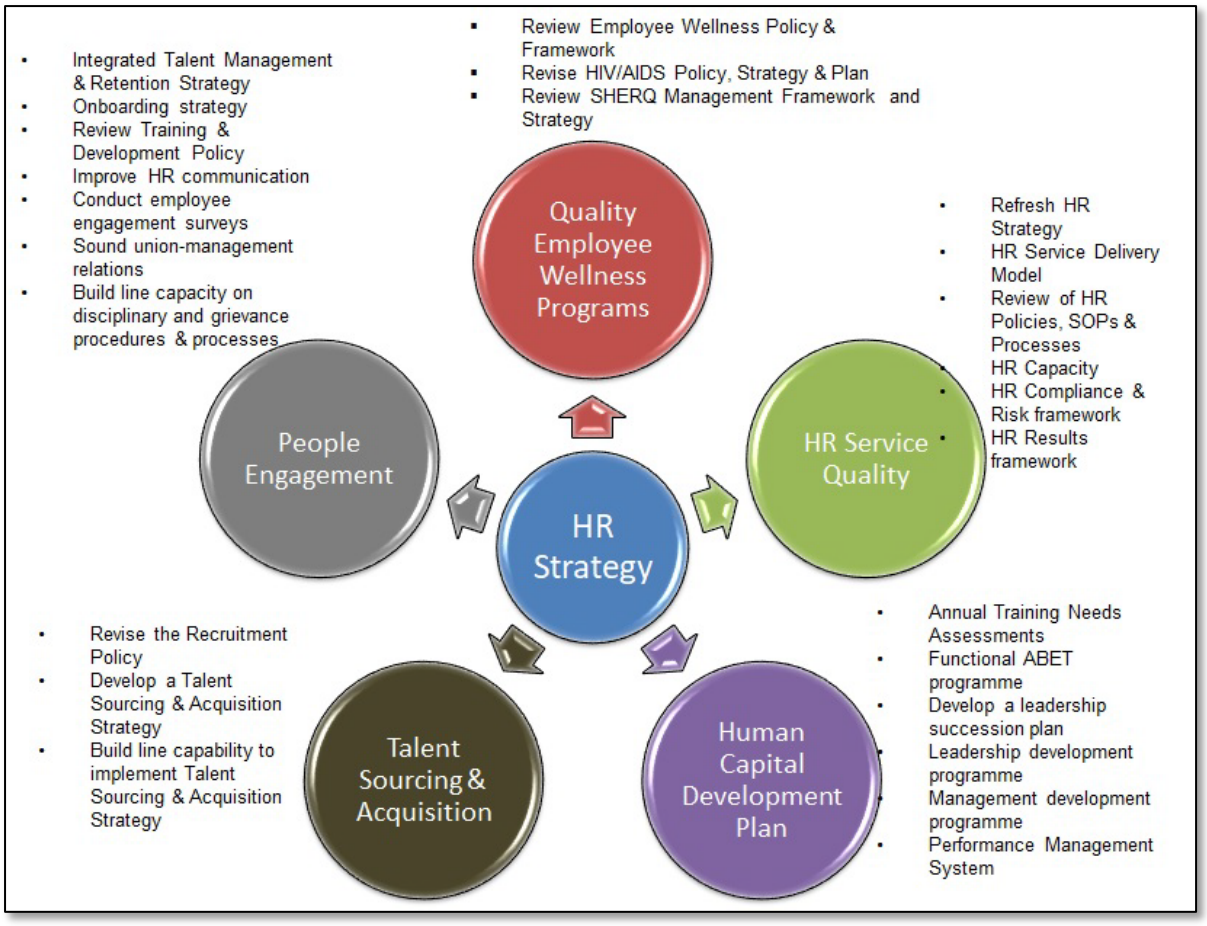


Figure 25: HR Strategy

Activities specified in Figure 25 (which also serves as the implementation plan for the strategy), include:

Table 15: HR Strategy Implementation

Activity 1	**Human Capital Development**
Deliverables	**Action Plan**
Compile and update Career Development Plans (CDPs) for all staff (new and existing)	Establish Cross-functional Work teams to address deliverables, specific to CDPs for existing posts and future roles. Quarterly reporting on CDP progress and training conducted aligned to these plans.
Functional Adult Education and Training programme	
Development of programme implementation aligned to CDPs for skills development programmes and professional development	
Activity 2	**Quality Employee Wellness Programmes**
Review Employee Wellness Policy & Framework / Policy	Establish cross-functional work teams (Wellness Committee) to address deliverables (reliable stakeholders and representatives of
Revise HIV/AIDS Policy and strategy for a Wellness Committee	

Review Occupational Health and Safety Management Framework & Strategy	the workforce). Plan and/or map out implementation plan and monitoring of progress per activity on a monthly basis.
Activity 3	**HR Service Quality**
Review Human Resources Strategy	Annual review of Human Resources Strategy, making provision for staffing needs, informing budgetary process in an attempt to mitigate associated risks.
Develop Human Resources Service Delivery Model	
Review Human Resources Policies	
Review Human Resources Risk Framework	
Activity 4	**People Engagement**
Develop & implement Talent Management and Retention Strategy	Plan and/or map out implementation plan (roadshows/information sessions) and monitoring of progress per activity on monthly basis. Promote career development plans, functional LLF Committee.
Review Onboarding Strategy	
Review Training & Development Policy	
Improve HR communication	
Conduct employee surveys	
Foster sound union engagement	
Build line capability on disciplinary and grievance procedures	
Activity 5	**Talent Sourcing & Acquisition**
Review Recruitment Policy	Realign promotion policy and define terms of promotion, review recruitment strategy to retain but also attract new staff.
Review Labour Register Policy & Procedure	
Build line capacity to implement Talent Sourcing & Acquisition Strategy	

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 2022/2023 strategy is a priority of initiatives that will inform the design of HR services, establishment of the Human Resources Delivery Model, upgrading of HR capabilities, continuous improvement of HR operations and communicating the value of HR services.

The elements noted above contributed to the identification and articulation of the key priorities for the department. The HR strategic objectives articulated in the previous strategy remain 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 the Human Resources Directorate for the period under review:

Table 16: HR Priority Areas

Priority Area	Action Required
HR business processes	• Policy review and development • Procedure development • Systems review
Talent management/ organisational development	• Workforce planning (staff establishment) • Compensation and benefits management • Employee engagement • Improved HR communication
HR customer centricity	• Customer Satisfaction Index (conduct survey) • HR internal culture change
Employee value proposition	• MLM 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 creation (workshops with employees including unions)
Improved recruitment turnaround time	• Review Recruitment Policy • Review Labour Register Policy & Procedure • Improve recruitment plans per department

The goal is to have a revised Human Resources 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 the Human Resources Directorate, 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, MLM requires a workforce that is more flexible, high-performing and fully trained to accept and execute their professional challenges.

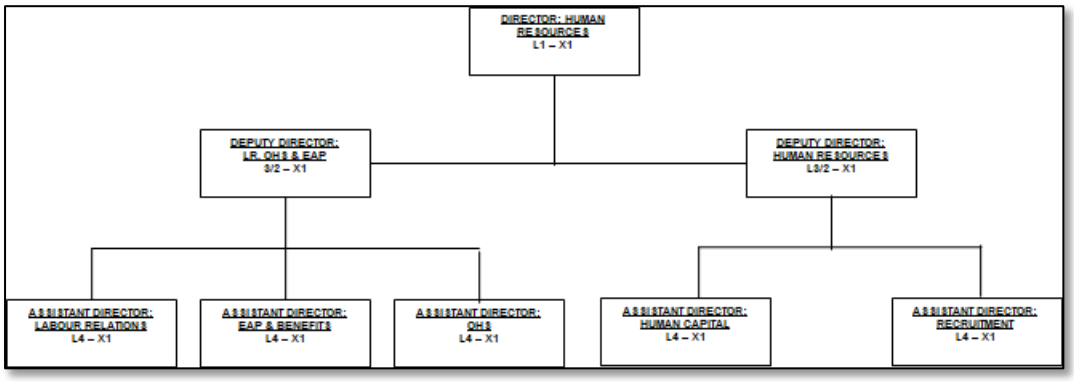
Human Resources Service Delivery Model

The review of the Human Resources Strategy is not a complete overhaul of the existing strategy (some 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, improved turnaround times, updated

standard operating procedures and reviewing systems and processes that may increase the Human Resources Service Delivery Model.

Revised (proposed) Aligned Human Resources Service Model

The Human Resources Directorate is aligned through five functional sections (Recruitment, Human Capital, Labour Relations, Occupational Health & Safety, and Employee Assistance Programme [EAP] / Benefits), each of which reports to the Director: Human Resources as per the structure that follows:



Macrostructure: Human Resources

The alignment contemplated in the structure includes the integration of functions and linking of related functions accordingly. The HR SDBIP objectives need to be aligned to service output.

Recruitment/Administration: Organisational Development & Talent Management Role

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

EAP & Benefits Role

Purpose	Responsible for developing, implementing and administering MLM's total remuneration strategies. The role is responsible for driving a high-performance culture by linking rewards to performance (currently an unfunded process). The role will ensure alignment of the remuneration practices (specific to benefits) and in partnership with the Financial Services (Pay Office) department and other relevant stakeholders to

	ensure sector alignment of MLM's remuneration practices to attract and retain 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.
Intervention	Wellness events according to a scheduled plan for a calendar year. These include Wellness Days and information sessions for employees on the following topics: Financial Health/Literacy Mental Health Awareness Sexual Health Drug and Substance Abuse Gender-based Violence Legal Awareness Healthy Living Know your Human Rights Wellness Days

Human Resources Business Partnering Role

Purpose	To implement the Human Resources Strategy and deliver excellent customer service within the organisation
Intervention	Employee surveys to inform needs and gaps to streamline interventions required, such as recruitment, labour, safety and wellness

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 the MLM culture and operating environment that is conducive to attracting, developing and retaining the best talent. The role is responsible for ensuring implementation of the Human Resources Strategy in partnership with the Deputy Director: Operations and Deputy Director: Centre of Excellence
Intervention	Labour law awareness Mitigating labour disputes Standard of conduct Disciplinary process(es)

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

MLM reviews the staff establishment on an annual basis. The staff establishment, as governed by legislation, is linked to a multiyear 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 IDP, for which funding has been allocated in the budget and which has been planned as per the departments' SDBIPs.

Positions included in the staff establishment are added 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 Human Resources Strategy is contained in the succession plan, training and development and personal development plans of employees. This ensures that there is business continuity 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 multiyear budget.

Workforce Planning

The Human Resources 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 MLM employees is contained in the graphs and tables, which follow. Summaries and interpretations of demographics (gender, age, qualifications) reflect data for the month of January 2022.

Workforce Profile

Table 17: Workforce Profile

Department	No. of Employees	Temp/Contract/ Fixed Term	Permanent
Corporate Services Cluster	**85**	**9**	**82**
Corporate Services	62	9	**59**
Human Resources	23	0	**23**
Financial Services	**68**	**8**	**60**
Engineering Services	**272**	**4**	**268**
Roads & Storm Water	78	0	**78**
Mechanical Workshop	11	0	**11**
Purification/Sanitation	59	0	**59**
Water	57	0	**57**
Electrical	47	1	**46**
Admin	20	3	**17**
Community Services	**299**	**30**	**254**
Waste Management	81	0	**63**
Parks	56	3	**53**
Libraries	31	0	**31**
Clinics	11	0	**11**
Municipal Health Services	6	0	**6**
Admin	10	1	**9**
Public Safety: Traffic	42	10	**32**
Public Safety: Fire	65	16	**49**
Development & Planning	**40**	**0**	**36**
Savanna City	**26**	**0**	**24**
Totals	**790**	**51**	**739**

The workforce profile is inclusive of all types of employment contracts (permanent, temporary, fixed term, part-time) but excludes seasonal (EPWP) workers. Top management comprises fixed term contract workers and are

counted as temporary employees. Table 18 provides a detailed breakdown of the workforce per gender and occupational Level.

Table 18: Workforce Profile per Gender and Occupation

Occupational Level	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	0	0	0	0	0	0	1	0	0	3
Senior Management	10	0	0	7	8	2	3	1	0	0	31
Middle Management	65	3	1	19	46	3	2	7	0	0	146
Skilled	128	4	1	20	93	1	2	18	0	0	267
Semiskilled	96	1	0	2	12	0	0	0	0	0	111
General	119	1	0	1	58	0	0	0	0	0	179
Total Permanent	**424**	**9**	**2**	**49**	**217**	**5**	**7**	**26**	**0**	**0**	**739**
Temporary	19	1	1	2	27	0	1	0	0	0	51
Total (All)	**443**	**9**	**2**	**51**	**245**	**5**	**8**	**27**	**0**	**0**	**790**

Gender Ratio

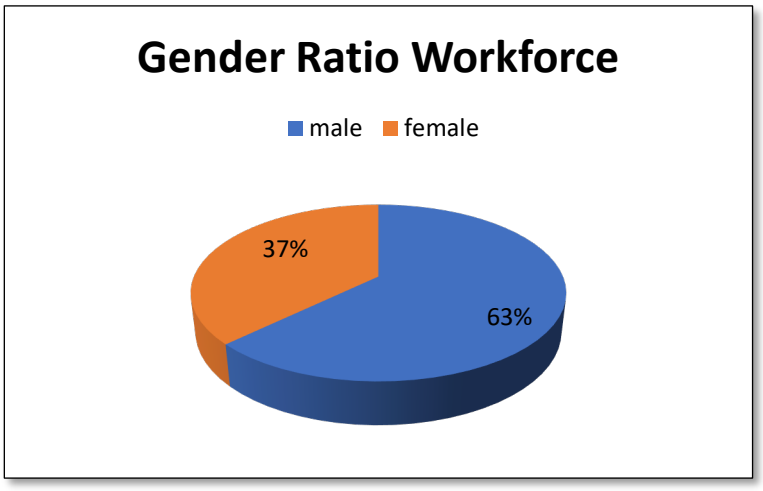


Figure 26: Gender Ratio – Total Workforce

The gender ratio at MLM for the reporting period is 63% (485 employees) males to 37% (287 employees) females. Figure 27 divides gender among different occupational levels.

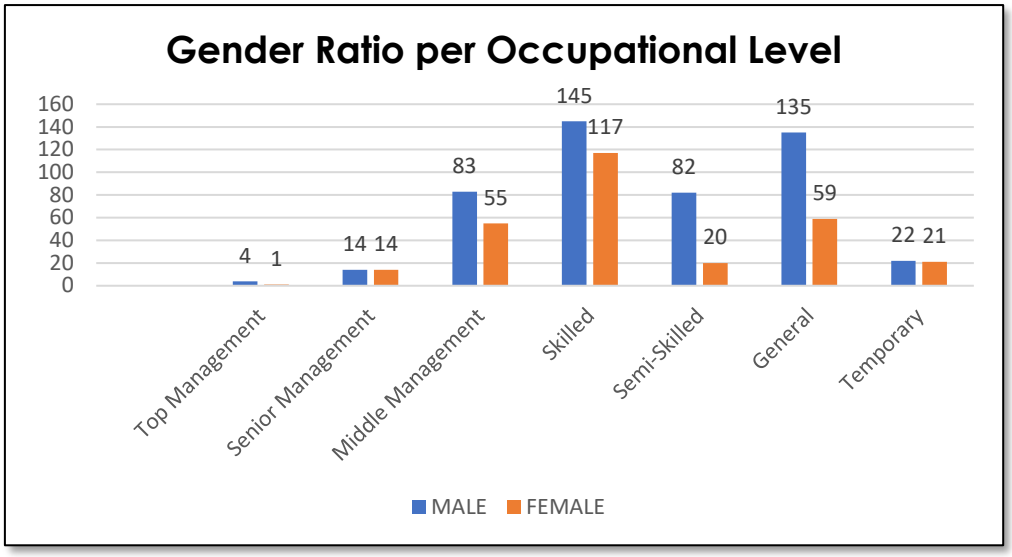


Figure 27: Gender Ratio per Occupation Level

Age Ratio

Age categories are divided into the youth (between 18 and 35 years of age) and the non-youth (above 35 years of age). The figure that follows indicates the age ratio between different occupational levels.

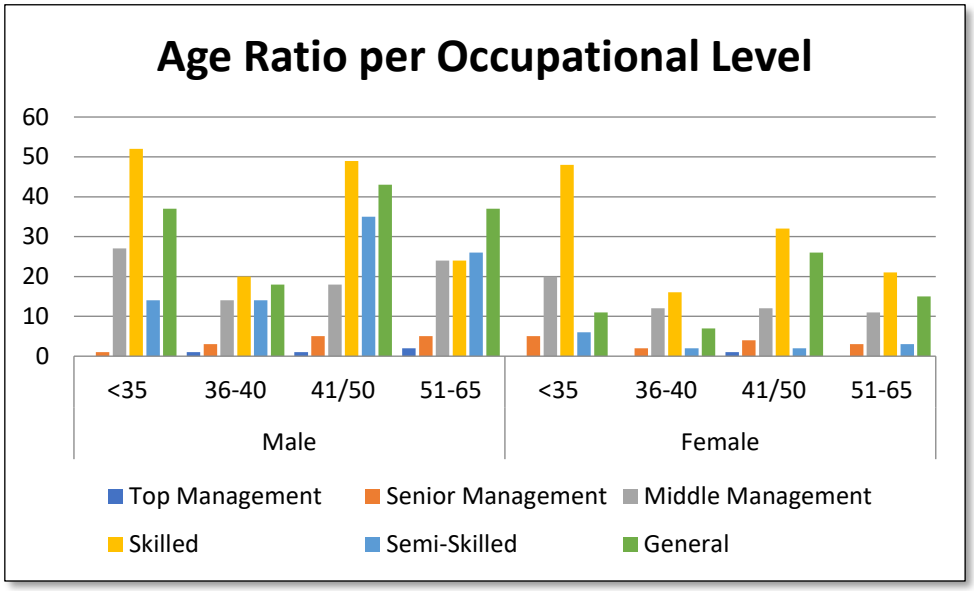


Figure 28: Age Ratio per Occupation Level

Qualification Ratio

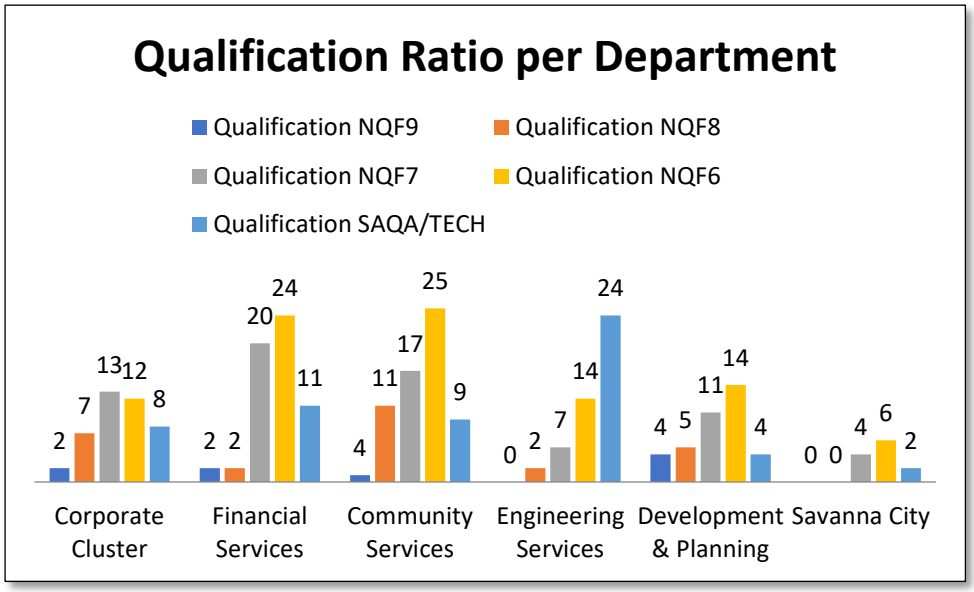


Figure 29: Gender Ratio per Occupation Level

Qualifications is indicative of professional formal qualifications obtained by employees for top, senior and middle-management occupational Levels only. From the graph, the following summary is presented:

Table 19: Employment Equity Status Quo

Demographics	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
National	42.	5.3	1.8	5.3	35.1	4.5	1.0	4.2	N/A	N/A	100
Midvaal	56	0.7	0.3	6.5	31	0.6	1.0	3.4	N/A	N/A	100
Overrepresented	**14**			**1.2**							
Underrepresented		**3.9**	**1.8**		**4.1**	**3.9**		**0.8**			

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 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 as more competitive salaries are offered 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, 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 will have a crucial role in determining and co-ordinating the learning and development of staff to achieve a multiskilled, versatile, high-performing workforce 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 Human Resources 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 and, competent and which influences 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. MLM has a high commitment to safety, not only for its own employees, but also for contractors and visitors. To maintain MLM's reputation as an employer of choice requires a positive, inclusive and high-performance culture marked by co-operation 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 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 realise their full potential.

The values are as follows: *Equity, Accessibility and communication, Collaboration, Innovation, Safety and Security, Forward-thinking and Decisive Decision-making.*

4.2.7 Strategic Direction for Human Resources

The goal of the reviewed Human Resources 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 and responds to related and relevant HR needs.

In order to achieve the objectives, MLM 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 performance indicators (KPIs) and other programmes and projects that are reviewed regularl and when required. In this way, the HR function supports the administrative structure in achieving the political priorities and objectives.

4.3 Local Economic Development

MLM adopted an LED Strategy in May 2017 which aims to provide mechanisms for sustainable local economic growth within communities. This strategy is based on eight strategic pillars:

- 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 Revitalisation (TER)
- Pillar 7: SMME, Co-operatives & Black Industrial
- Pillar 8: Poverty Reduction

These strategic pillars encompass the ideals to be used to implement the strategy that will enable the establishment of programmes and initiatives to enhance LED in communities. LED plays an important role in TER.

The concept of TER is used as a development tool to enhance the unique characterises of economic activities in underprivileged and/or underdeveloped communities. TER supports the creation of 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 reduction and Broad-based black economic empowerment.

- Poverty reduction
    - To focus on the sustainable livelihoods approach as opposed to a 'welfare' approach as long-term 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 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.

MLM understands and appreciates the importance of TER and strives towards inclusive development that meets the needs of communities and provides for equal opportunities. Further contributions to TER are outlined as follows.

Midvaal Land Use Scheme, 2017

Midvaal was previously governed by six 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), 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 Revitalisation Overlay Zone. This overlay zone makes provision for the protection and management of diverse economic activities in disadvantage areas.

Economic revitalisation areas include areas such as Mamello, Savanna City, Lakeside, Sicelo fully subsidised 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 can develop and conduct businesses legally which in turn allows the municipality to manage and control all activities in the area ensuring a more harmonious built environment.

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

Institutional Transformation

To achieve the required impact regarding TER, MLM 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. Furthermore, the municipality has committed 5% of its annual procurement expenditure on township economies and 3% on youth enterprises. This has been put in place to ensure that businesses in the townships and those owned by the youth benefit from the municipal procurement services and also to reiterate the municipality's commitment and promise to revitalising the township and businesses owned by the youth.

The table that follows, indicates the rand value spent towards TER by MLM from July 2020 to June 2021.

Table 20: Rand Value spent towards Township Economic Revitalisation

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**
Jul-20	26 244 055	650 377	2,5%	146	16
Aug-20	15 567 418	875 644	5,6%	116	13
Sep-20	23 714 164	349 124	1,5%	168	14
Oct-20	21 167 796	965 534	4,6%	171	18
Nov-20	20 153 945	1 067 921	5,3%	185	17
Dec-20	44 497 115	1 956 427	4,4%	181	26
Jan-21	14 239 814	1 526 923	10,7%	130	17
Feb-21	33 216 453	1 995 497	6,0%	159	18
Mar-21	20 172 503	1 523 498	7,6%	175	22
Apr-21	27 932 003	1 638 942	5,9%	173	22
May-21	38 734 462	2 703 876	7,0%	204	20
Jun-21	53 207 710	2 017 683	3,8%	222	21
Total	**338 847 438**	**17 271 446**	**5,1%**	**2 030**	**224**

Agriculture

The municipality has formulated an Agricultural Development Growth Strategy and have since adopted a vision for agriculture for Midvaal as an 'AGRI-TROPOLIS', a food basket of Gauteng and supports farmers to graduate from subsistence small-holder farmers to commercial farmers and ultimately become 'Agro-Preneurs'.

MLM has aligned its economic growth strategy position to realise this vision and this is evident in the IDP and Spatial Development Plan. KPA 8 relates to economic development to facilitate and enhance agricultural production. The municipality is involved with various agricultural initiatives through collaboration and engagements with the Gauteng Department of Agriculture on various programmes, the Comprehensive Agricultural Support Programme and investigations on municipal properties that can be leased for agriculture. The municipality is also finalising the formulation of a Land Alienation and Disposal Policy in order to streamline the disposal of land for agricultural development.

Tourism

The tourism sector is identified as one of the comparative advantages for MLM, although the potential is not yet fully utilised. However, the municipality has a strategic intent to align various resources to implement tourism development activities and initiatives for Midvaal. These activities are intentionally formulated to unlock tourism opportunities through discovering unexplored tourism offerings to reposition Midvaal as a tourism destination of choice, and to broaden participation in the tourism sector by various local, district and provincial tourism role-players.

Midvaal is rich in vast features and attractions ranging from countryside attractions, accommodation, unique restaurants and adventure tourism. A tourism website has been developed as one of the key projects implemented by the municipality to unlock tourism through online marketing of local tourism offerings and to attract new feet into the area.

A new tourism strategy intends to clearly define tourism strategic priorities, streamline tourism activities in Midvaal and respond to the ever-changing tourism environment and the economy. It proposes an implementation plan to give effect to the strategic priorities that are in the strategy.

4.4 Spatial Development Framework & Land Use Management

In terms of Section 156, read with Part B of Schedule 4 of the Constitution of South Africa (No. 108 of 1996), land use management is a competency of municipalities. Land use planning is mainly informed by the Spatial Planning and Land Use Management Act (No. 16 of 2013) and its regulations. The MLM adopted the Midvaal Spatial Planning and Land Use Management By-law and the Midvaal Land Use Scheme as the premier planning tools for land use management in the municipality.

The purpose of the Midvaal Land Use Scheme is to give effect to and be consistent with the municipal spatial development framework and determine the use and development of land within the municipal area to which it relates in order to promote the following:

- Economic growth;
- Social inclusion;
- Efficient land development; and
- Minimal impact on public health, the environment and natural resources.

4.5 Climate Change Adaptation and Mitigation

Climate change is an undisputable reality based on observations made, such as increases in global average air and ocean temperatures, widespread melting of snow and ice and the rising of the global average sea level (IPCC, 2007:30). The consequences of climate change will vary from food and water scarcity to migration, political instabilities, economic decline, physical environment degradation and natural disasters. Climate change is a danger to the environment and if not mitigated, its consequences will undermine the investments of the government on poverty alleviation, equal distribution of wealth, job creation, economic growth and development, HIV/AIDS, spatial inequality, and sustainable human settlements

MLM 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 compiled an IWMP. The department has also initiated a Separation at Source and Recycling pilot project in Risiville and will then implement the project in other residential areas in Midvaal.
- The Electrical Department has begun interventions to adopt a Small-Scale Embedded Generation Policy as an enabler of private sector participation.
- The municipality has a multiyear IG project for EPWP that includes maintenance of grass cutting, flowerbed and trees. Through this project alien species are being removed on a daily basis.
- 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 the Department of Agriculture and Rural Development.
- The municipality adopted a Five-Year Water Demand Management & Water Conservation Plan in 2020; this is included as an annexure to the IDP.
- 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 municipality is aware that more interventions are required to make a positive impact on the effects of climate change. Additional interventions will be planned and budgeted for.

4.6 Human Settlement Plan

The Municipal Systems Act (2000) requires municipalities to prepare a housing sector or chapter as a component of the IDP. The HSP is guided by the National Housing Act, 1997 (No. 107 of 1997) which requires every municipality to take reasonable and necessary steps within the framework of national and provincial housing legislation and policy to address the following:

- 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 and
- Plan and manage land use and development.

The demand for housing in the MLM varies from fully subsidised, partially subsidised through the Financially Linked Subsidy Programme, gap housing and freehold residential.

The rental market housing is currently unavailable in the municipality though it is done informally through backyards. MLM has seen a gradual increase in informal settlements due to natural population growth and in-migration of primarily foreign nationals.

Housing delivery within the municipal jurisdiction is currently the competency of the Gauteng Department of Human Settlements. MLM is not accredited to undertake this function and as such, the municipality does not implement housing projects.

MLM, however, plays a facilitation, co-ordination, and support role in the housing delivery process by ensuring the following:

- Township applications are fast tracked.
- Housing stakeholder forum meetings are well co-ordinated.
- Partnerships that will contribute to the delivery of houses for various income groups are formed with the private and public sector.
- Project steering committee meetings are held.
- Housing construction challenges are resolved speedily.

The HSP for MLM aims to serve as a guiding document in ensuring that housing implementation within the municipality contributes to the creation of vibrant sustainable and integrated communities and illustrates how housing projects could contribute to creating integrated sustainable human settlements.

4.7 Disaster Management Plan

This Disaster Management Plan and its supporting appendices and annexures (Provincial Disaster Management Booklet for Disaster) encompasses the response, declaration, classification, and funding in terms of the Disaster Management Act (No. 57 of 2002), as amended. It also serves 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. with guidance in terms of the development and structure of a disaster management plan.

This MLM 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 MLM, which are responsible for the co-ordination and management of disasters in this area of jurisdiction.

The Disaster Management Plan is a sector plan of the MLM's IDP and is inclusive of the following:

The Emergency Preparedness and Response Plan

The purpose of the emergency response preparedness procedure is to ensure immediate, proper, and co-ordinated response to mitigate and minimise consequences from safety and environmental incidents. The plan is used as follows:

- To identify potential for, and respond to actual emergency situations, and for preventing and mitigating the safety, health, environment and quality (SHEQ) hazards/impacts and non-conformances associated with the activities.
- To ensure that the site emergency co-ordinator is appointed.
- To ensure that all the necessary precautions are taken to prevent or mitigate potential SHEQ aspect/hazards and non-conformance resulting from the site operational activities.
- 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.

The Flood Contingency Plan

The purpose of this plan is to ensure the availability of an action plan that would assist in curbing the consequences that may be caused by floods.

The recent heavy rains have caused havoc in the Gauteng area. Municipalities have been alerted to put flooding action plans in addressing floods effects.

The municipality has Flooding By-Laws which have been approved by Council and are enforced. Applications that are within the demarcated flood line area are refused by the Land Use and Building Control officials. There are some areas within the MLM that are low lying and along flood lines, which may be flooded by heavy continuous rains.

The Incident Command System working procedure

This document is used as a Glance document and quick reference resource for remembering core concepts related to IMTs and the planning process.

The Midvaal contingency plan for Dolomite

The contingency plan provides the various responsible authorities and agencies with an overview of the current arrangements that are in place for the response to sinkhole hazards in Midvaal.

It contains an overview of preparedness to respond and defines capabilities as well as response arrangements. It also reflects an integrated approach and shared responsibility for the management of response to sinkhole hazards between local municipality, agencies, communities, and individuals.

The Midvaal Covid-19 Risk assessment plan

While operating during the Covid-19 pandemic, MLM needs to ensure protection of their workforce and minimisation of the risk of spreading the viral infection. This guidance is intended to introduce consistent measures for MLM in line with the government's recommendations on social distancing when MLM conducts workplace risk assessments. These are exceptional circumstances, and the industry must always comply with the latest government advice on Covid-19, including compliance with the Occupational Health and Safety Act (No. 85 of 1993), the Disaster Management Act, 2002, and the subsequent regulations.

Given the nature of the municipality and its strict health and safety regulatory environment in which we continue to operate, we are striving to become a municipality that can deal with such an unprecedented global pandemic. With trained health and safety practitioners within the municipality, we adhere to existing health, safety, environment, risk and quality policies and procedures, which currently exist within the municipality, all of which are prescribed by the Occupational Health and Safety Act (No. 85 of 1993) and in particular, Section 8 of the act that places the onus on employers to provide and maintain a working environment that is safe and without risk to the health of their employees.

The municipality's main agreement signed by the government, organised labour and organised business further reinforces these considerations. This document is for the purpose of a co-ordinated approach and common action to deal with prevention of and identifying Covid-19 cases and risks within the MLM and communities.

Government ministers have stressed on many platforms that should the infection rate increase significantly, we may all revert to Level 5. It remains our collective responsibility to help contain the spread of the virus. This document refers directly to the Covid-19 Directive on Health and Safety in the Workplace issued by the minister in terms of Regulation 10(8) of the National Disaster Regulations.

Midvaal Relief Policy

The Midvaal Fire and Rescue Service recognised that relief measure does exist in other administrations which is covered in the Disaster Management Act 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.

Registers

The registers attached as part of the Disaster Management Plan are aligned to KPI 2 of the NDMF and outlines the requirements for implementing disaster risk assessments and monitoring, development and identifying risk reduction strategies for organs of state within all spheres of government. Furthermore, it

shows that the outcomes of disaster risk assessments directly inform the development of disaster risk management plans. The registers are as follow:

- The Hazard Register
- The Critical Facility Register
- The Societal Analyses Register
- The Economic Analyses Register
- The Environmental Analysis Register
- The Political Analysis Register
- The High-risk Area Sheet
- The Risk Summary Sheet
- Risk Reduction Projects.

Chapter 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.

IDP and performance management were introduced to realise the developmental role of local government. While the 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, and 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 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 (2000), MLM must establish mechanisms to monitor and review its 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 IDP has to be reviewed on an annual basis, and that during the IDP review process the KRAs, KPIs and

performance targets are reviewed. This review will form the basis for the review of the municipal PMS and performance agreements with senior managers.

The PMS is informed by the following legislation and policies:

1. The Constitution of the Republic of South Africa Act (No. 108 of 1996) and as amended;
2. Local Government: Municipal Systems Act (No. 32 of 2000) as amended;
3. Local Government: Municipal Structures Act (No. 117 of 1998);
4. Local Government: Municipal Finance Management Act (MFMA) (No. 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 (No. 66 of 1995): Code of Good Practice;
2. Basic Conditions of Employment Act (No. 75 of 1997);
3. Employment Equity Act (No. 55 of 1998;
4. The Skills Development Amendment Act (No. 31 of 2003;
5. Promotion of Access to Information Act (No. 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 (No. 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 (No. 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 set out in the section that follows.

The Municipal Systems Act (No. 32 of 2000)

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

1. Develop a PMS.
2. Promote a performance culture.
3. Administer its affairs in an economical, effective, efficient and accountable manner
4. Set KPIs as a yardstick for measuring performance.
5. Set targets to monitor and review the performance of the municipality based on indicators linked to the IDP.
6. Monitor and review performance at least once a 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 MFMA of 2003.
10. Incorporate and report on a set of general (sometimes also referred to as national) indicators prescribed by the national Ministry of Provincial and Local Government.
11. Conduct an internal audit of all performance measures/indicators on a continuous basis.
12. Have the annual performance report audited by the Auditor-General.
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 PMS must have the following:

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.
3. Relate to the municipality's employee performance management processes and be linked to the municipality's IDP.

A municipality must do the following:

1. Set KPIs, including input, output and outcome indicators in consultation with communities.
2. Annually review its KPIs.
3. Set performance targets for each financial year.
4. Measure and report on the relevant nationally prescribed key performance outcomes.
5. Measure and report on the national local government KPAs.
6. Report on performance to Council at least twice a year.
7. As part of its internal audit process, audit the results of performance measurement.
8. Appoint a performance audit committee.
9. Provide secretarial support to this audit committee.

The Municipal Finance Management Act (No. 56 of 2003) (MFMA)

The MFMA also contains various important provisions relating to performance management. In terms of the act all municipalities must do the following:

1. Annually adopt an SDBIP 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 SDBIP and the performance agreements of the Municipal Manager and the managers directly accountable to the Municipal Manager; and
4. Compile an annual report, which must, amongst other things, include the municipality's performance report compiled in terms of the Municipal Systems Act.

The Municipal Systems Act and the MFMA require that the PMS be reviewed annually in order to align itself with the reviewed IDP). As a consequence of the reviewed organisational PMS, 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 and indicators, and performance evaluation processes. These regulations further provide criteria for performance assessment and the five-point rating upon which performance of an individual needs 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 additionally fulfil:

Facilitate Increased Accountability

The PMS 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 PMS should provide appropriate management information that will allow efficient, effective, and informed decision-making, particularly on the allocation of resources.

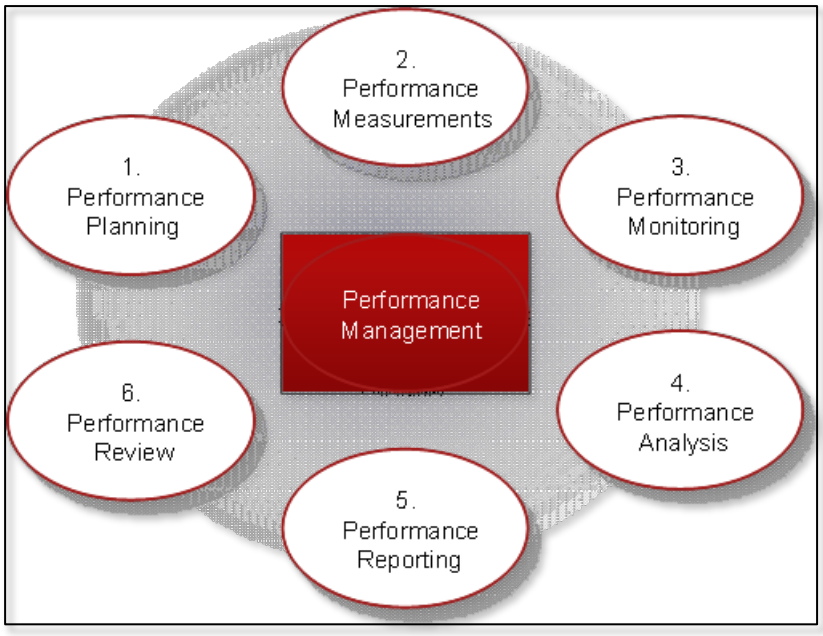
The objectives are also for the PMS to serve as a primary mechanism to monitor, review and improve the implementation of the MLM's IDP. Performance management is viewed as a tool that improves the overall performance of the municipality.

5.4 Performance Management Framework

The municipality must develop, as part of the 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 that follows:



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, 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, which aims to ensure 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 integral to the PMS. The schedule that follows, sets out the tasks, which should not be seen as a chronological sequence of occurrences and events. The tasks are listed with the appropriate stakeholders and role-players (with their roles and responsibilities).

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	1. Provide the IDP documentation and (when appropriate) the PMS documentation of the previous reporting period
	2. Provide inputs into the process with reference to the available resources within their respective departments
	3. Document the measures/indicators
	4. 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	1. Provide inputs into the process with reference to the available resources within their respective departments
	2. Document the targets
	3. Provide and publicise the schedule of targets to the relevant stakeholders
Councillors	1. Provide inputs into the process with reference to the needs and requirements of their constituents and the communities
	2. Engage with the officials to ensure maximum utilisation of the re-sources 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	1. Prepare performance agreements with agreed and approved measures/indicators and targets
	2. Ensure that the measures/indicators and targets in the performance agreements of senior managers are linked with his/her agreement
	3. Ensure that all senior managers performance agreements are published

	4. Provide inputs into senior managers performance agreements
	5. Ensure that the measures/indicators and targets of the departments and subordinates are linked with the senior managers agreements
Mayoral Committee	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 that the council officials make all information 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	1. Collect and process relevant and appropriate information from departments
	2. Examination, scrutiny and critical analysis of information from departments
Performance & Audit Committee	Examination, scrutiny, and critical analysis of information from departments
Auditor-General	1. Collect and process the relevant and appropriate information from the municipality
	2. 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	1. Provide inputs into the process with reference to the available resources within their respective departments
	2. Document the measures and indicators and targets
	3. Provide and publicise the schedule of revised measures indicators and targets to relevant stakeholders
Councillors	1. Provide inputs into the process with reference to the needs and requirements of their constituents and the communities
	2. Engage with the officials to ensure maximum utilisation of the resources 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 and Measures/indicators 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 compare actual performance to intended

performance, and against nationally defined minimum standards. It will also, in time, allow for the comparison of own 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 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. Each financial year the municipality must set performance targets for each of the KPIs 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 in the section that follows); intermediate milestones, if applicable, should be specified with the same criteria as for performance targets.

The following general KPIs are prescribed in Section 10 of the Municipal Planning and Performance Management Regulations, 2001 and must be reported on annually:

1. The percentage of households with access to basic level of:
    a. water,
    b. sanitation,
    c. electricity, and
    d. solid waste removal.

2. The percentage of indigent households with access to free basic services.
3. The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's IDP.
4. The number of jobs created through municipality's local economic development initiatives including capital projects.
5. 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.
6. The percentage of a municipality's budget actually spent on implementing its workplace skills plan.
7. Financial viability as expressed by ratios that measure
    a. debt coverage,
    b. outstanding service debtors to revenue, and
    c. cost coverage.

The national government has furthermore agreed on 12 outcomes as a key focus of work. 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 of South Africa and relevant ministers. While 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 seven 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 settlements outcome
- **Output 5:** Deepen democracy through a refined ward committee model;
- **Output 6:** Administrative and financial capability.
- **Output 7:** Single window of co-ordination.

A KPI qualifies the main aspect that needs to be achieved and thus measures 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 the KPI, it may also include specifications regarding the quantity and standards of the object, and usually

includes the timing or projected phasing of delivery. KPIs may be both strategic and operational in nature. The KPIs 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:

- ***Input Indicators***

These indicators measure what it costs the municipality to purchase the essentials for producing desired outputs (economy), and whether the municipality achieves more with less, in terms of resources (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.

- ***Output Indicators (measures/indicators of success)***

These indicators measure whether a set of activities or processes yields the desired products or deliverables. They measure effectiveness, i.e., doing things correctly, and are typically associated with operational KPIs. They are usually expressed in quantitative terms.

- ***Outcome Indicators***

These are the indicators that measure the impact or net effect of the products or services of the products/programmes in terms of the achievement of the overall objectives. Strategically, these indicators are the most important to determine. The relationship between outputs and outcomes and measures/indicators determines whether 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 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. KPAs, 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 earmarked resources
3. Whether data and baseline information are available for its measurement in the MLM area.

Setting of KPIs

KPIs 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 KPIs 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 KPIs

General KPIs are prescribed in terms of Section 43 of the Municipal Systems 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 KPIs and targets annually as part of the performance review process or whenever it amends its IDP in terms of Section 34 of the Municipal Systems Act (2000).

Amendment of KPIs and Targets

The MLM will amend its KPIs 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 an IDP and the SDBIP, and the annual review of the IDP constitute 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 and 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 KPI 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 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. The aim of the monitoring process is to take appropriate and immediate interim (or preliminary) action where the indication is that a target will not 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 reasons for this failure 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 report is a major milestone 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. This section determines that the accounting officer must by 25 January of each year assess the performance of the municipality and thereafter report the assessment to the Executive Mayor, the National Treasury and provincial treasury, specifically 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, will have to ensure that targets committed to in the scorecard have been met; where they have not, satisfactory and sufficient reasons must be provided by Executive Management. Corrective action proposed must be sufficient to address the reasons for poor performance. If the Mayoral Committee is satisfied with the corrective action as proposed, this 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 the following:

1. All municipalities for each financial year must compile an annual report.
2. The annual report must 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. Immediately after it has been tabled, the annual report must be made public, and the local community must be invited to submit representations on the document.
4. The Council must 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 must be made public.
6. The annual report as tabled and the Council's oversight report must be forwarded to the Auditor-General, the provincial treasury and the department responsible for local government in the province.
7. The annual report as tabled and the Council's oversight report are submitted 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 an annual public campaign should 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.
- Hosting a number of public meetings and roadshows at which the annual report 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 Municipal Manager and all top managers, whose performance can then be monitored through Section 71 monthly reports and evaluated through the annual 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 (No. 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, the 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 prepare for each financial year a performance report that reflects the following: • The performance of the municipality and of each external service provided 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. • 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 of this report 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 following: • The annual financial statements of the municipality or municipal entity as submitted to the Auditor-General for audit (and, if applicable, consolidated 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 performance 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. • 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, and must adopt an oversight report containing the council's comments, which must include a statement on the council's decision in terms of the following: • Approval of the annual report with or without reservations. • Rejection of the annual report. • Referral of 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 submitted 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. • All oversight reports adopted on those annual reports.

Schedule for Performance Reviews

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

Quarterly performance appraisals shall be conducted for all contracted and 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 Jul

The quarterly appraisal shall be performed as follows:

1. Between the employee and their 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 PMS 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 IDP 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.
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 predetermined 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 KPIs.

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 KPIs, performance targets and general KPIs. 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)
4. Performance auditing.

5.5.2 Individual Level

The employee PMS 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. This allows 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 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 KFAs 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, the actual performance must be determined on a quarterly basis and 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 are to be done half yearly and at 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 versus actual performance) at mid-year and year-end. The manager or 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:

- The evaluated employee to submit the required PoE to the manager.
- The evaluated employee to prepare for the formal review by scoring themself against the agreed objectives, KPIs and targets.
- The evaluated employee to submit the PoE
- The assessor or panel and evaluated employee will meet to finalise the formal performance review and agree on the final scores.

- The assessor or panel to prepare final scores of the evaluated employee's performance.

Should the evaluated employee not agree with the outcome of their 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 or panel and evaluated employee must prepare and agree to a personal development plan. 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 the composition of panels as follows:

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

- For purposes of evaluating the annual performance of managers directly accountable to managers:
    - Municipal Manager
    - Chairperson or delegated member of the Performance & Audit Committee
    - Relevant member of the Mayoral Committee
    - Municipal manager from another municipality.

- For purposes of evaluating the annual performance of managers and specialists:
    - Head of department (implementation phase)
    - Supervisor/line manager
    - Employee
    - 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.

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 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 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
- 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 the 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's PMS must comply strictly with the requirements of the Municipal 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 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 on 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 on. 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 give municipalities the option to establish a separate performance audit committee whereas the MFMA provides 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 do the following:

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.
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, act as follows:

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.
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 PDOs, indicators and targets in their performance agreement, the manager and the employee should agree on corrective measures. (It is inappropriate that an employee is informed of their 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 poor performance.
4. Decide and agree on what actions are required and set the necessary timeframes.
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 them for a job well done with no further discussion.
- ***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 and monthly awards.
- ***Formal*** If the municipality has formal recognition programmes, some may be used to formally acknowledge (publicly) significant contributions by individuals and teams, e.g., annual Mayor's Awards for Excellence.

Performance 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 of these regulations and in accordance with the directives in such regulations and any applicable prescripts on performance management (Government Gazette 43122, Local Government: Upper Limits of Total Remuneration Packages Payable to Municipal Managers and Managers Directly Accountable to Municipal Managers, 20 March 2020).

The annual performance score of an individual is calculated based on the SDBIP, KPIs 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. The following applies:

- A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%.
- 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 and 99%), the employer shall proceed as follows:

- Provide systematic remedial or developmental support to assist the employee to improve his or her performance.
- If, after appropriate performance counselling and having provided the necessary guidance and/or support and reasonable time for improvement in performance, performance has not improved, the employer may consider steps to terminate the contract of employment of the employee on grounds of unfitness or incapacity to carry out their duties.

Allocation of Bonus

The table that follows 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% and 129 % is deemed as 'not fully satisfactory' and no bonus will be considered. A performance score between 0 and 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% –45%
		136%–140%
3	Fully effective	130%–135%
2	Performance not fully satisfactory	100%–129%
1	Unacceptable performance	0%–99%

Where a manager has acted in a position for a period longer than three months, pro rata bonuses may be considered. This will be within the discretion of the Municipal Manager (in the case of managers reporting to them) 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 as follows:

- In the case of the municipal manager, the MEC for local government in the province within 30 days of receipt of a formal dispute from the employee, or any other person designated by the MEC.
- In the case of managers directly accountable to the municipal manager, the executive mayor or mayor within 30 days of receipt of a formal dispute from the employee.

In the event that the mediation process outlined 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 the case of poor performance.
- If counselling does not yield results, employees are put on performance improvement process with action plan and clear timelines.
- 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. It is recommended that the municipality develop and adopt a similar cycle that is suitable to its own circumstances and requirements.

Chapter 6: Alignment to Municipal Systems Act

Core Components of Integrated Development Plans	Section in Midvaal IDP
(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.	Section 3.1
(b) An assessment of the existing level of development in the municipality, which must include an identification of communities that do not have access to basic municipal services.	Section 2.5 & 2.9
(c) The council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs.	Section 3.3 & Section 4.3
(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.	Section 2.7 & Section 3.5
(e) A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality.	Section 4.4 & Annexure B
(f) The council's operational strategies.	Section 3.4
(g) Applicable disaster management plans.	Section 4.7 & Annexure C
(h) A financial plan which must include a budget projection for at least the next three years.	Section 4.1
(i) The KPIs and performance targets determined in terms 35 of section 41.	Section 5

Annexures

Annexure A Community Needs

- Annexure A1: Priority Projects per Ward
- Annexure A2: Community Needs - Non-Municipal Competency
- Annexure A3: Community Needs - Municipal Competency

Annexure B Final Spatial Development Framework

Annexure C Disaster Management Plan

Annexure D Local Economic Development Strategy (In Review)

Annexure E Water Conservation and Water Demand Management Strategy and Business Plan (2020)

Annexure F ICT Policies

Annexure G Midvaal Integrity Management Strategy

Annexure H Human Settlement Plan

Annexure I Integrated Waste Management Plan

Annexure J Letter received from MEC: COGTA on the 2021/2022 IDP

Annexure K Response Letter to MEC: COGTA on the 2021/2022 IDP



INTEGRATED DEVELOPMENT PLAN 2022-27

MIDVAAL
LOCAL MUNICIPALITY

ANNEXURE A:
COMMUNITY NEEDS

ANNEXURE A1:
PRIORITY PROJECTS PER WARD

Annexure A1 – Project Priority per Ward					
IDP Ref	**Priority Project 1**	**Priority Project 2**	**Priority Project 3**	**Priority Project 4**	**Priority Project 5**
Ward 1	Rebuild gravel Roads with G5 material in Mooilande, Helderstrome, Uitvlucht, Vaalmarina and other areas in Ward 1 Midvaal.	Provide and link more security equipment to Midvaal control centre and CPFs in the Ward 1 area.	Change power supply in Ring Road Vaal Marina from ESKOM to Midvaal power supply.	Increase water pressure to Mamello with booster pump.	Open stormwater drainage system in all Ward 1 areas.
Ward 2	Sewage to be re-directed to Rothdene pump station as ELM sewage system has collapsed. And Risiville sewage line is linked to ELM.	Flood lights Glen Donald. Solar lights for Risiville.	Upgrade of Henry Street Park for the children.	Speed Bumps or calming in Risiville especially at all stop streets like in Golf Park.	Cycling/ running track around Risiville that kids and adults can run and cycle without been knocked down.
Ward 3	Gravel to tar CR Swart, Pres Steyn and	Kerbstones in Kookrus	Danie Mclean park, upgrade roads, moving play equipment, upgrade ablution facilities and build new braai facilities from brick and mortar.	Rothdene Circle, rehabilitation, trees, footpaths, permanent stalls and waterpark for children.	Upgrade Rothdene Town hall with library and modern kitchen and parking facilities.
Ward 4	Continuation of Sewer installation	Speed humps after the bridge at the R557 and Kroonarend Rd 3-way stop. Speed humps on Karee Rd and Kroonarend Rd	Tar/resealing Grens Rd and Kroonarend Rd	Public Hall	Recreational Park/Playground

Annexure A1 – Project Priority per Ward					
IDP Ref	**Priority Project 1**	**Priority Project 2**	**Priority Project 3**	**Priority Project 4**	**Priority Project 5**
Ward 5	Gravel to Tar - Boskat Road, Valley Settlements & Bloubok Street, Highbury.	Upgrade and widening Malcolm Road, Valley Settlements & South Road, Walkers Fruit Farms.	High mast lights/street light in Ophir AH.	Number plate recognition CCTV cameras at cnr Joan and Irene, Drumblade. Cnr Joan & Randvaal Road, Drumblade. Ohenimuiri entrances x2 and Homestead Apple Orchards	Expand sewer network in Ohenimuiri
Ward 6	Tar Road from Mathura to Savanna City (St. Patricks Rd)	V-Drains	Speed humps	Dustbins	Street Lights
Ward 7	Youth Centre - media centre, sports centre, library with possible clinic	Street lights at main intersections (starting Tedderfield West)	Sidewalks along 3 & 4th Streets, Walkerville	Concrete gutters - Alabaster/Lous road Hartz Valley (or storm water alternative)	Traffic circle at "Spar Walkerville" with rumble strips before
Ward 8	Tarring of Sebra Str, Bontebok Str & Njala Str and Repaving of Bell Rd.	Speed humps at Meyerton Farms (Nkandla)	Skip bins at illegal dump sites	Stormwater Management in Sicelo Ext 4 & Ext 5.	Establish buy-back for recycling programme on Cnr Mossie & Bell Rd
Ward 9	Sports ground & Recreational Facility in Meyerton Park	Additional security cameras and lighting in Meyerton Park and Noldick	Public toilets in town, Loch street.	Tarred roads for Railway Street and Takbok Street	Precinct or shelter for homeless peopl in town
Ward 10	Speed Humps - Geelbooi Str, Steve Biko Str, Ngobeni Str, Sobukwe Str, Mphithiweli Str, Leloko Str, Station Rd, Bell Rd, Syemour Str, Kraanvoel Str.	Gravel to Tar - Alma Str, Papegaai Str, Gampon Str	Paving of Gravel Road - Dasie Str, Apie Str, Fox Str, Kiewiet Str.	Park Cnr Bell Rd & Seymour Str.	Street Curbs -Sebra Str, Ballantyne Str, Njala Str, Bull-bull Str.
Ward 11	Clinic	School	Speed humps	Shops	Sports centre

Annexure A1 – Project Priority per Ward					
IDP Ref	**Priority Project 1**	**Priority Project 2**	**Priority Project 3**	**Priority Project 4**	**Priority Project 5**
Ward 12	Housing/Land for informal residents of Kliprivier and surrounds including Drumblade, Everite, Zwartkoppies and Silver Glen. Providing tenure and secure safe and good conditions. Sustainable water and power supply for all informal settlements regardless of property stipulations.	Gravel to Tar Roads - Klipwater: Klip Rd. Gardenvale: Edge, Marlborough, Nelson, Honibal, Napoleon and Eisenhower Rds, Repair Roads, Klipview: Malcolm Rd, Rietspruit: All roads Nooitgedacht All roads Santa Fe Boulevard Piel's Farm Entrance Khayelitsha Entrance Zwartkoppies entrance	Jobs and Business Opportunities for everyone. Address the employment of people from outside Midvaal over Midvaal residents within our Municipal Boundaries	Repair Eisenhower Bridge Realign Eisenhower Rd	Security: Cameras at the M61 and R550 Intersection. Camera at Joan Irene. Camera at Joan and R557 (Randvaal Rd) Camera at M61 and R557 Daleside
Ward 13	Community Hall, Gym, improvements to the park	Gravel to tar on Caledon st, Klipriver st, Bloedrivier St, Chris Kotze St.	Gravel to tar Steynberg St, Riversdale Rd.	Jan Neethling St. extension over the river as a alternative route to Meyerton	Street Names
Ward 14	Drop-off zone and parking at Hoerskool Dr Malan cnr Leyds & Galloway	Footpath and plastic play inquipment at Vlei Park with fence around the Vlei.	New clearview fence for the Meyerton Gof Course	Resin stick on humps at every stop sign in Ward 14	Community Centre
Ward 15	Street lights. Shiplake, Winchester, Hearn, Windsor.	Upgrade and security of Sewage pump station. Cameras linked to CPF.	Circle/upgrade at C/O the Drive and Blougras. This intersection is dangerous and getting busier by the month.	Pave intersections where trucks and cars turn.	Speed bumps/dips or circles to slow down traffic.

ANNEXURE A:
COMMUNITY NEEDS

ANNEXURE A2:
NON - MUNICIPAL COMPETENCY

Annexure A2 – Community Needs of Non – Municipal Competency				
IDP Ref	**Community Need**	**Location**	**Ward**	**Dept/SOE**
IDP10000	ABET Facilities	Sicelo Ext 4 & 5	8	DoE
IDP10001	ABET Facilities	Kliprivier	12	DoE
IDP10002	Agricultural school	Klipriver	12	Dept of Education/ GDARD/ DALRRD
IDP10003	Air Pollution Control	Daleside	4	SDM
IDP10004	Ambulance Service	Riversdale	13	DoH
IDP10005	Ambulance Service	Nelsonia	13	DoH
IDP10006	Boundary Wall/Barrier along R59	Meyerton Park	9	Gautrans
IDP10007	Upgrade of Eisenhower Bridge	Upgrade of Eisenhower Bridge	12	
IDP10008	New Bridge end of Jan Neethling Rd	New Bridge end of Jan Neethling Rd	13	
IDP10009	Upgrade of Rebstein Bridge	Upgrade of Rebstein Bridge	15	
IDP10010	Ring Road Entrance to Vaalmarina	Ring Road Entrance to Vaalmarina	1	
IDP10011	Bridge across the weir	Windsor Ave/Wargrave Rd	15	
IDP10012	Clinic	Riversdale	13	DoH
IDP10013	Clinic	Piels Farm	12	DoH
IDP10014	Clinic	Kliprivier	12	DoH
IDP10015	Clinic	Walkerville	7	DoH
IDP10016	Clinic	Meyerton Farms	10	DoH
IDP10017	Clinic	Lakeside Estates	6	DoH
IDP10018	Clinic	Extend Bantu Bonke Clinic	1	DoH
IDP10019	Clinic	Mooilande	1	DoH
IDP10020	Clinic	Vaalmarina	1	DoH
IDP10021	Clinic	Daleside	4	DoH
IDP10022	Clinic	Henley on Klip	15	DoH
IDP10023	Clinic	Sicelo Ext 4 & 5	8	DoH
IDP10024	Clinic	Buyscelia or Bolton Wold	4	DoH

Annexure A2 – Community Needs of Non – Municipal Competency				
IDP Ref	**Community Need**	**Location**	**Ward**	**Dept/SOE**
IDP10025	Clinic	Boitumelo	12	DoH
IDP10026	Clinic or Mobile Clinic	Savanna City	11	DoH
IDP10027	Completion of Mamello Ext 1	Vaalmarina	1	
IDP10028	Construction of K154 between R 59 and N1	Elandsfontein	7	Gautrans
IDP10029	Day Hospital/Health Care Facility	Golfpark	14	Dept of Health
IDP10030	Disability Centre	Savanna City	11	DoH
IDP10031	Disability Centre	De Deur	11	DoSD / DoH
IDP10032	Disability Centre	Lakeside Estates	6	DoSD / DoH
IDP10033	Disability Centre	Kliprivier	12	DoSD / DoH
IDP10034	Fencing of railway at Lakeside	Lakeside Estates	6	DoSD / DoH
IDP10035	Dam Drainage of water following from Ekurhuleni causing flooding	Ekurhuleni	12	Ekurhuleni Metro Municipality
IDP10036	Health Care Facilities	Lakeside Estates	6	DoH
IDP10037	High School	No Specified Location	2	Dept of Education
IDP10038	High School	Lakeside Estates	6	Dept of Education
IDP10039	Library	Riversdale	13	DoA&C
IDP10040	Library	Meyerton Park	9	DoA&C
IDP10041	Library	Kliprivier	12	DoA&C
IDP10042	Library	Savanna City	11	DoA&C
IDP10043	Library	Vaalmarina	1	DoA&C
IDP10044	Library	Mooilande	1	DoA&C
IDP10045	Library	Walkerville	7	DoA&C
IDP10046	Library	Sicelo Ext 4 & 5	8	DoA&C
IDP10047	Library	Boitumelo	12	DoA&C
IDP10048	Library	Ohenimuri	5	DoA&C
IDP10049	Mobile Library	Rothdene	3	DoA&C
IDP10050	Mobile Library	Mamello	1	DoA&C

Annexure A2 – Community Needs of Non – Municipal Competency				
IDP Ref	**Community Need**	**Location**	**Ward**	**Dept/SOE**
IDP10051	Need for Land/Housing	Lakeside Estates	6	DoHS
IDP10052	Need for Land/Housing	Khayelisha	12	DoHS
IDP10053	Need for Land/Housing	Piels Farm	12	DoHS
IDP10054	Need for Land/Housing	Bolton Wold AH	4	DoHS
IDP10055	Need for Land/Housing	Meyerton Farms	10	DoHS
IDP10056	Need for Land/Housing	Daleside	4	DoHS
IDP10057	Need for Land/Housing	Mamello	1	DoHS
IDP10058	Need for Land/Housing	Boitumelo	12	DoHS
IDP10059	Need for Land/Housing	Sicelo Ext 4 & 5	8	DoHS
IDP10060	Old Age Homes /Retirement Centres	Various Areas	All	DoSD
IDP10061	Pedestrian Bridge over the R59 at Station Road	Meyerton Farms	10	Gautrans
IDP10062	Pedestrian Bridge over the R59 at Station Road	Meyerton Farms	8	Gautrans
IDP10063	Pedestrian bridge over the railway at Lakeside.	Lakeside Estates	6	Gautrans
IDP10064	Pension Pay Point	Savanna City	11	SASSA
IDP10065	Pension Pay Point	Henley on Klip	15	SASSA
IDP10066	Pension Pay Point	Lakeside Estates	6	SASSA
IDP10067	Pension Pay Point	Sicelo	8	SASSA
IDP10068	Police Station or Satellite Station	Savanna City	11	SAPS
IDP10069	Police Station or Satellite Station	Walker's Fruit Farm AH	5	SAPS
IDP10070	Police Station or Satellite Station	Mooilande	1	SAPS
IDP10071	Police Station or Satellite Station	Savanna City	11	SAPS
IDP10072	Police Station or Satellite Station	Walkerville	7	SAPS
IDP10073	Police visibility	Whole Area	15	SAPS
IDP10074	Police visibility	Riversdale	13	SAPS
IDP10075	Police visibility	Walkerville	7	SAPS
IDP10076	Police visibility	Meyerton Farms	10	SAPS
IDP10077	Police visibility	Lakeside Estates	6	SAPS

Annexure A2 – Community Needs of Non – Municipal Competency				
IDP Ref	**Community Need**	**Location**	**Ward**	**Dept/SOE**
IDP10078	Police visibility	Savanna City	11	SAPS
IDP10079	Police visibility	Sicelo Ext 4 & 5	8	SAPS
IDP10080	Post Office	Klipriver	12	SAPO
IDP10081	Public Transport	Savanna City	11	SDM
IDP10082	R550 bridge over R59 to be upgraded	Kliprivier	12	Gautrans
IDP10083	Rehabilitations Centre	Sicelo Ext 4 & 5	8	DoSD / DoH
IDP10084	Remove Railway Line on Donald Rd (Not in Use)	Donald Road	2	TRANSNET
IDP10085	Road widening of M61	Ward 9, 5, 12		Gautrans
IDP10086	Rollout of Fibre	Meyerton Park	9	
IDP10087	Rollout of Fibre	Walker's Fruit Farm AH	5	
IDP10088	Rollout of Fibre	Lakeside Estates	6	
IDP10089	Rollout of Fibre	Savanna City	11	
IDP10090	Rollout of Fibre	WFF	5	
IDP10091	Rollout of Fibre	Vaalmarina	1	
IDP10092	School for Disabled	Lakeside Estates	6	DoE / DoSD
IDP10093	Schools	Kliprivier	12	DoE
IDP10094	Schools	Vaalmarina	1	DoE
IDP10095	Schools	Sicelo	8	DoE
IDP10096	Schools	Golfpark	14	DoE
IDP10097	Schools	Riversdale	13	DoE
IDP10098	Schools	Daleside	4	DoE
IDP10099	Schools	Walkerville	7	DoE
IDP10100	Schools	Savanna City	11	DoE
IDP10101	Sedibeng Regional Sewer Scheme	Various Areas	All	DoW&S
IDP10102	Formalized taxi rank and formal bus & Taxi Shelters	Daleside	4	SDM
IDP10103	Formalized taxi rank and formal bus & Taxi Shelters	Lakeside Estates	6	SDM
IDP10104	Formalized taxi rank and formal bus & Taxi Shelters	Walkerville	7	SDM

Annexure A2 – Community Needs of Non – Municipal Competency				
IDP Ref	**Community Need**	**Location**	**Ward**	**Dept/SOE**
IDP10105	Formalized taxi rank and formal bus & Taxi Shelters	Meyerton Farms	6	SDM
IDP10106	Formalized taxi rank and formal bus & Taxi Shelters	Henley on Klip	15	SDM
IDP10107	Formalized taxi rank and formal bus & Taxi Shelters	Kliprivier	12	SDM
IDP10108	Formalized taxi rank and formal bus & Taxi Shelters	Savanna City	11	SDM
IDP10109	Formalized taxi rank and formal bus & Taxi Shelters	De Deur	9	SDM
IDP10110	Traffic Lights	Entrance to Gardenvale AH off R550	12	Gautrans
IDP10111	Train Station at Lakeside to be Upgraded	Lakeside Estates	6	TRANSNET/PRASA
IDP10112	Upgrade Magistrate Court to a Multipurpose Centre/Community Hall	Klipriver	12	
IDP10172	Electrical network upgrade in Walker's Fruit Farms	Walker's Fruit Farms	5	ESKOM

Gauteng Province – Estimates of Capital Expenditure 2022/23

Project Number	Project Unique Number	Project / Programme Name	Project Description	Project Status	Latitude	Longitude	Municipality	Development Corridor	Economic Classification (Buildings & Other fixed Structures, Goods & Services, Plant, Machinery & Equipment, COE)	Type of Infrastructure	Total Job Creation Target	Project Start Date	Project End Date	Source of Funding	Budget Programme Name	Total Project Cost	Total Available	MTEF Forward Estimates	
Estimates of Capital Expenditure - 2022/23 - Agriculture																			
5	SNR201702	Suikerbosrand Nature Reserve	Upgrading of Bulk Infrastructure	Project Initiation	-26,4826	28,2118	Sedibeng District Municipality	Southern	Buildings and Other Fixed Structures	Nature Reserve Bulk Infrastructure	10	23 November 2017	31 March 2027	Equitable Share	Programme 3	Not Yet Available	100	5 725	15 144
6	188	Suikerbosrand Nature Reserve	Northern Water Line	Design Development	-26,4826	28,2118	Sedibeng District Municipality	Southern	Buildings and Other Fixed Structures	Natture Reserve Bulk Infrastructure	Not Applicable	01 July 2018	30 November 2024	Equitable Share	Programme 3	Not Yet Available	50	-	-
7	90	Suikerbosrand Nature Reserve	Southern Water Line	Practical Completion	-26,4830	28,2120	Sedibeng District Municipality	Southern	Buildings and Other Fixed Structures	Nature Reserve Bulk Infrastructure	Not Applicable	17 July 2015	31 March 2023	Equitable Share	Programme 3	21 189 000	50	-	-
Estimates of Capital Expenditure - 2022/23 - Education																			
80	GDE00328	Savanna City PS (No EMIS yet) SE	Construction of a new Brick and Mortar Primary School	Stage 1.2 Initiation Report	Not available	Not available	SEDIBENG DISTRICT MUNI.	Southern	Buildings and Other fixed Structures	6.2 POS	46	2019/11/19	2025/03/04	Education Infrastructure Grant	Programme 6: Infrastructure Development	150 403	5 000	7 000	11 000
296	GDE00178	LAERSKOOL RISIVILLE PS 700330423 SE	School has reinforced walkways and have addressed major structural issues.	00. Cancelled	-26,6453081	27,9824148	SEDIBENG DISTRICT MUNI.	Southern	Buildings and Other fixed Structures	6.2 POS	1	2020/02/14	2022/03/05	Education Infrastructure Grant	Programme 6: Infrastructure Development	1 500	-	-	-
327	GDE00228	MEYERTON PS 700330498 SE	maintenance of construction joints required. Second floor slab has settled excessively and will require further investigation. Consider propping up the cantilever for safety.	Stage 1.2 Initiation Report	-26,5532772	28,0203998	SEDIBENG DISTRICT MUNI.	Southern	Buildings and Other fixed Structures	6.2 POS	8	2020/02/14	2023/03/05	Education Infrastructure Grant	Programme 6: Infrastructure Development	6 000	1 000	2 000	1 000
Estimates of Capital Expenditure - 2022/23 - Social Development																			
1	DID 11/05/2018	Bantubonke Early Childhood Centre	Construction of Early Childhood Centre	Construction	-26,71983	28,01665	Midvaal	Southern	Buildings and Other fixed Structures	Day Care Centre	Not Available	31 August 2017	28 February 2022	Equitable Share	Children and Families	27 265	9 000		-
Estimates of Capital Expenditure - 2022/23 - Human Settlement																			
4	G14100003/1	Savannah City -phase 1	Construction of Top Structures	Construction	-26,5837	28,06544	Midvaal	Southern	Buildings and Other Fixed Structures	Housing Units/Serviced Stands	2019/01/04	2023/03/31	Human Settlements Development Grant	Housing Development	Incremental Housing Programmes	2 469 870	26 880	-	-
7	G20100002/1	3 D Langkuil Portion 77-Phase 1	Planning of Houses	Planning	-26,542768	28,006047	Midvaal	Southern	Buildings and Other Fixed Structures	Housing Units/Serviced Stands	2015/04/01	2025/03/31	Human Settlements Development Grant	Housing Development	Incremental Housing Programmes	35 280	5 000	2 500	2 500
8	G17100003/1	3 D Sicelo Shiceka Erf 72 - Phase 1	Planning of Housing Units	Planning	-26,542768	28,006047	Midvaal	Southern	Buildings and Other Fixed Structures	Housing Units/Serviced Stands	2015/04/01	2025/03/31	Human Settlements Development Grant	Housing Development	Incremental Housing Programmes	35 280	1 500	2 000	483
9	G17100004/1	3 D Sicelo Shiceka Erf 78 Meyerton Farm-Phase 1	Planning of Housing Units	Planning	-26,542768	28,006047	Midvaal	Southern	Buildings and Other Fixed Structures	Housing Units/Serviced Stands	2015/04/01	2024/03/31	Human Settlements Development Grant	Housing Development	Incremental Housing Programmes	35 280	2 000	727	-
10	G03090018/1	3 D Mamello/Boschkop - Phase 1	Construction of Top Structures	Construction	-26,872182	28,253745	Midvaal	Southern	Buildings and Other Fixed Structures	Housing Units/Serviced Stands	2014/04/01	2024/03/31	Human Settlements Development Grant	Housing Development	Incremental Housing Programmes	Not Yet Available	5 617	24 397	-
Estimates of Capital Expenditure - 2022/23 - Roads & Transport																			
43	None	R59 Pedestrian Bridge (Ntirhisano Project)	R59 Pedestrian Bridge (Ntirhisano Project)	Design	-26,555837	28,003506	Sedibeng District Municipality	Southern	Other Fixed Structures	Upgrades and additions	05 February 2021	04 July 2022	Transport Infrastructure	Equitable Share	Design	25 430	864	-	-
44	None	R82 phase 3 between Road D1073 (Walkerville) and K164 (De Deur)	Upgrading of road R82 phase 3 between Road D1073 (Walkerville) and K164 (De Deur)	Awarded	-26,429	27,962	Sedibeng District Municipality	Southern	Other Fixed Structures	Upgrades and additions	44 666	45 761	Transport Infrastructure	Equitable Share	Construction	282 958	60 634	111 162	111 162
Estimates of Capital Expenditure - 2022/23 - Infastructure Development																			
25	None	Vaal Dam	General Building maintenance	On-going	-26.89472	28.14555	Sedibeng Municipality	Southern	Buildings and other fixed structures	Not Available yet	Office Buildings	01 April 2021	31 March 2024	Equitable Share	Public Works Infrastructure	Not Applicable	600	624	655

ANNEXURE A:
COMMUNITY NEEDS

ANNEXURE A3:
MUNICIPAL COMPETENCY

Annexure A3 – Community Needs of Municipal Competency			
IDP Ref	**Community IDP Need**	**Location**	**Ward**
IDP10113	Access to the Dam for recreational purposes	Vaalmarina	1
IDP10114	Acquisition of White House and Implementation of development plan	Sicelo	8
IDP10115	Bulk Sewer Connection & Reticulation	East and West of Klip River , Henley on Klip	15
IDP10116	Bulk Sewer Connection & Reticulation	Blue Saddle Ranch	12
IDP10117	Bulk Sewer Connection & Reticulation	Daleside	4
IDP10118	Bulk Sewer Connection & Reticulation	Meyerton Farms	10
IDP10119	Bulk Sewer Connection & Reticulation	De Deur	11
IDP10120	Bulk Sewer Connection & Reticulation	Balmoral Estates	11
IDP10121	Bulk Sewer Connection & Reticulation	Ohenimuri	5
IDP10122	Bulk Sewer Connection & Reticulation	Vaalmarina	1
IDP10123	Bulk Sewer Connection & Reticulation	Sicelo Ext 4 & 5	8
IDP10124	Bulk Sewer Connection & Reticulation	Garthdale	12
IDP10125	Bulk Sewer Connection & Reticulation	Ophir	5
IDP10126	Bulk Sewer Connection & Reticulation	Risiville/Uitvlucht/McKay	2
IDP10127	Bulk Sewer Connection & Reticulation	Highbury	5
IDP10128	Bulk Water Connection & Reticulation	Sicelo Ext 4 & 5	8
IDP10129	Bulk Water Connection & Reticulation	Mamello	1
IDP10130	Bulk Water Connection & Reticulation	Khayelisha	12
IDP10131	Bulk Water Connection & Reticulation	Boitumelo	4
IDP10132	Bulk Water Connection & Reticulation	Tedderfield AH	7
IDP10133	Bus stop at Destinata School	Destinata School	14
IDP10134	CCTV Cameras Rollout	Henley on Klip	15
IDP10135	CCTV Cameras Rollout	Risiville	2
IDP10136	CCTV Cameras Rollout	Noldick	9
IDP10137	CCTV Cameras Rollout	Meyerton Farms	9
IDP10138	CCTV Cameras Rollout	Kliprivier	12
IDP10139	CCTV Cameras Rollout	Daleside	4

Annexure A3 – Community Needs of Municipal Competency			
IDP Ref	**Community IDP Need**	**Location**	**Ward**
IDP10140	CCTV Cameras Rollout	Savanna City	11
IDP10141	CCTV Cameras Rollout	De Deur	11
IDP10142	CCTV Cameras Rollout	Ohenimuri	5
IDP10143	CCTV Cameras Rollout	Vaalmarina	1
IDP10144	CCTV Cameras Rollout	Kookrus	3
IDP10145	CCTV Cameras Rollout	Rothdene	3
IDP10146	Cemetery	Mamello	1
IDP10147	Cemetery	Vaalmarina	1
IDP10148	Cemetery	Savanna City	11
IDP10149	Community Hall	Henley on Klip	15
IDP10150	Community Hall	Sherman Park AH	13
IDP10151	Community Hall	Nelsonia	13
IDP10152	Community Hall	Hartz Valley	7
IDP10153	Community Hall	Daleside	4
IDP10154	Community Hall	Savanna City	11
IDP10155	Community Hall	Sicelo Ext 4 & 5	8
IDP10156	Community Hall	Riversdale	13
IDP10157	Sewer line in Okapi street, Meyerton Farms	Meyerton Farms	10
IDP10158	Correct layout of Klipriver-Suikerboschrand Conservancy	Kliprivier	12
IDP10159	Cycle Path in Henley in Golfpark	Golfpark	14
IDP10160	Cycle Path in Henley in Klip	Henley in Klip	15
IDP10161	Cycle Path in Henley in Meyerton	Meyerton	14
IDP10162	Cycle Path in Pierneef Blvd	Meyerton	14
IDP10163	Drainage System of Langkuilspruit within the Meyerton Golf course	Meyerton Golf Course	14
IDP10164	Early Childhood Development Centre	Golfpark	14
IDP10165	Early Childhood Development Centre	Noldick	9
IDP10166	Early Childhood Development Centre	Klipview	12

Annexure A3 – Community Needs of Municipal Competency			
IDP Ref	**Community IDP Need**	**Location**	**Ward**
IDP10167	Early Childhood Development Centre	Savanna City	11
IDP10168	Early Childhood Development Centre	Mamello	1
IDP10169	Early Childhood Development Centre	Rothdene	3
IDP10170	Early Childhood Development Centre	Lakeside Estates	6
IDP10171	Early Childhood Development Centre	Walkerville	7
IDP10172	Electrical network upgrade in Walker's Fruit Farms	Walker's Fruit Farms	5
IDP10173	Electricity Connection	Savanna City (FSH and RDP)	11
IDP10174	Electricity Connection	Mamello	1
IDP10175	Electricity Connection	Sicelo Ext 4 & 5	8
IDP10176	Electricity Connection	Khayelisha	12
IDP10177	Electricity Connection	Piels farm	12
IDP10178	Electricity Connection	Boitumelo	4
IDP10179	Electricity Transformer	Lakeside Estates	6
IDP10180	Electricity Transformer	Sicelo	10
IDP10181	Emergency Services	Savanna City	11
IDP10182	Emergency Services	Kliprivier	12
IDP10183	Emergency Services	Walkerville	7
IDP10184	Emergency Services	Daleside	4
IDP10185	Emergency Services	Walker's Fruit Farms	5
IDP10186	Expansion of Urban Development Boundary for Ward 5 and 12	Ward 5 and 12	
IDP10187	Feeder Supply to Riversdale	Riversdale	13
IDP10188	Feeder Supply to Rothdene	Rothdene	3
IDP10189	Feeder Supply to S16 (Sicelo)	Sicelo Ward 8 & Ward 10	8
IDP10190	Feeder Supply to Glen Donald AH	Glen Donald AH	2
IDP10191	Fence along Johan Le Roux between R59 and Boundary Road	Meyerton Farms/Sicelo	10
IDP10192	Fence along to Erna Church St to the Langkuilspruit	Meyerton	14

Annexure A3 – Community Needs of Municipal Competency			
IDP Ref	**Community IDP Need**	**Location**	**Ward**
IDP10193	Fence around Bantu Bonke Cemetery	Bantu Bonke	1
IDP10194	Fence around municipal park in Meyerton	Meyerton	9
IDP10195	Fence around park in Nelsonia	Nelsonia	13
IDP10196	Fence around parks in Risiville	Risiville	2
IDP10197	Fence around sports centre in Bantu Bonke	Bantu Bonke	1
IDP10198	Fence around the Meyerton Golf course	Meyerton	14
IDP10199	Fire station - Savanna City	Savanna City	11
IDP10200	Gravel to Tar	Joan Road to BSR,	12
IDP10201	Gravel to Tar	Rugby, Shiplake, Wargrave, Heron - Henley on Klip	14
IDP10202	Gravel to Tar	Annie Rd, Charles Rd	2
IDP10203	Gravel to Tar	All Roads, Chris Kotze rd, Caledon Rd, Kliprivier Rd, Bloedrivier Rd, Kappertjie St, Kotie Steyn, Limpopo St, Sandrivier St, Gamtoos Rd	13
IDP10204	Gravel to Tar	All Roads	13
IDP10205	Gravel to Tar	Riversdale Rd, Steenberg Str	13
IDP10206	Gravel to Tar	Meyerton Park	9
IDP10207	Gravel to Tar	King Fisher Rd, Bosduif	9
IDP10208	Gravel to Tar	Elm Str	12
IDP10209	Gravel to Tar	Honibal, Marlborough, Nelson	12
IDP10210	Gravel to Tar	Alabaster Rd	7
IDP10211	Gravel to Tar	Mossie, Vlei Loerie - Daleside	4
IDP10212	Gravel to Tar	All	4
IDP10213	Gravel to Tar	All	4
IDP10214	Gravel to Tar	Bolton Wold AH	4
IDP10215	Gravel to Tar	Highbury	4
IDP10216	Gravel to Tar	Takbok Street, Blopi , Langa, Leloko, Papegraai, Apie, Kiewiet, Njala and the completion of Alma Road - Meyerton Farms	10

Annexure A3 – Community Needs of Municipal Competency			
IDP Ref	**Community IDP Need**	**Location**	**Ward**
IDP10217	Gravel to Tar	St Andrew, St Patrick's, Lakeside Estates	6
IDP10218	Gravel to Tar	Kraal - De Deur	11
IDP10219	Gravel to Tar	Balmoral Estates	11
IDP10220	Gravel to Tar	Rooijakkals Street WFF	5
IDP10221	Gravel to Tar	Ohenimuri	5
IDP10222	Gravel to Tar	Mooilande AH	1
IDP10223	Gravel to Tar	Bantu Bonke	1
IDP10224	Gravel to Tar	Vaalmarina	1
IDP10225	Gravel to Tar	Mamello	1
IDP10226	Gravel to Tar	Park, Njala, Zebra , Bontebok - Meyerton Farms	8
IDP10227	Gravel to Tar	Kookrus - CR Swart Rd, Bobby Lock Av	3
IDP10228	Gravel to Tar	Blouvalk, Takbok- Highbury	5
IDP10229	Gravel to Tar	Ophir, Ohio Rd	5
IDP10230	Henley Dumpsite Rehabilitation	Henley Dumpsite	15
IDP10231	High Mast Lights	Morris Rd - Meyerton Park	9
IDP10232	High Mast Lights	MJ Malia Bridge	8
IDP10233	High Mast Lights	Entrances to Henley on Klip	15
IDP10234	High Mast Lights	Daleside Industrial Area	4
IDP10235	High Mast Lights	Mamello	1
IDP10236	High Mast Lights	Peil's Farm	12
IDP10237	High Mast Lights	Khaylisha	12
IDP10238	High Mast Lights	Main & 4th street	7
IDP10239	Investment in Agriculture Equipment and Initiatives	Daleside	4
IDP10240	Investment in Agriculture Equipment and Initiatives	Mooilande AH	1
IDP10241	Investment in Agriculture Equipment and Initiatives	Mamello	1
IDP10242	Investment in Agriculture Equipment and Initiatives	De Deur	11
IDP10243	Investment in Agriculture Equipment and Initiatives	Savanna City	11

Annexure A3 – Community Needs of Municipal Competency			
IDP Ref	**Community IDP Need**	**Location**	**Ward**
IDP10244	Investment in Agriculture Equipment and Initiatives	Kliprivier	12
IDP10245	Job Creation	Riversdale	13
IDP10246	Job Creation	Noldick	9
IDP10247	Job Creation	Kliprivier	12
IDP10248	Job Creation	All Areas in the Ward	12
IDP10249	Job Creation	All Areas in the Ward	4
IDP10250	Job Creation	Meyerton Farms	10
IDP10251	Job Creation	Lakeside Estates	6
IDP10252	Job Creation	Savanna City	11
IDP10253	Job Creation	Savanna City	11
IDP10254	Job Creation	Mooilande AH	1
IDP10255	Job Creation	Vaalmarina	1
IDP10256	Job Creation	Mamello	1
IDP10257	Job Creation	Sicelo	8
IDP10258	Landfill Site	Daleside	4
IDP10259	Local Economic Development	Daleside	4
IDP10260	Midvaal Electricity Supply	Vaalmarina	1
IDP10261	Multi-Purpose Centre	Daleside	4
IDP10262	Multi-Purpose Centre	Savanna City	11
IDP10263	Multi-Purpose Centre	Ohenimuri	5
IDP10264	Multi-Purpose Centre	Sicelo Ext 4 & 5	8
IDP10265	Multi-Purpose Centre	Henley on Klip	15
IDP10266	Multi-Purpose Centre	Kliprivier	12
IDP10267	Multi-Purpose Centre	Rothdene	3
IDP10268	Multi-Purpose Centre	Ohenimuri	5
IDP10269	Multi-Purpose Centre	De Deur	11
IDP10270	Municipal Court	Meyerton	9

Annexure A3 – Community Needs of Municipal Competency			
IDP Ref	**Community IDP Need**	**Location**	**Ward**
IDP10271	Municipal offices/Depot for Engineering and Community services on Municipal owned stands in Savanna City	Savanna City	11
IDP10272	Outdoor Gym	Japonica Street Park, Golf park	14
IDP10273	Outdoor Gym	Sherman Park AH	13
IDP10274	Outdoor Gym	Meyerton Park	9
IDP10275	Outdoor Gym	Noldick	9
IDP10276	Outdoor Gym	Lakeside Estates	6
IDP10277	Outdoor Gym	Savanna City	11
IDP10278	Outdoor Gym	Bantu Bonke	1
IDP10279	Outdoor Gym	Henley on Klip	15
IDP10280	Outdoor Gym	Kookrus	3
IDP10281	Park, Playground and Recreational Facilities	Henley on Klip	15
IDP10282	Park, Playground and Recreational Facilities	Risiville	2
IDP10283	Park, Playground and Recreational Facilities	Riversdale	13
IDP10284	Park, Playground and Recreational Facilities	Meyerton Park	9
IDP10285	Park, Playground and Recreational Facilities	Noldick	9
IDP10286	Park, Playground and Recreational Facilities	Kliprivier	12
IDP10287	Park, Playground and Recreational Facilities	Hartz Valley	7
IDP10288	Park, Playground and Recreational Facilities	Daleside	4
IDP10289	Park, Playground and Recreational Facilities	Meyerton Farms	10
IDP10290	Park, Playground and Recreational Facilities	De Deur	11
IDP10291	Park, Playground and Recreational Facilities	Savanna City	11
IDP10292	Park, Playground and Recreational Facilities	Vaalmarina	1
IDP10293	Park, Playground and Recreational Facilities	Mooilande AH	1
IDP10294	Park, Playground and Recreational Facilities	Mamello	1
IDP10295	Park, Playground and Recreational Facilities	Sicelo Ext 4 & 5	8
IDP10296	Park, Playground and Recreational Facilities	Rothdene	3
IDP10297	Park, Playground and Recreational Facilities	Walkerville	7

Annexure A3 – Community Needs of Municipal Competency			
IDP Ref	**Community IDP Need**	**Location**	**Ward**
IDP10298	Park, Playground and Recreational Facilities	Kookrus	3
IDP10299	Park/Children's Playground	Lakeside Estates	6
IDP10300	Parks to be sold for town house development. Henry Street park to be upgraded.	Risiville	2
IDP10301	Paving in Bantu Bonke	Bantu Bonke	1
IDP10302	Pedestrian walk way over railway bridge on Johan Le Roux	Roux	9
IDP10303	Pedestrian Walkways	Ewelme Rd	15
IDP10304	Pedestrian Walkways	Comer Bushy Rd & Corrie Pypers to Lily Rd Bridge, Golfpark	14
IDP10305	Pedestrian Walkways	Meyerton Park	9
IDP10306	Pedestrian Walkways	Meadow Rd, Eike St, Klipwater	12
IDP10307	Pedestrian Walkways	3rd St, 4th St, Pelser st, 4th St, Walkerville	7
IDP10308	Pedestrian Walkways	Lakeside Estates	6
IDP10309	Pedestrian Walkways	Savanna City	11
IDP10310	Pedestrian Walkways	Kookrus	3
IDP10311	Play Equipment in Parks	No Specified Location	15
IDP10312	Prepaid Electricity	Daleside	4
IDP10313	Prepaid Electricity	Lakeside Estates	6
IDP10314	Prepaid Water Meters	Noldick	9
IDP10315	Prepaid Water Meters	Meyerton Park	9
IDP10316	Prepaid Water Meters	Kliprivier	12
IDP10317	Prepaid Water Meters	Daleside	4
IDP10318	Prepaid Water Meters	Meyerton Farms	10
IDP10319	Prepaid Water Meters	Glen Donald AH	2
IDP10320	Provision for parking/drop off area for Dr Malan School	School	9
IDP10321	Public Ablution facilities	Meyerton	9
IDP10322	Public Swimming Pool	Daleside	4
IDP10323	Recycling Facility/ By Back Programme	No Specified Location	15

Annexure A3 – Community Needs of Municipal Competency			
IDP Ref	**Community IDP Need**	**Location**	**Ward**
IDP10324	Recycling Facility/ By Back Programme	Risiville	2
IDP10325	Recycling Facility/ By Back Programme	Nelsonia	13
IDP10326	Recycling Facility/ By Back Programme	Daleside	4
IDP10327	Recycling Facility/ By Back Programme	Vaalmarina	1
IDP10328	Recycling Facility/ By Back Programme	Sicelo	8
IDP10329	Recycling Facility/ By Back Programme	Kookrus	3
IDP10330	Recycling Facility/ By Back Programme	Bantu Bonke	
IDP10331	Replace 11 kV overhead line Springbok Road	Springbok Road	5
IDP10332	Replace LV overhead line to underground	Rothdene	3
IDP10333	Replace LV overhead line to underground	Oranje River, Riversdale	13
IDP10334	Reservoir for Daleside Water Supply	Daleside	4
IDP10335	Retail Facilities/Shopping Complex	Riversdale	13
IDP10336	Retail Facilities/Shopping Complex	Noldick	9
IDP10337	Retail Facilities/Shopping Complex	Kliprivier	12
IDP10338	Retail Facilities/Shopping Complex	Lakeside Estates	6
IDP10339	Retail Facilities/Shopping Complex	Savanna City	11
IDP10340	Retail Facilities/Shopping Complex	Mamello	1
IDP10341	Risiville to be connected to Rothdene pump station	Risiville	2
IDP10342	River Purification	Klip River	15
IDP10343	Road Curbing	Oval Road, Henley on Klip	15
IDP10344	Road Curbing	Meyerton Farms	10
IDP10345	Road Curbing	Kookrus	3
IDP10346	Roads to be Upgraded	Gordon Rd, Caversham Rd, Henley on Klip	15
IDP10347	Roads to be Upgraded	Bushy Road, Cyprus Rd, Golfpark	14
IDP10348	Roads to be Upgraded	Perlemoen Rd, Vaalmarina	1
IDP10349	Sewer pump station upgrade - flooding during power outage	Vaalmarina	1
IDP10350	Sewerage into the Klip River from Ewelme pump station	Henley on Klip	15

Annexure A3 – Community Needs of Municipal Competency			
IDP Ref	**Community IDP Need**	**Location**	**Ward**
IDP10351	Sewerage into the Vaal Dam	Vaalmarina	1
IDP10352	Skills Development Centre	Lakeside Estates	6
IDP10353	Skills Development Centre	Savanna City	11
IDP10354	Skills Development Centre	Vaalmarina	1
IDP10355	Skills Development Centre	Sicelo	8
IDP10356	Skills Development Centre	Meyerton	9
IDP10357	Skills Development Centre	Meyerton Farms	10
IDP10358	Skills Development Centre	De Deur	11
IDP10359	Skills Development Centre	Klipriver	12
IDP10360	Skip Bins	Nelsonia	13
IDP10361	Skip Bins	Vaalmarina	1
IDP10362	Skip Bins	Meyerton Farms	10
IDP10363	Skip Bins	Walkerville Show Grounds	7
IDP10364	Skip Bins	Risiville	2
IDP10365	Skip Bins	Daleside	4
IDP10366	Skip Bins	Sicelo	8
IDP10367	Solar Geysers	Lakeside Estates	6
IDP10368	Solar Geysers	Sicelo Ext 4 & 5	8
IDP10369	Solar or LED Street Lights	Kookrus	3
IDP10370	Solar or LED Street Lights	Risiville	2
IDP10371	Solar or LED Street Lights	Daleside	4
IDP10372	Solar or LED Street Lights	Mooilande AH	1
IDP10373	Solar or LED Street Lights	Iffley Rd, Shiplake Rd, Eaton Rd, Rugby Rd, Wargrave rd, Caversham Rd, Oxford rd, Cleev Rd, The Avenue	15
IDP10374	Solar or LED Street Lights	Meyerton Farms	10
IDP10375	Speed Humps	Henley on Klip	15
IDP10376	Speed Humps	Bushy Road, Cyprus Rd, Golfpark	14
IDP10377	Speed Humps	Risiville	2

Annexure A3 – Community Needs of Municipal Competency			
IDP Ref	**Community IDP Need**	**Location**	**Ward**
IDP10378	Speed Humps	Meyerton Park	9
IDP10379	Speed Humps	Golfview	7
IDP10380	Speed Humps	Main Rd	7
IDP10381	Speed Humps	Daleside	4
IDP10382	Speed Humps	Meyerton Farms	10
IDP10383	Speed Humps	Lakeside Estates	6
IDP10384	Speed Humps	Savanna City	11
IDP10385	Speed Humps	Vaalmarina	1
IDP10386	Speed Humps	Meyerton Farms	8
IDP10387	Speed Humps	Sicelo	8
IDP10388	Speed Humps	Rothdene	3
IDP10389	Speed Humps	Kookrus	3
IDP10390	Stop urban sprawl from developments encroaching on the Klipriver-Suikerboschrand Conservancy	Kliprivier	12
IDP10391	Stormwater Management	Iffley Rd, Shiplake. Ewelme	15
IDP10392	Stormwater Management	Whole Area	2
IDP10393	Stormwater Management	All Roads	13
IDP10394	Stormwater Management	Meyerton Park	9
IDP10395	Stormwater Management	Reitspuit	9
IDP10396	Stormwater Management	All Roads	12
IDP10397	Stormwater Management	All	7
IDP10398	Stormwater Management	All	4
IDP10399	Stormwater Management	Meyerton Farms	10
IDP10400	Stormwater Management	Lakeside Estates	6
IDP10401	Stormwater Management	Walker's Fruit Farms	5
IDP10402	Stormwater Management	Ohenimuri	5
IDP10403	Stormwater Management	Mamello	1
IDP10404	Stormwater Management	Sicelo Ext 4 & 5	8

Annexure A3 – Community Needs of Municipal Competency			
IDP Ref	**Community IDP Need**	**Location**	**Ward**
IDP10405	Stormwater Management	Bell Road, Meyerton Farms	8
IDP10406	Stormwater Management	Kookrus	3
IDP10407	Streetlights	Sontel Rd, Highbury	4
IDP10408	Streetlights	Tousrivier Rd, Limpopo St, Kliprivier St, Nyl St, Mopani Rd - Riversdale	13
IDP10409	Streetlights	Meyerton Park	9
IDP10410	Streetlights	Entrance to Hatzenbergfontein on R82, Alabaster Rd	7
IDP10411	Streetlights	Cayman Rd - Alewynspoort	7
IDP10412	Streetlights	Dan Pienaar Dr - Tedderfield	7
IDP10413	Streetlights	Luiperd St - Daleside	4
IDP10414	Streetlights	Bolton Wold AH	4
IDP10415	Streetlights	Meyerton Farms	10
IDP10416	Streetlights	Lakeside Estates	6
IDP10417	Streetlights	Kraal St - De Deur	11
IDP10418	Streetlights	Savanna City	11
IDP10419	Streetlights	Balmoral Estates	11
IDP10420	Streetlights	Ohenimuri	5
IDP10421	Streetlights	Vaalmarina	1
IDP10422	Streetlights	Bronk Lane, Bronkhorstfontein	7
IDP10423	Streetlights	Sicelo Ext 4 & 5	8
IDP10424	Streetlights/ High mast Lights	Glen Donald AH	2
IDP10425	Tourism hub around the Vaal dam	Vaalmarina	1
IDP10426	Trading Stalls	MJ Malia, Bell Rd	8
IDP10427	Trading Stalls	Savanna City	11
IDP10428	Trading Stalls	Kliprivier	12
IDP10429	Traffic Circle	Main & 4th street - Walkerville	7
IDP10430	Traffic Lights	Meyerton Park	9
IDP10431	Transfer station - Lakeside	Lakeside Estates	6

Annexure A3 – Community Needs of Municipal Competency			
IDP Ref	**Community IDP Need**	**Location**	**Ward**
IDP10432	Transfer station - Savanna City	Savanna City	11
IDP10433	Upgrade Bantu Bonke Roads	Bantu Bonke	1
IDP10434	Upgrade HT and LV over headlines in Ophir Estates	Ophir Estates	5
IDP10435	Upgrade HT and LV over headlines in Vaalmarina	Vaalmarina	1
IDP10436	Upgrade Marthinus Oothuizen Sewer Network	Kookrus	3
IDP10437	Upgrade of high-tension and low-tension transformers	Vaalmarina	1
IDP10438	Upgrade of the sewer pump station	Rothdene	3
IDP10439	Upgrade Overhead Lines in Chrissiesfontein	Chrissiesfontein	13
IDP10440	Upgrade Park	Danie Maclean, Rothdene	3
IDP10441	Upgrade Park	Japonica Street Park - Golfpark	14
IDP10442	Upgrade Park	Vlei Street Park - Meyerton	14
IDP10443	Upgrade Park	Shippard Street Park - Meyerton	14
IDP10444	Upgrade to Meyerton Sports club	Meyerton	14
IDP10445	Upgrade Water pipes from Asbestos	All infrastructure	15
IDP10446	Upgrading of Water and Sewer Network in Klipwater	Klipwater	12
IDP10447	Urban Agriculture/ Small Scale Agriculture Programmes	Risiville	2
IDP10448	Urban Agriculture/ Small Scale Agriculture Programmes	Noldick	9
IDP10449	Urban Agriculture/ Small Scale Agriculture Programmes	Lakeside Estates	6
IDP10450	Urban Agriculture/ Small Scale Agriculture Programmes	Meyerton Farms	10
IDP10451	Urban Agriculture/ Small Scale Agriculture Programmes	Sicelo	8
IDP10452	Water Connection	Tedderfield AH	7
IDP10453	Water Leak on Reservoir	Vaalmarina	1
IDP10454	Water Reticulation	Vaalmarina	1
IDP10455	Water Treatment Works for the Northern Portion of Midvaal (including all bulk and link services)	5&12	
IDP10456	Youth Development Centre & Programmes	Lakeside Estates	6
IDP10457	Youth Development Centre & Programmes	Savanna City	11
IDP10458	Youth Development Centre & Programmes	Mooilande AH	1

Annexure A3 – Community Needs of Municipal Competency			
IDP Ref	**Community IDP Need**	**Location**	**Ward**
IDP10459	Youth Development Centre & Programmes	Rothdene	3
IDP10460	Youth Development Centre & Programmes	Sicelo	8
IDP10461	Youth Development Centre & Programmes	Henley on Klip	15
IDP10462	Youth Development Centre & Programmes	Daleside	4
IDP10463	Youth Development Centre & Programmes	Sicelo	10
IDP10464	Upgrading of Bulk Water Supply to Sicelo & Other Areas	Sicelo and other areas	8&10
IDP10465	Gravel to Surface	Various Areas	All
IDP10466	Formalisation of Informal Trading Stalls	Various Areas	All
IDP10467	Refurbishment, Repairs, & Installation of High Masts Lights and Street Lights	Various Areas	All
IDP10468	Lakeside Sports Complex	Lakeside Estates	6
IDP10469	Savanna City Sports Complex	Savanna City	11
IDP10470	Upgrading of the Walkerville Landfill Site	Walkerville	5
IDP10471	Procurement of Waste Specialised Vehicles	All	All

ANNEXURE B:

MIDVAAL
SPATIAL DEVELOPMENT FRAMEWORK

Midvaal Spatial Development Framework 2022-2027

Final report

May 2022



Project sponsor:

agriculture, land reform & rural development

Department:
Agriculture, Land Reform and Rural Development
REPUBLIC OF SOUTH AFRICA

Client:

MIDVAAL
LOCAL MUNICIPALITY

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1 MIDVAAL LOCAL MUNICIPALITY OVERVIEW

1.1 The setting

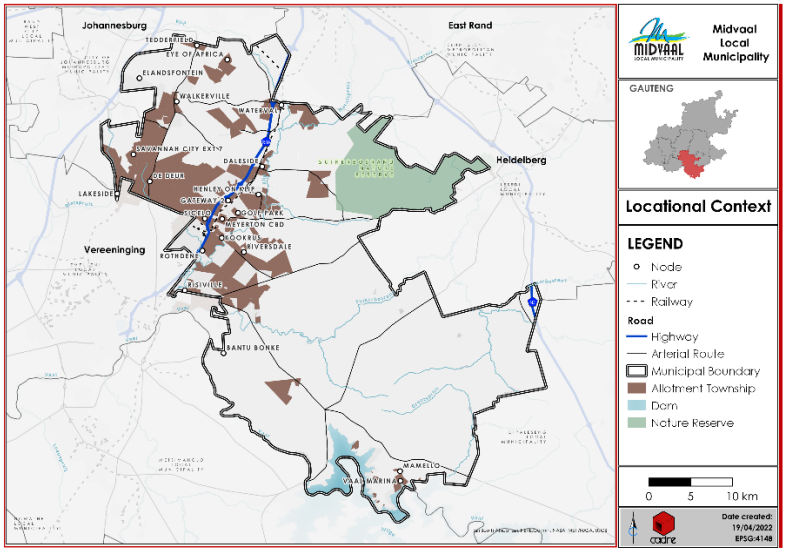


Figure 1: Midvaal Local Municipality locational context

Midvaal Local Municipality is located within the Sedibeng District Municipality in Gauteng, together with the Emfuleni and Lesedi Local Municipalities. The Sedibeng district is designated as the Southern Development Corridor in the Gauteng Spatial Development Framework. The district is also identified as an incubator of new industrial developments that should advance the agricultural sector and the development of new cities.

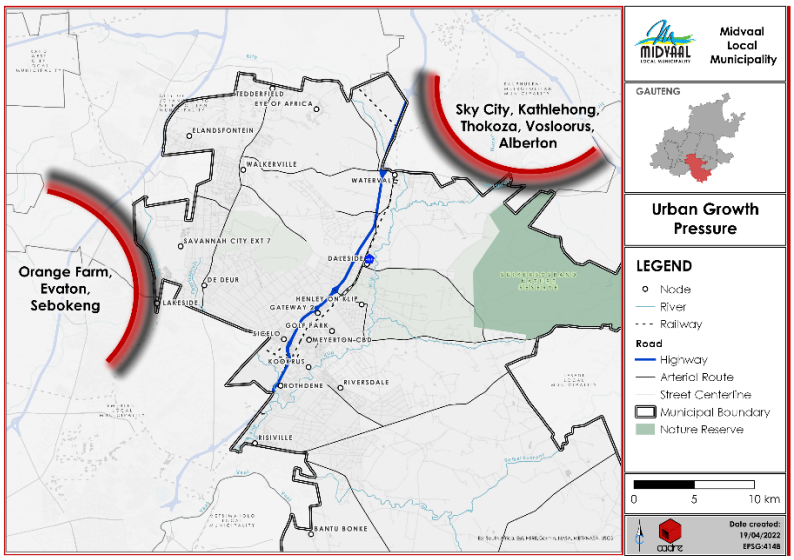


Figure 2: Urban growth pressure from beyond the borders

Large urban agglomerations surround the municipality on its western border, including Vanderbijlpark-Vereeniging, Evaton-Sebokeng (Emfuleni), and Orange Farm (Johannesburg) residential complexes. On the tip of its uppermost border, sits another major industrial and residential complex in Ekurhuleni, including Alberton, Katlehong, Thokoza and Vosloorus (Kathorus). The municipality is approximately 1 800 square kilometres in size and has a very strong rural and semi-rural character.

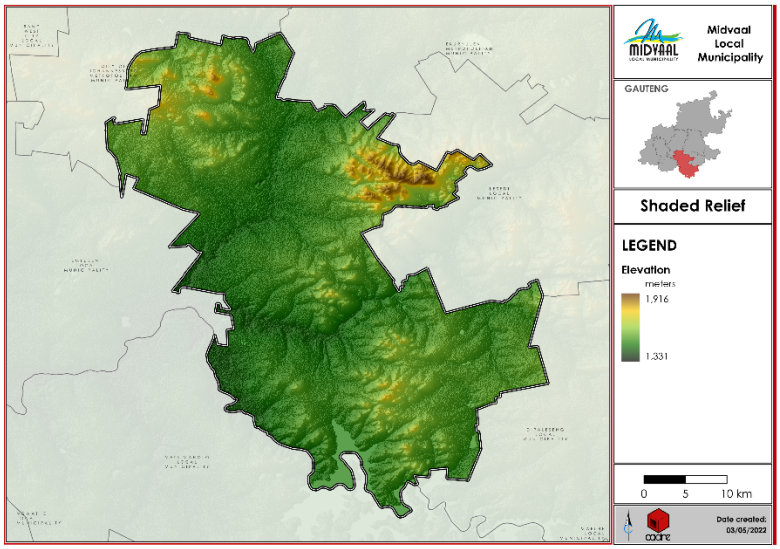


Figure 3: Shaded relief

The municipal area is characterised by ridges, as evident in **Figure 3.** Numerous rivers also intersect the municipal area, including the Klip, Suikerbosrand, and Vaal River, with the Vaal Dam located at the southernmost tip of the municipal area. Urban development within the municipality is largely concentrated along regional linkages including the R59, connecting Johannesburg (north) and Vereeniging/Sasolburg (south). The N1 and the N3 national development corridors converge northerly in Gauteng, running adjacent to the western and eastern borders of the Midvaal Local Municipality respectively.

1.2 The place

Midvaal Local Municipality is an important regional corridor and a gateway to the Gauteng City-Region. The municipality has vast socio-economic and spatial opportunities. The main economic drivers in the municipality are manufacturing, financial services, and trade, all respectively contributing 30%, 19% and 15% to the municipal Gross Value Added (GVA). Manufacturing, although the largest contributor, has been declining in the past few years.

Meyerton, including Rothdene, Riversdale, Sicelo, Meyerton Park, Kookrus and Golf Park - is the highest order urban complex in the municipality. The main economic activities in these cluster settlements include industrial steel fabrication and agri-processing plants. Further north, along the R59, is the rural residential neighbourhood Henley on Klip, Randvaal-Daleside and Waterval industrial complexes. The Vaal Marina along the Vaal Dam is the only urban development in the south. It forms a unique recreational and tourism-related urban complex within the municipality. Several other nodal developments are taking shape along the R82 which is a major regional distributor connecting Vereeniging and Johannesburg. The northern section of the R82 is experiencing increased urbanisation pressure, while in the southern section, Savanna City is rapidly expanding into a mega housing complex within the municipality.

Informal settlements in Midvaal Local Municipality have a unique character compared with ones in other regions such as Emfuleni (Boiketlong), Tshwane (Winterveld) and Merafong (Khutsong). The informal settlements in Midvaal Local Municipality show little evidence of rapid physical growth and subsequent land invasions. A common factor is the desire of households to be closer to social and economic opportunities.

Hydrological features such as the Vaal River and Vaal Dam are located on the southernmost tip of the municipality, with the Klip River running parallel to the east of the R59 which cuts through the central parts of the municipality. These physical features, including the Suikerbosrand Nature Reserve, have an enormous impact on the land use development in the municipal area.

The Afrimat Glen Douglas Dolomite mine, located near Randvaal, is the only operational mine in the area. Proposals for further mining in the area near Bantu Bonke are being explored by Exxaro. Anglo American Farms had previously considered exploiting potential coal reserves in and around Bantu Bonke. The extensive commercial farming – covering about 50% of the total municipal area – will continue to experience development pressure internally and externally from these rural residential and industrial developments.

The continuation of industrialisation along the R59 near Alberton and the new Tambo Springs logistics hub just north of the Suikerbosrand Nature Reserve, mandates planning to manage the inevitable growth and development in the municipality.

Data from the land use audit in 2021 indicates that Midvaal Local Municipality has:

- 43 000 land parcels (35 000 erven, 4 400 holdings and 3 400 farms) covering 210 000 hectares.
- Almost 15 000 (42%) vacant erven and 2 000 vacant agricultural holdings and farms.
- Large conservation areas:13 600 ha. Neighbouring Emfuleni, for example, has only 130ha under conservation.
- The largest portion of the 230 000 hectares of land under agriculture in the Sedibeng District: 91 000 hectares
- 4 600 informal residential structures are concentrated in 10 different areas across the Midvaal Local Municipality.
- There are 270 erven and agricultural holdings that accommodate an additional 2 800 informal residential structures.

1.3 The people

Gauteng constitutes the economic heartland of South Africa. The province contributes about 34% to the national Gross Domestic Product (GDP) (GSDF, 2030). Despite this primary position as the largest GDP contributor to the national economy, Gauteng does not function in isolation. It has strong social and economic linkages with towns and cities that fall outside its provincial borders. These include Rustenburg (North West), Sasolburg (Free State) and Emalahleni (Mpumalanga).

Collectively, they form a space economy referred to as the Gauteng City-Region.

Similarly, Midvaal Local Municipality does not exist in isolation. It has strong functional linkages with its neighbouring Metsimaholo, Emfuleni, Johannesburg, Lesedi, and Ekurhuleni municipalities. Although its employment rate is indicated to be at 80%, which is much higher than in Emfuleni and Lesedi, the social ills that prevail in the district, especially crime, militates against the concept of social regeneration.

Material improvements of the people on the ground should countervail declining trends of social decay and hopelessness which lead to crime and grime. Midvaal Local Municipality is the smallest municipality in the Sedibeng district. With a population size of 111 612 by 2016, it constitutes 12% of the district's total population (Stats SA, 2016).

Looking at the social ills in Midvaal, low growth and inadequate distribution strategies at district level is observed to be perpetual factors in inter-generational poverty. When using the 2019 Upper Bound Poverty Line of R1 227 per person per month, 49% of the district's population lives in poverty. Emfuleni accounts for over half of the population living below the poverty line with Midvaal contributing an insignificant proportion thereof.

CoGTA (2021) notes that the Sedibeng district has recorded one of the highest kidnapping and car theft crime activities in the province. These social ill however transcend administrative borders. In Midvaal, crime rates continue to rise despite the location of police stations across the municipality. Community safety heavily relies on community cooperation through participation in policing forums

The statistics about poverty, low growth and social ills do not point to a long-term sustainable solution for a prosperous and confident future. In the planning context, it is thus paramount to develop 'One Plan' that will support the national transformation agenda in a structured manner to increase the impact on the ground.

2 KEY INSTITUTIONAL, POLICY AND STRATEGIC CONTEXT

This section captures higher order and local policy strategies that should be embraced in the development of the new Midvaal Local Municipality SDF). For a comprehensive review, see **Addendum 3.**

The Spatial Planning and Land Use Management Act (SPLUMA) is a legislative provision that guides all spatial planning and land use management in South Africa. Its central agenda is to establish robust spatial transformation to inspire better socio-economic outcomes. Addressing the historical spatial imbalances created by the apartheid spatial planning, forms the centre of engagement, supported by the inclusive transformation agenda set out in the National Development Plan. SPLUMA integrates principles of sustainable development into land use and planning regulatory tools and legislative instruments.

In effecting a high-impact social and economic transformation in a municipal context, Section 21 of SPLUMA provides that a municipal spatial development framework must be prepared to give effect to the development principles and applicable norms and standards set out in Chapter 2. The contributed development principles set out in this chapter apply to all organs of the state and other authorities tasked with the responsibility to meet policy objectives.

Accordingly, SPLUMA directs all spheres of government (national, provincial, and local) to prepare spatial development frameworks. The spatial development framework produced, must establish a clear spatial vision developed through a detailed inventory and analysis. This must be based on national spatial planning principles and local long-term development goals and plans.

SPLUMA seeks to promote consistency and uniformity in the procedures and decision-making on spatial planning and land use management. Section 12(2) of the Act provides that all three spheres of government must participate in each other's processes of spatial planning and land use management. However, each sphere must be guided by its own spatial development framework when making land use and development decisions.



Figure 4: SDF principles

Chapter 2 Section 7 of the Act contributes principles that must anchor the directives of the municipal spatial development framework. The land use and land development must promote:

1. Spatial Justice — to redress development imbalances through improved access to land.
2. Spatial Sustainability — to protect food security, natural elements, and effect viable communities.
3. Spatial Efficiency — less use of resources to provide more socio-economic and socio-spatial opportunities.
4. Spatial Resilience — to effect plans and policies that will constitute economic and environmental shock-resistant communities.
5. Good Administration — all spheres of government promote integrated efforts for the implementation of the principles, norms and standards set out.

The Municipal Systems Act 32 of 2000, makes provision for a local municipality to draft its integrated development plan (IDP), considering the integrated development processes of, and proposals submitted to it by, the district municipality. This then requires for local municipalities to collaborate with its district municipality in their jurisdictions to promote well- aligned and integrated development.

An IDP is a facilitating tool to consolidate the (1) developmental vision and (2) objectives of a community with real time project proposals and an associated budget. The SDF will assist in understanding the status quo of an area, visually identify opportunities and constraints, and deliberate on potential spatial interventions that will drive the type of development that is envisioned

2.1 Policies and strategy focus

2.1.1 Sedibeng District Spatial Development Framework 2019

The Sedibeng district is regarded as a crucial southern gateway into the Gauteng City-Region. It is surrounded by three provinces, namely Mpumalanga, the Free State and the North West. The district observes high inward and outward migration patterns from its neighbouring inter-provincial districts. The Sedibeng district consists of three local municipalities namely, Emfuleni, Midvaal and Lesedi LMs.

Sedibeng district is historically well known as the iron and steel industrial hub of Gauteng. The formerly state-owned ArcelorMittal steel works is located in Vanderbijlpark. The district has experienced significant de-industrialisation due to the decline in the steel industry. The steel industry is still one the main employers in the district within the manufacturing category. Its decline has resulted in the unemployment rate in the district to sit at 50.7%, with Emfuleni contributing a larger proportion of this figure.

The district SDF identified consolidation strategies to revive the economy. Key primary, secondary and mixed-use nodes are identified for infill-developments and densification. The nodes are identified as follows across the district:

TABLE 1: SEDIBENG DISTRICT NODAL CLASSIFICATION

Primary nodes	Secondary nodes	Mixed-use consolidation
Vanderbijlpark Vereeniging Meyerton	Evaton Sebokeng Savanna City Waterval Elandsfontein	Heidelberg Ratanda Jameson Park

The primary nodes identified by the district SDF, offer the highest order and widest range of goods and services to other urban and rural settlements. The secondary nodes are those identified to be in the process of development, serving the local surrounding communities. These secondary nodes, together with the Vanderbijlpark, Vereeniging and Meyerton primary nodes represent the master framework of a future urban conurbation aligned with the district's metropolitan vision.

The district's spatial vision highlights "building towards a developmental metropolitan river city of choice." The SDF details two important elements of the vision which have spatial implications for the development of the Sedibeng district. The district envisions being a (1) metropolitan city and (2) a river city.

River City

The envisioned city must focus its economic activity towards the Vaal River. The directive builds on the "Vaal 21: A River City" document which is a cross-border agreement between the Sedibeng district's local municipalities and the Fezile Dabi district's local municipalities in the Free State. The aim is to mobilise resources towards developing a regional economy on both sides of the Vaal River.

The Midvaal Local Municipality SDF ought to pursue revitalised spatial interventions to build the water-related economic potential along the Vaal River, between Three Rivers and the Vaal Marina. The SDF presents both the spatial concept and detailed plan as indicated below:

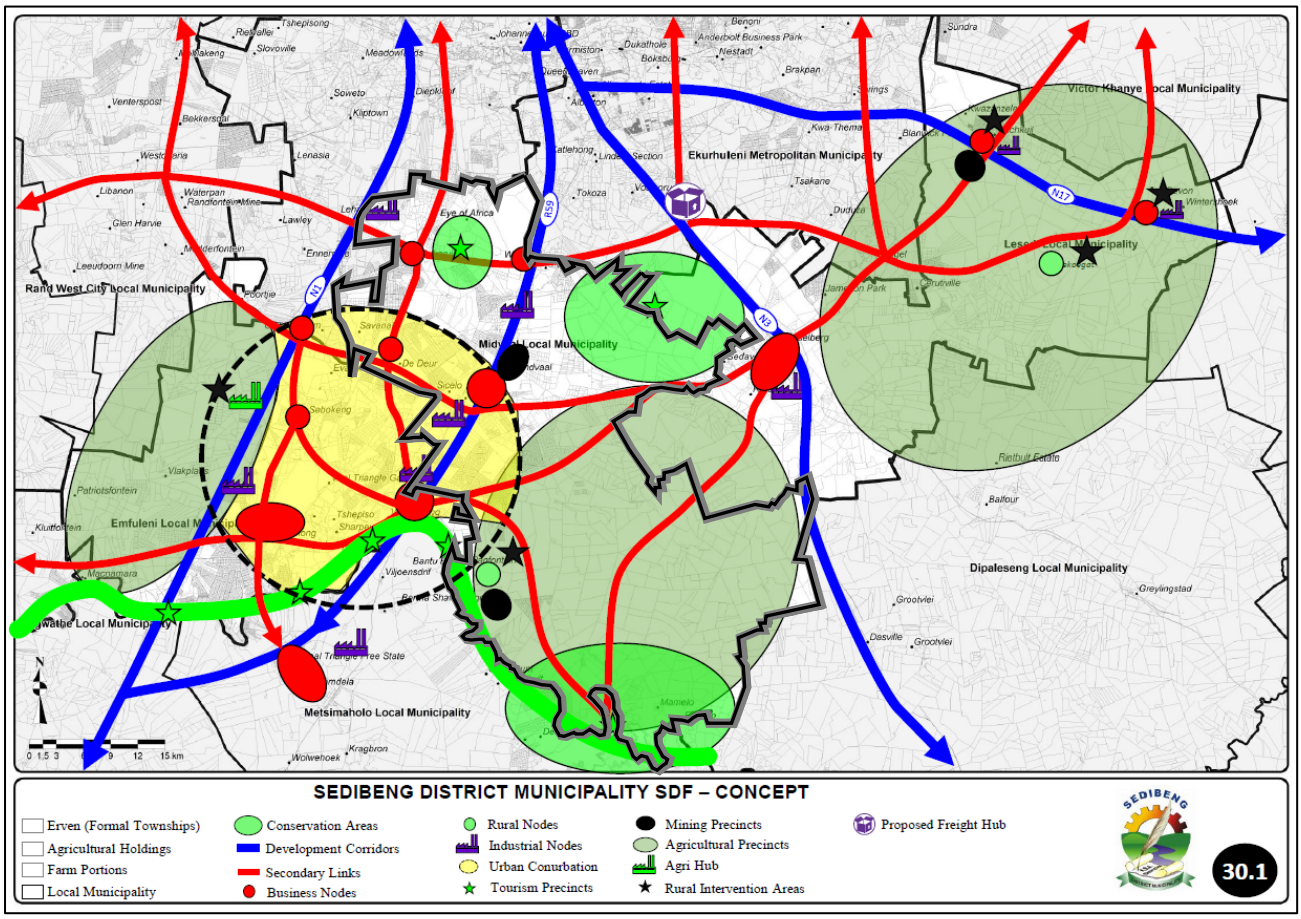


Figure 5: Sedibeng District Municipality SDF concept

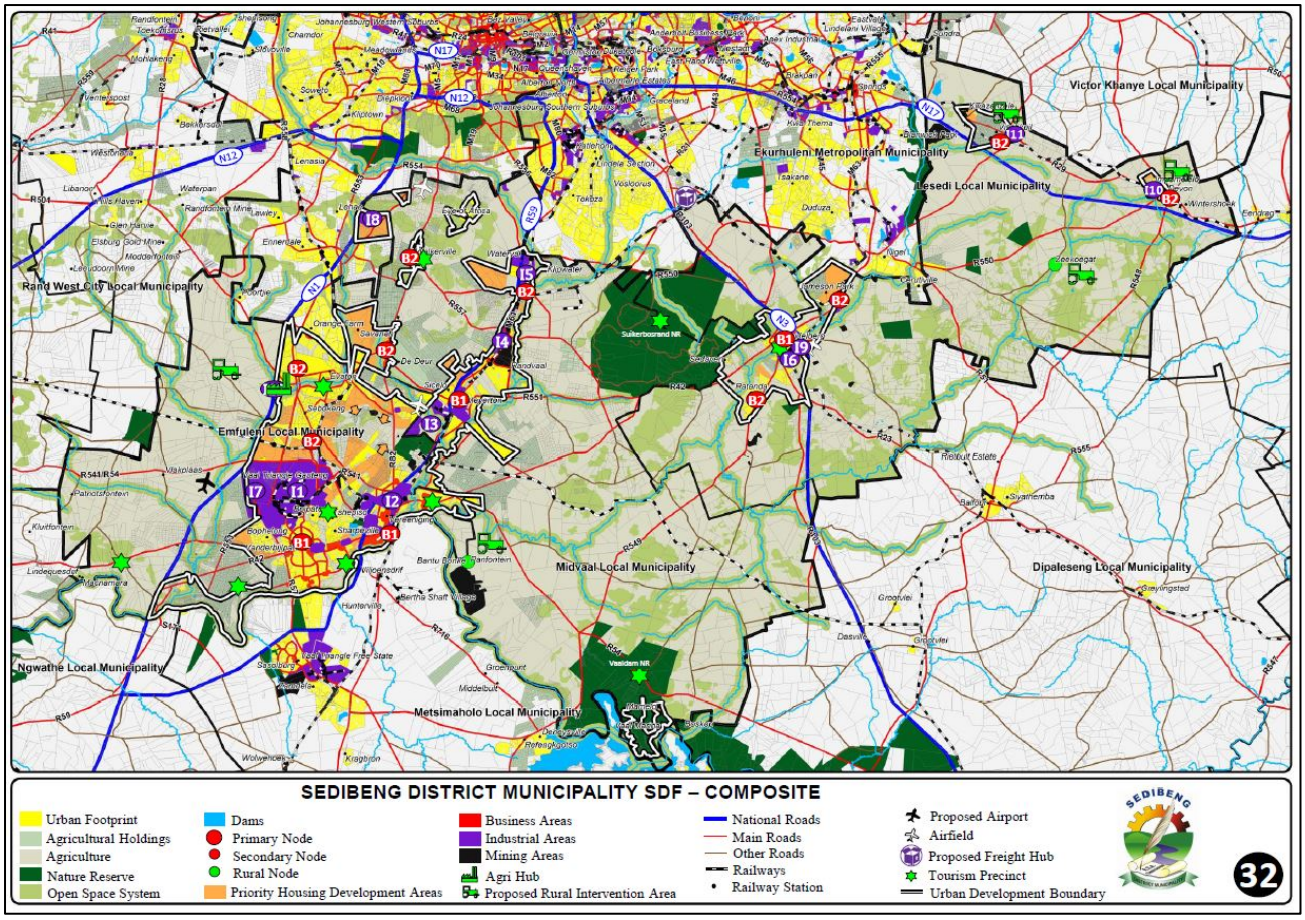


Figure 6: Sedibeng District Municipality SDF

2.1.2 Midvaal Local Municipality Spatial Development Framework 2017-2022

This Midvaal LM Spatial Development Framework builds on the SDF adopted in the previous Council's term of office. The following figure indicate the point of departure for this 2021/2022 Midvaal SDF review:

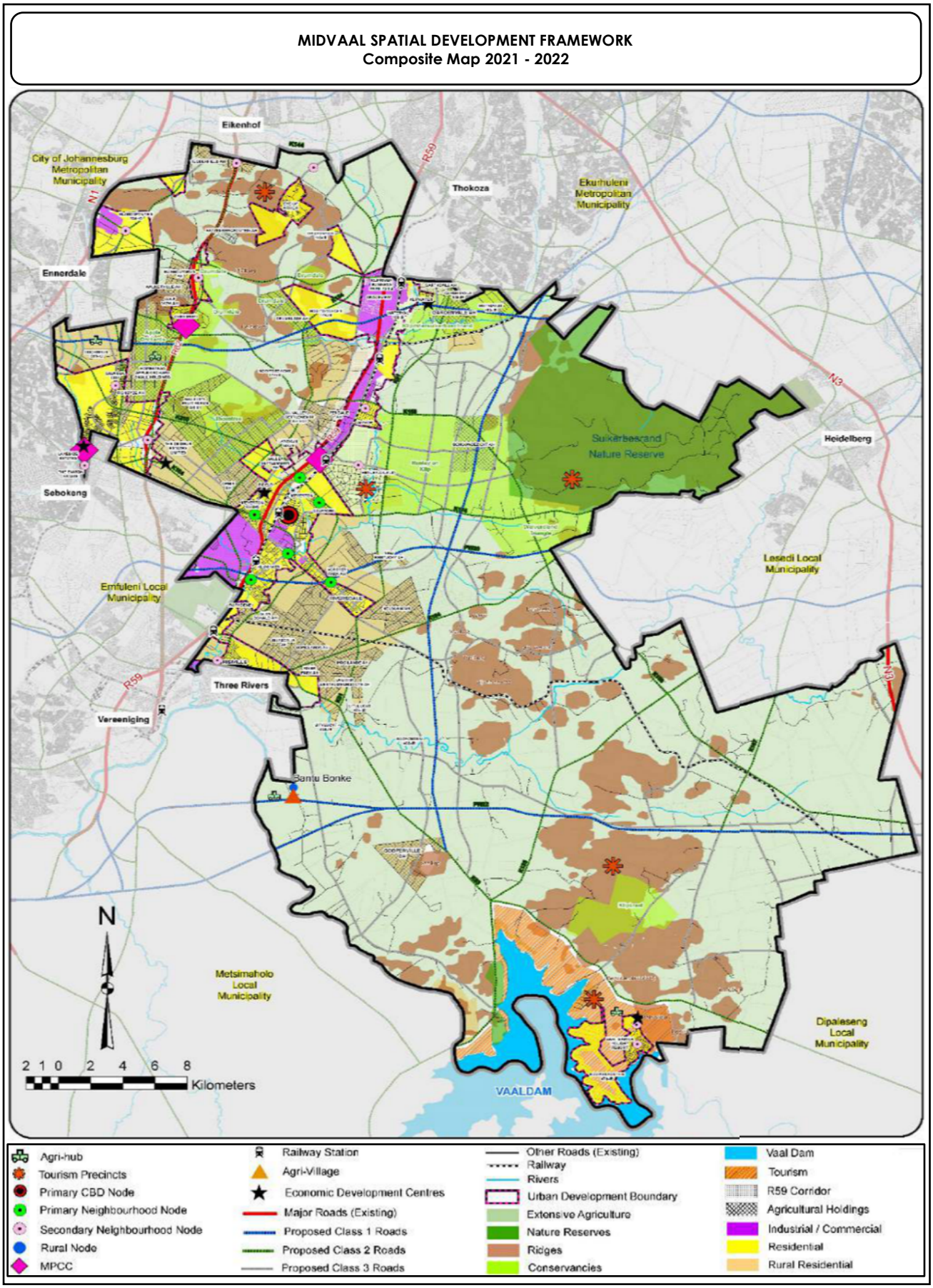


Figure 7: Midvaal Local Municipality Spatial Development Framework 2021-2022

Key spatial interventions contained in the Midvaal Local Municipality SDF are summarised as follows:

1. Industrialisation and commercialisation along the R59 in:
    - Duncanville
    - Randvaal
    - Waterval and
    - Tedderfield.
2. Compilation of precinct plans for the following secondary nodes:
    - Henley on Klip
    - Gateway
    - Golfpark
    - Sicelo
    - Kookrus
    - Rothdene
    - Riversdale
3. Construction of schools, clinics, and cemetery in Savanna City.
4. Revitalisation of strategies for southern industries along the R59 corridor.
5. Compilation of sustainable human settlements plan.
6. Promote human settlements mega projects in line with R59 Development Framework and Design Framework.
7. Formulate municipal tourism enhancement strategy for the tourism precincts including:
    - Alewynspoort
    - Suikerbosrand Nature Reserve
    - Vaal Marina.
8. Support Comprehensive Rural Development Programme initiatives on agricultural land (initiated by DALRRD)

2.1.3 Intergovernmental relations

Section 31 of the Municipal Systems Act 2000 (MSA) contains provisions for provincial monitoring and support for the preparation of IDPs and SDFs. The prepared IDPs and SDFs are submitted and subjected to the review by the MEC. The intent is to support intergovernmental cooperation and to facilitate alignment of local plans to the national agenda as enshrined in the legislation.

The 2021/2022 reviewed MLM SDF was assessed by the MEC and provided with the following directives to improve:

KPA 1: Spatial Planning and Sustainable Environmental Development

1. The MSDF is urged to pay attention to linking affordable housing development areas to local economic facilities.
2. The MSDF should prioritise nodal development and enhance transport and mobility in outer settlements.
3. To promote spatial integration, the MSDF must focus on township regeneration through creating economic hubs in accordance with the Urban Network Strategy outlined in the National Development Plan, 2030.

Although the Spatial planning KPA has the most relevance to this SDF, the MEC mentioned the following aspects and needs to be considered due to the interaction between the IDP and SDF processes.

KPA 2: Service delivery and infrastructure development

1. IDP does not detail programmes to protect wetlands.
2. IDP is silent on renewables:
    a) Municipality to introduce solar energy projects:
        - Geysers and PV panels in low-income housing.
        - Solar generated electricity in public buildings.
3. IDP to discuss air quality management matters
    a) Air Quality Management Plan

KPA 3: Local economic development

1. Township Economic Revitalisation (TER) is recognised.
2. Local Economic Development Strategy, 2017 is recognised.

KPA 4: Good governance

3. IDP does not detail the method in which public participation was engaged.
4. Municipality is encouraged to consider:
    - Asset-Based Community Development (ABCD) model for public participation.

The new IDP and SDF address these comments in various ways (refer to IDP as well as spatial proposals) and will incorporate further interventions in the capital expenditure framework. A report on how comments were addressed is included in **Addendum 2.**

The Municipal Planning and Performance Management Regulations of 2001, outlines key undertakings that must be done by all municipalities. The Regulations require that each municipality have a performance management system related to the IDPs that must include the seven National Key Performance Indicators (KPIs). The KPIs are required to be measurable, relevant, objective, and precise. The reporting ideally should have:

1. Input indicators – demonstrating resources required to deliver on target.
2. Output indicators – recording what is delivered; and
3. Outcome indicators – reflecting on the impact of the work done.

The MLM performance framework comprises of Key Performance Areas (KPAs). These are areas of focus required for the municipality to achieve its strategic objectives. The Midvaal Local Municipality SDF captures these KPAs as follows:

TABLE 2: KEY PERFORMANCE AREAS – MIDVAAL LOCAL MUNICIPALITY

Key Performance Area	Strategic objective
KPA 1: Good governance	To promote increased participation and improved communication with all key internal and external stakeholders
KPA 2: Safe and healthy environments	To create a sustainable environment safe from harm
KPA 3: Community development	To create an environment focussed on uplifting the youth, the poor and the most vulnerable
KPA 4: Institutional development	To transform and align the people, processes, and systems of the municipality to achieve its objectives
KPA 5: Financial stability	To improve the financial sustainability and capacity of the municipality, whilst adhering to statutory requirements
KPA 6: Infrastructure and sustainable living environments	To ensure efficient infrastructure and energy supply that will improve the quality of life of the community
KPA 7: Communications and customer care	To deliver inclusive and excellent services to the community
KPA 8: Economic growth and spatial transformation	To facilitate sustainable economic empowerment for all communities within Midvaal and through the development of partnerships and innovation

2.2 Strategic development plan for the R59 Corridor (2010)

The R59 is an important structuring element of Midvaal. The concept for the development corridor follows a 'beads on a string' approach with five nodes identified along the route. These include North (Waterval), Central (Daleside and Highbury), and South (Meyerton and Sicelo). A critical objective is to increase the mobility on the route, and to improve access to and from the freeway through a number of east/west movement routes.

As part of this initiative, density and intensity of developments should be increased along the route with the aim to improve public transport usage. The plan proposes that the area around Waterval as part of the northern node be developed with light industrial uses, mini- factories, offices, warehouses and commercial uses. This node is situated at the gateway of the corridor and should therefore be protected in terms of the types of uses and aesthetical appearance. A class 3 road to the west and parallel to the R59 is critical to unlock development in the west of the corridor. The policy is further detailed in the R59 Corridor Urban Design Framework (2014).

2.2.1 Midvaal Local Municipality nodal precinct plans (2010-2021)

Over the past decade, the Midvaal Local Municipality Council has adopted precinct plans for its key nodes in the municipal region. The new precinct plans for Waterval, Sicelo and Henley on Klip are submitted for adoption with this SDF. The DALRRD and MLM have also commissioned work for the development of the Bantu Bonke precinct plan in late 2021 that is currently in process. The table below captures key spatial and socio-economic directives at each of precincts in Midvaal Local Municipality.

TABLE 3: PRECINCT DEVELOPMENT IN MIDVAAL LOCAL MUNICIPALITY

Precinct plan		Date	Objective(s)	Key directives
1.	Henley on Klip	**In process**	Support and enhance the rural residential character.	1) Proactively manage the pressure of high-density residential developments.
2.	Sicelo	**In process**	Enhance settlement identity, and socio-economic well-being of residents.	1) Increase NMT connectivity between Meyerton CBD and Sicelo.
3.	Waterval	**In process**	Diversify land use activities and ensure environmental quality amid development pressure.	1) Intensify and densify uses around the TOD node. 2) Ensure enough open spaces on site to ensure quality environment.
4a.	Meyerton Precinct Plan	**2011**	Enhance multi-functional character of the CBD and prevent intrusion of non-residential uses into the surrounding areas while promoting economic growth and development.	1) Expand the CBD easterly along Loch Street as activity strip. 2) Promote residential densification to strengthen the CBD. 3) Include commercialisation and investment aspects to the UDF in Meyerton CBD.
4b.	Meyerton Urban Design Framework and CBD plan	**2021 – reviewed**		
5.	Tedderfield	**2011**	Retain the rural character and utilise the traffic on R82 for local economic development.	1) Promote range of economic land uses on erven adjacent to R82. 2) All other erven to be used as rural residential.
6.	Walkerville	**2017**	Preserve rural character and maximise economic potential.	1) Promote limited densification (two-storey walk ups, semi-detached units), inclusionary housing, gap market housing, middle-higher income bonded housing. 2) Properties bordering R82 and K57 to be earmarked for tourism-related business uses.
7.	De Deur	**2021**	Develop as mixed-use node and facilitate residential densification.	1) Construct the K57 road and invest in the public realm. 2) Allow densification and protect the rural character of existing low-density residential housing.
8.	Elandsfontein	**2013**	Maximise the development of vacant land adjacent to N1 and link the two ridges into the regional open space system.	1) Earmark the two ridges for conservation and eco-tourism related activities. 2) Development around the ridges to strictly adhere to environmental legislation to ensure preservation of indigenous flora.
9.	Aloe Ridge	**2021**	Maximise the potential of the area without compromising on the tourism potential and rural character.	1) Retain high potential agricultural land. 2) All remaining land is classified as rural residential.
10.	Bantu Bonke	**In process**	Build a self-sustainable agri-village.	1) Develop new phases of agricultural produce. 2) Construct 500 housing units.

The following figure demonstrates spatial intervention areas of the precinct plans within the municipal region:

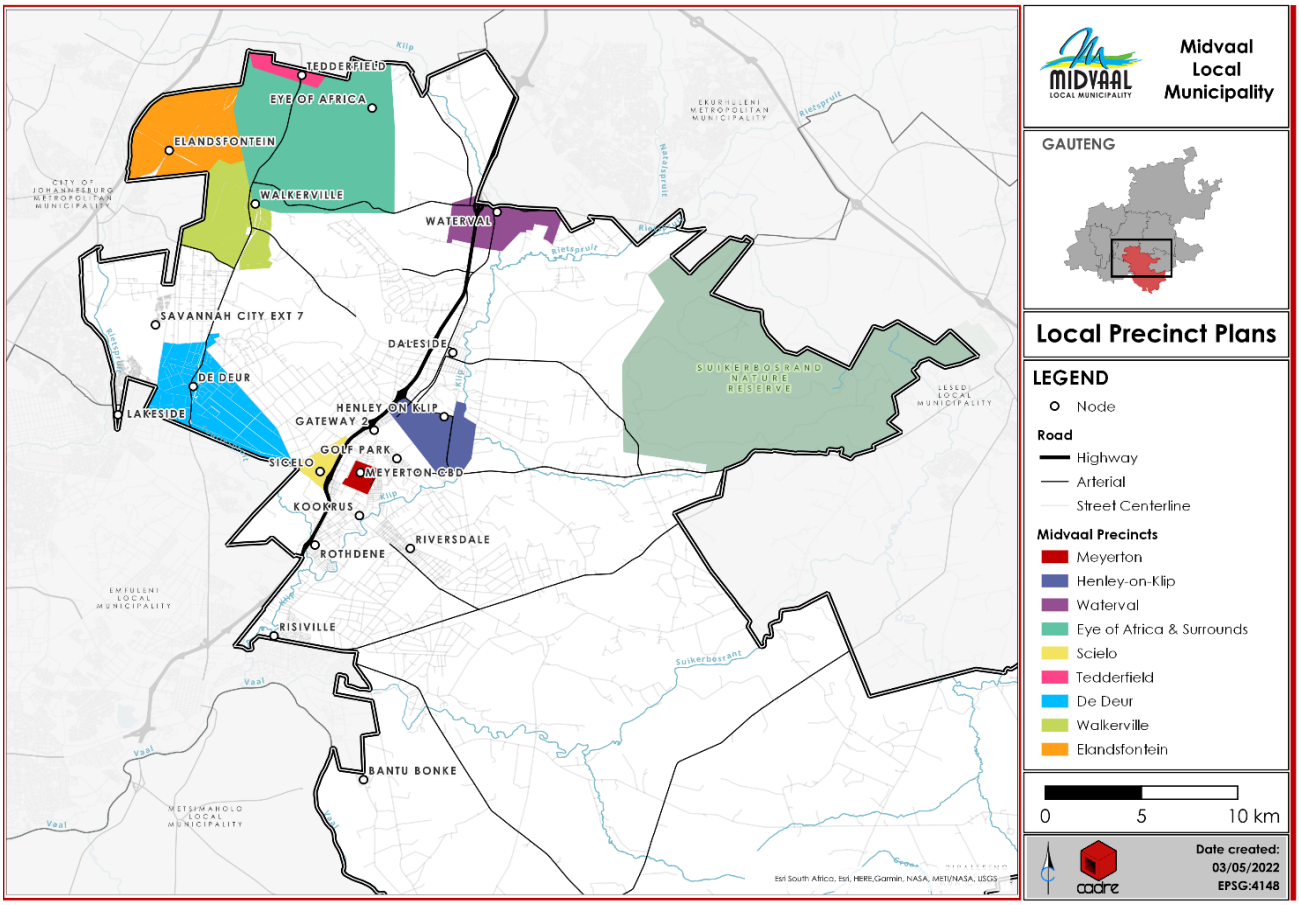


Figure 8: Midvaal Local Municipality precinct plan location context

2.3 The Midvaal Nodal Policy, 2019

The Midvaal Nodal Policy, 2019 distinguishes between a settlement hierarchy (primary urban node, secondary urban node, rural node) and a business node hierarchy (CBD, neighbourhood, MPCC) within the municipal area.

TABLE 4: PROPOSED MIDVAAL NODAL HIERARCHY	
Primary urban node	
Settlement hierarchy	**Business node hierarchy**
Meyerton Town	Central Business District
	Sicelo Neighbourhood Node (EDC)
	Gateway Neighbourhood Node
	Golf Park Neighbourhood Node
	Kookrus/Kliprivier Neighbourhood Node
	Rothdene Neighbourhood Node
	Riversdale Neighbourhood Node
Secondary urban node	
Settlement hierarchy	**Business node hierarchy**
De Deur (future CBD)	De Deur Neighbourhood Node (EDC)
Savanna City	Savanna Extension 3
	Savanna Extension 4
	Savanna Extension 7
	Savanna Extension 8
	Doornkuil
	Lakeside Neighbourhood Node (EDC)

TABLE 4: PROPOSED MIDVAAL NODAL HIERARCHY	
Waterval (future CBD)	Waterval Neighbourhood Node (EDC)
Daleside	Daleside Neighbourhood Node
Henley on Klip	Henley on Klip Neighbourhood Node
Risiville	Risiville Neighbourhood Node
Eye of Africa	Alewynspoort Neighbourhood Node
Tedderfield	Tedderfield Neighbourhood Node
Elandsfontein	Elandsfontein Neighbourhood Node
Walkerville	Walkerville Neighbourhood Node
Vaal Marina	Vaal Marina Neighbourhood Node
Mamello	Mamello Neighbourhood Node (EDC)
Rural node	
Settlement hierarchy	**Business node hierarchy**
Bantu Bonke	Bantu Bonke Neighbourhood Node

2.4 The Midvaal Density Policy, 2011

The Midvaal Density Policy, 2011 applies a base density of 20 units per ha for all single residential areas and 25 units per ha for sectional title developments, for development located within the Urban Development Boundary. Higher residential densities are provided on merit, such as the proximity of a site's location to community facilities, public open spaces or public transport stations. To an extent, this approach would allow densities to vary in different parts of the municipal area, thus encouraging a varied urban form.

A residential density of 15 units per ha can be added to the base residential density of a residential development if the residential development is:

- Located within 400m of a nodal area.
- The nodal area identified as the core area of the Central Business District in the Nodal Policy and/ or SDF/ RSDF.
- The nodal area is located within the Urban Development Boundary.

2.5 Summary on policy implications for Midvaal Local Municipality SDF

TABLE 4: SUMMARY OF POLICY IMPLICATIONS	
Policy	**Directives**
SONA 2022	1. Focus on District Development Model. 2. Need for integrated planning across all spheres of government. 3. Need to plan for post-Covid-19 era. 4. Opportunities for growth in new economic activities.
SONA 2021	1. Increase local production. 2. Rejuvenate **manufacturing industries**.
NDP Vision 2030	1. Provide housing for people closer to their workplaces. 2. Provide better quality public transport. 3. Retrofit historical apartheid townships with capital investments. 4. Provide **medium-to-high density integrated** human settlements.
MTSF 2019-2024	1. Implement document of the long term NDP directives.
Draft NSDF 2050	1. Increase urban densities to reduce sprawl and infrastructure costs. 2. **Upgrade all informal settlements** on suitable and well-located land. 3. Focus strategies on the **housing gap market**. 4. Prioritise agricultural and rural development along mobility corridors. 5. Identify non-agricultural opportunities such as tourism.

TABLE 4: SUMMARY OF POLICY IMPLICATIONS	
Policy	**Directives**
GSDF 2030	Promote: ▪ **Connectivity** ▪ Viability ▪ **Diversification** ▪ Liveability ▪ **Concentration**, and ▪ Conservation.
GGT 2030	Focus on building a new economy in the Vaal River.
ITMP25	1. Reduce travel times and extents. 2. Discourage dependence on private vehicles. 3. Promote **non-motorised transport**. 4. Introduce innovative and sustainable technologies.
IUDF 2014	1. Create more **compact** and connected cities. 2. Promote **inclusive cities** and increase access to socio-economic opportunities.
Sedibeng DM SDF 2019	1. Promote **urban conurbation** between Savanna City, Meyerton, Sebokeng-Evaton and Vereeniging. 2. Pursue refreshed spatial interventions to build **water-related economic activities** along the Vaal River, between Three Rivers and Vaal Marina.
Comprehensive Rural Development Programme 2009	1. Build rural and agri-industries, cooperatives, cultural initiatives, and vibrant local markets. 2. Improve: ▪ Roads and railways ▪ Communication networks ▪ Sanitation and health care facilities ▪ Libraries and skills development centres ▪ Community gardens and produce stalls 3. Increase **access to land** for previously disadvantaged communities. 4. Protect **land rights** of farm workers and create decent jobs on farms. 5. Establish agri-villages for local economic development on farms. 6. Provide **basic needs** for farm dwellers including: ▪ Water ▪ Sanitation ▪ Electricity ▪ Housing
IPAP 2018/19-2020/21	Enhance green industries, agri-processing, metal fabrication and transport equipment.

3 SPATIAL ANALYSIS – CHALLENGES AND OPPORTUNITIES

3.1 Population projections - CSIR Green Book (2022)

The Green Book is an online data interactive tool that assists municipal planning to develop climate-resilient human settlements. Developed by the Council for Scientific and Industrial Research (CSIR), the tool mainstreams data on climate change and population into local government planning instruments and processes. Adaptation strategies are included. For the purposes of the SDF the population projections contained in the Green Book were used.

Projecting the future growth of South African settlements
The Green Book explores potential changes and development trajectories of South African settlements. It attempts to determine the future growth and decline of settlements across South Africa. The settlements are profiled according to their social, economic, physical, and environmental vulnerabilities. Mechanisms to increase resiliency adopted by these settlements, are also profiled to project possible futures.

Spatial population projections are important in determining future assessments. Such assessments can be done on land use distribution, demand for food, water, and energy. Taking a 'giraffe view' of the spatial make-up, resource needs and environmental events enables better planning and constraints management.

Future population projections are mainly at a global and national scale and are non-spatial. To provide planning support that is (1) context-specific and (2) responds better to the future, local population projections are required. Spatial growth in developing countries is driven by different geographic and socio-economic factors. The rapid population growth, which is an independent factor, has a proportional effect on settlement expansions. The following table demonstrates various factors that influence population change:

TABLE 5: COMPONENTS INFLUENCING POPULATION CHANGE

Demographic conditions	Socio-economic conditions
1. Population size and change 2. Population density 3. Population distribution (potential housing sites) 4. Average household size 5. Population processes (birth rate, mortality rates and migration) 6. Population composition (age, sex, race)	1. Employment/unemployment rates 2. Income levels 3. Crime rates 4. Education level 5. Household types (informal/formal) 6. Social and economic facilities 7. Community values 8. Type of employment (industrial, agriculture)

Urban growth
Urban growth refers to the potential growth and development trajectories of towns and settlements within municipalities. It attempts to determine the future growth and decline of settlements across South Africa and to relate these directly to the changes that are projected to occur due to climate change.

Growth estimates for the entirety of the municipality were also developed. These estimates are based on 2011 and 2016 data from Statistics South Africa and then projected forward to 2030 and 2050 respectively. Additionally, two growth scenarios were developed, a medium and high growth scenario. The medium-growth scenario indicates population estimates if South Africa experiences medium levels of urban migration towards major towns and urban regions.

Migration is a complex and dynamic process that has significant influence on population change. Migration is influenced by social and economic factors and is mostly a response to inequal access to opportunities. More focus is needed in the analysis of migration patterns.

The high-growth scenario indicates population estimates if South Africa experiences high levels of urban migration towards major towns and urban regions. A high-growth scenario will result in increased populations within towns and settlements with an increased rural migration to these places as well as towards larger urban centres outside of the municipality. Population growth projections for Midvaal Local Municipality are depicted as follows:

TABLE 6: POPULATION GROWTH SCENARIOS						
LM	**Pressure**	**2011**	**2016**	**2025**	**2030**	**2050**
Midvaal	**Medium growth scenario**	95 286	111 612	141 508	158 016	243 747
	High growth scenario	95 286	111 612	148 630	167 682	283 617

TABLE 7: HOUSEHOLD GROWTH SCENARIOS						
Average household size (2011)						**3,1799**
2025 extrapolated						**3,2997**
LM	**Pressure**	**2011**	**2016**	**2025**	**2030**	**2050**
Midvaal	**Medium growth scenario**	29965	35300	44501	49692	76652
	High growth scenario	29965	35300	46740	52732	89190

Using the data supplied by the Green Book a map was developed to geographically depict areas in Midvaal Local Municipality that are experiencing growth pressures. The results show that Meyerton will continue to experience extreme growth pressure by 2050 and more industrial activity will continue along the R59 corridor. The R82 corridor connecting Vereeniging and Johannesburg is experiencing extreme residential development pressure in areas, including Savanna City and Walkerville.

An urban conurbation is observed between Midvaal's De Deur, Walkerville, Meyerton, and Savanna City, Johannesburg's Orange Farm, and Emfuleni's Evaton-Sebokeng. The southern parts of Midvaal Local Municipality are seeing low growth pressures influenced by the conservation strip along the Vaal Dam. Considering the aims contained in the vision of the Sedibeng District to capitalise on the Vaal River for economic growth, the conservation strip could be sterilising the potential for a growth and development corridor for Midvaal Local Municipality. It is clear that the growth projections compound current population densities indicated in **Figure 9**.

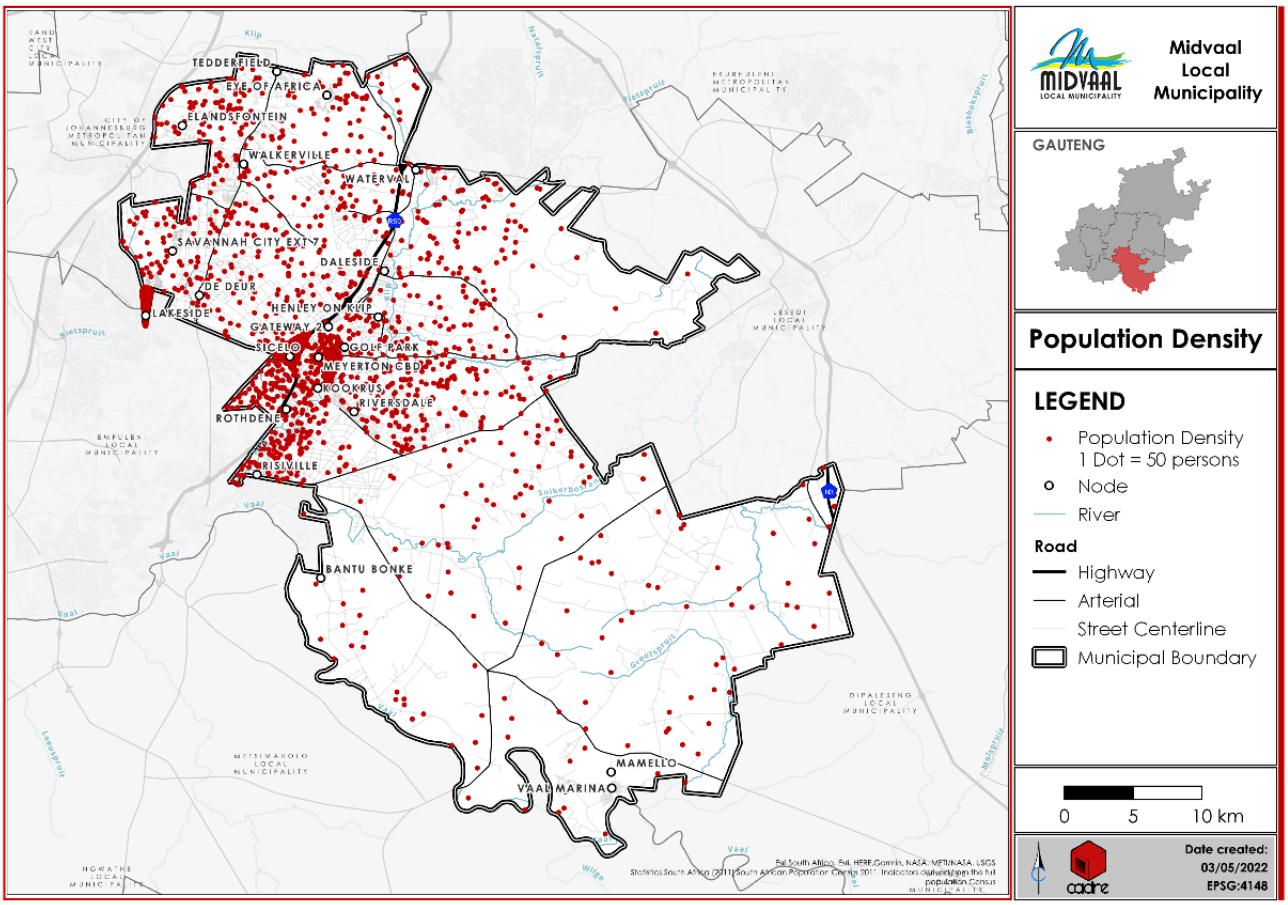


Figure 9: Population density

3.2 Key spatial development features

3.2.1 Environmental features

The SDF notes the primary environmental features present in Midvaal Local Municipality which might affect the municipality's spatial development:

- Hydrology and topology – the Vaal River and Vaal Dam are the most prominent features in the southern part while the Klip River, and its tributaries, and the Suikerbosrand River constitute the main drainage system. The Vaal River is also a crucial water source for the greater Gauteng provincial region.
- Geology[1] – the far northern parts of the municipality fall within the extensive dolomite belt which stretches from the south of Johannesburg. This is a major physical element which affects potential development in the areas that also experience development pressures, such as the R59 Corridor.
- Agricultural potential[2] – the area has a high potential with the largest concentration around Klipriviersberg and the agri-hub in the south-eastern part.
- Nature reserves and conservancies – the Suikerbosrand Nature Reserve is legally protected from development, and there are a further eight registered conservancies in the municipality.
- Biodiversity[3] – the Gauteng Conservation Plan lists 'important areas' which must be protected, including parts in the north-western areas up to the R59, the Suikerbosrand Nature Reserve and the Vaal Marina precinct.

[1] Refer to **Figure 10** for areas with dolomite deposits, but also view Addendum 4 for all dolomite land.
[2] Refer to **Figure 13** that indicates high potential agricultural land.
[3] Refer to **Figure 11** that indicates critical biodiversity and environmentally sensitive areas.

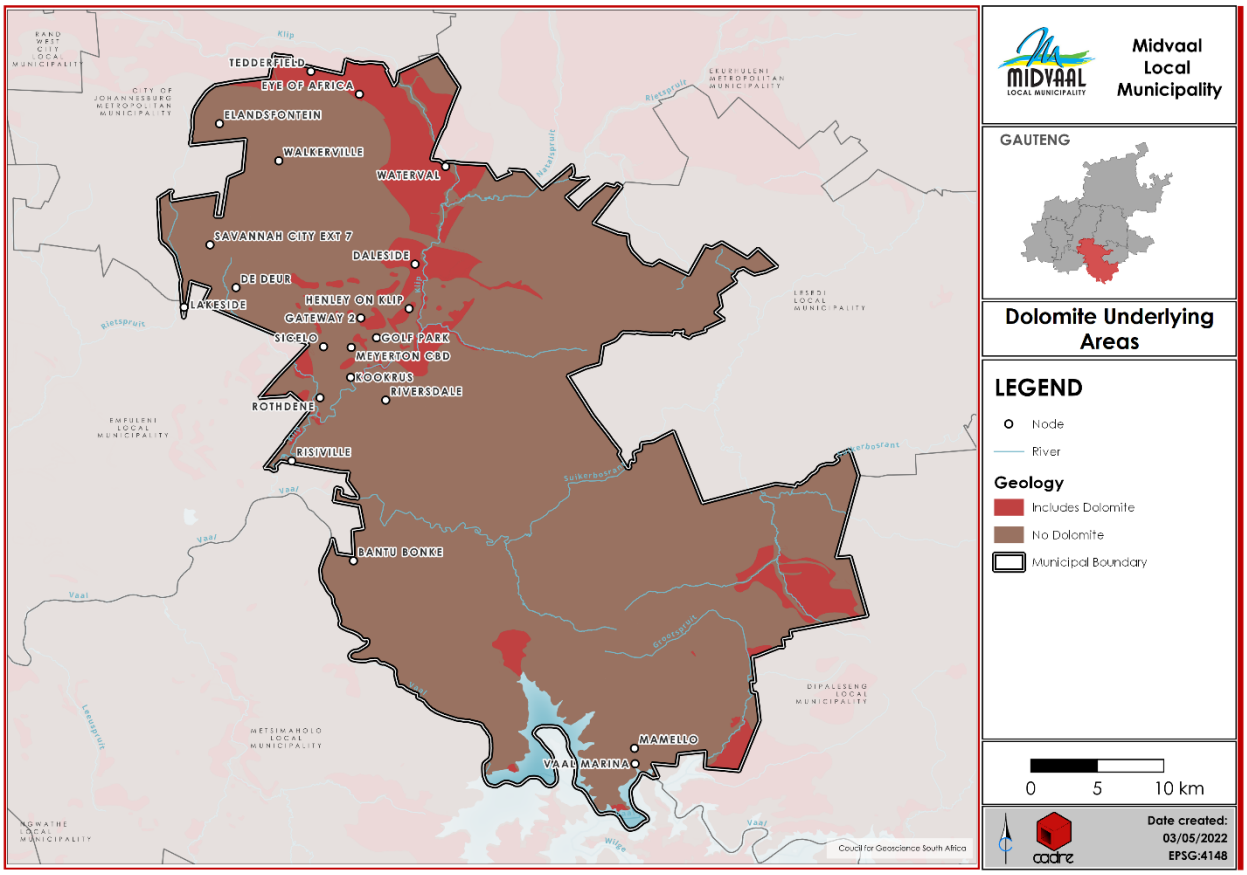


Figure 10: Dolomite underlying areas

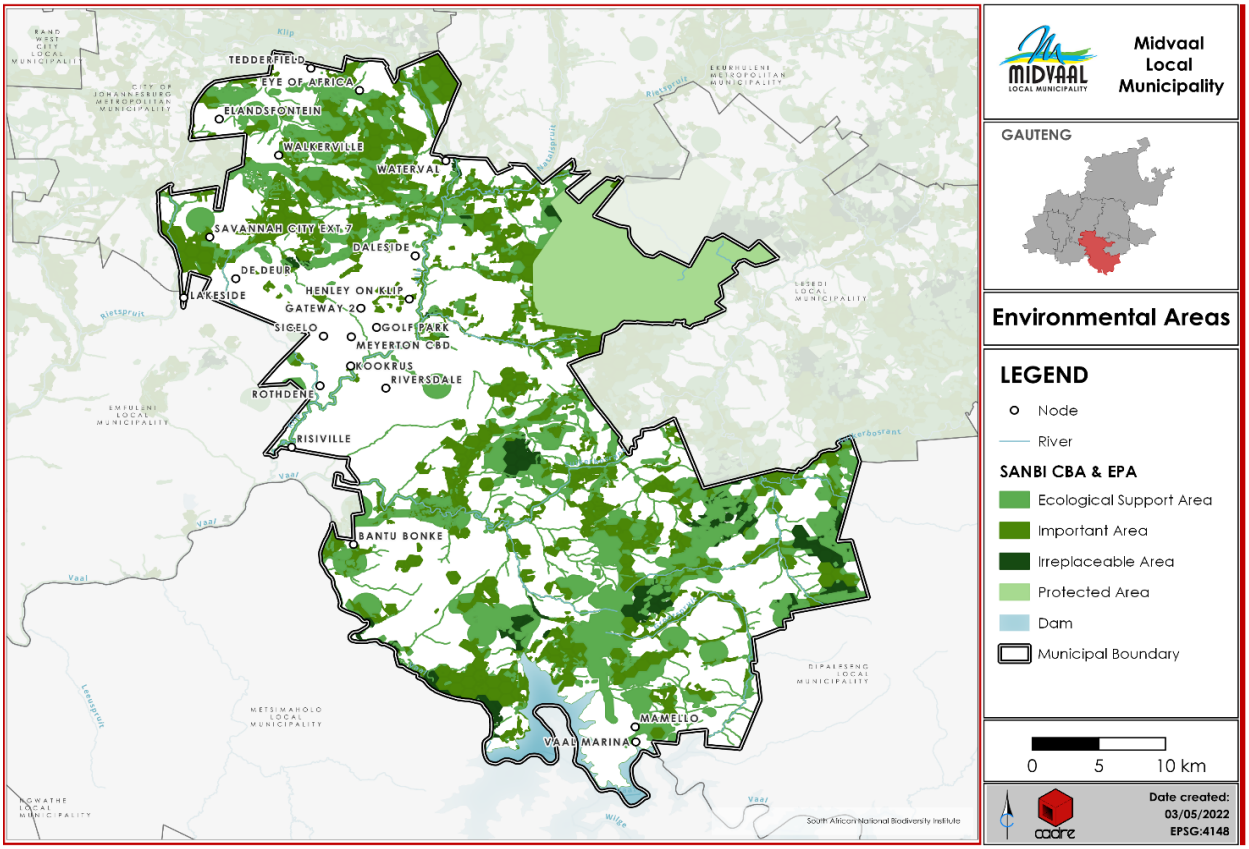


Figure 11: Environmental sensitive areas

3.2.2 Municipal spatial structure

Land use composition and distribution

The Midvaal LM is predominantly rural in nature and about 50%[4] of the total municipal area consists of extensive commercial farming areas. A further 20% of land is vacant and 7% is under conservation. Urban activities are predominantly concentrated along the R59, with increased urbanisation pressures most notably across the border from Ekurhuleni in the north and Emfuleni in the west.

Meyerton – including Rothdene, Riversdale, Sicelo, Meyerton Park (farms), Kookrus and Golf Park – is the highest order urban complex. Further towards the north, along the R59, are Henley on Klip, Randvaal-Daleside and Waterval. The Vaal Marina is the only urban development in the south.

To the west small nodal developments have sprung up along the R82 – which is the primary link between Vereeniging and Johannesburg. These nodes include De Deur, Ohenimuri, Walkerville and Tedderfield. Savanna City is a mega city development which will be a functional extension of the larger Evaton – Sebokeng - Orange Farm residential complex.

Informal settlements in Midvaal MLM have a unique character compared to settlements in other regions. Midvaal LM settlements show insignificant evidence of rapid physical growth and subsequent land invasions. Growth patterns indicate a desire of households to locate closer to work opportunities. Many informal households are clustered in Sicelo - west of Meyerton CBD, in Vaal Marina along the Vaal Dam, and on the outskirts of the Waterval industrial complex.

Agricultural holdings are used for small scale, intensive agricultural purposes, secondary industries, or residential purposes. The Meyerton CBD is the primary business node while smaller nodal points such as De Deur and Walkerville function as service centres and offer limited retail and commercial opportunities.

Industrial activities are found mainly along the R59 and are clustered in Meyerton, Daleside and Waterval. Among the companies which have located industrial activities are Heineken, Everite, Samancor, and South32.

The Afrimat Glen Douglas Mine located near Randvaal, is the only operational mine in the area. Proposals for further mining in the area near Bantu Bonke are being explored (refer to **Figure 12**). The entire municipal area is under moderate risk for mining activities.

[4] Refer to Addendum 5: Detailed description of land uses, 2021.

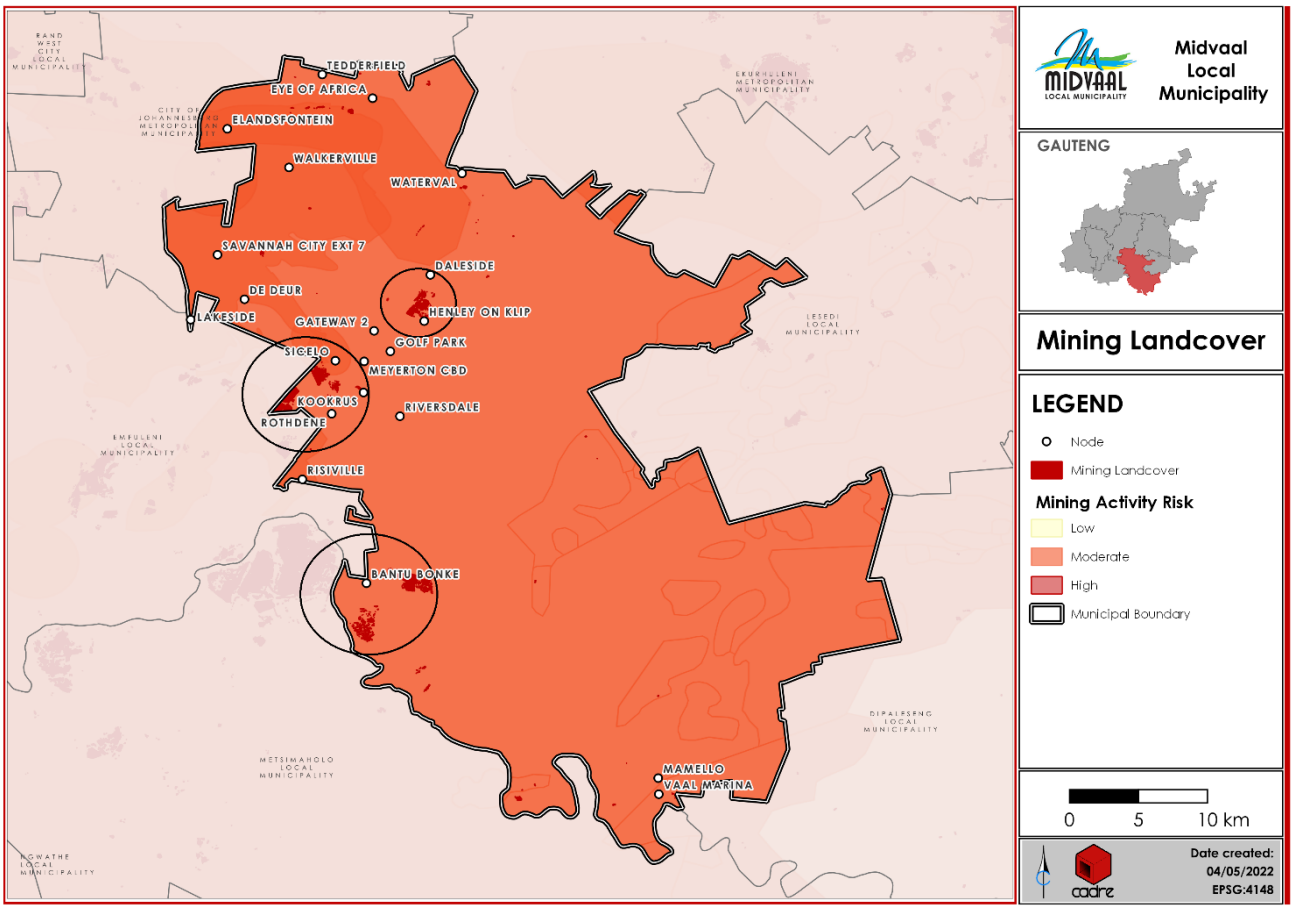


Figure 12: Mining land cover

Several areas with high potential for tourism are located within the municipality, including the Suikerbosrand Nature Reserve and other conservancies and historical sites.

The Vaal Dam and the precinct along the Vaal River is an asset with major potential for the growth of a tourism and leisure industry. There was a growth in township tourism prior to the onset of the pandemic and the municipality has established a Tourism Forum to engage stakeholders, serve as a platform for networking and support the marketing of the region.

Commercial farming focuses on crop production (maize and grain) and animal production (milk, beef, eggs, and poultry.) The south-eastern part of the municipality forms part of an agri-hub identified by Gauteng and produces the bulk of the agricultural yield.

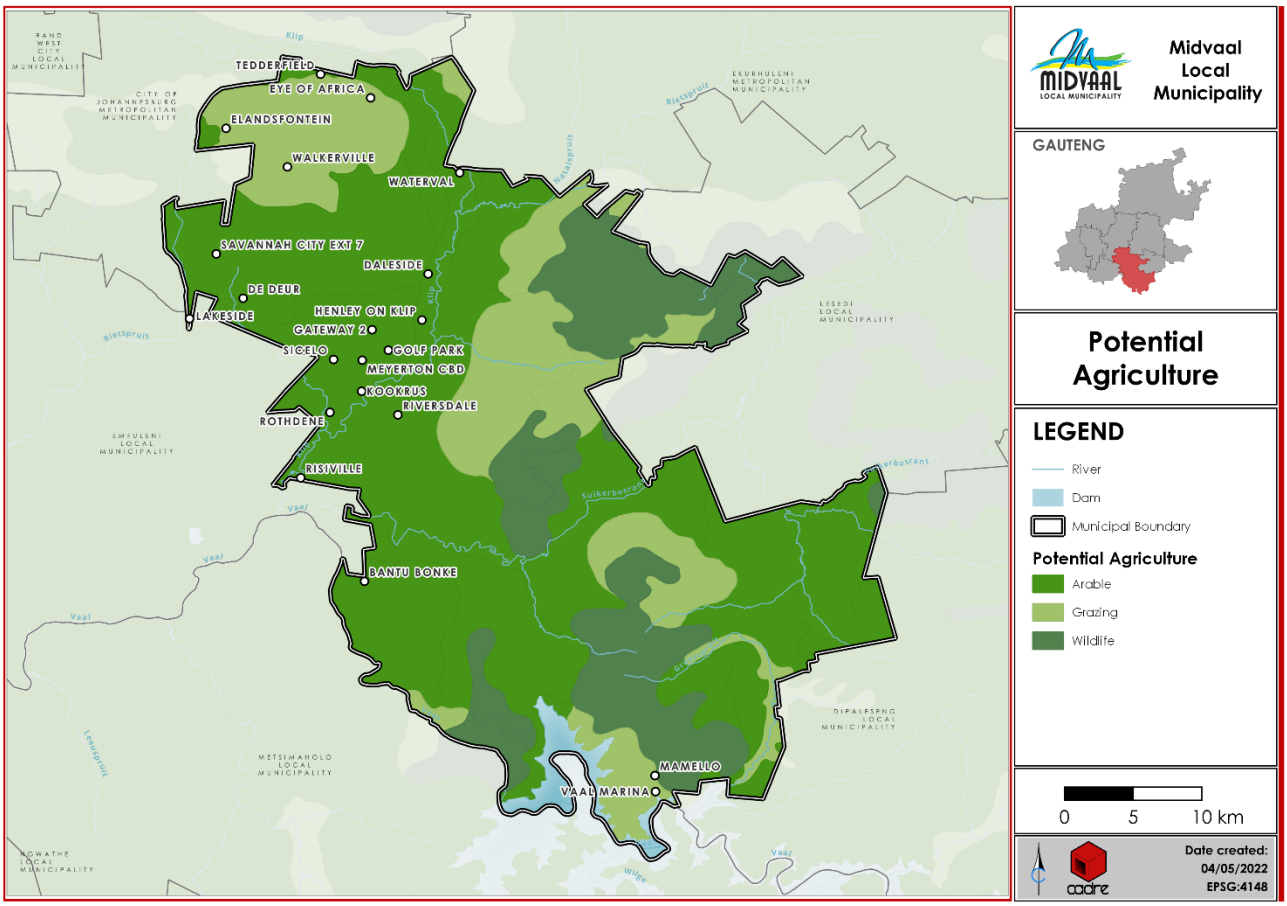


Figure 13: Agricultural potential

3.2.3 Movement network

Figure 14 indicates the existing strategic movement network of the municipality:

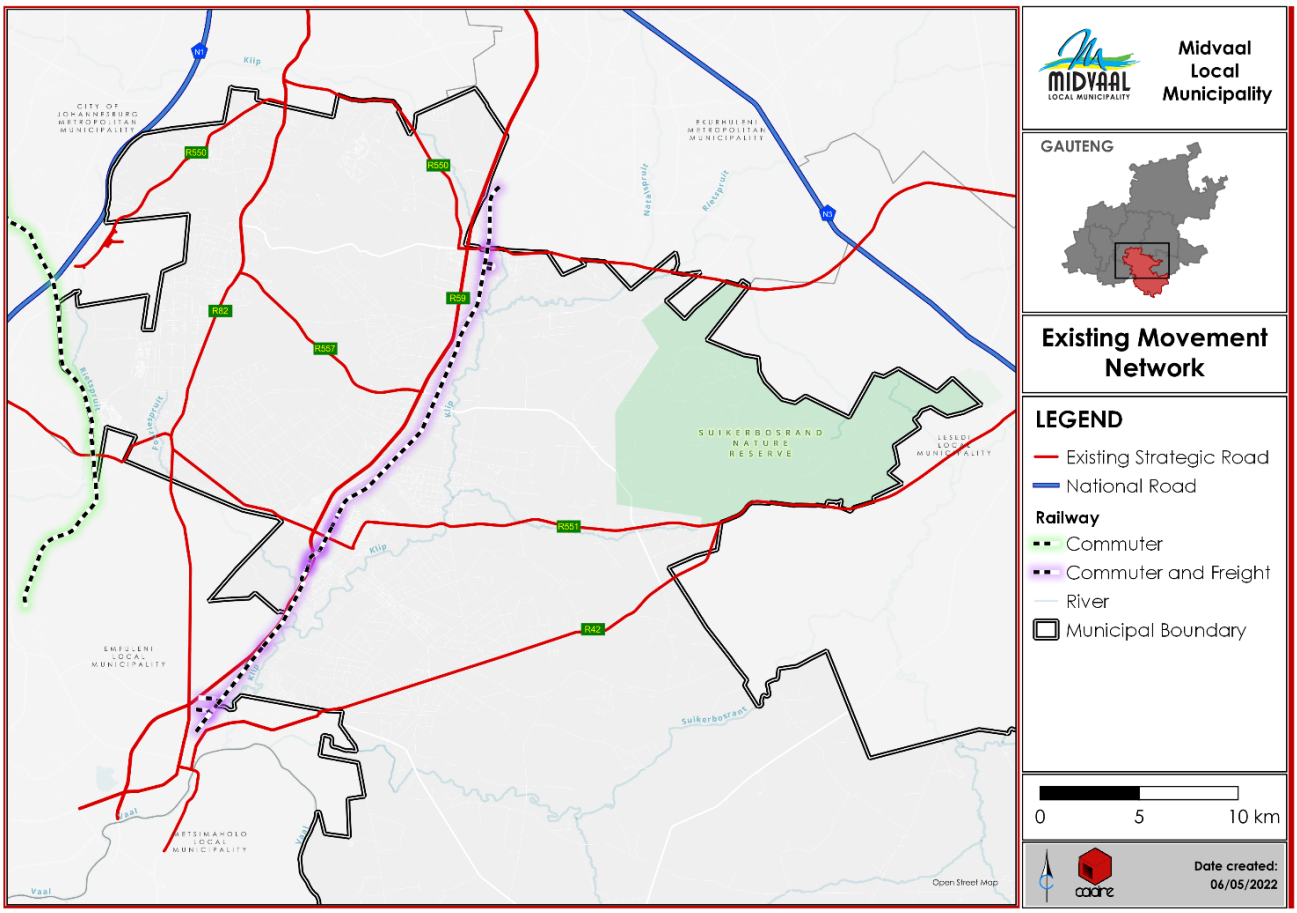


Figure 14: Existing movement network

Road network

The existing road network offers mainly north-south movement through Midvaal LM, building on the existing linkages between Johannesburg and the old 'PWV' complex. The most significant routes are:

- The R59 linking Vereeniging with Alberton and the N12 in Johannesburg.
- The N1, the country's primary north-south artery, passes just to the west of Midvaal LM.
- The N3 – the primary link between Gauteng and KwaZulu-Natal passes a few kilometres to the north-east.
- The R82 is a secondary route between Vereeniging and Johannesburg via Walkerville and De Deur. It runs parallel to the R59 and the N1 and attracts mixed use development.
- The M61 is a secondary north-south route linking Vereeniging and Alberton via Meyerton, Randvaal and Waterval.
- The R42 runs east-west through Midvaal LM and links Meyerton to Heidelberg and the N17 in the Lesedi Local Municipality.
- Within the municipality road traffic is also conducted along the R551, the R557, the R54 and the R549.

The regional roads in Midvaal LM are in relatively good condition compared to the rest of the southern corridor. However, local connector routes in precincts require detailed attention. Excessive freight transport and slower maintenance cycles contribute to the deterioration of this vital infrastructure.

Railway network

The main railway line runs in a north-south direction parallel to the R59 and connects Vereeniging with Germiston and Johannesburg. The line is mainly used for freight services in Midvaal LM and is in a deteriorating condition. A railway line to the west serves commuters in Orange Farm and Evaton across the border of Midvaal, but also Lakeside and Savanna City residents.

Public transport
City regions across the globe have seen a rapid spike in the usage of private motor vehicles. Traffic congestions have been a primary issue affecting the functionality and productivity of city governments.

Public transport has the benefit of limiting the number of motor vehicles operating on public roads. This enables efficiency in the mobility of economic goods, thus achieving higher economic yields. The National Household Travel Survey in South Africa by StatsSA (2021), reports that 44% of commuters use private motor vehicles as their main mode of transport. This is followed by public transport sitting at 35%.

This calls for the need to intensify public transport routes and extended facilities. There is a need to for Transnet to provide a commuter service on the railway that could anchor the R59 Corridor. Meyerton Station could be the main modal transfer point between rail, bus and taxis and there is an urgent need to develop this hub further, including measures which protect the safety of commuters and pedestrians.

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.

Taxis mainly use the following roads:

- R59
- R82
- R551 from the R82 via Meyerton towards Henley-on-Klip
- The R550 (west) from Tedderfield towards Orange Farm
- The R550 (east) from the R59 (Waterval) towards the N3 serving Sky City, Katlehong, Vosloorus and Thokoza residents
- R42, R54 and the road to Bantu Bonke in the south

Air travel
There are other smaller private airfields across the municipal region including Klipriver Airfield and Tedderfield Air Park.

3.2.4 Housing profile

The dominant dwelling type is a house or brick structure on a separate stand or yard (81%) followed by informal dwellings in informal settlements (12%) and backyard units (5%).

A number of housing projects are currently underway serving the needs of the private sector, bonded housing, and subsidy housing. Among the most prominent are:

- Savanna City which borders Orange Farm in Johannesburg.
- Various projects on erven near Meyerton which will benefit residents from the Sicelo informal settlements.
- Mamello in proximity to the Vaal Marina.
- Portions of land to provide housing opportunities to residents of Boitumelo.
- The agri-village was considered to provide opportunities for people living in backyards in Bantu Bonke. A precinct plan is currently underway in this area will make further recommendations.

According to the SDF "there are sufficient projects currently in progress to accommodate the current and projected demand in Midvaal LM up to 2020 and even beyond." Although these projects are adequate, implementation and roll out of the projects are not at the desired state and are not yet in progress. This project stagnation can create ripple effects that negatively impact the housing profile in the municipality.

3.2.5 Government, educational, health and community facilities

Government, educational, health and community facilities are mostly concentrated in urban core areas and activity nodes such as Meyerton, Henley on Klip, De Deur and the Vaal Marina. There are limited facilities in the eastern rural areas.

Among the facilities located in Midvaal LM are three clinics, four police stations, six libraries, 32 primary and secondary schools and one municipal office.

There are no public or private hospitals and medical care is offered at three public clinics and four mobile clinics. Two town halls in Meyerton and Rothdene and five community halls provide central locations for gatherings and serve as multi-purpose community centres.

The facilities surveyed in the 2021/2022 Sedibeng Land Use Audit are mapped and illustrate the distribution of government (**Figure 15**), educational (**Figure 16**), health and community facilities (**Figure 17**).

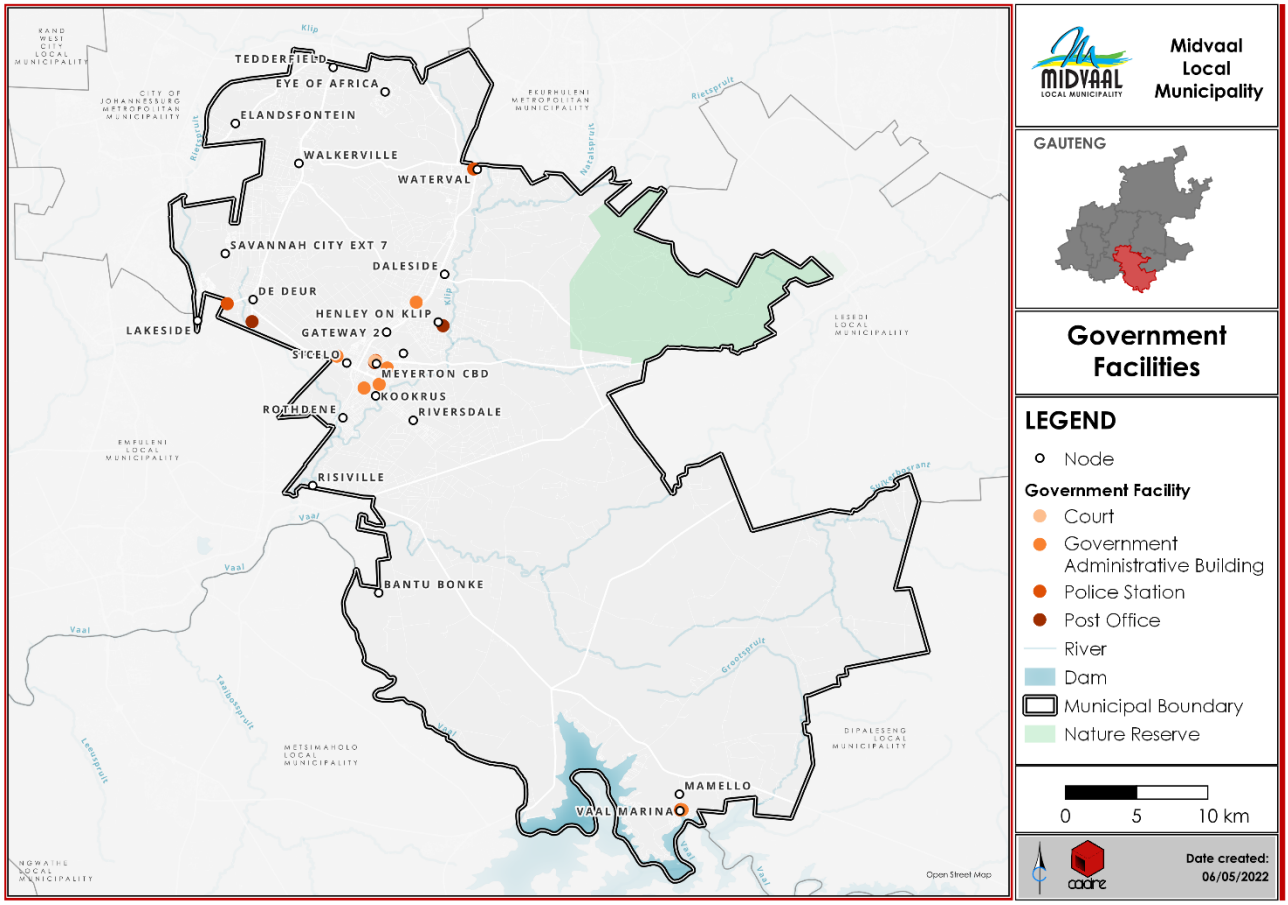


Figure 15: Government facilities

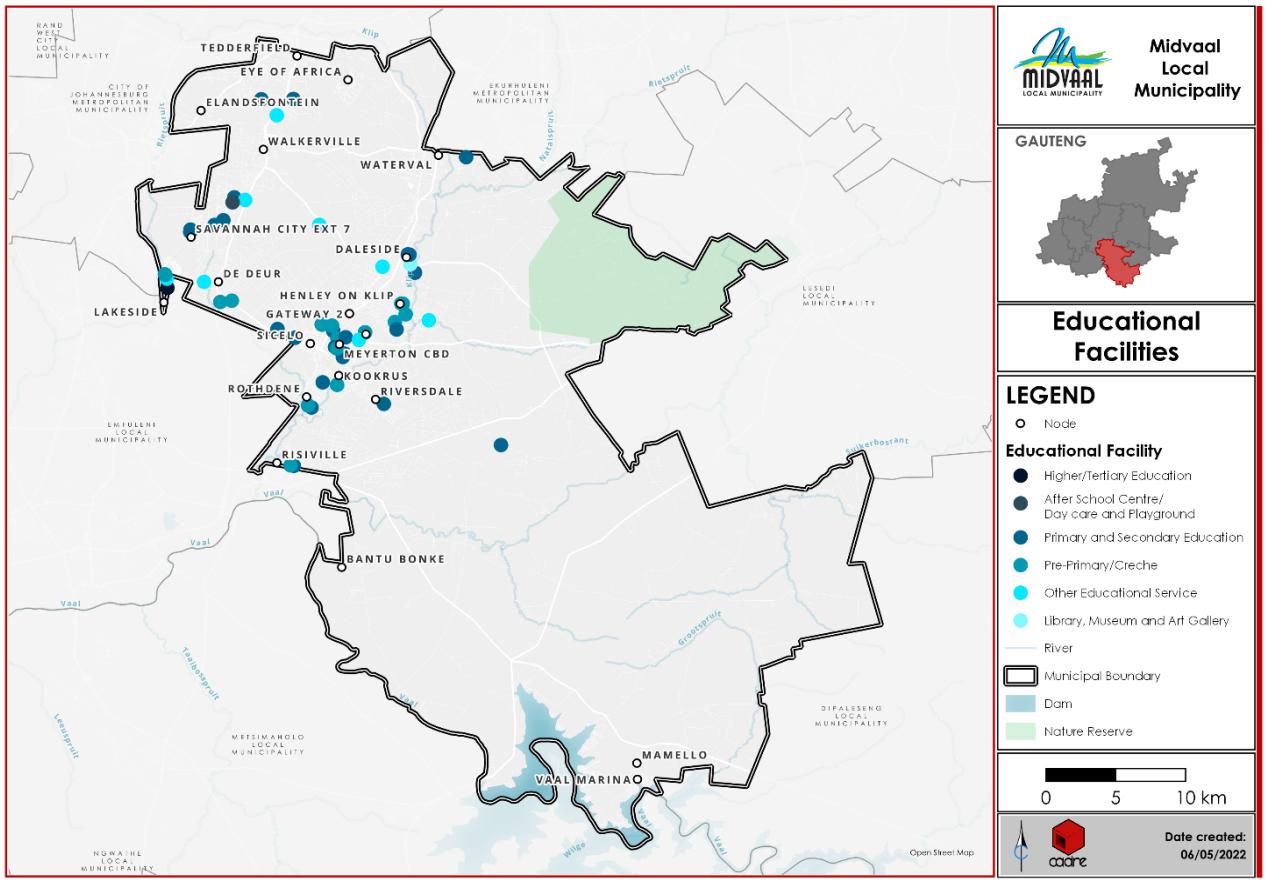


Figure 16: Education facilities

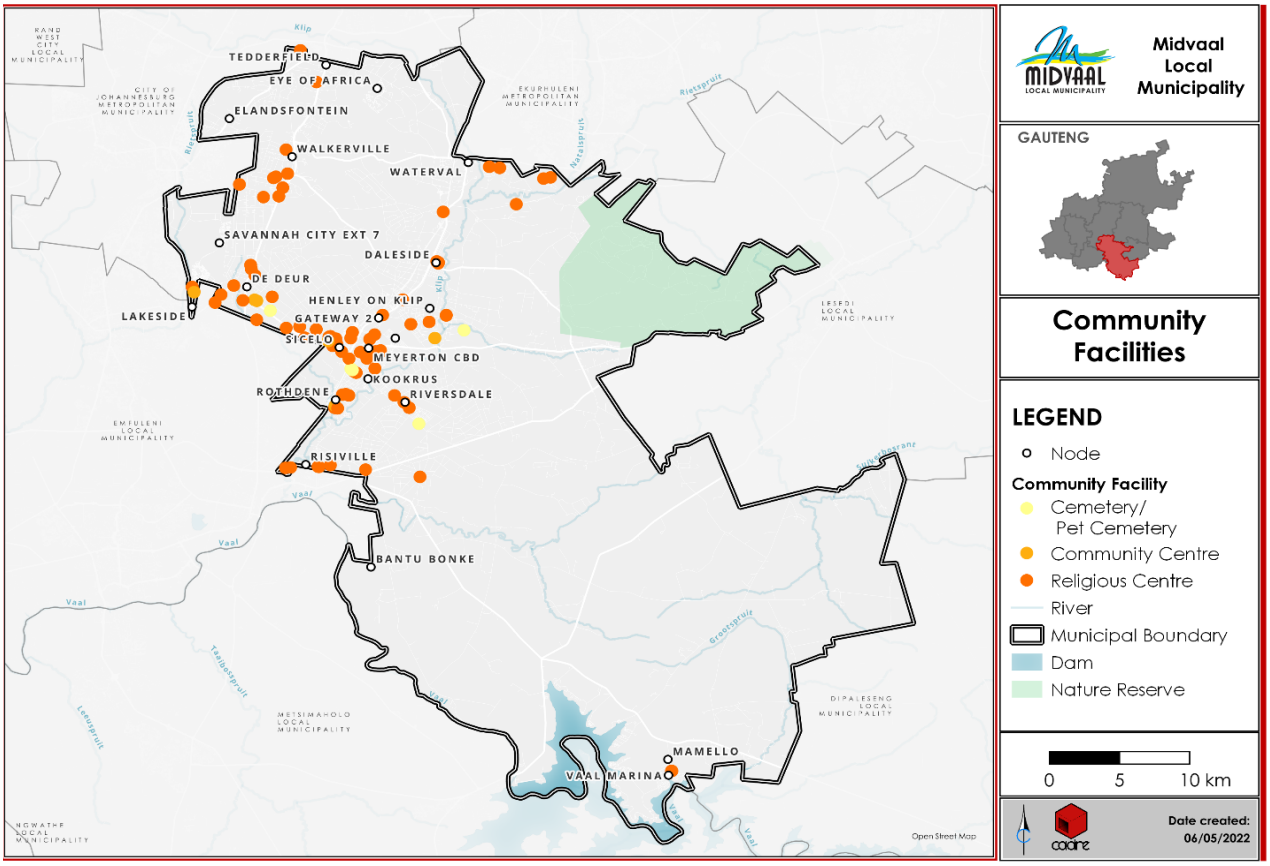


Figure 17: Community facilities

3.2.6 Engineering services

Roughly 96% of households in Midvaal LM have access to some sort of piped water source – either inside the dwellings, or the yard or through communal taps. Bulk water is predominantly supplied to the municipality by Rand Water and the distribution network covers all urban areas as well as large clusters of agricultural holdings.

The capacity of the existing reticulation networks is constrained, and this may limit new residential developments and future economic activities. The rural character of Midvaal LM and the distances between settlements further complicates the provision of water.

Groundwater is mainly used for irrigation purposes. There are large quantities of groundwater present in the north but concerns about the development of sinkholes in the dolomite areas place constraints on its utilisation. The main rivers in the region – most notably the Klip, Riet and Suikerbos rivers– flow into the Vaal River but are polluted and used mainly for crop irrigation. There are three wastewater treatment facilities and more than 80% of households are served by waterborne sewer.

Only the urban parts of Midvaal LM are provided with electricity by the local municipality with the remainder connected directly from Eskom. A master plan was recently developed by the municipality to ensure that new developments are supplied with power and upgrades to the Meyerton substation and the construction of new substations along the R59 was proposed.

The sensitive nature of the natural environment and Midvaal LMs proximity to major rivers pose challenges for waste removal services and landfills. There are three primary landfills in the municipalities and the need has been identified to develop smaller landfill sites throughout the region.

The engineering services are mapped and can be viewed in **Addendum 4.**

3.2.7 Economic profile

The manufacturing sector is the major contributor to the local economy, with a 30% contribution, followed by business services (19%) and wholesale and trade (15%). However, the SDF notes that the number of employment opportunities created by manufacturing has been declining since 2011 and that the potential for growth in other sectors should be explored.

This is also recognised in the Midvaal Economic Analysis which calls for economic diversification, and sustainable growth in sectors with comparative advantages.

Industrial uses including production and manufacturing, service-related industries focusing on vehicle repairs, as well as industrial parks are mostly situated along the R59 and R82. Commercial uses such as distribution, and warehousing and storage facilities are also concentrated in this area. The spatial distribution of these industries surveyed in 2021 are indicated in **Figure 19.**

Business uses, such as financial services, offices and retail, are concentrated in Meyerton and the corridor (Waterval, Daleside) and other identified nodes, but most notably in De Deur, Walkerville, Risiville, and the Vaal Marina. The Meyerton-Riversdale axis also has a large concentration of business.

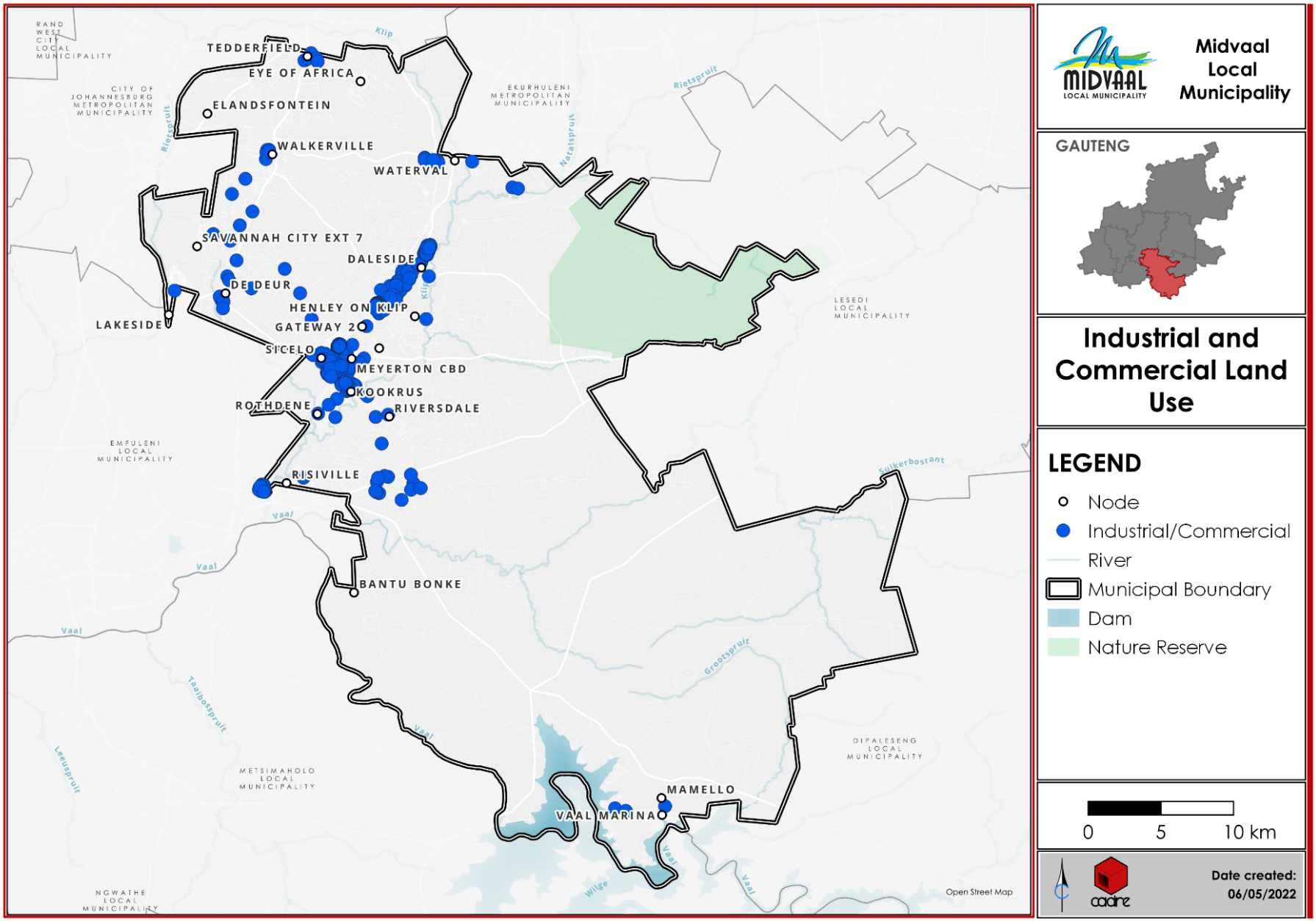


Figure 18: Industrial and commercial use

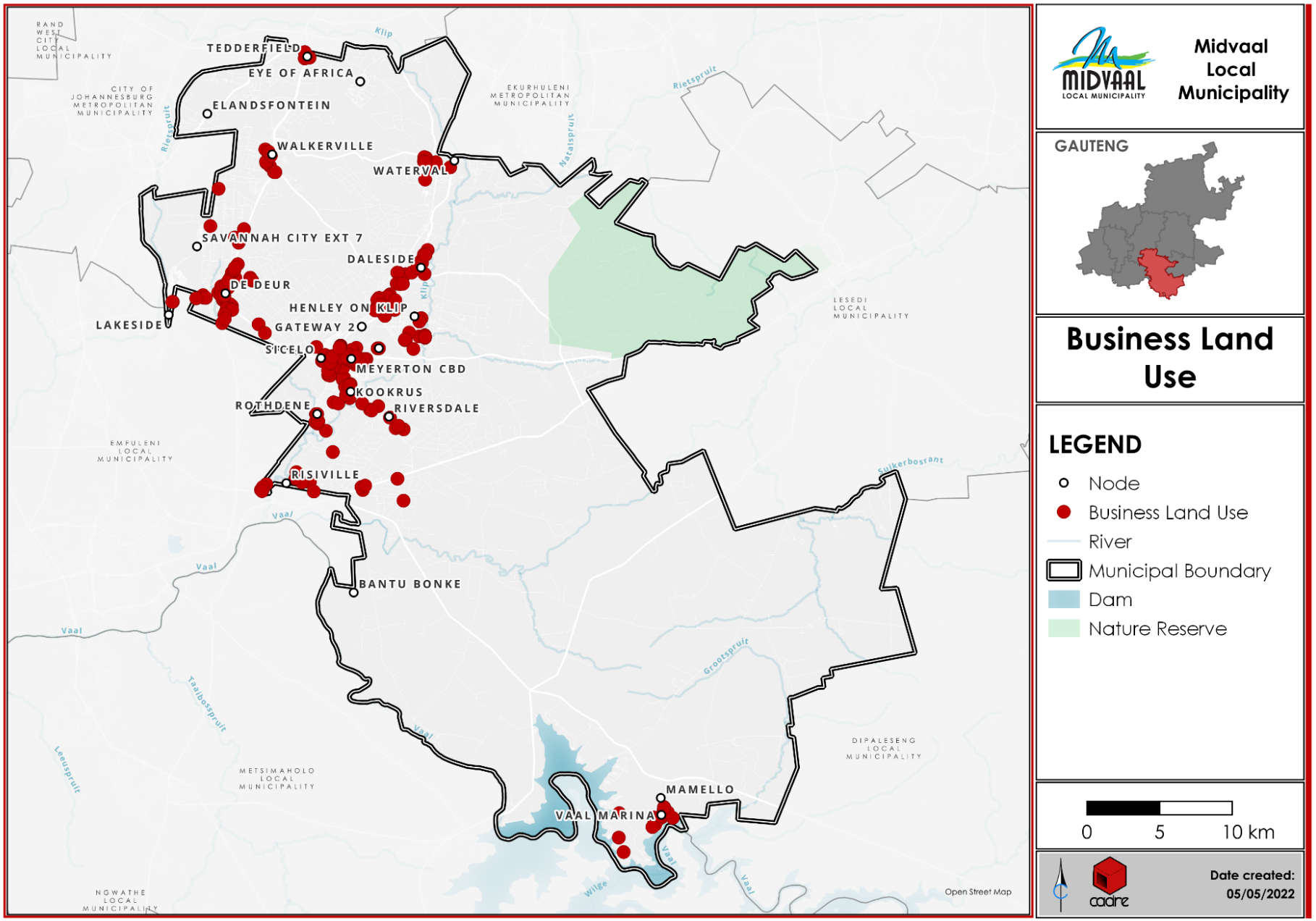


Figure 19: Business land use

Five sectors have been identified for potential growth:

1. **Construction** – there has been a steady growth in building plan approvals, subdivision, and rezoning applications. The anticipated development along the R59 and the expansion of Savanna City might contribute to growth in the construction sector, which is labour intensive and has the potential to create jobs.
2. **Tourism** has the potential to revitalise a sluggish economy and mobilise domestic and foreign investment. Midvaal LMs strategic location within Gauteng, its proximity to Johannesburg and Ekurhuleni and its regional linkages offer opportunities for growth.
3. The scenic beauty of the region, and its potential as an eco-tourism destination should be promoted by the municipality and in partnerships with neighbouring municipalities, the private sector, and communities.
4. Growth in **agriculture** can be encouraged through improved linkages between commercial farming and small-scale niche farming and the initiatives to establish agri-processing facilities.
5. **Manufacturing** in the region depends heavily on the steel sector but there are also opportunities in the production of biofuels, beverages and products emanating from the agricultural sector.
6. **Trade** has the potential to absorb more labour through the provision of value-added goods and services. The growth of trade can be a catalyst for growth in the other identified sectors and play a vital role in the functioning of the informal sector. The municipality has expressed its intention to adopt a policy and by-law on informal trading to assist this sector to access amenities and opportunities for growth.

3.3 Strengths, Weaknesses, Opportunities and Threats

KEY FEATURES AND STRUCTURING ELEMENTS	KEY ISSUES
▪ Strong regional linkages to other economic cores. ▪ Predominantly rural with urban development along transport routes. ▪ Meyerton is highest order town with significant business and residential components. ▪ Local population is relatively well-educated with lower unemployment compared to provincial average. ▪ Need for diversification as strongest economic driver – manufacturing – is declining. ▪ Highest population growth in urban areas and agricultural holdings. ▪ Provision of housing projected to meet future demand. ▪ Need for integrated housing projects.	▪ Need for horizontal alignment with strategies of adjacent metros and municipalities. ▪ Area is bordered by large concentrations of low-income households to the west in Emfuleni. This puts the western rural landscapes under development pressure from natural growth of these households. ▪ Looming development pressure from the planned corridor (N3/R59) and nodal developments (Tambo Springs logistics hub) in Ekurhuleni. ▪ Rural communities have limited access to infrastructure and social services. ▪ Major concerns about water capacity in several areas. ▪ Urgent need for revitalisation of CBD activities, local economic development and SMMEs.
DEVELOPMENT OPPORTUNITIES	**DEVELOPMENT CONSTRAINTS**
▪ Strategic location midway between major industrial cores. ▪ Future direct access onto the N1 corridor. ▪ Major opportunities for tourism growth in areas such as Suikerbosrand and Vaal Marina. ▪ Important ridges in area can be developed as tourism attractions. ▪ Growth of provincial agriculture hub in south-east. ▪ R59, R82 and R550 earmarked as development / industrial corridors. ▪ Potential to develop the R42 as a secondary corridor linking economic units horizontally across the district. ▪ Potential movement of cargo transport from OR Tambo International to Vereeniging airport open new opportunities for development in Meyerton. ▪ Walkerville has potential to develop into niche tourism destination.	▪ Dolomitic conditions hamper development in the north—specifically within the municipality's Urban Development Boundary along the R59 and surrounding areas. ▪ Environmentally sensitive areas must be conserved. ▪ There are limited regional routes that could increase mobility between the northern and southern parts of the municipality ▪ Insufficient water and sanitation infrastructure. ▪ Urban footprint of Meyerton is fragmented. There is a need to consolidate the urban fabric of the municipality along two north-south and two east-west routes. ▪ Spatial discrepancies – the R59 cutting through Meyerton, presents a barrier to integrate and identify Sicelo as an integral part of the CBD. This perpetuates perceptions of differentiated interventions between Sicelo and Meyerton CBD, Golf Park etc.

3.4 Local Area Plans (precinct plans)

The precinct plans make proposals on a detailed level and provide clarity to the intentions of the broader strategic direction in the SDF. References to the core objectives of the following local area plans are provided in this document. Note that the precinct plans are summarised based on their core contributions to the SDF. For more detail, reference should be made to the original document:

- Walkerville Precinct Plan, 2017
- Tedderfield Precinct Plan, 2011
- Elandsfontein Precinct Plan, 2013
- Aloe Ridge Precinct Plan, 2021
- De Deur Precinct Plan, 2021
- Meyerton CBD Precinct Plan, 2011
- Meyerton Urban Design Framework, 2019 and CBD plan, 2021
- Henley on Klip Precinct Plan (in process)
- Sicelo Precinct Plan (in process)
- Waterval Precinct Plan (in process)

Note the Henley on Klip, Sicelo and Waterval precinct plans are still in process, pending the completion of the public participation process and subsequent adoption by council. Any proposals made for these areas are, therefore, subject to the adoption of the relevant precinct plans.

3.4.1 Walkerville precinct plan

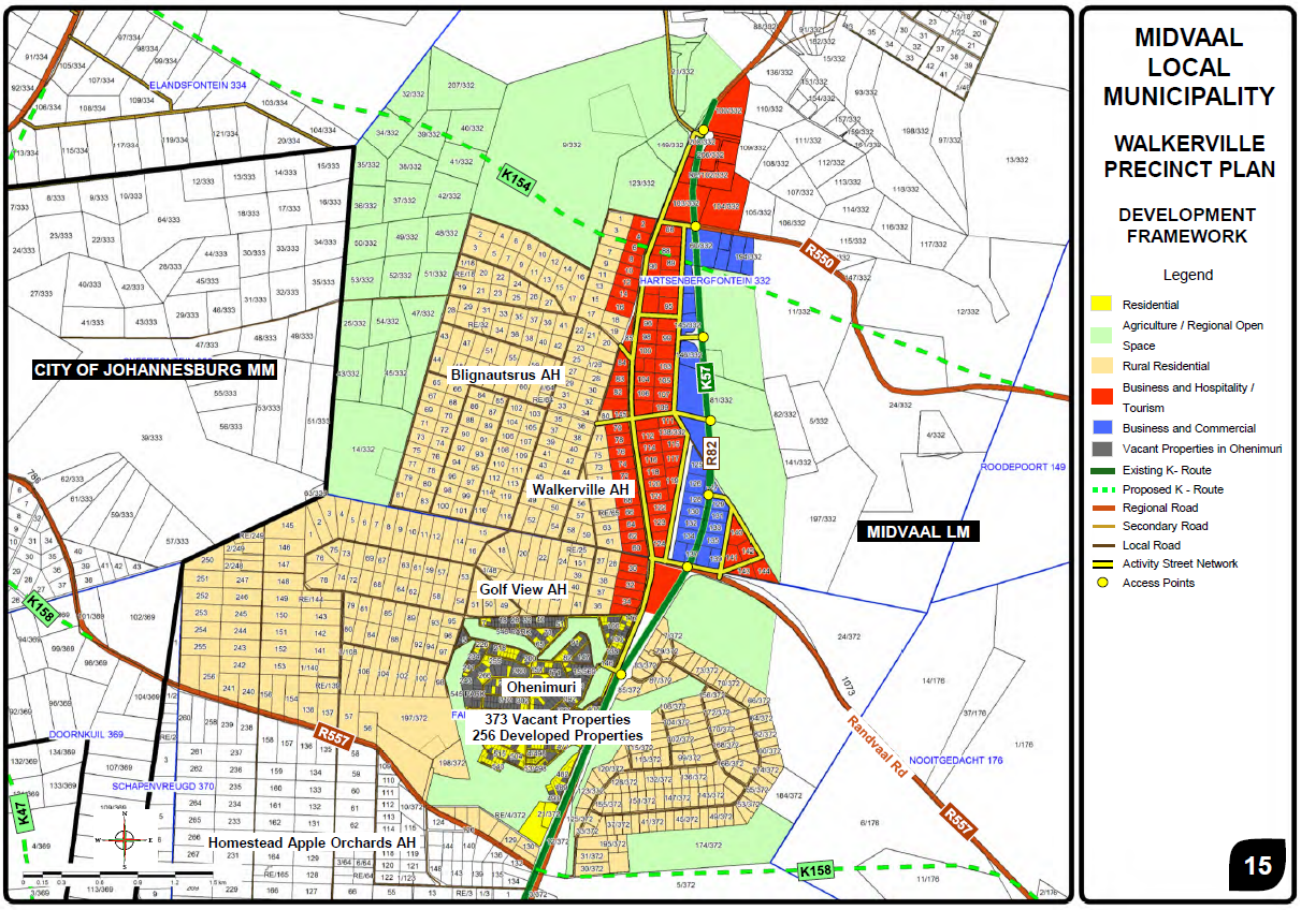


Figure 20: Walkerville precinct plan

From the situational analysis and identified key issues, the following development objectives are proposed:

- Establishing Walkerville as a Neighbourhood Node (Secondary Node) in Midvaal Municipality, serving communities along the R82 activity spine.
- To preserve the rural residential characteristics of the surrounding areas.
- Establishing Walkerville as a tourist attraction and an anchor to surrounding tourism facilities.
- Strategically use the newly created land parcels along the western side of K57, whilst ensuring the rural residential and tourism character of the larger node is unaffected.
- Upgrading of engineering services to support future development.

The Walkerville node is further sub-divided into 5 precincts as illustrated in **Figure 21.** Precinct 1 is intended to retain agriculture as the primary land use. The golf course could potentially serve as a regional public open space which would be accessible to the broader community. Precinct 2 should also be retained as rural residential/agricultural holdings with limited densification being permitted. Precinct 3 defines the residential area of the precinct, ideal for inclusionary housing development comprising of a mixture of full ownership and rental units, catering for a wide range of income categories.

Precinct 4 pertains to all properties bordering onto the old route R82 and the northern and southern extents of K-57 are earmarked for business with a focus on tourism and small agri industries. Residential uses compromise a variety of different residential typologies. The focus is on agriculture and tourism-related enterprises. Lastly, precinct 5 delineates the areas for business and commercial development.

The land parcels highlighted in this area have very good visual exposure to regional traffic along the R57 and the appropriate development of these could generate much needed job opportunities for the broader area.

3.4.2 Tedderfield precinct plan

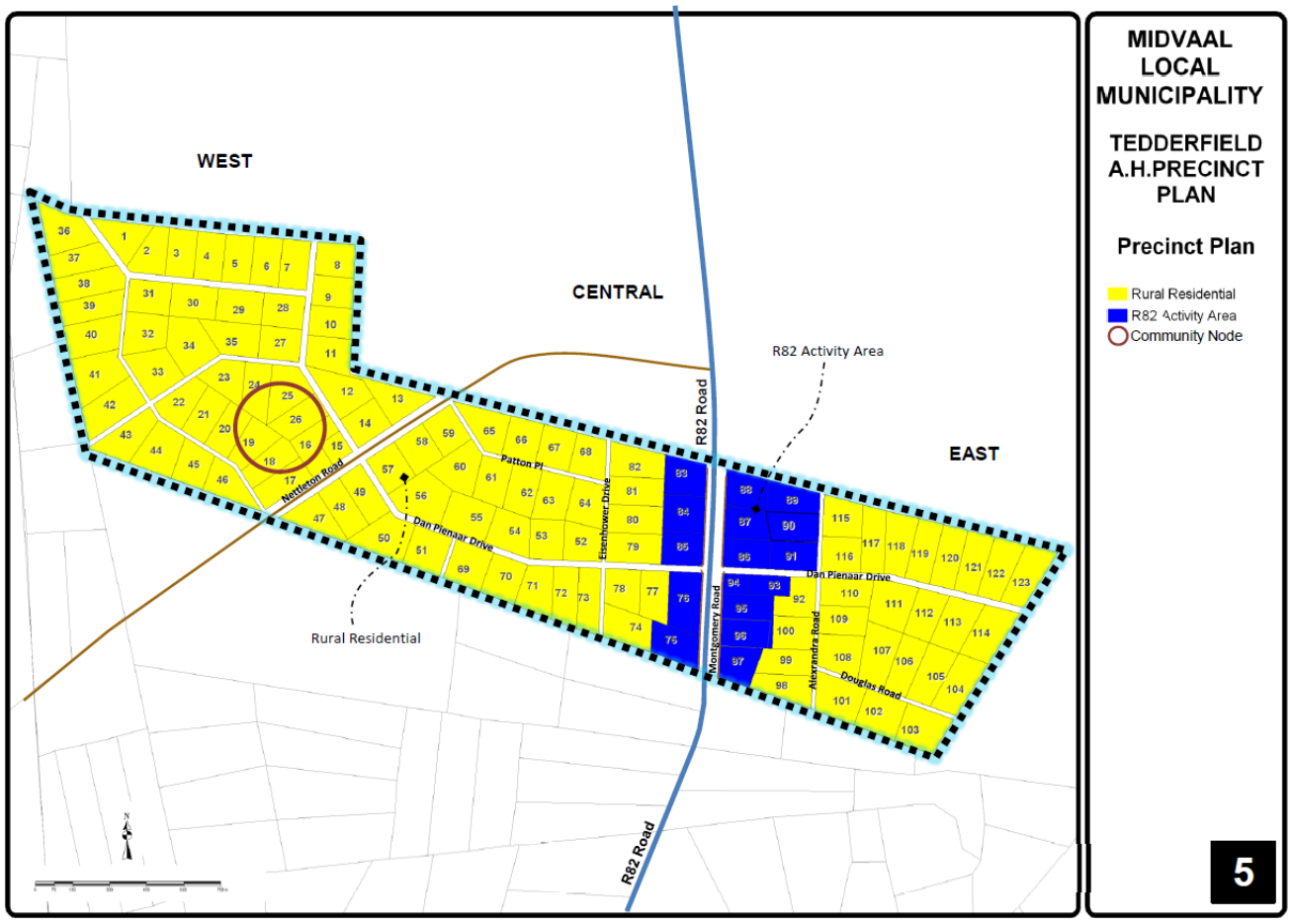


Figure 21: Tedderfield A.H. precinct plan

The proposed vision for the Tedderfield node is to serve as a rural node serving the surrounding residential communities, while retaining the rural residential character of the area. As a rural node, the purpose is to provide a comprehensive range of community facilities which is supplementary to the new multi-purpose community centre. It can also accommodate a range of economic activities that will not only serve the local community, but also the regional traffic that passes through the area.

The precinct plan is comprised of two main land use categories: (1) the R82 Activity Area, and (2) the Tedderfield Rural Residential Area.

Development proposals for the R82 Activity Areas refer to the strips of land adjacent to the R82. The aim is to enhance the flexibility of these land parcels to allow for a range of economic activities and land uses to be facilitated.

The remainder of the Tedderfield precinct area, is earmarked for rural residential purposes, with the range of land uses permissible in the area to include agricultural use, community facilities, crèches, dwelling house offices, educational facilities, home industry, hospitality uses and hotels, institutions, and more.

Furthermore, stakeholders should in future look into consolidating community facilities in the western parts of the precinct, which will enhance and strengthen the multi-purpose community centre.

3.4.3 Elandsfontein precinct plan

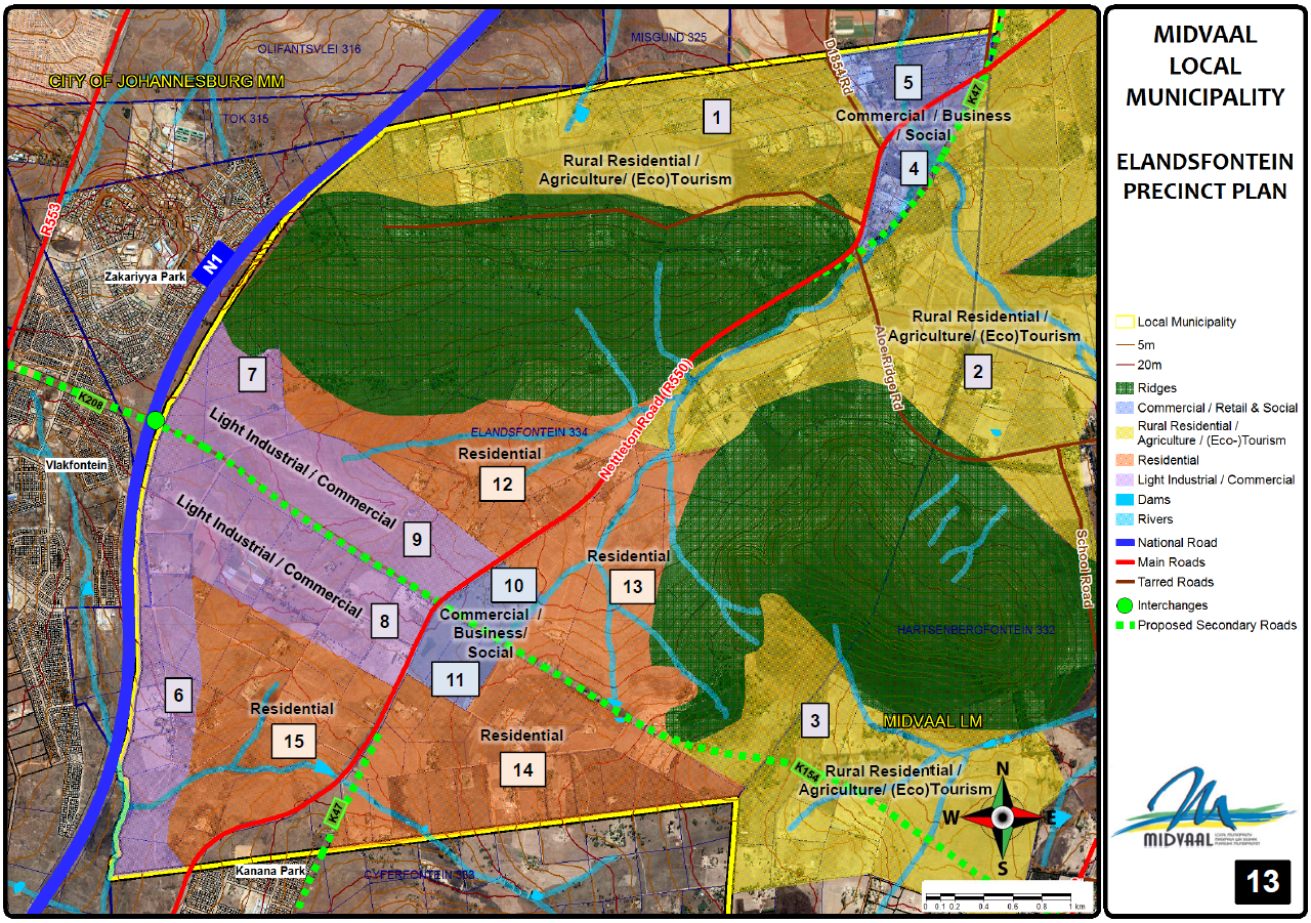


Figure 22: Elandsfontein precinct plan

The Elandsfontein precinct plan development framework vision is based on the following development objectives:

- Maximise development adjacent to the N1 freeway.
- Develop a regional mixed-use node to serve the surrounding residential communities.
- Link the two ridges into a regional open space system.
- Retain the rural residential character of the north and eastern extents of the precinct.
- Address engineering services capacity shortages to facilitate large-scale development.

Conservation and eco-tourism are the focus in Elandsfontein, there should, therefore, be development along the two ridges. It is proposed that the areas to the north, north-east and southeast of the two ridges be allowed to develop with the following land uses: rural residential, agriculture, tourism, and eco-tourism. A local activity node is also proposed with the intentions to offer good visual exposure and physical access and is ideal for individual businesses.

Land uses to be promoted in the node includes business, commercial, light industrial, government services and community facilities to support the creation of a mixed-use node.

Access interchange will grant physical access along the N1 and along the proposed K154. Direct access through these roads will maximise the development of light industrial and commercial, the plan intends to strengthen development through enhancing accessibility from the N1 and a proposed K154 road. Industrial and business parks are also required to be packaged as one, instead of being separate.

3.4.4 Aloe Ridge precinct plan

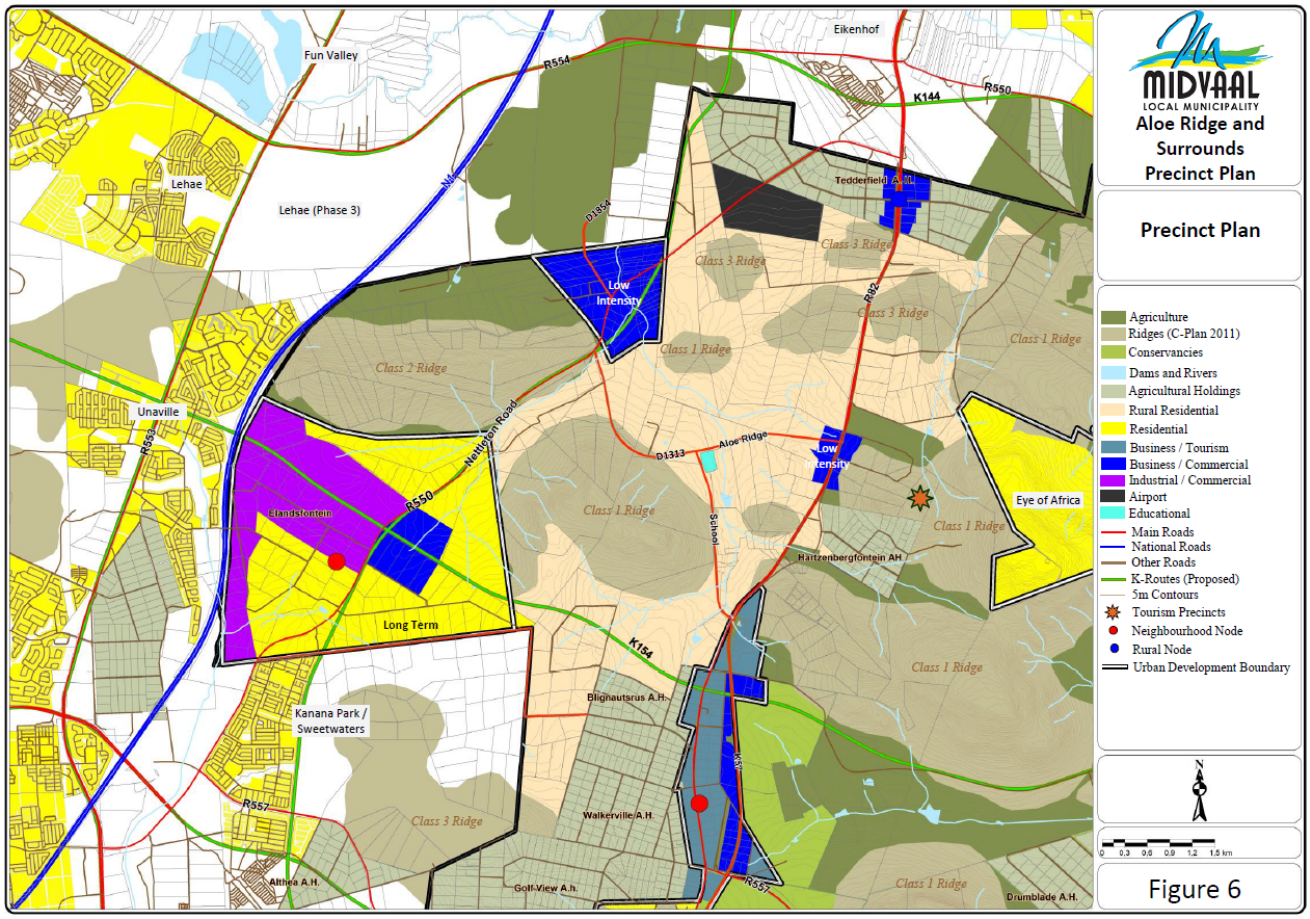


Figure 23: Aloe Ridge precinct plan

The goal of the Aloe Ridge precinct plan is to utilise the area's inherent potential while preserving the area's rural character. A series of ridges encircle the precinct. The goal of these ridges is to conserve and enhance tourism. In the surrounding areas, there are three areas of high-intensity agricultural activity, but there is no major agricultural activity in any other portion of the precinct. Several small farms with homesteads make up most of the precinct. Individual plots fronting on Route K57/R82 are primarily used for commercial purposes. Around the intersection of routes R550 and D1854, there is a minor concentration of business/industrial/commercial activity. At the intersection of Aloe Ridge and School Road, there is an elementary school. Most of the facilities and services in terms of tourism are located along Route R82/K57. There is no bulk water or sanitation infrastructure in the area, but there is a municipal water line.

The precinct plan proposes:

- The ridges, as well as the two major drainage lines that pass through the area, are all part of a larger regional open space system.
- The neighbouring high-potential agricultural land has been set aside for agricultural use.
- The agricultural holdings will continue to function as agricultural holdings, with very minimal non-agricultural activity permitted.
- Around the intersection of R82 and route D1313 (Aloe Road), low-intensity business use/social facilities would be allowed on a limited scale.
- All of the remaining land in and around Aloe Ridge is classified rural residential. Intensive farming practises will not be permitted in the zone.
- All the residential development in the area will be subject to the relevant guidelines contained in the Gauteng Ridge Policy.

3.4.5 De Deur precinct plan

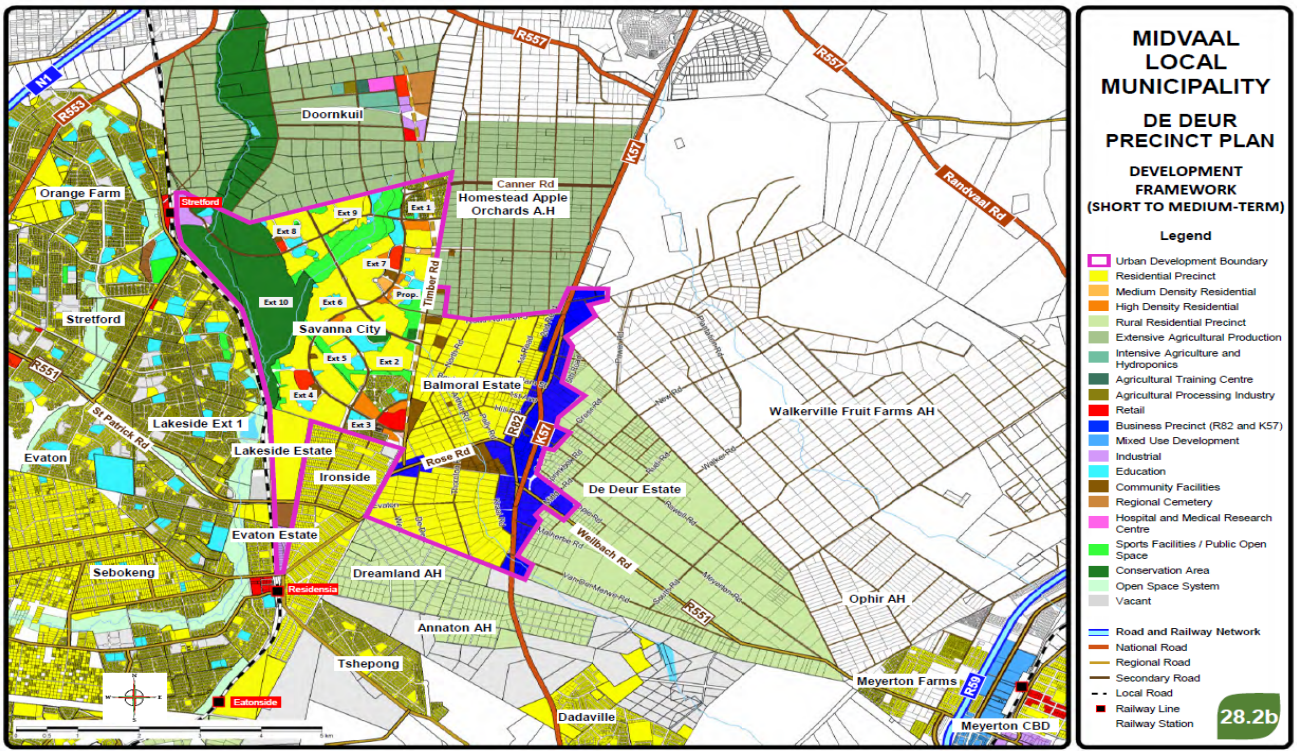


Figure 24: De Deur precinct plan – development framework (short to medium-term)

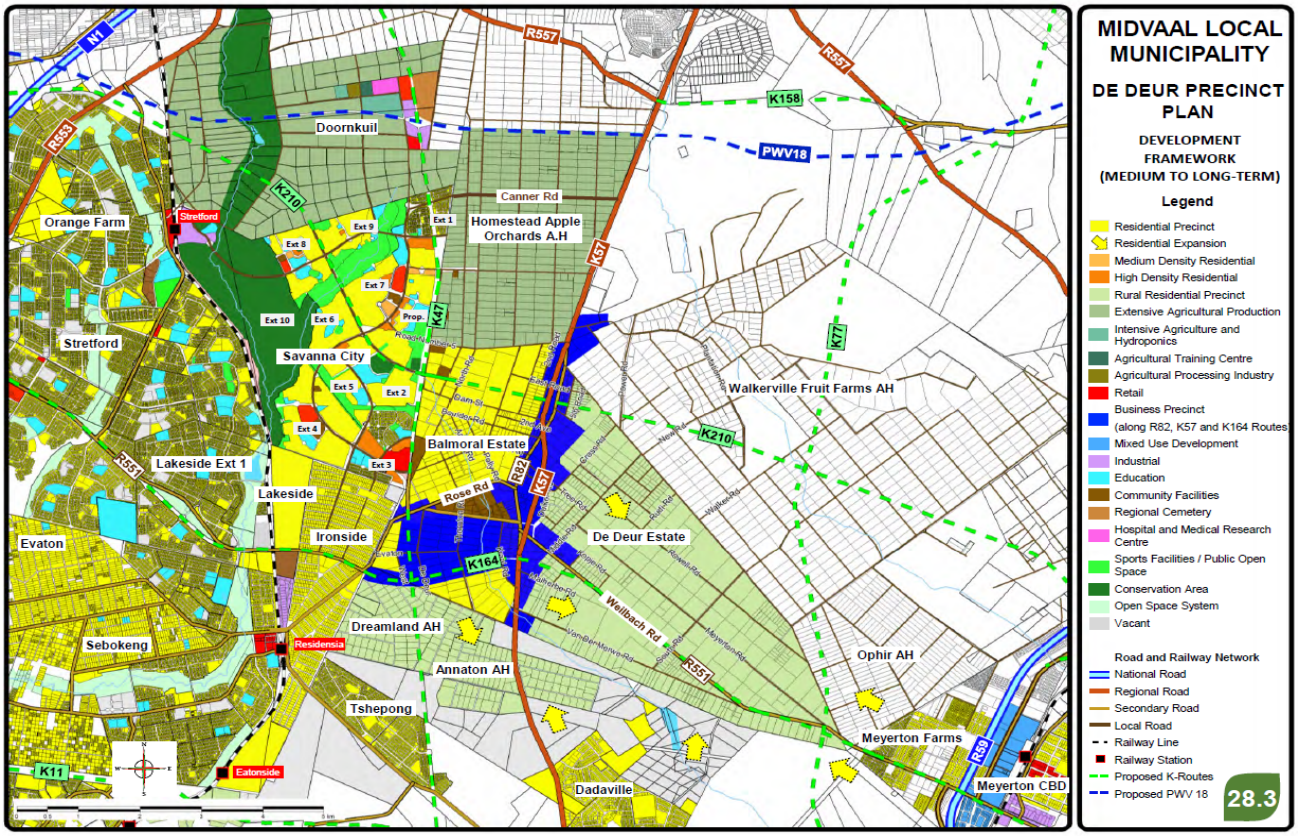


Figure 25: De Deur precinct plan – development framework (medium to long-term)

The De Deur precinct plan development framework vision is based on the following development objectives:

- Develop as a mixed-use node to serve the surrounding residential communities.
- Maximise the development potential along the R82 and K57 routes.
- Delineate a secondary road network to connect all communities with the regional road network.
- Facilitate densification and expansion in the area extending from Savanna City towards De Deur and extend the UDB to accommodate the infill areas to the west.
- Retain the low-density residential character of the areas to the east of the R82.
- Establish an economic and social empowerment precinct at the intersection of the R82 and Rose Road.

In acknowledgement of the identified development objectives, the De Deur Node development framework vision is divided into (1) a short- to medium-term vision and (2) a medium- to long-term vision illustrated in the figures above**.** The distinction between these visions is the based on the impact that the construction of the future K164 and K47 routes would have on the development of the node.

The short to medium term vision for the development of De Deur is based on the influence of the current development context. Using that as a point of departure, the following major development proposals are envisaged:

- A small industrial node is planned along the Stretford railway station to complement the business node located to the west of the station in Orange Farm.
- Savanna City will be functionally linked to De Deur via residential developments earmarked for the area south of Road Number 5 in Balmoral Estate, up to the southern border of the precinct.
- Doornkuil and the Homestead Apple Orchards are to be utilised for intensified agricultural production, which will feed into, and justify, the agri-processing infrastructure investment planned for Doornkuil.
- The area to the east of the R82 is reserved for rural residential use, and limited alternative land uses will be allowed in the short to medium term.
- The UDB will be extended to include the western extents of De Deur towards Savanna City.
- Business uses will be allowed along the R82 and K57 routes.
- A cluster of community facilities is intended for development along Rose Road in the eastern parts of De Deur.

In the medium- to long-term vision, it is envisaged that the construction of the K164 and K47 routes would open up the southern extents of De Deur, which would enable the extension of the business activity precinct towards the K47. The construction of route K47 would enhance north-south movement and improve connectivity between Savanna City, the Doornkuil Activity Node, and Vereeniging in the south. Considering the increased pressure from the west, and the gradual expansion of Meyerton in a westward direction, it is envisaged that De Deur and Meyerton would be consolidated into one large urban cluster which is anchored on the K164.

The De Deur node is further sub-divided into four precincts, as illustrated in **Figure 26**. Precinct 1 is earmarked for rural residential development. It is proposed that this precinct remains outside of the municipal UDB to retain its low-density rural character. On the western side of the R82, precinct 2 is identified as an urban infill area. In recognising the development pressure coming from the west, it is proposed that this area be included in the UDB.

The area would furthermore be redeveloped as a mixture of bonded and rental units serving communities from all income levels. Land pockets surrounding the K57 and R82 has been identified as precinct 3 and earmarked for the promotion of business activities to maximise the development potential surrounding corridors. Lastly, precinct 4 would serve as an SMME and MPCC area, with the municipality providing the necessary infrastructure to empower local entrepreneurs in establishing more localised economic activities.

These activities would include informal retail, small businesses, a multi-purpose communities centre, and a multi-model transfer facility to link the local community with nearby activity nodes on the regional road network.

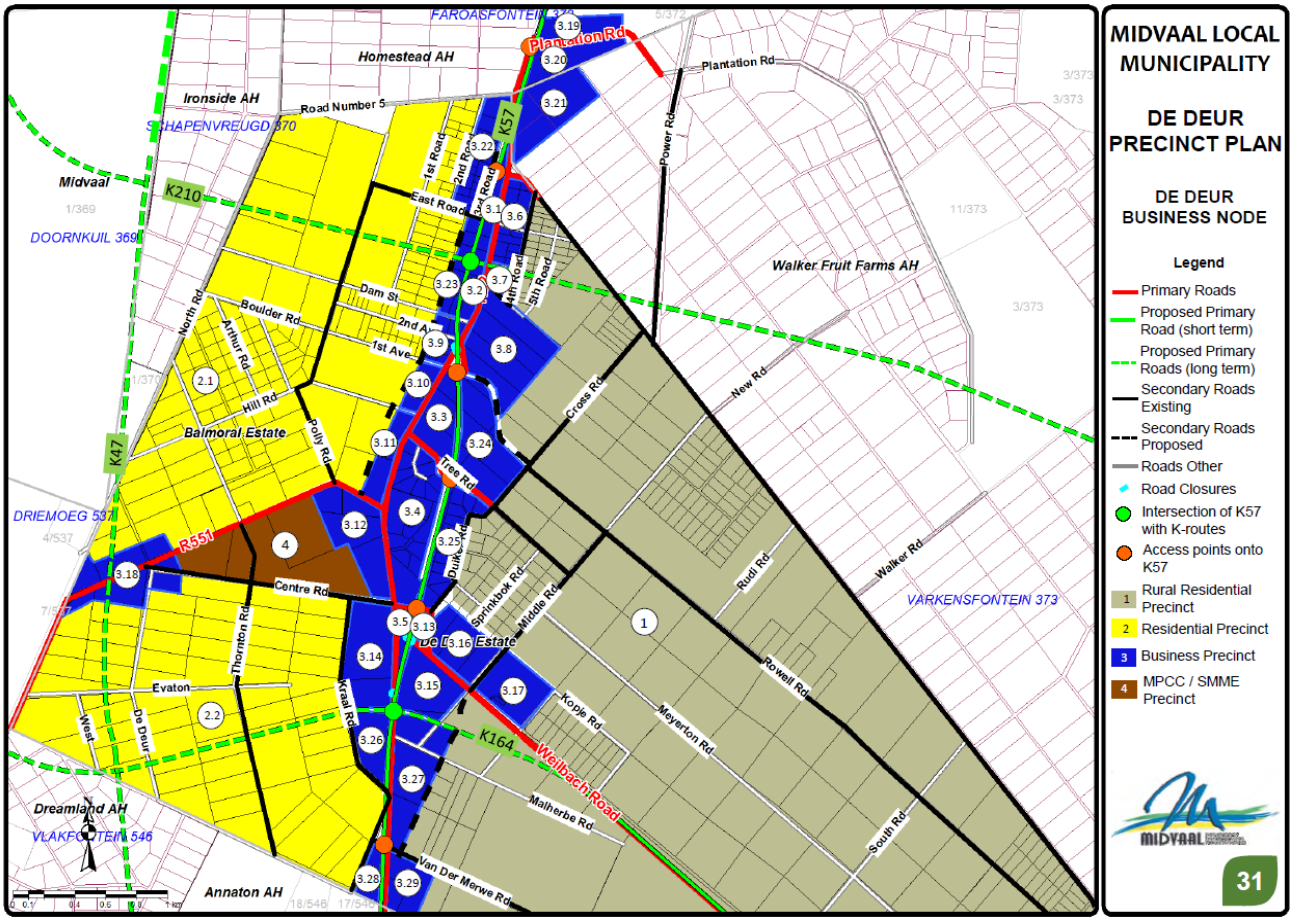


Figure 26: Detailed De Deur precinct plan business node

3.4.6 Meyerton CBD precinct plan

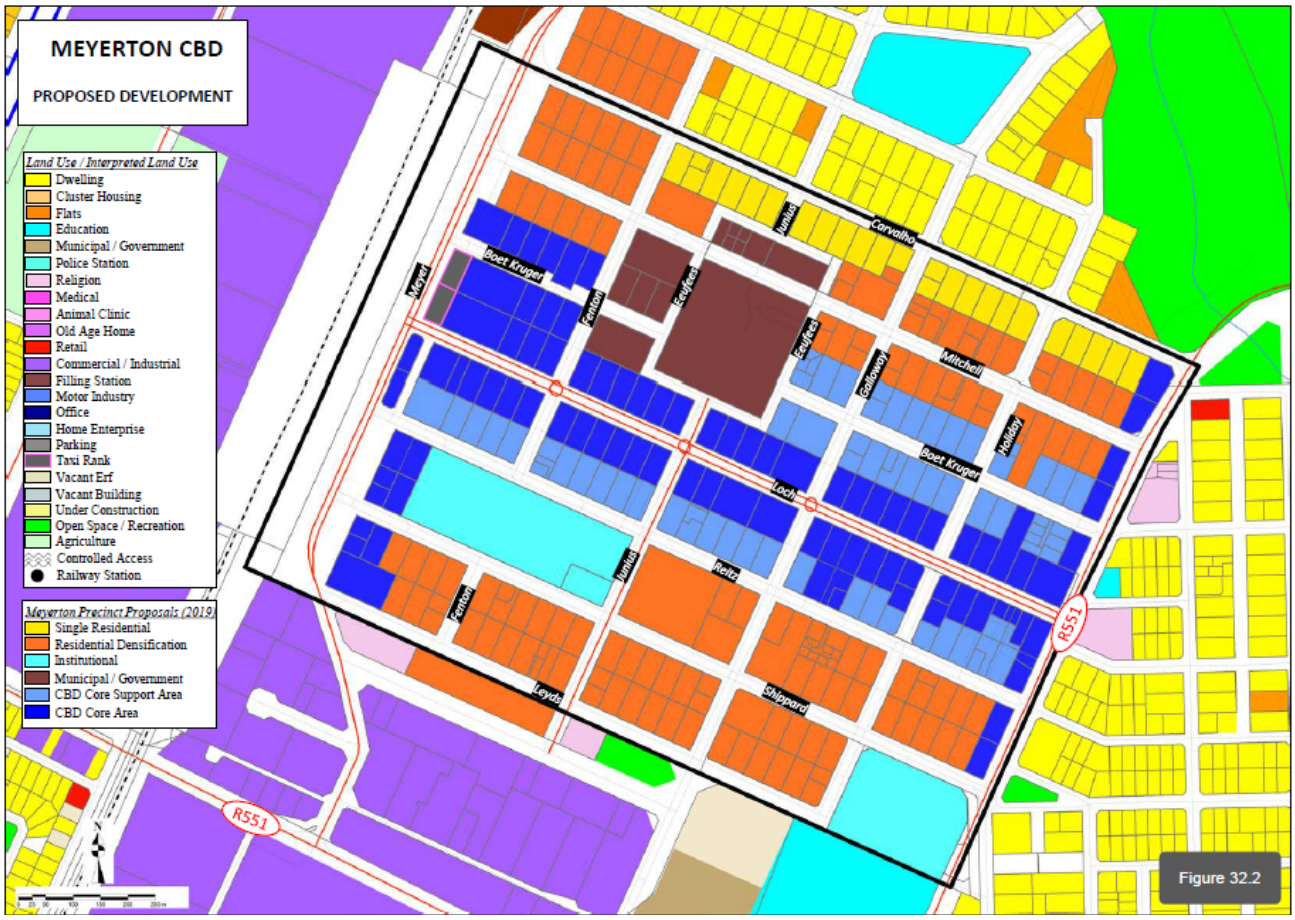


Figure 27: Meyerton CBD precinct plan

The main objectives for the Meyerton CBD are to critically assess current development trends and pressure in the CBD and provide guidelines for the future spatial structure and land uses that should be allowed in the Meyerton CBD. The compilation of the plan must be done in close connection with the local community, and based on development trends, and the availability of facilities and basic services without having a negative impact on the rural character and surrounding regional environment. There are several functional areas within the CBD:

- CBD Support Area
- Residential Densification Area
- CBD Core Area
- Institutional Precinct

Within these functional areas there are core development elements of the Meyerton CBD precinct plan. These are supported by the desire to improve the aesthetics, functionality, and efficiency to address obstacles and constraints such as urban decay or stagnation. The core development elements are land use, public environment, and road network as well as engineering infrastructure. The most emphasized core elements are engineering services, public environment, and road network.

Expanding the footprint is identified as the first important proposal of the Meyerton CBD precinct plan. It is suggested that the CBD expands in an easterly direction up to the R551. This will complete an activity street on the eastern side of the CBD. If this activity spine is created, it will add significant development capacity in the Meyerton CBD.

Business 1 land use rights are envisaged for all the properties in the core area of the CBD. Business 1 rights allow both retail and offices uses, which implies that the CBD will be able to expand on the eastern side. In the support areas of the CBD, it is suggested that the northern and southern parts should be earmarked for Business 4 and Residential 4 uses. If these changes are developed effectively, they will create an efficient buffer to the north and south of the Meyerton CBD area which will prevent the continued interference of non-residential uses into surrounding areas.

By creating an institutional precinct, the CBD is required to retain all higher order municipal functions such as the police station, magistrates court, and civic centre and can add some social services and facilities on vacant land located adjacent to the east of the clinics in the north-western part of the precinct plan.

Based on local economic intention, Meyerton CBD has the potential to be an incubator for the next entrepreneurs or SMMEs to introduce innovative development proposals. This can happen be enabling the environment, including both the private and public sector through five main capitals: financial capital, manufacturing capital, human capital, social capital, and the natural capital that supports all the above, and additional renewable and non-renewable resources (such as land).

3.5 Synthesis maps

3.5.1 Socio-economic

Midvaal LM has a rural character, with isolated pockets of economic and social activities spread across the municipal region. These constitute the main nodes as identified in the current SDF and the nodal policy. The map below depicts the intensity of economic and social activity using the spectral heat map. Blue represents the least activity whereas red represents the most intense activity. The highest activity value is observed at the heart of the municipal region in Meyerton. Along the R59 and R82 corridors, higher activity value is observed in Risiville, Waterval, Savanna City, Walkerville, De Deur and Eye of Africa. Vaal Marina presents the only higher activity value in the southern parts of the municipality.

The areas identified with higher activity value represent nodes with the highest social and economic potential. With a continued influx and urban migration to the Gauteng City Region more socio-economic activity should be expected in these areas which shows existing evidence of conurbation between Evaton, Vereeniging, Orange Farm and Meyerton.

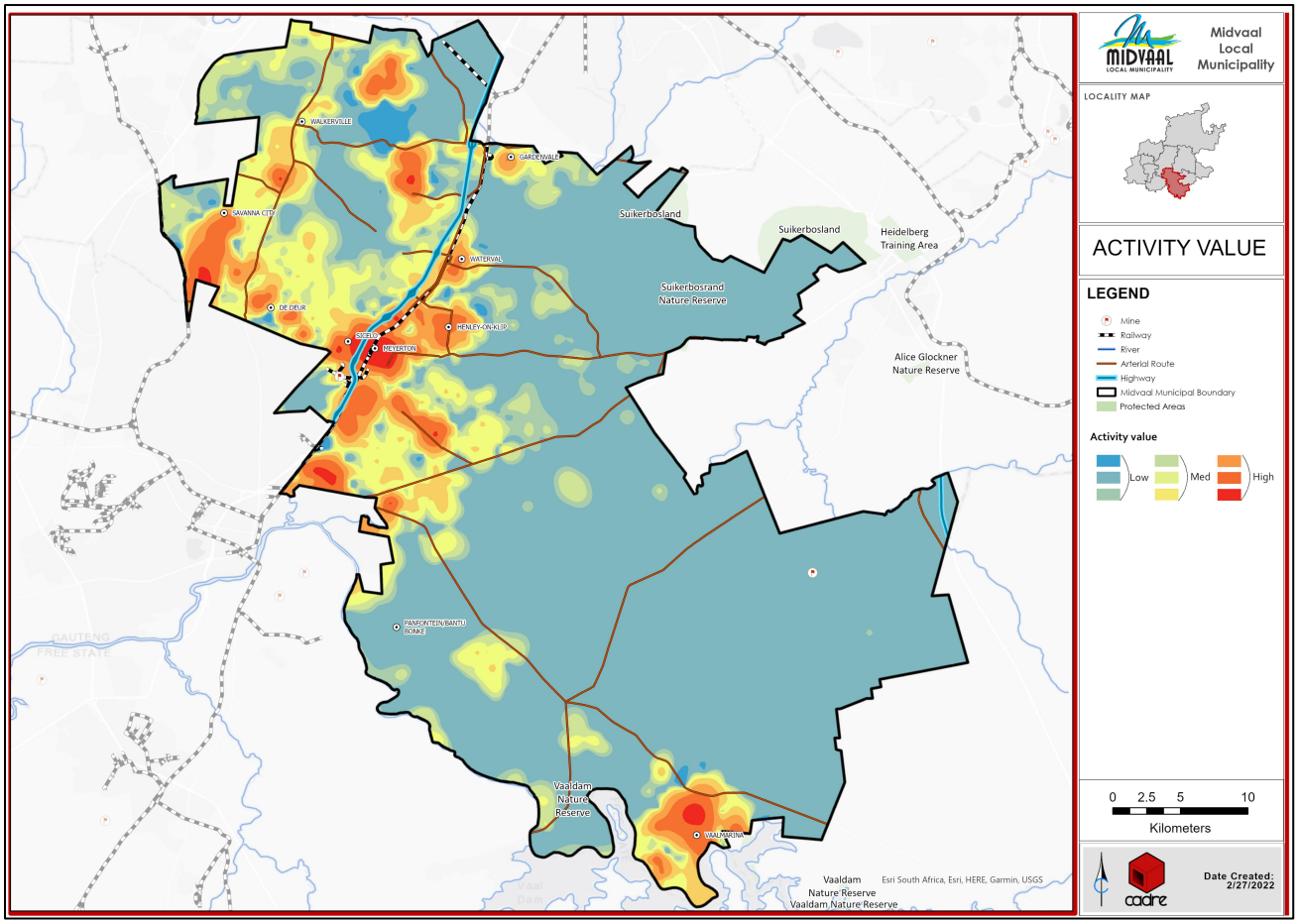


Figure 28: Socio-economic activity

3.5.2 Built environment

A model which depicts built intensity was developed using the recent land use audit data. At a primary level of land use classification, the model categorises land uses recorded with the scale of 0-5, with 5 being the most intense land use activity. The map below shows medium-to-high built intensity along the R82 and the R59 corridors which connect Johannesburg and Vereeniging. Many of these medium intensity uses are rural residential areas which are supported by the emerging commercial hotspots especially in Walkerville and De Deur. The R59 corridor shows signs of industrial intense developments especially near Meyerton, Randvaal and Waterval.

Evidence of the concentration of built elements along the R82 and the R59, depicts the investor's utilisation of existing infrastructure services. The built intensity and future development pressure along these two corridors needs to be considered for spatial proposals.

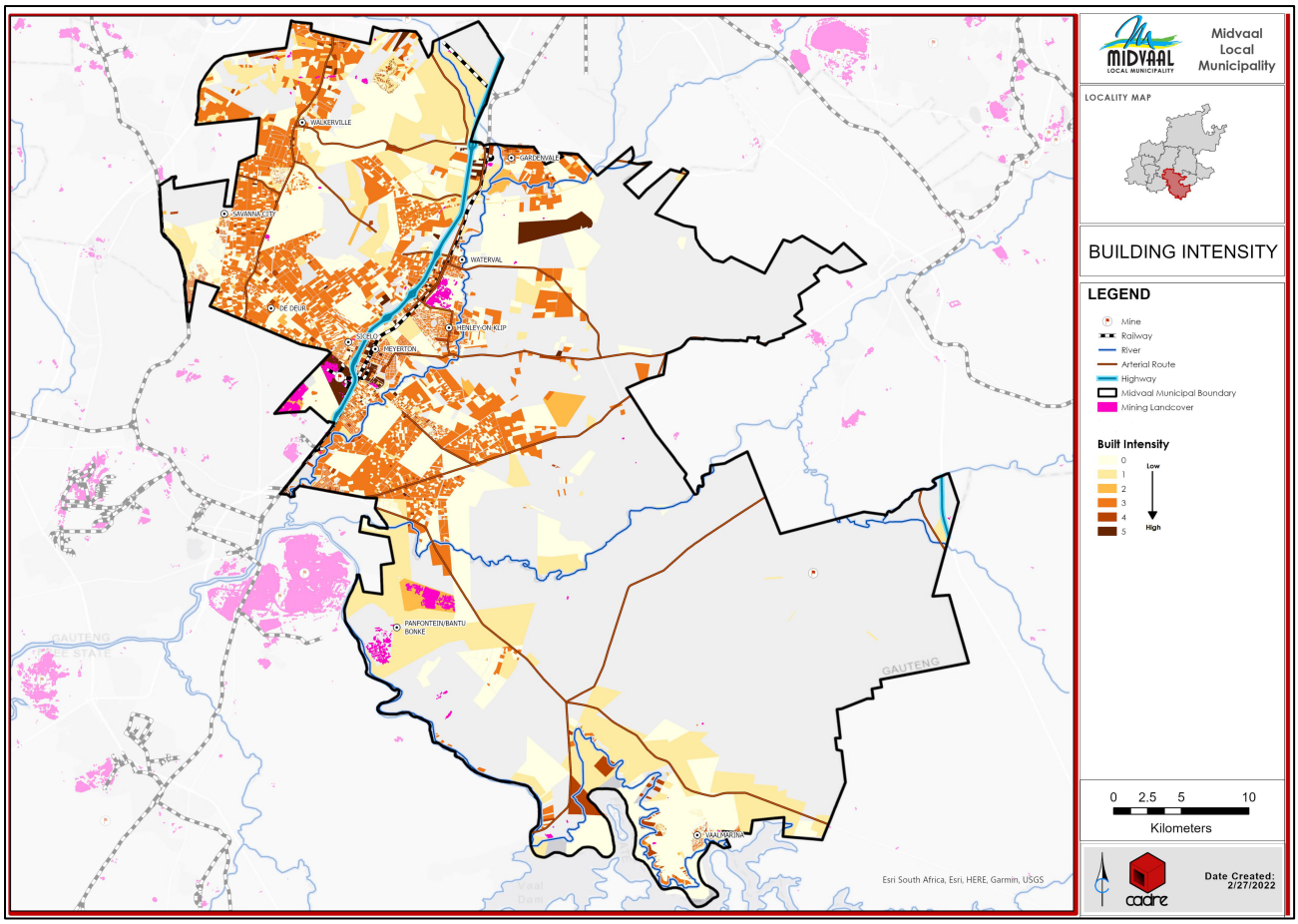


Figure 29: Built environment

3.5.3 Bio-physical

The assessment of the Critical Biodiversity Areas (CBA) is important to inform spatial decisions that support ecological sustainability. These areas are deemed to be kept in a natural or near-natural state to support the ecological sustainability of regions. The South African National Biodiversity Institute (SANBI) produced CBA maps in which spatial planning should note the existing limitations. The map below shows the geographic distribution of the five CBA categories including **(1)** protected areas, **(2)** critical biodiversity areas 1 and 2, **(3)** ecological support areas 1 and 2, **(4)** other natural areas, and **(5)** no natural areas remaining.

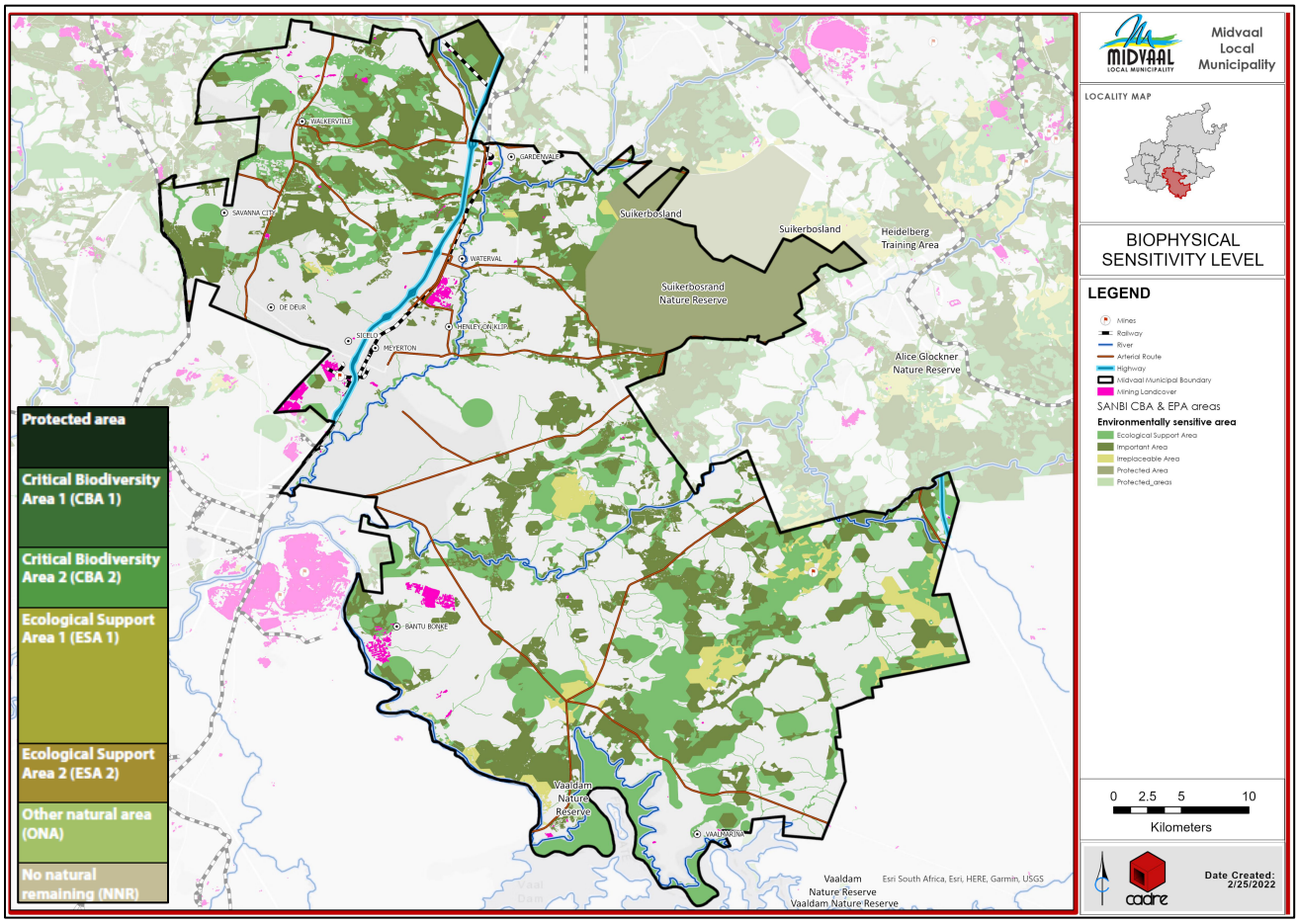


Figure 30: Bio-physical sensitivity level

The map above depicts large pockets of land between the R82 and the R59 corridors being declared as the CBA 1 and 2. These CBAs span eastwards towards the Suikerbosrand Nature Reserve. The development pressure brought by infrastructure opportunities here, suggests innovative planning proposals that will attend to adequate human settlements and keep up with demand, while ensuring ecological sustainability, both with the same level of urgency.

The southern half of the municipal region is inundated by CBA 1 and 2. There are areas that need ecological support such as regeneration especially along the Vaal River near the dam wall. The conservation strip that is characterised by the CBA along the Vaal Dam, limits the water-related socio-economic potential as identified by the Sedibeng SDF vision. It is paramount to ensure a balance between enhancing economic activity in the region and conserving ecology.

3.6 Land use budget

The land use budget consists of an analysis of the current supply utilising the recent land use audit data. The demand was calculated for the additional land requirements towards 2030, and onwards to 2050. Population and household threshold figures are derived from the Greenbook and the South African census data (StatsSA, 2011).

This assessment was conducted for the entire MLM. The land use budget will be a key informant to this development framework, housing allocation, and spatial strategies that follow.

The following assumptions apply to this model:

- The CSIR Greenbook high and medium population scenarios provide a good baseline to comprehend the possible growth for MLM in the next 28 years. The census conducted in 2022 will provide a more accurate representation, and this model should be updated and adapted accordingly.
- The supply data was adapted from the available land audit data, to indicate the actual dwelling unit supply and not a count on land use.

3.6.1 Land use supply

The recently completed land use audit for Sedibeng District Municipality completed in 2021, is the data source that was used to establish the current spatial supply figures. It provides a recent reflection of the land use and spatial reality of the district, with specific reference to the MLM.

Data from the land use audit indicates that the MLM has:

- 43 000 land parcels covering 210 000 hectares.
- Large conservation areas: 13 600 hectares.
- The largest portion of land under agriculture in the Sedibeng district: 91 000 hectares.
- 4 600 informal residential structures are concentrated in 10 different areas.
- There are 270 erven and agricultural holdings that accommodate 2 800 informal residential structures.

A detailed description of primary, secondary, and tertiary land uses can be found in **Addendum 5.**

3.6.2 Residential and vacant supply

The following tables indicate land use data count for residential and vacant properties, the necessary adjustments to get an accurate supply value, and applicable notes for the adjustments.

TABLE 8: RESIDENTIAL AND VACANT SUPPLY

Primary	Secondary	Tertiary	LU data count	Adjusted count (rounded)	Hectares (rounded)	Notes on adjustment
Residential	Multiple Residential	Commune/Boarding Facility	20	**20**	35	Approximated (single household)
Residential	Multiple Residential	Farm Worker Accommodation	15	**75**	40	approximated (average of 5 units)
Residential	Multiple Residential	Flats or Block of Flats	12	**120**	10	approximated (average of 10 units)
Residential	Multiple Residential	Group Housing (Townhouses, Clusters, Simplexes and Duplexes, Estate)	1324	**3100**	400	accurate count

TABLE 8: RESIDENTIAL AND VACANT SUPPLY						
Primary	**Secondary**	**Tertiary**	**LU data count**	**Adjusted count (rounded)**	**Hectares (rounded)**	**Notes on adjustment**
Residential	Multiple Residential	Duet Houses	0	**0**	0	n/a - no count
Residential	Single Residential	Dwelling House	13358	**13500**	2500	1 to 1
Residential	Single Residential	Dwelling House with 2nd Dwelling / Potential 2nd Dwelling	1215	**2400**	500	multiply by 2
Residential	Transient Residential	Hostels	1	**0**	0.2	n/a due to transient nature
Residential	Transient Residential	Caravan Park / Camping Site	2	**0.**	80	
Residential	Transient Residential	Dormitories	0	**0**	0	
Residential	Transient Residential	Guest Facilities (Guest Houses / B&B / Lodging/ Backpackers / Self-catering)	51	**0**	660	
Residential	Transient Residential	Hotels /Inn/Motel	5	**0**	20	
Residential	Transient Residential	Resorts	9	**0**	80	
Residential	Transitional Residential Settlement Area	Main house in addition to informal self-help structures on property	2968	**6000**	240	Multiply by 2
Residential	Transitional Residential Settlement Area	Informal self-help structures	266	**530**	110	
Residential	Rural Residential	Residential with Related Outbuildings on Smallholding / Farm	3938	**4500**	16500	10% variance applied for potential second dwelling units
Approximate totals			**23184 counts**	**30 000 Dwelling units**	**20 000 ha**	

TABLE 9: VACANT SUPPLY[5]						
Primary	**Secondary**	**Tertiary**	**LU data count**	**Adjusted count**	**Hectares**	**Notes on adjustment**
Vacant	**Vacant Land (Not in use)**	Undisturbed/ Not Yet Developed	13331	**12500**	8800	Adjusted to count only vacant erven
Vacant	**Vacant Land (Not in use)**	Disturbed/Derelict	309	**300**	600	Adjusted to count only vacant erven
Vacant	**Vacant Land (Temporarily used)**	Vacant with Temporary Use/Activity	2271	**1800**	6700	Adjusted to count only vacant erven - most temporary uses are for footpath shortcuts used by pedestrians
Approximate totals			**16737 counts**	**14500 vacant erven**	**16 000 ha**	

The current supply of existing housing is approximately 30 000 dwelling units with an additional 14 500 vacant erven located within MLMs borders. It is however important to note that the vacant erven have been approved by the Surveyor General, and some of these erven have not been investigated for their suitability for development. A study on ready-to-develop erven still needs to be conducted.

[5] It is important to note that the vacant erven supply presents a distorted picture as this is based on Surveyor General plan approvals and not proclaimed townships. An update to translate the current situation into proclaimed erven should be undertaken.

3.6.3 Land use demand

The following map shows the distribution of significant informal settlements across MLM. The map also gives an approximate number of informal households in each cluster of settlement. Many of these informal settlements are clustered in Sicelo, Mamello, and the outskirts of the Waterval industrial complex.

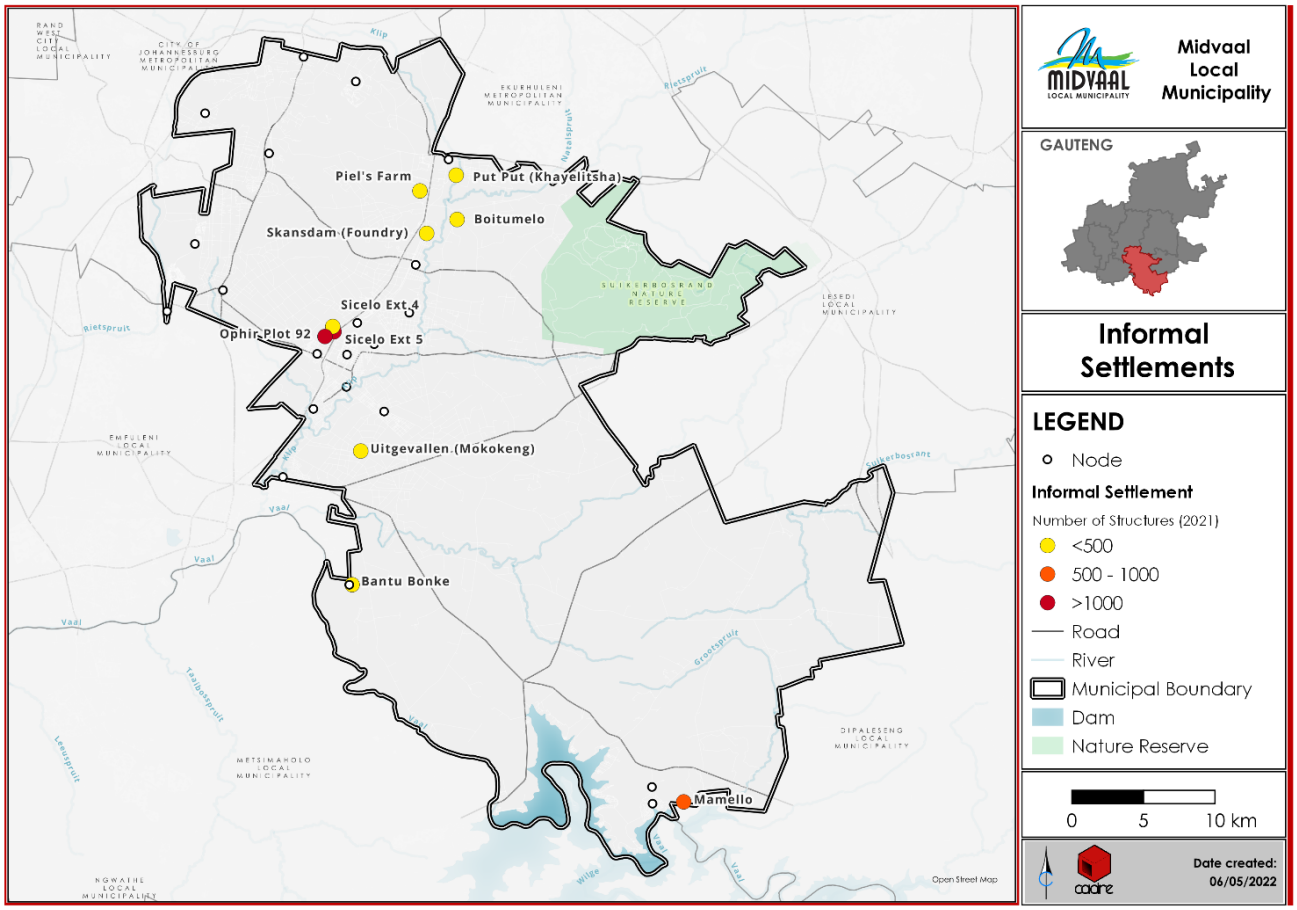


Figure 31: Informal settlements in Midvaal Local Municipality (Cadre, 2022)

The total number of 7 400 informal settlement structures of which 4 600 is situated in the 10 settlements illustrated in **Figure 31,** is regarded as the current housing backlog in the subsidy market. A further 3 500 dwelling units in the GAP market is regarded as backlog.

As indicated in the supply chapter, the primary focus of the land use budget should be on the residential and vacant land use categories, as they represent the biggest counts and percentages, taking up most of the land use in the municipality.

Because of natural growth pressures and urban migration, the housing demand will continue to rise in years to come and requires efficient spatial planning and targeting to prevent an undesirable spatial form.

3.6.4 Housing deficit/surplus

To understand the scenario projections below, it is critical to first comprehend the year-on-year growth for each scenario. South Africa's current population growth is 1.3%. The medium growth scenario is based on 2.8%, with the high growth scenario on 3%. The census model is calculated from 2011 with year-on-year growth to current date and then projected as an average growth rate into the future.

The housing requirements (as a percentage of households/population) for each income level and associated markets (subsidy, gap, and bonded) are indicated below.

TABLE 10: HOUSING MARKETS		
Income	**Market**	**%**
No Income	SUBSIDY MARKET	14%
R1 - R8,039		3%
R8,039 - R16,078		5%
R16,079 - R32,157		15%
R32,157 - R64,313		5%
R64,314 - R128,626	GAP MARKET	11%
R128,627 - R257,253		13%
R257,254 - R514,506		10%
R514,507 - R1,029,012		0%
R1,029,012 - R2,058,024	BONDED MARKET	10%
R2,058,024 - R4,116,048		8%
R4,116,048 -	BONDED UPPER MARKET	1%
		2%
		1%
		0%

Given the unpredictable nature of the future, and the inherent inaccuracy of future predictions, it is recommended that the Greenbook high growth scenario is used to determine the future space requirements for the next 5-year SDF cycle going towards 2050. This should ensure adequate space allocation for residential development based on a 3% year-on-year growth rate.

The following tables give an indication of the (1) projected dwelling units, (2) additional dwelling units required, and (3) total hectare requirements given the high growth scenario. The calculations were replicated for both the medium growth scenario and based on the census 2011 data, and these can be found in **Addendum 6.** The allocation of these additional hectares is discussed in the following sub-section.

TABLE 11: TOTAL PROJECTED HOUSEHOLD DISTRIBUTION					
High scenario	**Dwelling units' distribution**	**Current backlog**	**Total projected dwelling units**		
	Current		**2025**	**2030**	**2050**
Subsidy market	12500	7400	13 000	23 000	38 000
Gap market	10500	3500	11 000	19 000	32 000
Bonded market	6000	Surplus	7 000	11 000	18 000
Bonded upper market	1000		1000	2 000	3 000
Totals:	**30 000**	**10 900**	**32 000**	**55 000**	**91 000**

TABLE 12: ADDITIONAL DWELLING UNITS REQUIRED					
High	**Additional dwelling units required**				
	Current backlog	**2025**	**2030**	**2050**	**Current to 2050**
Subsidy market	7400	500	2 500	15 500	**18500**
Gap market	3500	450	8 000	13 000	**21450**
Bonded market	Surplus	250	4 500	7 500	**12250**
Bonded upper market		50	500	1 200	**1750**
Totals:	**10 900**	**1 250**	**15 500**	**37 200**	**54 000**

The following gross dwelling units per hectare were used in determining additional space requirements.

TABLE 13: NORMS TO CALCULATE LAND REQUIREMENTS	
Market	**Gross du/ha**
Subsidy market	20 units per hectare
Gap market	30 units per hectare
Bonded market	20 units per hectare
Bonded Upper market	20 units per hectare

The total projected hectare requirements for the high growth scenario are as follows:

TABLE 14: TOTAL HECTARE REQUIREMENTS					
High	**Hectares required**				
Year	**Current backlog**	**2025**	**2030**	**2050**	**Current to 2050**
Subsidy market	370	25	460	765	**1620**
Gap market	115	15	260	430	**740**
Bonded market	Surplus	10	220	370	**600**
Bonded upper market		5	35	55	**95**
Sub-Totals	**485**	**55**	**975**	**1620**	**3135**
Urban Infill					**(350ha)**
Total					**2 785ha**

Given that the timeframe of the SDF vision concludes in 2050, the total space requirements from now until 2050 is as follows:

- Subsidy market – 1 620 ha
- Gap market – 740 ha
- Bonded, and bonded upper market – 695 ha.
- An estimated 7 000 opportunities for urban infill development exist in MLM and 350ha is subtracted from the total urban expansion area required.
- The total land required is conservatively estimated at approximately 2 800 ha.

3.6.5 Public amenities and facilities

The CSIR space planner is a tool used to calculate the demand for social facilities in a specific area. This demand is calculated in terms of population numbers, density, and land area. According to the CSIR space planner (**Addendum 7**), the current supply of public amenities on a municipal wide level meets or exceeds the indicated thresholds. The current facilities in the MLM are indicated in **Addendum 8.** The future demand was calculated using the CSIR population projection scenarios.

To determine what facilities may be required due to the population growth expected in the MLM, an exercise to determine the surplus or deficit of social amenities and facilities was undertaken (refer to the table below).

TABLE 15: PUBLIC AMENITIES AND FACILITIES

Name	Current supply according to land audit	2050 Facilities required	Deficit/Surplus
Fire Station	0	3	-3
Police Station	4	5	-1
Regional Library - reference	1	3	-16
Local Library		14	
Hospital L1	0	1	-1
Community Health Centre & ARV	11	5	-3
Primary Health Clinic		9	
Indoor Sports Halls	0	1	-1
Swimming Pool	0	5	-5
Sports Stadium	0	1	-1
Sports Fields	9	284	-275
Park Space	21	284	-263
Tertiary Training not University	1	3	-2
Secondary School	24	23	-51
Primary School		52	
High Income Creche / Early childhood centre	22	95	-191
Low income Creche/ Early childhood development centre		118	
Home Affairs - regional office	0	2	-34
Home Affairs - District office		4	
Home Affairs - Permanent Service point		14	
Home Affairs - Thusong Centre		14	
Sisakala - Thusong	0	1	-14
Sisakala - First Stop - urban		3	
Sisakala - One Stop		1	
Sisakala - First Stop - rural		9	
Cemetery	5	6	-1
Community Centre	6	9	-3
Religious Centre	83	95	-12

TABLE 15: PUBLIC AMENITIES AND FACILITIES			
Name	**Current supply according to land audit**	**2050 Facilities required**	**Deficit/Surplus**
Old age Home[6]	12	6	6
Children's Home[7]	6	5	1
Civic Centre / City Hall	2	3	-1
Municipal Office	1	3	-2

According to current supply, police stations, old age homes and children's homes (orphanages) are sufficiently provided as social facilities. This exercise does not determine actual capacity within the social facility, nor does it consider location and needs of the communities. It would require engagement with the people of Midvaal to determine this.

The remainder of the social facilities would require additional facilities in the next 30 years, with specific consideration to the following:

1. Additional emergency services (fire station and ambulances)
2. Additional libraries catering for the 4IR (internet access and ability to access information online in these centres).
3. By 2050, a hospital can be developed for Midvaal, but a feasibility study and business plan would be required.
4. Additional health clinics or centres across the municipality can be considered in years to come
5. Additional recreational social facilities such as swimming pools, sports fields and even a sports stadium are all plausible, but would require business plans and be on a needs basis from the community. Existing sporting fields, even in schools, need to be upgraded/utilised first to be space efficient.
6. The land audit captured both primary and secondary schooling under one category. Additional schooling requirements with a feasibility study on additional educational requirements will be needed before any additional schools are commissioned. Where established schools can be expanded to add additional pupils, this option needs to be explored first before the commissioning of a new school. Private sector providers of educational services should also be consulted (e.g.: Curro).
7. Towards 2050, additional tertiary training opportunities may present themselves. This would be determined by the dominant market forces in the area and be based on skilled labour needs.
8. A high demand for both low- and high-income early childhood centres will present in the next few decades and provision should be made to accommodate these types of businesses with strict controls to ensure that young children are in safe and conducive environments.
9. The potential to establish a Thusong centre with urban and rural first stops exist but would require a needs analysis to ensure that it would add value to Midvaal and not create parallel systems that increase unnecessary bureaucracy.
10. Establishing a home affairs office in Midvaal is suggested, with additional home affairs offices which could be developed for the communities of Midvaal in the decades to come.
11. Additional cemeteries would be required for the municipality over the next few decades, but a comprehensive analysis on the location of this additional land use would be required as a cemetery cannot be removed once commissioned due to ancestral and religious practices and environmental requirements. Short term demand on burial sites need to be determined to evaluate the current supply of the existing five cemeteries in Midvaal. Potential to expand instead of establishing a new site needs to be considered for land use efficiency.
12. Additional religious centres can be commissioned as the population grows but would need to occur organically as this is not the responsibility of the state.
13. Three additional community centres can be commissioned in the years to follow but would require a needs basis. Moreover, the community centres can act as civic centres or as a city hall and be able to add capacity to the current zero count.

[6] The capacity of these individual facilities - TBC
[7] The capacity of these individual facilities needs to be investigated

14. Lastly, additional municipal offices can be developed if needed, but in the instance of Midvaal and the already well-established municipal buildings, upgrading and building on to the current infrastructure may be a better option instead of establishing new offices across the municipality. Extensive consultation and engagement would be required to decide on this, but additional capacity will be required in the future.

In no way is the CSIR planner prescriptive and it should not be used as a monitoring or evaluation tool. It is a quantitative knowledge informant to help the municipality identify and prioritise certain social facilities and amenities. The CSIR space planner should work in tandem with spatial positioning exercises and community needs analysis.

It is important to have a comprehensive understanding of community needs through ongoing engagement. Services that are provided must be appropriate and applicable and such facilities must meet space planning requirements. It is proposed that MLM uses a blended approach that is informed by data and engagement with the people of MLM.

3.7 Commercial, industrial and business use

There are 150 land parcels (208ha) of commercial use and 385 land parcels (2279ha) of industrial use in the proposed industrial and commercial areas as per the 2017/2022 Midvaal SDF (indicated in **Figure 32**). There are 340 land parcels (605ha) of business use in MLM.

There are 249 vacant erven (317.5 ha) and 12 (19.8 ha) vacant agricultural holdings within the industrial and commercial areas of MLM. Midvaal LM aims to create an enabling environment for job creating industries and supports the development of commercial and industrial areas.

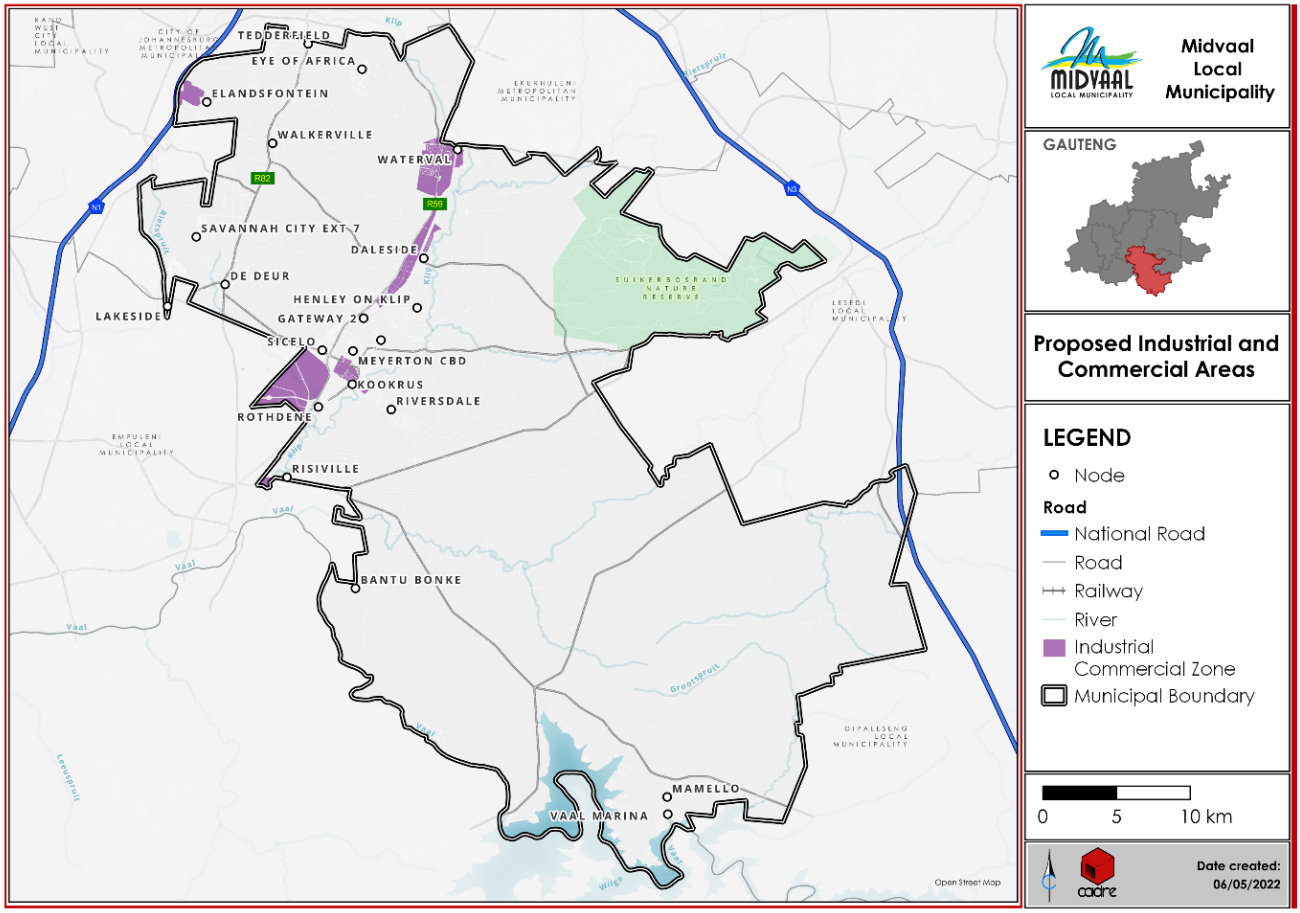


Figure 32: Proposed industrial and commercial area

3.8 Available land

Given the calculations done in **subsection 3.6.4** a total of 2 800 hectares are needed to accommodate the growth expected according to Greenbook 2050 high growth scenario. An analysis was done based on the current urban development boundaries (UDB) in MLM.

The first step to identify the urban expansion areas, is to look at the land parcels within the municipal UDBs to determine the space available for infill development. Land parcels with associated urban land uses (residential, commercial, industrial, etc.) were extracted from the potential infill development parcels, leaving only the potential urban expansion areas. **Figure 33** illustrates the land parcels within the established UDBs, with the yellow areas representative of the current urban area, purple indicating established industrial and commercial uses, and the grey indicating the space available for urban expansion. The result of this determination is an estimated 9 200 hectares that are available for urban expansion.

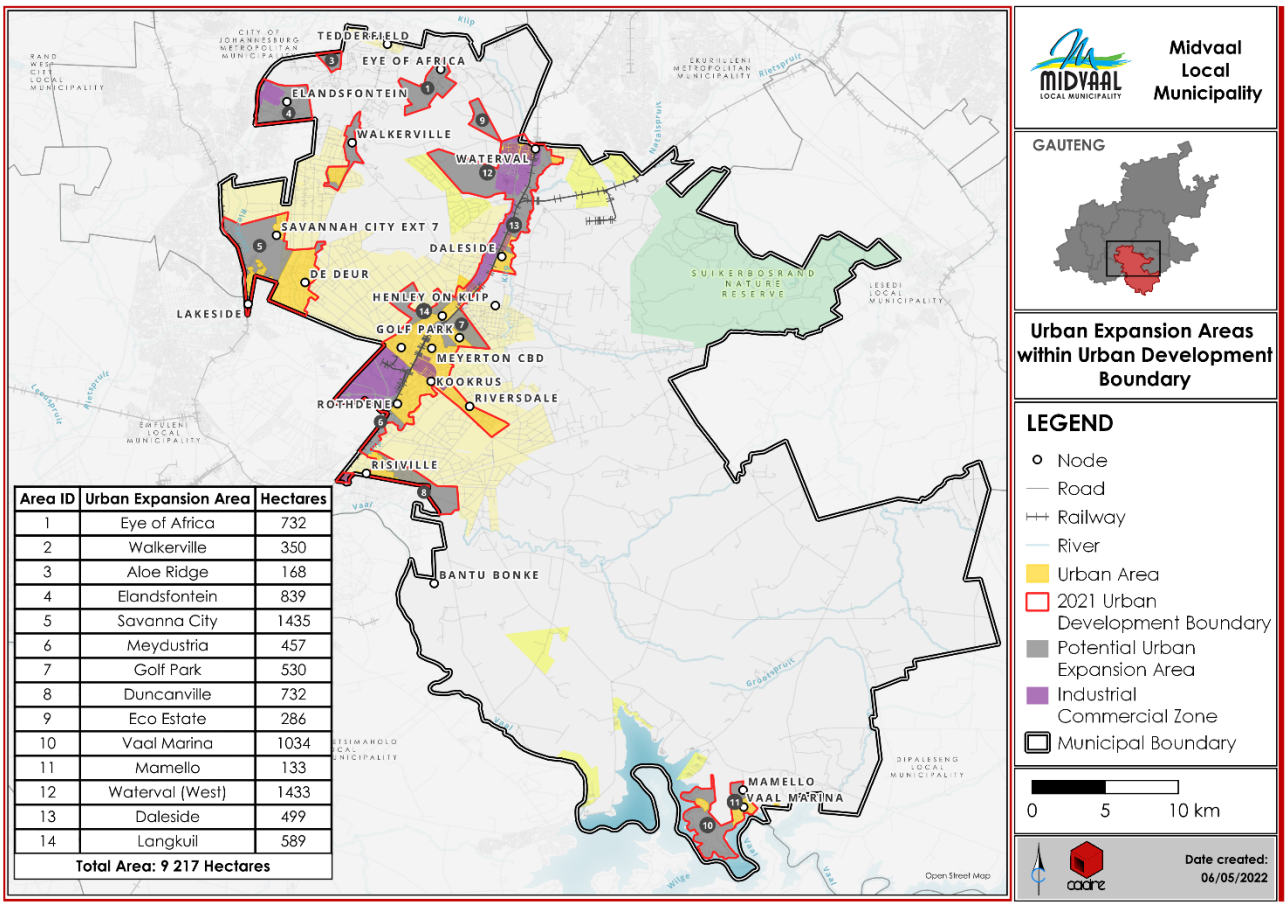


Figure 33: Potential urban expansion areas

After critical biodiversity areas are subtracted, there are less than 7 000hectares within the current urban development boundary. A significant portion of areas inside the current urban development boundary lack engineering services and could not be accounted for as being in the development pipeline. The MLM, however does not want to constrain potential developers of self-funded engineering services and therefore do not intend to reduce the UDB in these instances.

Sufficient land in growth areas, where engineering services are deemed to be more feasible will, however, be brought forward by the spatial proposals.

4 SPATIAL PROPOSALS

Embracing the project of meaningful transformation requires a shift from conventional regulatory planning towards active planning. Active planning employs long-term visioning to promote growth and development that is sustainable, inclusive and productive. Visions are expressions of spatial values or images that demonstrate possible and alternative futures. These visions must represent an agreement between spatial partners (including elected representatives) the facts of the past, the current realities, and the path to be taken for the future.

The purpose of a vision is to define the growth and development direction for a region, in this case the Midvaal Local Municipality. The vision developed ought to embrace the key development directives defined by national, provincial, and district policies and legislation. Section 21(c) of SPLUMA prescribes that municipal spatial development frameworks must 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. The MLM decided to develop a vision towards 2050 which is aligned to the population projections contained in the Green Book (CSIR, 2022).

This chapter summarises the processes and methods followed to develop a spatial vision for MLM. It presents the vision statement and conceptual spatial illustration for the future development direction, and ends with an emphasis on future urban expansion areas necessary to accommodate this developmental direction.

4.1 Vision informants

4.1.1 Regional vision shapers

The MLM SDF spatial vision draws regional shaping elements from Gauteng Growing Together 2030 and the Sedibeng DDM One Plan. The following highlights the regional vision shapers that were taken from these provincial and district plans, visions, and related projects.

Growing Gauteng Together

- Goal:
  - Revitalise the economy of Sedibeng which has suffered significant de-industrialisation due to the collapse of the steel industry.
- Opportunities:
  - Development of the Vaal River City and the Vaal University village precinct.
  - Rehabilitation of the sewer infrastructure to stop spillage into the Vaal River.
  - Vaal Special Economic Zone.
  - Catalytic investment projects - Savanna City development, and Vaal River City development.

Sedibeng DDM One Plan

- Regional joint vision
  - A leading and developmental metropolitan river city by 2030.
- Opportunities:
  - Catalytic investment projects – Savanna City, Vaal River City, Vaal SEZ, Vaal Marina development,
  - Midvaal LM catalytic projects: Vaal Marina (tourism development), Doornkuil (mixed-use and social infrastructure development), De Deur agri-processing centre.
  - Vaal River sewer rehabilitation project.
  - Regional bulk infrastructure to catalyse the SEZ.
  - Vaal Marina Commercial development

The Gauteng State of the Province Address 2022 again centralises township investment and regeneration as a priority intervention across the province.

Since 2014, it has been the province's vision to alleviate economic pressure – and the subsequent spatial pressure – in Johannesburg as the centre of economic activity. A decentralised economy across the three metros and the two districts is envisioned. Different parts of the province are directed to create growth opportunities, especially in the West Rand and Sedibeng districts.

The Sedibeng district embraced the provincial directive to become the next growth point as the southern development corridor of Gauteng. The diversification of the economy is geared to exploit the economic potential of the Vaal River. The achievement of the economic diversification and 'metropolitising' the district relies heavily on the cooperation and support from the adjoining Fezile Dabi district in the Free State. Preliminary and advanced investment stages for the Vaal River Special Economic Zone, aerotropolis, freight, and revitalised steel manufacturing are noted to inform MLMs future.

MLM is a largely rural municipality, but it is important to note the inevitable pressure of housing development and new economies which the municipality faces. In tabling the development vision of the MLM it is important to strike a balance between identity, food security, social cohesion, growth, ecological sustainability, and urbanisation.

4.1.2 Municipal vision shapers

Reflecting on the past, the present and the potential future of MLM, the following key spatial features were identified by municipal and government officials in a workshop held in 2022:

Unique and special places in MLM

- Vaal Dam and Vaal Marina– considered to be the best tourism destination in the municipality.
- Suikerbosrand Nature Reserve – beautiful, unique, and underrated natural landscape that needs infrastructure support to revive tourism in the area.
- The Klip River is in danger of pollution from numerous sources but has the potential to enable many areas of leisure and enjoyment. Henley on Klip capitalises effectively on this asset and should be supported to enhance this attraction even further.
- Alewynspoort and the ridges could be a bigger attraction.
- Eye of Africa – identified as the best modern housing development that provides security, comfort, and access to natural and recreational amenities.
- Walkerville – identified as a key village and service centre along the R82 corridor.
- Meyerton – perceived to be the heartland of economic opportunity.
- Sicelo- township tourism, where a tourist can experience the character and culture of a township.

Current spatial issues and challenges

- Aloe Ridges – this area has been experiencing huge development pressure but has also been identified as a unique natural landscape that needs protection from development. A balance between conservation and development needs to be reached.
- Conservation and protected areas should not be preserved or utilised in self-interest for privilege and exclusivity. Inclusivity, access to opportunities and efficiency need to be considered when demarcating areas earmarked for conservation and protection.
- Informal settlements – in-situ upgrading to be prioritised to satisfy the locational criteria. Upgrading should only be considered where technically feasible and ensure that the potential residents are afforded the opportunity to have safe living environments and not be exposed to unnecessary risks that can be identified in technical studies. Some of the technical studies can include environmental (EIA) and territorial (TIA) impact assessments, disaster risk reports (fire, social unrest, etc), geological reports and flood lines.
- Sprawling settlements including the Sky City (Ekurhuleni)– redirection or upgrading of informality due to the development pressure needs to be considered. Directing the sprawl towards activity spines where there is existing development can improve land use efficiencies.
- Protection of the rural residential properties of the greater Walkerville area (outside the node) along the R82 amid development pressure and potential in the corridor.
- Protection of unique rural character and touristic attraction in certain parts of Henley on Klip.

Spatial opportunities

- Potential mixed-use development corridor between Heidelberg and Meyerton.
- Increased tourism and residential activities in the Vaal Dam area.
- R82 and R59 as the destination for capital investments.
- Potential social housing restructuring zones in Savanna City, Meyerton/Sicelo and De Deur.
- Recreational and tourism opportunities along the Klip River, Vaal River, Vaal Dam and Henley on Klip.
- Densification and infill development of low-cost and gap-market housing within existing urban boundaries closer to work and social opportunities.

4.2 Spatial vision

The Midvaal Local Municipality offers a unique spatial composition of urban and rural development located along strategic economic corridors and spines. The rural character is protected by means of consolidated and well-designed urban areas and managed urban-rural cross-over zones. Urban expansion is consolidated along the R59 Corridor and R82 mobility spine, with east-west spines becoming more prominent.

The MLM long term spatial vision is also visually represented in **Figure 41**. It provides a schematic and diagramatic view of the desired long-term spatial structure of the municipality. The process of developing the spatial vision incorporated several structuring elements to form the ideal vision, namely: (1) nodes and centres, (2) connectivitiy, and (3) spatial areas and unique components.

The contextualisation of the MLM spatial shapers assists in identifying (1) fewer dynamic elements which might need improvements instead of creating new ones, and (2) highly dynamic elements that need resource-specific support, control and management.

Midvaal's long term spatial vision also give impetus to the 5-year developmental vision formulated by the local municipality through the IDP processes:

Midvaal Local Municipality prides itself on being a stable institution able to provide services efficiently to its residents while improving their socio-economic conditions. The municipal vision for the 2022-2027 IDP is:
"Achieve excellence in service delivery"

To achieve this vision the municipality strives to:

1. Enhance service delivery through innovative technologies.
2. Enable a safe, healthy community and environment.
3. Promote local economic development and tourism.
4. Adopt clean, renewable energy.
5. Build strong partnerships.
6. Be a people-centred, compassionate institution.

Spatial areas and unique places

Contextualising the current development footprint and socio-economic character of the municipality highlighted the current pockets where social, residential, and economic activities are focused. This resulted in the identification of areas where infill-development, densification and intensification can take place to (1) promote ecological sustainability, (2) bring households closer to the centre of opportunity, (3) protect prime agricultural land, and (4) promote public transport viability.

Additional activities were observed to be gradually developing between these activity centres – therefore necessitating an increase in bulk infrastructure to support growth and development. These areas include:

- Meyerton CBD to De Deur
- De Deur to Savanna City
- Lakeside to Walkerville
- The Waterval-Sky City area

The densification of residential areas would be supported by increasing support for economic, social, tourism and recreation activities. Beyond the MLM borders, the Evaton-Sebokeng, Orange Farm, Vereeniging, and Kathorus settlement clusters will support this consolidation to establish a bigger township economy. Production and consumption markets grow in such residential clusters.

Development is purposefully concentrated in the areas surrounding the R59 and R82 development spines to protect the prime agricultural land in the southern half of the municipality, and the areas of ecological importance – Suikerbosrand Nature Reserve, Vaal Dam and River, and the ridges in the north.

The provincial and district vision for the re-industrialisation of the area is encapsulated in the envisioned industrial zones along the R59. The envisioned intensification of industrial activities is aimed at Waterval at the northern end of the R59, and Rothdene at the southern end.

Bringing everything together, the spatial vision intends to demonstrate a focused way to engage sustainable urbanism, social cohesion, integrated governance, economic recovery, and the preservation of natural elements. These are indicated with the same level of urgency to sustain the identity of the municipal region and create an enabling environment for socio-economic shock-resilience.

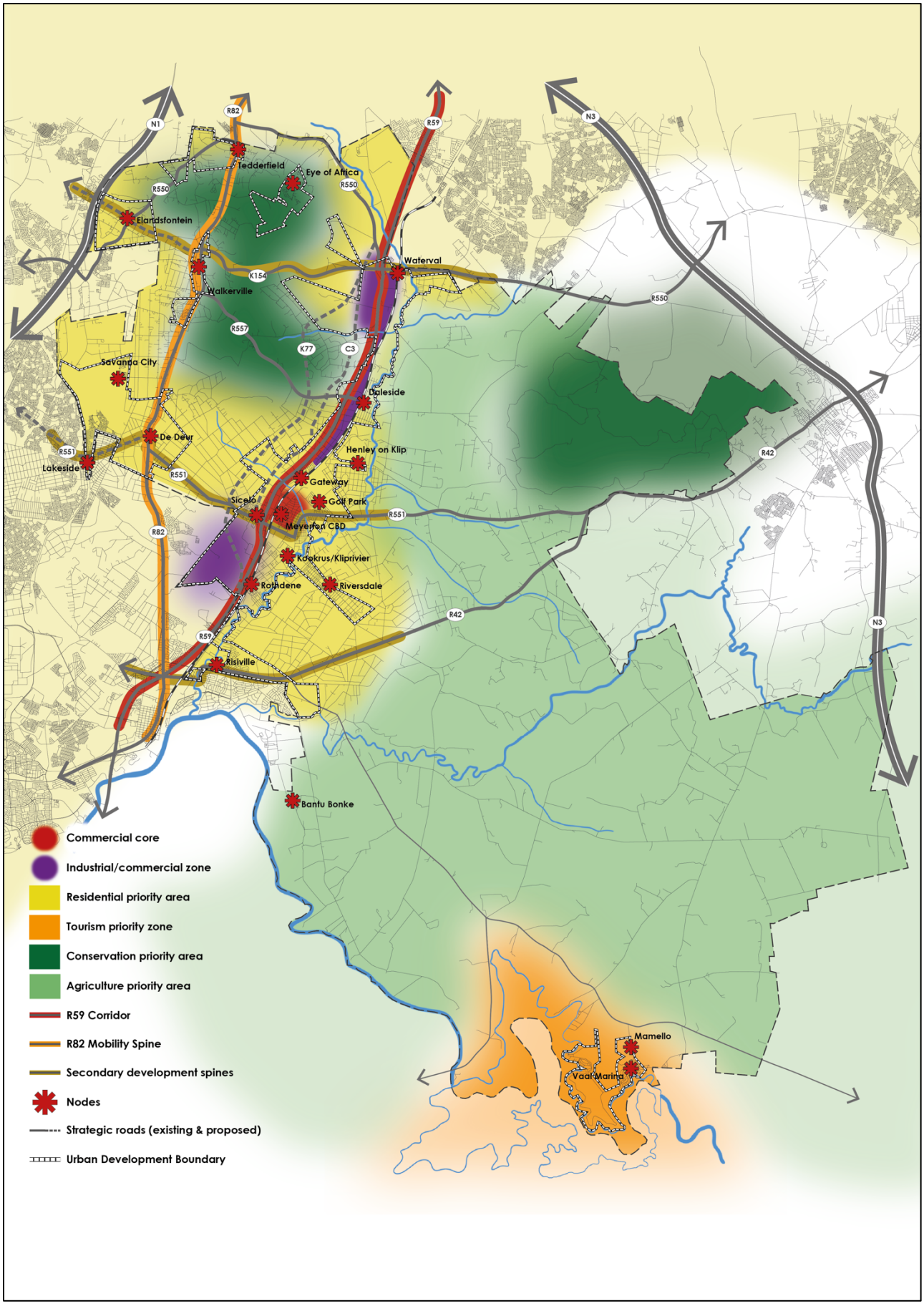


Figure 34: Midvaal LM SDF concept

NOTE ON MAP STRUCTURE

The maps for the spatial proposals will be provided in a composite and two overlapping areas indicated in **Figure 35**.

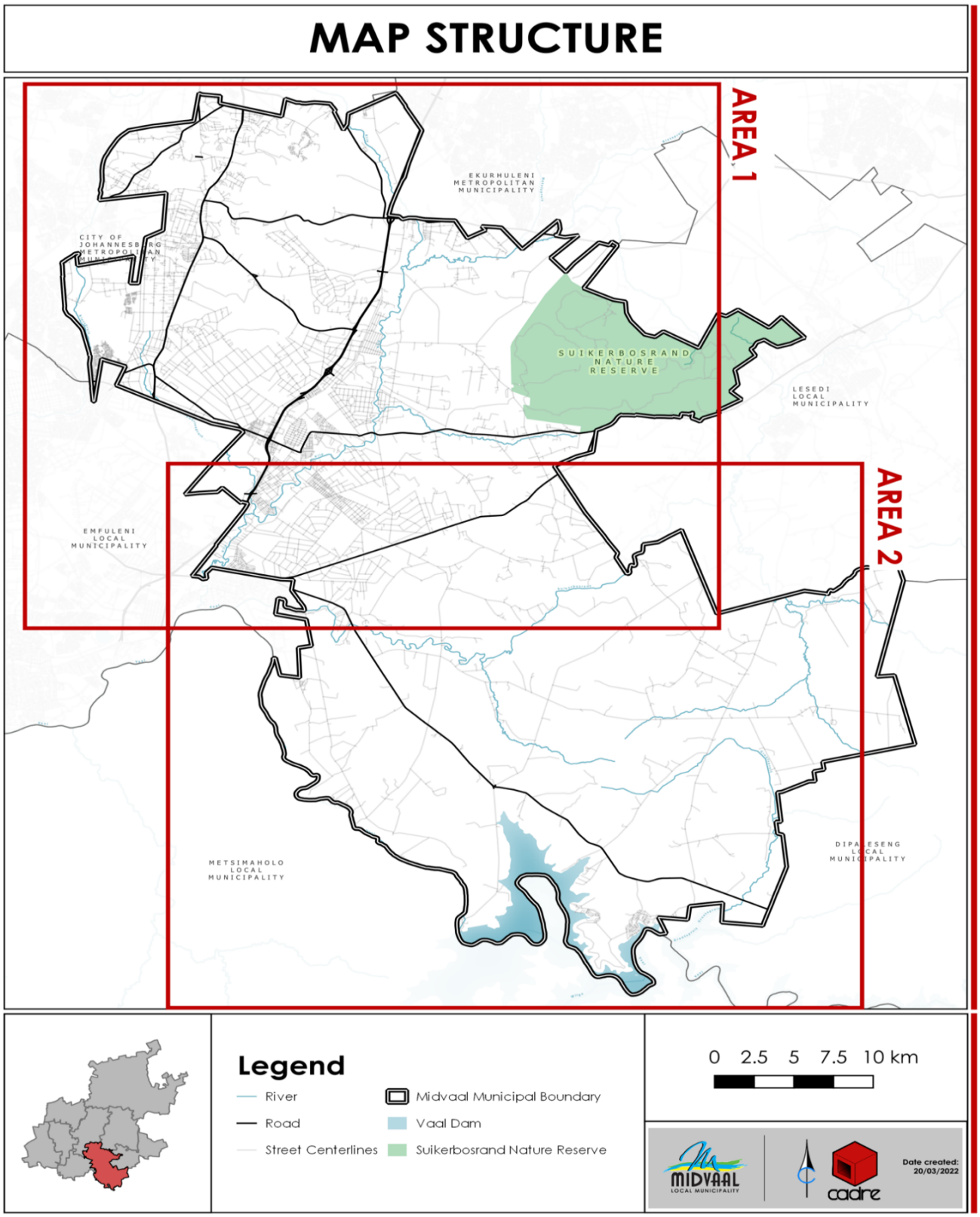


Figure 35: Map structure

4.3 Spatial proposals

The 2022-2027 Spatial Development Framework builds on the previous SDF that aimed to consolidate and integrate the national spatial directives with the reality on the ground. Development drivers and spatial proposals are set out in **Table 16**.

TABLE 16: SPATIAL PROPOSALS		
Development drivers		Spatial proposal
1	**Strive towards consolidated compact urban areas**	Maintain the Urban Development Boundary (UDB) and manage urban-rural cross-over zones to promote compact urban development, support the integrity of rural residential areas, protect high potential agricultural land, and conserve critical biodiversity areas and valuable ecosystems.
2	**Pursue alternative clean energy and reduce the cost to industrial and commercial consumers**	To tackle the shortage of energy by partnering with renewable energy service providers and participate in initiatives to generate local power, aid economic diversification along the R59 Corridor, industrial and commercial zones and the urban nodes through public-private partnerships.
3	**Implement and manage corridor and spine development initiatives**	Plan, design, and facilitate development along the R59 Corridor, the R82 mobility spine and secondary east-west spines by means of appropriate developments and responsive township layouts in line with the spatial vision and relevant precinct plan proposals.
4	**Encourage agricultural production and processing**	Protect all land earmarked for agriculture in order to facilitate and enhance agricultural production. Support innovative small-scale farming in agricultural areas and cross-over zones, and support agri-processing in cross-over zones and in corridors and spines.
5	**Stimulate tourism**	Protect tourism resources, heritage assets, and unique precincts by stimulating relevant tourism-related activities and appropriate developments in the ridges, in unique precincts, around Bass Lake, in Suikerbosrand Nature Reserve, and along the Vaal Dam.
6	**Foster walkable nodes and transit orientated development (TODs)**	Promote transit-oriented development (TODs) and the creation of compact, walkable, pedestrian-oriented, mixed-use communities centred around all public transit facilities (train stations, taxi ranks, rapid bus systems). Facilitate the development of walkable urban nodes, rather than suburban shopping centres for reduced dependence on a car for mobility and survival.
7	**Ensure connectivity by means of a considered movement network**	Capitalise on existing regional links to promote development, and utilise the internal movement network to support public transport networks and services. For enhanced continuity, prioritise strategic roads identified in the SDF and consider alignment of proposed roads carefully to prevent further fragmentation of precincts, and unnecessary sterilisation of potential land for development.
8	**Support quality human settlement development**	Promote integrated human settlements through varying housing typologies, income models and densification, and prioritise the expansion of the gap market. Plan and implement for the integration of social facilities and commercial activities as integral part of any housing development.
9	**Prioritise environmental management**	Protect and manage the natural environment by administering the UDB to ensure an equilibrium between agriculture, tourism, industrial, and urbanisation activities.
10	**Streamline targeted engineering infrastructure investment**	Prioritise short to medium term upgrading of engineering services in priority strategic development areas (SDAs) and ensure that engineering services are available before township establishment processes are finalised.
11	**Implement local area plans (precinct plans)**	Undertake precinct plans to give effect to the intentions of the broader strategic direction in the SDF, and make proposals on a detailed level. Proposals should not only be focused on land use and transport, but should also provide practical spatial proposals and urban design guidelines to ensure appropriate spatial form in support of design principles, such as walkability.

4.3.1 Development Driver 1: Strive towards consolidated compact urban areas

"Maintain the Urban Development Boundary (UDB) and manage urban-rural cross-over zones to promote compact urban development, support the integrity of rural residential areas, protect high potential agricultural land, and conserve critical biodiversity areas and valuable ecosystems."

MLM acknowledges that compact urban areas, rather than urban sprawl, support economic viability, liveability and social equity and adopted this as the most sustainable urban form.

Urban compaction involves the promotion of urban regeneration, the revitalisation of Meyerton/Sicelo CBD and identified nodes, the restraint on development in rural areas, higher densities, mixed-use development, promotion of public transport, and the concentration of urban development at public transport nodes.

The SDF proposes expanding urban development boundaries (UDB) that allow for more than sufficient land to enable the full spectrum of urban land uses. Further urban expansion areas in appropriate locations to facilitate a closer link between places of residence and places of work are further recommended in the SDF.

It is therefore important to maintain the proposed urban development boundary (UDB), and carefully manage land use changes in urban-rural cross-over zones. The promotion of rural residential areas with a rural character, and the protection of high potential agricultural land and ecosystems is a priority beyond the UDB. The expansion of the UDB should therefore not be viewed as a ticket to urban sprawl.

Development applications need to demonstrate urban design principles that promote compact, mixed-use and walkable areas that could be serviced with engineering services in a sustainable manner.

The Midvaal Land Use Management Scheme can be improved by an extended list of land use definitions to enable improved land use management.

The maps to follow indicate six amendments to the current UDB:

1. An extended boundary in De Deur that could complement the business precinct in De Deur with mixed-uses, but especially medium density residential.
2. The area west of the R59 in the corridor that could bolster economic activities in this area.
3. The Tedderfield area, especially west of the R82.
4. A western portion of Henley-on-Klip: The areas named as zones 3-6 in the precinct plan would require infrastructure investment to support the precinct as a gemstone of the municipality.
5. The inclusion of Garthdale in the Waterval precinct to create opportunities closer to employment. The area is under extreme development pressure with the development of Sky City, and the City of Ekurhuleni Metropolitan Municipality's intention for urbanisation on the border of Midvaal. There is an opportunity to engage the City of Ekurhuleni in a service level agreement where either MLM provides services in this cross-border area, or the City delivers services on behalf of MLM. This will need further investigation.
6. Meyerton extension towards the Klip River to expand the primary node in the MLM.

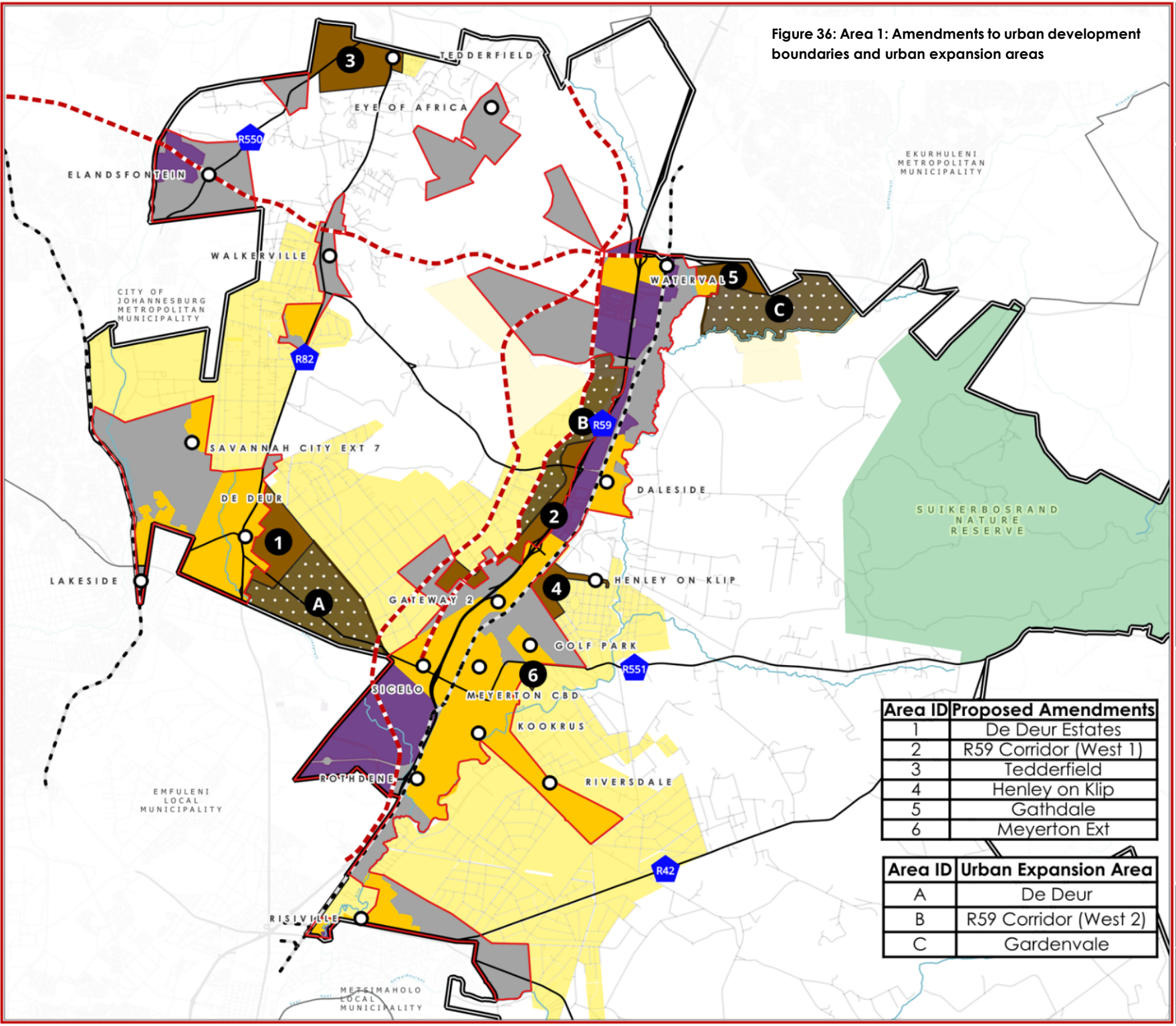
Four future urban expansion areas (UXA) are also indicated. These areas can only be considered if certain conditions are met. The areas are:

A. De Deur extended further towards Meyerton. This area could be considered if the UDB amendment 1 above demonstrates a level of success, and engineering services become available. This area is exceptionally fitting in terms of urban form aspirations, highlighted in the spatial vision above, but the lack of funds to invest in engineering services puts an initial hold on including this area in the UDB at this stage.
B. The expansion of the R59 corridor has been a spatial vision since its adoption in 2010 and this area can be included once the Class 3 road is completed and the UDB amendment 2 above, demonstrates a level of success.

C. The Gardenvale AH area is also under extreme development pressure due to the City of Ekurhuleni Metropolitan Municipality's intention for urbanisation on the border of Midvaal along the proposed UXA. This area could be considered if the UDB amendment 5 above, demonstrates a level of success, and engineering services become available.
D. The Vaal Dam area is a prime area for the bonded market and MLM should invite the private sector to demonstrate that this area could be developed in a financially sustainable way. The nature reserves in this vicinity must be protected in any proposed development scheme.

Note that the Henley on Klip, Sicelo and Waterval precinct plans are still in process, pending the completion of the public participation process. Any proposals made for these areas are, therefore, subject to the adoption of the relevant precinct plans.

Figure 36: Area 1: Amendments to urban development boundaries and urban expansion areas



AREA 1: AMENDMENTS TO URBAN DEVELOPMENT BOUNDARY & URBAN EXPANSION AREAS

Legend

- Node
- Road
- Street Centerlines
- Strategic Proposed Road
- Railway
- Industrial/Commercial Zones
- Urban Area
- Urban-Rural Cross Over Zones
- Rural Residential
- Urban Expansion Area (Inside the Urban Development Boundary)
- Proposed Amendment
- Urban Expansion Area
- Midvaal Municipal Boundary
- Suikerbosrand Nature Reserve



Area ID	Proposed Amendments
1	De Deur Estates
2	R59 Corridor (West 1)
3	Tedderfield
4	Henley on Klip
5	Gathdale
6	Meyerton Ext

Area ID	Urban Expansion Area
A	De Deur
B	R59 Corridor (West 2)
C	Gardenvale

0 2.5 5 km

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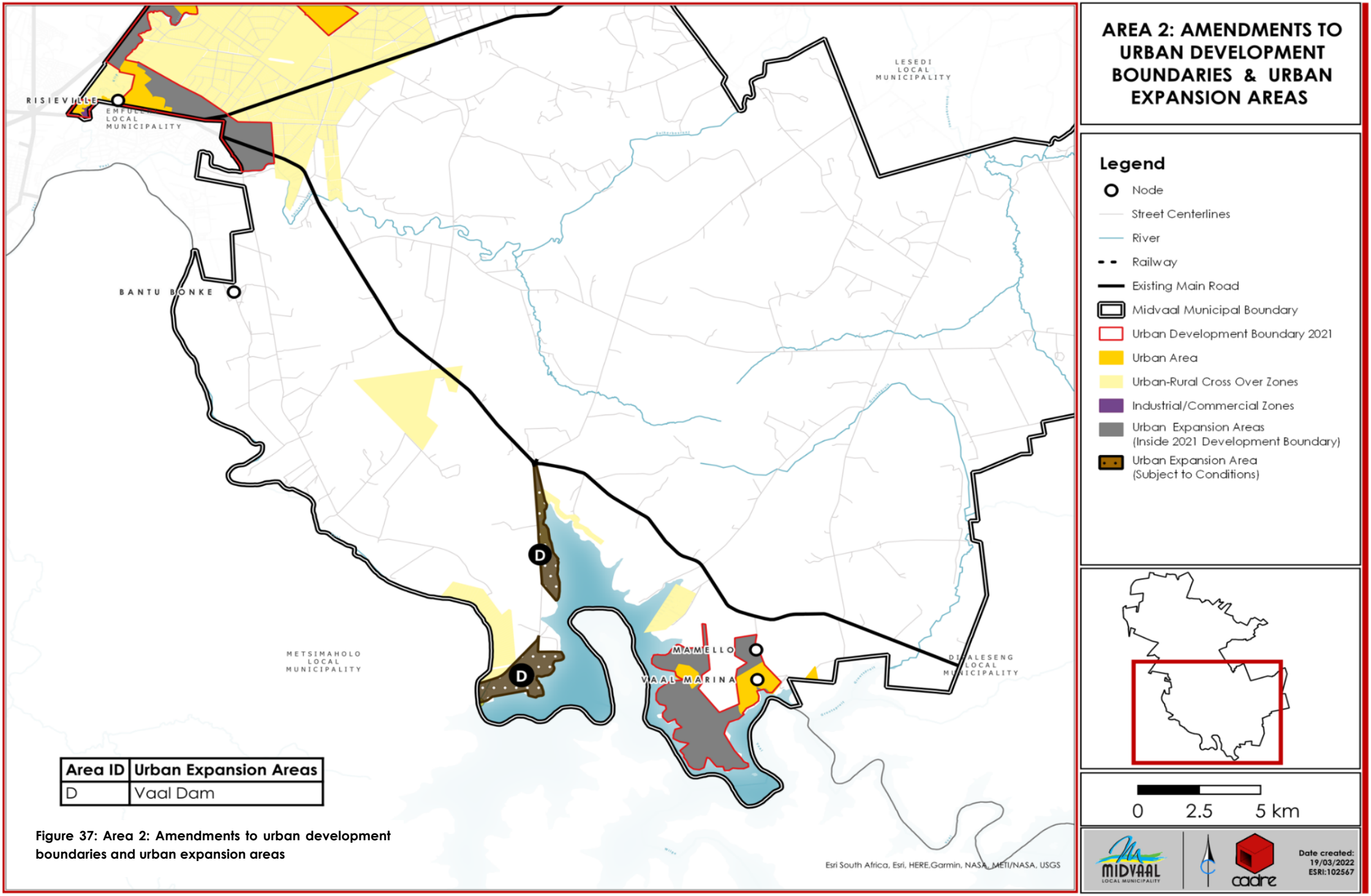


Figure 37: Area 2: Amendments to urban development boundaries and urban expansion areas

4.3.2 Development Driver 2: Pursue alternative clean energy and reduce cost to industrial and commercial consumers

"To tackle the shortage of energy by partnering with renewable energy service providers and participate in initiatives to generate local power, aid economic diversification along the R59 Corridor, industrial and commercial zones and the urban nodes through public-private partnerships."

Fundamental reforms in the energy environment open new opportunities for local municipalities to generate power that can be distributed to residents within its boundaries or wheeled to neighbouring jurisdictions. Government has indicated that it will fast-track proposals based on solid business plans submitted by municipalities. These new regulations also open the prospects for innovative public-private partnerships between municipalities and private enterprises.

In addition, government has also announced that municipalities will play a greater role in the roll-out of broadband infrastructure which will reduce the cost of digital communications. A standard model for municipal approvals of broadband infrastructure will soon be published.

4.3.3 Development Driver 3: Implement and manage corridor and spine development initiatives

"Plan, design, and facilitate development along the R59 Corridor, the R82 mobility spine and secondary east-west spines by means of appropriate developments and responsive township layouts in line with the spatial vision and relevant precinct plan proposals."

To capitalise on the dominant north-south regional connector roads, the MLM vision will establish primary development spines along the R59 and R82. To address the need for stronger east-west connectivity and integration with the City of Joburg, Ekurhuleni and Lesedi, secondary development spines are established along the R42, R550, and the proposed K route from Savanna City to Heidelberg.

The easterly links, including the R42 and R551, are envisioned to support new commercial investments in the long-term. The creation of movement demand along these routes by opening up employment pools would promote public transport services, especially with mini-bus taxis. The R59 economic corridor currently extends from the Heineken Brewery and Klipriver Business Park to the south to Meydustria and has the potential to expand west of the R59 once the Class 3 road could be constructed in its entirety.

4.3.4 Development Driver 4: Encourage agricultural production and processing

"Protect all land earmarked for agriculture in order to facilitate and enhance agricultural production. Support innovative small-scale farming in agricultural areas and cross-over zones, and support agri-processing in cross-over zones and in corridors and spines."

In the Urban-Rural Cross over zones the municipality will, in general, not consider land use amendments favourably, except if an adopted precinct plan (local area plan) specifies different land uses. Consent use applications as allowed for in the LUMS will be considered on merit. In general, the land uses should be compatible with a rural residential character.

The following interventions adopted by the previous SDF needs to be continued and/or finalised:

- High potential agricultural areas need to be protected.
- Compile precinct plans for five rural intervention areas.
- Establish an institutional structure to assist small scale and emerging farmers.

- Facilitate the establishment of agri industries at Doornkuil.
- Economic development centres (EDC) in the five Midvaal townships, with specific focus on the milling plant, agro processing facility.
- Support to the Bantu Bonke agri-village.
- Collaboration with Gauteng Agricultural & Rural Development to implement the Comprehensive Agricultural Support Programme (CASP) for emerging farmers and households.

4.3.5 Development Driver 5: Stimulate tourism

"Protect tourism resources, heritage assets, and unique precincts by stimulating relevant tourism-related activities and appropriate developments in the ridges, in unique precincts, around Bass Lake, in Suikerbosrand Nature Reserve, and along the Vaal Dam."

Various initiatives are required to bolster the unique places and opportunities highlighted in the vision shapers (refer to **parg. 4.1.2** above) of the Midvaal area. The tourism priority areas map indicates these unique places and also indicate recreation and entertainment locations, including places of leisure and amusement.

Following the directive of the provincial vision, great tourism development is focused on the Vaal Dam and Vaal Marina to capitalise on the newly established Vaal River SEZ. The strengthening of the R54 as a tourism link road will increase the accessibility of this tourism destination from Meyerton and increase connectivity to the economic heart of the municipality.

The key intergovernmental projects to enhance tourism are:

- Upgrading and maintenance of infrastructure and facilities at Suikerbosrand Nature Reserve.
- Cleaning and managing pollution of the Klip River and improving leisure and walking spots adjacent to the river.
- Creating public-private partnerships for opportunities to promote and enjoy the Klip River and Vaal Dam (such as low impact restaurants and places of leisure) and using such partners to maintain natural areas and provide ablution facilities.
- Capitalise and enhance township tourism in the Sicelo area to promote local economic development and township revitalisation.

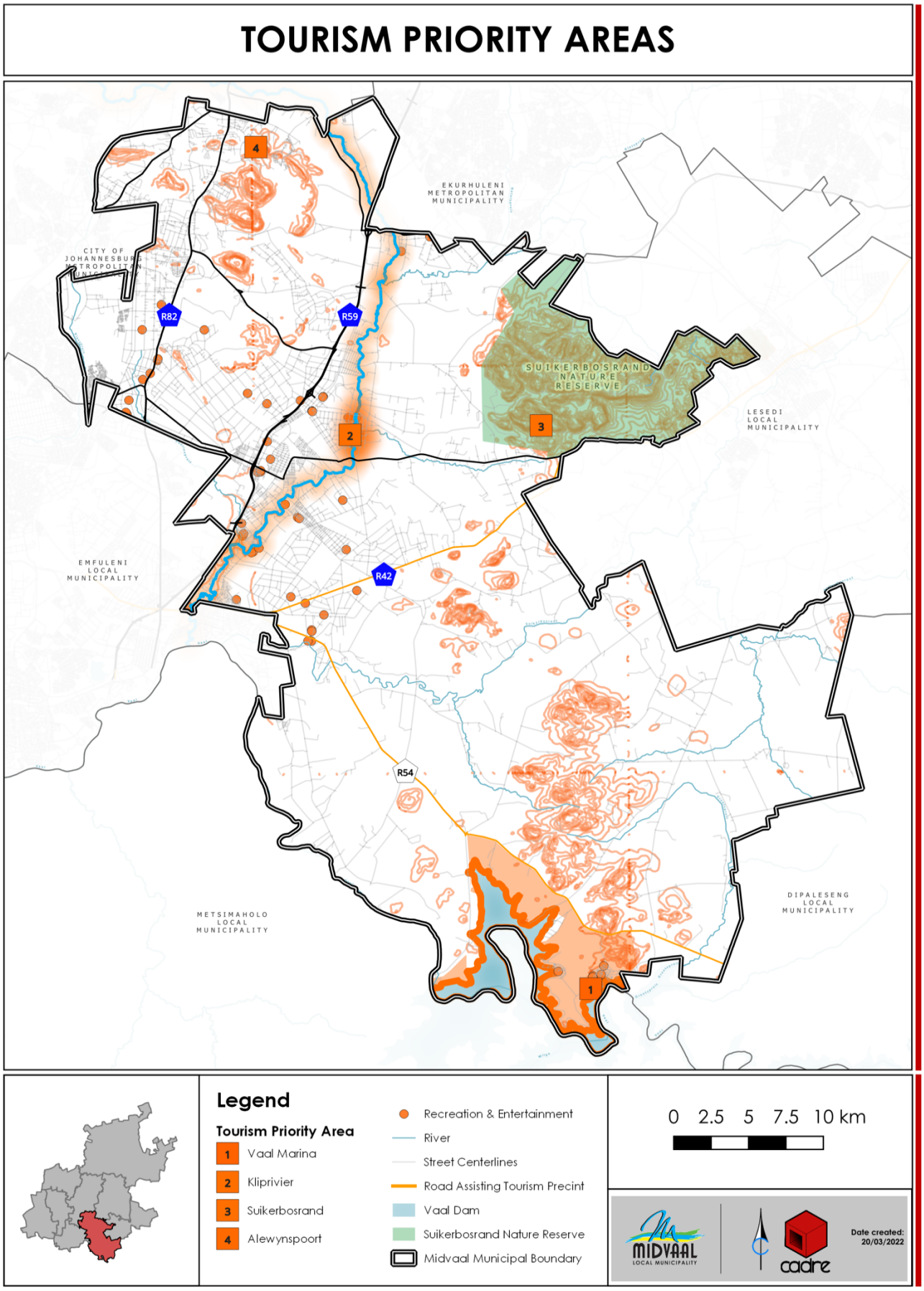


Figure 38: Tourism priority areas

4.3.6 Development Driver 6: Foster walkable nodes and transit-orientated development (TODs)

"Promote transit-oriented development (TODs) and the creation of compact, walkable, pedestrian-oriented, mixed-use communities centred around all public transit facilities (train stations, taxi ranks, rapid bus systems). Facilitate the development of walkable urban nodes, rather than suburban shopping centres for reduced dependence on a car for mobility and survival."

According to the Midvaal Nodal Policy (2021), nodal development is built on the premise that there is greater return on public investment in areas with economic potential than in areas without that potential. Therefore, MLM has identified nodes to promote and consolidate public and private investment.

Opportunity nodes have also been identified to support intensification and densification of MLM, thereby pro-actively addressing urbanisation and protecting prime agricultural land. The following areas have been identified as nodes in this SDF vision:

- Savanna City
- De Deur
- Walkerville
- Elandsfontein
- Tedderfield
- Eye of Africa
- Meyerton CBD
- Gateway (Meyer Street and R59 node)
- Golf Park
- Kookrus/Kliprivier
- Riversdale
- Rothdene
- Sicelo
- Lakeside
- Risiville
- Henley on Klip
- Daleside
- Waterval
- Bantu Bonke
- Mamello
- Vaal Marina

The nodes do not all serve the same purpose, with some being earmarked for walkable urban nodes including higher-density residential development and others for suburban nodes (retail shopping centres). Savanna City, Meyerton and De Deur are identified as potential 'restructuring zones' to receive financial and technical support from the Social Housing Regulatory Authority – to facilitate the provisioning of social housing units. Previously disadvantaged areas and informal settlements in Sicelo, Bantu Bonke, and Mamello are provided with support strategies by emphasising incremental upgrading and LED strategies at precinct level.

Except for a select few, the majority of the identified nodes have been purposefully selected due to their close proximity to the R59 Corridor and the R82 Mobility Spine.

4.3.7 Development Driver 7: Ensure connectivity by means of a continuous, hierarchical movement network

"Capitalise on existing regional links to promote development and utilise the internal movement network to support public transport networks and services. For enhanced continuity, prioritise strategic roads identified in the SDF and consider alignment of proposed roads carefully to prevent further fragmentation of precincts, and unnecessary sterilisation of potential land for development."

Figure 39 indicates the priority proposed roads and rail. In terms of rail, it is critical to improve the frequency of services for passengers on the line in the R59 Corridor.

In terms of roads, the Class 3 road (indicated as C3 on the map) along the R59 Corridor is priority. The R550 linking Waterval with Lenasia/Ennerdale (via Walkerville), beyond the borders is mostly gravel and the construction of the K154 will accommodate this priority need.

The K77 parallel to the R59 have two alternative alignments and the alternative on the map is proposed to alleviate short term mobility pressure.

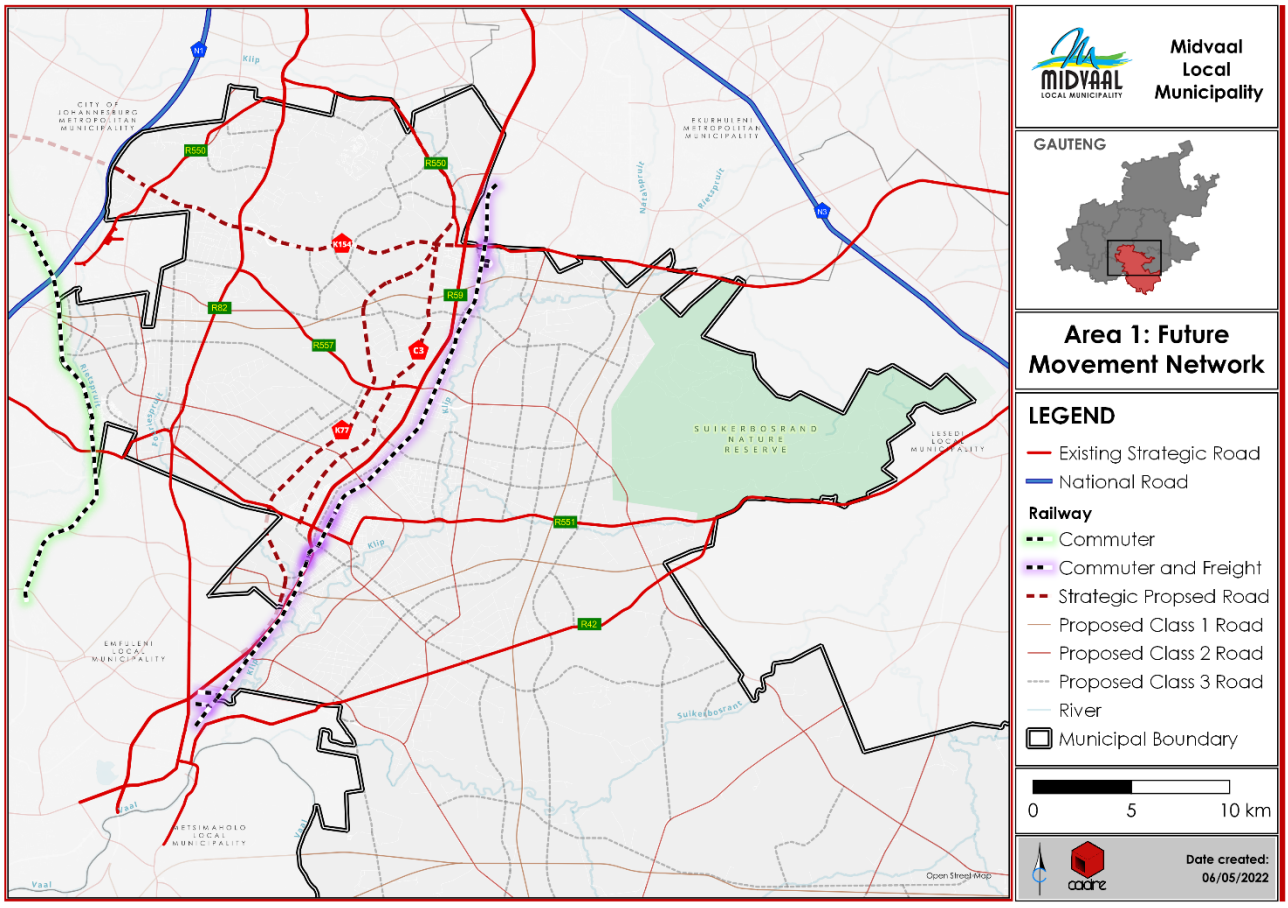


Figure 39: Area 1: Future movement network

4.3.8 Development Driver 8: Support quality human settlement development

"Promote integrated human settlements through varying housing typologies, income models and densification, and prioritise the expansion of the gap market. Plan and implement for the integration of social facilities and commercial activities as integral part of any housing development."

To provide for a wide range of bonded and subsidised housing typologies and tenure alternatives in line with the human settlements sector plan, the housing requirements (as a percentage of households/population) for each income level and associated markets (subsidy, gap, and bonded) need consideration.

TABLE 17: HOUSING MARKETS

Income	Market	%
No Income	SUBSIDY MARKET	14%
R1 - R8,039		3%
R8,039 - R16,078		5%
R16,079 - R32,157		15%
R32,157 - R64,313		5%
	GAP MARKET	11%
R64,314 - R128,626		13%
R128,627 - R257,253		10%
R257,254 - R514,506		0%
	BONDED MARKET	10%
R514,507 - R1,029,012		8%
R1,029,012 - R2,058,024		1%
	BONDED UPPERMARKET	2%
R2,058,024 - R4,116,048		1%
R4,116,048 -		0%

Informal settlements would be anticipated in the investment corridors and can be planned for accordingly. This will ease future interventions in terms of incremental upgrading costs.

The following initiatives need improved policy:

- Social Housing Restructuring Zones to be gazetted.
- Inclusionary housing policy that focuses on pro-active deal-driven arrangements.
- Level of engineering services for informal settlements.

The SDF however prioritise proposed restructuring zones and inclusionary housing within all urban development boundaries of the proposed SDF.

4.3.9 Development Driver 9: Prioritise environmental management

"Protect and manage the natural environment by administering the UDB to ensure an equilibrium between agriculture, tourism, industrial, and urbanisation activities."

MLM acknowledges the National Environmental Management Act, 1998 and its prescripts, further guided by the Gauteng Environmental Management Framework 2014 (GEMF) and its subsequent revisions. The GEMF is illustrated by five control zones:

- 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

The Midvaal SDF embraces directives by various environmental management policies (key environmental tools illustrated in the table below), by means of various interlinked drivers and management interventions, for example:

- Prioritise environmental management through reinforcing protected areas
- Stimulate tourism activities in environmental sensitive and natural areas.
- Strive towards consolidated compact urban areas through infill development along major corridors.
- Targeted portfolio infrastructure investments to promote industrial expansions along the R59 corridor.
- Prioritise environmental management through a dedicated freshwater maintenance programme (with specific focus on the Klip River)

TABLE 18: ENVIRONMENTAL MANAGEMENT PLANNING

Environmental management tools	Purpose	Directives
Gauteng Protected Areas Expansion Strategy	Provide framework for protected area expansion.	Consolidate and formalise existing protected area system
Gauteng Ridges Guidelines v8.1 of 2018	Foster conservation and sustainable development and use of ridges.	Support low impact development activities such as tourism on ridges.
Gauteng Provincial Environmental Management Framework	Guide sustainable land use management.	Reduce development footprint through compact mixed-use development.
Gauteng Pollution Buffer Zone Guidelines	Identify specific zones for industrial pollution sources.	Zone 1 and 5: Urban Development Zone along R59 corridor
National Freshwater Ecosystem Priority Areas	Identify Freshwater Ecosystem Priority Areas	Establish priorities for conserving freshwater ecosystems.

The Midvaal SDF acknowledges the potential wetlands associated with the hydrological features in the area, and detailed EIA assessments need to be compiled and assessed before development would be permitted in close proximity to these areas. Furthermore, the municipality acknowledges the following environmental management tools which will help guide the municipality in complying with environmental considerations and legislations: (1) Gauteng Conservation Plan, (2) threatened ecosystems, (3) hydrology priority areas, and (4) sustainable urban drainage system.

4.3.10 Development Driver 10: Streamline targeted engineering infrastructure investment

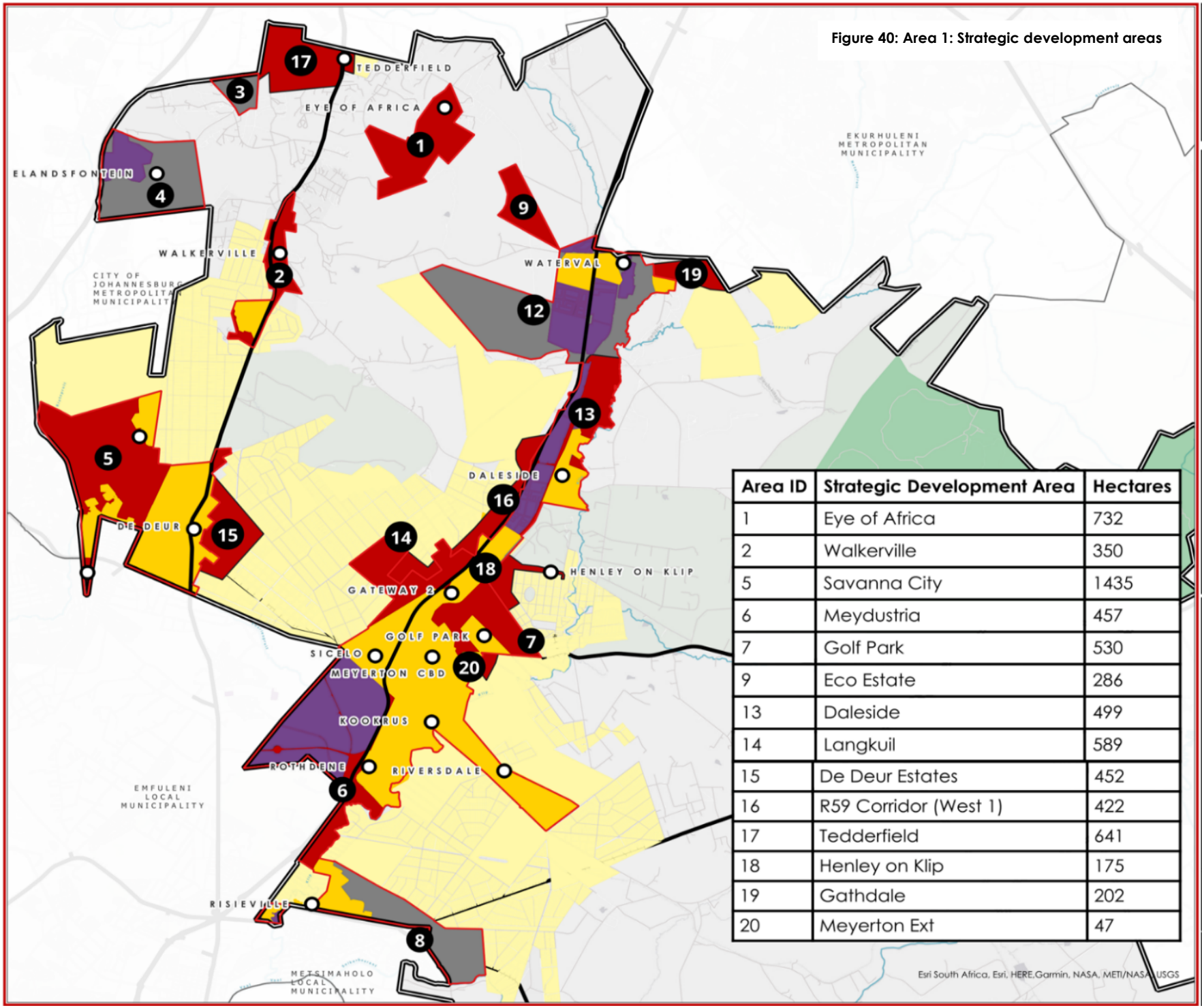
"Prioritise short to medium term upgrading of engineering services in priority strategic development areas (SDAs) and ensure that engineering services are available before township establishment processes are finalised."

MLM prioritises the bulk of short to medium term upgrading/provision of engineering services to nodal areas within the UDB. In aligning the urban expansion areas with the spatial vision of the SDF, a total of 2 600 hectares is identified as priority strategic development areas (SDA's). The figures below represent a composite of the two aforementioned maps, with the SDA's highlighted in red, and the rest of the potential developable urban land parcels, earmarked for future growth, in grey.

In directing decisions pertaining to infrastructure budgets, the potential expansion areas need to consider the spatial vision defined in **subsection 4**. The vision identified important development spines.
It's necessary to allocate dedicated funding for water, sanitation and energy infrastructure to:

- the R59 Corridor area
- the R82 mobility spine area
- the strategic development areas prioritised for short and medium term.
- the nodal areas to promote economic development and job creation.

Figure 40: Area 1: Strategic development areas



Area ID	Strategic Development Area	Hectares
1	Eye of Africa	732
2	Walkerville	350
5	Savanna City	1435
6	Meydustria	457
7	Golf Park	530
9	Eco Estate	286
13	Daleside	499
14	Langkuil	589
15	De Deur Estates	452
16	R59 Corridor (West 1)	422
17	Tedderfield	641
18	Henley on Klip	175
19	Gathdale	202
20	Meyerton Ext	47

AREA 1: STRATEGIC DEVELOPMENT AREAS

Legend

- Node
- Street Centerlines
- River
- Railway
- Existing Main Road
- Priority Proposed Road (Class 3)
- Midvaal Municipal Boundary
- Urban Area
- Urban-Rural Cross Over Zones
- Industrial/Commercial Zones
- Short & Medium Term Development Area
- Long Term Development Area
- Suickerbosrand Nature Reserve

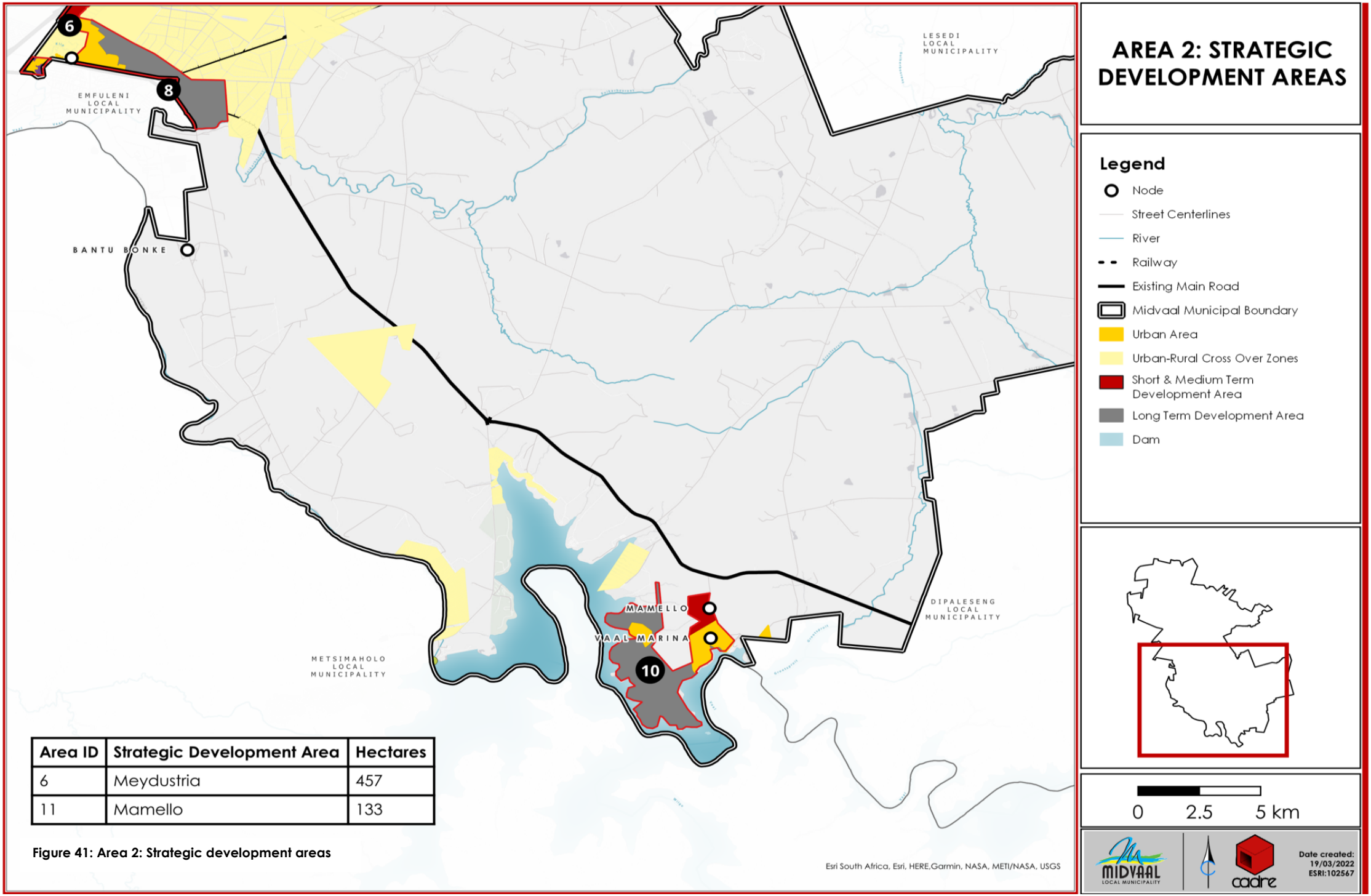


0 2.5 5 km

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Area ID	Strategic Development Area	Hectares
6	Meydustria	457
11	Mamello	133

Figure 41: Area 2: Strategic development areas

4.3.11 Development Driver 11: Implement Local Area Plans (Precinct Plan)

The Midvaal Local Municipality Spatial Development Framework, 2022-2027 recognises Local Area Plans (Precinct Plan) as a statutory provision in terms of the Midvaal Local Municipality Spatial Planning and Land Use Management By-Law, Section 12.

The SDF takes precedence over the precinct plan. If there are any contradictions the municipality will repeal components or the entire local area plan in terms of a Council resolution.

It is especially important to note the SDF positions regarding:

- Current and proposed urban development boundaries and that local area plans needs to be updated where any differences occur; and
- The Waterval Precinct Plan, currently in process, differs from the SDF's proposed urban expansion areas and needs to be amended to be in line with the SDF.

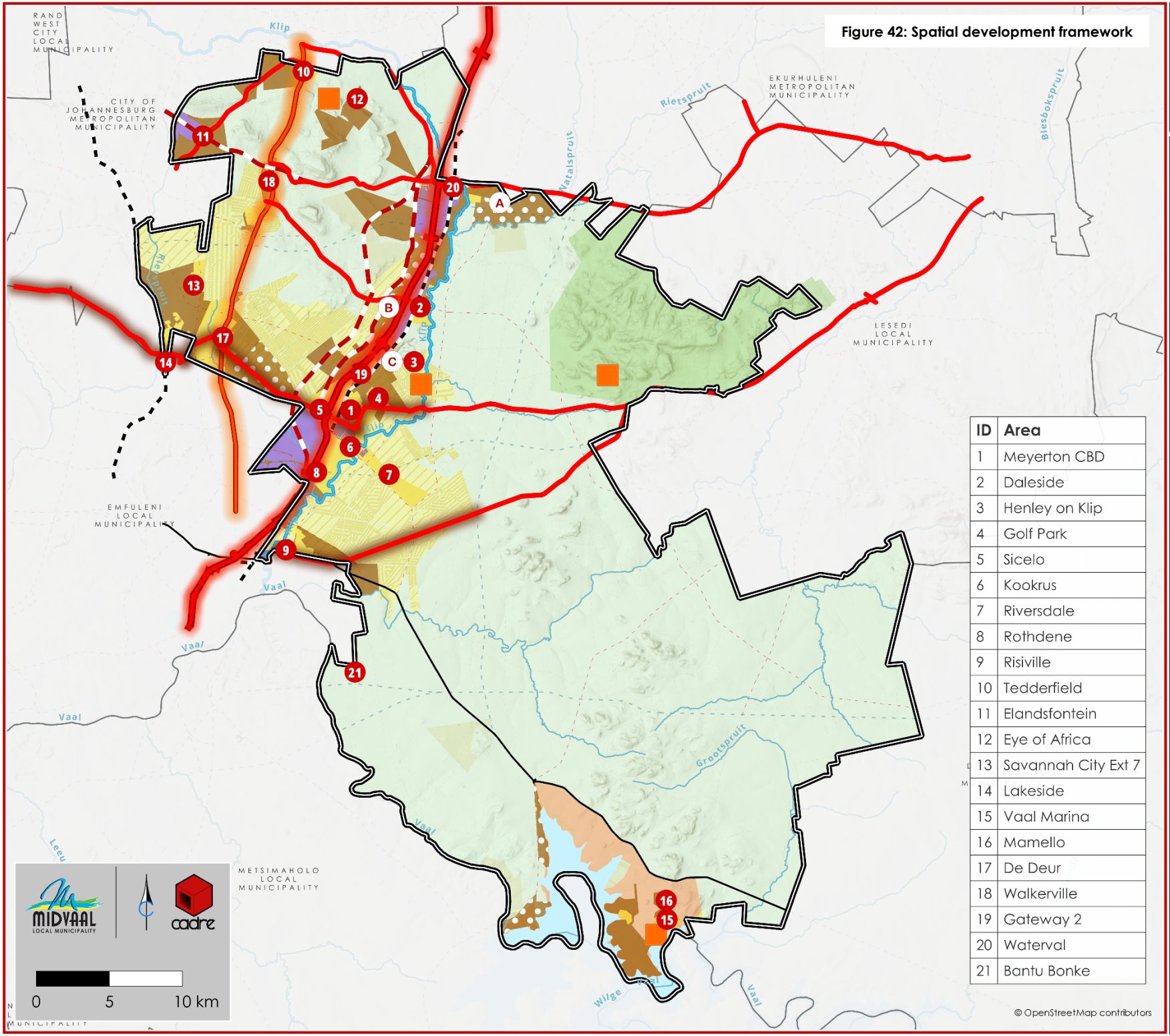
Note the Henley on Klip, Sicelo and Waterval precinct plans are still in process, pending the completion of the public participation process and subsequent adoption by council. Any proposals made for these areas are, therefore, subject to the adoption of the relevant precinct plans.

A new precinct plan for the Pendale A/H area is proposed to be developed as soon as possible.

4.4 The spatial development framework composite map

A composite map of the spatial development framework that indicate the spatial proposals is presented on the following page and a magnified version of area 1 and 2 on the following pages.

Figure 42: Spatial development framework



ID	Area
1	Meyerton CBD
2	Daleside
3	Henley on Klip
4	Golf Park
5	Sicelo
6	Kookrus
7	Riversdale
8	Rothdene
9	Risiville
10	Tedderfield
11	Elandsfontein
12	Eye of Africa
13	Savannah City Ext 7
14	Lakeside
15	Vaal Marina
16	Mamello
17	De Deur
18	Walkerville
19	Gateway 2
20	Waterval
21	Bantu Bonke

Spatial Development Framework

LEGEND

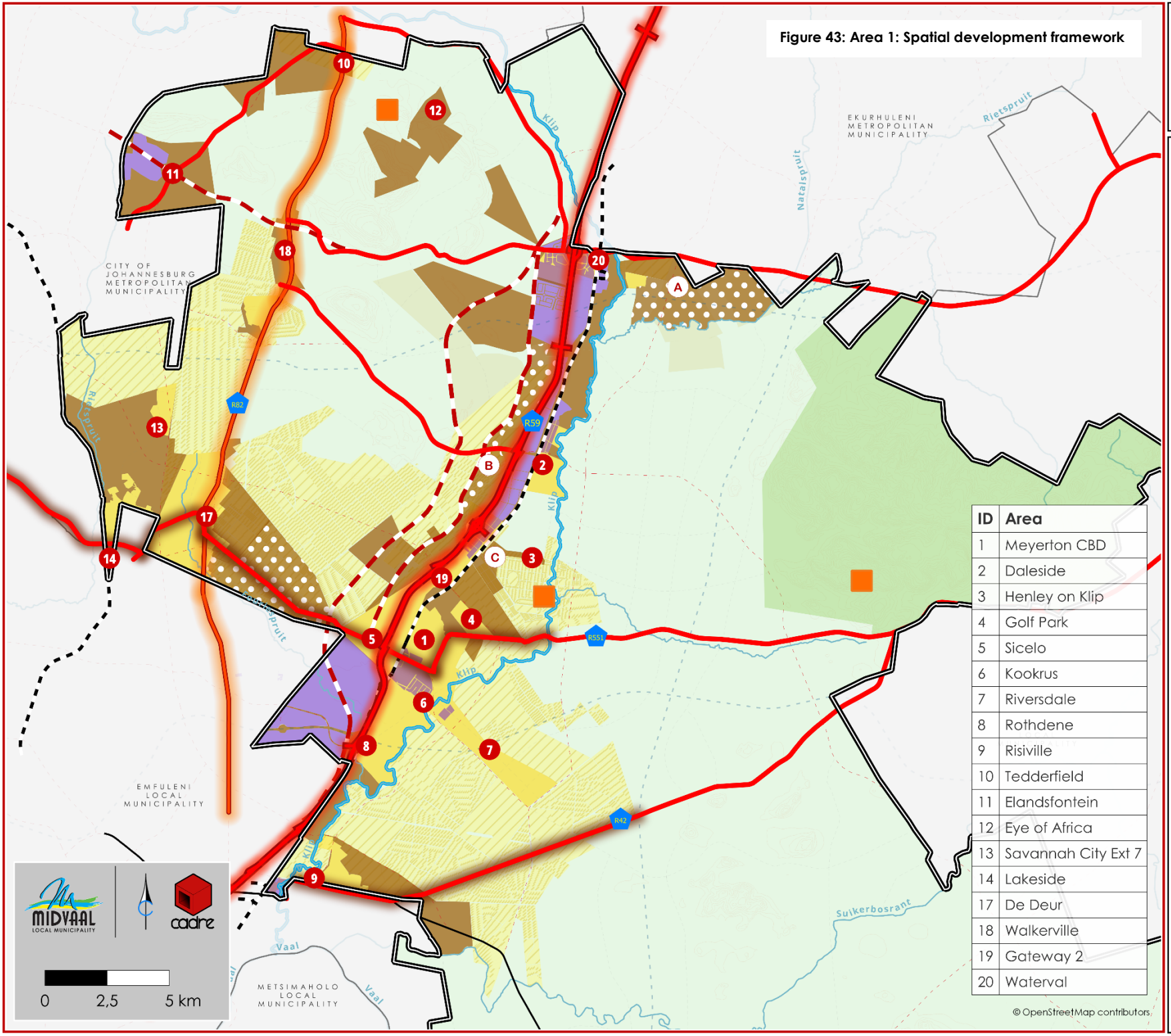
Movement Network

- R59 Corridor
- R82 Mobility Spine
- Secondary Development Spine
- Existing Strategic Road
- Existing Road
- Proposed Class 1 Road
- Proposed Class 2 Road
- Proposed Class 3 Road
- Railway

Land Use

- Node
- Area Subject to Approval of Precinct Plan
- Industrial/Commercial Zone
- Urban Expansion Areas
- Urban Expansion Area (Subject to Condition)
- Rural Residential
- Urban-Rural Cross Over Zone
- Urban Area
- Agriculture
- Ridge
- River
- Tourism Priority Area
- Tourism Zone
- Kliprivier
- Dam
- Suikerbosrand Nature Reserve
- Municipal Boundary

Figure 43: Area 1: Spatial development framework



ID	Area
1	Meyerton CBD
2	Daleside
3	Henley on Klip
4	Golf Park
5	Sicelo
6	Kookrus
7	Riversdale
8	Rothdene
9	Risiville
10	Tedderfield
11	Elandsfontein
12	Eye of Africa
13	Savannah City Ext 7
14	Lakeside
17	De Deur
18	Walkerville
19	Gateway 2
20	Waterval

Area 1: Spatial Development Framework

LEGEND

Movement Network

- R59 Corridor
- R82 Mobility Spine
- Secondary Development Spine
- Existing Strategic Road
- Existing Road
- Proposed Class 1 Road
- Proposed Class 2 Road
- Proposed Class 3 Road
- Railway

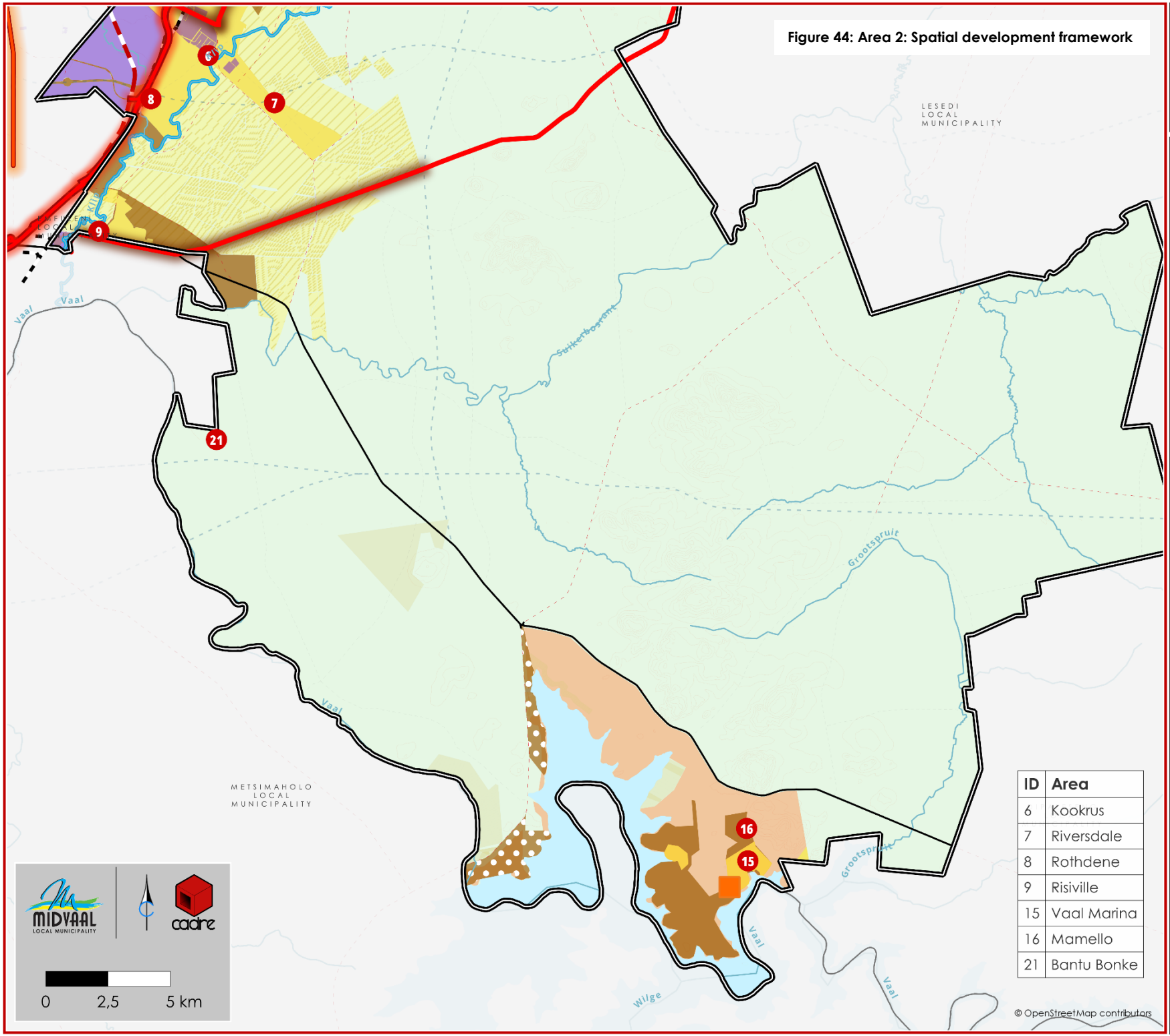
Land Use

- Node
- Area Subject to Approval of Precinct Plan
- Industrial/Commercial Zone
- Urban Expansion Areas
- Urban Expansion Area (Subject to Condition)

Residential

- Rural Residential
- Urban-Rural Cross Over Zone
- Urban Area
- Agriculture
- Ridge
- River
- Tourism Priority Area
- Tourism Zone
- Kliprivier
- Dam
- Suikerbosrand Nature Reserve
- Municipal Boundary

Figure 44: Area 2: Spatial development framework



ID	Area
6	Kookrus
7	Riversdale
8	Rothdene
9	Risiville
15	Vaal Marina
16	Mamello
21	Bantu Bonke

Area 2: Spatial Development Framework

LEGEND

Movement Network

- R59 Corridor
- R82 Mobility Spine
- Secondary Development Spine
- Existing Strategic Road
- Existing Road
- Proposed Class 1 Road
- Proposed Class 2 Road
- Proposed Class 3 Road
- Railway

Land Use

- Node
- Area Subject to Approval of Precinct Plan
- Industrial/Commercial Zone
- Urban Expansion Areas
- Urban Expansion Area (Subject to Condition)

Residential

- Rural Residential
- Urban-Rural Cross Over Zone
- Urban Area
- Agriculture
- Ridge
- River
- Tourism Priority Area
- Tourism Zone
- Kliprivier
- Dam
- Suikerbosrand Nature Reserve
- Municipal Boundary

5 STAKEHOLDER ENGAGEMENT

Various meetings with municipal officials and Councillors were held in the formulation of this SDF. After the draft SDF was adopted by Council the SDF was advertised and a wide range of consultation meetings took place in April 2022. Refer to the various dates advertised on the municipal social media and other platforms.

TABLE 19: COMMUNITY MEETING DATES

Date	Time	Community	Venue
09/04/2022	11:00	Waterval	Kliprivier SAPS
12/04/2022	09:00-14:00	All Midvaal stakeholders	Meyerton Town Hall
19/04/2022	18:00-20:00	Meyerton, Pendale, Valley Settlements	Meyerton Town Hall
20/04/2022	18:00-20:00	Henley on Klip	O'Connor Hall
21/04/2022	18:00-20:00	Walkerville, Tedderfield, Elandsfontein	Walkerville Showgrounds
23/04/2022	09:00	Daleside	Daleside Firehouse Gym
25/04/2022	18:00-20:00	De Deur	De Deur Primary School
26/04/2022	18:00-20:00	Sicelo	Sicelo Hall
03/05/2022	18:00	Waterval	Final Turning Point Ministries International

The entire Midvaal SDF, but specifically the spatial proposals contained in Chapter 4, was rigorously scrutinised in the public participation process, completed in April 2022. **Addendum 2** provides a summary of each of the community and municipal engagement sessions that were conducted. It also notes the written comments that were received, and how these were addressed or acknowledged in the SDF.
Written comments have been classified accordingly:

- Waterval Precinct (20)
- Pendale/Valley Settlements Precinct (13)
- Community engagement (4)
- Clarification/correction (8)
- Engineering and social infrastructure (29)
- Site level detail (14)
- Development drivers (18)
- Internal municipal comment (18)

The Waterval precinct comments related to objections (19) from the community in regards to the precinct plan and proposed urban expansion areas. The SDF were amended to make the SDF proposals subject to the development directives contained in an approved Waterval Precinct Plan. The consultation period on the precinct plan is also extended. As the precinct plan is still in process, the draft plan has been removed from the spatial analysis section (section 3.4).

The Pendale/Valley Settlements precinct comments had a similar trend as the Waterval comments. The community is adamant that the precinct should be classified as an "Eco- and Agri-Village". The community does not want to see any mixed-use, industrial or commercial developments. Instead, they wish for the character of the area be preserved, and that only land uses that contribute to this vision be permitted in the area. The municipality is committed to the development of a precinct plan for the area in order to determine how development in this area will be managed. The SDF were amended to make the SDF proposals subject to the development directives contained in an approved precinct plan.

The municipality has been criticised for the perception that they did not fulfil on the legislative requirement of adequate **public participation**. Further comments were raised on the validity of the spatial analysis and detail proposal implications given that the service providers are not from the area, and they are unable to understand the implications of the proposals on communities.

The comments relating to the **clarification/correction** mostly centred around site level queries such as the incorrect boundaries of the Suikerbosrand Nature Reserve, and the demarcation of agricultural land as industrial. The Suikerbosrand Nature Reserve includes the areas of the municipality that is under legal protection, and therefore excludes the adjacent conservancies that are not legally binding. Furthermore, the areas that are demarcated for industrial purposes (figure 38) is based on the proposed industrial areas as per the 2017/2022 Midvaal SDF. Though the area may be demarcated as industrial, the land use currently is not necessarily industrial given that land use changes can only be done via formal planning applications.

Several comments on **engineering and social infrastructure** came from community members in the Waterval and Henley on Klip precincts. It mostly related to questions on whether there are any planned infrastructure improvements (water and sewer mainly) to support the proposed densification areas, and whether any new social services will be developed given the increase in population. The CSIR Space Planner is a national planning tool used to determine the demand for social services based on normative standards linked to population projections, densities and land area. The recommendations stemming from the Space Planner, however, needs to be combined with spatial targeting and needs detailed planning to determine exactly where these services are needed most. Furthermore, Chapter 6 (implementation framework) identifies the capital projects that needs to be implemented to achieve the SDF spatial vision (specifically those capital projects needed to unlock the urban expansion areas). The precinct plan is instrumental in determining the needs for social and engineering infrastructure for a precinct, which can be used to inform municipal capital investments.

Comments related to **site level detail** mostly queried land parcel level detail which is outside the purview of the SDF and would be better answered in the associated precinct plan or land use management activities. Some land use comments related to allowing certain light industrial, small business and support service land uses in the Vaal Marina area. The potential of the Vaal Marina area will be investigated in a regional Special Economic Zone study. Further comments were made on details pertaining to the Henley on Klip and Waterval Precinct Plans, which will be more adequately addressed in the respective precinct plans that are currently under review. Many comments on **development driver 9 (prioritise environmental management)** related to questions on the protection of the conservancies and waterways in the municipality. Similar questions were raised on why certain heritage/tourism attractions were not specifically highlighted as part of the development driver and stimulating tourism. The development drivers are not meant to list all of the areas that should specifically be conserved, or promoted as tourism destinations. Therefore, even if certain areas are not stated in the development driver, it does not take away its right to protection/promotion. The development drivers are meant to affirm the municipalities intent to environmental management and tourism stimulation and elevate the most strategic assets.

Concerns from the **internal municipal departments** were raised about the extensive dolomite underlain areas in the north, and the fact that development is being promoted in the area but no cognisance is given to the dolomite. A policy for developing on dolomite will be improved as a separate product.

6 IMPLEMENTATION FRAMEWORK

6.1 Introduction

A Capital Expenditure Framework (CEF) is legislated by the Spatial Planning and Land Use Management Act (16 of 2013) to serve as part of the SDF. The contents of a CEF has eluded definition in preceding legislative and policy instruments, necessitating a brief overview of the legislative mandates regarding municipal planning and budgeting:

- The Constitution of South Africa demands planning and budgeting process in local government (Constitution of South Africa, 108 of 1996).
- The Constitution of South Africa demands local government to be developmental and resource efficient (Constitution of South Africa, 108 of 1996).
- An IDP is deemed as the principle, single, inclusive and strategic planning instrument of a municipality and that it should comprise of a financial plan as well as an SDF (Municipal Systems Act, 32 of 2000).
- The municipal budgeting process cannot stand alone from the IDP process (Municipal Finance Management Act, 56 of 2003).
- The SDF must contain a CEF that is spatially referenced (Spatial Planning and Land Use Management Act, 16 of 2013)

The CEF is a consolidated, high-level view of infrastructure investment needs in a municipality over the long-term. It considers not only infrastructure needs but also how these needs can be financed and the impact thereof on the financial viability of the municipality. The role of the CEF is thus to frame the outcomes of a multitude of planning documents within the municipality in order to ensure that implementation is guided by a strategic, spatial, financial and socio-economic logic.

A further legislative requirement of the SDF is a Capital Investment Framework (CIF), mandated by the Municipal Planning and Management Regulations (2 of 2001). A CIF is similar to the CEF in that it also identifies the infrastructure investment needs within the municipal region. The funding sources for a CIF is however not only limited to municipal funds, as is the case with the CEF, but takes into account infrastructure investment that should be funded by other government departments, state owned enterprises, and other agencies.

As part of the CIF, this chapter starts by detailing the capital investment interventions required for each development driver to start working toward realising the municipal spatial vision. Thereafter, the CEF is presented which analyses the 2022/23 – 2031/32 Long Term Demand, and the Midvaal Municipal Annual Budget 2022/23 MTREF to determine the long-term capital investment demand in the municipality and spatially indicate where the approved capital investments are located. Lastly, the chapter ends with municipal management interventions based on the 11 development drivers, that will further the spatial vision from a management perspective.

6.2 Capital investment framework

The following capital investment interventions might assist in realising the SDF spatial vision through supporting the proposed 11 development drivers:

TABLE 20: CAPITAL INVESTMENT INTERVENTIONS
Development Driver 1: Strive towards consolidated compact urban areas
Upgrade infrastructure in priority SDAs to accommodate infill development
Development Driver 2: Pursue alternative clean energy and reduce the cost to industrial and commercial consumers
Commence the process of becoming an energy provider and distributor and do feasibility of alternative energy provision
Modify/implement solar street lighting
Install solar panels on all municipal buildings
Increase municipal energy capacity along the R59
Development Driver 3: Implement and manage corridor and spine development initiatives
Resurface R59
Upgrade/expand R42
Upgrade/resurface M61
Construct class 3 road to extend R59 investment westward
Development Driver 4: Encourage agricultural production and processing
Collaborate with land owners to establish land stewardship programmes to reduce the adverse impacts of intensive agricultural production
Invest in central processing hub in the south to aggregate agricultural products and support small emerging farmers
Establish fresh produce markets and market facilities
Development Driver 5: Stimulate tourism
Upgrade access road to Suikerbosrand Nature Reserve
Establish public open space along Klip River
Refurbish amenities at Suikerbosrand Nature Reserve
Develop central tourism information centre for the whole of Midvaal
Resurface R54
Increase investment in branding to market the municipality
Promote township tourism in Sicelo
Development Driver 6: Foster walkable nodes and transit orientated development (TODs)
Construct paved pedestrian walkways
Refurbish railway stations along R59 corridors
Upgrade railway line adjacent to R59 to support commuter transport
Development Driver 7: Ensure connectivity by means of a considered movement network
Establish Rural Bus Rapid Transit System
Construct arterial road between Walkerville and Elandsfontein
Build footbridge over R59 to connect Sicelo and Meyerton
Prioritise development of K77
Rejuvenate Meyerton station
Development Driver 8: Support quality human settlement development
In-situ upgrading in Mamello
In-situ upgrading in Waterval informal settlements
In-situ upgrading in Sicelo informal settlements
Construct integrated housing in Bantu Bonke
Development Driver 9: Prioritise environmental management
Establish Klip River maintenance body
Rehabilitate sand quarries and sludge residue deposits through vegetation
Establish tree planting programme through EPWP
Coordinate with adjacent municipalities to protect the Vaal River catchment areas – place under formal protection

TABLE 20: CAPITAL INVESTMENT INTERVENTIONS
Develop precinct plans in the south to determine/project development pressures and conserve valuable agricultural land
Facilitate province wide municipal collaboration on the protection of the Integrated Vaal River System and its tributaries
Clean up and manage Vaal River pollution (sewerage infrastructure upgrade/maintenance)
Development Driver 10: Streamline targeted engineering infrastructure investment
Expand road services lanes along R42 and R551
Extend sanitation services to the first UDB expansion area in De Deur
Extend sanitation services to the second UDB expansion area in De Deur
Extend water reticulation towards Savanna City
Structured maintenance of roads in old major settlements
Maintain existing infrastructure to avoid leakages, illegal connections, etc.
Development Driver 11: Implement local area plans (precinct plans)
Develop precinct plan for Vaal Marina
Develop precinct plan for Pendale/Valley Settlements

6.3 Capital expenditure framework

An analysis was done by Novus3 (2022) on the 2022/23 – 2031/32 Long Term Demand, and the Midvaal Municipal Annual Budget 2022/23 MTREF. The 2022-23 – 2031/32 Long Term Demand analysis had the purpose to understand the long term capital expenditure demand in Midvaal. The 2022/23 MTREF is a rolling three-year expenditure planning tool that defines the expenditure priorities for a period of three years on a project level. This sub-section will look into specifically the spatial targeting of the identified projects and their relation to the SDF proposals.

Spatial targeting refers to the deliberate focus of actions on a particular spatial area. It is a very effective and efficient principle to apply when dealing with limited resources and when a municipality aims to address spatial injustice in a focused and integrated manner. A total of 503 projects were identified, with only 178 having a works location (i.e. spatial reference) and a further 170 projects designated as "city-wide" given their multi-node spatial implications and the inability to allocate a single works location to the project.

The two community services capital projects that are the most expensive are:

1. Walkerville landfill site rehabilitation (ten-year financial total amounts to R 76 389 990).
2. Skip bin loader with trailer (ten-year financial total amounts to R45 175 000).

The two engineering services capital projects that are the most expensive are:

1. Conventional meters replaced with prepaid meters (ten-year financial total amounts to R 39 775 000).
2. Implementing the Meyerton CBD Urban design framework (including the construction of traffic circles, public toilets, market stalls and public art features (ten-year financial total amounts to R 31 943 000).

Considering that the most expensive projects are from both community and engineering, capital demand indicates the municipality's attempt to balance out the need for both hard and soft infrastructure. Capital demand per ward has also been analysed, with **Figure 45** illustrating the percentage of capital projects allocated per ward, and **Figure 46** indicating those investments spatially. The total capital distribution is 57.97% for "City-Wide", 11.63% for Administrative HQ, 16.5% for 5 wards, 5.53% to a further 7 wards and nothing allocated to the remaining 3 wards. This uneven capital demand is understandable given the municipality is sparsely populated and preserved for agricultural use and nature conservation.

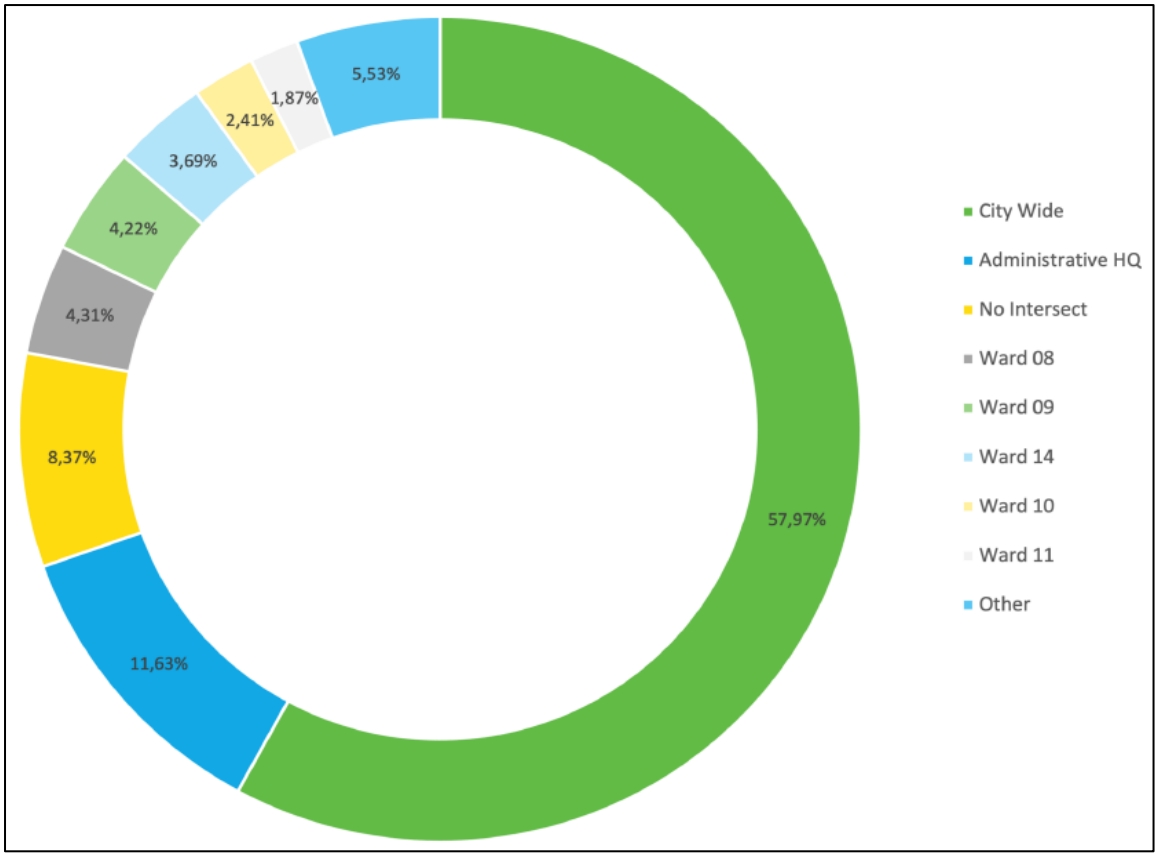


Figure 45: 2022/23 – 2031/32 capital demand per ward (Novus3, 2022)

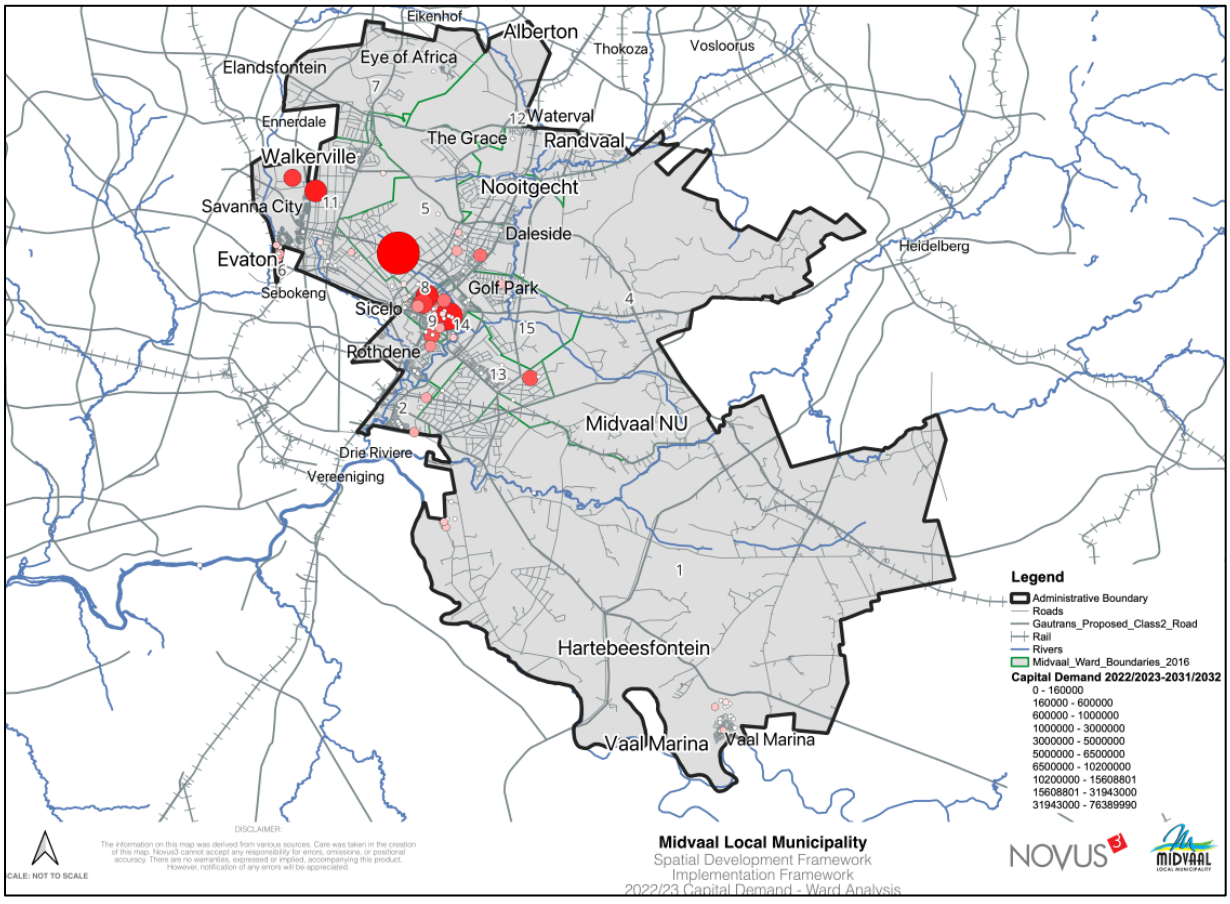


Figure 46: 2022/23 – 2031/32 capital demand per ward (Novus3, 2022)

The departments for Water and Sanitation (R44 462 990) Electricity (R44 872 670), Roads and Stormwater (R17 847 931) and Development Planning (R14 550 000)is allocated the largest share of the capital expenditure. This is understandable considering both the current needs in the municipality (such as basic services and creating revenue generating assets) and the mandate of each department.

The municipality still faces a massive demand for basic services, especially in informal areas such as Sicelo and Mamello regarding electricity, sanitation and water supply. These infrastructure networks are under strain because of the informal dwellings hence the high proportion of the capital budget allocated to the engineering service departments. Of these departments the following three capital projects are the most expensive: (1) Savanna City electrification network, (2) Sicelo electrification network, and (3) aged bulk water pipe replacement.

Capital expenditure per SDF structuring elements has also been analysed, with **Figure 47** illustrating the percentage of approved capital budget allocated per SDF structuring element, and **Figure 48** indicating those investments spatially. The total capital distribution is 68.94% for "City-Wide", "No intersect" and "Administrative HQ". This could indicate that these are assets that are non-infrastructural (library books, waste management equipment, etc.). However, there are infrastructure projects contained in these classifications, they are just not spatially referenced or they impact and serves the wider municipal jurisdiction and not a single node. Therefore, when only looking into the components of the capital budget that is spatially targeted, 15.11% are targeted to areas within the Urban Area. A further 13.62% is located in Rural Residential and Rural-Urban Cross-Over Zones.

Capital expenditure projects often relate to a physical asset. This implied that the asset must have a geo-location or be geo-referenced. This is referred to as the works location. The same asset may also have an affected location, which relates to the area that will benefit from the expenditure or the use of the asset. These are vital elements to understand when evaluating projects against spatial criteria as captured in the SDF, technical plans, and population distribution.

For improved spatial targeting analysis accuracy, it is recommended that works and affected locations are better reported per project. This will also enable the municipality to show that the desired spatial vision set out in the SDF are being implemented over time.

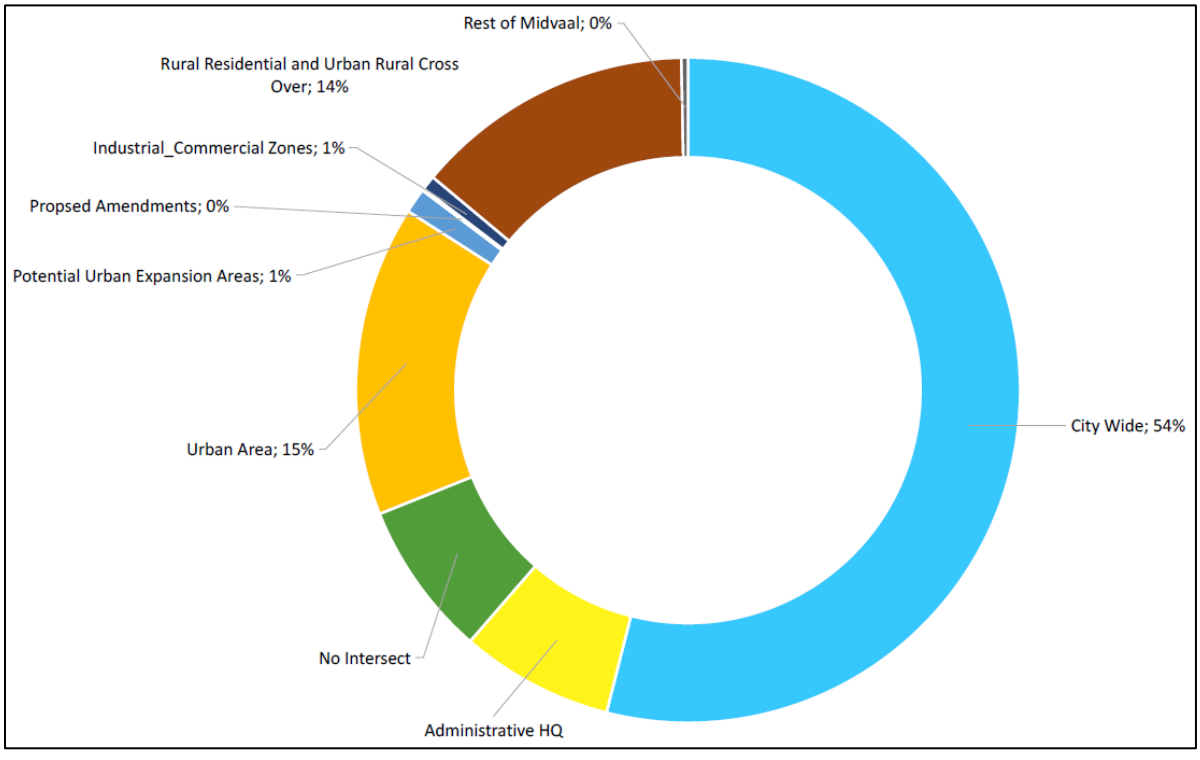


Figure 47: 2022-23 - 2024/25 MTREF approved capital budget per SDF element (Novus3, 2022)

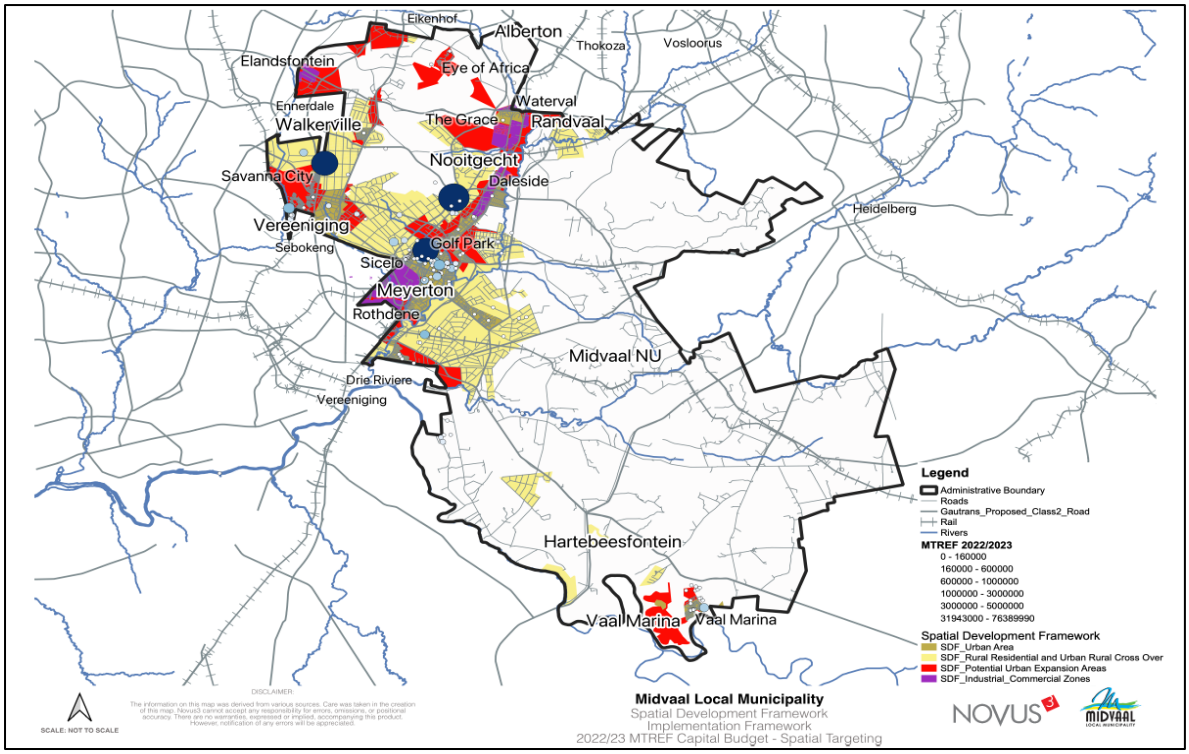


Figure 48: 2022-23 - 2024/25 MTREF approved capital budget per SDF element (Novus3, 2022)

6.4 Management interventions

The following municipal management interventions will assist in realising the SDF spatial vision through supporting the proposed 11 development drivers:

- Improve the Midvaal Land Use Management Scheme by incorporating the definitions developed in the recent land use audit project.
- Promote partnerships in the Meyerton CBD via a City Improvement District as outlined in the urban design framework and associated documents.
- Promote 2-3 storey walk-ups along activity spines.
- Develop social amenities master plan to project spatially where social service development should be facilitated.
- Investigate UDB extension areas for development constraints (CBAs, dolomite, flood risks, etc.) – improve data.
- Work with adjacent municipalities to better accommodate development pressures on the municipal borders (Waterval, Lakeside, Savanna City, De Deur, etc.).
- Partner with Emfuleni LM to address growth pressures/urban conurbation management.
- Release municipal land in the SDA and nodes for development.
- Investigate land parcels adjacent to the R59 and R82 for commercial/industrial/business potential (flood risk, CBA, dolomite, etc.).
- Promote poultry and fish farms.
- Promote commercial urban agriculture facility.
- Promote ecological agriculture approaches to promote agriculture and protect the environment.
- Consult municipality on tourism destination development and how best to use natural capital to enhance tourism.
- Promote TOD in precinct plans adjacent to R59.
- Lobby Transnet to increase commuter capacity on rail.
- Declare restructuring zones for social housing.
- Cross border partnership with Ekurhuleni for infrastructure provision for Waterval area.
- Improve and maintain the Land Use Audit data to enable improved billing and valuation
- Engage with Pendale/Valley Settlement residents on precinct plan development.

7 ADDENDUM 1 – BACKGROUND

7.1 Problem statement

This introductory chapter explains what a Spatial Development Framework (SDF) is, how it fits into South African planning and why the Midvaal Local Municipality is going through the process of developing an SDF. It indicates how the final SDF will guide spatial development in the next five years and serve as a meaningful tool to assist in a longer-term spatial vision for the municipality.

The previous Midvaal LM Municipal Spatial Development Framework (MSDF) was developed in 2017 as an integral element of the fourth-generation Integrated Development Plan (IDP). This was done in harmony with Section 20(2) of the Spatial Planning and Land Use Management Act, 2013 (SPLUMA). Legislation determines that a new SDF must be prepared every five years and reviewed annually. This document serves as the 2022 to 2027 SDF to support the latest and emerging policy positions, capitalise on developmental opportunities, and mitigate the current challenges. The SDF will contribute directly to the municipal IDP.

Considering the social, economic, and spatial challenges that the municipality faces, the old spatial development framework had vague details on integrated human settlement development and environmental security. Using the old SDF as a basis, and with an understanding of the spatial development trajectory and existing challenges in the municipality, this new spatial development framework aims to address the following elements:

- Spatial disparities
- Uneven economic development
- Uncoordinated spatial development
- Threats of climate change
- Environmental degradation
- Improving social and economic potential through spatial development.

In addition to these elements that will be considered for this new SDF, the municipality must comply with the developmental principles stipulated by SPLUMA. A five-year Council plan that inspires rapid economic recovery, sustainability and resilience is of major importance for the citizens of Midvaal Local Municipality following a turbulent period – including the Covid-19 pandemic – which has the potential to destabilise the socio-economic well-being of citizens.

The following sections contextualise the reader on the rationale to develop the new SDF for the Midvaal Local Municipality.

7.2 Why a spatial development framework?

A spatial development framework is an evidence-based analytical tool that informs and assists decision-makers on how an area can be better developed to unlock potential and keep up with changing needs. It is an instrument that guides where both public and private investments such as roads, housing or clinics should be located. This SDF will detail potential partnerships, identify key role players and stakeholders, and guide the short-to-medium term spatial interventions.

The SDF also acts as a tool that can be used as reference point to keep track of the long-term spatial development and determine whether the municipality is moving towards the shared spatial vision of an area. Local authorities will use the SDF for guidance and utilise it to deliberate on land development applications based on what is spatially envisioned for the area of interest.

According to the Municipal Systems Act 32 of 2000, a municipal spatial development framework (MSDF) constitutes a core component of an IDP.

An IDP is a facilitating tool to consolidate (1) developmental vision (2) objectives of a community with real time project proposals and an associated budget. The MSDF will assist in understanding the status quo of an area, visually identify opportunities and constraints, and deliberate on potential spatial interventions that will drive the type of development that is envisioned. The figure below illustrates the elements that need to be considered when developing a Municipal spatial development framework.

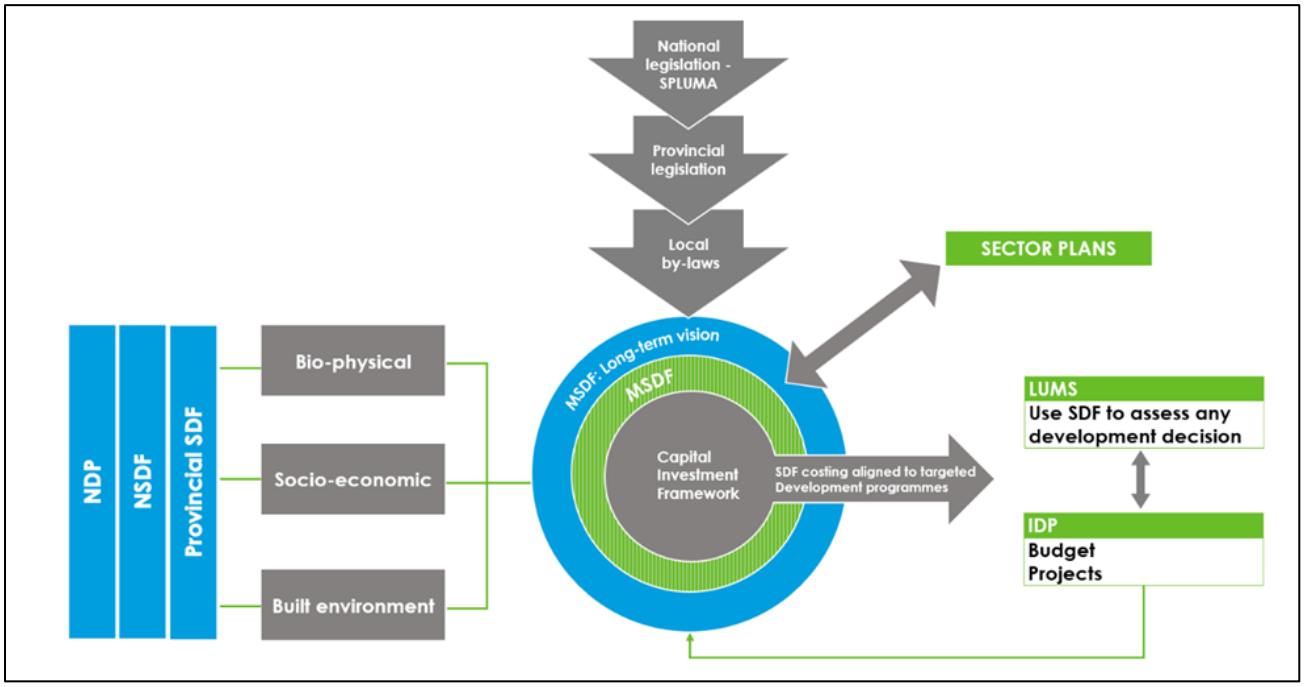


Figure 49: SDF in context of strategic government planning system (Cadre Plan, 2019)

7.3 Objectives of spatial development frameworks

The policy framework in South Africa focuses resources on the national transformative agenda. Inclusivity, growth, and development are immediate objectives to pursue. In the post-apartheid South Africa, the introduction of SPLUMA has reinforced the call to have human settlements that are efficient and productive and contributes to the betterment of previously disadvantaged communities. SPLUMA defines normative directives on how spatial transformation should be achieved.

7.3.1 Background

The 21st century is considered to be the urban century. In the recent past there has been an immense and complex expansion of city regions in the Global South. This expansion is largely accompanied by unresponsive and inadequate human settlements. Low economic growth and the resulting inter-generational poverty are core characteristics of such city regions, especially in Africa.

Today, more than 50% of the world's population lives in cities. The UN-Habitat, 2015 projected that by 2050, 70% of the global population will reside in urban areas. South Africa is not exempted from this global trend, as 60% of its total population is already present in the urban areas. This figure is expected to grow to 80% by the year 2050. Consequently, it is becoming increasingly important to develop tools that will manage this trend and promote the socio-economic well-being of the citizens. The Integrated Urban Development Framework (IUDF) puts spatial transformation as the key theme to achieve this objective.

The National Development Plan, 2030 sets the tone in the policy agenda. The instruction is to attend to spatial transformation in South Africa with the urgency it deserves. Its articulation is anchored in stressing the need to accelerate growth and development that improves the quality of life of all citizens.

The national developmental objective is, in simple terms, the eradication of poverty. To intensify these improvements, a Spatial Planning and Land Use Management Act (SPLUMA) was adopted in 2013.

SPLUMA follows on the instruction of the higher order policy agenda—to use spatial transformation to achieve the national developmental objective of reducing poverty. This Act prescribes the development of spatial plans at all levels of governance. These spatial plans address matters of national and local importance. For the purposes of this document, we refer to the MSDF in compliance with SPLUMA.

7.3.2 SPLUMA principles

SPLUMA development principles are designed to guide spatial planning, land use management and development. The overall guiding components of an SDF are provisioned in Section (7) of the SPLUMA principles. These principles seek to shape, improve, and redress the apartheid geography that is still perpetuated across South Africa today. The five developmental principles, as taken from the then Department of Rural Development and Land Reform (DRDLR) guidelines (DRDLR, 2017), are:

1. **Spatial Justice:** past spatial and other development imbalances must be redressed through improved access to, and use of land, by disadvantaged communities and persons.
2. **Spatial Sustainability:** spatial planning and land use management systems must promote the principles of socio-economic and environmental sustainability through:
   - Encouraging the protection of prime and unique agricultural land.
   - Promoting land development in locations that are sustainable and limit urban sprawl.
   - Consider all current and future costs to all parties involved in the provision of infrastructure and social services to ensure the creation of viable communities.
3. **Efficiency:** land development must optimise the use of existing resources and the accompanying infrastructure, while development application procedures and timeframes must be efficient and streamlined to promote growth and employment.
4. **Spatial Resilience:** securing communities and livelihoods from the spatial dimensions of socio-economic and environmental shocks, through mitigation and adaptability that is achieved through flexibility in spatial plans, policies, and land use management systems.
5. **Good Administration:** all spheres of government must ensure an integrated approach to land use and land development and all departments must provide their sector inputs and comply with prescribed requirements during the preparation or amendment of SDFs.

These principles are the fulcrum of this spatial framework. The implementation of the spatial planning vision and objectives is not only highly dependent upon a strong coordinating role of government but is also underpinned by the SPLUMA principles. None of the principles can be achieved in isolation and a holistic approach of achieving all five in unison is critical to realise positive spatial changes.

7.3.3 SPLUMA MSDF objectives

The objectives of the MSDF are legislated by Section (12) of SPLUMA (Republic of South Africa, 2013). The following objectives are stated:

(a) interpret and represent the spatial development vision of the responsible sphere of government and competent authority.
(b) informed by a long-term spatial development vision statement and plan.
(c) represent the integration and trade-off of all relevant sector policies and plans.
(d) guide planning and development decisions across all sectors of government.
(e) guide a provincial department or municipality in taking any decision or exercising any discretion in terms of this Act or any other law relating to spatial planning and land use management systems.
(f) contribute to a coherent, planned approach to spatial development in the national, provincial, and municipal spheres.
(g) provide clear and accessible information to the public and private sector and provide direction for investment purposes.

(h) include previously disadvantaged areas, areas under traditional leadership, rural areas, informal settlements, slums and land holdings of state-owned enterprises and government agencies and address their inclusion and integration into the spatial, economic, social, and environmental objectives of the relevant sphere.
(i) address historical spatial imbalances in development.
(j) identify the long-term risks of spatial patterns of growth and development and the policies and strategies necessary to mitigate those risks.
(k) provide direction for strategic developments, infrastructure investment, promote efficient, sustainable, and planned investments by all sectors and indicate priority areas for investment in land development.
(l) promote a rational and predictable land development environment to create trust and stimulate investment.
(m) take cognisance of any environmental management instrument adopted by the relevant environmental management authority.
(n) give effect to national legislation and policies on mineral resources and sustainable utilisation and protection of agricultural resources; and
(o) consider and, where necessary, incorporate the outcomes of substantial public engagement, including direct participation in the process through public meetings, public exhibitions, public debates and discourses in the media and any other forum or mechanisms that promote such direct involvement.

The preparation of an MSDF is legislated by Section (20) of SPLUMA (Republic of South Africa, 2013). This section states the following:

(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.

The following table denotes the SPLUMA requirements for content of an MSDF (Section 21), as well as where these requirements have been addressed in the document:

TABLE 21: SPLUMA REQUIREMENTS FOR CONTENT OF AN MSDF

SPLUMA section	SPLUMA requirement	SDF response
21.	**A municipal spatial development framework must:**	
21.(a)	give effect to the development principles and applicable norms and standards set out in Chapter 2	Section 2 and Section 4.3 and Section 5
21.(b)	include a written and spatial representation of a five-year spatial development plan for the spatial form of the municipality	Section 4.2 Spatial vision
21.(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	Section 4.2 Spatial vision
21.(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	Section 4.3 Spatial proposals
21.(e)	include population growth estimates for the next 5 years	Refer to Table 6 in Section 3.1 Population projections

TABLE 21: SPLUMA REQUIREMENTS FOR CONTENT OF AN MSDF		
SPLUMA section	**SPLUMA requirement**	**SDF response**
21.(f)	include estimates of the demand for housing units across different socio-economic categories and the planned location and density of future housing developments	Section 3.6.4 Housing deficit/surplus
21.(g)	include estimates of economic activity and employment trends and locations in the municipal area in the next five years	Section 3.2.7 and Section 3.5.3, as well as 3.7
21.(h)	identify, quantify, and provide location requirements of engineering infrastructure and service provision for existing and future development needs for the next five years	Section 4.3.10 Streamline targeted engineering infrastructure investment
21.(i)	identify the designated areas where national or provincial inclusionary housing policy may be applicable	Section 4.3.8 Support quality human settlement development
21.(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	Section 3.2 Key spatial development features
21.(k)	identify the designation of areas in the municipality where incremental upgrading approaches to development and regulation will be applicable	Section 4.3.10 Streamline targeted engineering infrastructure investment
21.(l)	identify the designation of areas in which -	
21.(l)(i)	more detailed local plans must be developed,	Section 4.3.11 Implement Local Area Plans (Precinct Plan)
21.(l)(ii)	shortened land use development procedures may be applicable and land use schemes may be so amended	No new recommendations in this regard are made by the SDF
21.(m)	provide the spatial expression of the coordination, alignment, and integration of sectoral policies of all municipal departments	Section 4.3 coordinate various sectoral policies
21.(n)	determine a capital expenditure framework for the municipality's development programmes, depicted spatially	Refer to Section 6.2
21.(o)	determine the purpose, desired impact, and structure of the land use management scheme to apply in that municipal area	This aspect is dealt with under Section 6.3 and Section 4.3.1 Strive towards consolidated compact urban areas
21.(p)	include an implementation plan comprising of -	
21.(p)(i)	sectoral requirements, including budgets and resources for implementation	Refer to Section 6.2
21.(p)(ii)	necessary amendments to a land use scheme	This aspect is dealt with under Section 6.3 and Section 4.3.1 Strive towards consolidated compact urban areas
21.(p)(iii)	specification of institutional arrangements necessary for implementation	Refer to Section 6.4 with specific reference to the Meyerton CBD
21.(p)(iv)	specification of implementation targets, including dates and monitoring indicators	Refer to Section 6
21.(p)(v)	specification, where necessary, of any arrangements for partnership in the implementation process	Refer to Section 6.4 with specific reference to the Meyerton CBD

8 ADDENDUM 2 – STAKEHOLDER ENGAGEMENT

8.1 Community engagement meetings

The community engagement meetings had the purpose of presenting the SDF and its spatial proposals to the affected communities, and to gather their insights and recommendations. The table below notes the dates and venues of the engagements held during the course of April.

TABLE 22: COMMUNITY MEETING DATES			
Date	**Time**	**Community**	**Venue**
09/04/2022	11:00	Waterval	Kliprivier SAPS
12/04/2022	09:00-14:00	All Midvaal stakeholders	Meyerton Town Hall
19/04/2022	18:00-20:00	Meyerton, Pendale, Valley Settlements	Meyerton Town Hall
20/04/2022	18:00-20:00	Henley on Klip	O'Connor Hall
21/04/2022	18:00-20:00	Walkerville, Tedderfield, Elandsfontein	Walkerville Showgrounds
23/04/2022	09:00	Daleside	Daleside Firehouse Gym
25/04/2022	18:00-20:00	De Deur	De Deur Primary School
26/04/2022	18:00-20:00	Sicelo	Sicelo Hall
03/05/2022	18:00	Waterval	Final Turning Point Ministries International

Detailed minutes are available upon request, but the key inputs obtained at the meetings are provided before the response to written comments are outlined.

8.1.1 Waterval engagement

The community raised questions on the issue of greenbelts and agricultural land, and how the Suikerbosrand Nature Reserve and Klip River acts as a buffer. Questions were also raised based on the potential for social housing adjacent to the railway line and train station instead of demarcating the area for a cemetery. Furthermore, comments were made on issues experienced with engineering infrastructure and services (specifically water and sanitation).

Objections to the urban expansion area in Garthdale were raised.

The potential for social housing adjacent to the train station will be investigated further by the municipality. Furthermore, the environmental issues were more comprehensively incorporated into the SDF. The municipality also realise the need to support and prioritise infrastructure investment and upgrading in the area, and recommendations therefore will be included in the capital expenditure framework and implementation policy.

8.1.2 Midvaal stakeholder engagement

The Midvaal stakeholder engagement session was run for five hours, with the SDF presentation repeated on the hour, every hour. Questions from this session revolved around the clarification of proposals intended for specific areas (e.g., the R42, Pendale and Valley Settlements areas). Some more specific comments were made on the SDFs focus on predominantly the northern area, and the need for precinct plans in the south to determine the unique development opportunities that could be capitalised on. In reference to the municipal development driver to promote agricultural production, a comment was made on the need to focus on small-scale and informal sectors, as there is great potential in these sectors. The need to focus on supporting the entire supply chain (from production to marketing) was also emphasised.

Furthermore, there was noted that the municipality needs to work with its adjacent municipalities and the broader Gauteng municipal region to work towards linking natural areas and catchment zones to protect and manage the wider Vaal River System. Lastly, comments were made on the need to plan and implement infrastructure provision/upgrades proactively to unlock areas prior to development.

The municipality agrees that there is a need to better understand the southern extents of the municipal area, specifically surrounding the Vaal River SEZ and the impact it might have on development in the south. Furthermore, the southern extents need to be investigated for its potential to host alternative energy generating facilities (such as solar or wind farms); the potential of the area to act as a food basket for the Gauteng province; and its logistical connection to the N3 and therefore the potential distribution of agricultural produce to other provinces and countries.

The capital expenditure framework and implementation policy make recommendations on where capital projects should be focused to achieve the spatial vision. It therefore makes recommendations on potential precinct plans to guide detail level implementation of the identified SDAs, and the needed engineering and social infrastructure investments to unlock these areas.

8.1.3 Meyerton engagement

Questions were raised with regards to the impact of the proposals on the traffic congestion in the CBD. Another comment related to the residential areas being located near the industrial areas, and how in future these areas will be separated for health and safety reasons.

In 2018, an urban design framework was developed for the CBD area, and that document looked at vehicle movement. The municipality is also working to build a footbridge over the R59 to connect the residents of Sicelo to Meyerton CBD, as well as investigating a stronger linkage road between De Deur and Meyerton. The vision of the municipality is to bring people closer to job opportunities, which includes earmarking areas along the R59 for industrial and commercial development. The idea is then to redirect major industrial development to these indicated areas to limit the integration of residential and industrial areas. There is however a need to investigate the existing interface between industrial and residential uses, in order to improve the health and safety of the residents of those areas.

8.1.4 Henley on Klip engagement

The community brought up a few concerns regarding the proposed densification. Their fears stemmed from the perception that there are no proposals on how to improve the safety of the area, and also that no further social facilities or engineering infrastructure improvements are being proposed to support the increased densities (specifically more schools and a police station, upgrading the road network to improve traffic flow, improving The Oval public park, etc.). There was also the shared sentiment that the densification of the area will result in a loss of community character, as the new residents will not share in the established culture of the area.

Community comments can further be addressed in the precinct plan that is currently being reviewed. It is through the precinct plan that their proposals on protecting the heritage and character of the area can find spatial expression. It is also through the precinct plan, that recommendations can be made to improve the road network, improve the public open spaces, and determine whether new social facilities can be provided.

8.1.5 Walkerville engagement

The Walkerville engagement was intended to present the SDF to the residents of Elandsfontein, Tedderfield and Walkerville. The majority of the questions surrounded development along the R82 and questioned why homeowners are being blocked by the municipality to develop business and commercial uses in the area. Furthermore, the question arose of why the area has limited/outdated precinct plans.

The vision for the R82 is to concentrate development in identified nodes along the R82 to aid in the economic sustainability of these nodes. Furthermore, limited access can be given on the R82, therefore the vision to concentrate development in identified nodes, and redirect any large industrial developments to the R59 corridor when land is earmarked for industrialisation and where infrastructure capacity can be upgraded to support development. The municipality further identifies the need to develop a precinct plan for the area to identify natural areas that need protection from development pressure; where business and commercial uses can be located in the nodes surrounding the R82; and where social facilities need to be provided/upgraded to cater for the spill over from Johannesburg.

8.1.6 Daleside engagement

The Daleside meeting was mostly attended by the Pendale community. The community expressed their displeasure about their recommendations continuously being ignored by the municipality, and that they have communicated on numerous occasions their vision for the area, which is to be residential, and not industrial. Comments were also made on the mixed-use land uses that are being promoted, and the fact that trucking businesses and other commercial/industrial uses are degrading the area and the infrastructure. Community feels that the municipality needs to engage with them on the compilation of a precinct plan to better manage the intended development of the area, and to capture and spatially express the recommendations that are being made.

The community- in general- did not object to the amended urban development boundary but had reservations on the type of developments that would be allowed in Pendale.

The municipality agreed to start the process of developing a precinct plan for the area. This precinct plan will clearly define what uses should be allowed in the mixed-use areas to reduce the ambiguity of the term. The precinct plan will also allow more meaningful engagement with the community as it allows the municipality to capture land parcel level detail, which is a level of detail unattainable at the SDF municipal wide scale. The precinct plan will therefore provide clarity on how the SDF proposed development along the R59 can be accommodated along with the residential wishes of the community, and how a balance between these opposing views for the prime location of the community can be achieved.

8.1.7 De Deur engagement

Comments and questions in this engagement centred around the infrastructure capacity of the area, and how the municipality intends to upgrade/develop infrastructure in the area to support the proposed densification and urban development boundary extension. Further comments were made on the existing issues experienced with sewer capacity, and the spill over experienced from Emfuleni and its impact on properties. Questions regarding social facilities (specifically a crematorium, cemetery) and how new facilities will be accommodated along with residential development.

The infrastructure master plans currently under revision should follow the vision of the SDF and would therefore provide better information and recommendations regarding the extension of infrastructure in De Deur. The capital expenditure framework and implementation policy will furthermore make recommendations on the capital projects that will aid in the municipality achieving its spatial vision, including how the extension of the urban development boundary in De Deur will be supported. Queries regarding the crematorium and cemetery, however, need to be further investigated within the wider area for feasibility given the sterilising nature of these facilities.

8.1.8 Sicelo engagement

Questions from the engagement related to high cost of water to support urban gardening, and how the municipality could potentially support these home gardeners in terms of providing tools, seeds and fertilisers. Comment was also made on whether livestock should be allowed to be kept in urban areas.

The municipality would better promote small-scale agriculture support programmes stemming from the Department of Agriculture and Department of Human Settlements, as well as the municipal Local Economic Development department. Furthermore, due to South Africa being a water scarce area, and the municipality buying water from Randwater, the community needs to look into alternative water sources to support their farming practices, such as rainwater harvesting. There is a need to capacitate the home gardeners on effective and sustainable growing methods, which is a programme that could stem from the LED department or from government. The use of boreholes will, however, not be extensively promoted considering the area is dolomitic in nature, and excessive use could lead to the development of sinkholes.

8.2 Municipal engagement meetings

The municipal engagement meetings had the purpose of presenting the SDF and its spatial proposals to council, internal departments and adjacent municipalities, to gather their insights, recommendations and sector inputs. The table below notes the date of the engagements and the departments engaged with during April.

TABLE 23: MUNICIPAL MEETING DATES

Date	Time	Community
06/04/2022	11:00-13:00	Internal departments
06/04/2022	13:00-14:00	Midvaal ward councillors
25/04/2022	11:00-12:00	Adjacent municipalities (City of Johannesburg, City of Ekurhuleni, Emfuleni, Lesedi, Sedibeng)

8.2.1 Internal department engagement

Some questions were raised on why there are no spatial recommendations or space allocations for social facilities. Other questions raised were in regard to the extensive dolomitic areas in the north and whether it is wise to further promote development in the area given the inherent risks and restrictions associated with dolomite. The promotion of mixed-use nodes was also questioned given the history of complaints from the community given the mixed-use developments. Lastly, comments were made on how the municipality intends to balance conservation efforts with the inherent development pressures experienced in the municipality.

The municipality emphasised the need for all the internal departments to take ownership in the SDF, as it is a document that should be used to inform decision making for at least the next 5 years. Therefore, departments should build on the SDF and compile master plans that are in line with the SDF vision, for exactly the provision of social and engineering infrastructure. The SDF does make reference to the social facilities that will be required in future based on population projections for 2050, but it is the responsibility of the respective municipal departments to determine and advocate for where these facilities are needed the most.

In reference to the dolomitic areas, it is the reality that MLMs development is concentrated in the north, and it is unfortunate that it is this area specifically that is underlain with dolomite. However, the municipality needs to build on the existing strengths and therefore development can't be redirected to other areas. There is however the need for further studies on the dolomite underlain areas to determine the building requirements that should be implemented to stabilise any structures intended for the area. Careful management of the infrastructure, and limitations on groundwater extractions, should also be imposed on these areas to limit the potential formation of sinkholes.

Mixed-use areas will be promoted in the SDF as it provides the best approach to bring people closer to where they work and play. It is also necessary to integrate uses to limit travel distances to services, thereby reducing the need for private transport. There is, however, the need to better define the uses permitted within mixed-use nodes, and the interaction and transition zones between these uses.

Lastly, the urban development boundary will be used as a containment zone, and all development will be redirected to within the UDB. Furthermore, the rural-urban cross-over zones will facilitate the transition between what is urban and what is rural, and which areas should be protected and where development should be accommodated.

8.2.2 Ward council engagement

The questions raised at this engagement mostly related to clarifying how the adjacent municipalities impact development in MLM, and specifying what particular proposals are made for certain areas. Some participants noted the lack of recognition afforded township tourism, while others stated the need for realistic infrastructure development proposals given the lack of capacity to finance infrastructure investment.

The municipality acknowledges the SDFs silence on township tourism and revitalisation. Though these recommendations relate particularly to the purpose of local economic development strategies, the SDF should at least take note of township tourism as part of the development drivers (4.3.6 Stimulate tourism). Furthermore, the capital expenditure framework will make recommendations on the capital investments needed to realise the SDF vision.

8.2.3 Adjacent municipalities engagement

Various questions arose on the development proposals that are made on the border between the municipalities, particularly Tedderfield and its border with Johannesburg, and Waterval bordering on Ekurhuleni. Participants wanted to know what infrastructure support/expansion is being planned to carry the increased demand for services in those areas, considering the potential for cross-border service agreements. Questions were also raised on the SDF vision statement, with it being more an affirmation of what already exist in the area, and not a vision for the development of the area.

It was generally agreed that there needs to be collective pressure on national government from both MLM and Johannesburg for the revitalisation and improvement of the commuter rail which connects residents from Savanna City and Orange Farm to the Johannesburg CBD. Potential cross-border engineering service agreements for particularly the Waterval area is something that needs to be investigated given the vision from Ekurhuleni to extend township development into the area.

The municipality reaffirmed that they want to build on the strengths already present in the municipality, and therefore it can be deemed as an adequate vision statement. The vision is therefore to build on and support the strengths of the municipal area, including promoting development along key corridors and spines to protect the high value agricultural land and natural sensitivities in the area, and to locate residential developments in closer proximity to employment and recreational activities.

8.3 Written comments

Opportunity was given to the public to provide written comments on the SDF. The closing date for written comments was on the 6th of May 2022. The following tables note written comments that were received, with an indication of how these comments were addressed/acknowledged in the SDF. The tables are structured according to the comment categories: (1) Waterval precinct, (2) Pendale/Valley Settlements precinct, (3) community engagement, (4) clarification/correction, (5) engineering and social infrastructure, (6) site level detail, (7) development drivers, and (8) internal municipal comments:

TABLE 24: WRITTEN COMMENTS CATEGORISED AS "WATERVAL PRECINCT"		
Written comment	**SDF response**	**SDF section**
The urban expansion areas as shaded in the Area 1 SDF map on pg. 84 must be removed, till further discussion. This area should remain agricultural/rural residential and be protected from urban sprawl and development from the north, as you have stipulated for Henley and Walkerville.	The SDF was amended to state that the proposals made in the Waterval area- in terms of the Urban Expansion Areas and Urban Expansion Areas (subject to conditions)- is subject to the development directives contained in an approved Waterval Precinct Plan, which is currently being reviewed and open for an extended public participation process. The outcomes of the precinct plan approval and adoption by council will be taken into consideration with the annual review of the SDF, where changes will be made accordingly to the composite map and precinct plan description.	4.3 4.4
From me and my family side, we would like the Waterval plan to be removed from the SDF until next meeting.		
Meeting held on 3 May 2022 shocked me to my core. This is NOT what WE, the people want in OUR area. This proposed development is in my view unconstitutional, and I must insist that the Waterval Precinct Plan is removed completely from the SDF document prior to submitting the document, to give US, the residents the opportunity to state our case.		
We utilise our property for farming, cattle, sheep and chickens and object to this plan and ask that the proposals be removed from the SDF document in its entirety. This area must be kept as an agricultural/rural area.		
I would urge you to reconsider the proposed growth trajectory/plans to exclude the Garthdale/Kliprivier areas as not only would this harm employment chances but also hurt similar operations.		
Not only would you be killing agricultural activity (which the government says they are trying to revive) but those who are in the lower economic bracket would also be hurt.		
I saw the Waterval precinct plan, on page 51, as presented in the SDF - this is unacceptable and urge you to remove it entirely from the SDF documents.		
This area must remain agricultural, residential and be protected from urban invasion and development from the northern side, as same as you have stipulated for Henley and Walkerville.		
I object to the Waterval precinct plan of the SDF presentation. I request it entirely removed from the SDF.		
I cannot support the proposals as per the SDF presentation, and hereby request that it be removed from the SDF document until further discussion and participation with the community.		
The urban expansion areas shaded 1 on the SDF map to be removed until further discussion and public participation has taken place as it will impact our choice of lifestyle living.		
We ask that our area be kept for agricultural lifestyle living. Keeping an agricultural hub on the verge of the urban area would benefit both urban living and us living on the agricultural holdings.		
This plan as presented in the SDF presentation is not acceptable to the community.		

TABLE 24: WRITTEN COMMENTS CATEGORISED AS "WATERVAL PRECINCT"		
Written comment	**SDF response**	**SDF section**
Please receive our objection against the planned urban expansion areas as per Waterval precinct plan and SDF.		
We welcome your decision to withdraw the Waterval precinct plan in its entirety, till you have had further consultations with the community.		
In light of the development pressures from Ekurhuleni's side, the areas marked as urban expansion and urban expansion (subject to conditions) be removed from the SDF map for our area of Garthdale, Gardenvale and Rietspruit, until the community participation process. By doing this, it will avoid confusion and incorrect assumptions being made when this map and document is released in the public domain.		
We welcome the withdrawal of the Waterval Precinct Plan.		
We would appreciate if mention of and locations shown in our area of Garthdale, Gardenvale and Rietspruit noted as Urban Expansion and Urban expansion (subject to conditions) is removed from the document until after the community meeting.		
I am satisfied that the Waterval Precinct Plan is removed from the SDF.		
The demarcated Zone 6 as highlighted, which is earmarked for high density residential development is a private property and belong to Lonsa Everite. We want to bring attention that Lonsa Everite has not been consulted or engaged by the municipality about the intended use of the property	The draft proposals of the precinct plan is advertised and the consultation period is extended to allow for further inputs by affected parties.	N/A

TABLE 25: WRITTEN COMMENTS CATEGORISED AS "PENDALE/VALLEY SETTLEMENTS PRECINCT"		
Written comment	**SDF response**	**SDF section**
If we look at the Pendale district, it is obvious that this precinct and its community have developed into a unique and pristine Eco- and agri-type of environment with farm style living and an area where nature, ecology and small-scale farming is very prominent.	This area will remain as indicated in the SDF. The SDF is a long-term plan and looks at the development of the municipality up until 2050. We can therefore not exclude areas, that are showing enormous development pressure, from the plan given the long-term implications of the SDF. Conditions have however been stipulated in the SDF that the proposals made on the Pendale/Valley Settlements area in terms of the Urban Expansion Areas and Urban Expansion Areas (subject to conditions), is subject to the development directives contained in the Precinct Plan, which is of high priority for the municipality to commence with its compilation. It is within the precinct plan that the community's desired precinct character will find spatial expression. It is also within this detail level plan	4.3 4.3.11 4.4
This land use typology forms an important green landmark in the Midvaal area. This land should be preserved in its current state, in spite of the strong pressure to develop this for financial gain.		
Most important argument - this land is occupied, embraced and cherished by a community, where people make a living, and a place where many have retired and still want to retire in a natural, farm-style area close to town.		
The community wants this area to be preserved, with limited and additional similar and compatible uses.		
The Pendale community do not want commercial or industrial development or large-		

TABLE 25: WRITTEN COMMENTS CATEGORISED AS "PENDALE/VALLEY SETTLEMENTS PRECINCT"		
Written comment	**SDF response**	**SDF section**
scale residential development in this area - this is not part of their vision.	that development directives will be captured detailing the envisaged development of the precinct. The permitted land uses that is supported in the area will also be noted in the precinct plan. The outcomes of the precinct plan approval and adoption by council will be taken into consideration with the annual review of the SDF, where changes will be made accordingly to the composite map and precinct plan description. It would be beneficial for the community to connect with all landowners in the area, to ensure that the community representation at the forthcoming precinct participation events be that of a unified, community wide vision for the area, and not the views of a select few.	
Red flags - when looking at the agricultural value of the land it is likely that DALRRD may not consent to commercial and industrial development (and the loss of pristine agricultural land).		
When looking at natural and cultural value of the land and the strong community vision, a similar reaction and objection against major development might be presented by the Department of Environmental Affairs.		
It is our submission that low density and typical farm living be allowed within the precinct (density of one living unit per 5000m2).		
Municipality should extent the appointment of Cadre to develop a fully-fledged local SDF or precinct plan for the Pendale precinct, to ensure proper future development and management of this area.		
The whole Pendale precinct, in view of its pristine character, be defined as "ring-fenced" as an Eco- and Agri-Village, that only provides for limited eco-related and agri-related activities. Other compatible land uses supporting this vision be considered, however be well motivated.		
Detail land uses for these proposed typologies (urban expansion, urban-rural cross over zones) be clearly defined and consulted with the interested and affected parties through developing a precinct plan for the Pendale precinct.		
Current Draft SDF 2022-2027 be amended to designate the whole Pendale precinct for and Eco and Agri Village.		
It is the wish of the community to contribute and control the future management and maintenance of this Pendale Eco and Agri Village in conjunction with the municipality through a formal legal entity (Conservancy, Section 21 company, Co-operative or CID).		

TABLE 26: WRITTEN COMMENTS CATEGORISED AS "COMMUNITY ENGAGEMENT"		
Written comment	**SDF response**	**SDF section**
How can we accept that you just send outsiders into OUR area to do assessments, and the proposes all these one sided developments. You are destroying our lives here and we don't stand for it! I am a second generation resident here in Croft Rd since 1985 and I refuse to be bullied by an official to surrender my rights as a rate paying citizen.	The SDF is a long-term vision for the municipality. Given the development pressure experienced in Waterval from Ekurhuleni, it is the vision of the municipality to proactively plan for this pressure to limit environmental degradation that inevitably result if this pressure is ignored. The municipality is, however, in process of reviewing the Waterval Precinct Plan, which will give detail direction on how development will be managed in the precinct.	N/A
It is obvious that the Pendale community must be extremely frustrated and concerned about the	The municipality acknowledge the frustrations of the community. Recommendations are being	4.3.11

way in which administrative procedures are dealt with in the municipality and the way in which important constitutional processes are being watered-down.	made on the compilation of a precinct plan for the Pendale/Valley Settlements that will allow for further participation.	
When looking at planning and environmental legislation (NEMA, MSA, SPLUMA) it is obvious that communities and interested and affected parties should be thoroughly consulted on development and major policies such as the SDF, hence the need to listen to the voices of the community and to understand and respect their concerns and wishes.		
It is our submission that every effort be made by the municipality and the consultants involved to ensure meaningful participation processes and to ensure that the concerns and needs of the communities are properly assessed and addressed as and where possible.		

TABLE 27: WRITTEN COMMENTS CATEGORISED AS "CLARIFICATION/CORRECTION"

Written comment	SDF response	SDF section
Map on pg. 33 shows an industrial spot on portion 8 Rietspruit, why when this is an agricultural farm.	The data will be scrutinised.	3.7
MLM is largely a rural municipality, benefit from this phenomenon instead of trying to follow the run-down ineffective strategy of other municipalities that seem hell bent on urbanising every square inch.	The spatial vision captures the municipality's intent to offer unique rural and urban development with the rural character being protected by means of consolidated and well-designed urban areas. The municipality intends to use the urban development boundary to contain urban development, and to carefully manage urban-rural cross-over zones to protect and support rural areas. Which still make up the majority of the municipal space.	4.2 4.3.1
We find the SDF as presented contradictory, confusing, and biased in favour of urban sprawl and urbanisation. This is in stark contrast to the frameworks quoted so copiously, but not taken into account, especially for our area where protection of rural agricultural activities/processes and conservation efforts must be encouraged and protected.	The SDF makes proposals on the expansion of the UDB in various urban and urbanising areas to accommodate the expected doubling of households by 2050.	4.2
Waterval - Agri hub is the solution with regards to help people to help themselves.	The precinct plan for Waterval is currently being reviewed and is in the public participation process. The outcomes of this process will determine whether Waterval will be earmarked as an Agri-hub	N/A
The composite map shows the Kliprivier - Suikerbosrand conservancy and agricultural small holdings, but a portion of the conservancy including Greenvalley has been excluded.	The composite map only includes the Suikerbosrand Nature Reserve and the areas within its legally protected borders. Given that the Klipriver-Suikerboschrand Conservancy does not have legal status, it is not considered/indicated in the composite map.	4.4
Since 2012, Midvaal and Sedibeng has done nothing to help protect or renovate and conserve this valuable asset and historical landmark (Witkop Blockhouse)	Comment is noted, but not in the scope of the SDF.	N/A
Henley and Walkerville landfills have recently been closed, hope they are not counted as two of the 3 landfill sites in Midvaal mentioned in the report.	No these are not included	3.6.5

TABLE 27: WRITTEN COMMENTS CATEGORISED AS "CLARIFICATION/CORRECTION"		
Written comment	**SDF response**	**SDF section**
Please follow and incorporate all guidelines in National and Gauteng frameworks, regarding agriculture, rural development, conservation, tourism, etc. not only those concerning urbanisation.	Please refer to improved development driver 9	2.1 4.3.9 9.1

TABLE 28: WRITTEN COMMENTS CATEGORISED AS "ENGINEERING AND SOCIAL INFRASTRUCTURE"		
Written comment	**SDF response**	**SDF section**
Waterval - We moved here and was told this is a conservation area and are not allowed to have streetlights. WHAT HAPPENED? Now Midvaal wants to develop in this area.	The SDF is a long-term vision for the municipality. Given the development pressure experienced in Waterval from Ekurhuleni, it is the vision of the municipality to proactively plan for this pressure to limit environmental degradation that inevitably result if this pressure is ignored. The municipality is, however, in process of reviewing the Waterval Precinct Plan, which will give detail direction on how development will be managed in the precinct.	N/A
Waterval - We live with Erwart sewage farm not even able to handle the sewage that they receive. We have to live with the aroma that comes from there and not much gets done.	The SDFs chapter on the Implementation Framework notes a number of capital investment interventions that could aid the municipality in achieving the spatial vision (including unlocking the urban expansion areas as demarcated for Waterval) The Waterval Precinct Plan is currently being reviewed and is in the public participation process. The outcomes of this process and the subsequent adoption by council will indicate whether the area will be included in the urban development boundary with subsequent infrastructure investment to support this proposal. Or whether any alternative proposals for the development of the area will be made, with the subsequent impact of such decision on the provision of infrastructure.	6
Waterval - The Kliprivier, Rietspruit area - we unfortunately have problems in the area, no police - crime is sky high already. Rietspruit was a very clean and safe place. Every week there is crime and people dumping rubbish from across the street at Rietspruit.		
Waterval - the area also has an infrastructure problem - limited water (we are using borehole water) and no sewage system (we are using septic tanks as Erwat is full).		
Waterval - The infrastructure on sewerage, water and other services also cannot cope, and even the police services cannot cope in the area anymore		
Waste transfer station in Kliprivier, way over capacity due to Sky City and outside residents from Ekurhuleni dumping there. Waste collection not done for various regions, creating massive backlog and health risk		
Waterval - What infrastructure is there for these new developments? No hospital, No school, No sewerage, No access roads, No police stations, No drainage for storm water, etc. and then you have the cheek to tell us that there needs to be a certain number of people living in and area before these things gets built?? this is a perfect recipe for a fatality causing disaster, riots and unrest.		
Waterval - We already sitting with floods caused by the Sky City "buffer dams". Floods that is destroying Rietspruit road, causing people to lose their jobs, and residents to have no access to their homes.		

TABLE 28: WRITTEN COMMENTS CATEGORISED AS "ENGINEERING AND SOCIAL INFRASTRUCTURE"		
Written comment	**SDF response**	**SDF section**
Waterval - With the recent development of Sky City it is already evident that the infrastructure cannot cope and handle the influx of the thousands of people, specifically the roads (R550) which cannot be widened easily due to river crossings and train bridges		
Waterval - We decided to live out here as this area was nice and quiet, and crime was not a problem. Now, with all the developments of Sky City, we have loud parties every weekend, NO police station and crime is hitting us very hard. (Yes, Kliprivier HAS NO POLICE STATION) just a building filled with useless salary drawing incompetent people.	Comment is outside of the scope of the SDF and the development in Sky City is noted. These changes in Ekhurhuleni needs to be considered in an appropriate response in the Waterval area.	N/A
Waterval - The police station is way over capacity and too small. SAPS spends most of their time in Sky City, despite township development plans showing that they would have their own police station		
Waterval - Human nature and settlement patterns cannot be predicted or based on scenario's in the Greenbook or consultants who don't understand the dynamics of the area they are reporting on.	The CSIR Space Planner is a national planning tool used across the country to determine the demand for social facilities/infrastructure. The SDF highlights how the planner is prescriptive and should be used as a quantitative knowledge informant to prioritise certain social facilities. It, however, also notes that this planner should work together with spatial positioning to determine where these facilities are needed most. Therefore, the Waterval precinct plan will be instrumental in identifying the need for social facilities, and the allocation of potential land to accommodate these services.	3.6.5
Please add malls, SARS, schools, clinics, home affairs, rehabilitation centres, orphanage centres. I believe that as population is growing it will cut the cost	Social facility requirements are based on the CSIR Space Planner, which is informed by population densities and projections. Feasibility studies are required for each of the suggested services.	3.6.2
R59 Corridor - while this corridor is of essential importance to the ability to access the industries, agricultural areas and residences of Midvaal, it is also an exceptionally high accident zone, and needs major structural attention.	The comment is noted, and further municipal management interventions need to be afforded to the R59 corridor and the improvement of the safe use of this regional link.	4.3.3 6
This road is in need of consistent monitoring of road conditions, the soft shoulder is in need of upgrading, and the corridor needs far greater attention from police and traffic police as regards the poor driving and number of unroadworthy vehicles, particularly vehicles travelling at night with inadequate or even no lights		
Henley on Klip - Police stations such as Evaton are in an embarrassing state of disrepair. The planned new police stations for areas that will need to be covered in the future need to be preceded by serious attention to the current facilities.	The SDFs chapter on the Implementation Framework notes a number of capital investment interventions that could aid the municipality in achieving the spatial vision. The Henley on Klip precinct plan would also be instrumental in guiding capital investment for engineering and social infrastructure. This	3.6.5 6
Henley on Klip - Inadequate space, substandard equipment and a somewhat less		

TABLE 28: WRITTEN COMMENTS CATEGORISED AS "ENGINEERING AND SOCIAL INFRASTRUCTURE"		
Written comment	**SDF response**	**SDF section**
than welcoming face of the current facilities all contribute to the impression in the minds of the criminal element that policing is ineffective in the area, an unfair judgement, but no doubt a contributing factor in the current rise of crime.	precinct plan is being reviewed and is currently in the public participation process. After completion and adoption by council, the SDF proposals for Henley on Klip will reflect the outcomes of the precinct plan.	
Henley on Klip - As well as this is the definitive lack of visible policing, which is being addressed in the planning, but needs to be prioritised.		
Henley on Klip - At the same time, more facilities for children would be very welcome, and a definite creation of more sporting facilities is needed		
Henley on Klip - Proposed new schools, police stations and clinics - these planned new facilities assumed upon a projected growth of the population also need careful attention to timing.		
Henley on Klip - The strengthening of the grid and the provision of better infrastructure needs to run well ahead of the statistical predictions on population growth, if we are to avoid disaster.		
Henley on Klip - Lack of technologically up to date infrastructure is already placing pressure beyond the realistic capacity of the current infrastructure		
Henley on Klip - Talk of higher density housing areas must come with an advance plan for provision of a strong and easily maintained infrastructure, that is secure and safe from cable theft		
In the SONA address, the president suggested that paved roads would be a better consideration than the current bitumen tar road. Having spent 7 years driving through Alexandra I have met many of their paved roads, which have survived the worst storms, floods and extremes of traffic. In heavy rains, Alex fills up like a bowl (which it is) and the paved roads survive. I do think the paving of some of our heavier use roads would not go amiss.	The comment is noted, and further feasibility studies should be done on the potential implementation of paved roads.	4.3.7
Ward 4 - at the proposed site to formalise the informal settlement of Boitumelo on Witkop Road (1) there is no infrastructure there, whereas at Skansdam there is infrastructure both in services such as water, sewage and electricity.	Must be dealt with in the Integrated Human Settlements Plan.	N/A
Ward 4 - at the proposed site to formalise the informal settlement of Boitumelo on Witkop Road (2) both train and road transport infrastructure is already in place at Skansdam		
Ophir AH - is there any plan for the illegal power connections that are taking place	Comment outside the scope of the SDF.	N/A
Ophir AH - Is there a plan for the roads around Ophir AH to be fixed and also tarred		
Ophir AH - will the transporter in the area be upgraded to accommodate all new residents in the area or will it stay the current size		

TABLE 29: WRITTEN COMMENTS CATEGORISED AS "SITE LEVEL DETAIL"		
Written comment	**SDF response**	**SDF section**
The consideration of increased mining in the area is of concern, especially in view of the extremely damaging prospect of coal mining. While Eskom is being encouraged to produce a definitive plan to cease the use of coal for electricity production, there has been too little reason for them to do so if coal production is allowed to continue.		
Coal mining is also damaging to the environment in and of itself, and the human cost in medical health issues cannot be overemphasised.		
Waterval - Since 2017, I have been planning to expand my activities to include growing more "niche" market vegetable items and have invested hundreds of thousands in training on myself and my workers, but now you want to destroy my dreams and investment.	The SDF is a long-term vision for the municipality. Given the development pressure experienced in Waterval from Ekurhuleni, it is the vision of the municipality to proactively plan for this pressure to limit environmental degradation that inevitably result if this pressure is ignored. The municipality is, however, in process of reviewing the Waterval Precinct Plan, which will give detail direction on how development will be managed in the precinct.	N/A
Waterval -I already had to give up my intensive exotic parrot breeding program as a result of the illegal trucking yard that shot up on the R550 right behind me. I did register a complaint, but as usual, Midvaal did NOTHING to stop them. Now you are expecting me to give up my small-scale vegetable growing enterprise as well? I lost hundreds of thousands of Rands in losses with my parrot breeding facility.		
Waterval - Also, you cannot say we can relocate the operations to another area - the cost of moving goods to the market would make it simply unworthwhile, while developing suppliers and infrastructure to support these businesses in the immediate term would be impossible		
Would it be possible to Re-Zone the attached 3 pieces of land from Agricultural to Commercial (the clients would be looking to create a Shopping centre on Both pieces	Comment reserved for LUMS	N/A
Consider permission for service industries and supporting businesses and commercial uses in the area (Vaal Marina), since residents have to travel far distances for services. It is not intended to have noxious and heavy industries in this regard	Potential for a precinct plan for the Vaal Marina area is being considered, which could be used to demarcate areas suited to these uses.	N/A
Look at the Hartbeespoort Dam uses on a small scale, as people need things fixed (houses and boats) and these services are not very accessible in the Vaal Marina area		
Support storage facilities for boats, cycles, and other related tourism needs, which can tie in with agricultural activities also found in the area.		
Provide designation for light industries to prevent an overspill of undesirable uses in the immediate vicinity on high potential agricultural land and preservation of the environment		
Henley on Klip - Since the meeting at which the plan was presented. Great effort has gone into marketing the spaces, and hopefully identifying and dealing with absentee landlords. However, should the estate agents be successful in their	Comment outside the scope of the SDF but should be part of the action list in the precinct plan.	N/A

TABLE 29: WRITTEN COMMENTS CATEGORISED AS "SITE LEVEL DETAIL"		
Written comment	**SDF response**	**SDF section**
efforts, we will need to have some of these facilities in place rather urgently as we will be faced with an influx of not only new owners, but builders and other contractors, who will need monitoring for the small but potentially worrisome few with criminal intent		
Waterval - Since development started across from the R550 a lot of things changed. Criminal activity increased a lot. We used to be able to access the R550 with no problem. We never had riots and vandalism in our area. The last couple of nights we are having riots on the R550 and even people digging trenches across the road	Comment outside the scope of the SDF.	N/A
Waterval - Road network - no mention has been made of illegal truck yards in agricultural areas damaging road infrastructure.		
Ophir AH - is there any plan to continue the RDP housing to place some of the settlement community, especially a side that has breached the barrier of Agricultural farms	Comment outside the scope of the SDF.	N/A

TABLE 30: WRITTEN COMMENTS CATEGORISED AS "DEVELOPMENT DRIVERS"		
Written comment	**SDF response**	**SDF section**
The solutions in South Africa (sun, wind, and water generation) cannot continue to be avoided.	Hence development driver 2 (pursue alternative clean energy and reduce cost to industrial and commercial users)	4.3.2
'Waterval - In 2018 the Mayor talked about creating an agri-hub in Rietspruit - nothing happened. With this hub we can uplift people to generate and own business for themselves.	The precinct plan for Waterval is currently being reviewed and is in the public participation process. The outcomes of this process will determine whether Waterval will be earmarked as an Agri-hub	N/A
Waterval - Let's start by showing people how they can generate money from collecting tin cans, plastic, creating a cleaner space to live in, and generate an income - all within this HUB		
Waterval - creating a market for selling own products - this way creating an income		
Boitumelo - I therefore would expect that this development would only be considered once the precinct plan for the current Boitumelo area is finalised to ensure a better quality of life for the would-be recipients of this project	To be dealt with in the Integrated Human Settlements Plan	3.6.3
Waterval - Housing profile - why are only resident of Boitumelo mentioned and not Khayelitsha and Piels Farm? This matter is a ticking time bomb and needs to be addressed urgently so that the informal dwellers can live dignified, healthy, proud lives		
Waterval - You need to finalise a workable, dignified, sustainable housing development for the 3 informal settlements in our area. Namely Boitumelo, Khayelitsha and Piels Farm, not only Boitumelo as mentioned in the document		
Vaal River area seems to be the main focus and economic growth and tourism area, given the full potential of the area has not been explored. But potential in other areas need to be explored promoted and protected.	Development driver 5 (stimulate tourism) is not intended to be an exhaustive list of tourism priority areas. The driver is however meant to be supportive of all tourism developments and	4.3.5

TABLE 30: WRITTEN COMMENTS CATEGORISED AS "DEVELOPMENT DRIVERS"		
Written comment	**SDF response**	**SDF section**
Why is Witkop Blockhouse not mentioned as an area of high potential for tourism? It is a unique landmark in our area and an ideal location for an information centre/curio shop	related activities whether or not situated in the priority areas. The Witkop Blockhouse has been noted on the Tourism Priority Areas Map as a place of "recreation & entertainment", together with various other tourism, entertainment, and recreation sites.	
Witkop Blockhouse needs to be protected and renovated so that it can be one of our functional landmarks and heritage sites		
Encourage, promote and support your conservancies. Midvaal is in the enviable position to have 8 of them. Utilise them, they are already doing a lot to manage, protect and conserve pockets of land within the municipality and taking a load off Midvaal's shoulders	The topic of conservancies and their role will be discussed with stakeholders.	4.3.9
A concerted effort needs to be made to revive and protect Suikerbosrand Nature Reserve and Kareekloof at all times and not only mentioned in documents under review.		
The Suikerbosrand and Kareekloof need to be supported and viable		
These two facilities can be and will be the main tourist and conservation attractions in the north of Midvaal, generating much needed income whilst protecting and conserving a dwindling heritage for future generations		
The Klip River and Rietspruit need to be protected, conserved and promoted through tourism related activities		
Conservancies need to be encouraged, protected, and supported as in your previous documents, as non-negotiable entities, but unfortunately this has been removed from your documentation		
Explore the opportunity to legislate a greenbelt area for Gauteng between Suikerbosrand, adjoining conservancies up to Klipriviersberg Nature Reserve, to create a green lung for urbanised city and town dwellers to get out into the country close to home		
Waterval - No mention is made of the fact that the R550 is the main East-West Abnormal Load Route or that promised upgrades which were part of Waterval Development have not been implemented.	The SDFs chapter on the Implementation Framework notes a number of capital investment interventions that could aid the municipality in achieving the spatial vision. The Waterval Precinct Plan is currently being reviewed and is in the public participation process. The outcomes of this process and the subsequent adoption by council will indicate whether the area will be included in the urban development boundary with subsequent infrastructure investment to support this proposal. Or whether any alternative proposals for the development of the area will be made, with the subsequent impact of such decision on the provision of infrastructure.	N/A

TABLE 31: WRITTEN COMMENTS CATEGORISED AS "INTERNAL MUNICIPAL COMMENT"		
Written comment	**SDF response**	**SDF section**
Figure 51 refer to the Westonarea CBD?	The figure is an example of capital investment projects that have been implemented in the Westonarea CBD that might be considered in Midvaal.	8.1.2
R59 Corridor. West, East mobility routes are supported.	Noted	3.2.3
Nodal Precinct Plans. Areas with underlaying dolomite should be noted.	Dolomite map has been included.	3.2.1
Policy/By Law on Development on Dolomite should be included	Dolomite map has been included. The by-law should be incorporated with the annual SDF review	3.2.1
Should the SD Plan also address other services e.g.; GAS and FEUL lines crossing MLM	Other engineering infrastructure should be analysed with the annual SDF review	3.2.6
Dolomitic conditions are identified in the SWOT. Should the doc perhaps elaborate	Dolomite map has been included.	3.2.1
The Precinct Plans are supported	Noted	3.3
Figure 36 (Synthesis map - built environment) is noted	Noted	3.5.2
Sports fields and park space. How accurate is 284 facilities	Figures are based on the 2021 Land Use Audit data. Figures are therefore fairly accurate.	3.6.2
Do we have vacant land available for small business, industrial uses, etc, as it might be in demand due to the current economic conditions, etc.	Analysis on space allocations for social infrastructure and services should be done during the annual SDF review. Or space allocations should result from departmental master plans structured according to the SDF.	N/A
From a law enforcement point of view, mixed used areas should be avoided	Definition of mixed-use development and the associated permitted land uses is included to better define compatible land uses for mixed-use areas	N/A
Clean and renewable energy initiatives are supported	Noted	4.3.2
4.3.4 - large volumes of ground water extraction in dolomitic areas should be avoided	Dolomite map has been included. Municipality should manage the amount of borehole applications and groundwater extractions allowed in dolomitic areas	3.2.1
Walkable nodes and TODs are supported	Noted	4.3.6
pg. 96 par 4 - spelling error (skills)	Error has been corrected	8.1.2
pg. 96 - can the info not be locally bound	No, the example is extracted from the projects done by the NDP	8.1.2
The development drivers are supported	Noted	4.3
With the implementation of the previous SDFs, there has always been a challenge with regards to the applications received for Filling stations and Cemeteries. As much as the idea is not to earmark an area for the said uses, the SDF should at least provide some sort of guidance on how such applications should be dealt with	Comment reserved for LUMS	N/A

9 ADDENDUM 3 – INSTITUTIONAL, POLICY AND STRATEGY CONTEXT

This section intends to capture higher order and local policy strategies that should be embraced in the engagement of the new Midvaal Local Municipality SDF.

9.1 Policies and strategy focus

9.1.1 State of Nation Addresses

2022

The 2022 State of the Nation Address delivered by President Cyril Ramaphosa contained the following key aspects to be considered:

- A renewed commitment to the implementation of the District Development Model which brings all spheres of government together with other social partners to grow inclusive local economies and improve the lives of communities.
- Integrated planning and budgeting across spheres of government and improved integration of national projects at a district level.
- The accelerated rollout of broadband across all municipalities and the establishment of a standard model for the granting of municipal permissions.
- The intention to end the state of disaster and remove all lock-down and/or Covid-19-related mandates moving forward. This is to promote economic growth and allow everyone to continue with their lives.
- Legalisation and market acceleration of the cannabis sector to increase investment and job creation. It is projected to create 130 000 jobs in the hemp production industry. Spatially, the need for arable land and the necessary farming skills will be required to establish this industry.
- The need for additional schooling facilities in the country was highlighted with an estimated total need of 2 500 schools.
- Concerns surrounding investor confidence and the provision of basic services (water, electricity, and sanitation) was highlighted in the speech.
- The conditions of roads and ability to travel safely, including children crossing rivers due to inadequate bridges.
- The unreliable electricity supply (load shedding) is directly affecting employment opportunities and increasing the unemployment rate.

President Cyril Ramaphosa also said that "If there is one thing, we all agree on it is that the present situation that we are in now, of deep poverty, unemployment and inequality is unacceptable and unsustainable".

The announcements are important for local authorities such as Midvaal Local Municipality because they set priorities for government and identify the projects and initiatives which will become key focus areas for national and provincial administrations.

2021

The State of the Nation Address delivered by President Cyril Ramaphosa in 2021, introduced a short and focused plan. The economic destruction instigated by the corona virus pandemic mandated a clear articulation on recovery and public health and safety.

The main components of the address focused on:

- Defeating Covid-19
- Accelerating economic recovery
- Implementation of economic reforms, the creation of sustainable jobs, and driving inclusive growth.
- Fight corruption and strengthen the state.

The administration's plan remained solid on tackling the triple bottom-line challenges of poverty, unemployment, and inequality. These are historical challenges in South Africa which the pandemic has exacerbated. Finding a balance between immediate public health emergency and maintaining the fight on poverty became a financial dilemma for the administration.

Economic Reconstruction and Recovery Plan
Released in 2021 the plan is designed to stimulate equitable and inclusive growth. It reflects a consensus among social partners that economic resources and efforts should be mobilised to put the economy on a sustainable recovery trajectory.

Economies trapped in a downward spiral of decline can only be taken out of bust through decisive state interventions. Monetary policy interventions are key in ensuring a stable economic environment; however, they are not enough to facilitate sufficient growth and development. Strategic expenditure on capital projects by the state, triggers private capital to continue spending. The latter drives the large absorption of the jobless masses.

The images below illustrate both micro and macro-scale public works projects that are envisioned to drive growth, employment, and development.



Figure 50: Public works infrastructure projects of a local road and N2 Msikaba bridge

Following this economic model, a series of priority interventions for rapid economic recovery were detailed in the SONA 2021:

1. Massive rollout of infrastructure throughout the country.
2. Massive increase in local production.
3. Employment stimulus to create jobs and support livelihoods.
4. Rapid expansion of energy generation capacity.

The address notes that achieving growth and recovery depends heavily on increasing exports. This economic strategy constitutes the basic function of city governments. The White Paper on Local Government 1998 stresses the need for municipalities to be competitive entities. Municipalities can provide targeted assistance to specific sectors of comparative advantage. These can be enhanced through property rate and tax incentives, and infrastructure incentives.

The rejuvenation of the manufacturing industries is high on the national government's agenda. Specific sectors of focus include sugar, poultry, textile, steel, and automobile sectors. The R59 corridor offers opportunities to revive and intensify manufacturing and logistics infrastructure development from Vereeniging to Alberton.

The manufacturing sector in the Sedibeng district accounted for R 14.7 billion, about 24% of the total district GVA in 2018. This makes it the largest sector by contribution to the district. However, in the recent years, the sector has experienced a decline, together with construction.

9.1.2 National Development Plan, Vision 2030

The National Development Plan sets out an integrated strategy for accelerating growth, eliminating poverty, and reducing inequality by 2030. The plan has less than a decade left to demonstrate sufficient evidence on achieving the developmental goals it set out since the publication date of 2011. Supported by the New Growth Path (NGP) and other relevant developmental programmes, it provides a platform to look beyond the current constraints to the transformation imperatives over the next 20 to 30 years.

Its 2030 goals include eliminating income poverty and reducing inequality. The NDP's human settlement targets, as set out in Chapter 8, focus on transforming human settlements and the national space economy. The plan expands on the administration's focus to enable support programmes that will enable:

1. More people to live closer to their workplaces
2. Better quality public transport, and
3. More jobs in proximity to historical black townships.

The above directives intend to take work to where people are living, as an intervention to undo the apartheid spatial legacy. It aims to alleviate the pressure of daily migration to historical city centres, opening-up the opportunity to have (1) functional and self-sufficient communities and (2) efficient transportation of economic units (commuters, goods, and services). The latter leads to greater economic productivity in municipal regions.

Industries want to be located where their business facilitation is efficient, shows evidence of growth and is served by reliable infrastructure services. Communities directly benefit from the economic spill overs of these industrial agglomerations. These include infrastructure (re)developments and employment. The material changes of the people on the ground, leads to a society that makes better decisions. Socio-economic upliftment is the main element that has the potential to deal with a variety of social ills including gender-based violence (GBV) and the prevalence of HIV/AIDS.

The pursuit of efficient cities and towns is emphasised in the plan through the discouragement of further development of affordable public housing in marginal spaces. The NDP is a proponent of increasing urban densities to support public transport viability and land use efficiency, which is referred to as "sustainable densification."

In South Africa, this intends to strike a balance between the embedded culture and pride in land ownership and decreasing the damage on the ecology. These are often reflected in horizontal densification strategies as observed in Savanna City (Midvaal LM) and Westonaria Borwa (Rand West LM) amongst others. It is also important to consider a variety of other housing typologies such as three-storey walk-ups located in existing town centres. This will cater for individuals and families that prefer such living arrangements.

The images below demonstrate densification models at the disposal of planners. They reflect the reality of population growth and rapid "urbanisation of poverty", environmental degradation, and public health threats. These typologies represent public and/or private housing developments that the Midvaal Local Municipality SDF can deploy to advise the housing sector plan.



Figure 51: Densification with low-cost duplexes and smaller erven near Westonaria CBD

It is important to note the inevitable housing development pressure which Midvaal Local Municipality as a predominantly rural municipality faces. When tabling the Midvaal Local Municipality developmental vision it is important to strike a balance between identity, food security, social cohesion, growth, and urbanisation. The Greenbook provides a foundation to observe, deliberate, and offer risk management solutions to the projected scenarios of human settlements growth in South Africa.

Chapter 6 of the NDP sets out specific targets and goals towards establishing a more inclusive rural economy through integrated rural development. The focus here is on increased investment in new agricultural technologies, research, and the development of adaptation strategies. This aims to protect rural livelihoods and expand on commercial agricultural activities. Gauteng as a **Node of Competitiveness** that is strongly supported by the **Competitive Corridors** including the N1, N3 and N4 national roads, should facilitate the exports of goods and services and provide regional opportunities across the SADC region.

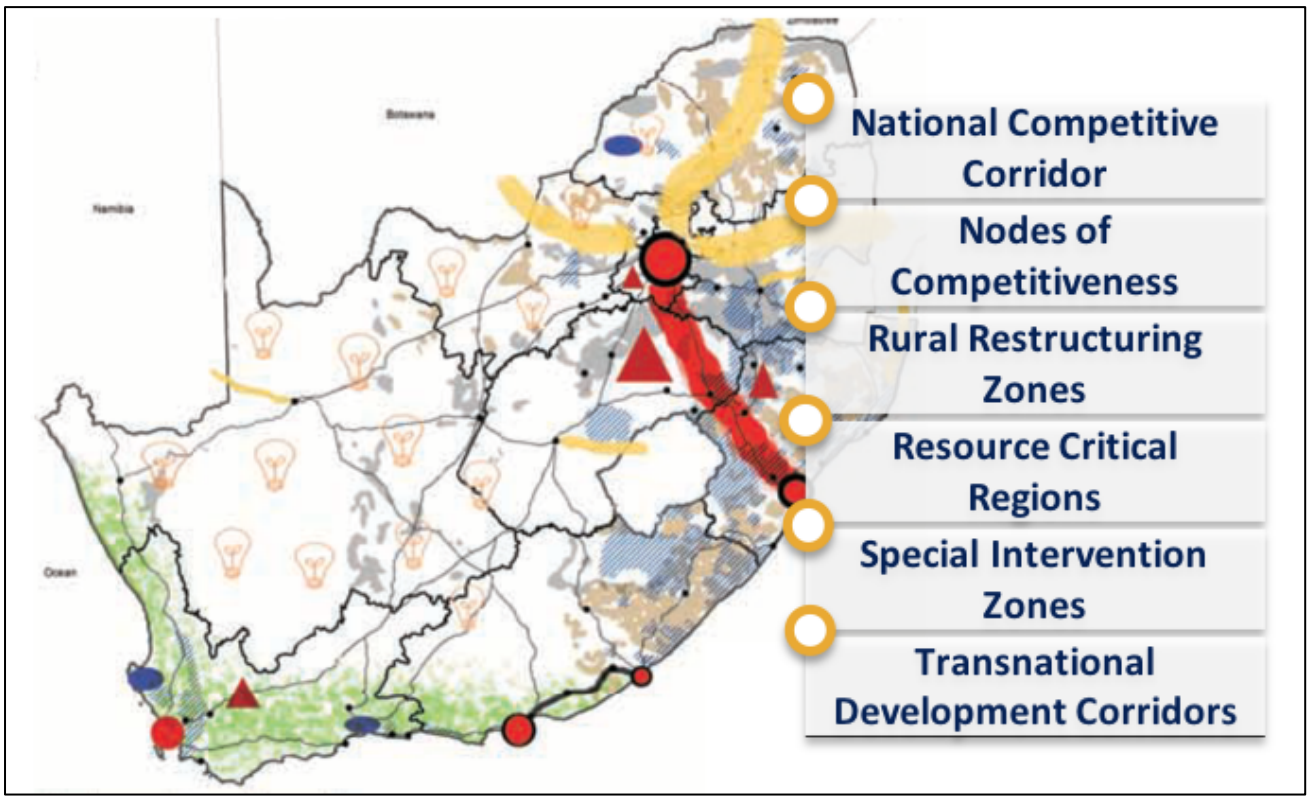


Figure 52: National schema for spatial targeting (NDP)

It is imperative to continue seeking public/private partnerships such as those formed for the Bantu Bonke hydroponics project. Research and development guarantee the growth and prosperity of industries. The partnership formed between Rand Water, the Vaal University of Technology, and the Bantu Bonke Communal Property Association—is an important example of how to continue driving innovative ways to increase agricultural productivity and utilise fewer resources. This follows the district's directive to formulate environments that will incubate the growth of agricultural industries across Sedibeng.

9.1.3 Draft National Spatial Development Framework 2050 (NSDF)

The Integrated Urban Development Framework (IUDF) states that South African cities are largely characterised by high levels of wasteful use of scarce resources. These resources include land and capital infrastructure (CoGTA, 2014). Despite significant developmental efforts made by the Breaking New Ground (BNG) policy programmes, and the Reconstruction and Development Programme (RDP), the distorted spatial patterns in South African cities are still largely unreversed.

The Draft National Spatial Development Framework (NSDF) follows on the spatial transformation agenda echoed in the NDP. The NSDF is a higher order spatial idea that "seeks to make a bold and decisive contribution to bringing about the peaceful, prosperous and truly transformed South Africa…." (NSDF, 2019). Section 12 (3) of SPLUMA, provides that a national spatial development framework must contribute to and offer spatial representation of national development policies and plans.

The framework presents spatial representations of policies and plans from various sectors of national government. Accordingly, the NSDF has provided a national spatial scheme to inform, direct, prioritise, and guide all future infrastructure spending decisions by the public and the private sector. The national spatial scheme aims to optimise place-based potentials and spatial interdependencies.

The national spatial development framework depicted below, outlines a series of five strategic National Spatial Outcomes. These spatial outcomes are both informative and directive in achieving the national developmental objectives highlighted in the NDP. The NSDF identifies the Sedibeng district as the Central Agricultural Heartland—Agri-Enterprise and Small-Scale Farming Resource Region. For this document, emphasis is put on the National Spatial Outcome Four.

National Spatial Outcome Four

The spatial outcome focuses on productive rural regions that should be supported by sustainable resource economies and regional development anchors. Rural areas ought to be enhanced, to enable access to the dividends of urban consolidation, rural innovation, and climate adaptation.

In terms of this outcome:

1. National food security, rural transformation and rural enterprise development and quality of life are enabled and supported through a set of **strong urban-rural development anchors**.
2. Well-functioning, **well-connected and productive rural regions**, strengthen and enhance rural development and the well-being of rural communities.
3. **Differentiated rural development** as set out in Chapter 6 of the NDP, details small, medium and large-scale agriculture, agri-processing, agri-eco enterprises, tourism, resource management and protection of natural resources—which play a key role in creating economic opportunities, and addressing poverty, inequality and unemployment in these regions.
4. Strategically located small towns in rural regions should support **increased access to social services**, tourism, personal services, and administrative functions. They should, thus, act as regional development anchors.
5. **Urban consolidation** and growth, innovation and context-specific access to services in sparsely, and densely populated areas should be promoted in these rural anchor towns.
6. A set of well-connected, strategically located, smaller towns are to act as **rural service centres** to ensure mutually beneficial urban-rural market linkages.

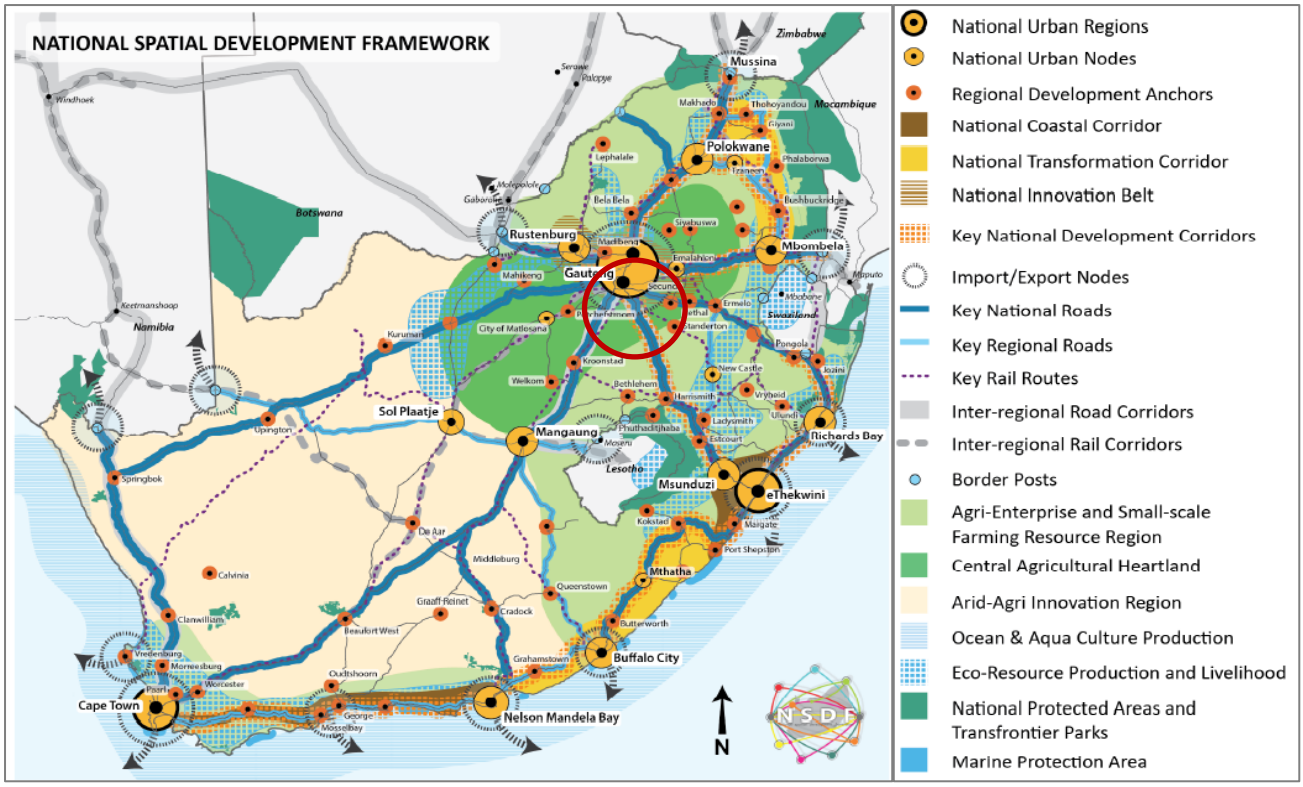


Figure 53: National Spatial Development Framework 2050

From a national perspective, it is critical that the MLM spatial outcomes to be pursued in the SDF embrace the concept of productive rural regions. These regions are to focus capital investments to increase access to adequate social and economic services in its primary and secondary rural service centres. Such services include:

- Health care
- Education
- Administration
- Welfare services
- Recreational/sporting facilities.

The NSDF expands on these services for all settlement hierarchies. See the figure below for the social services wheel.

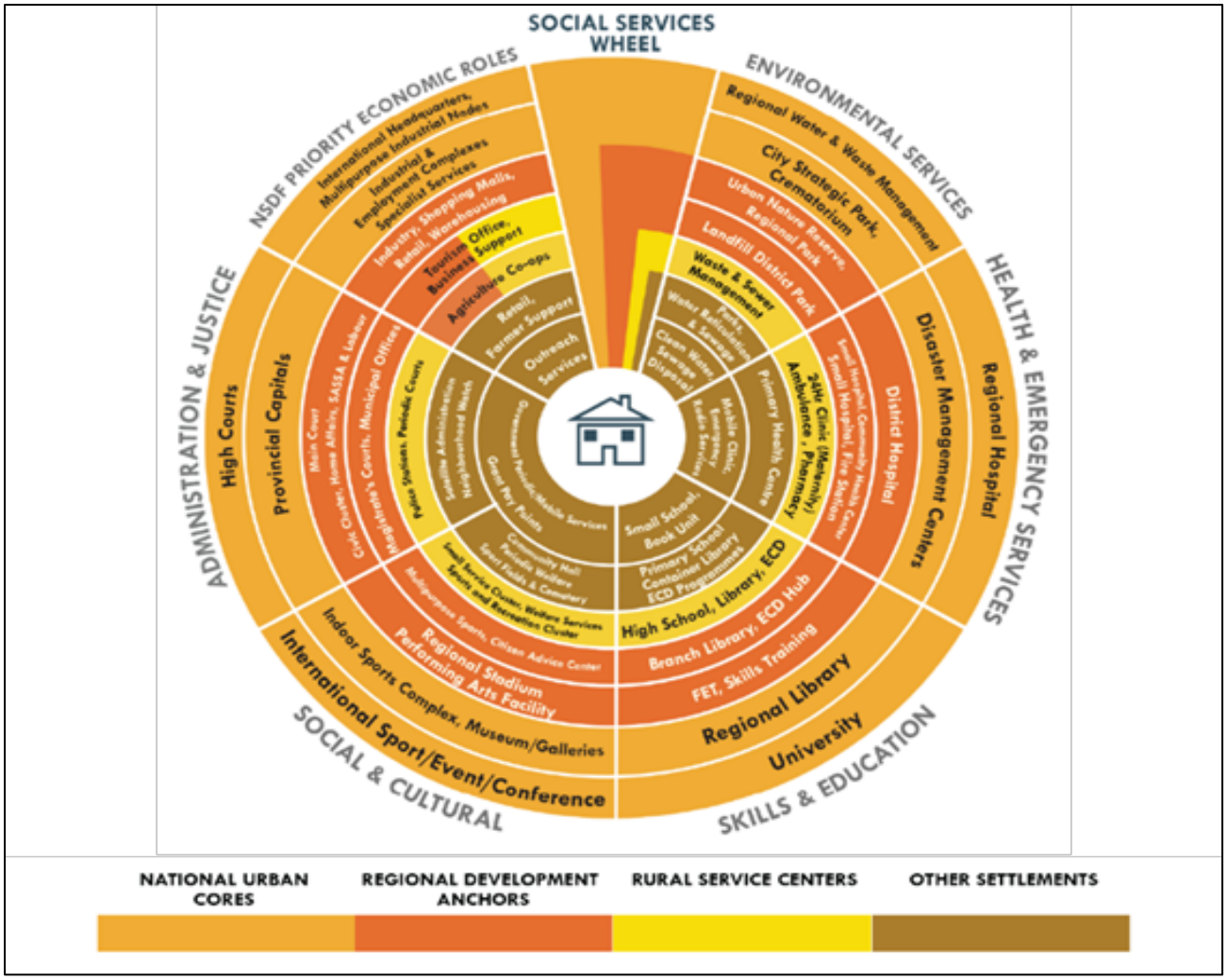


Figure 54: The social services wheel (NSDF)

These centres will be loosely distributed across a municipal region as is the case in the Midvaal Local Municipality. Interventions should maintain the focus on integrating these centres to improve accessibility and mobility between the rural anchor nodes and other larger market centres. The goal is to enable the easier facilitation of goods and services between large and small towns. This latter has a proportional impact on the productivity of regions.

The NSDF makes recommendations on both urban and rural interventions. In urban areas, key recommendations include:

- The upgrading of all informal settlements on suitable and well-located land by 2030.
- Increasing urban densities to reduce sprawl and infrastructure costs.
- Redirect capital investments to the historical black townships in the urban periphery.
- Substantial investment in safe, reliable, affordable, and integrated public transport.
- Implement multi-income and differentiated housing subsidy schemes in settlements.
- Focus strategies on the housing gap market by involving financial institutions and employer housing schemes.

Taking note of the increasing rural decline and outmigration, the NSDF recommends the following for rural interventions:

- Targeted and better coordinated provision of innovative infrastructure.
- Prioritising agricultural and rural development along mobility corridors to build local economies.
- Identification of non-agricultural opportunities such as tourism or certain mining activities with a 'green' focus.

To create such a 'shared, smaller, better connected and more sustainable South Africa', the NSDF identifies the most urgent short-term, strategic spatial development catalysts to (1) bring about radical spatial transformation at scale, and (2) manage and mitigate rising national risks. These are called National Spatial Action Areas (NSAAs).

The NSAAs comprises of five spatial action areas. These are the

1. National Transformation Corridors
2. National Resource Risk Areas
3. Arid Innovation Regions
4. National Urban Regions
5. **Central Innovation Belt (CIB).**

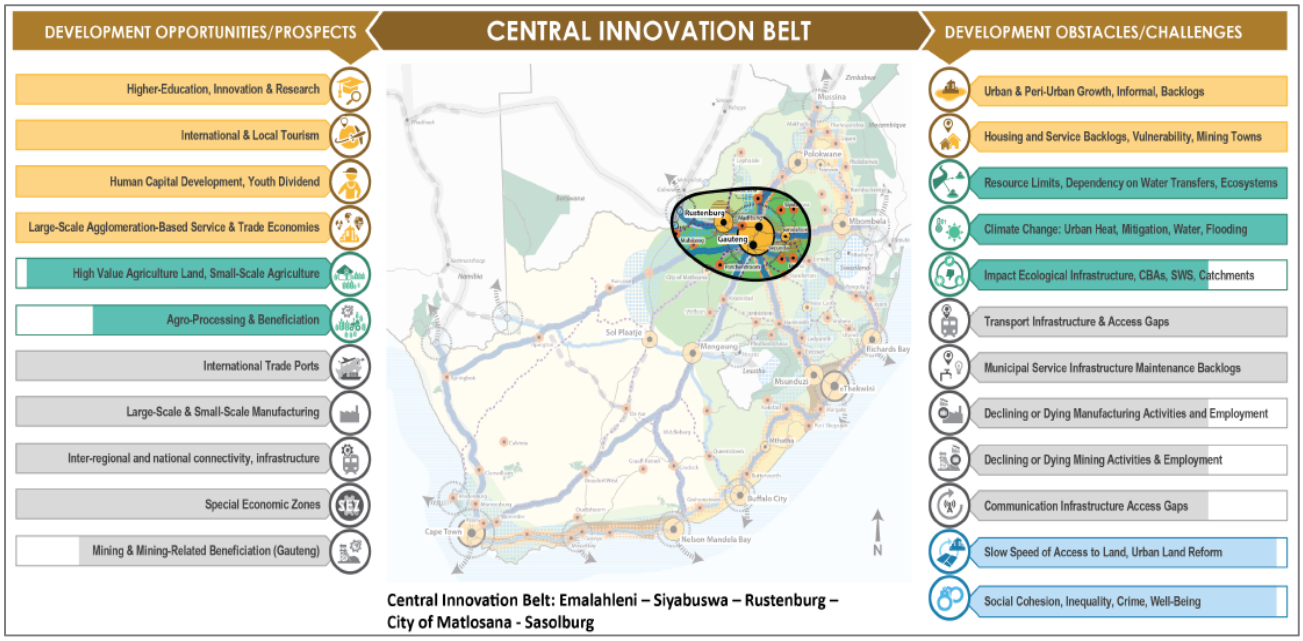


Figure 55: Central Innovation Belt (NSDF)

9.1.4 Gauteng Spatial Development Framework 2030 (GSDF)

Gauteng is the smallest province with the highest population density in South Africa. The province contributes about 24% of the total South African population, with 97% of its population living in urban areas.

It is the best-connected province in the country, with major national road infrastructure linking Gauteng to major export harbours (Maputo and Richards Bay) and several metropolitan cities. These include Durban, Mangaung and the Cape Town city regions.

In 2015, the Gauteng State of the Province Address proposed a 10-Pillar Strategy to engage socio-economic and socio-spatial transformation in the province. Key policy directives were set out to tackle the apartheid spatial economy and human settlement patterns. These directives focus on urban form, space economy, human settlements, and infrastructure, amongst others. The Gauteng SDF communicates the following on spatial (re)developments:

Urban form and human settlements

Policy directives for urban form in Gauteng focus on nodal and corridor developments. High-density and mixed-use developments are promoted in strategically located spaces. These are integrated with public transport systems. Accordingly (1) urban renewal (2) clustering (3) densification, and (4) infill developments are placed high on the agenda of spatial (re)developments.

These interventions pursue (1) the protection of agricultural land with high potential (2) protect biodiversity and (3) make the provision of basic services and public transportation systems more cost effective. The GSDF spatial concept stresses the development of new settlements by promoting:

1. Connectivity
2. Viability
3. Diversification
4. Liveability
5. Concentration, and
6. Conservation.

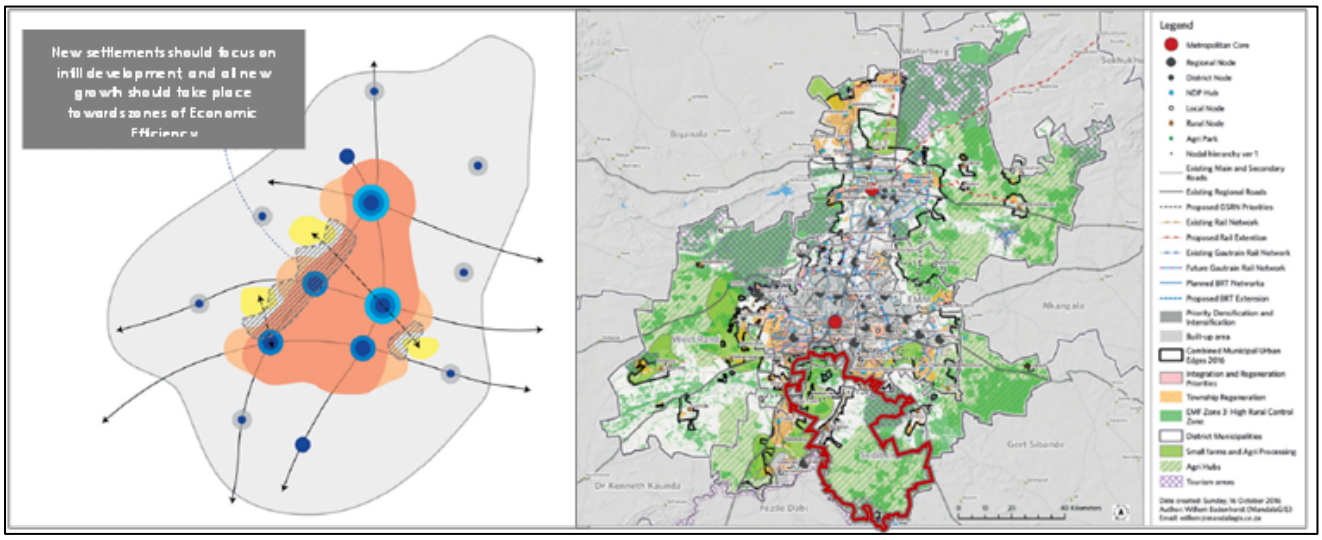


Figure 56: Managing new settlement developments in Gauteng (GSDF)

The Gauteng Provincial Government (GPG) has centralised efforts to facilitate sustainable human settlements. This emphasises the development of quality living spaces through the provision of adequate and affordable housing in spaces of socio-economic opportunities.

The revitalisation and upgrading of the previously disadvantaged areas and informal settlements are high priorities. Interventions in these areas need to focus on mixed-use economic development that create sustainable neighbourhoods.

Socio-economic development

The strategy and vision to grow Gauteng is focused on making places more compact. In theory, such places are more resource efficient. Public transport catchment becomes viable and can accommodate varied income households in spaces with economic and social services. By curbing sprawl, large stretches of agricultural and ecologically sensitive areas are protected from further degradation.

Urban concentration, however, does not exist without spatial consequences which are very much tied to socio-economic degeneration. Economic geographers refer to this as congestion costs. Spaces of higher economic potential are mostly characterised by higher land prices. Developers opt for higher residential and land use density to incentivise their costs. It is advisable to be vigilant of the displacement of the residents by up-market developments when engaging in the planning of integrated human settlements in the Midvaal Local Municipality.

In South Africa, efforts to redress the legacy of spatial segregation has seen the Breaking New Ground (BNG) interventions pursuing land parcels in economic spaces to accommodate low-income households. Although the acquisition of such land parcels remains a financial challenge for the human settlements sector, there are ongoing efforts to pursue these interventions. The rate and scale of these interventions, however, are not at a level desired by policy (Presidency, 2014).

The Midvaal Local Municipality SDF, in its refreshed perspective on sustainable human settlements, should communicate clear normative and spatial directives to promote affordable housing in its primary and secondary business nodes.

Densification and intensification of cities

The development of compact cities through densification and intensification has been at the forefront of town and regional planning across the globe. Greenfields developments have been discouraged in policies, which prefer the redirection of funding for urban renewal into areas already developed. The Midvaal Local Municipality SDF should focus efforts to revitalise and enhance already existing primary (Meyerton) and secondary (Vaal Marina) nodes in the municipality. It is advisable to direct the focus towards areas which are seeing unprecedented growth patterns (De Deur), as well as adjustment and containment strategies including densification and intensification.

Intensification is a policy option which is required by the GSDF. Intensification involves redirecting development from the urban periphery into city centres, where development already exists. It is promoted by policy to achieve higher densities and the clustering of different land uses. Higher densities contribute to incentivise public urban infrastructure (public transportation and utilities) and protect the natural environment from human interference. Soft interventions, such as the provision of healthcare centres and schools, are made available within easy reach and usage.

The GSDF discussion above builds on the concept of "smart growth". Smart growth is a group of urban development strategies that aim to facilitate the sustainability of human settlements. A framework of smart growth promotes socio-economic growth and ecological/agricultural sustainability at the same level of urgency. It is imperative to adopt this approach for Midvaal Local Municipality's spatial interventions.

9.1.5 Growing Gauteng Together 2030 (GGT)

The "Growing Gauteng Together" (GGT) policy document constitutes a tool to facilitate the implementation of the National Development Plan Vision, 2030. The document envisions a "seamlessly integrated, socially cohesive, sustainable and economically inclusive Gauteng City Region". To achieve this vision, the GGT centralises the founding principles of:

1. The Freedom Charter
2. The Constitution of the RSA
3. The Sustainable Development Goals, and
4. The African Union Agenda 2063.

This vision strongly emphasizes the need for, amongst others: compaction, high densities, inter-connectivity, and social cohesion.

The GGT identifies Gauteng as one of the wealthiest regions in Africa. However, it also represents an extreme case of inequality, poverty, and unemployment. The continued influx of people into the province has turned the provision of adequate shelter into a never-ending task. Despite significant capital investments to (re)structure and (re)position the apartheid geography, Gauteng, like many other urban regions are still characterized by spatial inequalities.

Rapid population growth as well as continued influx into the province in search of job opportunities, have increased the demand for shelter and basic services. The housing needs register in Gauteng reflects a demand of more than 1-million houses (GPG, 2019).

The GGT elevates the completion of unfinished housing and urban renewal projects as a priority. It aims to address this through fast tracking the Rapid Land Release Programme (RLRP). Currently, this programme has identified about 100 000 land parcels that ought to be provided with basic services. These will be made available for self-help housing for Gauteng residents to differentiate housing provision strategies.

The 2021/2022 Sedibeng Land Use Audit shows that Midvaal Local Municipality has almost 15 000 erven and 2 000 agricultural holdings and farms that are vacant. These vacant land parcels constitute 42% of the total number of properties in the municipality. This suggests focused deliberations at precinct planning level and in housing sector planning. The SDF can assist the GPG to accelerate the RLRP. This will form differentiated interventions to satisfy the demand for human settlements.

The GGT points to where the regional economy has suffered significant de-industrialisation due to the collapse of the steel industry. State interventions should focus on building a new economy in the Vaal, on both the Gauteng and Free State-side of the Vaal River. The GGT identifies the following catalytic investment projects in the Sedibeng District (Midvaal Local Municipality):

- **The Savannah City**
- **Vaal River City**
- A cargo airport and logistics hub
- The Vaal Special Economic Zone
- An AB InBev investment project
- **The Vaal Marina development and logistics**
- The Gauteng Highlands projects

9.1.6 Comprehensive Rural Development Programme 2009 (CRDP)

The Comprehensive Rural Development Programme (CRDP) identifies rural development as interventions that enable rural communities to take charge of their own resources. It considers the optimal usage, and management of natural resources as an effective way to do away with poverty in rural areas. The strategy to achieve this directive identifies (1) agrarian transformation (2) rural development and (3) improved land reform as the supporting pillars of this programme. These pillars are summarised as follows:

Agrarian transformation

1. Facilitate the building of rural and agri-industries, cooperatives, cultural initiatives, and vibrant local markets.
2. Increase production and sustainable use of natural resources including land, water, and mineral resources.
3. Use innovative technology and indigenous knowledge systems to improve the quality of life for each rural household.

Rural development

Involves the improvement of economic infrastructure including:

- Roads and railways
- Community gardens and produce stalls
- Storage warehouses
- Distribution and transport networks
- Communication networks (cell phone towers, wi-fi, radio and television technology)
- Irrigation schemes for small scale farmers
- Water harvesting systems (dams)
- Rural shopping centres or nodes
- Postal services and internet facilities.

Improvement of social infrastructure by establishing:

- Savings clubs and cooperatives for economic activities.
- Sports and recreational facilities for the community.
- Proper sanitation and health care facilities.
- Libraries and skills development centres.

Land reform

The land reform pilot programme, aims to accelerate land redistribution by:

- Increasing access to land for the previously disadvantaged communities—through the redistribution of 30% of white-owned agricultural land.
- Fast-track the settlement of labour tenant claims.
- Facilitate secure access to land by farm dwellers.
- Protect land rights of farm workers and create decent jobs on farms.
- Deal effectively with illegal evictions.
- Establish agri-villages for local economic development on farms.
- Provide basic needs for farm dwellers including:
  - Water
  - Sanitation
  - Electricity
  - Housing.

Planning should support land reform programmes through the provision of reliable and efficient property or deeds registration systems. This includes modernising and digitising the cadastral information. The entire Gauteng Province is a Comprehensive Rural Development Programme focus area. In the Midvaal Local Municipality, Bantu Bonke is the focus area for rural development interventions.

9.1.7 The Industrial Policy Action Plan 2018/19 – 2020/21 (IPAP)

The IPAP is the DTI's pilot programme that identifies key constraints in industrial policy and contributes key action programmes to inspire economic growth. The IPAP intervenes where re-industrialisation is needed to absorb the large numbers of unemployed people. The plan seeks to facilitate a project of economic diversification beyond the current reliance on exporting non-processed and/or semi-processed commodities. The goal is to enhance local production and compete in the export markets more than in import markets. This is achievable through moving towards a knowledge economy.

Key constraints on industrialisation

The plan identifies the following as key challenges that limit industrialisation and subsequent economic growth in South Africa:

1. Lack of sectoral policy alignment
2. Monopoly of large firms
3. High input costs to private sectors
4. Electricity
5. Water supply and availability
6. High port tariffs
7. High logistics costs and economic infrastructure blockages.
8. Lack of skills available for productive sectors.
9. Apartheid geography constrains workers and affect subsequent productivity, time and ability to save money.

Key action programmes

The IPAP identifies traversal focus areas to drive re-industrialisation and growth. These include:

- Special Economic Zones
- Innovation and technology
- Developmental trade policy
- Industrial financing and incentives
- Public procurement.

Emphasis is placed on transforming industrial policy on three sectors. The identified sectors should enhance market growth and they include:

1. **Green industries:** these are renewable energy generation markets which should support energy demand for higher production in manufacturing.
2. **Agri-processing:** promoting of beneficiation in manufacturing of bio-fuels and finished food products should create more export market opportunities.
3. **Metal fabrication, capital, and transport equipment**: capital investments are attracted when rail and power infrastructure is enhanced for the easy facilitation of production and transportation. The steel industry needs demand pools both in the international and local markets.

These economic growth strategies have a fertile ground to be revitalised and implemented in the Midvaal Local Municipality in terms of the national, provincial and district economic visions. Midvaal Local Municipality has locational advantage and shares economic infrastructure such as national transport corridors, power generation units and resources, water infrastructure, commercial agricultural land, and industrial infrastructure.

9.1.8 25-Year Gauteng Integrated Transport Master Plan (ITMP25)

The ITMP25 has a vision to implement an efficient transport system in Gauteng that will facilitate economic growth and subsequently foster quality of life. The plan focuses interventions on public transport corridors and their transfer nodes, freight routes and logistics centres.

In pursuit of sustainable transport, the objectives of the plan include:

- Reducing travel times and extents.
- Discouraging dependence on private vehicles.
- Promoting non-motorised transport.
- Introducing innovative and sustainable technologies.

An economic forecast for Gauteng was conducted to understand the future demand of transport and transportation soon. The following table presents the forecast findings:

TABLE 32: GAUTENG TRANSPORTATION DEMAND

Gauteng	2010	2025	2037
Population	11,2 million	16,3 million	18,7 million
Formal workers	3,9 million	6,7 million	8,6 million

Source: Global Insight 2013

The table indicates that the Gauteng City Region will continue to see an influx of job seekers and population growth with increased economic activities. Transport and transportation demand will continue to grow. A robust plan to continue the facilitation of economic units is required.

The ITMP25 elaborates on its interventions to ensure integrated and sustainable transportation. These have direct implications on municipal planning tools and their interventions. The interventions are categorised as follows:

TABLE 33: MIDVAAL LOCAL MUNICIPALITY KEY PERFORMANCE AREAS

Land use development	
1.	Provide housing subsidies in urban centres.
2.	Promote investments and job creation in existing peripheral settlements.
3.	Promote densification to support the viability of e.g., Bus Rapid Transport systems.
Strategic public transport network	
4.	Create facilities that will encourage walking, cycling, trolley pushing and gas-propelled BRT (NMT).
5.	Reinforce passenger rail network to relieve pressure on road networks.
6.	Extend service points of integrated rapid public transport networks.
7.	Continue building capacity in the transport industry.

TABLE 33: MIDVAAL LOCAL MUNICIPALITY KEY PERFORMANCE AREAS	
Freight transport	
8.	Strengthen intermodal freight and logistic hubs.
Road transport	
9.	Travel demand management.
10.	Promote provincial-wide mobility.

9.1.9 Integrated Urban Development Framework 2016 (IUDF)

The IUDF is government's policy position to guide future growth management of urban areas. Urbanisation and population growth have been accompanied by rapid spikes of disastrous climate and weather events, shrinking resources, poverty, and inequality. The IUDF notes that about 72% of the country's population will be living in urban areas by 2030. In this context, supporting policies and frameworks are needed to ensure a sustainable process of urbanisation in contrast to 'urbanisation of poverty'.

In line with the NDP policy expectations the IUDF's overall outcome is focused on spatial transformation to mark a New Deal for South African cities and towns. It aims to achieve the latter through guiding urban growth and development that is sustainable. This entails compact, well-connected, and coordinated cities and towns. The cities and towns should be inclusive, resilient, and liveable.

In pursuit of a programme of spatial transformation, four strategic goals are introduced:

1. **Spatial integration:** to forge new spatial forms in settlement, transport, social and economic areas.
2. **Inclusion and access:** to ensure people have access to social and economic services, opportunities, and choices.
3. **Growth:** to harness urban dynamism for inclusive, sustainable economic growth and development.
4. **Governance**: to enhance the capacity of the state and its citizens to work together to achieve spatial and social integration.

These strategic goals inform the identified nine policy levers which seek to tackle bottlenecks to transformation presented.

1. **Policy lever 1: Integrated urban planning and management**
   - Essential for coherent development.
   - Guides investment and encourages prudent use of land and natural resources.
2. **Policy lever 2: Integrated transport and mobility**
   - Vital for South Africa's economic facilitation and growth.
   - Crucial for strengthening rural-urban linkages.
   - Contributes to sustainable and efficient dense urban form.
3. **Policy lever 3: Integrated sustainable human settlements**
   - Key to addressing the prevailing apartheid geography.
   - Key to (re)structuring cities towards safe living and working conditions and environment friendly.
4. **Policy Lever 4: Integrated urban infrastructure**
   - Promotes universal access to resources for industrial, commercial, and household needs and promotes inclusive growth.
   - Should be planned in ways that promote efficient, equitable urban form and facilitates access to socio-economic opportunities.

9.1.10 CSIR Green Book (2019)

In addition to the above policies, it is similarly important to note the content and development directions and implications presented in the Green Book.

The Green Book is an online data interactive tool that assists municipal planning in developing climate-resilient human settlements.

Developed by the Council for Scientific and Industrial Research (CSIR), the tool mainstreams data – including on climate change and population – into local government planning instruments and processes. Adaptation strategies are included. For the purposes of this document, we look at work stream 3 which deals with population projection.

The remaining five work streams with specific scientific evidence were developed and peer reviewed. These are:

1. Downscaling climate change projections across the country to 8x8 km grids.
2. Assessing the impact of climate change on the intensity and magnitude of wildfires, coastal flooding, flooding, and drought; as well as the likely impacts on resources such as the availability of groundwater and surface water, agricultural production and the economy.
3. **Profiling the vulnerability of all local municipalities, settlements and neighbourhoods and predicting the population growth and decline of these areas.**
4. Developing temporally dynamic composite risk profiles for all municipalities and their settlements.
5. Developing a typology of adaption actions relevant to local government planning functions and climate risks; and
6. Developing a web-based platform where all evidence and supporting outputs can be accessed.

Projecting the future growth of South African settlements

Workstream 3 explores potential changes and development trajectories of South African settlements. It attempts to determine the future growth and decline of settlements across South Africa. The settlements are profiled according to their social, economic, physical, and environmental vulnerabilities. To project possible futures, mechanisms put in place by these settlements to be more resilient are also profiled.

Spatial population projections are important in interrogating future assessments. Such assessments can be done on land use distribution, demand for food, water, and energy. Better planning and constraints management are enabled by taking a 'giraffe view' of the spatial make-up, resource needs and environmental events.

Future population projections are mainly at a global and national scale and are non-spatial. To provide planning support that is (1) context-specific and (2) responds to better future local population projections are required. Spatial growth in developing countries is driven by different geographic and socio-economic factors. The rapid population growth which is an independent factor has a proportional effect on settlement expansions. The following table demonstrates various factors that influence population change:

TABLE 34: COMPONENTS INFLUENCING POPULATION CHANGE

Demographic conditions	Socio-economic conditions
1. Population size and change	1. Employment/unemployment rates
2. Population density	2. Income levels
3. Population distribution (potential housing sites)	3. Crime rates
4. Average household size	4. Education level
5. Population processes (birth rate, mortality rates and migration)	5. Household types (informal/formal)
6. Population composition (age, sex, race)	6. Social and economic facilities
	7. Community values
	8. Type of employment (industrial, agriculture)

Urban growth

Urban growth refers to the potential growth and development trajectories of towns and settlements within municipalities. It attempts to determine the future growth and decline of settlements across South Africa to relate these directly to the changes that are projected to occur due to climate change.

Growth estimates for the entirety of the municipality were also developed. These estimates are based on 2011 and 2016 data from Statistics South Africa and then projected forward to 2030 and 2050 respectively. Additionally, two growth scenarios were developed, a medium and high growth scenario. The medium-growth scenario indicates population estimates if South Africa experiences medium levels of urban migration towards major towns and urban regions.

Migration is a complex and dynamic process that has significant influence on population change. Migration is influenced by social and economic factors and is a response to inequal access to opportunities. More focus is needed in the analysis of migration patterns.

The high-growth scenario indicates population estimates if South Africa experiences high levels of urban migration towards major towns and urban regions.

A high growth scenario will result in increased populations within towns and settlements with an increased rural migration to these places as well as towards larger urban centres outside of the municipality. Population growth projections for Midvaal Local Municipality are depicted as follows:

TABLE 35: POPULATION GROWTH SCENARIOS

LM	Pressure	2011	2016	2025	2030	2050
Midvaal	**Medium growth scenario**	95 286	111 612	141 508	158 016	243 747
	High growth scenario	95 286	111 612	148 630	167 682	283 617

TABLE 36: HOUSEHOLD GROWTH SCENARIOS

Average household size (2011)						**3,1799**
2025 extrapolated						**3,2997**
LM	**Pressure**	**2011**	**2016**	**2025**	**2030**	**2050**
Midvaal	**Medium growth scenario**	29965	35300	44501	49692	76652
	High growth scenario	29965	35300	46740	52732	89190

Using the data supplied by the Green Book above, a map was developed to geographically depict areas in Midvaal Local Municipality that are experiencing growth pressures. The results show that Meyerton will continue to undergo extreme growth pressure by 2050 and more industrial activity will continue along the R59 corridor. The R82 corridor connecting Vereeniging and Johannesburg is experiencing extreme residential development pressure in areas including Savanna City and Walkerville.

An urban conurbation is observed between Midvaal's De Deur, Walkerville, Meyerton, and Savanna City; Johannesburg's Orange Farm; and Emfuleni's Evaton-Sebokeng. The southern parts of Midvaal are seeing low growth pressures influenced by the conservation strip along the Vaal Dam. Considering the Sedibeng District's vision aims to capitalise on the Vaal River for economic growth, the conservation strip could be sterilising the potential for a growth and development corridor for Midvaal Local Municipality.

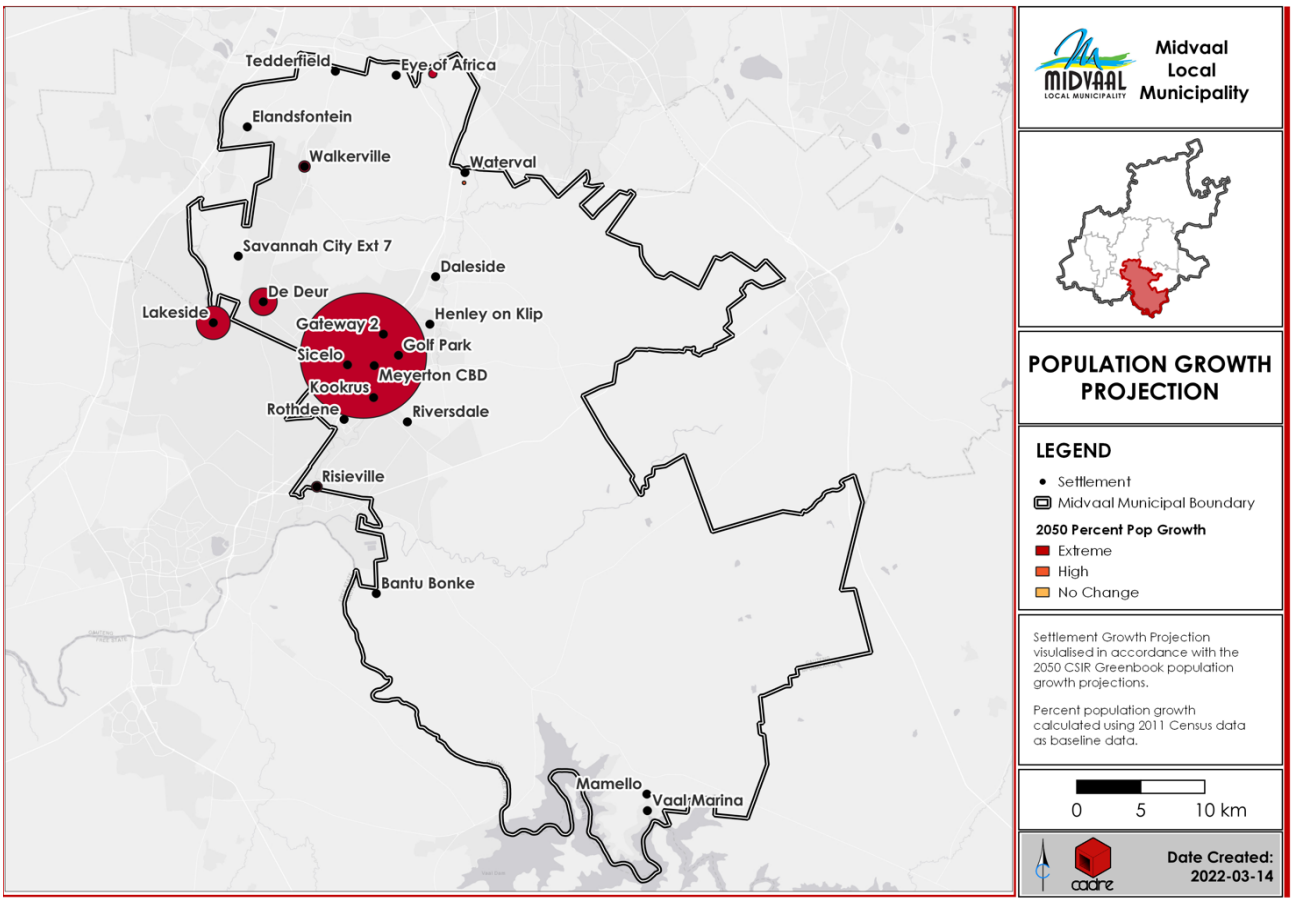


Figure 57: Population growth pressure - Settlements (Cadre adapted CSIR: Green Book data)

9.1.11 Gauteng Rural Development Plan 2014 (GRDP)

The GRDP acknowledges Gauteng as the hub for mining, manufacturing, tertiary, and quaternary sectors. In the context of an extensive build form, Gauteng has large extents of unique rural areas. The GRDP was developed as a strategic tool to focus on the planning and coordination of rural development in Gauteng. The plan seeks to capitalise on the opportunities presented by the city region to integrate rural regions spatially, economically, and socially.

GRDP objectives

The GRDP seeks to achieve 'Functional Rural Regions" through the facilitation of the following:

- Strategically plan for and provide guidance for future rural development and land reform project.
- Provide up-to-date GIS information data to assist future rural development and land reform decision-making.
- Facilitate the implementation of the NDP policy objectives.

Nine functional rural regions were identified in Gauteng. These regions would form implementation sites of rural development strategies, plans, frameworks, programmes, and projects developed by national and provincial government. The figure below depicts the Midvaal Local Municipality functional rural regions:

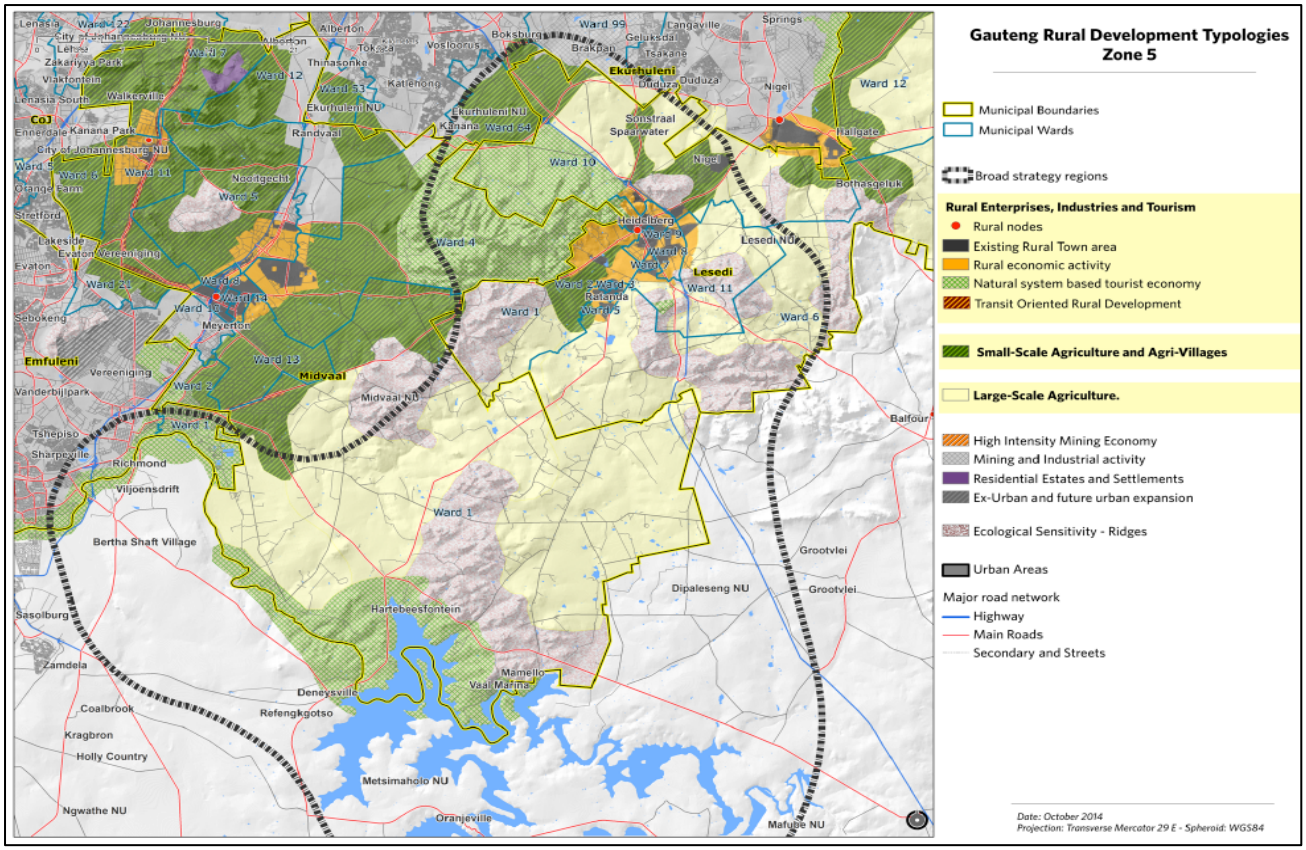


Figure 58: Gauteng Rural Development Plan (Midvaal Local Municipality Zone 5)

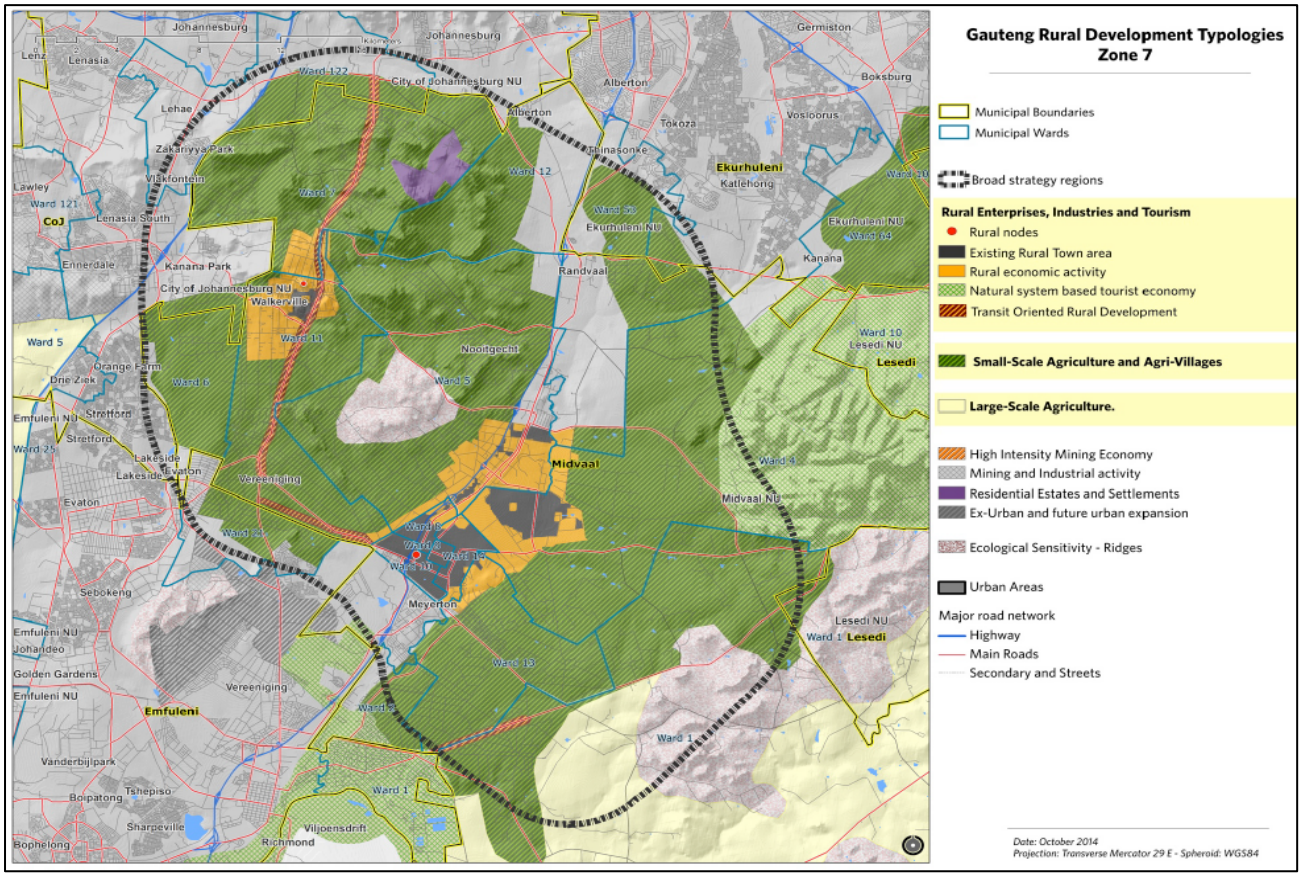


Figure 59: Gauteng Rural Development Plan (Midvaal Local Municipality Zone 7)

10 ADDENDUM 4 – ENGINEERING SERVICES

10.1 Engineering services- water

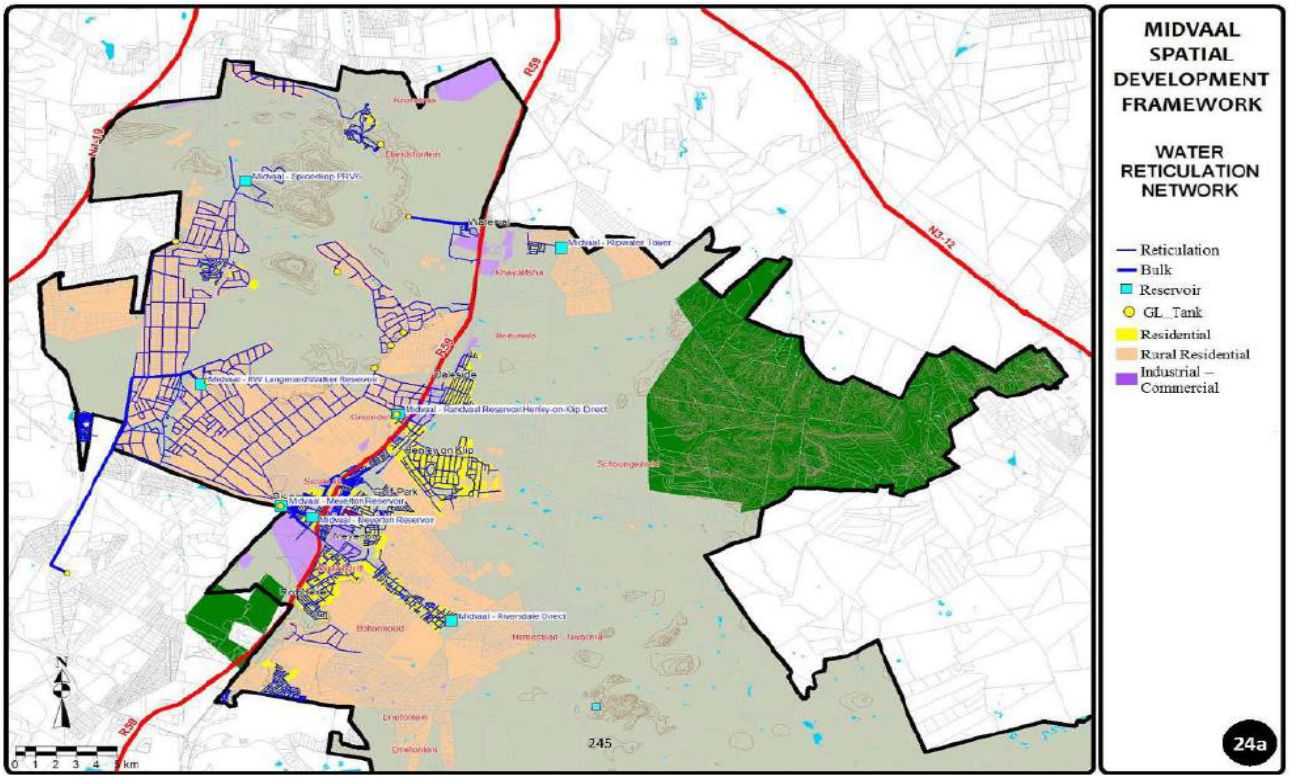


Figure 60: Water reticulation network 1

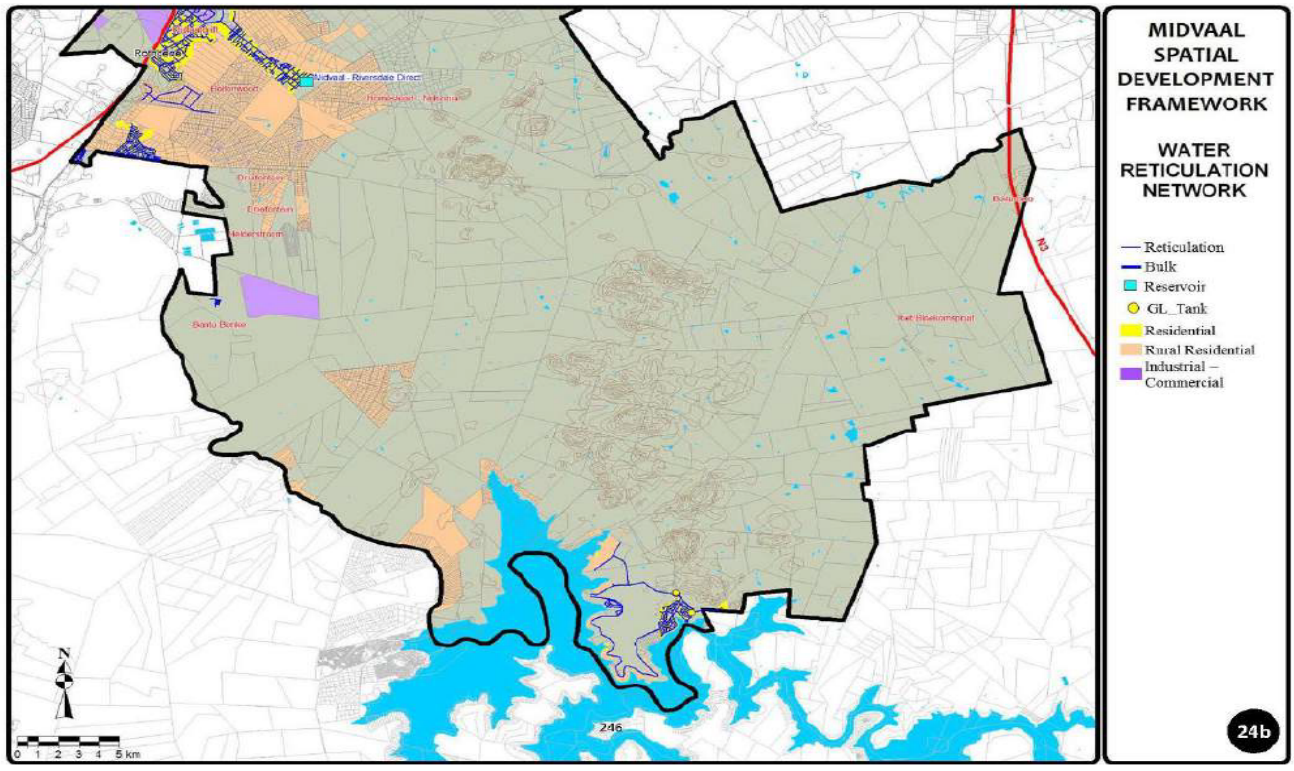


Figure 61: Water reticulation network 2

10.2 Engineering services- sanitation

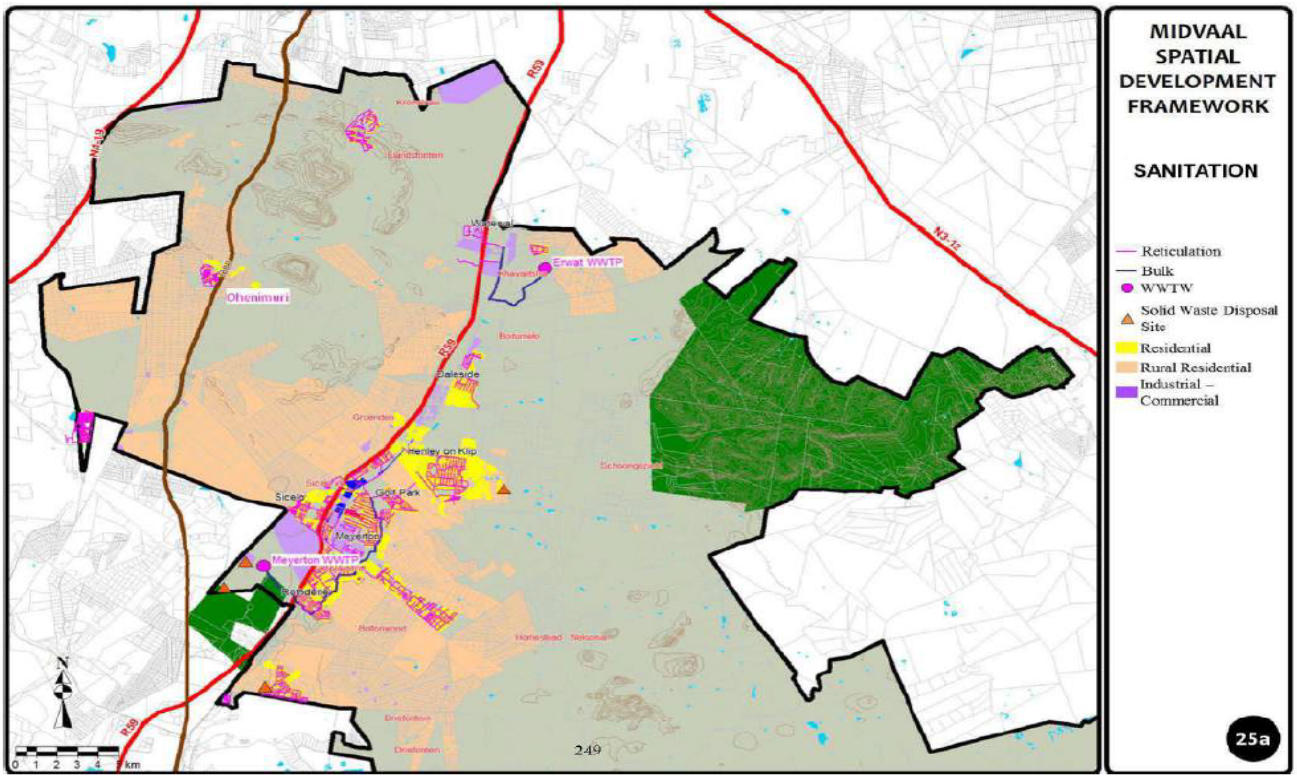


Figure 62: Sanitation 1

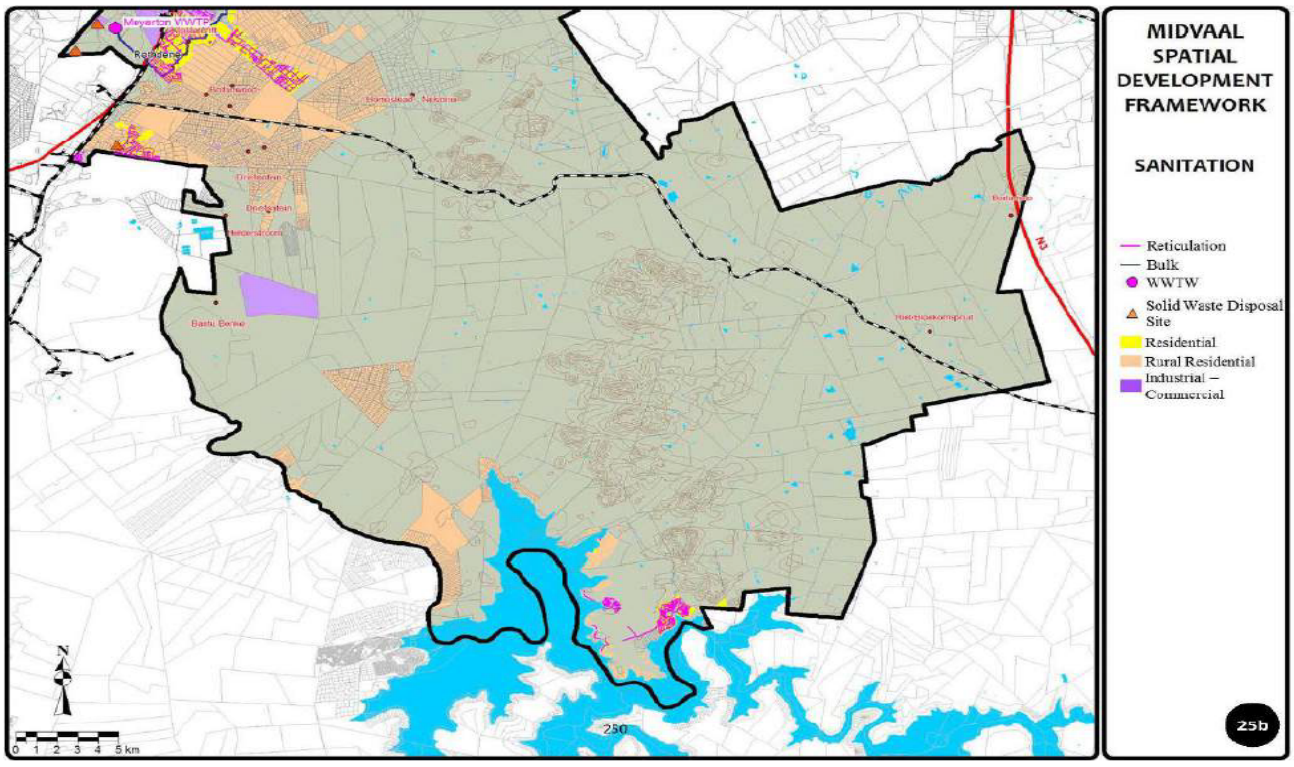


Figure 63: Sanitation 2

10.3 Engineering services - Electricity

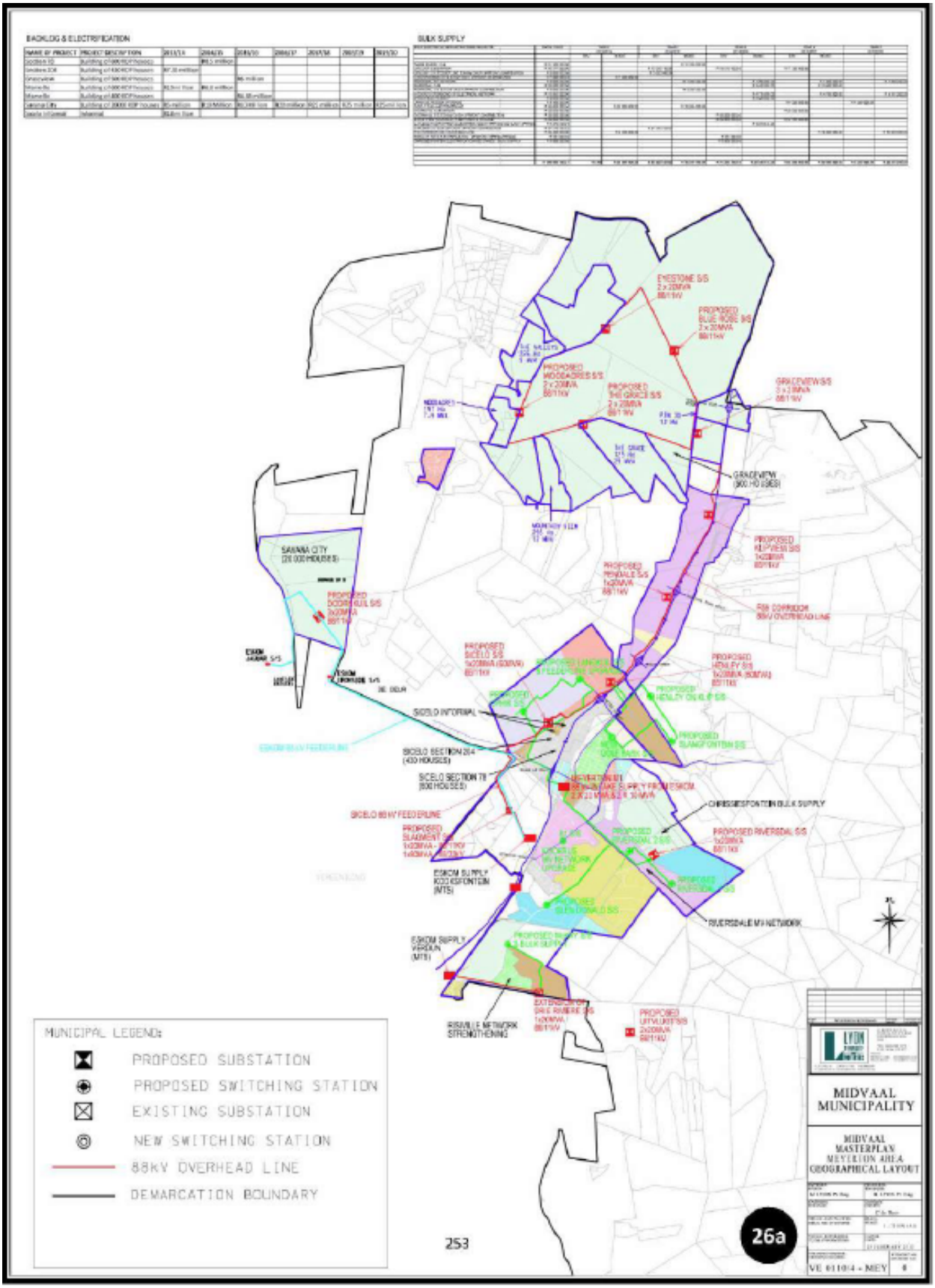
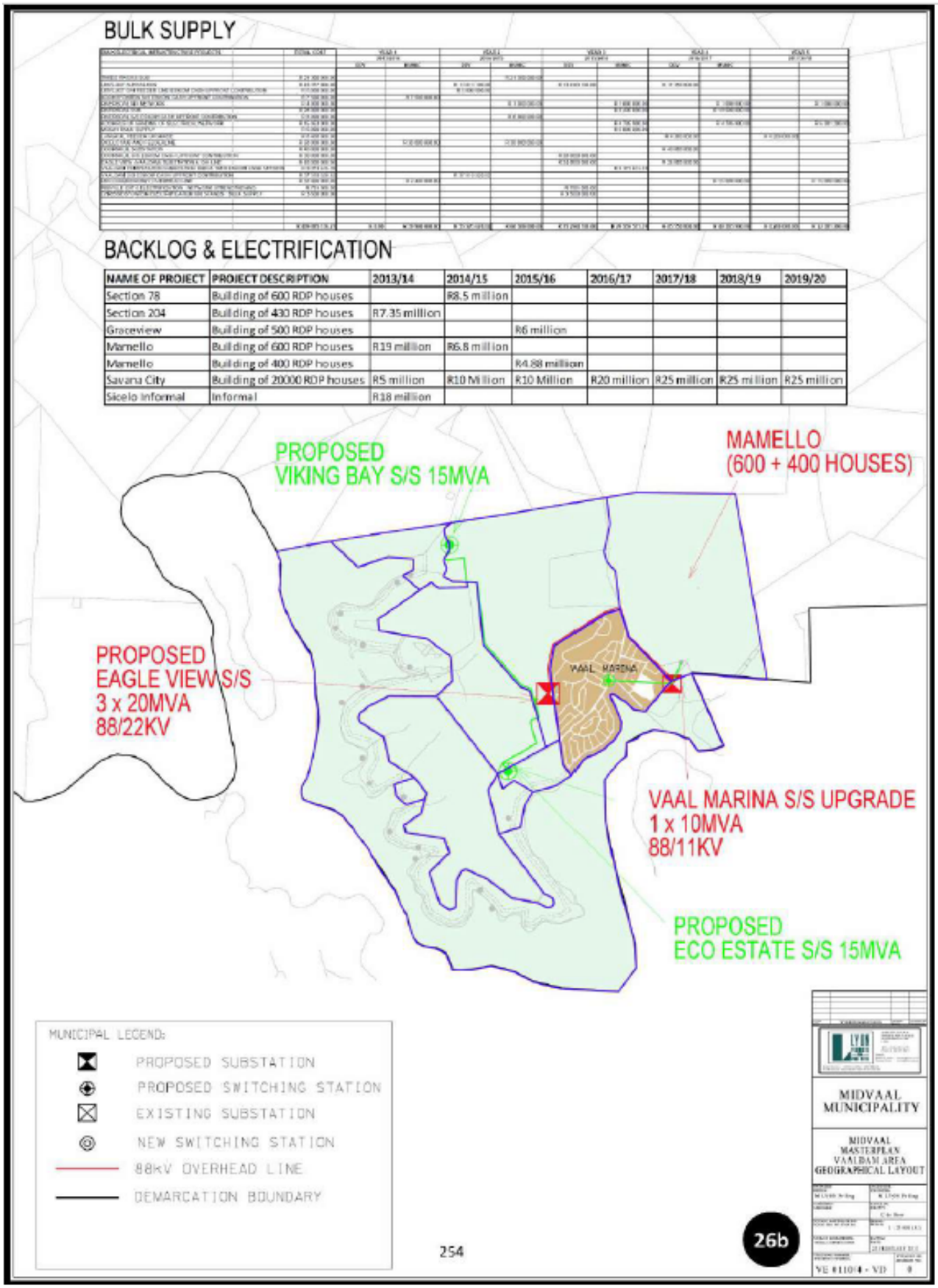


Figure 64: Engineering services - Electricity 1



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						

Figure 65: Engineering services - Electricity 2

10.4 Engineering services- Dolomite

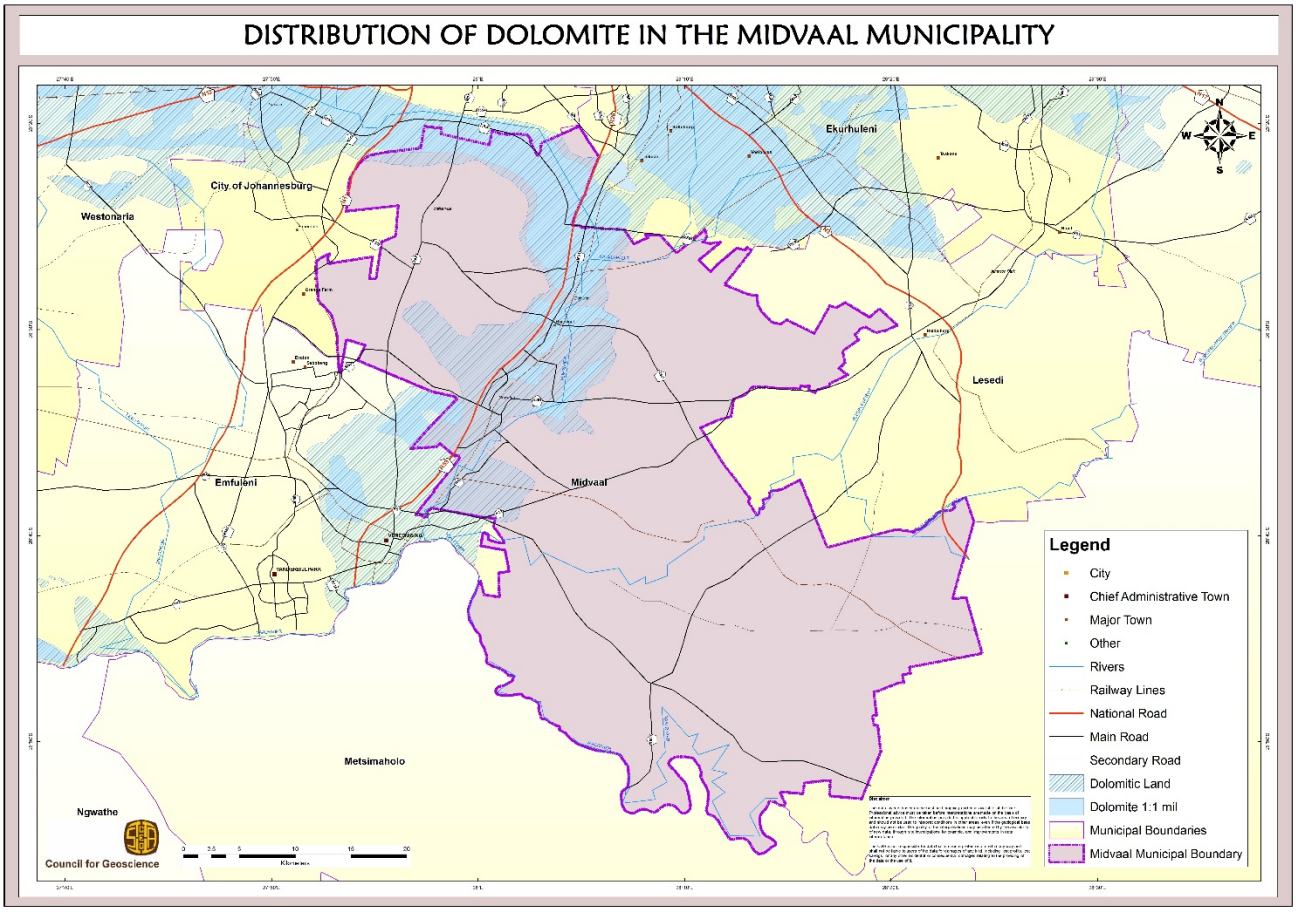


Figure 66: Engineering services – Dolomite distribution

11 ADDENDUM 5 – DETAILED DESCRIPTION OF LAND USES, 2021

11.1 Primary land use

The total area of Midvaal Local Municipality is dominated by agriculture, residential, vacant and conservation primary land uses. There is 23302 residential land parcels and 16925 vacant sites.

TABLE 37: PRIMARY LAND USE

#	Primary use	Total count	Percentage of count	Total area (ha)	Percentage of area
1	**AGRICULTURE**	**1200**	**3,00%**	**91074**	**50,00%**
2	BUSINESS	340	1,00%	605	less than 1%
3	COMMERCIAL	150	less than 1%	208	
4	COMMUNITY	100		203	
5	**CONSERVATION**	**80**		**13599**	**7,00%**
6	EDUCATIONAL	60		290	less than 1%
7	GOVERNMENT	20		81	
8	INDUSTRIAL	385		2279	
9	INSTITUTIONAL	50		48	
10	MINING	8		758	
11	PUBLIC	30		75	
12	RECREATION	25		295	
13	**RESIDENTIAL**	**23300**	**55,00%**	**41808**	**22,00%**
14	TRANSPORTATION	478	less than 1%	994	less than 1%
15	FORESTRY	7		1366	
16	UTILITIES	64		1699	
17	**VACANT**	**16925**	**40,00%**	**38565**	**20,00%**
	TOTAL	**440 000 land parcels**	**100,00%**	**195000 hectares**	**100,00%**

Due to the total area coverage consisting of the four primary land uses above, and most land parcels falling within two of the four, secondary and tertiary land uses will be limited to the residential and vacant properties to determine the land use supply and demand for housing.

An additional assessment will be conducted to determine the available social facilities for .

11.2 Secondary land uses

The key secondary land uses that cover 96% of total count and 95% of percentage area are illustrated below:

TABLE 38: SECONDARY LAND USES

Sid	Secondary use	Total	Total area	Percentage count	Percentage area
1	Agriculture infrastructure	65	450	0%	0%
2	Animal production	300	37000	1%	22%
3	Crop production	820	53000	2%	31%
33	Traditional rural settlements	1	4	0%	0%
34	Multiple residential	1400	1650	3%	1%
35	**Single residential**	**15000**	**3000**	**34%**	**2%**
36	**Transient residential**	**70**	**850**	**0%**	**0%**
37	**Transitional residential settlement area**	**3300**	**350**	**8%**	**0%**
38	**Rural residential**	**4000**	**27250**	**9%**	**16%**
54	Water network	20	1100	0%	1%
55	**Vacant land (not in use)**	**14000**	**11500**	**32%**	**7%**
56	**Vacant land (temporarily used)**	**2700**	**7500**	**6%**	**4%**
57	**Vacant land with permanent use**	**450**	**20000**	**1%**	**11%**
	TOTAL	42 000	164000	96%	95%

11.3 Tertiary land uses

As indicated in the primary and secondary land use categories above, a strong indication of current land use demand and supply is contained within the residential and vacant primary categories. The following tertiary residential land uses include:

TABLE 39: TERTIARY LAND USES

Primary Land Use	Secondary land use	Tertiary land Use	Count	Area (ha)	% count	% area
Residential	Traditional Rural Settlements	Homestead	0	0	0%	0%
Residential	Traditional Rural Settlements	House of the Chief/ Komkhulu	0	0	0%	0%
Residential	Traditional Rural Settlements	Imizi/ Traditional Households	0	0	0%	0%
Residential	Traditional Rural Settlements	Low Income Housing	0	0	0%	0%
Residential	Traditional Rural Settlements	Royal Palace/ Izigodlo (Traditional Palace)	0	0	0%	0%
Residential	Multiple Residential	Barracks	0	0	0%	0%
Residential	Multiple Residential	Commune/Boarding Facility	20	35	0%	0%
Residential	Multiple Residential	Farm Worker Accommodation	15	40	0%	0%
Residential	Multiple Residential	Flats or Block of Flats	12	10	0%	0%

TABLE 39: TERTIARY LAND USES						
Primary Land Use	Secondary land use	Tertiary land Use	Count	Area (ha)	% count	% area
Residential	Multiple Residential	**Group Housing (Townhouses, Clusters, Simplexes and Duplexes, Estate)**	**1350**	**410**	**6%**	**2%**
Residential	Multiple Residential	Duet Houses	0	0	0%	0%
Residential	Single Residential	**Dwelling House**	**13500**	**2350**	**58%**	**11%**
Residential	Single Residential	**Dwelling House with 2nd Dwelling/Potential 2nd Dwelling**	**1215**	**520**	**5%**	**2%**
Residential	Transient Residential	Hostels	1	0,27	0%	0%
Residential	Transient Residential	Caravan Park/ Camping Site	2	82,15	0%	0%
Residential	Transient Residential	Dormitories	0	0	0%	0%
Residential	Transient Residential	Guest Facilities (Guest Houses/ B&B/Lodging/Backpackers/Self-catering)	50	650	0%	3%
Residential	Transient Residential	Hotels /Inn/Motel	5	22	0%	0%
Residential	Transient Residential	Resorts	9	80	0%	0%
Residential	Transitional Residential Settlement Area	**Main house in addition to informal self-help structures on property**	**3000**	**250**	**13%**	**1%**
Residential	Transitional Residential Settlement Area	Informal Self-help Structures	250	110	1%	1%
Residential	Rural Residential	**Residential with Related Outbuildings on Smallholding/ Farm**	**4000**	**16500**	**17%**	**78%**
Totals:			**24000**	**30000**	**100%**	**100%**

The following tertiary vacant land uses include:

TABLE 40: VACANT TERTIARY LAND USES						
Primary Land Use	Secondary land use	Tertiary land Use	Count	Area (ha)	% count	% area
Vacant	**Vacant Land (Not in use)**	Undisturbed/Not Yet Developed	13500	8800	80%	25%
Vacant	**Vacant Land (Not in use)**	Disturbed/Derelict	310	600	2%	2%
Vacant	**Vacant Land (Temporarily used)**	Under Construction	400	550	2%	1%
Vacant	**Vacant Land (Temporarily used)**	Vacant with Temporary Use/Activity	2300	6650	14%	18%
Vacant	**Vacant Land With Permanent Use**	Vacant with Limited but Significant Additional Use	450	200000	3%	54%
Totals:			**17000**	**36000**	**100%**	**100%**

12 ADDENDUM 6 – HOUSING DEFICIT/SURPLUS CALCULATIONS

To understand the three projections below, it is critical to first comprehend the Year on Year (YoY) growth for each scenario. South Africa's current population growth is 1.3%. The medium growth scenario is based on 2.8%, with the high growth scenario at 3%.. The census model is calculated from 2011 with YoY growth to current date, and then projected as an average in the future.

12.1 Total projected household distribution

The total projected dwelling units are projected in available census data and the two scenarios below:

TABLE 41: CENSUS DATA – PROJECTED HOUSEHOLD DISTRIBUTION

Census	Dwelling units distribution	Backlog	Total projected dwelling units		
	Current		2025	2030	2050
Subsidy market	12500	7400	13000	14000	17000
Gap market	10500	3500	11000	12000	14000
Bonded market	6000	Surplus	7000	7000	8000
Bonded upper market	1000		1000	1000	1250
Totals:	**30 000**	**10 900**	**32 000**	**34 000**	**40 250**

TABLE 42: MEDIUM SCENARIO – PROJECTED HOUSEHOLD DISTRIBUTION

Medium scenario	Dwelling units distribution	Backlog	Total projected dwelling units		
	Current		2025	2030	2050
Subsidy market	12500	7400	13 000	21 000	32 000
Gap market	10500	3500	11 000	18 500	28 000
Bonded market	6000	Surplus	7 000	10 000	15 500
Bonded upper market	1000		1000	1 500	2 500
Totals:	**30 000**	**10 900**	**32 000**	**51 000**	**78 000**

TABLE 43: HIGH SCENARIO – PROJECTED HOUSEHOLD DISTRIBUTION

High scenario	Dwelling units distribution	Backlog	Total projected dwelling units		
	Current		2025	2030	2050
Subsidy market	12500	7400	13 000	23 000	38 000
Gap market	10500	3500	11 000	19 000	32 000
Bonded market	6000	Surplus	7 000	11 000	18 000
Bonded upper market	1000		1000	2 000	3 000
Totals:	**30 000**	**10 900**	**32 000**	**55 000**	**91 000**

12.2 Additional dwelling units required

The total projected additional dwelling units are projected in available census data and the two scenarios below:

TABLE 44: CENSUS DATA – ADDITIONAL DWELLING UNITS REQUIRED					
Census	Deficit	Additional dwelling units required			
	Current	2025	2030	2050	Current to 2050
Subsidy market	7400	500	850	2800	**4150**
Gap market	3500	400	750	2500	**3650**
Bonded market	Surplus	250	450	1350	**2050**
Bonded upper market		35	65	200	**300**
	10 900	**1 185**	**2 115**	**6 850**	**21 150**

TABLE 45: MEDIUM – ADDITIONAL DWELLING UNITS REQUIRED					
Medium	Deficit	Additional dwelling units required			
	Current	2025	2030	2050	Current to 2050
Subsidy market	7400	500	8 000	11 000	**19500**
Gap market	3500	450	6 750	9 500	**16700**
Bonded market	Surplus	250	3 800	5 500	**9550**
Bonded upper market		50	600	850	**1500**
	10 900	**1 250**	**19 150**	**26 850**	**58 150**

TABLE 46: HIGH – ADDITIONAL DWELLING UNITS REQUIRED					
High	Deficit	Additional dwelling units required			
	Current	2025	2030	2050	Current to 2050
Subsidy market	7400	500	2 500	15 500	**18500**
Gap market	3500	450	8 000	13 000	**21450**
Bonded market	Surplus	250	4 500	7 500	**12250**
Bonded upper market		50	500	1 200	**1750**
	10 900	**1 250**	**15 500**	**37 200**	**64 900**

12.3 Additional hectares required

The following gross dwelling units per hectare were used in determining additional space requirements:

TABLE 47: DWELLING UNITS PER HECTARE	
Market	**Gross DU/Ha**
Subsidy market	20 units per hectare
Gap market	30 units per hectare
Bonded market	20 units per hectare
Bonded Upper market	20 units per hectare

the total projected hectares are projected in available census data and the two scenarios below:

TABLE 48: CENSUS DATA – PROJECTED HECTARE SPACE REQUIREMENTS					
Census	**Hectares required**				
Year	**Current backlog**	**2025**	**2030**	**2050**	**Current to 2050**
Subsidy market	370	25	45	140	**480**
Gap market	115	15	25	80	**235**
Bonded market	Surplus	10	20	70	**100**
Bonded upper market		5	5	10	**20**
Totals	**485**	**55**	**95**	**300**	**935**

TABLE 49: MEDIUM – PROJECTED HECTARE SPACE REQUIREMENTS					
Medium	**Hectares required**				
Year	**Current backlog**	**2025**	**2030**	**2050**	**Current to 2050**
Subsidy market	370	25	400	575	**1370**
Gap market	115	15	225	320	**675**
Bonded market	Surplus	10	190	270	**470**
Bonded upper market		5	30	40	**75**
Totals	**485**	**55**	**845**	**1205**	**2590**

TABLE 50: HIGH – PROJECTED HECTARE SPACE REQUIREMENTS					
High	**Hectares required**				
Year	**Current backlog**	**2025**	**2030**	**2050**	**Current to 2050**
Subsidy market	370	25	460	765	**1620**
Gap market	115	15	260	430	**820**
Bonded market	Surplus	10	220	370	**600**
Bonded upper market		5	35	55	**95**
Totals	**485**	**55**	**975**	**1620**	**3135**

An estimated 7 000 urban infill opportunities exist in MLM and 350ha needs to be subtracted from the land requirement illustrated above.

13 ADDENDUM 7 – CSIR SPACE PLANNER

TABLE 51: CSIR SPACE PLANNER		
Name	CSIR Parameters	
	Population/facility	Hectares/facility
Fire Station	100000	0,3
Police Station	60000	0,5
Regional Library - reference	100000	0,56
Local Library	20000	0,05
Major public venue	1000000	2
Tertiary Hospital	4500000	35
Regional Hospital	1000000	7
Hospital L1	450000	5
Community Health Centre & ARV	60000	1,5
Primary Health Clinic	30000	0,5
International sports complex	1500000	3
Indoor Sports Halls	500000	0,5
Swimming Pool	60000	0,16
Sports Stadia	200000	3
Sports Fields	1000	0,56
Park Space	1000	0,5
University	1000000	8
Tertiary Training not University	100000	1
Secondary School	12500	4,8
Primary School	5500	2,8
High income Creche/early Childhood Centre	3000	0,05
Low income Creche/early Childhood development centre	2400	0,02
Home Affairs - regional office	140000	0,5
Home Affairs - District office	80000	0,2
Home Affairs - Permanent Service point	20000	0,05
Home Affairs - Thusong Centre	20000	0,05
Sisakala - Thusong	500000	0,16
Sisakala - First Stop - urban	100000	0,01
Sisakala - One Stop	500000	0,05
Sisakala - First Stop - rural	30000	0,006
Cemetery	50000	8
Community Centre	30000	0,3
Religious Centre	3000	0,1
Old age Home	50000	2
Children's Home	60000	1
Civic Centre / City hall	100000	1
Municipal Office	100000	0,3

14 ADDENDUM 8 – CURRENT AMENITIES AND FACILITIES IN MLM

TABLE 52: CURRENT AMENITIES AND FACILITIES				
Primary land use	**Secondary land use**	**Tertiary land Use**	**Count**	**Area (ha)**
Community	Cultural and Religious Facilities	Community Centres	6	16
Community	Cultural and Religious Facilities	Religious Centres	83	165
Community	Funeral Services	Cemetery, Pet Cemetery	5	22
Educational	Educational Facilities	After School Centres/Day Care Centres and Playgrounds	1	4
Educational	Educational Facilities	Higher Education/ Tertiary Educational	1	3
Educational	Educational Facilities	Library, Museums and Art Galleries	1	0,2
Educational	Educational Facilities	Other Educational Services	8	120
Educational	Educational Facilities	Pre-Primary School/ Creche	22	25
Educational	Educational Facilities	Primary and Secondary Education	24	130
Government	Administrative Facilities	Courts	3	1
Government	Administrative Facilities	Government Administrative Building	6	8
Government	Administrative Facilities	Post Office	3	2
Government	Administrative Facilities	Thusong Centres	0	0
Government	Protection and Emergency Services	Police Station	6	6
Institutional	Animal Care Facilities	Animal Rehabilitation Facilities	1	13
Institutional	Animal Care Facilities	Indoor and Outdoor Kennels	5	10
Institutional	Animal Care Facilities	SPCA	0	0
Institutional	Animal Care Facilities	Veterinary Care	4	2,5
Institutional	Medical and Health Care Services	Chemist and Pharmacy	3	1
Institutional	Medical and Health Care Services	Clinic/medical suits	11	4
Institutional	Medical and Health Care Services	Hospital	0	0
Institutional	Institutional Care Facility	Orphanage	6	2
Institutional	Institutional Care Facility	Senior Housing, Retirement Centre/Village	12	10
Institutional	Institutional Care Facility	Special Needs Centre	1	2
Institutional	Institutional Care Facility	Nursing Home/Frail Care/Psychiatric Facilities	1	1
Institutional	Institutional Care Facility	Welfare Facilities/Charitable Institution	5	3

ANNEXURE C:

DISASTER MANAGEMENT PLAN

MIDVAAL

LOCAL MUNICIPALITY

DISASTER MANAGEMENT PLAN

Preliminary

ACTING MUNICIPAL MANAGER
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EXECUTIVE MAYOR
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CELL: 076 809 9150

Twelve revision **for 2022-2023**

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

S.M. MOSIDI
ACTING 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:-
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
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 / 2019	Revision on resignations and new appointments
11	28/8/2020	Revision on new appointments & COVID-19

		Revision: Implementation of Incident Management System to the DMP for the handling of all incidents.
12	26/11/2021	Revision of resignations and new appointments Attachment of Dolomite action plan during appearing of sink holes

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)

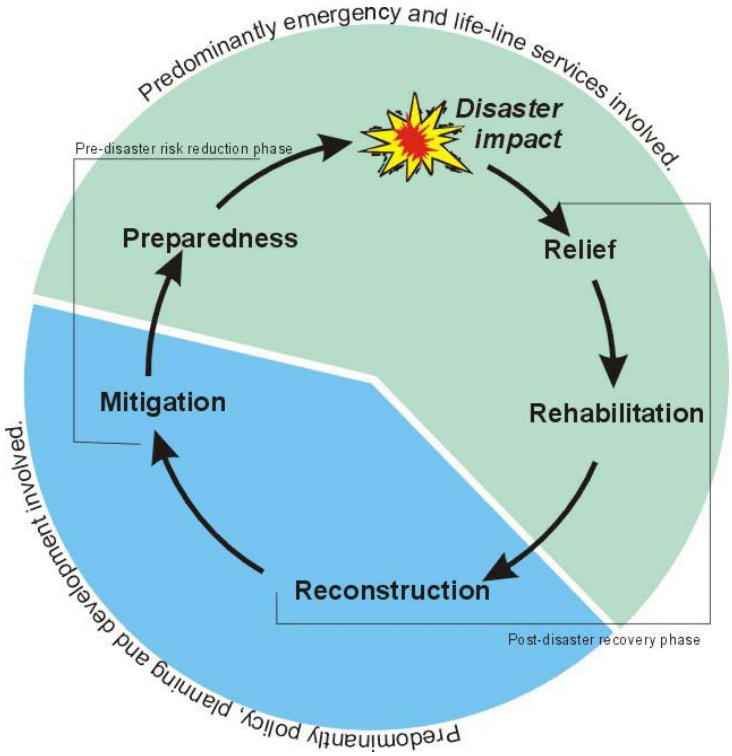


Figure 1: Disaster Risk Management Continuum

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: -

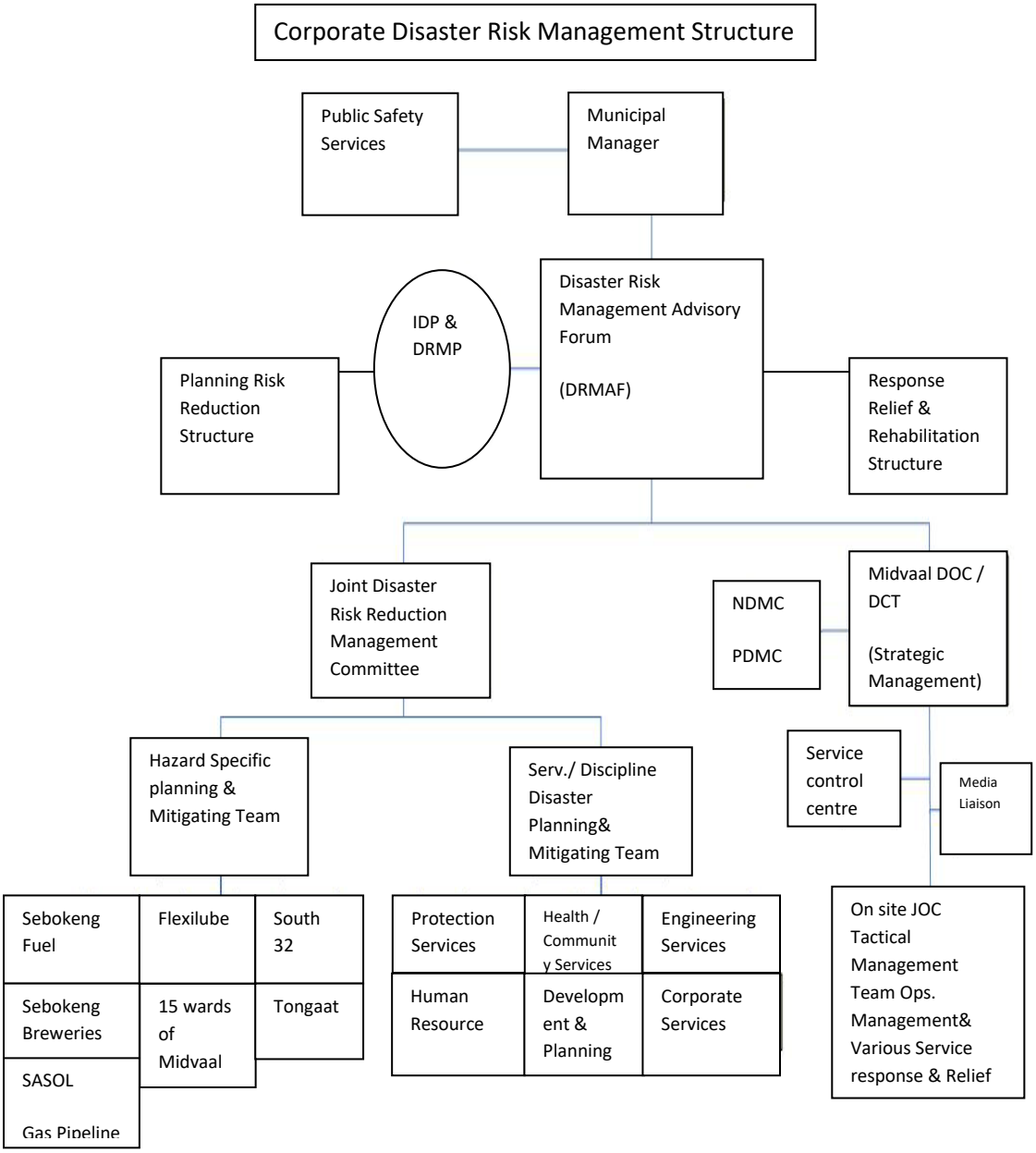


Figure 2: Midvaal Disaster Risk Management Structure

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

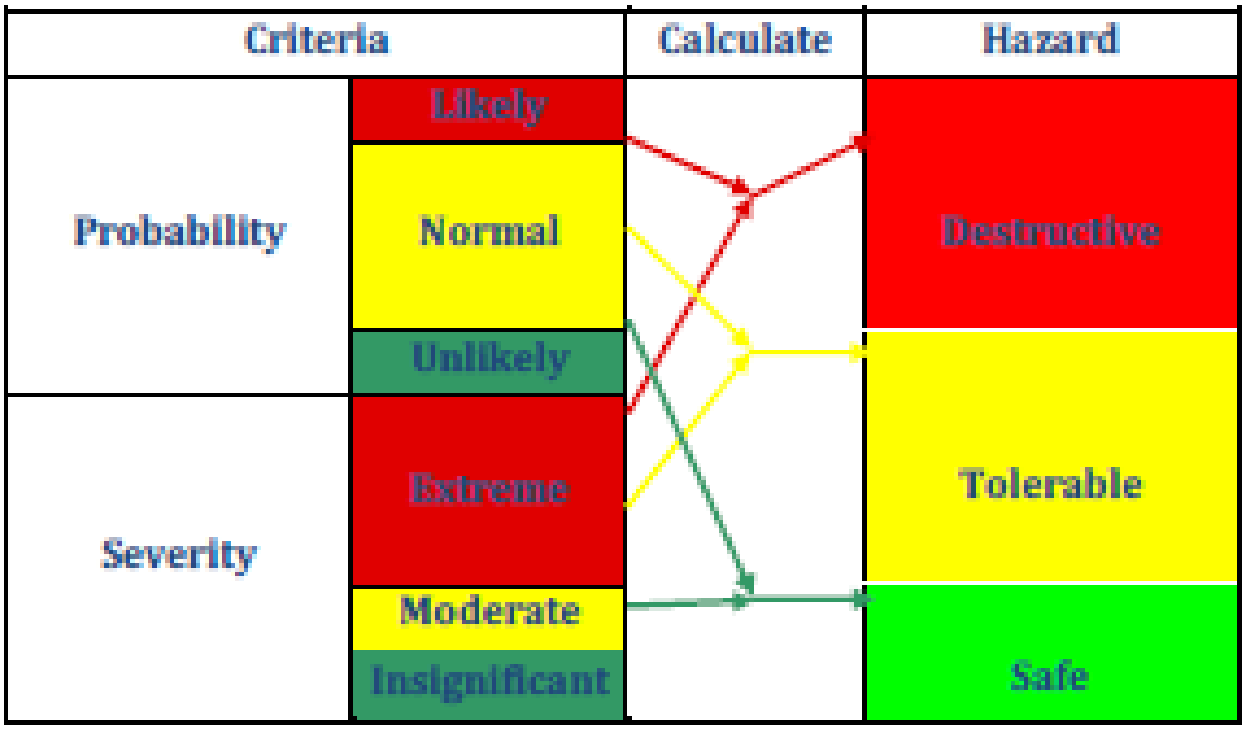
The disaster risk profiling assessment normally produces so many hazards that must be addressed that the sheer volume of work tends to be overwhelming. Consequently, a ***Relative Disaster Risk Prioritisation Assessment*** is conducted to assist the Municipality in their disaster risk management planning.

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)

= <u>Severity</u> : 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 20021/22 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. COVID-19 – RESPONSE PLAN

All the co-ordination and response integration activities by 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 and the COVID-19-Risk Assessment Plan for Midvaal which form part of this document as an attachment.

20. 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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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.

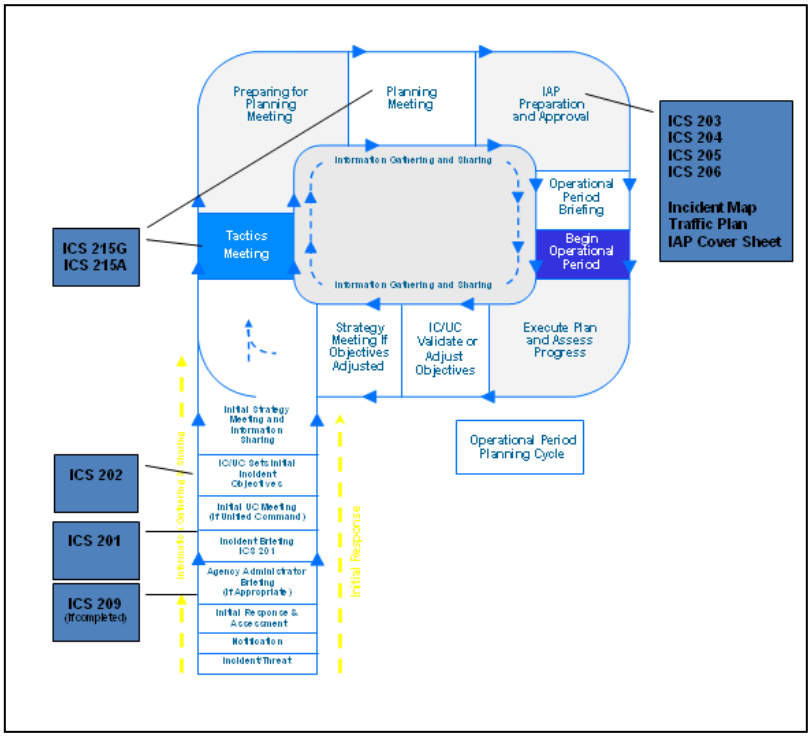
Meeting Overview

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?

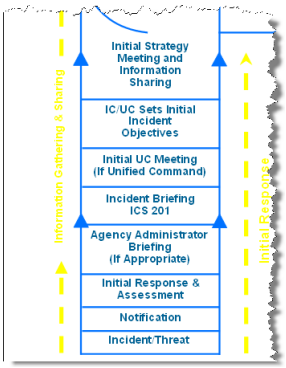


Useful Links

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

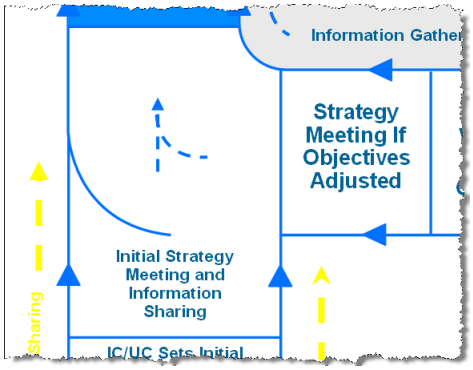
IC/UC Sets Initial Incident Objectives

- ■ 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

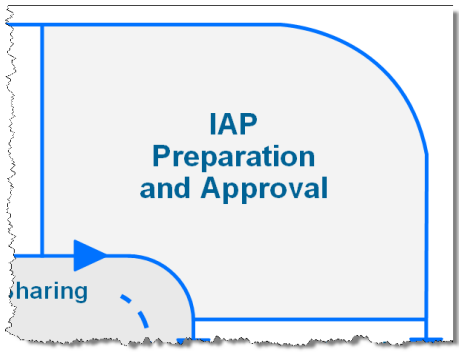
Outputs →

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

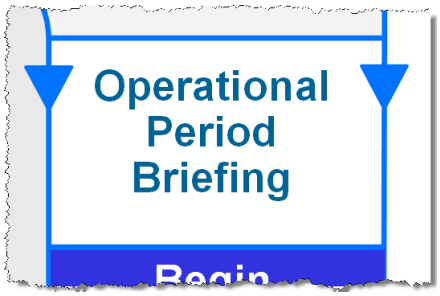
Outputs →

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

MIDVAAL

EMERGENCY PREPARDNESS & RESPONSE PLAN

26 November 2021

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
COVID-19 RISK Assessment Plan
SASOL RISK assessment

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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) PROCEDURE IN THE EVENT OF AN NATURAL GAS LEAK FROM SASOL GAS LINE

The following will or might occur in case of loss of containment scenarios from the SAP Pipeline.

- Flash Fire
- Fireball
- Explosion
- Jet-fire
- No ignition

- Fire Department will establishment an Incident Management Team
- Follow the type 3 IMT Core Concept which form part of the Disaster Management Plan
- Operational Fire personnel will respond as first responders to establish an Incident command and all operational functions (dilution of product ensure a safe area)
- Depending on the wind direction evacuate community according to protocol to a save environment
- The IMT will identify the safe area to evacuate the community (to Community Halls, Hotels, or temporary shelters -Tents)
- No vehicles Trains or trucks are allowed close to the incident according to the SASOL Risk report.
- SASOL Emergency-response -team (0800 21 22 60) will respond and seal the leak as soon as possible.

10) 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.

11) 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.

12) 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.

13) 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.

14) 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.

15) 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

16) 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	
SASOL Emergency Team	0800 21 22 60	

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.

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
25	Dolomite		Sink Holes			3	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 (MHI)	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	Air Liqued		GAS production (MHI)	Air Polution	W5
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
26	Air Liqued	2,75	1	3	3	4	4	3	3	3	3	3	3	3	1	2,5	3	1	3	7

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 and alternative replacements of Paraffin stoves.	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	

6Climate change	Might have an impact on the area	Actions need to be implemented in all sectors of the municipality	Joint operations by different departments.	

MIDVAAL

FIRE & RESCUE SERVICE

DISASTER - RELIEF - POLICY

5th Revision 3 January 2022

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	2020	Amendments on contact list	
5	2022	Amendments on contact list	
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

TABLE OF CONTENTS:

PART 1 **6**

1. Introduction
2. Objective and Purpose of the Policy

PART 2 **7**

3. Disaster Response and Relief
   - ✓ a) The implementation of the disaster response plan
   - ✓ b) Disaster assessment
   - ✓ c) Reporting
   - ✓ d) Coordination and funding
   - ✓ e) Powers and duties of Midvaal municipal council during disaster response

PART 3 **8**

4. Disaster Declaration
   - ✓ f) Principles underpinning the declaration of a state of disaster
   - ✓ g) Powers and duties of a MDMC in the declaration of a state of disaster
   - ✓ h) Powers and duties of Midvaal municipal council

5. Disaster Response and Relief measures

PART 4 **12**

4 Disaster relief grants

PART 5 **14**

5 Roles and Responsibilities of Stakeholders during disaster response
- ✓ 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.

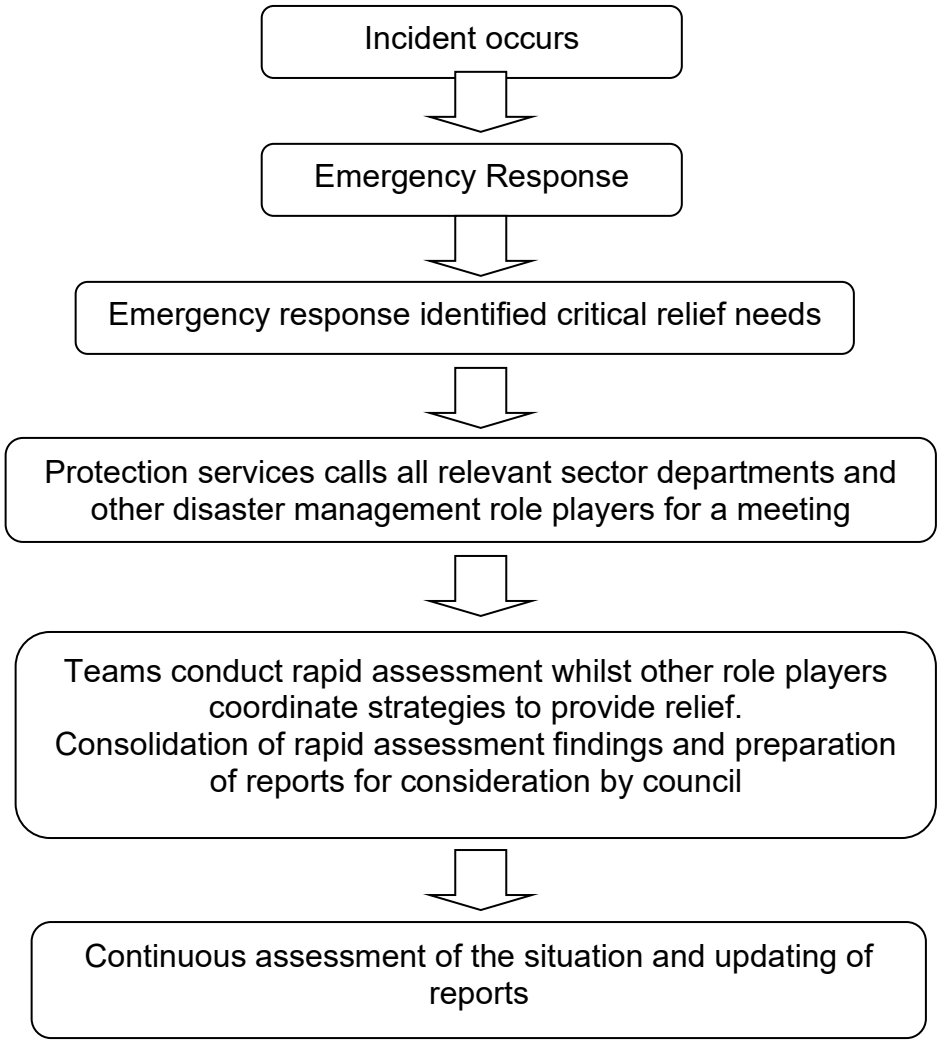


Diagram 1: illustrate how a municipality must coordinate disaster relief:

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

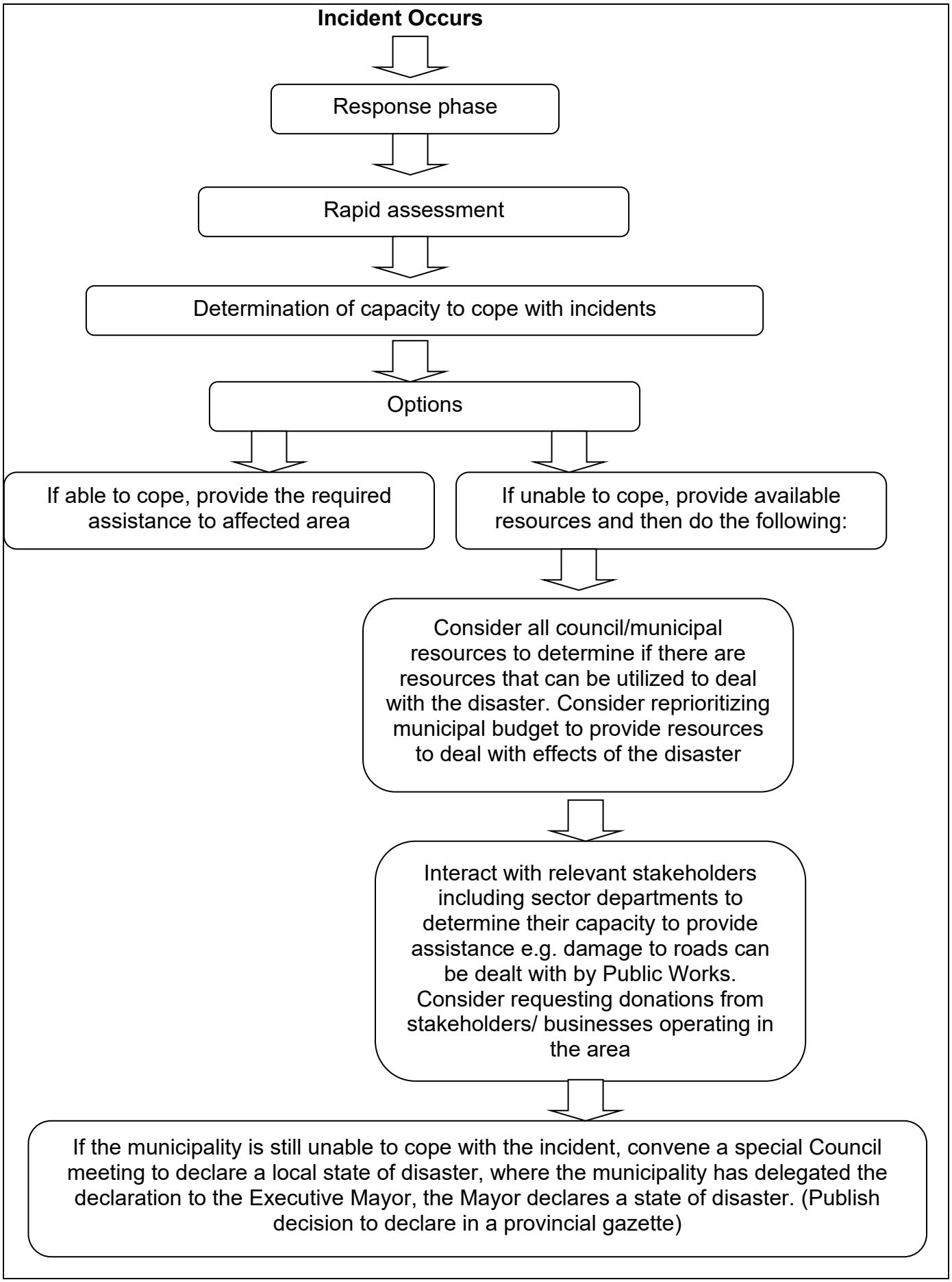
h) Powers and duties of Midvaal municipal council

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

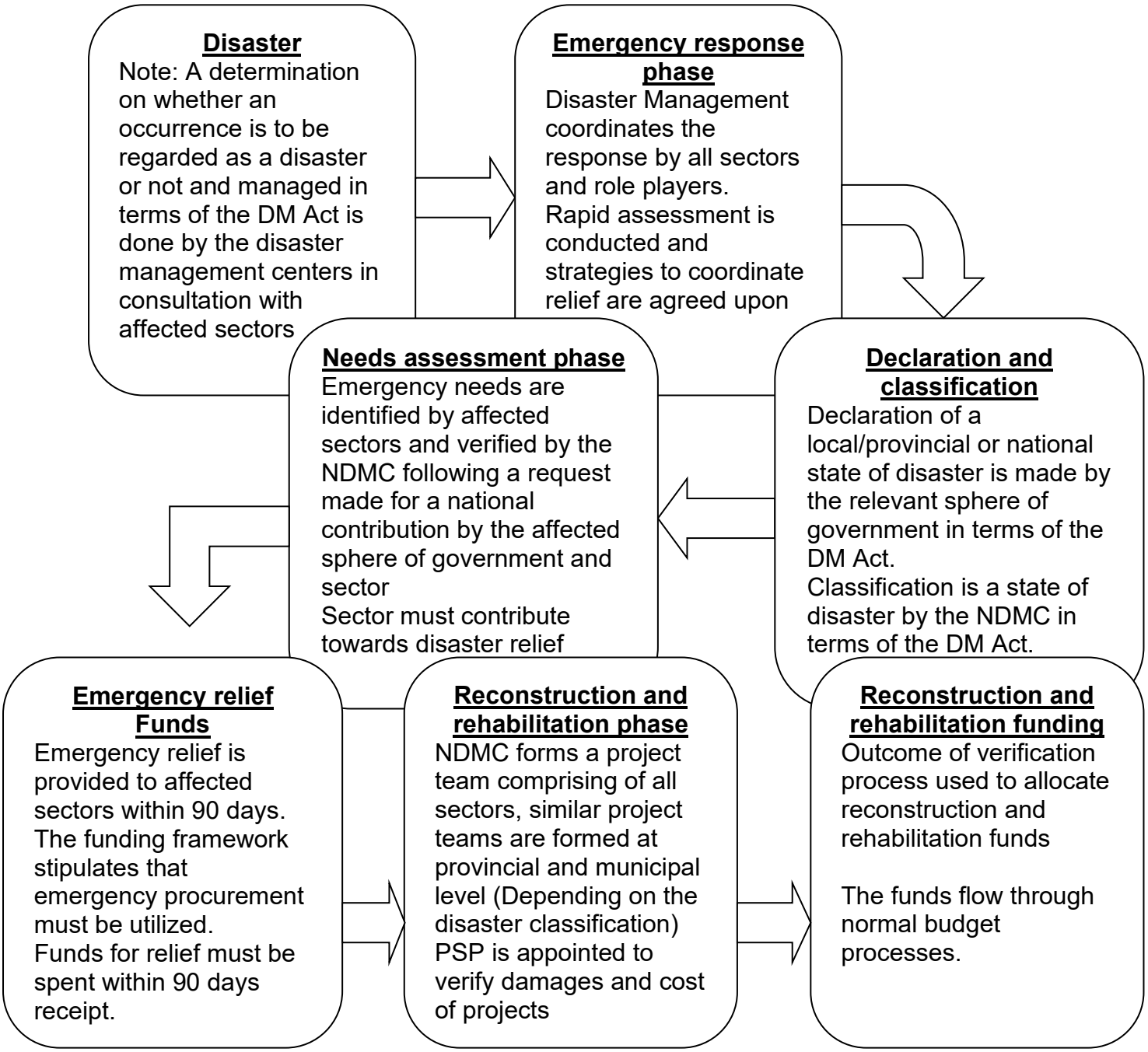
Disaster relief and rehabilitation is the provision of immediate shelter, life support and human needs to persons affected by, or responding to a disaster and are undertaken during disaster operations.

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 / organizations 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**	
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Lindokuhle Ngubane: Director: Disaster Management	Lindokuhle.ngubane@gauteng.gov.za	083 375 8523
Masina Mandla: Deputy Director: Disaster Management	mandla.masina@gauteng.gov.za	083 738 1269

CONTACT LIST OF MUNICIPAL DISASTER CENTRES IN GAUTENG PROVINCE

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Erika Swart (Head of Centre) Bafana Mazibuko (Senior Manager) Shadi Tsebe (Manager: DMC)	011 999 0815/082 774 5508 011 999 1665 / 072 584 6952 011 999 1683/071 850 0673	Erika.swart@ekurhuleni.gov.za Bafana.mazibuko@gauteng.gov.za Shadi.tsebe@ekurhuleni.gov.za	3 Hawley Rd, Germiston, 2008, South Africa Latitude: -26.178968 | Longitude: 28.136052	EKURHULENI METROPOLITAN MUNICIPALITY
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Sarah Mothapo (Heads of Centre) Pieter Niwenhuizen	083 631 5095/016 450 3083	sarahm@sedibeng.gov.za pietern@sedibeng.gov.za		SEDIBENG DISTRICT MUNICIPALITY
Tanja Terblanche **(Divisional Chief: Business Operations)** Narina van Reenen (Executive Secretary)	083 965 3185/ 012 358 3524 084 582 1025/ 012 358 0154	tanjat@tshwane.gov.za Narinavr@tshwane.gov.za	Emergency Services Department | Headquarters | C/o Government Avenue and Beckett Street | Arcadia | 0083 | PO Box 440 | Pretoria | 0001 |	CITY OF TSHWANE

Contact list of Midvaal Local MMC and Head of Departments.

Name	Status	Department	Contact Number	
Cllr Peter Teixiera	Executive Mayor	Mayoral Office	078 221 1509 / 076 809 9150	
Cllr F Peters	(Speaker)		076 609 2886 /083 521 3990 (Freddie)	
Ald PD Hutcheson	MMC - FS		082 927 7219 (Patricia)	
Cllr MI Motsamai	MMC - D&P		076 316 0007	
Cllr TM Modiba	MMC – Community Services		072 570 4410	
Cllr CL Gomes	MMC – Corporate Services		083 785 4968	
Cllr JG Viljoen	MMC – Engineering Services		083 742 9833	
Solly Mosidi	Acting MM & Executive Director	Community Services	082 894 2827	
Eugene Lensley	Head Public Safety	Community Services	082 064 1847	
Nataasha Ameer van Wyk	Acting DMM	Corporate Services	082 859 0486	
Alfie Scutts	Head of Department	Human Resource	083 281 8078	
Phumudzo Magodi	Executive Director	Engineering Services	079 872 1000	
David Chamboko	Executive Director	Development & Planning	072 554 9992	
Janine Tait	Acting Executive Director	Finance	072 608 0091	

REFERENCES

6.1 Disaster Management Act, Act 57 of 2002
6.2 Disaster Response Booklet
6.3 Midvaal Disaster Management Plan

MIDVAAL
LOCAL MUNICIPALITY

COVID 19
RISK ASSESSMENT PLAN

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1. INTRODUCTION

Midvaal Local Municipality operating during the Coronavirus COVID-19 pandemic need to ensure they are protecting their workforce and minimising the risk of spread of infection. This guidance is intended to introduce consistent measures on Midvaal Local Municipality of all sizes in line with the Government's recommendations on social distancing when conducting their workplace risk assessments. These are exceptional circumstances, and the industry must always comply with the latest Government advice on Coronavirus including compliance with the Occupational Health and Safety Act No.85 of 1993 and the Disaster Management Act, of 2002, and the subsequent regulations.

Given the nature of the Municipality and its strict health and safety regulatory environment in which we continue to operate, we are striving to become a municipality that is able to deal with such an unprecedented global pandemic. With trained health and safety practitioners within the municipality, we adhere to existing health, safety, environment, risk and quality policies and procedures which currently exist within the Municipality, all of which are prescribed by the Occupational Health and Safety Act No.85 of 1993 and in particular, Section 8 of the Act that places the onus on employers to provide and maintain a working environment that is safe and without risk to the health of their employees.

The Municipality's main agreement signed by Government, Organised Labour and Organised Business further reinforces these considerations. This document is for the purpose of a coordinated approach and common action to deal with prevention of and identifying COVID-19 cases and risks within the Midvaal Local Municipality and communities.

Government Ministers have stressed on many platforms that should the infection rate increase significantly, that we may all revert to Level 5. It remains our collective responsibility to help contain the spread of the virus. This document refers directly to the COVID-19 Direction on Health and Safety in the Workplace issued by the Minister in terms of Regulation 10(8) of the National Disaster Regulations (annexure 1).

This document is intended to provide guidance, assistance and mitigating measures to be put in place to prevent possible contracting and/or transmission of the virus for the period during which the COVID-19 Regulations are in force.

2. RESPONSIBILITIES

To ensure and maintain a safe and healthy working environment for employees and members of the public, it is advised that Midvaal Local Municipality should assess the workplace risks posed by the COVID-19 pandemic, giving due consideration to the response measures announced in the President's speech. Municipalities should therefore determine mitigation measures to minimize risk as far as reasonably practicable, allowing work to continue safely and without harm to all relevant stakeholders, including customers, employees, suppliers and all interested and affected parties.

- Management and the designated Compliance Officer must ensure that all workers complete and signoff the Compliance Officers risk assessment final V2 as included as Annexure 4
- Management and the designated Compliance Officer must ensure that the COVID-19 Employer risk assessment are completed and signed off.
- Management and the designated Compliance Officer must ensure that in the event that a Health and Safety (H&S) Practitioner is performing a risk assessment that the H&S Practitioner Risk report is completed and signed off, Recognising that the public health system will not be able to respond to every possible COVID-19 incident identified in the workplace, employers should have the following in place:

    - Supervisors and Managers are responsible for the implementation of the regulations.
    - Perform a detailed Risk assessment in line with the Occupational Health and Safety Act (OHSA) requirements
    - Adequately train identified personnel to perform daily workplace COVID19 symptom screening
    - Provide where feasible posters leaflets and notices informing of the dangers of the COVID-19 Virus and the prevention of infection, in conspicuous places
    - Provide compulsory medical screening equipment such as infrared thermometers
    - Provide prescribed personal protective equipment (PPE) to those assigned to perform the screening.
    - Keep record of all such screening results, and should an employee show any positive symptoms related to COVID-19, then such an employee will be quarantined, and the Department of Health Hotline immediately be contacted on 0800 029 999.

- **Midvaal Local Municipality will furthermore ensure a healthy working environment by:**
    - Strict application of these regulations with monitoring and supervision
    - As far as reasonably practical, educate employees, and all visitors to business premises as to the preventative measures to avoid infection or transmission
    - Ensuring the workplace, ablution facilities, eating facilities and customer areas are clean and hygienic
    - Providing sanitising and/or hand wash facilities as required.
    - Prohibiting and sharing of smoking bits whilst lit or cold-drink bottles while open
    - Promoting regular hand washing by employees
    - Reducing meetings and gatherings that bring individuals within 2 meters of each other for extended periods
    - Providing PPE, over and above prescribed face masks, where close contact work is required
    - The separation of individuals wherever practicably possible
    - Promoting good respiratory hygiene by employees
    - Keeping employees informed on developments related to COVID-19
    - Each Department is to open and maintain a COVID-19 register and will update the information daily

Employers must obtain relevant information, recommendations, and topics regarding the COVID-19 pandemic from the World Health Organization's (WHO) websites (www.who.int) for use in the education of employees, and to display the information in prominent areas within every workplace. Such information should also be included in health and safety briefings in all sales areas, workshops as well as offices.
Detailed information on symptoms and protection can be found on the Corona Virus Q&A section of the WHO websites, (direct link: https://www.who.int/news-room/q-a-detail/q-a-coronaviruses#).
Employers acknowledge the associated risks of the virus, act accordingly, and to put into place extraordinary health and safety measures. Employers are further advised to avoid disinformation in social media and to reference the following sources for official, accurate information and updates:

The World Health Organisation https://www.who.int/	Twitter @who
National Institute of Communicable Diseases https://www.nicd.ac.za/	Twitter @nicd_sa
National Department of Health http://www.health.gov.za/	Twitter @HealthZA
The Presidency	Twitter @PresidencyZA
SA Corona Virus	https://sacoronavirus.com/
The International Labour Organisation COVID-19 Standards	https://www.ilo.org/global/standards/WCMS_739937/lang--en/index.htm

3. WHO SHOULD OR SHOULD NOT REPORT FOR DUTY?

Every employer must take measures to:

- ensure only essential and critical employees report for duty at the workplace premises and only if they cannot work from home
- ensure that employees who are over the age of 60 and having underlying health issues work from home if possible
- screen every worker, at the time that they report for work, to ascertain whether they have any of the observable symptoms associated with COVID-19, namely fever, cough, sore throat, redness of eyes or shortness of breath (difficulty in breathing);
- require every worker to report whether they suffer from any of the following additional symptoms:
    - body aches, loss of smell or loss of taste, nausea, vomiting, diarrhea, fatigue, weakness, or tiredness; and
- require workers to immediately inform the employer if they experience any of the above-mentioned symptoms while at work. Anyone who meets one of the following criteria should also not report for duty / be present at the workplace:

    - Has a high temperature or a new persistent cough
    - Is a vulnerable person as identified by an Occupational Health Practitioner (by virtue of their age, underlying health condition, clinical condition or is pregnant)
    - Is living with someone in self-isolation
    - Persons not able to report for work due to the Symptoms or infection with COVID-19 will in terms of section 22 of the BCEA (Basic Conditions of Employment Act) be subject to normal sick leave or special leave conditions.

4. PROCEDURE IF EMPLOYEE DISPLAYS SYMPTOMS OR IS DIAGNOSED WITH THE VIRUS

If a worker develops a high temperature or a persistent cough while at work, they should:

- Return home immediately
- Avoid touching anything
- Isolate the worker, provide the worker with a surgical mask and arrange for the worker to be transported in a manner that does not place other workers or members of the public at risk either to be self-isolated or for a medical examination or testing; and
- assess the risk of transmission, disinfect the area and the worker's workstation, refer those workers who may be at risk for screening and take any other appropriate measure to prevent possible transmission.
- Thereafter, they must arrange to be tested and follow the government's requirements in terms of isolation and / or quarantine and report this to the Department of Health.

If a worker has been diagnosed with Covid-19 the employer must:

- Inform the Department of Health on Hotline number 0800 029 999 immediately
- Investigate the cause including any control failure and review its risk assessments to ensure that the necessary controls and PPE requirements are in place
- Provide administrative support to any “contact-tracing” measures implemented by the Department of Health
- Any worker who is diagnosed with the COVID-19 virus must be given support and, in no way, be discriminated against in the workplace
- If a worker has been diagnosed with COVID-19 and isolated in accordance with the Department of Health Guidelines, the employer may only allow this worker to return to work on the following conditions:
    - The worker has undergone a medical evaluation confirming that the worker has been tested negative for COVID-19
    - The employer ensures that personal hygiene, wearing of masks, social distancing and cough etiquette is strictly adhered to by the worker; and
    - The employer closely monitors the worker for symptoms on return to work

5. OFFICES OF ALL DEPARTMENTS - ACCESS POINTS

- Ad-hoc visitors to all offices are to be denied access
- Strict visitor access control to be implemented for all Midvaal Local Municipality offices, which should include application, pre-screening procedures (including a medical and travel history questionnaire) and authorisation procedures
- All individuals will be required to wash their hands with a hand sanitiser or soap and water, before and immediately after entry from the business premises that uses a fingerprint reader such as those used for access control
- Introduce staggered shift commencement times to reduce congestion
- Have in place safety representative(s) equipped with the necessary PPE to ensure adequate distancing between workers (2m) is enforced at access points
- No breathalysers are to be used. Should an individual display suspected intoxication, alternative methods of testing will be considered such as the visual assessment test
- Entrances to offices, must have hand washing or sanitising facilities and all individuals entering and exiting the offices, must wash or sanitise their hands
- Where workstations cannot be spaced 1.5 metres apart, physical barriers must be installed
- Hand washing technique posters shall be displayed near the hand wash area
- Visitor registers at entry points will be completed by the designated person and not by the visitor
- The designated person will wash or sanitise their hands every time they use the visitors register and pen

6. HAND WASHING

All individuals shall wash their hands with soap and water for at least 20 seconds or use approved 70% alcohol-based hand sanitizer when:

- entering or leaving an office
- before eating
- after eating
- after walks to ablutions
- after touching handrails, door handles, paper, envelopes etc; and
- Any other interactions that may require hand washing
- Basins with soap and water or alcohol-based hand sanitizer must be provided at:
    - all business premises access points
    - offices
    - ablution facilities
    - eating areas; and
    - appropriate areas around the offices, such that a person does not need to walk further than 50m to access these facilities
    - Where soap and water are provided for hand washing, so too must paper towels be provided for drying of hands.
    - Workers who work in close contact shall have regular access to hand washing facilities



7. CLEANING

Cleaning and sanitizing of objects and surfaces that are frequently touched. This must be done at regular intervals and shall include:

- door handles
- handrails
- basins
- taps
- toilets
- lift and hoist controls
- tables

- chairs
- computer equipment
- telephones
- photocopiers
- customer access registers
- gates; and
- biometric readers
- As far as practicable, crockery and eating utensils should be disposable
- Midvaal Local Municipality management are to ensure that soap and water is always available and hand sanitiser levels are kept at levels that are sufficient
- Adequate rubbish bins are to be provided for the disposal of paper towels
- Fabric towelling is prohibited
- Cleaning registers are to be provided in the areas where regular cleaning is required

8. RESPIRATORY AND PERSONAL HYGIENE

Employers must ensure that:

- Individuals who sneeze must be considerate. Leave the group or room, cover their mouths and nose with a tissue and dispose of the tissue properly; alternatively sneeze into a flexed inside of the elbow.
- Avoid touching one's eyes, nose, and mouth with unwashed hands.
- All customers, suppliers and workers are always required to wear face masks on the premises

9. Departments to comply with the following measures:

Departments must implement the following measures:

- ensure that the number of staff on the work premises are limited to as little as possible to avoid the contraction or transmission of the virus as well as to adhere to the regulation of one third of the workforce to be brought back to work
- ensure that all staff over the age of 60 or with underlying health issues work from home, if possible (at least for level 4 of the lockdown and while numbers are increasing) to enable more of the other staff who are unable to work from home, to be in the office
- ensure employees who are performing critical functions are equipped with the necessary tools of trade to ensure that when necessary, the employees can work from home and service delivery and compliance is not interrupted
- ensure that employees that present the symptoms set out in clause 21 of the Regulations in annexure 1 are not permitted to work
- immediately contact the COVID-19 hotline: 0800 02 9999 for instruction and direct the employee to act in accordance with those instructions
- provide cloth masks or require an employee to wear some form of cloth covering over their mouth and nose while at work
- provide each employee with hand sanitizer, soap and clean water to wash their hands and disinfectants to sanitize their workstations

- ensure that each employee while at work washes with soap and sanitizes their hands
- ensure that their workstations are disinfected regularly; and
- take any other measures indicated by a risk assessment.

10. WORKER OBLIGATIONS

In addition to the obligations of employees under the OHSA, every worker is obliged to comply with measures introduced by their employer as required by this Direction.

11. VENTILATION

Every employer must:

- keep the workplace well ventilated by natural or mechanical means to reduce the SARS-CoV-2 viral load;
- where reasonably practicable, have an effective local extraction ventilation system with high efficiency particulate air HEPA filters, which is regularly cleaned and maintained, and its vents do not feedback in through open windows;
- Ensure that filters are cleaned and replaced in accordance with the manufacturer's instructions by a competent person.

12. SOCIAL DISTANCING

The following will apply to all individuals of Midvaal Local Municipality:

- There will be no hand shaking with any person
- Avoid unnecessary contact with other individuals
- When talking, sitting or eating with others, keep a distance of at least 2m between yourselves
- Avoid close contact with anyone who has a fever or cough and request that all staff and or office management follow these procedures and guidelines in terms of dealing with this person
- Lifts/Elevators should be avoided, as they are a confined space. Use stairways and do not touch the handrails.
- Where tasks require workers to be in close contact, management shall provide the appropriate PPE for this (Fire crew on Fire-Engine).
- It is advisable to introduce a floor marking system in high traffic areas to ensure social distancing.
- Wherever possible, work that requires close contact shall be planned to reduce the number of individuals involved in the activity at any one time

13. PPE (PERSONAL PROTECTIVE EQUIPMENT)

- PPE includes Face Masks, Gloves, Facial shields, and others
- Workers who work in close contact with one another shall wear appropriate PPE
- Workers shall be trained on how to wear, remove and - where appropriate - dispose of their PPE properly
- Safety and supervisory personal shall ensure no close contact work are carried out by

workers who are using defective or inadequate PPE. Posters are to be displayed where necessary at all critical points providing guidance on sanitisation procedures.

Other PPE:

- Every employer must check regularly on the websites of the National Department of Health, National Institute of Communicable Diseases and the National Institute for Occupational Health whether any additional PPE is required or recommended in any guidelines given the nature of the workplace or the nature of a worker's duties. Refer to the suggested PPE equipment and product list (annexure 2)

14. ABLUTION, EATING AND CHANGING FACILITIES

- The number of individuals using these facilities at one time is to be restricted to allow for social distancing requirements, and this should be supervised accordingly to ensure compliance
- Break times are to be staggered to reduce congestion
- Eating tables should be cleaned before and after use

15. MEETINGS, BRIEFINGS

- Alternative arrangements to be tested for meetings, eg. zoom, teams, etc. to prepare for worst case scenario during the Covid-19 pandemic
- Meetings where spacing of individuals would be less than 1.5m apart are not to be permitted
- All meetings are to be limited to no more than 15 participants at any one time.
- Toolbox talks shall be limited to a maximum duration of 15 minutes and shall be in groups that allow for a 2m spacing between individuals but do not require the speaker to shout.
- Toolbox talks must be held in well ventilated areas.
- The awareness of hand washing, and other hygiene behaviours is to be communicated daily.
- Offices, JOC (Joint Operation Centre) meetings shall be reduced to only those that are essential and shall wherever possible be held via video conference.
- Wherever possible, meetings and/or briefings shall be held in open areas with good ventilation.
- Retain the names and contact details of all participants for at least one month. This will help public health authorities trace people who may have been exposed to COVID-19 if one or more participants become ill shortly after the event
- If someone at the meeting or event was isolated as a suspected COVID-19 case, the organizer should let all participants know this. They should be advised to monitor themselves for symptoms for 14 days and take their temperature twice a day

16. TRANSPORT

- Where transport is provided, occupancy of the vehicle should be reduced in line with government policy in the taxi industry
- Transport vehicles should be sanitized before and after each trip
- A fever screening process will be implemented at the workplace. Make sure that all Midvaal staff have the latest information on areas where COVID-19 is spreading
- Based on the latest information, Midvaal should assess the benefits and risks related to employees travelling to and from specific areas
- Avoid sending employees who may be at higher risk of serious illness (e.g. older employees and those with medical conditions such as diabetes, heart, and lung disease) to areas where COVID-19 is spreading
- Consider issuing employees who are about to travel with small bottles of alcohol-based hand rub. This can facilitate regular hand sanitising.
- Encourage employees to wash their hands regularly and stay at least one meter away from people who are coughing or sneezing
- Ensure employees know what to do and who to contact if they feel ill while traveling.
- Ensure that your employees comply with instructions from local authorities where they are traveling. If, for example, they are told by local authorities not to go somewhere they should comply with this.
- Employees using public transport to get to work must ensure they comply with the public transport regulations currently in place.
- If they develop even a mild cough or low-grade fever (i.e. a temperature of 37.3 C or more) they should stay at home and self-isolate. This means avoiding close contact (one meter or nearer) with other people, including family members.
  They should also:
  - ♣ Inform their employer; and
  - ♣ Return home immediately
- Avoid touching anything.
- Cough or sneeze into a tissue and put it in a bin, or if they do not have tissues, cough, and sneeze into the crook of their elbow; and
- Thereafter, they must arrange to be tested and follow the government's requirements in terms of isolation and or quarantine and report this to the Department of Health.

17. RECEIVING OF DELIVERIES

- All products delivered should be sanitised upon receipt
- All deliveries should be handled with full PPE
- After each delivery, the area should be disinfected wherever contact was made with equipment used for facilitating the delivery
- All documents are always to be handled with care using PPE
- Pens used for confirmation of delivery must be sanitised immediately after use and disposed of daily
- Product returns to suppliers must be disinfected prior to despatch using recognised alcohol-based disinfectants
- All returns to supplier's documentation must always be handled with care using PPE

18. REQUISITION FOR PURCHASES AND PAPER-WORK HANDLING

- All items kept in store must be disinfected prior to handing over to Midvaal users
- All documentation must always be handled with care using PPE
- Pens used for signature confirmation of receipt must be sanitised after each use
- All customer contact areas such as rates hall /section and areas are to be sanitised twice daily, as a minimum
- Items from customers must be sanitised prior to being allowed on the premises.

19. HANDLING OF COUNCIL VEHICLES

- All council vehicles are to be regarded as infection areas
- All council vehicles are to be sanitised immediately upon taking control.
- Vehicle sanitisation is done with an acceptable recognised sanitiser spray and or liquid wipe
- Contact areas of the interior of the vehicle are to be covered using disposable plastic seat covers, steering wheel covers, brake and gear knob covers such as commercially available, or using cling wrap.

20. MONITORING AND ENFORCING THE REGULATIONS

- An inspector designated in terms of section 28 of OHSA may perform any of the functions in section 29 of OHSA and exercise any of the powers listed in section 30 of OHSA to monitor compliance with this Direction.
- In so far as any contravention of this Direction constitutes a contravention of an obligation or prohibition under OHSA, the offences and penalties provided for in section 38 of OHSA apply.
- An inspector, contemplated in clause 42, may for the purpose of promoting, monitoring, and enforcing compliance with the OHSA, advice employees and employers of their rights and obligations in terms of this Direction in accordance with section 64 of the BCEA

2.1 WORKER RISK ASSESSMENT

(Document prepared by the Risk Assessment Group within the Occupational Health and Safety Workstream of the National Department of Health – Covid-19 Response)

How to use this Guide?

· Use the questions below to assess if it is safe to start work.
· If you answer **NO** to any of the questions, **r**eport this immediately to your supervisor, who will help to identify a practicable and reasonable solution.

NAME OF SUPERVISOR	SECTION	PAY NUMBER

Always practise these controls in your workplace
1. Social distancing must be at least 1.5 metre away from any other person in any circumstance.
2. Wash hands with soap and water for 20 seconds or use alcohol-based hand sanitiser after contact with any person or after contact with frequently touched surfaces e. g. phones, door handles etc.
3. Cough in the fold of the elbow or in a tissue which you discard in a bin and wash your hands.
4. Avoid touching your eyes, nose and mouth with unwashed hands.

Employee training and awareness	**Initial**
I have received training on COVID-19 and the virus causing it, how the virus is spread, the symptoms of the disease and how I can protect myself against infection.	
I am trained and familiar with the COVID-19 protocols in my workplace.	
I know the protocol of self-isolate at my home or at a quarantine site should I become ill with symptoms of COVID-19.	
I know the protocol to report should I become ill with symptoms of COVID-19.	
I have been told about the screening and testing procedure for Covid-19	
I have been told about contact-tracing for Covid-19 if I am tested positive for Covid-19	
I have been trained in the correct use, how many times PPE can be used before it needs to be replaced, storage and safe disposal of used/contaminated PPE.	
Hygiene and cleaning measures	**Initial**
Hand washing sink with soap & approved (70% alcohol) hand sanitiser is available.	

Surfaces and equipment are cleaned and disinfected with approved disinfection/sanitising products on a regular basis (at least every four hours)	
I know the required personal hygiene practices such as couching/sneezing into my elbow if I do not have a clean tissue with me, washing my hands regularly for 20 sec, and not sharing stationary, eating utensils and/or PPE with a colleague.	
Reduce physical contact (social distancing 1.5 m or 2 x arm-length)	
I know the social distancing rule of keeping a distance of at least 1.5 meter or 2 x arm-length between myself and any colleague or person from the public.	
I know that I need to avoid physical contact such as handshakes, touching and hugs.	
I know that crowds or gatherings (e.g. large groups >10 or groups in spaces where there is not sufficient ventilation) needs to be avoided at my workplace.	
When dining at work or during breaks, I need to maintain a 1.5-meter distance from colleagues while dining, and I must not sit face-to-face opposite any other person.	

Personal Protective Equipment	**Initial**
I have all the PPE specific to my work tasks to protect me from COVID-19 in addition to my normal PPE required to work safely.	
My PPE is a in good condition and I'm familiar with the procedure how to use it and how to replace it when it is damaged or lost.	
Personal wellbeing	**Initial**
I monitor my own health for early COVID-19 symptoms (cough, sore throat, shortness of breath or fever ≥ 38°C) or flu symptoms and know what to do and where I need to report to if I experience any of the mentioned symptoms.	
I know the contact number and how to access psychological support services should I need support.	
Emergency response	**Initial**
I am familiar with the procedure to report in case someone at home or in my workplace has symptoms of COVID-19.	

I hereby acknowledge that I fully understand and will strictly follow these procedures outlined in this document.

Name:	Signature	Date
Name:	Signature	Date
Name:	Signature	Date
Name:	Signature	Date
Name:	Signature	Date
Name:	Signature	Date
Name:	Signature	Date
Name:	Signature	Date

MIDVAAL CONTINGENCY PLAN FOR FLOODS

PREPARED BY:
CHIEF FIRE OFFICER

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1) PURPOSE OF THE PLAN

The purpose of this plan is to ensure the availability of an action plan that would assist in curbing the consequences that may be caused by floods due to unexpected rainy festive season December 2021 to February 2022 as revealed by Weather forecast from time to time and leading to disasters.

2) PREFACE

The recent heavy rains have caused havoc in Gauteng area, have necessitated an alert to all Municipalities who are prone to disasters of that kind, to put action plans in place that would address the consequences created by such weather conditions. Sedibeng district Municipality is one of those prone to disasters caused by floods, according to the recent Risk Assessment completed. There are some areas within the Midvaal that are lying on low and along flood lines which may be flooded due to heavy continuous rains. These areas include:

AREA	**RISK LEVEL (**low, medium, high)	**PROBABILITY (**low, medium, high)	**IMPACT (**low, medium, high)
Areas along Vaal River banks.	medium	medium	Medium
Lower lying areas along the Vaal dam.	High	Low	High
An area where the Klip River enters the Vaal River (the bottle neck area)	Medium	High	Medium
Midvaal Klip River	Medium	Medium	medium
Sicelo	Medium	Low	Low

Henley Weir	Medium	Medium	Medium
Dale side	Medium	Medium	Medium
Langkuil	Medium	Medium	Medium
Mamello	Medium	Medium	Medium

3) MIDVAAL FIRE ACTION PLAN

To successfully deal with any possible flood prevention and mitigation is of importance.

a) Prevention

We cannot prevent any natural rainfall, but we can deal with such risk. This can be done into four ways:

- Transfer the risk
- Terminate the risk
- Treat the risk
- Tolerate the risk

In this case we will treat and tolerate the risk (Possible Flooding's)

b) Mitigation

In the Midvaal area we have prone areas for flooding:

- Kliprivier
- Henley weir
- Langkuilspruit (Meyerton Farms)
- Sicelo (Next to Bell road)
- Dale Side
- Rietspruit

c) Kliprivier

- After heavy rain falls in Midvaal and surrounding areas the river levels will be monitored by the shift officer on duty every 4 to 6 hours depending on the downfall.
- When the levels keep rising sandbags will be provided by Fire department to try stop water reaching the houses.
- The fire department was proactive and got sandbags in stock

- Should the water levels rise drastically that endangers life and property evacuation will be considered.
- The standby divisional officer to obtain the weather forecast for the next 24-48 hours.
- An Incident Management Team (IMT) will be appointed, dispatched and planning will be done with role players on what area will be evacuated and what task each member will do (SAPS, FIRE, TRAFFIC, CPF)
- The relevant MMC as well as the ED become informed where a decision will be taken to inform the Mayor
- Affected areas community will be evacuated to the community hall in the area.

d) Henley weir / Lower areas

- When heavy rain fall is predicted for Midvaal and surrounding areas Midvaal sewer section can be proactive and ensure that the Henley weir is not blocked to ensure the flow of water
- After heavy rain falls in Midvaal and surrounding areas the river levels will be monitored by the shift officer on duty every 4 to 6 hours depending on the downfall
- When the levels keep rising sandbags will be provided by Fire department to try stop water reaching the houses
- Should the water levels rise drastically that endangers life and property evacuation will be considered.
- The standby divisional officer to obtain the weather forecast for the next 24-48 hours
- An Incident Management Team (IMT) will be appointed, dispatched and planning will be done with role players on what area will be evacuated and what task each member will do (SAPS, FIRE, TRAFFIC, CPF)
- Roads to be closed off by Traffic to ensure motorist and pedestrians do not enter
- The relevant MMC as well as the ED become informed where a decision will be taken to inform the Mayor
- Affected areas community will be evacuated to the community hall in the area.

e) **Lankuilspruit (Meyerton Farms)**

- After heavy rain falls in Midvaal and surrounding areas the river levels will be monitored by the shift officer on duty every 4 to 6 hours depending on the downfall.

- When the levels keep rising sandbags will be provided by Fire department to try stop water reaching the houses.
- The fire department was proactive and got sandbags in stock
- Should the water levels rise drastically that endangers life and property evacuation will be considered.
- The standby divisional officer to obtain the weather forecast for the next 24-48 hours.
- An Incident Management Team (IMT) will be appointed, dispatched and planning will be done with role players on what area will be evacuated and what task each member will do (SAPS, FIRE, TRAFFIC, CPF)
- Affected areas community will be evacuated to the community hall in the area
- Public awareness to be done as a proactive measure to educate the community

f) Sicelo (Next to Bell Road)

- When heavy rain fall is predicted for Midvaal and surrounding areas Midvaal sewer section can be proactive and ensure that the sewers inlets are free from debris to ensure that the water can flow and minimizing the risk of pushing back, and effecting the communities along Bell Road
- After heavy rainfall are encountered the community living along Bell road are affected
- After heavy rainfall the shift officer to monitor the water levels every 4-6 hours
- When the levels keep rising sandbags will be provided by Fire department to try stop water reaching the informal settlement houses
- Should the water levels rise drastically that endangers life and property evacuation will be considered.
- The standby divisional officer to obtain the weather forecast for the next 24-48 hours.
- Public awareness to be done as a proactive measure to educate the community

g) **Daleside**

- After heavy rain falls in Midvaal and surrounding areas the river levels will be monitored by the shift officer on duty every 4 to 6 hours depending on the downfall.
- When the levels keep rising sandbags will be provided by Fire department to try stop water reaching the houses.

- The fire department was proactive and got sandbags in stock
- Should the water levels rise drastically that endangers life and property evacuation will be considered.
- The standby divisional officer to obtain the weather forecast for the next 24-48 hours.
- An IMT will be appointed, dispatched and planning will be done with role players on what area will be evacuated and what task each member will do (SAPS, FIRE, TRAFFIC, CPF)
- The relevant MMC as well as the ED become informed where a decision will be taken to inform the Mayor
- Affected areas community will be evacuated to the community hall in the area.

Note that should the flooding escalate refer to POINT 6- **EMERGENCY UNFOLDING ACTIONS,** in addition with the points highlighted above.

4) LEGISLATIVE REQUIREMENTS

Section 47 (1) of the Disaster Management Act, (No 57 of 2002), **Prevention and Mitigation**, states that a Municipal disaster management centre, to the extent that it has capacity, must give guidance to organ of state, private sector, NGOs, communities, and individuals in the municipal area to assess and prevent or reduce the risks of disasters, including –

(a) Ways and means of –

(i) Determining levels of risks;
(ii) Assessing the vulnerability of communities and households to disasters that may occur;
(iii) Increasing the capacity of communities and households to minimize the risk and impact of flooding that may occur.
(iv) Monitoring the likelihood of, and the state of alertness to flooding that may occur.

The above requirements indicate that there is a definite need to determine the levels of floods risks, assessing the vulnerable communities and monitoring the likelihood of, and the state of alert for possible floods.

5) ROLE PLAYERS IN THIS PLAN

One of the definitions of Disaster Management is that it is multi sectorial and multi-disciplinary in nature and therefore a plan of this nature must include all role players associated with disaster management. The department has therefore made several contacts with all role players in this regard to sensitize them on this plan and to get their commitment in availing themselves in times of need. The following is list of all identified role players with the type of action expected from each in accordance with their field professionalism and contact person.

DEPARTMENT	CONTACT PERSON	CONTACT NUMBER
Disaster Management	P Nieuwenhuizen	082 901 5726
	S Mothapo	083 631 5095
Provincial Disaster Management	Lindikuhle	072 324 1085
Emergency Medical Services		
GPG **ER 24**	S Pino A Bronkhorst	071 604 6466 084 460 7011
Fire & Rescue Services		
Midvaal Fire Services	E Lensley H Steyn	083 310 6358 082 697 0732
MMC Community Services	T.M Modiba	
SAPS		
Water wing	Supt Pieterse Capt. G Steyn	079 887 9429 082 853 0435
Meyerton	Col. Radebe	Email: gp.meyerton.sc@saps.gov.za
De Deur	Col. Molefi	molefiA2@saps.gov.za

Environmental Health		
Midvaal	J Venter	071 353 0044
Traffic		
Midvaal	A Mpai	**082 838 9351**
Storm Water		
Midvaal	Bayanda Gamede	**072 649 5436**
Housing		
Midvaal	Promise Mnguni	016 360 7431
ESKOM & Electricity		
Midvaal	Vincent Sofe	072 293 7278
Water Department		
Midvaal	Bayanda Gamede	**072 649 5436**
Engineering		
Midvaal	Phumudzo Magodi	079 872 1000

6) EMERGENCY UNFOLDING ACTIONS

In case of an emergency related to floods becomes reported the following activities will unfold if referred to

- An emergency becomes reported and the message is received through the Communication Centre or verbally reported by any member of the community.
- First line emergency services become despatched to the scene e.g. the Fire and Rescue services, EMS, Traffic, SAPS etc.
- The information becomes disseminated to Disaster Management officials by the CCC supervisor.
- The information becomes forwarded to the Provincial Disaster Management Centre.

- The information becomes visualized and analysed and a decision is taken to respond to the scene.
- A quick survey and summary of the surrounding is done i.e. the severity of the incident, impact caused, affected families, affected environment, infrastructural damages, extend of affected normal living etc.
- The relevant MMC as well as the ED become informed where a decision will be taken to inform the Mayors.
- A decision to call-up all relevant role players to the scene is taken e.g. environment, water affairs, electricity, department housing, health, Storm water system, Red Cross etc.
- Temporary shelter becomes organized where and when needed e.g. nearby schools, churches, halls, nearby crèches etc.
- Provision of meals is organized where needed e.g. through assistance of Red Cross and other stake holders.
- Relocation of affected families to the organized temporary shelter.
- Relief measures are taken e.g. the provision of blankets, clothing etc. where needed.
- Final assessment of the incident is done by all role players and a summary is done.
- A final report with recommendations is done and forwarded to Council.

7) PREVENTATIVE MEASURES

Flooding due to natural causes are in most cases unavoidable but loss of life and property can be avoided. In most cases communities are not acquainted with the type of flooding affecting their areas and thus making them inexperienced with the way of combating any serious hardships caused. Regardless of this, external help is necessary in bringing life back to normal quickly. Preventative measures are therefore key to preventing unnecessary loss of life and property.
The following will have to be implemented to avoid chaos that may be caused by floods during this rainfall season:

- **Public awareness and education.**
  - Using Community Development Workers, distribution of educational pamphlets on floods education and hints.

- Through educational presentations by DM officials during Ward committee meetings of prone areas.
- Educational measures through local media. (newspapers)

- **Early warning measures.**
  - Through local media (radios, new papers etc.)
  - listening to weather bureau and physical observations.
  - The use of sound hailers to warn communities in time.
- **Ward Councillors encouraged to provide early feedback to the centre, and community**

8) CONCLUSION

Like most regions in the province, Midvaal is also susceptible to flooding that may escalate into disasters. The plan acknowledges the premise that flooding incidents can disrupt the lives of communities, cause loss of lives and result in general social upheaval. This plan then signifies the needs to manage such flooding incidents and their consequences in a coordinated, efficient and effective manner. This plan is to be updated frequently and as the need arise.

_____ _____

MR. H STEYN DATE

_____ _____

MR. E LENSLEY DATE
HEAD PUBLIC SAFETY

MIDVAAL CONTINGENCY PLAN FOR DOLOMITE

PREPARED BY:
CHIEF FIRE OFFICER

DRAFT, DECEMBER 2021

Document Information	
Document Type	Contingency Plan- DOLOMITE
Applicability	Contingency plan in the event of: Dolomite-Sink holes Conditions –Sink holes Hazard
Status	Draft
Main Contributors	National Disaster Management Centre (NDMC) Provincial Disaster Management Centres Sector Departments Engineering from Local Municipality Public Safety -Fire -Traffic
Author	CFO Midvaal- Planning, Intervention and Support
Date of this Compilation	December 2021
Other Documents which have direct bearing on this contingency plan	• Midvaal council Dolomite Policy • Disaster Management Act , Act 57 of 2002 • Sphere Standards

1. INTRODUCTION AND RATIONALE

1.1 Purpose

The contingency plan provides the various responsible authorities and agencies with an overview of the current arrangements that are in place for the response to Sink hole hazards in Midvaal.

It contains an overview of preparedness to respond, capabilities to as well as response arrangements. It also reflects an integrated approach and shared responsibility for the management of response to Sink-hole hazards between local municipality, agencies, communities, and individuals.

1.2 Current Risk to Sink-hole hazards in Midvaal.

The following areas are most vulnerable to sink-holes:

Ward 1- Mamelo
Ward 2
Ward 3 – Rothdene - Kookrus
Ward 5
Ward 8 - Sicelo
Ward 9
Ward 10 -Sicelo
Ward 12
Ward 13
Ward 14
Ward 15

1.3 Responsibility for responding to sink-hole hazards

Disaster Management in the Midvaal case – the Fire Department is a shared responsibility which must be fostered through partnerships between various stakeholders and co-operative relationships between the different sphered of government, the private sector and civil society. In the spirit of cooperative governance, each sphere of government and other relevant stakeholders i.e., numerous organisations, communities need to play their unique roles and perform specific responsibilities in the process.

As a result, an integrated and well-coordinated organisational approach is the only way to ensure timely response to sink-hole hazards and providing a mechanism for achieving better outcomes by allowing all stakeholders to effectively work together to prepare for response before, during and after a sinkhole has occurred.
To achieve a cooperative response to sink-hole hazards, each agency involved must understand the systems, structure, resources, capabilities, and statutory obligations of the other agencies.

2. TERMINOLOGY

To avoid uncertainty and misinterpretation of terms this plan used the following definitions**:**

Disaster: means a progressive or sudden, widespread, or localised, natural or human-caused occurrence which-
(a) causes or threaten 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 a magnitude that exceeds the ability of those affected to cope with its effects using only their resources.

Disaster management: means a continuous and integrated multi-sectoral, multi-disciplinary process of planning and implementation of measures aimed at-

- Preventing or reducing the risk of disasters.
- Mitigating the severity or consequences of disasters.
- Emergency preparedness.
- A rapid and effective response to disasters; and
- Post-disaster recovery and rehabilitation

Vulnerability: the degree to which an individual, household or area may be affected by a hazard.

Response: means measures taken during or immediately after a disaster in order to bring relief to people and communities affected by the disaster.

Recovery: decisions and actions taken immediately after a disaster with a view to restoring or improving the pre-disaster living conditions of the stricken community while encouraging and facilitating necessary adjustments to reduce disaster risk.

Prevention: actions to provide outright avoidance of the adverse impact of hazards and means to minimise related environmental, technological, and biological disasters.

Preparedness: Activities and measures taken in advance to ensure effective response to the impact of hazards, including the issuance of timely and effective early warnings and the temporary evacuation of people and property from threatened locations.

MDMC" means the Municipal Disaster Management Centre established in terms of section 43(1) of the Act;

"**NDMC"** means the National Disaster Management Centre established in terms of section 8 (1) of the Act;

"PDMC" means the Provincial Disaster Management Centre established in terms of section 29(1) of the Act;

3. SCOPE OF THE PLAN

3.1 Legislation

The following legislation, while not exhaustive, are the main legislation that mandates how sinkhole events must be responded to:

- The Constitution of the Republic of South Africa, 1996
- Disaster Management Act, Act 57 of 2002
- Conservation of Agricultural Resources Act, Act 43 of 1983
- Municipal Systems Act, Act 32 of 2000
- National Environmental Management Act ("NEMA"), Act 107 of 1998

3.2 Legislative requirements for unforeseen events and response

Section 25, 38, 39, 52 and 53 of the Disaster Management Act of 2002, Act no 57 of 2002 (DM Act) requires each national organ of state, provincial organ of state, municipal entity and municipality, respectively to prepare disaster management plans. This must be done in terms of the National, Provincial and Municipal Disaster Management Frameworks.

These plans must set out amongst other things the **type of disasters** likely **to occur and its effects, provide for** appropriate prevention and mitigation strategies, **contingency plans**, **emergency response** and post disaster recovery and rehabilitation. The plans must also include that capacity that the organ of state must fulfil it roles and responsibilities and outline measures to finance the implementation of disaster strategies.

3.3 Response to Sink Hole events

This plan has adopted standard structure for intervention. This structure sets out a framework to support effective response preparedness and response to Sink Hole hazards by the different spheres of government. The structure is designed such that:

- Each sphere of government can effectively fulfil its responsibilities for disaster preparedness and response.
- The misunderstanding on the threshold for intervention by spheres of government is limited.
- It employs a common response structure in all provinces.
- It utilises common consolidated action planning
- utilises common terminology.

3.3.1 Response Preparedness

It is important that each organisation is prepared to respond to Sink Hole events. The plan details minimum response preparedness that must be undertaken by all stakeholders:

The table below is based on the South Africa Weather Service severe weather warning system. It details preparedness activities that must be undertaken by stakeholders.

Type of Alert	**Communication Method**	**Action to be taken**	**Activities in preparing for snow**
No serve weather expected	none	None	None
Special weather advisories *Up to 5 day ahead* Issued to let people know that conditions are unusual and could cause concern	bulletin	Be aware	**Disaster management**: - Alert stakeholders - Determine stakeholder level of preparedness - Identify resources required for response **Department of Transport**: - Monitor road conditions on alternative

			routes - Constant communication to motorists on route conditions through communication platforms. **Social Development**: - Review/develop a list of places to be utilised for emergency shelter **SASSA:** - Review/Develop a list of NGOs`s for emergency humanitarian relief - Identify "one stop" areas for provision of hot meals. e.g., petrol stations along routes **ESKOM:** - Communicate early warnings for possible electricity interruptions. **TRANSNET**: - Communicate early warnings on possible delays on transportation of cargo **Metro Rail/PRASA:** - Communicate early warnings to commuters e.g., train delays **Department of Health**: - Determine level of preparedness of hospital - Alert ERMS in affected areas **Department of Agriculture**: - Alert Farmers - Determine level of preparedness of farmers
Severe Weather watch It is sent 1-3 days in advance	sms, bulletin (TV, radio)	Be prepared	**Disaster management**: - Obtain stakeholder commitment for response - Mobilise resources for response - Identify additional support requirements (logistical) **Department of Transport**: - Constant communication to motorists on route conditions through communication platforms. **Social Development:** - Obtain commitment form owners of places to be utilised for emergency shelter **SASSA**: - obtain commitment from NGO`s who will provide emergency humanitarian relief - "Set up" all "one stop" areas for

			provision of hot meals. e.g. petrol stations along major routes. - Communicate areas where relief is available. **ESKOM**: - Communicate early warnings for possible electricity interruptions. - Identify areas requiring additional technical support **TRANSNET**: - Communicate early warnings on possible delays on transportation of cargo **Metro Rail/PRASA**: - Communicate early warnings to commuters e.g., train delays **Department of Health:** - Determine level of preparedness of hospital - Alert ERMS in affected areas **Department of Agriculture**: - Alert Farmers - Determine level of preparedness of farmers
Severe Weather watch Sent 24 hours in advance	sms, bulletin	Take Action	**Disaster management**: - Activate Joint operations Centre - Coordinate response - Continuously Mobilise resources for response - Request support if unable to cope **Department of Transport**: - Closure of affected routes - Communicate alternative routes - Constant communication to motorists on route conditions through communication platforms. **Social Development:** - Place evacuated people in emergency shelter - Provide counselling if required **SASSA**: - provide emergency humanitarian relief - Communicate areas where relief is available **ESKOM**: - Communicate all electricity interruptions. - Provide technical support in all areas - **TRANSNET**: - Communicate delays on

			transportation of cargo - Report trapped drivers to be rescued **Metro Rail/PRASA**: - Communicate delays - Report affected /trapped commuters **Department of Health:** - Respond to accidents and emergencies **Department of Agriculture**: - Assist farmers with feed - Assist farmers to rescue trapped animals

3.3.2 Memorandum of Understanding/SLA:

The following memorandum of understanding for Sink Holes events are in place:

Name of area for organisation	Name and brief details on the MOU
e.g. Midvaal	e.g. MOU with Sedibeng District on MOU

3.3.3 Intervention

It is important to note that although a standard structure for response has been adopted, response capabilities of a sphere of government that is affected might require initial intervention at higher levels of response.

The table below details the standard structure for intervention:

Level 0	• The occurrence exceeds the ability of individuals and communities and requires intervention from a municipality and other local emergency stakeholders. • Community and local resources are activated to respond to the occurrence. • An early warning for a level 1 intervention is made to the District Disaster Management Centre by the local municipal emergency services. • A request for level 1 response is activated to the District Disaster Management Centre following the warning in the event that the situation cannot be contained. • A local joint Operations Centre has been activated
Level1	• The occurrence exceeds the capability of a local municipality and stakeholders at a local municipal level to respond. • District resources have been activated and resources from other local municipalities in the district have been pooled. • Joint Operations in the District have been activated.

	• An early warning for a level 2 intervention is made by the Joint Operations. • A request for a level 2 intervention made to the Provincial Disaster Management Centre following the warning in the event that the situation cannot be contained.
Level 2	• The occurrence extends beyond the capabilities of a District Municipality. • The occurrence requires the response of resources outside the district including provincial resources. • Joint Operations in the Province have been activated. • PDMC mobilises resources through relevant stakeholders at the JOC • Support from neighbouring provinces may have been activated • An early warning for a level 3 intervention is made by the provincial joint operations. • A request for a level 3 intervention made to the National Disaster Management Centre following the warning in the event that the situation cannot be contained.
Level 3	• This type of incident is the most complex, requiring national resources to safely and effectively manage operations. • Provinces have requested intervention • Response operations at all 3 levels are active. • Joint operations at National Level are activated.

4. PRIMARY RESPONSIBILITY

Primary Responsibility: Coordination

Disaster Management centres are primarily responsibility for the coordination of all Sink Hole hazards at all levels.

Primary Responsibility: Lead agent

The type of disruption that has been caused a result of a Sink Hole event will determine who assumes the role of a lead agent. The disaster Management Centre will appoint a lead agent following its assessment of the disruption.

The following are the most common disruptions caused by Sink Hole events in South Africa:

- Road accidents and closures
- Displacement of people
- Loss of people, property, stock/trapped stock
- Environmental Degradation
- Water Shortages

The following organisations may be required to assume the leading roles and/or on scene co-ordination role during response to the Sink Hole incidents:

Agency	Capabilities, Roles & Responsibilities
South African Police Service	• Prevention of crime and the maintenance of peace and order • Maintenance of any site as a possible crime scene • Co-ordination of rescue • Co-ordination of evacuation • Patrols of evacuated areas • Tracing, or co-ordination of search for, missing members of the community
Road Traffic	• Traffic control, including assistance with road closures and maintenance of roadblocks
Fire Department	• General Rescue • Fire prevention • Management of hazardous material situations • Provision of Material Safety Data Sheet information relative to hazardous materials • Advice relative to evacuation requirements because of a hazardous material incident
Department of Health	• Co-ordination of emergency medical resources. • Provision and maintenance of hospital, clinic and health centre facilities • Appropriate pre-hospital on-site medical and health response management for casualties • Public health advice and warnings • Epidemiology/disease surveillance • Collection/dissemination of health information • Ongoing medical and health services

Department of Health (Emergency Medical Rescue Services)	• Assessment, treatment, and transportation of injured persons- Basic, Intermediate, and advanced life support. • Provision of aero-medical transportation service. • Advanced Life Support • Rescue (advanced medical rescue) - • Assistance with evacuation (injured people)
Department of Social Development	• Co-ordination of NGO's and locally based community recovery services • Co-ordination of the provision of emergency accommodation • Provision of Counselling services
SASSA	• Co-ordination of warm meals, food vouchers and social relief payments to affected people • Provide emergency relief
Department of Education	• Provision of schools for temporary shelter (if required) • Sink Hole Awareness
Department of Agriculture Forestry and Fisheries	• Control/containment of plant and animal diseases • Provide veterinary services • Provide advice to affected farmers • Provide feed for animals • Provide resources to secure aerial support to famers
Department of Human Settlements	• Provision of temporary shelter
Department of Transport	• Road Incident Management • SANRAL • Coordinate and provide information on road closures • Search and rescue services

5. SECONDARY RESPONSIBILITY

The following organisations will assume secondary responsibility:

Agency	Capabilities, Roles & Responsibilities
South Africa National Defence Force	• Provision of manpower to assist in various roles • Provision of aerial support during emergencies
GCIS	• Media Advisory and Statements • Coordinate communication across all spheres of government

The following organisations will be involved in supporting the primary and secondary agencies:

Agency	Capabilities, Roles & Responsibilities
NGO`s (Non – Governmental Organisations)	Assist in proving the following: ▪ Food ▪ Health Care ▪ Counselling ▪ Temporal Shelter ▪ Medical Care

6. CONTACT DETAILS OF STAKEHOLDERS PER PROVINCE

Name	Institution	Telephone	Fax	Cell phone	E mail
Pieter Nieuwenhuizen	Sedibeng DMC	016 450 3092	27866 441 631	082 901 5726	pietern@sed-dom.sed-po

7. COMMUNICATION

Administrative

All communication that is made by government must be in line with government policy as prescribed by GCIS.

Organisations will ensure that must be communicated to communities and stakeholders is accurate and up to date.

Media and general incident communication of snow incidents must be follows:

Level 0	• The local Municipality affected to handle all communication.
Level1	• The District Joint Operations following consultation with the affected local municipalities responsible for all

	communications
Level 2	• The Provincial Joint Operations following consultations with the affected District Municipality is responsible for communications.
Level 3	• The National Joint Operations following consultation with the affected Province/s is responsible.

All organisations must ensure that this plan is communicated to relevant stakeholders at all levels.

Political

Joint Operations at different levels of intervention have the responsibility to inform their political principals on the occurrence as progress on response.

Joint Operations at different levels of intervention have the responsibility to provide information to political principals for any media statement/press conference.

8. LOGISTICS SUPPORT

The following additional logistical support will be required:

Name of Organisation /Sector /Province	Required additional resources to respond to Sink Hole events
Midvaal Local Municipality	During a Sink Hole event, depending on where it occurs might lead to a collapse of a structure or road.
	Motor vehicle accidents might occur, and pieces of the road might disappear.
	Aerial support to assist during any rescues
	Water and sewerage management should an incident occurs in any residential area, or informal areas.

9. STATEMENT OF COMMITMENT

The National Disaster Management Centre and all stakeholders that form part of this plan commit to:

- *Adhering to the Sink Hole contingency plan*
- *Proving support required during the Sink Hole event*
- *Keeping all matters in the plan confidential*
- *Acting in responsible and professional manner*

ANNEXURE D:

LOCAL ECONOMIC DEVELOPMENT STRATEGY (IN REVIEW)



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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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.

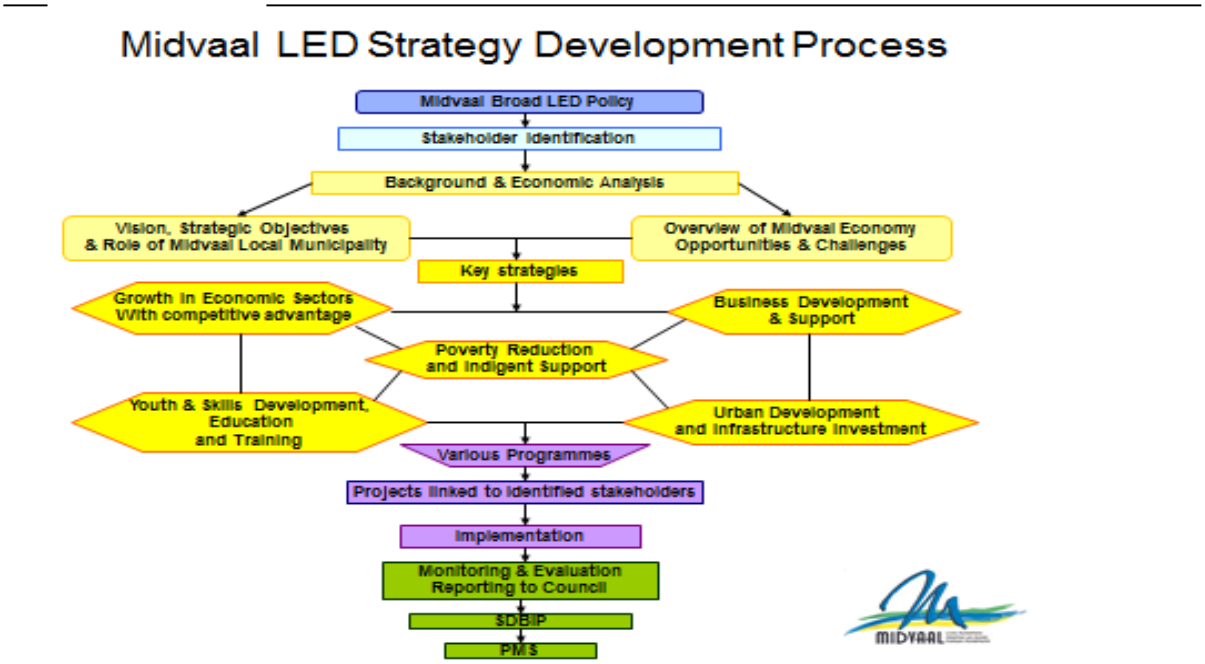


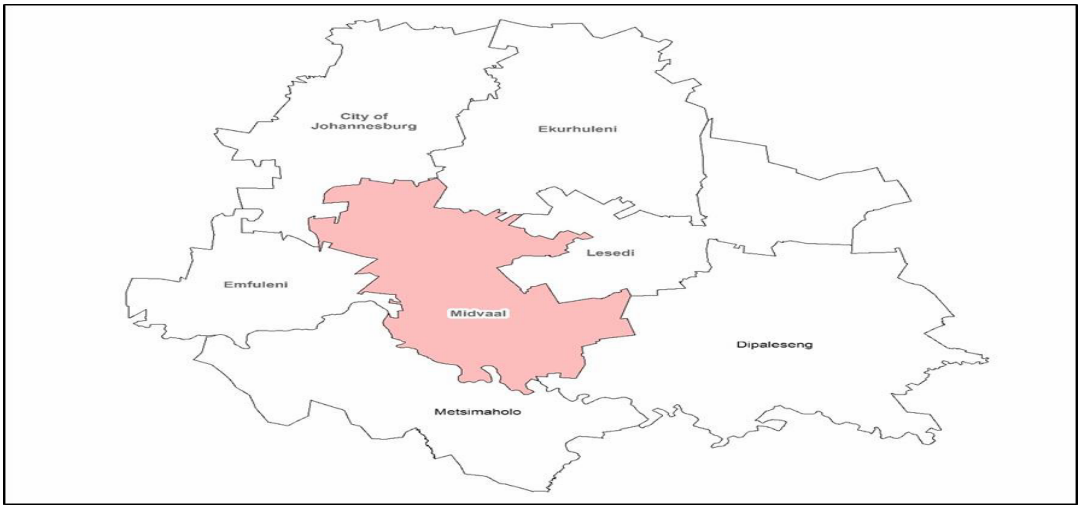
Figure 1: Methodology

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.

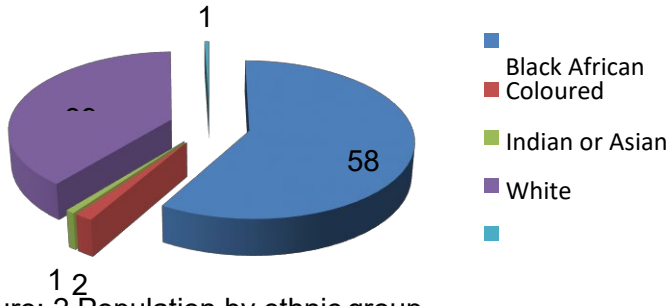


Figure: 2 Population by ethnic group

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).

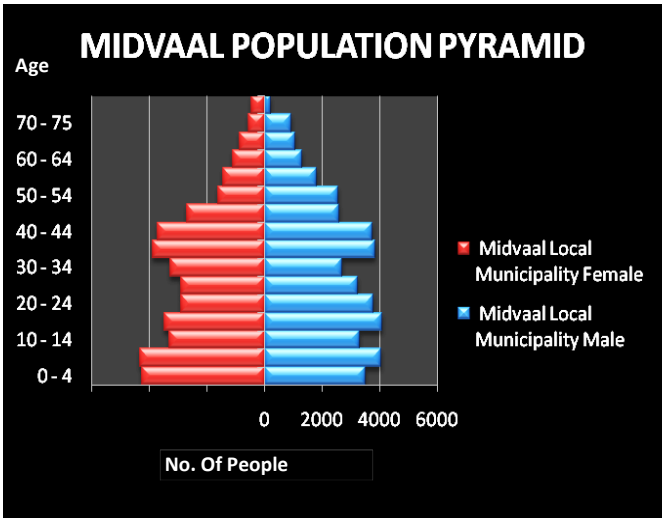


Figure 3: Population Pyramid

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.

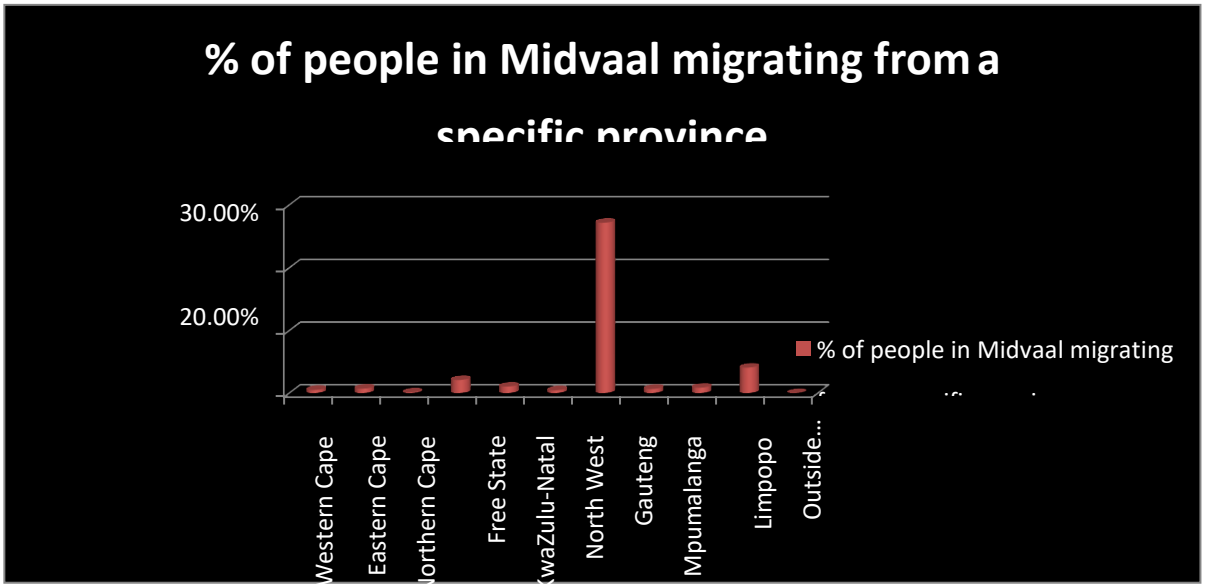


Figure 4: Migration

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).

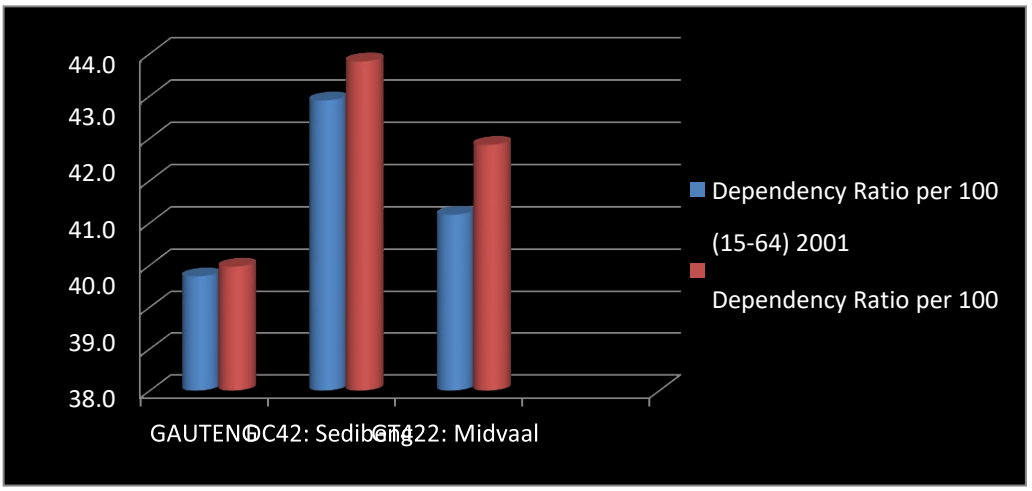


Figure 5: Dependency ratio (Source: Globas Insight, 2011)

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.

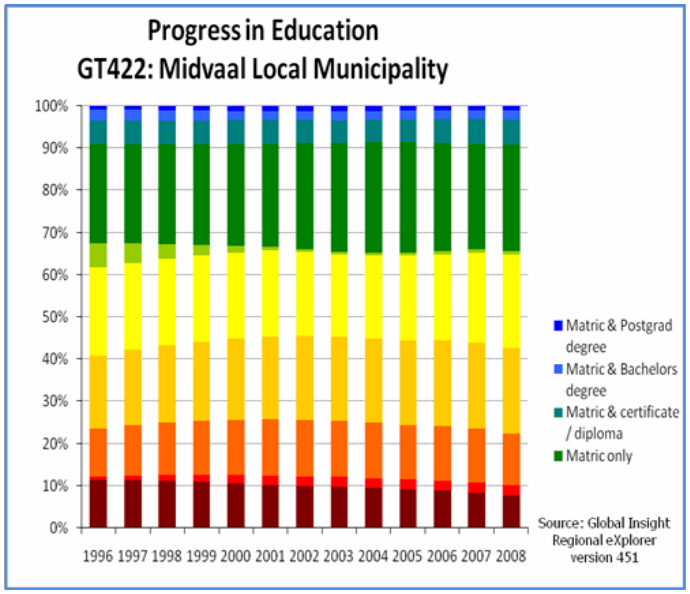


Figure 6: Education profile

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

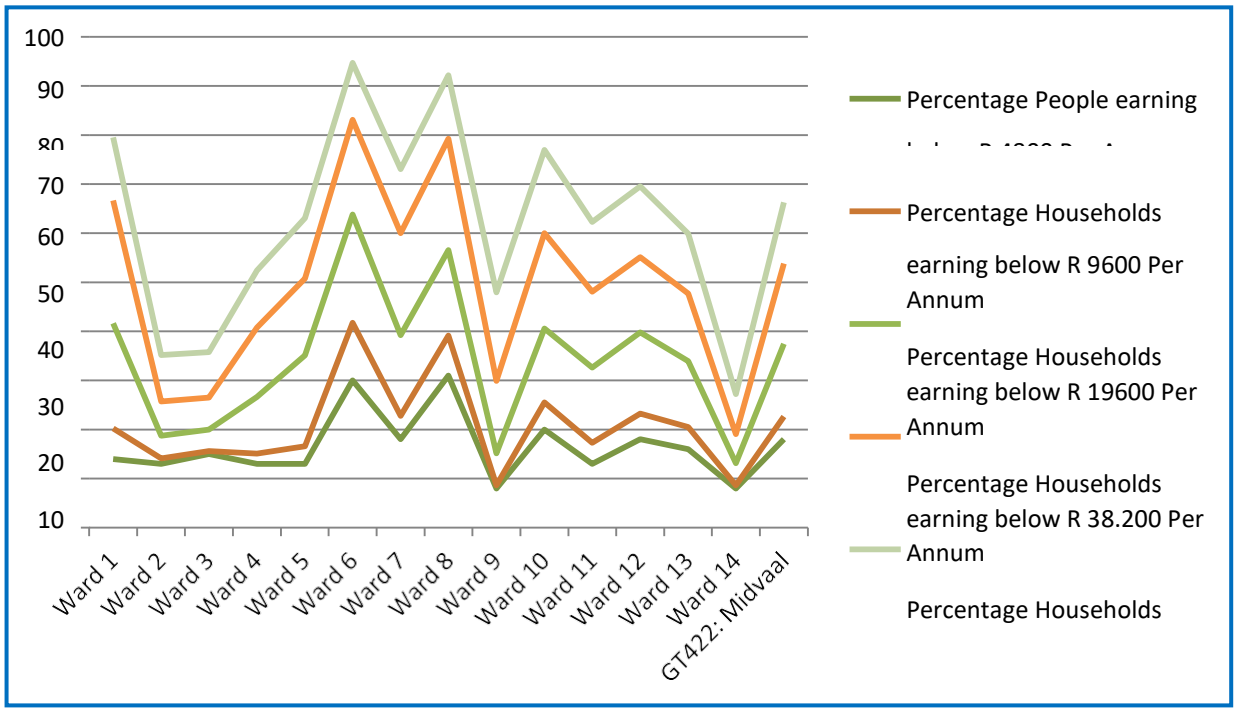


Figure 7: Income

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.

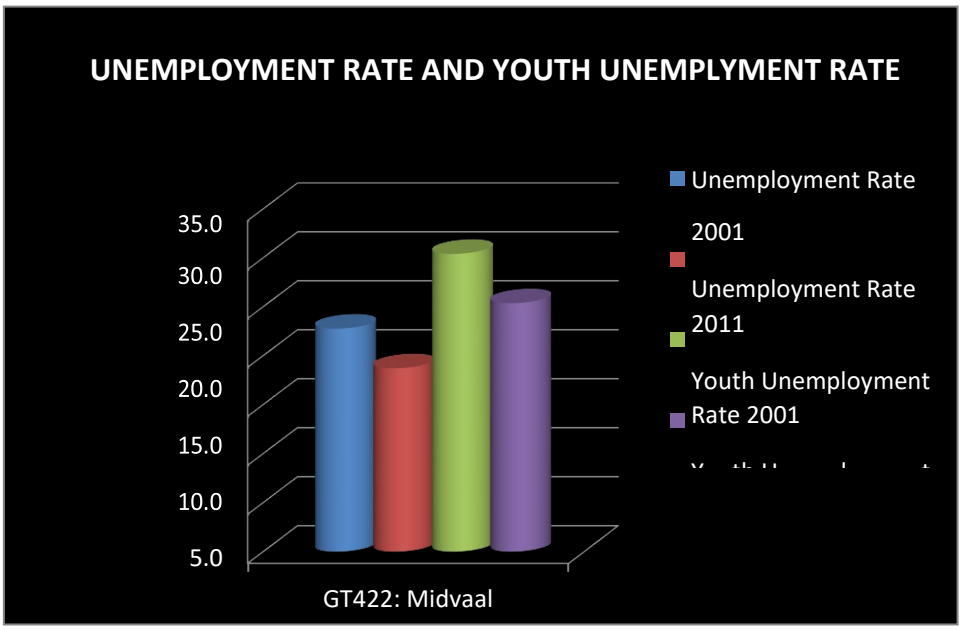
5.2 Unemployment overview

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)

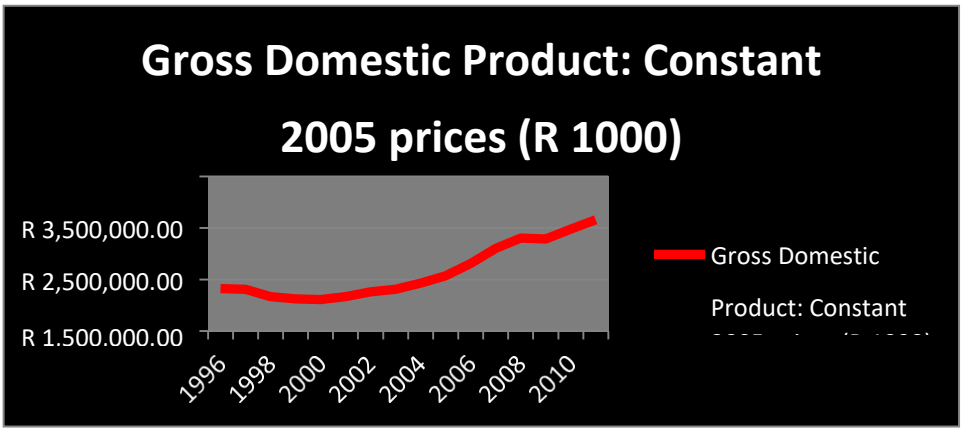


Figure 9: Gross Domestic Product

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.

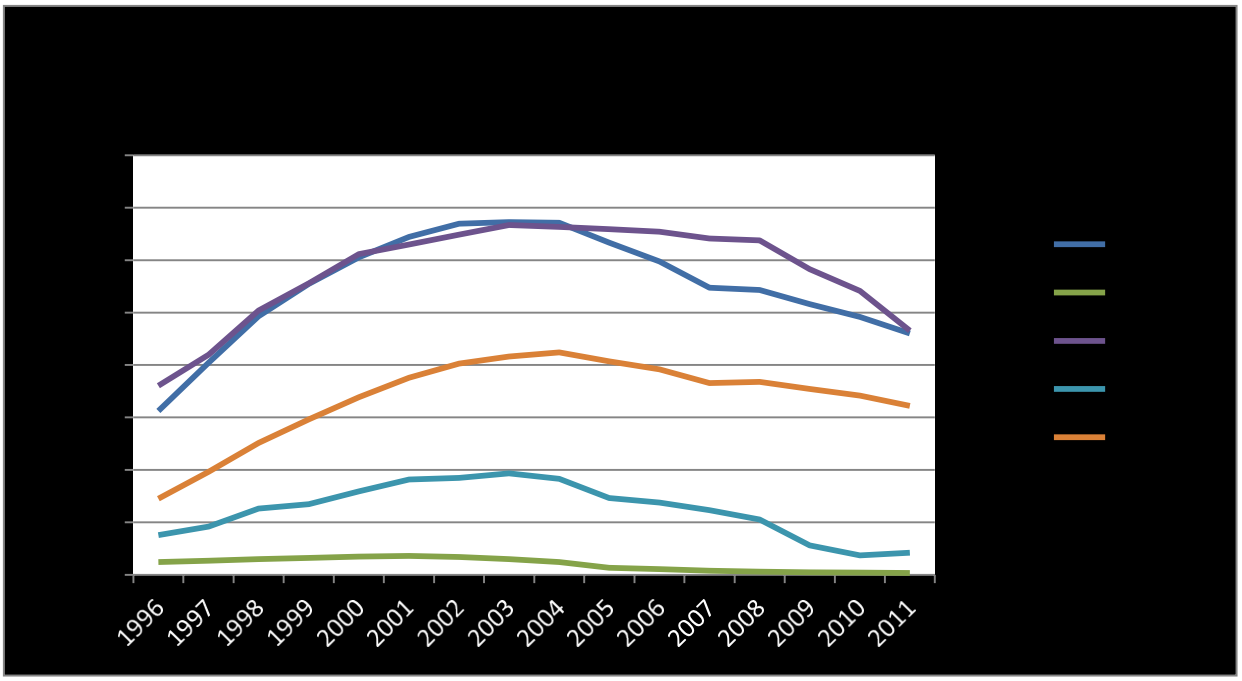


Figure 10: Poverty Gap

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

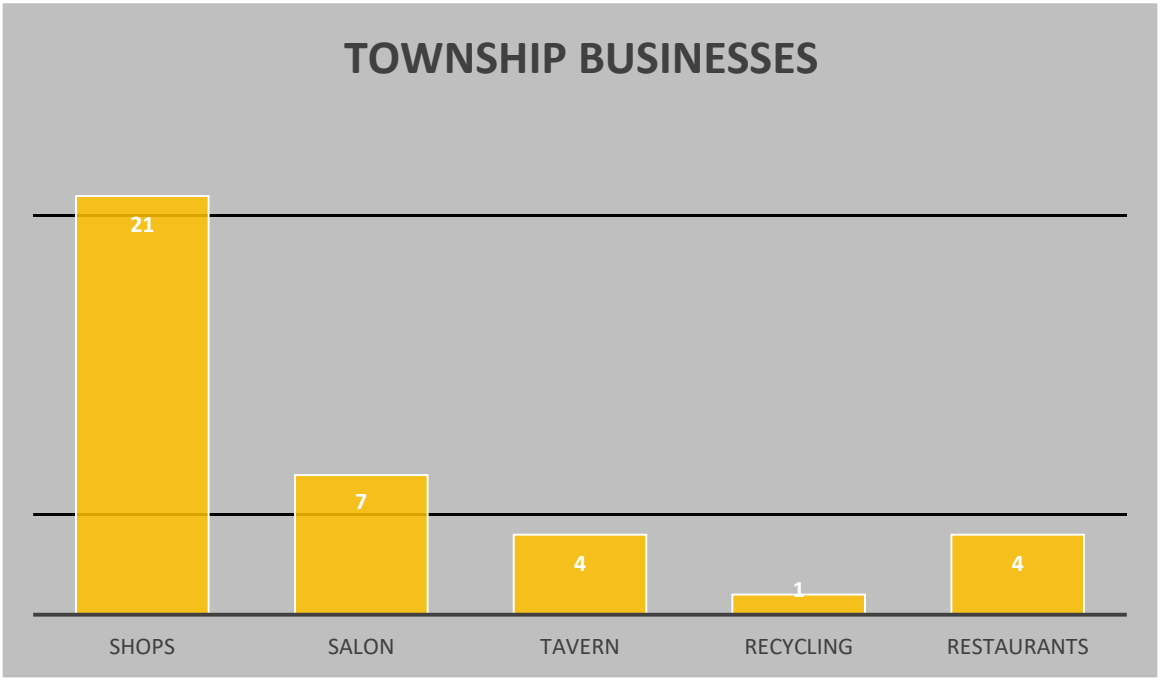
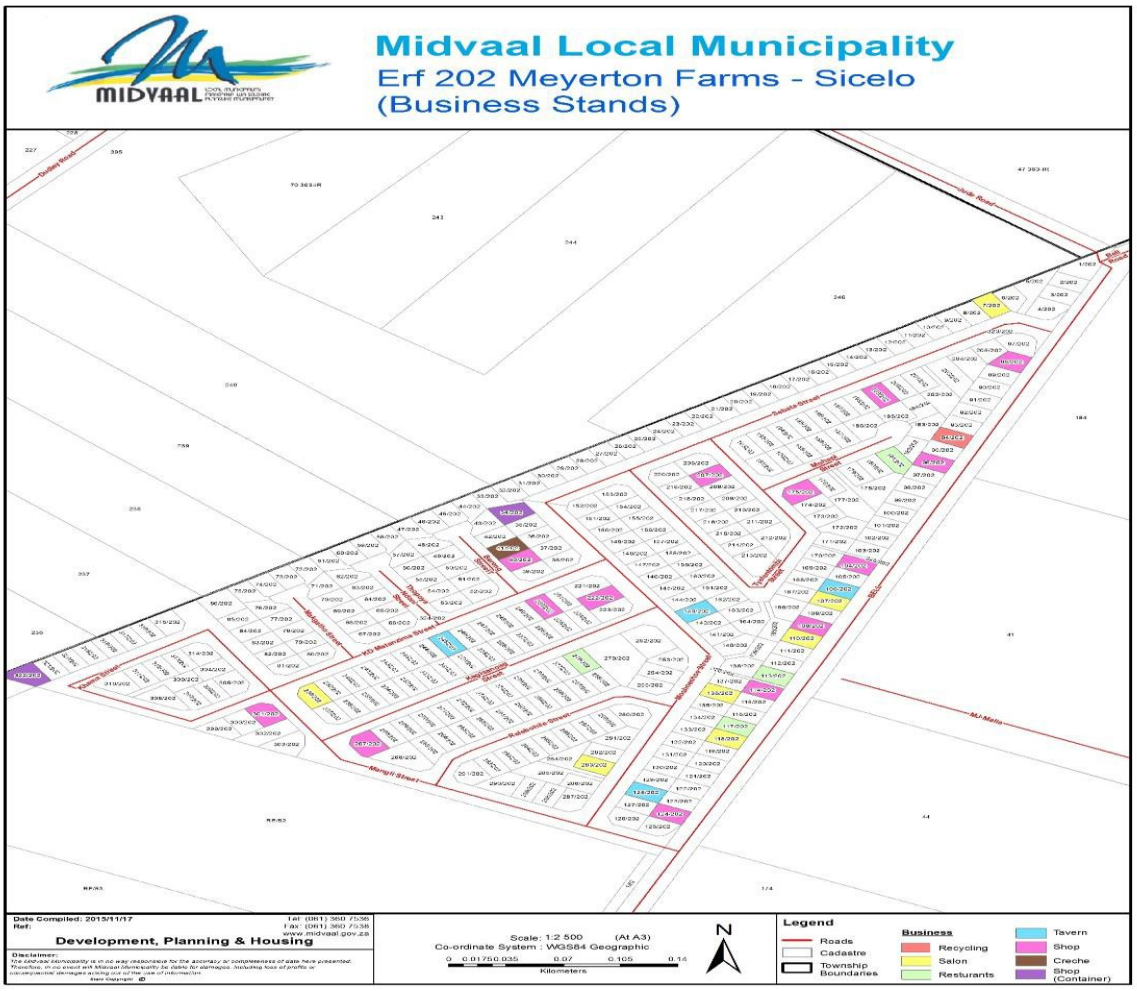


Table: 12 Township Informal Businesses

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 WATER DEMAND MANAGEMENT STRATEGY & BUSINESS PLAN

Prepared for:

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Water Conservation and Water Demand Management Strategy and Business Plan

June 2020

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Title:	**WATER CONSERVATION AND WATER DEMAND MANAGEMENT STRATEGY AND BUSINESS PLAN**
Authors:	**Willem Wegelin, Takalani Mamphitha, Zama Siqalaba**
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LIST OF ABBREVIATIONS AND ACRONYMS

CS2016	Community Survey 2016 (StatsSA)
DM	District Municipality
DWS	Department of Water and Sanitation
IVRS	Integrated Vaal River System
LHWP	Lesotho Highlands Water Project
LOS	Level of Service
MTREF	Medium Term Revenue & Expenditure Framework
MLM	Midvaal Local Municipality
NRW	Non-Revenue Water
PRV	Pressure Reducing Valve
WCWDM	Water Conservation and Water Demand Management
WSA	Water Service Authority
WSP	Water Service Provider
WSS	Water Supply Scheme
WTW	Water Treatment Works

EXECUTIVE SUMMARY

INTRODUCTION

Midvaal Local Municipality (MLM) forms part of the Integrated Vaal River System (IVRS). The IVRS provides water to one of the most densely populated and economic significant areas in the country as reflected by the magnitude of the developments located in the Vaal, the Olifants and the upper portion of the Crocodile West / Marico Water Management areas. These developments include many of the country's power stations, gold mines, platinum mines, petro-chemical plants, sprawling urban developments as well as various other strategic industries. The water requirements in the area are therefore very important to sustain the economy of the country and the well-being of its people. The latest results from the IVRS indicate that the demand is currently exceeding the available supply, and Rand Water's abstraction licence will not be increased until the next Lesotho Highlands Water Project (LHWP) Phase II is commissioned in 2025 at a total estimated cost of R 23 billion.

The need for Water Conservation and Water Demand Management (WCWDM) 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 resources. Together with large 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 WCWDM 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 need to implement WCWDM is also based on economic efficiency objectives, due to the significant and rising costs associated with the provision of water services.

Five key interventions were identified in the Vaal River System Reconciliation Strategy to ensure sufficient future water availability to its users:

- Eradicate extensive unlawful water use in the irrigation sector as a national priority by 2011;
- Implement WCWDM measures to reduce losses and the urban demand with at least 15% by 2014;
- Undertake a feasibility study into the re-use of water with gold mines as first priority;
- Implement the Vaal River Integrated Water Quality Management Strategy focussing on salinity, eutrophication, microbiological pollution and institutional challenges, and;
- Implement Phase II of the Lesotho Highlands Water Project.

The five-point plan highlights the significant contribution that the municipal sector can make in ensuring that the surface water resources are managed in a sustainable manner.

STATUS QUO ASSESSMENT

Figure 1 shows the 2019 water balance for MLM and indicates unit consumption of 309 l/c/d and water losses and NRW of 27.4%. The unit consumption is high because of the inclusion of Sedibeng Breweries that accounts for approximately 20% of the total consumption. The unit consumption reduces to approximately 225 l/c/d if the eight largest users are excluded which, is below the national average of 233 l/c/d (DWS, 2017). The municipality has managed to reduce the unit consumption over the past 5 years as shown in **Figure 2** and the water losses and NRW are both below the national averages.

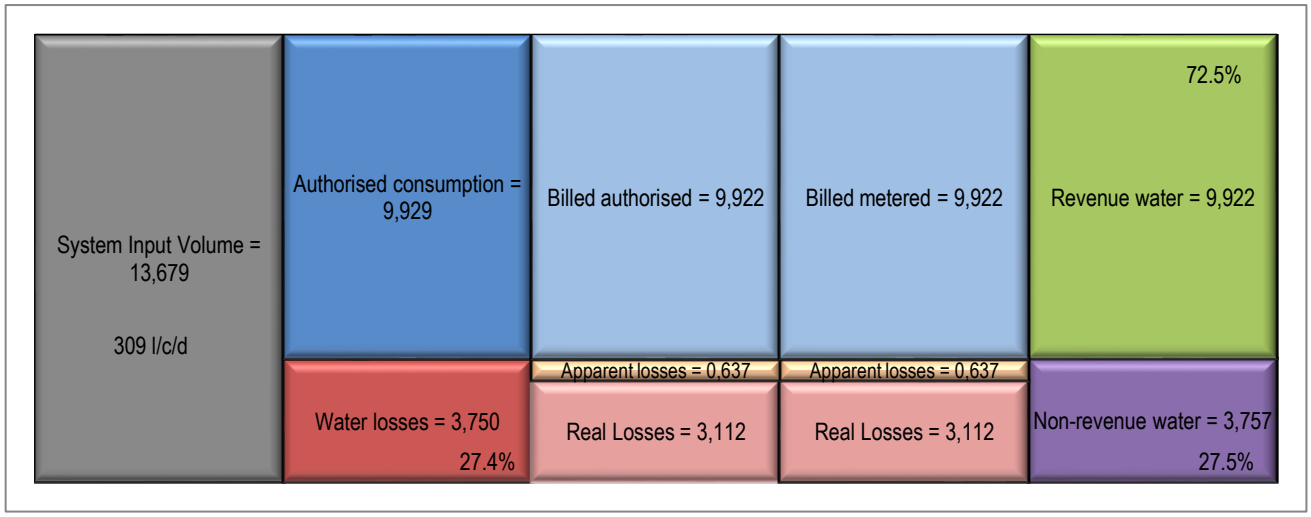


Figure 1: NRW water balance (2019)

MLM has, for the past four years, achieved or exceeded the targets set under the IVRS reconciliation strategy as shown in **Figure 2** and is well positioned to achieve the 2022 target. The IVRS targets are considerably higher than the Rand Water Project 1600.

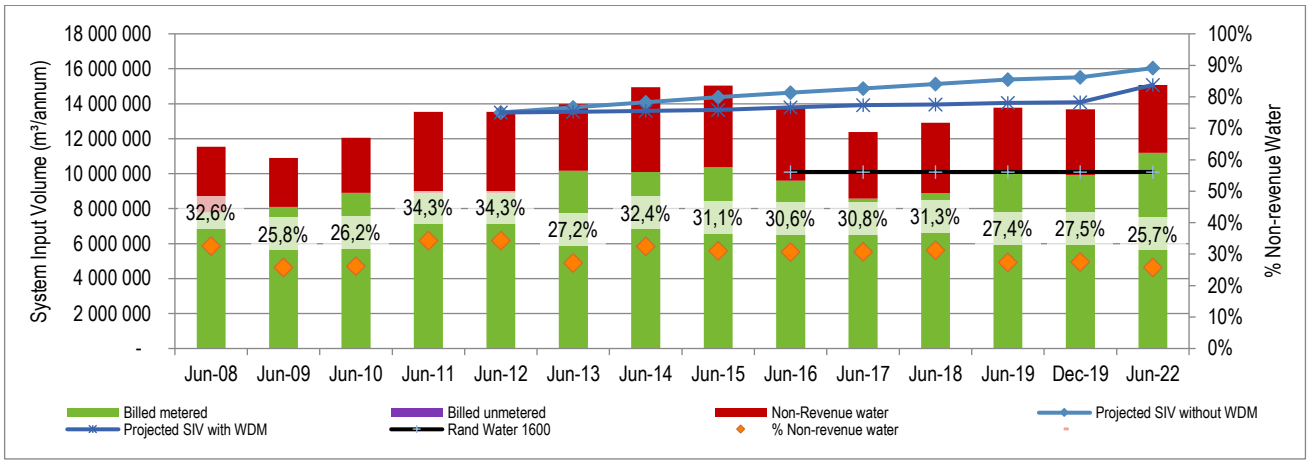


Figure 2: NRW water balance trend

WCWDM TARGET

The following targets have been set by the municipality, in line with the regional and national targets.

Table 1: Projection and target KPI summary (m³/annum)

Year ending	Jun-14	Jun-15	Jun-16	Jun-17	Jun-18	Jun-19	Jun-20	Jun-21	Jun-22	Jun-23	Jun-24	Jun-25
Population served	**94 816**	**97 922**	**106 681**	**110 607**	**114 678**	**116 972**	**119 311**	**121 697**	**124 131**	**126 614**	**129 146**	**131 729**
Households served	**32 711**	**34 537**	**36 364**	**39 617**	**42 105**	**42 947**	**43 806**	**44 682**	**45 575**	**46 487**	**47 417**	**48 365**
Projected SIV without WDM	14 077 512	14 375 468	14 629 161	14 882 854	15 182 440	15 460 687	15 739 613	16 017 777	16 295 941	16 574 105	16 853 031	17 131 195
Projected SIV with WDM	13 595 972	13 653 158	13 786 467	13 919 775	13 956 299	14 037 903	14 120 549	14 202 970	14 285 391	14 367 812	14 450 458	14 532 879
Project 1600				12 134 976	12 134 976	12 134 976	12 134 976	12 134 976	12 134 976	12 134 976	12 134 976	12 134 976
System input volume (SIV)	14 946 866	15 037 482	13 842 674	12 389 557	12 915 967	13 770 363	13 494 956	13 225 057	12 960 555	12 701 344	12 447 317	12 198 371
Billed consumption (BC)	10 098 777	10 365 657	9 604 062	8 577 362	8 879 379	9 991 983	10 052 934	10 114 257	10 175 954	10 238 027	10 300 479	10 363 312
Unbilled consumption (UBC)	**310 311**	**346 283**	**415 321**	**340 815**	**320 406**	**245 056**	**235 254**	**225 844**	**216 810**	**208 137**	**199 812**	**191 819**
Non-revenue water	**4 848 089**	**4 671 825**	**4 238 612**	**3 812 195**	**4 036 588**	**3 778 380**	**3 442 022**	**3 110 800**	**2 784 602**	**2 463 317**	**2 146 838**	**1 835 059**
% Non-revenue water	**32.4%**	**31.1%**	**30.6%**	**30.8%**	**31.3%**	**27.4%**	**25.5%**	**23.5%**	**21.5%**	**19.4%**	**17.2%**	**15.0%**

Year ending	Jun-14	Jun-15	Jun-16	Jun-17	Jun-18	Jun-19	Jun-20	Jun-21	Jun-22	Jun-23	Jun-24	Jun-25
% Water Losses	**30.4%**	**28.8%**	**27.6%**	**28.0%**	**28.8%**	**25.7%**	**23.8%**	**21.8%**	**19.8%**	**17.8%**	**15.6%**	**13.5%**
Litres / capita / day	**387**	**376**	**334**	**307**	**309**	**323**	**310**	**298**	**286**	**275**	**264**	**254**
% Reduction in SIV required							-2.0%	-2.0%	-2.0%	-2.0%	-2.0%	-2.0%
% Increase in BC required							0.6%	0.6%	0.6%	0.6%	0.6%	0.6%
% Reduction in UBC required							-4.0%	-4.0%	-4.0%	-4.0%	-4.0%	-4.0%
Previous NRW targets	**32.4%**	**29.4%**	**26.7%**	**24.3%**	**22.1%**	**20.0%**						
Revised NRW targets				**28.5%**	**28.5%**	**26.5%**	**25.5%**	**24%**	**23%**	**22%**	**21%**	**20%**
Over / under target	**0.00%**	**1.70%**	**3.90%**	**2.30%**	**2.80%**	**0.90%**						

The municipality was unable to achieve the targets set in the previous WCWDM strategy and were revised in 2017. The new targets are now set to achieve 20% NRW by 2025.

If the above saving could be achieved, the potential financial benefits are summarised in **Table 2**. An 8% annual increase in Rand Water purchase cost and water sales cost was assumed. The municipality stands to gain R 34.2 million over 6 years if escalation is included.

Table 2: Nett benefit of reduced purchases and sales

Year ending	Jun-20	Jun-21	Jun-22	Jun-23	Jun -24	Jun-25
Reduction in purchases (m^3/annum)	275 407	269 899	264 501	259 211	254 027	248 946
Rand Water tariff (R/m^3) (increase @8%)	R 10.40	R 11.24	R 12.14	R 13.11	R 14.16	R 15.29
Reduced purchases (R/annum)	R 2 865 589	R 3 032 940	R 3 210 063	R 3 397 531	R 3 595 947	R 3 805 950
A: Cumulative reduced purchases (Rand)	**R 2 865 589**	**R 5 898 529**	**R 9 108 592**	**R 12 506 123**	**R 16 102 070**	**R 19 908 020**
Increase in sales (m^3/annum)	60 951	61 323	61 697	62 073	62 452	62 833
Average selling price (R/m^3)(increase @8%)	R 31.54	R 34.06	R 36.78	R 39.73	R 42.90	R 46.34
Increased income (R/annum)	R 1 922 154	R 2 088 589	R 2 269 436	R 2 465 942	R 2 679 463	R 2 911 472
B: Cumulative increased income (Rand)	**R 1 922 154**	**R 4 010 743**	**R 6 280 179**	**R 8 746 121**	**R 11 425 584**	**R 14 337 056**
A plus B: Nett benefit (Rand)	R 4 787 743	R 9 909 272	R 15 388 771	R 21 252 244	R 27 527 654	R 34 245 076

BUDGET REQUIREMENTS

The total estimated cost for implementation of a comprehensive WCWDM programme amounts to approximately R 130.17 million until 2025**.** The total amount is split between OPEX and CAPEX as shown in **Table 1.**

Table 1: NRW reduction budget

Year	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total	Budget
Institutional and Local Regulation Pillar	R 0	R 3 000 000	R 3 200 000	R 3 000 000	R 3 000 000	R 3 200 000	R 3 000 000	R 18 400 000	
Establishment of a WCWDM Steering Committee	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	OPEX
Organisation and Human Resource Plan	R 0	R 3 000 000	R 3 000 000	R 3 000 000	R 3 000 000	R 3 000 000	R 3 000 000	R 18 000 000	OPEX
Review and update policies and bylaws	R 0	R 0	R 200 000	R 0	R 0	R 200 000	R 0	R 400 000	CAPEX
Technical pillar	R 5 900 000	R 9 540 000	R 10 310 000	R 11 330 000	R 12 300 000	R 12 300 000	R 12 300 000	R 74 380 000	
Calculation and Preparation of Monthly Water Balance	R 100 000	R 140 000	R 150 000	R 160 000	R 170 000	R 170 000	R 170 000	R 1 060 000	OPEX
Cathodic Protection of Steel Pipes	R 0	R 800 000	R 700 000	R 800 000	R 900 000	R 900 000	R 900 000	R 5 000 000	CAPEX
	R 0	R 220 000	R 220 000	R 220 000	R 220 000	R 220 000	R 220 000	R 1 320 000	OPEX
Pressure Management	R 200 000	R 500 000	R 600 000	R 700 000	R 800 000	R 800 000	R 800 000	R 4 400 000	CAPEX
	R 0	R 300 000	R 300 000	R 300 000	R 300 000	R 300 000	R 300 000	R 2 200 000	OPEX
Document and Update Asset Register	R 0	R 50 000	R 60 000	R 70 000	R 80 000	R 80 000	R 80 000	R 420 000	OPEX
Bulk meter and Sectorisation	R 200 000	R 200 000	R 250 000	R 300 000	R 350 000	R 350 000	R 350 000	R 2 000 000	CAPEX
Valve audit	R 0	R 200 000	R 250 000	R 250 000	R 300 000	R 300 000	R 300 000	R 1 600 000	CAPEX
Asset Management Replacement Programme	R 4 400 000	R 5 000 000	R 5 500 000	R 6 000 000	R 6 500 000	R 6 500 000	R 6 500 000	R 40 400 000	CAPEX
Timeous Leak Detection & Repairs	R 500 000	R 550 000	R 600 000	R 650 000	R 700 000	R 700 000	R 700 000	R 4 400 000	OPEX
Telemetry of Water Supply and Distribution Systems	R 0	R 500 000	R 500 000	R 600 000	R 600 000	R 600 000	R 600 000	R 3 400 000	CAPEX
		R 280 000	R 280 000	R 280 000	R 280 000	R 280 000	R 280 000	R 1 680 000	OPEX
Master Planning of Water System	R 500 000	R 800 000	R 900 000	R 1 000 000	R 1 100 000	R 1 100 000	R 1 100 000	R 6 500 000	CAPEX
Financial pillar	R 4 040 000	R 4 360 000	R 4 180 000	R 4 200 000	R 4 470 000	R 4 220 000	R 4 220 000	R 29 690 000	
War on Leaks	R 300 000	R 320 000	R 340 000	R 360 000	R 380 000	R 380 000	R 380 000	R 2 460 000	OPEX
Consumer Meter Management Plan	R 3 500 000	R 3 500 000	R 3 500 000	R 3 500 000	R 3 500 000	R 3 500 000	R 3 500 000	R 24 500 000	CAPEX
Consumer Data Base Audit	R 140 000	R 140 000	R 140 000	R 140 000	R 140 000	R 140 000	R 140 000	R 980 000	CAPEX
Indigent Leak Repair Programme and Retro Fitting of Toilet Plumbing	R 100 000	R 150 000	R 200 000	R 200 000	R 200 000	R 200 000	R 200 000	R 1 250 000	CAPEX
Tariff review	R 0	R 250 000	R 0	R 0	R 250 000	R 0	R 0	R 500 000	CAPEX
Social pillar	R 1 100 000	R 1 100 000	R 1 100 000	R 1 100 000	R 1 100 000	R 1 100 000	R 1 100 000	R 7 700 000	
Schools awareness programme	R 300 000	R 300 000	R 300 000	R 300 000	R 300 000	R 300 000	R 300 000	R 2 100 000	CAPEX
Community Awareness programme	R 800 000	R 800 000	R 800 000	R 800 000	R 800 000	R 800 000	R 800 000	R 5 600 000	CAPEX
Total	**R 11 040 000**	**R 18 000 000**	**R 18 790 000**	**R 19 630 000**	**R 20 870 000**	**R 20 820 000**	**R 20 620 000**	**R 130 170 000**	
CAPEX	R 10 140 000	R 13 140 000	R 13 840 000	R 14 590 000	R 15 740 000	R 15 690 000	R 15 490 000	R 98 630 000	
OPEX	R 900 000	R 4 860 000	R 4 950 000	R 5 040 000	R 5 130 000	R 5 130 000	R 5 130 000	R 31 140 000	

CONCLUSIONS AND RECOMMENDATIONS

- The analysis of the MLM water supply system indicates water losses, inefficiencies and NRW figures below the national averages. There is scope for improvement to bring the MLM in line with international best practice;
- The Rand Water target is unrealistically low and should be further investigated. For the purposes of this strategy the average consumption for the past five years was accepted as the target;
- The current demand is exceeding average supply for the past five years and the MLM needs to reduce its current consumption by 12% over the next 6 years (2% per annum);
- Most bulk meters are working and the municipality is preparing a water balance on a monthly basis;
- The water supply from Rand Water decreased by 1.1% per annum while the cost increased by 10% per annum over the past five years. The municipality needs to increase its water tariffs and manage billed metered consumption to ensure the MLM remains financially sustainable;
- Approximately R 20 million/annum is required for the next five years to improve the NRW, water losses and inefficiencies in the MLM. An estimated R 25 million m^3/annum, excluding escalation, could be saved through reduced water purchases and increased water sales.

It is recommended that the WCWDM interventions identified are implemented and the targets are achieved as a matter of priority. The WCWDM strategy and business plan will focus on the enhancement of long-term water security and protection, climate change adaptation and catchment resilience through the reduction of water losses, NRW and the improvement of water use efficiency over a five-year period.

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1 INTRODUCTION

South Africa is a water stressed country with an average rainfall of 450 mm, compared to a global average of 860 mm (Wikipedia). The disparate and low average rainfall, climate change, droughts and environmental degradation calls for the proper management of our water resources and efficient water use. The Water Services Act, Act 108 of 1997 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 (WSP) status to implement measures to promote water conservation and water demand management (WCWDM) which should be included in their WCWDM strategy and business plan and Water Services Development Plan (WSDP).

Midvaal Local Municipality (MLM) forms part of the Integrated Vaal River System (IVRS). The IVRS provides water to one of the most densely populated and economic significant areas in the country as reflected by the magnitude of the developments located in the Vaal, the Olifants and the upper portion of the Crocodile West / Marico Water Management areas. These developments include many of the country's power stations, gold mines, platinum mines, petro-chemical plants, sprawling urban developments as well as various other strategic industries. The water requirements in the area are therefore very important to sustain the economy of the country and the well-being of its people. The latest results from the IVRS indicate that the demand is currently exceeding the available supply, and Rand Water's abstraction licence will not be increased until the next Lesotho Highlands Water Project (LHWP) Phase II is commissioned in 2025 at a total estimated cost of R 23 billion. Rand Water has been restricted to 1600 million m^3/annum and is enforcing this restriction onto its water users through Project 1600. The result is that all municipalities in the IVRS must target a zero or negative growth in water demand for the next 7 years until the next augmentation scheme has been commissioned. This is assuming there will not be a drought and the dams will be filled in the first years following construction.

The need for WCWDM 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 large 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 WCWDM is also based on economic efficiency objectives, due to the significant and rising costs associated with the provision of water services. It is estimated that the potential economic benefit of WCWDM over the next fifteen years in the Water Services Sector in South Africa will be approximately R50 billion. This could be achieved through cost savings in postponing capital infrastructure and savings in operating costs. The WCWDM 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.

This report explains the current water efficiency, loss and non-revenue water (NRW) situation in MLM, which have been used to develop a customised WCWDM strategy and business plan, complete with interventions, budgets and timelines, to achieve the set targets.

2 TERMINOLOGY

2.1 Definitions

The Department of Water and Sanitation (DWS) has adopted the collective term of WCWDM, which has been defined in the Water Services Sector Strategy (DWAF, 2004) as follows:

- WC is the minimisation of loss or waste, the care and protection of water resources and the efficient and effective use of water; and
- WDM is 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.

WCWDM can also be defined as follows (Butler and Memon, 2006):

- water conservation means ***doing less with less*** and is particularly applicable in drought scenarios and water restrictions (example: take shorter showers; do not irrigate the lawn);
- water efficiency means ***doing the same (or more) with less*** (example: fix leaks; use hydraulically efficient toilet pan and cistern design);
- water sufficiency means ***enough is enough*** (example: use automatic shut-off of taps; dual flush toilets; careful garden watering);
- water substitution means ***replace water with something else****, say air* (example: waterless urinals; vacuum drainage; dry cleaning); and
- water **reuse**, (example: grey water reuse on-site; shared bath water; groundwater abstraction on-site).

2.2 IWA Water Balance

South Africa has adopted the standard International Water Association (IWA) water balance, which provides a breakdown of the system input volume (SIV), authorised consumption, water losses and NRW in a water supply system as shown in **Figure 2.1.**

The components of the IWA water balance are defined as follows (Seago & McKenzie 2007):

- *SIV* represents the potable water volume input to the water supply system from the water utility's own sources, as measured at the water treatment works (WTW) outlet, allowing for all known errors (i.e. errors on bulk water meters) as well as any water imported from other sources, also corrected for known bulk metering errors;
- *Authorised Consumption* is the volume of metered and / or unmetered water used by registered customers, the water utility and others who are implicitly or explicitly authorised to do so by the water utility, for residential, commercial and industrial purposes;

<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>Free basic Revenue Water</td></tr>
<tr><td>Billed Unmetered Consumption</td></tr>
<tr><td rowspan="2">Unbilled Authorised Consumption</td><td>Unbilled Metered Consumption</td><td rowspan="5">Non Revenue Water</td></tr>
<tr><td>Unbilled Unmetered Consumption</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>
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<tr><td>Leakage and Overflows at Storage Tanks</td></tr>
<tr><td>Leakage on Service Connections up to point of Customer Meter</td></tr>
</table>

Figure 2.1: Modified IWA water balance

- *Water Losses are* the sum of the physical and commercial losses and are calculated as the difference between the SIV and the authorised consumption. In most countries, water losses are also considered to be unaccounted for water (UFW) although the exact definition of UFW can vary from country to country;
- *Billed Authorised consumption* is effectively the revenue water, and is the volume of authorised metered and unmetered consumption which is billed by the water utility and paid for by the customer;
- *Unbilled \ Authorised consumption* is the volume of authorised metered and unmetered consumption that is not billed or paid for;
- *Commercial Losses or Apparent Losses* are made up from the unauthorised consumption (theft or illegal use), plus all technical and administrative inaccuracies associated with customer metering. If commercial losses are reduced, generally more revenue will be generated by and for the water utility;
- *Real Losses* are the physical water losses from the pressurised system, up to the point of measurement of customer use. In most cases, real losses represent the unknown component in the overall water balance. The purpose of most water balance models is therefore to estimate the magnitude of real losses so that the water utility can gauge whether or not it has a serious leakage problem. Real losses are generally calculated as the difference between total losses and estimated commercial losses; and
- *NRW* is the volume of water supplied by the water utility but for which it receives no income. NRW incorporates unbilled (metered or unmetered) authorised consumption, apparent / commercial losses and real / physical losses.

2.3 *Potential benefit*

WCWDM affects all aspects of the water services cycle and has several potential direct and indirect benefits as summarised in **Figure 2.2.**

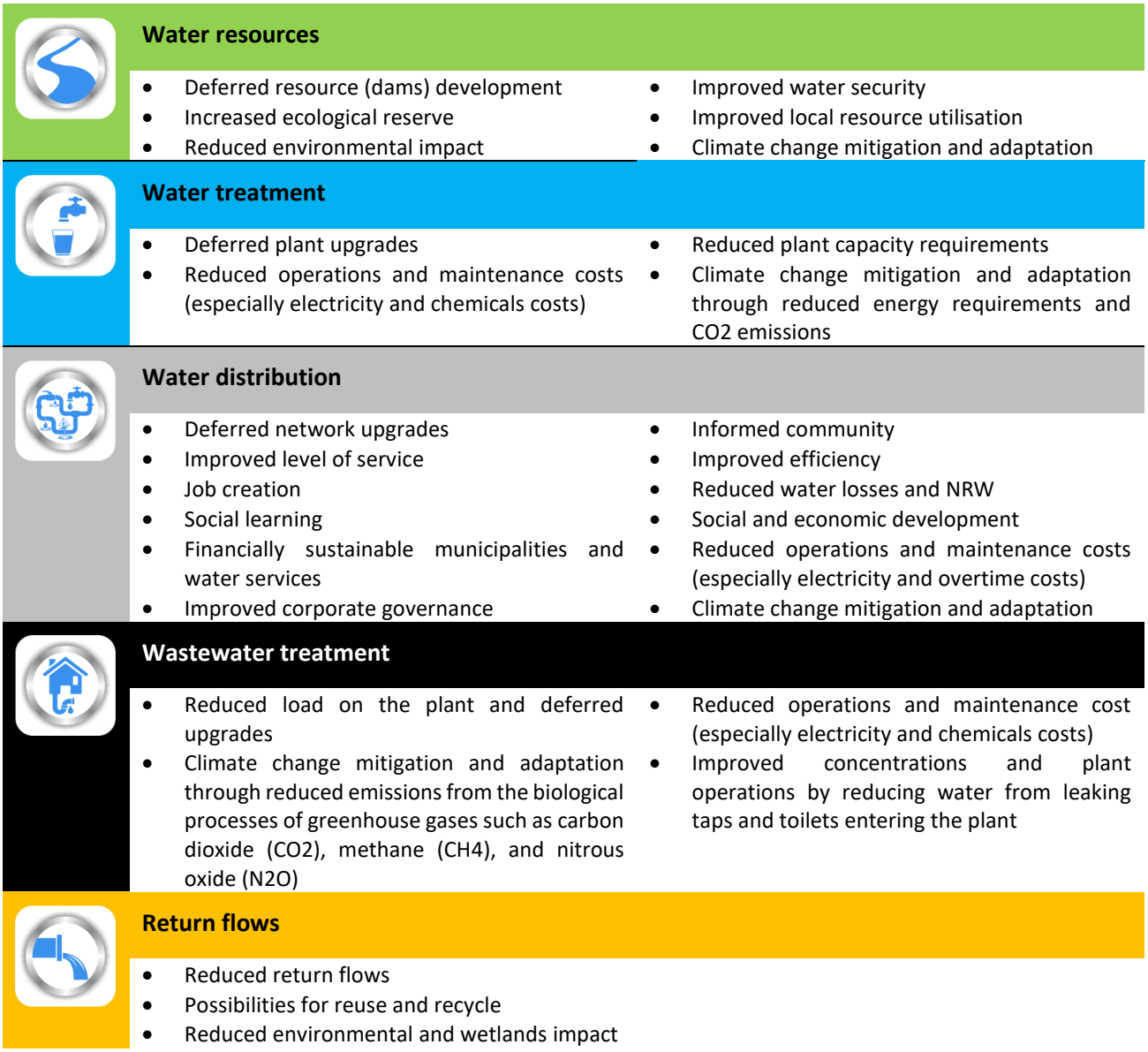


Figure 2.2: Benefits of water demand management throughout the water services cycle

3 EXISTING STRATEGIES

3.1 NDP, NWRS2 and Master Plan

The "National Development Plan – Vision 2030" (NDP) and the Second Edition of the National Water Resource Strategy (NWRS2) state that reducing growth in water demand is just as important as increasing the supply. South Africa is a water-stressed country and is facing a number of water challenges and concerns, which include security of supply, environmental degradation and resource pollution, as well as the inefficient use of water. In light of the urgency to protect our water resources and the adverse effects of climate change, the NWRS2 highlights that WCWDM should be one of the top priorities, and measures to reconcile demand and supply in order to provide for the national goals of a better life for all through job creation and inclusive economic growth.

The main proposals of the National Development Plan - Vision for 2030, (NPD 2030), related to the efficient use of South Africa's scarce water resources, or the implementation of WCWDM measures, are as follows:

- "Establishment of a national water conservation programme with clear targets to improve water use efficiency;"
- "Reducing demand, rather than just increasing supply, is important. Current planning assumes that it will be possible to achieve an average reduction in water demand of 15 percent below business-as-usual levels in urban areas over the period leading to 2030;"
- "Specific savings estimates can be made in different localities;"
- "Achieving demand reductions on this scale will require active programmes to reduce water leakage in distribution networks and to increase the efficiency of water use by domestic and commercial water users;"
- "A dedicated national water conservation and demand management programme by 2012, with clear national and local targets for 2017 and 2022, and sub-programmes focused on municipalities, industry and agriculture;" and
- "... a dedicated national program to provide support to local and sectoral efforts to reduce water demand and improve water efficiency. Water-saving demand-management projects should be considered as part of the overall range of water supply investment programmes."

The National Water and Sanitation Master Plan (DWS, 2018) goes further and states that South Africa is facing a water crisis caused by insufficient water infrastructure maintenance and investment, recurrent droughts driven by climatic variation, inequities in access to water and sanitation, environmental degradation and resource pollution, and a lack of skilled water engineers. This crisis is already having significant impacts on economic growth and on the well-being of everyone in South Africa.

3.2 Integrated Vaal River System

The geographical area of the IVRS is shown in **Figure** 3.1.

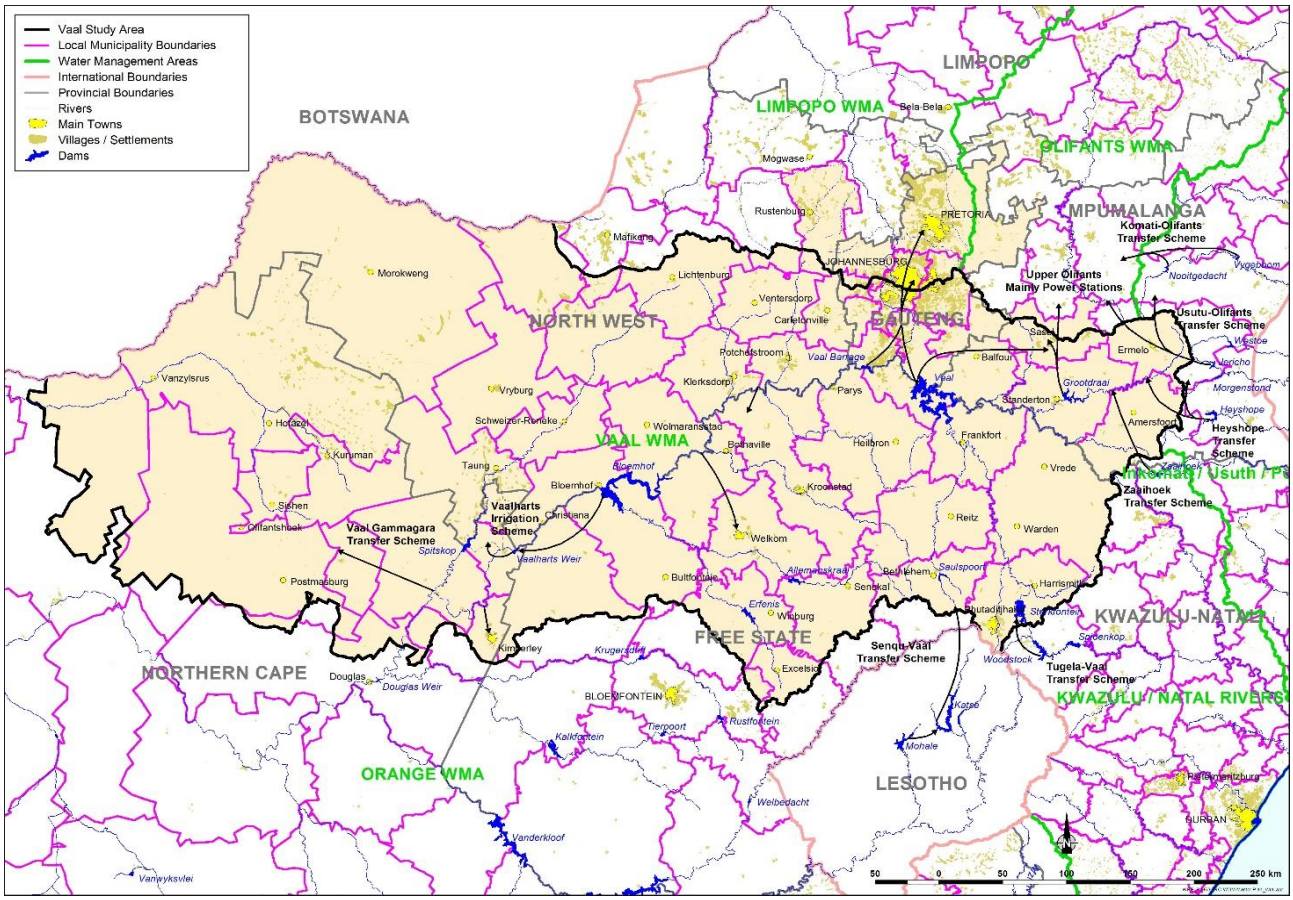


Figure 3.1: Vaal River Water Supply System

The IVRS consists of the Vaal River water management area (WMA). Due to the numerous inter-basin transfers that link this core area with other WMAs, reconciliation planning has to be undertaken in the context of the IVRS which also includes portions of the Komati, Usutu, Thukela and Senqu River (located in Lesotho) catchments. In addition, significant water transfers occur to water users in the Olifants and Crocodile (West) River catchments, of which most are completely dependent on the water resources of the IVRS.

Based on the *Second Stage Reconciliation Strategy of the Vaal River System* (DWA, 2009), a WCWDM assessment was undertaken for the nine largest urban water users accounting for a demand of 1 186 million m³/a in the year 2004. Potential savings, resulting from the implementation of WCWDM measures, were determined based on detailed assessments of supply districts in the various municipalities. The findings from this study were based on the contents of a parallel study i.e. *Potential Savings through WCWDM in the Upper and Middle Vaal Water Management Areas (DWS, 2007)*.

Five key interventions were identified in the Vaal River System Reconciliation Strategy to ensure sufficient future water availability to its users:

- Eradicate extensive unlawful water use in the irrigation sector as a national priority by 2011;
- Implement WCWDM measures to reduce losses and the urban demand with at least 15% by 2014;
- Undertake a feasibility study into the re-use of water with gold mines as first priority;

- Implement the Vaal River Integrated Water Quality Management Strategy focussing on salinity, eutrophication, microbiological pollution and institutional challenges, and;
- Implement Phase II of the Lesotho Highlands Water Project.

From the WCWDM assessments in the Upper and Middle Vaal basin, it was concluded that the Rand Water demand would increase from 1 200 million m³/a in 2007 to 1 500 million m³/a in 2024/25 had WCWDM measures not been implemented. According to the results based on scenario E, which were the most conservative and realistic among the scenarios, the demand could drop to 1 300 million m³/a by 2024/25 indicating an estimated potential saving of 200 million m³/a.

The latest water resource balance diagram for the IVRS is shown in **Figure 3.2** and highlights the urgent need for WCWDM to reconcile the water supply and demand. The following interventions are essential to maintain the balance until LHWP Phase 2 can deliver water:

- Water conservation and water demand management;
- Eradication of unlawful use;
- Desalination and re-use of mine water, and;
- Tshwane re-use project.

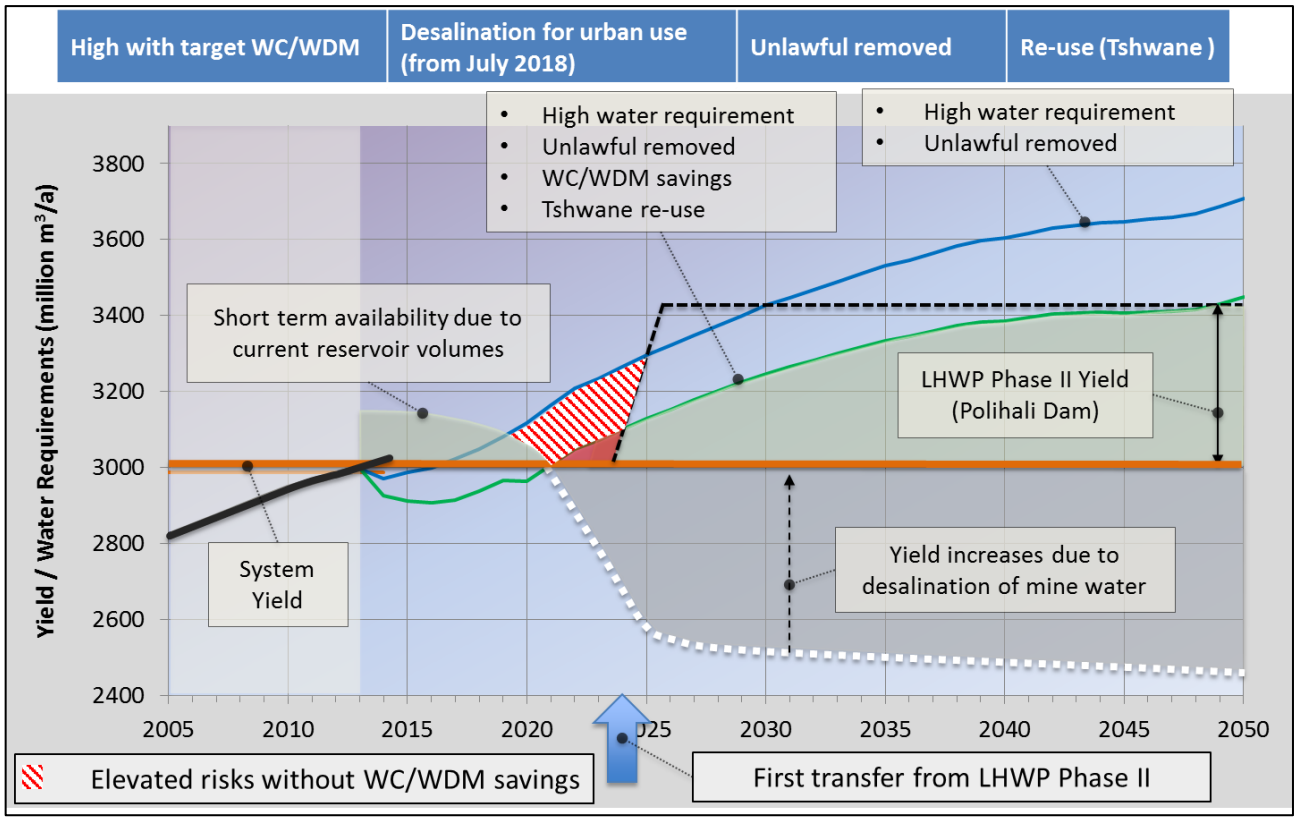


Figure 3.2: Vaal River WSS water resource balance diagram (DWS, Feb 2018)

3.3 Rand Water supply and cost

The Rand Water supply versus cost is shown in **Figure 3.3**. The results show that the supply from Rand Water decreased by 1.1% per annum while the cost increased by 10.0% per annum over the past five years. The

municipality needs to ensure its water tariffs are adjusted and revenue water maintained or increased to ensure the sustainability of the municipality.

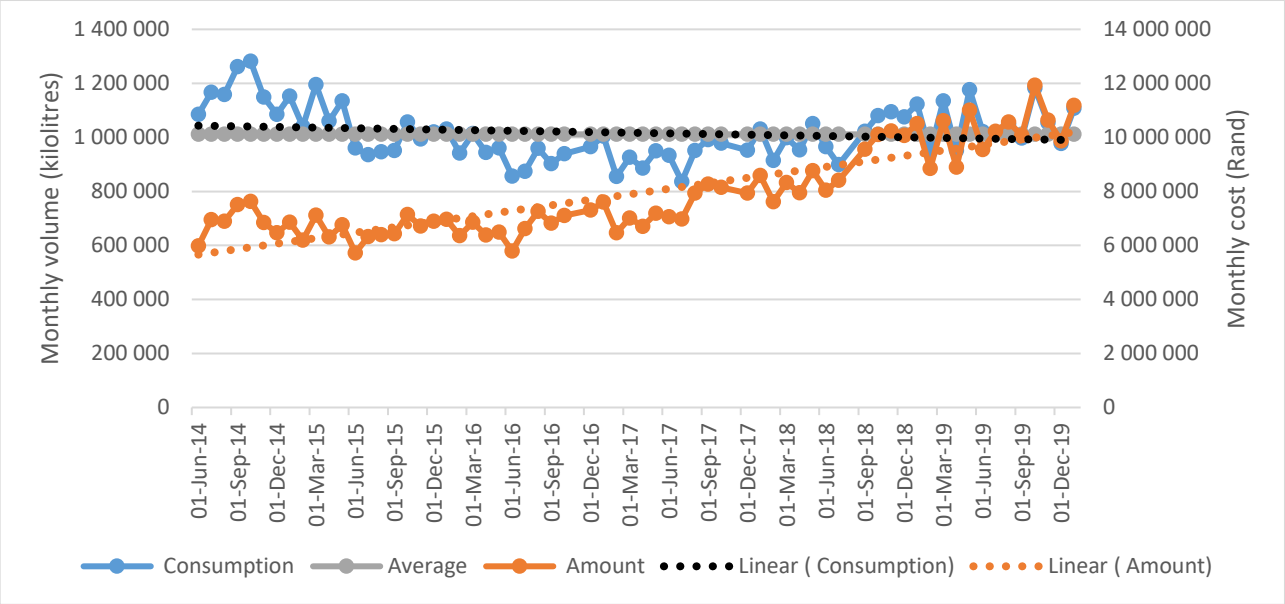


Figure 3.3: Rand Water supply and cost

3.4 Rand Water "Project 1600"

Rand Water introduced "Project 1600" in 2017. The objective of the programme is to limit all Rand Water users to 1600 million m^3/annum until the LHWP Phase II is commissioned in 2025. The performance targets for MLM are summarised in **Figure 3.4**.

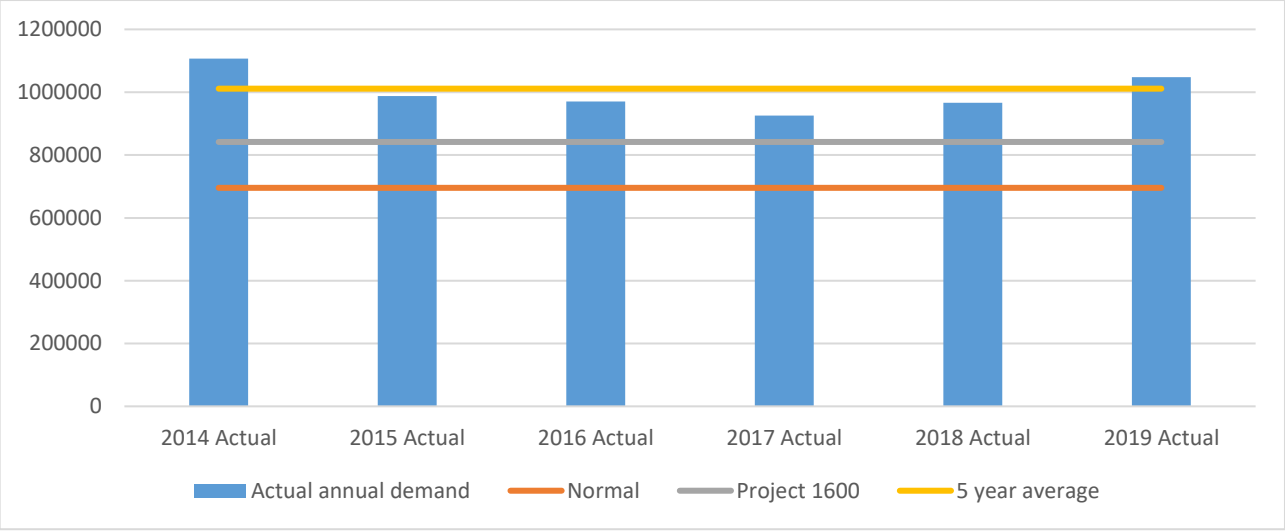


Figure 3.4: Performance against IVRS licensed target

The results indicate that in the period July 2018 to March 2019, MLM operated above the Project 1600 target of 841 587 m^3/month and the normal average monthly demand of 695 527 m^3/month. The Project 1600 target is set by Rand Water and the normal average monthly demand is the theoretical water demand as calculated by Rand Water based on the population and level of service (LOS). MLM needs to reduce its

consumption by 25% to achieve the Project 1600 target as shown in **Table 3.1** through a concerted effort to reduce physical water losses and to increase revenue where feasible.

Table 3.1: Summary of Project 1600 license target per supply areas

Rand Water connection and supply area	Normal Total (kl/m)	Project 1600 license target (kl/m)	2018/19 YTD actual (kl/m)	Over / under Project 1600 (kl/m)	Over / under Project 1600 (%)
5800 + 5801 + 5802 + 5803 + 5804 + 5805 + 5813 + 5816 + 5862 Walkerville	73 384	88 795	239 567	150 772	170%
5629 Sedibeng Brewery	101 591	122 925	189 756	66 830	54%
4524 Portion 20	17 288	20 918	46 403	25 485	122%
4337 Henley on Klip	6 123	7 409	19 144	11 736	158%
1616 + 4373 + 4060 Meyerton	21 624	26 165	32 154	5 989	23%
2853 Klipriver Valley	97 206	117 620	122 833	5 214	4%
2854 Portion 5 Nooitgedacht	390	472	216	-255	-54%
1871 Eastern Gauteng Services Council	9 068	10 972	7 872	-3 100	-28%
4369 Riversdale	21 605	26 142	22 973	-3 168	-12%
2561 + 4164 Midvaal	15 078	18 244	14 502	-3 743	-21%
2940 Boven Road Garthdale	15 880	19 215	15 099	-4 116	-21%
2279 Reservoir	316 290	382 711	340 000	-42 711	-11%
Total	**695 527**	**841 587**	**1 050 520**	**208 932**	**25%**

These targets are considered unrealistic and are currently under review by Rand Water. Concerns raised by Midvaal include the following:

- Midvaal's eight largest water users for 2018/19 have an average consumption of 346 849 kl/month. Water use is mostly for production purposes, which promotes business development and job creation. These users cannot reduce their consumption without compromising their production except for one or two users, which might have limited scope for improvement.
- Large water users account for 50% of the normal use target and 41% of the Project 1600 target. To expect a further 25% reduction in demand is unrealistic and will affect the economy of MLM. Key performance indicators for the municipality are already well within international best practice as summarised in **Table 3.2.**

Table 3.2: Summary of KPIs for various targets

Indicator	NORMAL TOTAL (kl/m) 2019	Project 1600 license target	YTD actual AAMD (kl/m) 2019
Rand Water supply	695 527	841 587	1 147 530
Large users	346 849	346 849	346 849
% of Rand Water supply	50%	41%	30%
Normal use	348 678	494 738	800 681
Population	116 972	116 972	116 972

Indicator	NORMAL TOTAL (kl/m) 2019	Project 1600 license target	YTD actual AAMD (kl/m) 2019
Households	42 947	42 947	42 947
KPIs excluding large users			
l/c/d	98	139	225
m^3/hh/month	8	12	19
KPIs including large users			
l/c/d	195	237	323
m^3/hh/month	16	20	27

For the purposes of this strategy, it was assumed that Midvaal's current water consumption is within acceptable range. A realistic target would be if the municipality could reduce the average consumption of the past five years by 12% over the next 6 years. For the purposes of this strategy, a Rand Water target of 1 011 284 kl/month or 12 134 976 kl/annum was assumed.

4 STATUS QUO

4.1 National perspective

The report on *Benchmarking of Water Loss, Water Use Efficiency and Non-Revenue Water in South African Municipalities 2004/05 to 2015/16* (DWS, July 2017) indicates water losses of 1462.01 million m^3/a (35.9%) and NRW of 1659.6 million m^3/a (41.0%) for all municipalities in 2015/16. The national IWA water balance for 2015/16 is shown in **Figure 4.1**.

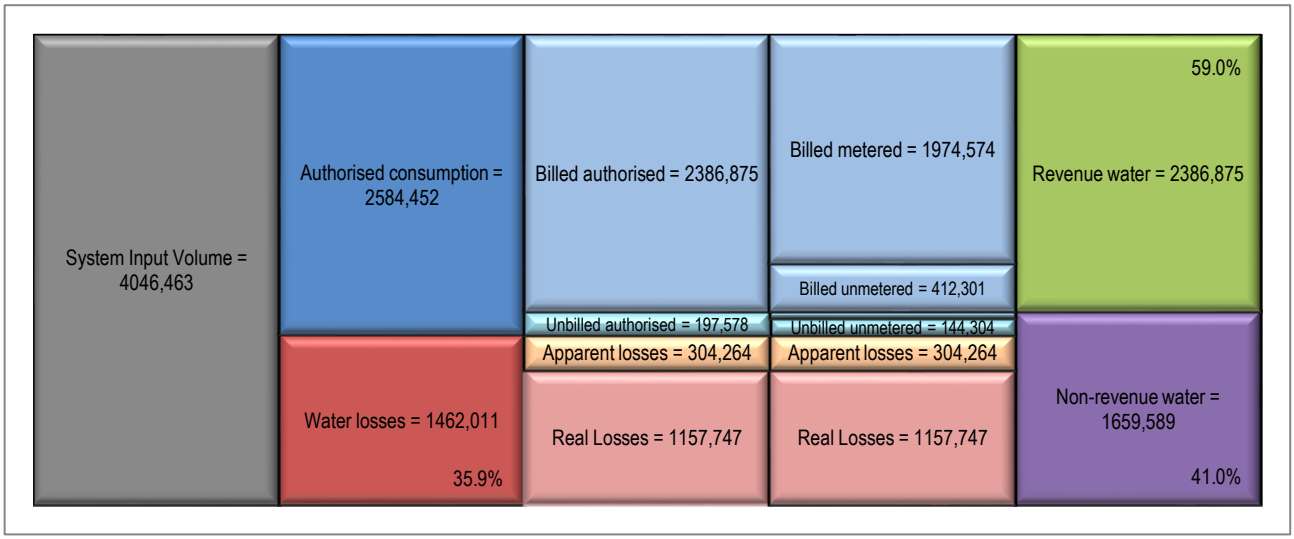


Figure 4.1: National IWA water balance (2015/16)

The estimated national water balance for 2015 /16, broken down per province, is summarised in **Table 4.1**. The highest and lowest figure for each key performance indicator are highlighted in red and green respectively.

Table 4.1: Summary of provincial water loss indicators

Province	Population	System input volume (m^3/annum)	NRW (m^3/annum)	% NRW	% Water loss	ℓ/c/d	ILI
EC	4 477 918	332 151 376	158 647 165	47.8%	45.0%	200	4.8
FS	2 723 028	207 835 805	106 908 574	51.4%	46.6%	209	4.8
GT	12 978 281	1 473 100 700	528 839 540	35.9%	27.4%	305	5.8
LIM	4 225 967	281 235 907	155 016 679	55.1%	55.1%	182	5.0
KZN	8 491 508	697 751 184	327 444 107	46.9%	43.0%	225	6.2
NW	3 039 995	206 496 825	105 577 898	51.1%	51.1%	186	4.7
NC	1 085 944	94 205 305	45 418 308	48.2%	45.5%	238	7.1
WC	6 108 993	482 695 411	102 720 237	21.3%	16.7%	201	2.4
MP	3 622 506	270 990 713	129 852 490	47.9%	43.9%	205	4.3
National	**46 754 140**	**4 046 463 225**	**1 659 588 711**	**41.0%**	**35.9%**	**233**	**5.3**

Gauteng is the largest water user in the country, and with KwaZulu-Natal and Western Cape, account for 66% of the total demand. Gauteng and KwaZulu-Natal account for 52% of the NRW by volume. Limpopo has the highest percentage NRW and water losses but the lowest litres / capita / day. Limpopo has a high prevalence of rural water supply schemes, which support the low l/c/d, however, should be verified.

Western Cape is the overall best performing province. Gauteng has the highest per capita consumption due to the high number of wet industries in the supply area.

4.2 Metropolitan perspective

The 2016/17 key water loss performance indicators for the eight metros are summarised in **Table 4.2.**

Table 4.2: Summary of metro KPIs

Metro	Population	System input volume (m^3/annum)	NRW (m^3/annum)	Water loss (m^3/annum)	% NRW	% Water loss	ℓ/c/d	ILI
Johannesburg	5 054 084	558 916 194	225 204 419	149 596 607	40.29%	26.77%	301	8.3
City of Cape Town	4 677 410	335 498 796	76 911 359	58 113 549	22.92%	17.32%	181	2.6
eThekwini	3 570 797	311 073 884	97 188 131	92 922 189	31.24%	29.87%	239	4.9
City of Tshwane	3 211 261	332 387 892	91 129 188	88 471 775	27.42%	26.62%	271	6.2
City of Ekurhuleni	3 194 088	338 445 271	117 478 608	103 475 428	34.71%	30.57%	285	4.5
Nelson Mandela Bay	1 337 666	107 036 037	43 774 249	41 633 528	40.90%	38.90%	207	8.5
Buffalo City	789 289	62 490 024	21 332 354	13 524 474	34.14%	21.64%	217	2.3
Mangaung	749 802	69 103 990	24 337 427	18 219 490	35.22%	26.37%	253	3.1
Total	**22 584 398**	**2 114 952 088**	**697 355 736**	**565 957 040**	**32.97%**	**26.76%**	**256**	**5.0**

City of Johannesburg is the largest metro based on the population served and the largest municipal water user in the country. City of Cape Town is the best performing metro mainly driven by the extreme drought of the past three years. City of Cape Town has done extremely well to reduce consumption without reverting to intermittent supply.

The litres per capita per day is based on the system input volume divided by the total population and include the industrial and commercial water use. City of Ekurhuleni has the second highest litres per capita per day of the metros but also has the highest number of wet industries.

4.3 MLM perspective

4.3.1 Water balance

Figure 4.2 shows the 2019 water balance for MLM and indicates unit consumption of 309 l/c/d, water losses of 27.4% and NRW of 27.5%. The unit consumption is high because of the inclusion of Sedibeng Breweries that accounts for approximately 20% of the total consumption. The unit consumption reduces to approximately 225 l/c/d if the eight largest users are excluded which, is still below the national average of 233 l/c/d (DWS, 2017). The municipality has managed to reduce the unit consumption over the past 5 years as shown in **Figure 4.5**. The water losses and NRW are both below the national averages.

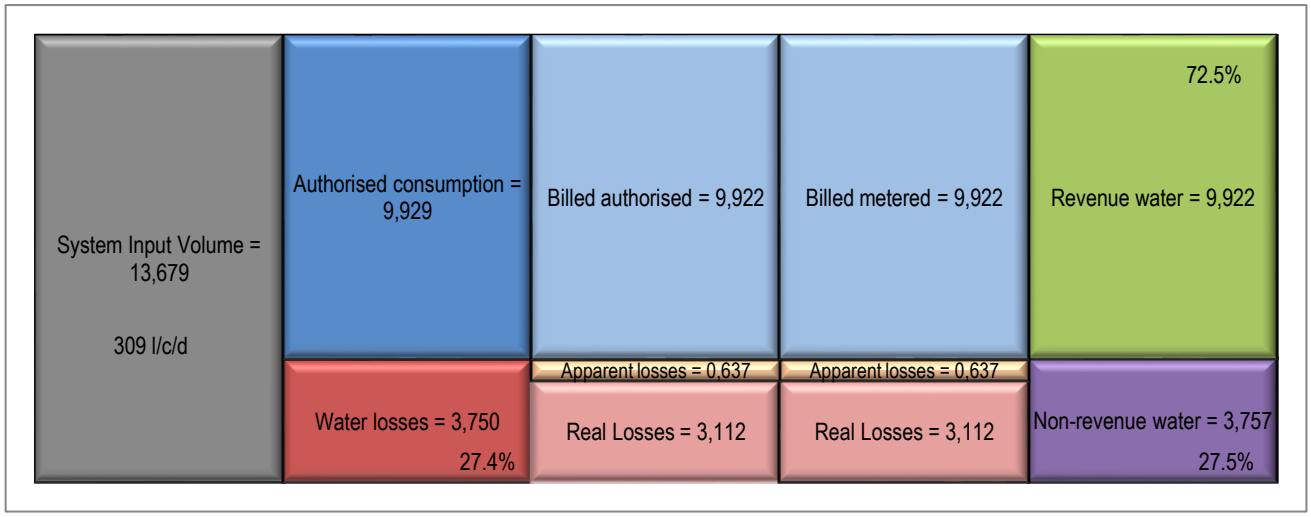


Figure 4.2: NRW water balance (2019)

MLM has, for the past four years, achieved or exceeded the targets set under the IVRS reconciliation strategy as shown in **Figure 4.3** and is well positioned to achieve the 2022 target. The IVRS target is considerably higher than the Rand Water Project 1600 target. **Figure 4.4** and **Figure 4.5** show a steady decline in physical water losses since 2014 and unit consumption over the past few years.

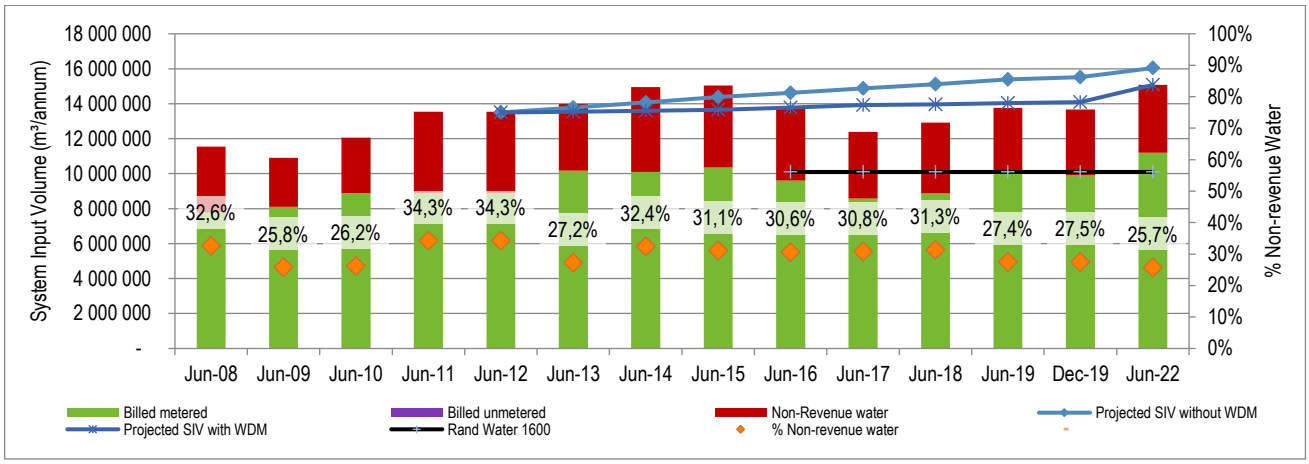


Figure 4.3: NRW water balance trend

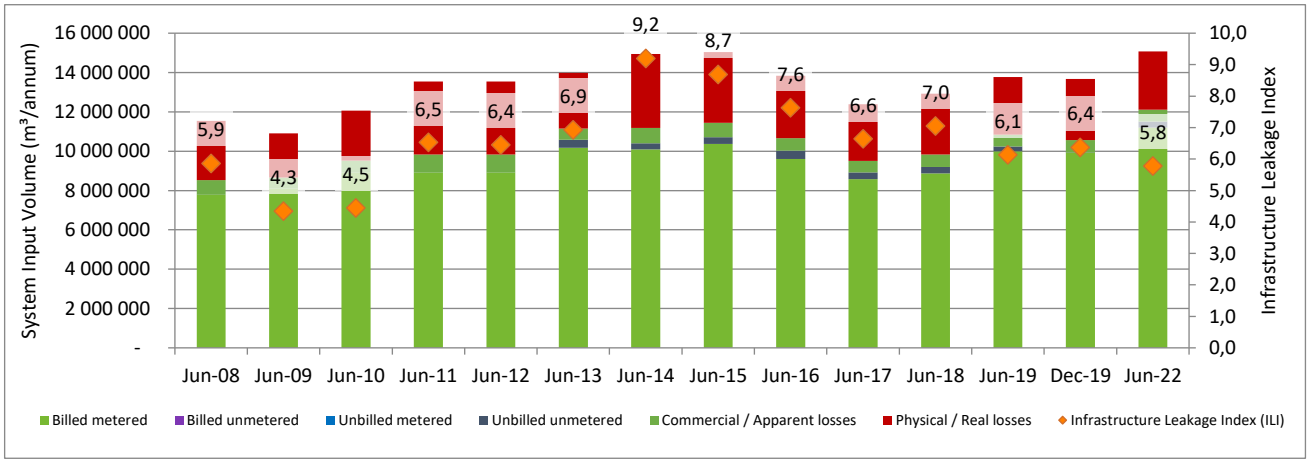


Figure 4.4: Physical water loss trend

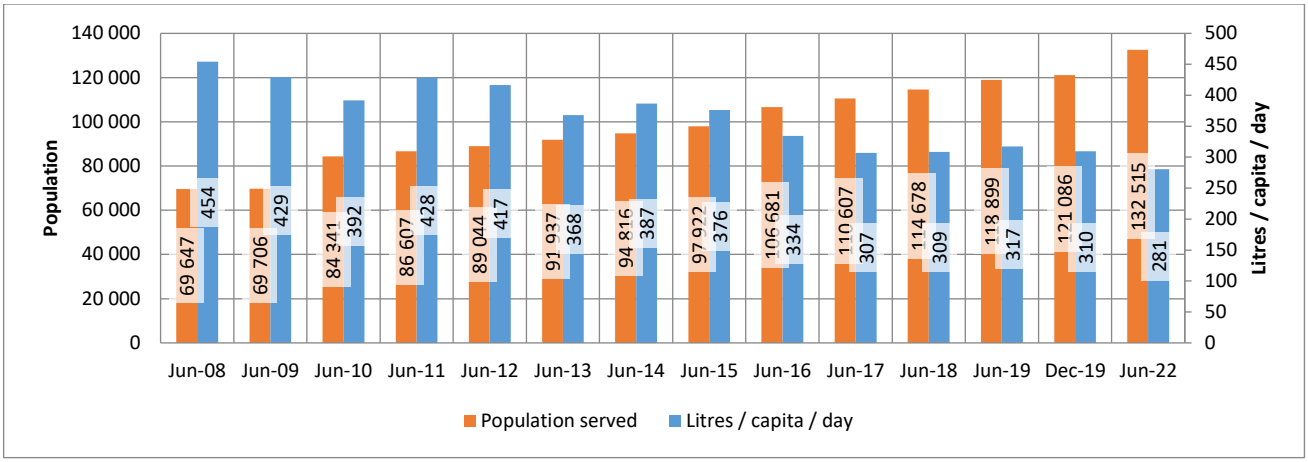


Figure 4.5: Litres per capita per day trend

4.3.2 Water supply cost analysis

Results from the MTREF budget indicate that the municipality operated at a 27% surplus in 2018/19 and plan for an annualised growth of 4.6% in revenue and 6.6% in water expenditure over the next three years. The projections are significantly lower than the 16.5% increase in revenue and 10.7% in expenditure over the past three years. The average selling / production cost ratio is 1.9, which is on par with the average of 1.9 for all large municipalities and suggests good metering, billing and cost recovery for large parts of the municipality supported by a low NRW. The average cost per household per month of R 840 is well above the average of R 347 for large municipalities and implies extensive cross subsidisation and potentially unaffordable water services for paying consumers. Overall, the results indicate that financially the municipality has been doing well and operates sustainably.

Table 4.3: Water supply cost analysis

Description	2015/16	2016/17	2017/18	2018/19	Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Full Year Forecast	Budget 2019/20	Budget 2020/21	Budget 2021/22
Water Revenue ('000)	161 383	195 361	220 434	255 425	273 317	291 576	292 216
Water Expenditure ('000)	138 140	142 741	149 731	187 391	201 413	214 629	226 994
Surplus / Deficit ('000)	**23 243**	**52 619**	**70 704**	**68 033**	**71 904**	**76 947**	**65 222**
System input volume (m^3/annum)	13 842 674	12 389 557	12 915 967	12 270 169	11 656 660	11 073 827	10 520 136
Billed authorised (m^3/annum)	9 604 062	8 577 362	8 879 379	8 746 188	8 614 995	8 485 771	8 358 484
Average production cost (R/kl)	**R 9.98**	**R 11.52**	**R 11.59**	**R 15.27**	**R 17.28**	**R 19.38**	**R 21.58**
Average selling cost (R/kl)	**R 16.80**	**R 22.78**	**R 24.83**	**R 29.20**	**R 31.73**	**R 34.36**	**R 34.96**
Selling / production cost ratio	**1.7**	**2.0**	**2.1**	**1.9**	**1.8**	**1.8**	**1.6**
Piped Water inside Dwelling	19 461	19 461	19 461	19 850	19 850	19 850	19 850
Piped Water inside Yard	5 376	5 376	5 376	5 484	5 484	5 484	5 484
Using Public Tap	1 467	1 467	1 467	1 496	1 496	1 496	1 496
Other Water Supply	–	–	–	–	–	–	–
Sub-total	**26 304**	**26 304**	**26 304**	**26 830**	**26 830**	**26 830**	**26 830**
Avg cost/household/month	**R 541**	**R 655**	**R 740**	**R 840**	**R 899**	**R 959**	**R 961**

*Average cost / household / month = Water revenue / (Piped water inside dwelling + inside yard) / 12

4.3.3 Institutional arrangements

The Executive Director: Engineering Services is responsible for WCWDM in the MLM. Most of the functions are performed by the Directorate Technical Support with a team of 17 people. Currently two of the positions are vacant and three are unfunded. There are only four technical staff members in the Directorate with all other staff members performing administrative or clerical duties.

The Directorate Technical Support works closely with the Directorate Water and Sanitation, which is responsible for the day-to-day operations and maintenance of the water distribution network and wastewater treatment plants. The Directorate Technical Support also works closely with the Finance Department, which is responsible for Billing and Revenue, Credit Control, Rates and Tariffs, Budget Control, Valuation, Asset Management, Risk Management and Supply Chain Management. Both these departments have vacant and unfunded positions. The Directorate Water and Sanitation has currently has six vacant positions and nine unfunded positions.

The latest organisational structures are included in Appendix A.

It is recommended that the technical capacity of the Directorate Technical Support be increased to perform WCWDM functions and all vacant and unfunded positions be filled. WCWDM should also be entrenched in all departments to improve efficiency, water loss and NRW.

4.3.4 Existing projects

The operational and capital budgets for 2018/19 are summarised in **Table 4.4**. The municipality is spending 71% of the budget on water purchases from Rand Water. The municipality is spending R 15.975 million (10%) on its water loss reduction programme in 2018/19. The water loss items are marked in blue.

Table 4.4: 2018/19 Operational and capital budgets

Project description	Original Budget Amount	% of budget
Operational Budget		
Connections	R 318 834.00	0.2%
Stores and Materials	R 195 412.00	0.1%
Indigent Relief	R 525 672.00	0.3%
Purchase of Water	R 115 852 934.00	71.2%
Contracted Services	R 2 896 727.00	1.8%
Contracted Services: Master planning	R 215 180.00	0.1%
Buildings, Fences and Sites	R 11 379.00	0.0%
Network / Infrastructure: Bulk Services	R 1 810 862.00	1.1%
Contracted services: Water Loss Programme	R 318 834.00	0.2%
Pump Stations	R 271 297.00	0.2%
Water Meters	R 724 133.00	0.4%
Water Loss Programme	R 1 241 370.00	0.8%
Contracted Services: Water Loss Program	R 2 012 660.00	1.2%
Contracted Services: Water Demand Management	R 380 000.00	0.2%
HIRE Charges	R 200 000.00	0.1%
Total operational budget	**R 126 975 294.00**	78.0%

Project description	Original Budget Amount	% of budget
Capital Budget		
Roller Compactor Wacker	R 45 000.00	0.0%
Re-allocation of Vaal Marina Ring feed	R 150 000.00	0.1%
Water Pipe Installation - W/L Programme	R 500 000.00	0.3%
Telemetry of Water Supply and Distribution	R 600 000.00	0.4%
Bulk Water Meters W/L Programme	R 500 000.00	0.3%
Mamello Bulk Water (MIG)	R 430 000.00	0.3%
Refurbishment / Replacement - Supply Valve	R 1 500 000.00	0.9%
Bulk Water meters	R 2 000 000.00	1.2%
Installation: Domestic w/meters (Lakeside)	R 2 000 000.00	1.2%
Water Meter Replacement Programme	R 1 150 000.00	0.7%
Pressure management infra, pipes ,valves	R 2 500 000.00	1.5%
Aged Bulk Water Pipe Replacement	R 6 850 000.00	4.2%
Sicelo/Highbury (Valley Settlements) Re	R 15 000 000.00	9.2%
Replacement-Prepaid & Conventional Water	R 500 000.00	0.3%
Vehicles Water Demand Management	R 400 000.00	0.2%
PRV 'S W/L Programme	R 500 000.00	0.3%
Reservoir Refurbishment - W/L Programme	R 730 000.00	0.4%
1 Ton Double Cabs	R 400 000.00	0.2%
Total capital budget	**R 35 755 000.00**	**22.0%**
Total capital and operational budget	**R 162 730 294.00**	**100.0%**

5 TARGETS

The following targets have been set by the municipality, in line with the regional and national targets.

Table 5.1: Projection and target KPI summary (m^3/annum)(see Appendix A)

	Actual						Projected					
Year ending	Jun-14	Jun-15	Jun-16	Jun-17	Jun-18	Jun-19	Jun-20	Jun-21	Jun-22	Jun-23	Jun-24	Jun-25
Population served	94 816	97 922	106 681	110 607	114 678	116 972	119 311	121 697	124 131	126 614	129 146	131 729
Households served	32 711	34 537	36 364	39 617	42 105	42 947	43 806	44 682	45 575	46 487	47 417	48 365
Projected SIV without WDM	14 077 512	14 375 468	14 629 161	14 882 854	15 182 440	15 460 687	15 739 613	16 017 777	16 295 941	16 574 105	16 853 031	17 131 195
Projected SIV with WDM	13 595 972	13 653 158	13 786 467	13 919 775	13 956 299	14 037 903	14 120 549	14 202 970	14 285 391	14 367 812	14 450 458	14 532 879
Project 1600				12 134 976	12 134 976	12 134 976	12 134 976	12 134 976	12 134 976	12 134 976	12 134 976	12 134 976
System input volume (SIV)	14 946 866	15 037 482	13 842 674	12 389 557	12 915 967	13 770 363	13 494 956	13 225 057	12 960 555	12 701 344	12 447 317	12 198 371
Billed consumption (BC)	10 098 777	10 365 657	9 604 062	8 577 362	8 879 379	9 991 983	10 052 934	10 114 257	10 175 954	10 238 027	10 300 479	10 363 312
Unbilled consumption (UBC)	310 311	346 283	415 321	340 815	320 406	245 056	235 254	225 844	216 810	208 137	199 812	191 819
Non-revenue water	4 848 089	4 671 825	4 238 612	3 812 195	4 036 588	3 778 380	3 442 022	3 110 800	2 784 602	2 463 317	2 146 838	1 835 059
% Non-revenue water	32.4%	31.1%	30.6%	30.8%	31.3%	27.4%	25.5%	23.5%	21.5%	19.4%	17.2%	15.0%
% Water Losses	30.4%	28.8%	27.6%	28.0%	28.8%	25.7%	23.8%	21.8%	19.8%	17.8%	15.6%	13.5%
Litres / capita / day	387	376	334	307	309	323	310	298	286	275	264	254
% Reduction in SIV required							-2.0%	-2.0%	-2.0%	-2.0%	-2.0%	-2.0%
% Increase in BC required							0.6%	0.6%	0.6%	0.6%	0.6%	0.6%
% Reduction in UBC required							-4.0%	-4.0%	-4.0%	-4.0%	-4.0%	-4.0%
Previous NRW targets	32.4%	29.4%	26.7%	24.3%	22.1%	20.0%						
Revised NRW targets				28.5%	28.5%	26.5%	25.5%	23.5%	21.5%	19.4%	17.2%	15.0%
Over / under target	0.00%	1.70%	3.90%	2.30%	2.80%	0.90%						

The municipality was unable to achieve the targets set in the previous WCWDM strategy and were revised in 2017. The new targets are now set to achieve 15% NRW by 2025.

If the above saving could be achieved, the potential financial benefits are summarised in **Table 5.2.** An 8% annual increase in Rand Water purchase cost and water sales cost was assumed. The municipality stands to gain R 34.2 million over 5 years if escalation is included.

Table 5.2: Nett benefit of reduced purchases and sales

Year ending	Jun-20	Jun-21	Jun-22	Jun-23	Jun -24	Jun-25
Reduction in purchases (m^3/annum)	275 407	269 899	264 501	259 211	254 027	248 946
Rand Water tariff (R/m^3) (increase @8%)	R 10.40	R 11.24	R 12.14	R 13.11	R 14.16	R 15.29
Reduced purchases (R/annum)	R 2 865 589	R 3 032 940	R 3 210 063	R 3 397 531	R 3 595 947	R 3 805 950
A: Cumulative reduced purchases (Rand)	**R 2 865 589**	**R 5 898 529**	**R 9 108 592**	**R 12 506 123**	**R 16 102 070**	**R 19 908 020**
Increase in sales (m^3/annum)	60 951	61 323	61 697	62 073	62 452	62 833
Average selling price (R/m^3)(increase @8%)	R 31.54	R 34.06	R 36.78	R 39.73	R 42.90	R 46.34
Increased income (R/annum)	R 1 922 154	R 2 088 589	R 2 269 436	R 2 465 942	R 2 679 463	R 2 911 472
B: Cumulative increased income (Rand)	**R 1 922 154**	**R 4 010 743**	**R 6 280 179**	**R 8 746 121**	**R 11 425 584**	**R 14 337 056**
A plus B: Nett benefit (Rand)	R 4 787 743	R 9 909 272	R 15 388 771	R 21 252 244	R 27 527 654	R 34 245 076

The matrix shown in **Table 5.3** shows the impact of increasing the billed consumption and reducing the Rand Water purchases. The table does not allow for inflation. A 12% reduction in Rand Water purchases will save the municipality R 15.92 million per annum, while a 3% increase in billed consumption will generate an additional income of R 8.75 million. The combined saving would be R 24.67 million per annum.

Table 5.3: Nett benefit of reduced purchases and sales

Percentage reduction in system input volume	Percentage increase in billed consumption									
		0.0%	0.5%	1.0%	1.5%	2.0%	2.5%	3.0%	3.5%	4.0%
	0.0%	R 0.00	R 1.46	R 2.92	R 4.38	R 5.84	R 7.30	R 8.75	R 10.21	R 11.67
	2.0%	R 2.65	R 4.11	R 5.57	R 7.03	R 8.49	R 9.95	R 11.41	R 12.87	R 14.33
	4.0%	R 5.31	R 6.77	R 8.22	R 9.68	R 11.14	R 12.60	R 14.06	R 15.52	R 16.98
	6.0%	R 7.96	R 9.42	R 10.88	R 12.34	R 13.80	R 15.26	R 16.71	R 18.17	R 19.63
	8.0%	R 10.61	R 12.07	R 13.53	R 14.99	R 16.45	R 17.91	R 19.37	R 20.83	R 22.29
	10.0%	R 13.27	R 14.73	R 16.18	R 17.64	R 19.10	R 20.56	R 22.02	R 23.48	R 24.94
	12.0%	R 15.92	R 17.38	R 18.84	R 20.30	R 21.76	R 23.22	R 24.67	R 26.13	R 27.59
	14.0%	R 18.57	R 20.03	R 21.49	R 22.95	R 24.41	R 25.87	R 27.33	R 28.79	R 30.25
	16.0%	R 21.23	R 22.69	R 24.14	R 25.60	R 27.06	R 28.52	R 29.98	R 31.44	R 32.90

Table 5.4 shows the impact on the water loss key performance indicators. If the system input volume could be reduced by 12% and billed consumption increased by 3% the NRW will reduce to 15% and unit consumption to 284 l/c/d. This will bring the municipality in line with international best practice and one of the best performing municipalities in the country.

Table 5.4: Impact on key performance indicators

% reduction in SIV	SIV (m^3/annum)	% increase in billed consumption	Billed consumption (m^3/annum)	NRW (m^3/annum)	% NRW	l/c/d
0.0%	13 770 363	0.0%	9 991 983	3 778 380	27%	323
2.0%	13 494 956	0.5%	10 041 943	3 453 013	26%	316
4.0%	13 219 548	1.0%	10 091 903	3 127 646	24%	310
6.0%	12 944 141	1.5%	10 141 863	2 802 278	22%	303
8.0%	12 668 734	2.0%	10 191 823	2 476 911	20%	297
10.0%	12 393 327	2.5%	10 241 783	2 151 544	17%	290
12.0%	12 117 919	3.0%	10 291 742	1 826 177	15%	284
14.0%	11 842 512	3.5%	10 341 702	1 500 810	13%	277
16.0%	11 567 105	4.0%	10 391 662	1 175 443	10%	271

6 INTERVENTION PROGRAMME

The proposed interventions would be undertaken over a period of five years with focus on interventions providing the highest return on investment. Interventions will be prioritised according to:

- **Reducing the Rand Water bill** – this will include all interventions that will reduce visible water losses and improve efficiency in areas which lack effective metering, billing and or cost recovery systems.
- **Increasing revenue** – this will include all interventions that will improve revenue collection.

The interventions are split into five pillars and programmes. A number of projects will be identified under each programme. The pillars and programmes are summarised in the following sections.

6.1 Institutional and Local Regulation Pillar

6.1.1 Establishment of a WCWDM Steering Committee

A WCWDM 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 a Steering Committee in conjunction with the MMC: Engineering Services to promote political buy-in. In addition, this steering committee should include relevant members from other Departments such as finance, customer care, water and sanitation to ensure that WCWDM becomes well entrenched in the institution.

6.1.2 Organisation and Human Resource Plan

The MLM does not have the necessary capacity and skills for the efficient management of the water supply and distribution system as well as what is required to reduce the NRW from 27.4% to 15% over a 5 year period. Filling and funding of the existing vacant and unfunded positions will greatly contribute to the effective operation of the municipality and reducing NRW.

It is recommended that the all the vacant and unfunded positions in the Engineering Services - Technical Support and Engineering Services – Water are filled and funded as a matter of priority. Once the positions are filled and funded, the HOD: Engineering Services should conduct a detail gap analysis with regards to existing capacity and skills available, versus the capacity and skills required to meet these targets. The gap analysis should detail the additional skills and training requirements, affordability and succession planning.

6.1.3 Review and update policies and bylaws

Clear and up to date policies and bylaws are required to guide the implementation and enforcement of WCWDM. Policies and bylaws that need to be reviewed and updated to ensure they are in line with the latest national government policies and promote WCWDM are:

- Metering, billing and credit control policy;
- Consumer meter replacement strategy;
- Municipal bylaws;
- Consumer charter; and
- Indigent policy and register and the requisite registration process.

It is recommended that all policies and bylaws older than five years are reviewed and updated. New policies should be approved by council and the new bylaws promulgated.

6.2 Technical pillar

6.2.1 Calculation and Preparation of Monthly Water Balance

The essential first step in the practical management of NRW, is to calculate the monthly IWA water balances for each distribution area. It is important to prepare a water balance for each distribution area in order to identify problem areas, prioritise budgets and projects, to avoid wasteful expenditure and obtain the quickest return on investment.

It is thus recommended that the HOD: Engineering Services prepare monthly water balances for each water distribution area.

6.2.2 Cathodic Protection of Steel Pipes

Cathodic Protection is a technique used to control the corrosion of a metal pipe surface by making it the cathode of an electrochemical cell, 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 induced stray currents. Stray currents from external sources can have a major negative impact on the life expectancy of a steel pipeline.

It is recommended that the HOD Engineering Services appoints a specialist service provider to analyse existing steel pipelines and cathodic protection systems and develop a five year implementation plan.

6.2.3 Pressure Management

Pressure management is a concept whereby the water pressure in a distribution system is reduced and controlled to an optimal point within acceptable volume and pressure standards. The Guidelines for Human Settlement Planning and Design (Red Book) (CSIR) provides the following guidelines:

- Minimum residual pressure house connections = 2.4 bar
- Minimum residual pressure yard and public tap connections = 1.0 bar
- Recommended maximum pressure in a distribution system = 6.0 to 7.0 bar
- Maximum static pressure in a distribution system = 9.0 bar

Advanced water pressure management can also be implemented whereby the water pressure is automatically further reduced during off-peak demand periods. Advanced pressure management has its own challenges, and additional benefits should be weighed up against the costs, skills required, operations and maintenance.

The benefits of pressure management include the reduction of leak flow rates, reduction of burst frequency of water pipes and extension of residual water infrastructure life.

It is recommended that the HOD: Engineering Services appoints a specialist service provider to implement the existing pressure management plan.

6.2.4 Document and Update Asset Register

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 is continuously developing and updating the Information Management Query System (IMQS). The IMQS system is effectively an asset register and GIS system. The system can also be linked to a water modelling system (WADISO) and meter reading, billing analysis system (VENUS) and procedure system for new developments, replacements and upgrading of the water system (IMaS).

It is recommended that the HOD: Engineering Services ensures that the IMQS system and associated systems are continuously updated.

6.2.5 Bulk meter and Sectorisation

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, assist in identifying areas with high water losses and to prioritise projects within a water loss reduction programme.

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, the 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 vice 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 vice versa.

It is recommended that the HOD Engineering appoints a specialist service provider to analyse the water supply and distribution network and implement a sectorisation plan. The implementation plan should be combined with a valve audit and replacement programme.

6.2.6 Asset Management 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 or surpassed its life expectancy, which is affecting service delivery and contributing to water losses. Preventative maintenance, retrofitting and upgrading of infrastructure will assist in increasing the life expectancy of the water infrastructure.

It is recommended that the HOD: Engineering Services develops an Asset Management replacement programme that will inform the annual budgeting process. This programme should run parallel with the master planning programme.

6.2.7 Timeous Leak Detection & Repairs

The Department of Human Settlements, Water and Sanitation has encouraged Municipalities to declare War on Leaks. It is estimated that at least 30% of a municipality's water losses is attributed to 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 equipped and alert to immediately address these problems, and have such wastage of water addressed within 24 hours or preferably even less.

The following aspects should be taken into consideration in preparing a War on Leaks Programme:

- An Informed public;
- Dedicated, well trained and equipped committed maintenance teams;
- Efficient Call Centre and system (generation and allocation of job cards, dispatch, reporting and control);
- Good communication between stakeholders;
- Service delivery charter (all leaks, wastage of water systems to be fixed within acceptable time frames); and
- Record keeping and analysis of identified problematic areas.

The cost for purchasing, operating and maintaining leak detection equipment and systems is very expensive and dedicated trained staff needs to be employed to perform such investigations. It may be cost effective for large municipalities such as metros to put together 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 leak detection and repair contract be rolled-out to assist the Engineering Department to detect and repair leaks when required.

It is recommended that the HOD: Engineering Services develops a War on Leaks programme for immediate implementation.

6.2.8 Telemetry of Water Supply and Distribution Systems

Telemetry can be defined as a system whereby important information such as reservoir water levels, pressures, flows, pump activation is logged in order to have accurate information on the functioning and performance of a water supply and distribution network.

MLM covers a very large area and with limited water staff. It is very difficult to manage and operate the water distribution network without an efficient telemetry system. Water is lost because of protracted response times to overflowing reservoirs and burst pipes.

It is recommended that the HOD: Engineering Services implements a cost effective telemetry system to monitor the water supply and distribution system of MLM.

6.2.9 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 NRW reduction, the more successful a water service provider is in reducing its NRW, the more it can save in terms of provision capacity and capital investment in extending its water system. MLM has developed a "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 database of the Finance Departments financial system, and evaluation and master planning of the water networks, and the posting of all information to the IMaS 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.

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.

6.3 Financial pillar

6.3.1 Consumer Meter Management Plan

The Water Services Department 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 of reducing apparent or commercial losses. Commercial losses include the following:

- Unauthorised water use and illegal connections;
- Customer meter inaccuracies;
- Wrong sizing of meters;
- Wrong meter readings;
- Connections not metered;
- Connections metered but meters not visible; and
- Connection metered but not read and billed.

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 residential stands/consumers;*
- *Audit plan for all meter installations larger than 15mm; and*
- *Accurate metering of council properties.*

6.3.2 Consumer Data Base Audit

It is estimated that unbilled authorised water consumption makes up 2,0% of the MLM NRW. 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 database and site audit as explained above and that such audit be executed within the first two years of the five year programme.

6.3.3 Indigent Leak Repair Programme and Retro Fitting of Toilet Plumbing

A preliminary desktop study revealed that indigents are consuming on average more than 40 kl per household per month with some households that consume more than 200 kl/month. It was found that most of the consumption was wasted and ends up in the sewer system, because of malfunctioning toilet systems. These consumers are expected to make use of the 6 kl/month free basic water supply.

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 consumers at indigent households and other households where specific conditions apply.

6.3.4 Tariff review

Cost effective water and sanitation tariffs should be developed that comply with the requirements of Notice 1153 of 2015 - *Revised Norms and Standards in Respect of Tariffs for Water Services* in terms of Section 10 (1) of the Water Services Act (Act no. 108 of 1997) as published in the Government Gazette, 13 November 2015. Water utilities should ensure water services are provided in an efficient, equitable and sustainable manner, which is sufficient for subsistence and sustainable economic activity.

It is recommended that the HOD: Engineering Services and the Chief Financial Officer initiate a project to ensure water tariffs are reviewed in terms of the Norms and Standards on a 3 year cycle. It is also recommended that the indigent register be reviewed to ensure that all consumers that can pay for service, start to pay for the water services provided.

6.4 Social pillar

6.4.1 Community Awareness programme

Community awareness plays an integral part of any WDM project. The community can save water through the reporting of leaks, fixing household plumbing and using water efficiently in the home and garden. Community awareness could be undertaken through outreach activities and schools awareness campaigns. Outreach activities are usually undertaken at public gatherings such as clinics, sport events, shopping centres and public meetings. The political leadership of the WSA should participate in all awareness activities and lead by example. Community awareness programmes should be supported by proper training and awareness material such as brochures, T-shirts, fridge magnets, licence disk holders, water bottles, etc. to strengthen consumer participation in ensuring efficient water use and in looking after the water infrastructure installed eg. distribution pipes, meters (conventional and prepaid), valves etc.

It is recommended that the HOD: Engineering Services initiates project specific awareness programmes to create opportunities to inform, consult, involve, collaborate and empower the local community. Involving the community create support, upliftment, empowerment, economic and socio economic growth and ultimate sustainability of the programme.

6.4.2 Schools awareness programme

There are 29 schools in Midvaal with 18 272 learners and 719 educators. Eleven of these schools are no fee schools, which typically mean income is limited and leakage levels are high.

It is recommended that the HOD: Engineering Services initiates a schools awareness campaign. Schools awareness programmes should focus on the management teams, teachers and caretakers of the schools to create momentum, awareness and sustainability. Once the management teams, teachers and caretakers are on board, they can involve the learners and include WCWDM in the curriculum. The learners can then promote and implement the awareness campaign at school, at home and in the greater community to the benefit of the catchment and country.

7 FINANCIAL IMPLICATIONS AND BUDGET

The total estimated cost for implementation of a comprehensive WCWDM programme amounts to approximately R 130.17 million**.** The total amount is split between OPEX and CAPEX as shown in **Table 7.1.**

Table 7.1: NRW reduction budget

Year	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total	Budget
Institutional and Local Regulation Pillar	R 0	R 3 000 000	R 3 200 000	R 3 000 000	R 3 000 000	R 3 200 000	R 3 000 000	R 18 400 000	
Establishment of a WCWDM Steering Committee	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	OPEX
Organisation and Human Resource Plan	R 0	R 3 000 000	R 3 000 000	R 3 000 000	R 3 000 000	R 3 000 000	R 3 000 000	R 18 000 000	OPEX
Review and update policies and bylaws	R 0	R 0	R 200 000	R 0	R 0	R 200 000	R 0	R 400 000	CAPEX
Technical pillar	R 5 900 000	R 9 540 000	R 10 310 000	R 11 330 000	R 12 300 000	R 12 300 000	R 12 300 000	R 74 380 000	
Calculation and Preparation of Monthly Water Balance	R 100 000	R 140 000	R 150 000	R 160 000	R 170 000	R 170 000	R 170 000	R 1 060 000	OPEX
Cathodic Protection of Steel Pipes	R 0	R 800 000	R 700 000	R 800 000	R 900 000	R 900 000	R 900 000	R 5 000 000	CAPEX
	R 0	R 220 000	R 220 000	R 220 000	R 220 000	R 220 000	R 220 000	R 1 320 000	OPEX
Pressure Management	R 200 000	R 500 000	R 600 000	R 700 000	R 800 000	R 800 000	R 800 000	R 4 400 000	CAPEX
	R 0	R 300 000	R 300 000	R 300 000	R 300 000	R 300 000	R 300 000	R 2 200 000	OPEX
Document and Update Asset Register	R 0	R 50 000	R 60 000	R 70 000	R 80 000	R 80 000	R 80 000	R 420 000	OPEX
Bulk meter and Sectorisation	R 200 000	R 200 000	R 250 000	R 300 000	R 350 000	R 350 000	R 350 000	R 2 000 000	CAPEX
Valve audit	R 0	R 200 000	R 250 000	R 250 000	R 300 000	R 300 000	R 300 000	R 1 600 000	CAPEX
Asset Management Replacement Programme	R 4 400 000	R 5 000 000	R 5 500 000	R 6 000 000	R 6 500 000	R 6 500 000	R 6 500 000	R 40 400 000	CAPEX
Timeous Leak Detection & Repairs	R 500 000	R 550 000	R 600 000	R 650 000	R 700 000	R 700 000	R 700 000	R 4 400 000	OPEX
Telemetry of Water Supply and Distribution Systems	R 0	R 500 000	R 500 000	R 600 000	R 600 000	R 600 000	R 600 000	R 3 400 000	CAPEX
		R 280 000	R 280 000	R 280 000	R 280 000	R 280 000	R 280 000	R 1 680 000	OPEX
Master Planning of Water System	R 500 000	R 800 000	R 900 000	R 1 000 000	R 1 100 000	R 1 100 000	R 1 100 000	R 6 500 000	CAPEX
Financial pillar	R 4 040 000	R 4 360 000	R 4 180 000	R 4 200 000	R 4 470 000	R 4 220 000	R 4 220 000	R 29 690 000	
War on Leaks	R 300 000	R 320 000	R 340 000	R 360 000	R 380 000	R 380 000	R 380 000	R 2 460 000	OPEX
Consumer Meter Management Plan	R 3 500 000	R 3 500 000	R 3 500 000	R 3 500 000	R 3 500 000	R 3 500 000	R 3 500 000	R 24 500 000	CAPEX
Consumer Data Base Audit	R 140 000	R 140 000	R 140 000	R 140 000	R 140 000	R 140 000	R 140 000	R 980 000	CAPEX
Indigent Leak Repair Programme and Retro Fitting of Toilet Plumbing	R 100 000	R 150 000	R 200 000	R 200 000	R 200 000	R 200 000	R 200 000	R 1 250 000	CAPEX
Tariff review	R 0	R 250 000	R 0	R 0	R 250 000	R 0	R 0	R 500 000	CAPEX

Year	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total	Budget
Social pillar	R 1 100 000	R 1 100 000	R 1 100 000	R 1 100 000	R 1 100 000	R 1 100 000	R 1 100 000	R 7 700 000	
Schools awareness programme	R 300 000	R 300 000	R 300 000	R 300 000	R 300 000	R 300 000	R 300 000	R 2 100 000	CAPEX
Community Awareness programme	R 800 000	R 800 000	R 800 000	R 800 000	R 800 000	R 800 000	R 800 000	R 5 600 000	CAPEX
Total	**R 11 040 000**	**R 18 000 000**	**R 18 790 000**	**R 19 630 000**	**R 20 870 000**	**R 20 820 000**	**R 20 620 000**	**R 130 170 000**	
CAPEX	R 10 140 000	R 13 140 000	R 13 840 000	R 14 590 000	R 15 740 000	R 15 690 000	R 15 490 000	R 98 630 000	
OPEX	R 900 000	R 4 860 000	R 4 950 000	R 5 040 000	R 5 130 000	R 5 130 000	R 5 130 000	R 31 140 000	

The budget allocation is inline with the current budget.

Source of funding:

CAPEX

VOTE NUMBER	SECTION	SOURCE OF FUNDING	PROJECT DESCRIPTION	2020-2021
12056444420F5H22ZZWM	Water Network	Capital Operational Revenue	Reservior refurbishment - w/l programme	500 000
12056444420FNJ44ZZWM	Water Network	Water Service Infrastructure Grant	Aged bulk water pipe replacement	10 325 000
12056444420FNJ45ZZWM	Water Network	Water Service Infrastructure Grant	Refurbishment/replacement-supply valves	1 000 000
12056444420FNJ47ZZWM	Water Network	Water Service Infrastructure Grant	Pressure management infrastructure	1 000 000
12056444420FPH87ZZWM	Water Network	External Loans	Pre-paid water meter project	2 000 000

12056444420FPH88ZZWM	Water Network	External Loans	Replacement-prepaid&conventional water m	1 000 000
12056444420FPH89ZZ02	Water Network	External Loans	Rissiville water network (new)	4 500 000
12056446020F5D89ZZWM	Water Network	Capital Operational Revenue	Water meter replacement programme	700 000

OPEX

Contracted Services:Water Demand Management	12052265130F9P15ZZWM	4 369 550,00
Contracted Services:Water Loss Programm	**12052265130F9P16ZZWM**	2 208 391,00
Indigent Leaks Repairs Project (WSIG)	**12052265120WSQ43ZZWM**	1 500 000,00

8 CONCLUSIONS

- The analysis of the MLM water supply system indicates water losses, inefficiencies and NRW figures below the national averages. There is scope for improvement to bring the MLM in line with international best practice;
- The Rand Water target is unrealistically low and should be further investigated. A realistic target would be if the municipality could reduce the average consumption of the past five years by 10% over the next 5 years;
- The current demand is exceeding average supply for the past five years and the MLM needs to reduce its current consumption by 10% over the next 5 years;
- Most bulk meters are working and the municipality is preparing a water balance on a monthly basis;
- The water supply from Rand Water decreased by 1.1% per annum while the cost increased by 10% per annum over the past five years.
- Approximately R 20 million/annum is required for the next five years to improve the NRW, water losses and inefficiencies in the MLM. An estimated R 25 million m^3/annum, excluding escalation, could be saved through reduced bulk water purchases from Rand Water and increased water accounted for through water metering.

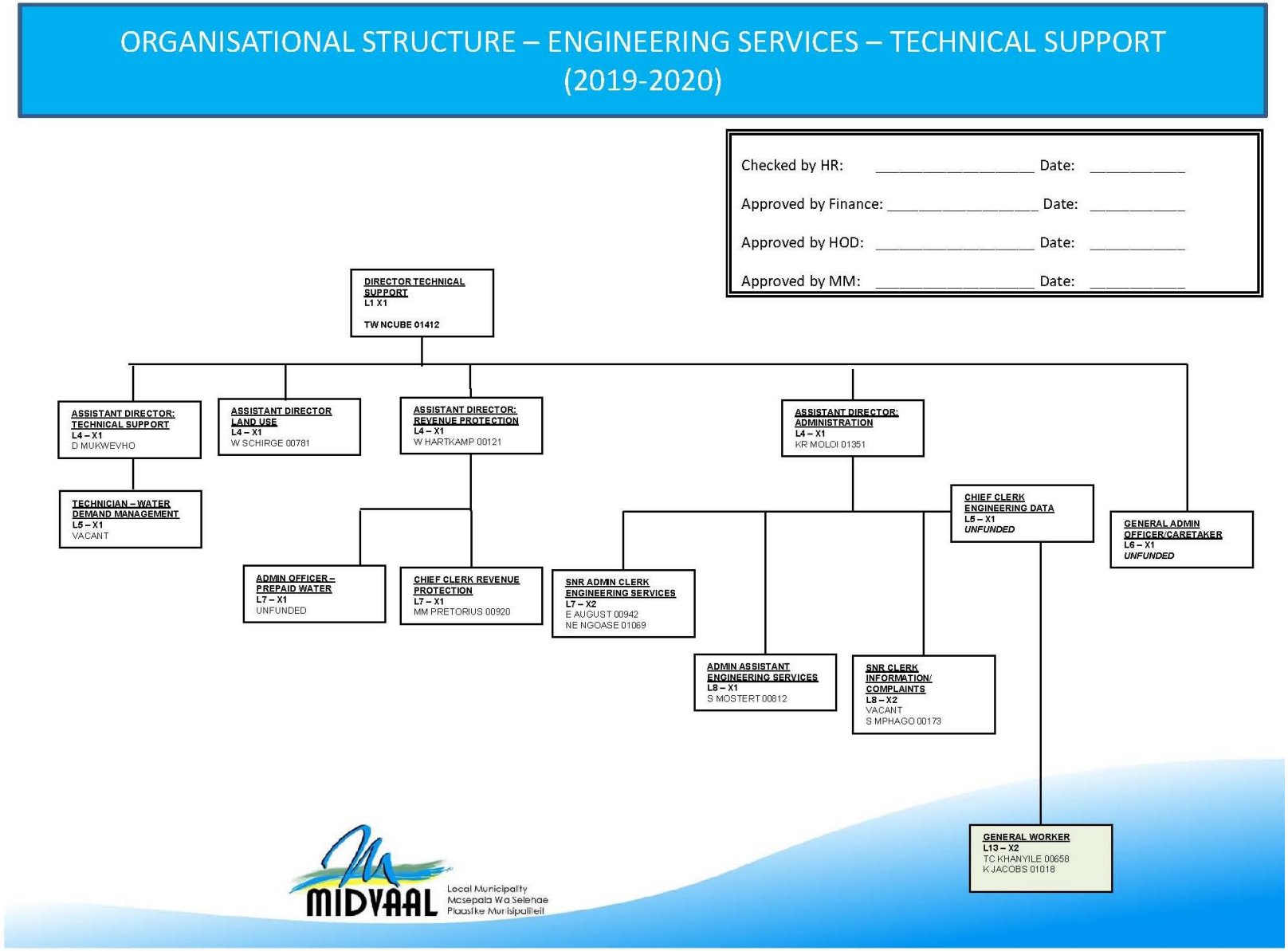
9 RECOMMENDATIONS

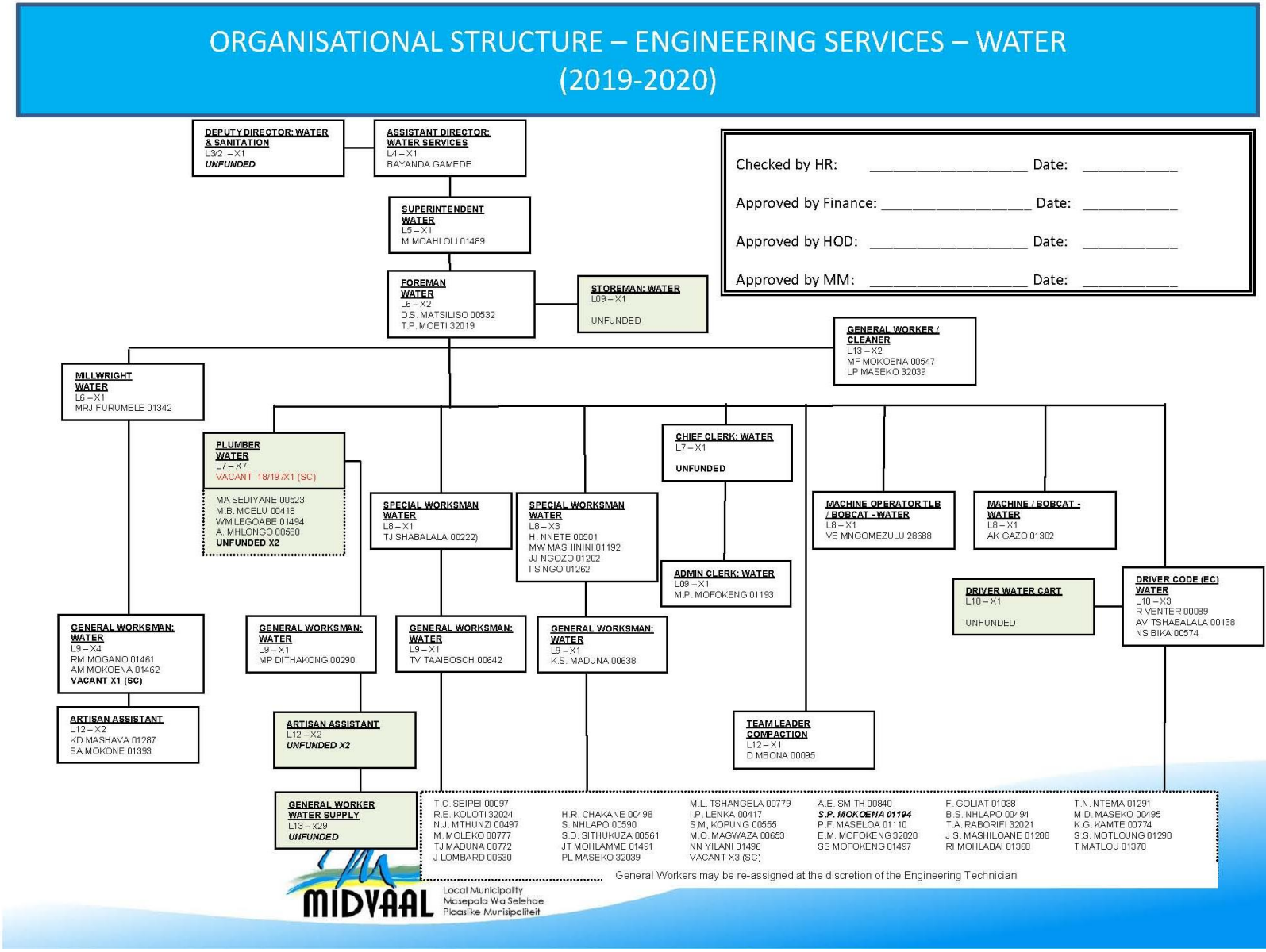
It is recommended that the WCWDM interventions identified are implemented and the targets are achieved as a matter of priority. The WCWDM strategy and business plan will focus on the enhancement of long-term water security and protection, climate change adaptation and catchment resilience through the reduction of water losses, NRW and the improvement of water use efficiency over a five-year period.

Appendix A - Table 5.1: Projection and target KPI summary (m^3/annum)

	Actual						Projected					
Year ending	Jun-14	Jun-15	Jun-16	Jun-17	Jun-18	Jun-19	Jun-20	Jun-21	Jun-22	Jun-23	Jun-24	Jun-25
Population served	94 816	97 922	106 681	110 607	114 678	116 972	119 311	121 697	124 131	126 614	129 146	131 729
Households served	32 711	34 537	36 364	39 617	42 105	42 947	43 806	44 682	45 575	46 487	47 417	48 365
Projected SIV without WDM	14 077 512	14 375 468	14 629 161	14 882 854	15 182 440	15 460 687	15 739 613	16 017 777	16 295 941	16 574 105	16 853 031	17 131 195
Projected SIV with WDM	13 595 972	13 653 158	13 786 467	13 919 775	13 956 299	14 037 903	14 120 549	14 202 970	14 285 391	14 367 812	14 450 458	14 532 879
Project 1600				12 134 976	12 134 976	12 134 976	12 134 976	12 134 976	12 134 976	12 134 976	12 134 976	12 134 976
System input volume (SIV)	14 946 866	15 037 482	13 842 674	12 389 557	12 915 967	13 770 363	13 494 956	13 225 057	12 960 555	12 701 344	12 447 317	12 198 371
Billed consumption (BC)	10 098 777	10 365 657	9 604 062	8 577 362	8 879 379	9 991 983	10 052 934	10 114 257	10 175 954	10 238 027	10 300 479	10 363 312
Unbilled consumption (UBC)	310 311	346 283	415 321	340 815	320 406	245 056	235 254	225 844	216 810	208 137	199 812	191 819
Non-revenue water	4 848 089	4 671 825	4 238 612	3 812 195	4 036 588	3 778 380	3 442 022	3 110 800	2 784 602	2 463 317	2 146 838	1 835 059
% Non-revenue water	32.4%	31.1%	30.6%	30.8%	31.3%	27.4%	25.5%	23.5%	21.5%	19.4%	17.2%	15.0%
% Water Losses	30.4%	28.8%	27.6%	28.0%	28.8%	25.7%	23.8%	21.8%	19.8%	17.8%	15.6%	13.5%
Litres / capita / day	387	376	334	307	309	323	310	298	286	275	264	254
% Reduction in SIV required							-2.0%	-2.0%	-2.0%	-2.0%	-2.0%	-2.0%
% Increase in BC required							0.6%	0.6%	0.6%	0.6%	0.6%	0.6%
% Reduction in UBC required							-4.0%	-4.0%	-4.0%	-4.0%	-4.0%	-4.0%
Previous strategy NRW targets	32.4%	29.4%	26.7%	24.3%	22.1%	20.0%						
Revised NRW targets				28.5%	28.5%	26.5%	25.5%	23.5%	21.5%	19.4%	17.2%	15.0%

Appendix B: Organisational structures




ORGANISATIONAL STRUCTURE – ENGINEERING SERVICES – WATER
(2019-2020)
DEPUTY DIRECTOR: WATER & SANITATION
L3/2 – X1
UNFUNDED
ASSISTANT DIRECTOR: WATER SERVICES
L4 – X1
BAYANDA GAMEDE
Checked by HR: _____ Date: _____
Approved by Finance: _____ Date: _____
Approved by HOD: _____ Date: _____
Approved by MM: _____ Date: _____
SUPERINTENDENT WATER
L5 – X1
M MOAHLOLI 01489
FOREMAN WATER
L6 – X2
D.S. MATSILISO 00532
T.P. MOETI 32019
STOREMAN: WATER
L09 – X1
UNFUNDED
GENERAL WORKER / CLEANER
L13 – X2
MF MOKOENA 00547
LP MASEKO 32039
MILLWRIGHT WATER
L6 – X1
MRJ FURUMELE 01342
PLUMBER WATER
L7 – X7
VACANT 18/19 /X1 (SC)
MA SEDIYANE 00523
M.B. MCELU 00418
WM LEGOABE 01494
A. MHLONGO 00580
UNFUNDED X2
SPECIAL WORKSMAN WATER
L8 – X1
TJ SHABALALA 00222)
SPECIAL WORKSMAN WATER
L8 – X3
H. NNETE 00501
MW MASHININI 01192
JJ NGOZO 01202
I SINGO 01262
CHIEF CLERK: WATER
L7 – X1
UNFUNDED
ADMIN CLERK: WATER
L09 – X1
M.P. MOFOKENG 01193
MACHINE OPERATOR TLB / BOBCAT - WATER
L8 – X1
VE MNGOMEZULU 28688
MACHINE / BOBCAT - WATER
L8 – X1
AK GAZO 01302
DRIVER WATER CART
L10 – X1
UNFUNDED
DRIVER CODE (EC) WATER
L10 – X3
R VENTER 00089
AV TSHABALALA 00138
NS BIKA 00574
GENERAL WORKSMAN: WATER
L9 – X4
RM MOGANO 01461
AM MOKOENA 01462
VACANT X1 (SC)
GENERAL WORKSMAN: WATER
L9 – X1
MP DITHAKONG 00290
GENERAL WORKSMAN: WATER
L9 – X1
TV TAAIBOSCH 00642
GENERAL WORKSMAN: WATER
L9 – X1
K.S. MADUNA 00638
ARTISAN ASSISTANT
L12 – X2
KD MASHAVA 01287
SA MOKONE 01393
ARTISAN ASSISTANT
L12 – X2
UNFUNDED X2
TEAM LEADER COMPACTION
L12 – X1
D MBONA 00095
GENERAL WORKER WATER SUPPLY
L13 – X29
UNFUNDED
T.C. SEIPEI 00097
R.E. KOLOTI 32024
N.J. MTHUNZI 00497
M. MOLEKO 00777
TJ MADUNA 00772
J LOMBARD 00630
H.R. CHAKANE 00498
S. NHLAPO 00590
S.D. SITHUKUZA 00561
JT MOHLAMME 01491
PL MASEKO 32039
M.L. TSHANGELA 00779
I.P. LENKA 00417
S.M. KOPUNG 00555
M.O. MAGWAZA 00653
NN YILANI 01496
VACANT X3 (SC)
A.E. SMITH 00840
S.P. MOKOENA 01194
P.F. MASELOA 01110
E.M. MOFOKENG 32020
SS MOFOKENG 01497
F. GOLIAT 01038
B.S. NHLAPO 00494
T.A. RABORIFI 32021
J.S. MASHILOANE 01288
RI MOHLABAI 01368
T.N. NTEMA 01291
M.D. MASEKO 00495
K.G. KAMTE 00774
S.S. MOTLOUNG 01290
T MATLOU 01370
General Workers may be re-assigned at the discretion of the Engineering Technician
MIDVAAL
Local Municipality
Masepala Wa Selehae
Plaaslike Munisipaliteit

ANNEXURE F:

ICT POLICIES

C 2407/10/2020
MC A/5364/10/2020

9.A.8 [CC:CS]: REVIEW OF ICT POLICIES

6/2/2/5/P

COMPETENCY: COUNCIL

RESOLVED

1. That the Mobile Device Policy, attached to the report as Annexure “A”, be approved.

2. That the Change Management and Procedure Policy, attached to the report as Annexure “B”, be approved.

3. That the affected employees be informed of the Policies.

C 2407/10/2020
MC A/5364/10/2020

9.A.8 [CC:CS]: REVIEW OF ICT POLICIES

6/2/2/5/P

COMPETENCY: COUNCIL

PURPOSE

To submit the reviewed ICT Policies for approval.

RECOMMENDATIONS

1. That the Mobile Device Policy, attached to the report as Annexure "A", be approved.

2. That the Change Management and Procedure Policy, attached to the report as Annexure "B", be approved.

3. That the affected employees be informed of the Policies.

REPORT

Midvaal Local Municipality recognises the need to embrace new and emerging technologies to improve the way business is conducted and contribute to improving the way the Municipality meets its business objectives. Attached, hereto is the reviewed ICT policies which has been reviewed and updated.

I. Mobile Device Policy
II. Change Management and Procedure Policy

COMMENTS: COMMUNITY SERVICES

None received.

COMMENTS: CORPORATE SERVICES

None received.

COMMENTS: DEVELOPMENT AND PLANNING

None received.

COMMENTS: ENGINEERING SERVICES

None received.

COMMENTS: FINANCE SERVICES

None received.

COMMENTS: MEETING OF THE MUNICIPAL MANAGER AND HEADS OF DEPARTMENT: 06 OCTOBER 2020

Resolved to Recommend

That the Item be referred to the Section 80 Corporate Services Portfolio Committee.

COMMENTS: SECTION 80 CORPORATE SERVICES PORTFOLIO COMMITTEE: 13 OCTOBER 2020

The recommendations are supported.

ANNEXURE "A"

Midvaal Local Municipality

Mobile Device Policy

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9. INDEMNITY BY NON-EMPLOYEES 8
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1. INTRODUCTION

1.1. Midvaal Local Municipality (MLM) recognises the need to embrace new and emerging technologies to improve the way business is conducted and contribute to improving the way the Municipality meets its business objectives.

1.2. Mobile devices are becoming a common and cost-effective tool for information management and communication. In addition to the increased prevalence of mobile devices, Council and Staff Members are also increasingly requesting the option of connecting their own mobile devices (Bring Your Own Mobile Device – BYOMD) to Council' equipment and networks.

1.3. MLM views the use of mobile devices (both Council owned and non-Council owned) as a positive development in IT practice that can be of significant benefit to users, IT and the organisation as a whole.

1.4. MLM is responsible for maintaining effective security over all equipment and information within its environment.

1.5. Due to the portable nature of mobile devices there is a requirement to maintain security for these devices and for any information stored or transmitted via them.

2. PURPOSE

2.1. The purpose of this policy is to provide:

2.1.1 A directive on the deployment, use and maintenance of mobile devices within the MLM.

2.1.2 That correct processes and procedures are implemented and complied with when utilising mobile computing devices and technologies.

2.1.3 That Council officials and employees are aware of their individual responsibilities in relation to the use and security of mobile devices for the transmission and storage of information and access to the MLM systems and infrastructure.

3. SCOPE

3.1. This policy applies to all users of Municipal technology, equipment and services including:

3.1.1. Council officials who use or access Council technology, equipment and/or services are bound by the conditions of this policy;

3.1.2. Mobile devices covered by this policy include both Council owned devices and approved non-Council owned devices of the following types:

- Notebook, laptop computer equipment;
- Smartphone or PDA (Personal Digital Assistant) devices used for data storage, calendars, contacts and task lists;
- Mobile phones where mobile internet (e.g. 3G/4G) technology is used for email correspondence;
- Smartphone devices capable of running third-party or downloadable applications (e.g. iPhone, iPad, Android, Blackberry, Windows Mobile, etc); and
- All removable media including CD/DVD, USB devices or any other type of removable media.

4. POLICY STATEMENT

4.1. Use of Council Owned Mobile Devices

4.1.1. The following must be observed with respect to the use of Council owned mobile devices:

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- All use of mobile devices, personally and professionally, must be appropriate and lawful;

- Only mobile devices owned and operated by MLM may be used to connect to the MLM infrastructure or services without prior approval from the IT Management;

- Any installed management software, such as anti-virus software, must not be removed and must be kept up to date;

- Council owned mobile devices remain the property of the MLM and as such can be unreservedly requested and accessed by IT at any time;

- Any information which infringes copyright, or any other form of intellectual property rights, e.g. music libraries, movies etc. is not to be stored on any device owned by the MLM;

- The user of the device must notify the Service/Help Desk immediately upon loss, theft or suspected loss/theft of the device. The employee or council official will need to provide a case number within 24hours. Where possible, the contents of the device will be remotely erased and the services associated with the device will be disabled;

- USB memory sticks from an unknown or un-trusted source are not to be connected to the MLM equipment. Council officials or employees should notify IT before connecting unknown or un-trusted devices and permission must be approved by Director: IT after the device has been scanned for malicious threats.

- MLM owned devices are locked to the MLM's chosen network provider. Transfer of such devices to other carriers will only be considered where a pressing business need is identified. In which case, service transfer costs may be investigated and any costs that cannot be justified for business purposes may be passed on to the user of the device;

- Data will be capped according to employee designation. If additional data is required, a motivation for the official or employee will need to be provided and approved by relevant Head of Department;

- When applicable, using a Council owned device that provides data enabled services, Council and Staff Members are required to monitor and manage data consumption levels using the management software provided; and

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- Council Members are responsible for ensuring mobile devices are not accessed by other persons that are not authorised to view information on the device.

4.2. **Use of Non-Council Owned Mobile Devices**

4.2.1. Council and Staff Members may be permitted to connect non-Council owned mobile devices to the MLM systems and infrastructure for the express purpose of receiving email, contact and calendar updates.

4.2.2. Permission to connect non-Council owned mobile devices to the MLM systems and infrastructure for the express purpose of receiving email, contact and calendar updates can only be completed with express authorisation in writing by the IT Director. This is due to licensing implications of connecting mobile devices to Council's network in particular for email. This will only be authorized with a formal request received from employee's HOD.

4.2.3. In addition to adherence to all other terms of this Policy, the use of a non-Council owned mobile device connected to the MLM network, requires acceptance and implementation of the following conditions and shall be confirmed by signature of agreeing to the conditions of this policy:

- The owner/user of the device recognises that there may be data cost implications from using the mobile device (particularly when accessing data from a 3G/4G network) and that these costs are required to be covered under the provisions of the voice and data policy;

- The owner/user of the device will accept the installation of a MLM-controlled profile, where it is deemed necessary, either at the initial time of connection or at any time thereafter, on the device. This profile will enforce certain configuration parameters including a timer lock with a mandatory passcode and a limit to the days of mail and calendar items stored on the device;

- The owner/user of the device will notify the MLM Service/Help Desk immediately upon loss, theft or suspected loss/theft of the device. Where possible, the contents of the device will be remotely erased and the services associated with the device will be disabled;

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- The user of the device agrees to protect Council information residing on the device;
- No MLM data other than mail (including attachments stored within the mail system), contacts and calendar items may be stored on non-Council owned devices unless expressly authorised in writing by the IT Director;
- Non-Council owned devices will not be supported by MLM IT personnel with the exception of connectivity to MLM services;
- MLM will accept no liability for functionality, serviceability or performance associated with the device and any responsibility with regards to warranty will reside solely between the owner/user of the device and the supplier/manufacturer;
- MLM accepts no responsibility or liability for the loss of Council related or personally related data residing on the device; and
- MLM reserves the right to erase the contents of the device and/or disable the device at any time, and at its sole discretion, should it be found or deemed to be misused/used inappropriately.

5. PHYSICAL SECURITY OF MOBILE DEVICES

5.1. The following must be observed when handling mobile computing devices:

5.1.1. Mobile computer devices must never be left unattended in a public place, or in an unlocked house, or in an unlocked motor vehicle, if a mobile device like a laptop is in a motor vehicle it should be stored in the vehicles boot or anywhere that is not visible when looking through the motor vehicle windows. Wherever possible, they should be kept on the person or securely locked away.

5.1.2. If a mobile device is lost or damaged due to negligence, MLM staff member will be responsible for replacing the device.

5.1.3. In an event that a mobile device belonging to council is lost or damaged due to negligence, the council official or employee must provide a report within 24hours to the IT Section. The IT Section will then provide a report after diagnosing the damage of the device. The report will then be presented to the next IT Steering Committee sitting, where the committee members will decide if the responsible official should be liable for the insurance access for the device or not.

6. PROTECTION OF INFORMATION ON MOBILE DEVICES

6.1. Every reasonable effort should be made to ensure that the MLM information is not compromised through the use of mobile equipment in a public place. Screens displaying sensitive or critical information should not be seen by unauthorised persons.

6.2. Mobile devices are not to be used as the sole repository for MLM information. All MLM information stored on mobile devices is to be backed up in terms of the security policy.

7. EXEMPTIONS

7.1. This policy is mandatory unless an exemption is granted by the Director: IT. Any requests for exemptions from any of these directives should be referred to the Service/Help Desk.

8. BREACH OF CONDITIONS

8.1. In circumstances where a breach of this Policy occurs, Council reserves the right to restrict the use or access to the technology or network, equipment or services and to maintain that restriction at its discretion.

9. INDEMNITY BY NON-EMPLOYEES

9.1. The Council bears no responsibility whatsoever for any legal action threatened or commenced due to conduct and activities of Council Members in accessing or using these resources or facilities. All Council Members indemnify the Council against any and all damages, costs and expenses suffered by the Council arising out of any unlawful or improper conduct and activity, and in respect of any action, settlement or compromise, or any statutory infringement.

9.2. Legal prosecution following a breach of these conditions may result independently from action by Council.

10.UPDATING THE POLICY

10.1. No amendments are to be made to any section of this Policy without such amendments first being: Consulted and approved upon with the Director: IT of MLM and duly approved in formal Council process.

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11. POLICY REVIEW

11.1. This Policy shall be reviewed as and when required but at least once every three years.

12. POLICY IMPLEMENTATION

12.1. Policy implementation shall be done by the IT Section in collaboration with the ICT Steering Committee.

12.2. The implementation review report shall be presented to the IT Steering Committee for approval and thereafter be submitted to Council structures for approval or noting.

12.3. Any revision to the Policy implementation strategy shall be approved by the IT Steering Committee.

12.4. The ICT Management shall ensure that the revised implementation strategy is implemented and subsequent reviews are conducted to review its effectiveness.

ANNEXURE "B"

Midvaal Local Municipality



Change Management and Procedure Policy

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1. Introduction

This policy will guide and inform the information Technology Change Management and Procedure. Changes to information resources shall be managed and executed according to a formal change control process. The control process will ensure that changes proposed are viewed, authorised, tested, implemented, and released in a controlled manner, and that the status of each proposed changes is monitored.

2. Policy Statement

The purpose of this policy is to establish management direction and high-level objectives for change control at the Midvaal Local Municipality (MLM).

In order to fulfill this policy, the following operational procedures shall be adhered to:

2.1. Operational Procedures

- The change control process shall be formally defined and documented. A change control process shall be in place to control changes to all MLM critical information resources (such as hardware, software, system documentation and operating procedures). This documented process shall include management responsibilities and procedures. Wherever practicable, operational control procedures should be integrated.
- At a minimum, the change control process should include the following phases:
  - ✓ Logged Change Requests;
  - ✓ Identification, prioritisation and initiation of change;
  - ✓ Proper authorisation of change;
  - ✓ Requirements analysis;
  - ✓ Inter-dependency and compliance analysis;
  - ✓ Impact Assessment;
  - ✓ Change approach;
  - ✓ Change testing;
  - ✓ User acceptance testing and approval;
  - ✓ Implementation and release planning;
  - ✓ Documentation;
  - ✓ Change monitoring; and
  - ✓ Emergency change classification parameters.

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2.2. Documented Change

All change requests shall be logged whether approved or rejected on a standardised and central system. The approval of a change request and the results thereof shall be documented.

2.3. Risk Management

A risk assessment shall be performed by the IT Department for all changes and depending on the outcome, an impact assessment shall be performed. The impact assessment shall include the potential effect on other information resources and potential cost implications.

The impact assessment should, where applicable consider compliance with legislative requirements and standards.

2.4. Change Classification

All change requests shall be prioritised in terms of benefits, urgency, effort required and potential impact on operations and affordability.

2.5. Testing

Changes shall be tested in an isolated, controlled and representative environment (where such an environment is feasible) prior to implement action so as to minimise the effect on the relevant business process as to assess its impact on operations and security and to verify that only intended and approved changes were made.

2.6. Changes Affecting SLA's

The impact of change on existing SLA's shall be considered. Where applicable, changes to the SLA shall be controlled through a formal change process which includes contractual amendments, through appropriate legal channels/processes.

2.7. Version Control/Updates

Control: any change and/or update shall be controlled by version control. Older version(s) shall be stored.

2.8. Approval

All changes shall be approved prior to implementation. Approval of changes shall be based on formal acceptance criteria i.e. the change request was done by an authorised user, the impact assessment was performed and proposed changes were tested.

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2.9. Communication Changes

All users, significantly affected by a change, shall be notified by the IT Department via email communication of the anticipated change. The user representative shall sign-off on the change. Users shall be required to make submissions and comment prior to the acceptance of the change.

2.10. Implementation

Implementation will only be undertaken after appropriate testing as per 2.5 and approval by relavant stakeholders. All major changes shall be treated as new implementation and shall be established as a project. Major changes will be classified according to effort required to develop and implement said changes.

2.11. Fall Back

Procedures for aborting and recovering from unsuccessful changes shall be documented. Should the outcome of a change be different to the expected result (as identified in the testing of the change), procedures and responsibilities shall be noted for the recovery and continuity of the affected areas.

2.12. Documentation

Information resources documentation shall be updated on the completion of each change and old documentation shall be archived or disposed of as per the documentation.

Information resources documentation is used for reference purposes in various scenarios i.e. further development of existing information resources as well as ensuring adequate knowledge transfer in the event of the original developer and/or development house being unavailable. It is therefore imperative that information resources documentation is complete, accurate and kept up to date with the latest changes.

2.13. Business Continuity Plan (BCP)

Business continuity plans shall be updated with relevant changes, managed through the change control process. Business continuity plans rely on the completeness, accuracy and availability of BCP documentation. BCP documentation is the road map used to minimise disruption to critical business processes where possible, and to facilitate their rapid recovery in the event of disasters.

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2.14. Emergency Changes

The emergency change is used when a change needs to be implemented in a compressed timeframe due to the nature of the change. An example of an emergency change is a security patch requiring implementation to prevent a virus outbreak.

Specific procedures to ensure the proper control, authorisation, and documentation of emergency changes shall be in place. Specific parameters will be defined as a standard for classifying changes as Emergency changes.

2.15. Changes Monitoring

All changes will be monitored once they have been rolled-out to the production environment. Deviations from design specifications and test results will be documented and escalated to the solution owner for ratification.

3. Compliance

Any person who fails to comply with the provisions as set out above or any amendment thereto, shall be subjected to appropriate disciplinary or legal action in accordance with the MLM Disciplinary in relation to policy provisions and Procedures collective agreement. Municipal Information Security policies, standards, procedures and guidelines shall comply with legal, regulatory and statutory requirements.

4. Appendix A: Change Control Procedure

4.1. Overview

The Change Control Procedure is undertaken to ensure that each change introduced to the project environment is appropriately defined, evaluated and approved prior to implementation.

- Any person and/or organization, internal and/or external to the Midvaal Local Municipality (MLM) that requests a service from the ICT department shall log the call on the helpdesk system (helpdesk@midvaal.gov.za) (external users may make a telephonic call). the Change Manager (Assistant Director: IT) shall determine if it warrants a change control procedure. should the Change Manager (Assistant Director: IT) determine that the request warrants a formal

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procedure, the Change Manager (Assistant Director: IT) will inform the requesting party. the following points are applicable to in the process:

- The requesting party shall obtain a, "Change Request Form" which must be duly completed and signed. The template form come complete with instructions on how to fill in the form. Assistance may also be requested from the Change Manager (Assistant Director: IT) or a staff member from ICT Section.

- In the case of an "emergency" as defined in 2.14, the Change Manager (Assistant Director: IT) will deliberate and consult with the requesting party if it is really an "emergency". If it is an "emergency", The Director: IT will authorize the change, the change may proceed based on the Director: IT 's authorization only.

- If the request for change is not approved, the Change Manager (Assistant Director: IT) will inform the requesting party (User department) and explain the reasons why the request has not been approved. The user department may appeal through their head of department. The appeal will be tabled at the next ICT steering Committee meeting for deliberation.

- The decision taken at the ICT Change Committee meeting will be documented and the requesting party shall be notified of the outcome. No further appeals will be possible unless, the reason for turning down the request is related to resources not available or circumstances that are unfavourable at the time but may become available or favourable at some future time.

- A user department that requests a change, that also requires access to MLM's network, or system shall also complete a "Network / Application Access Authorisation" form. This form must be duly completed and authorised by the relevant parties before access will be granted. This access form usually accompanies the change form. To form a complete record.

Change Control will be introduced to project through the implementation of five key processes:

a. The submission and receipt of change requests;
b. The review and logging of change requests;
c. The determination of the feasibility of change requests;

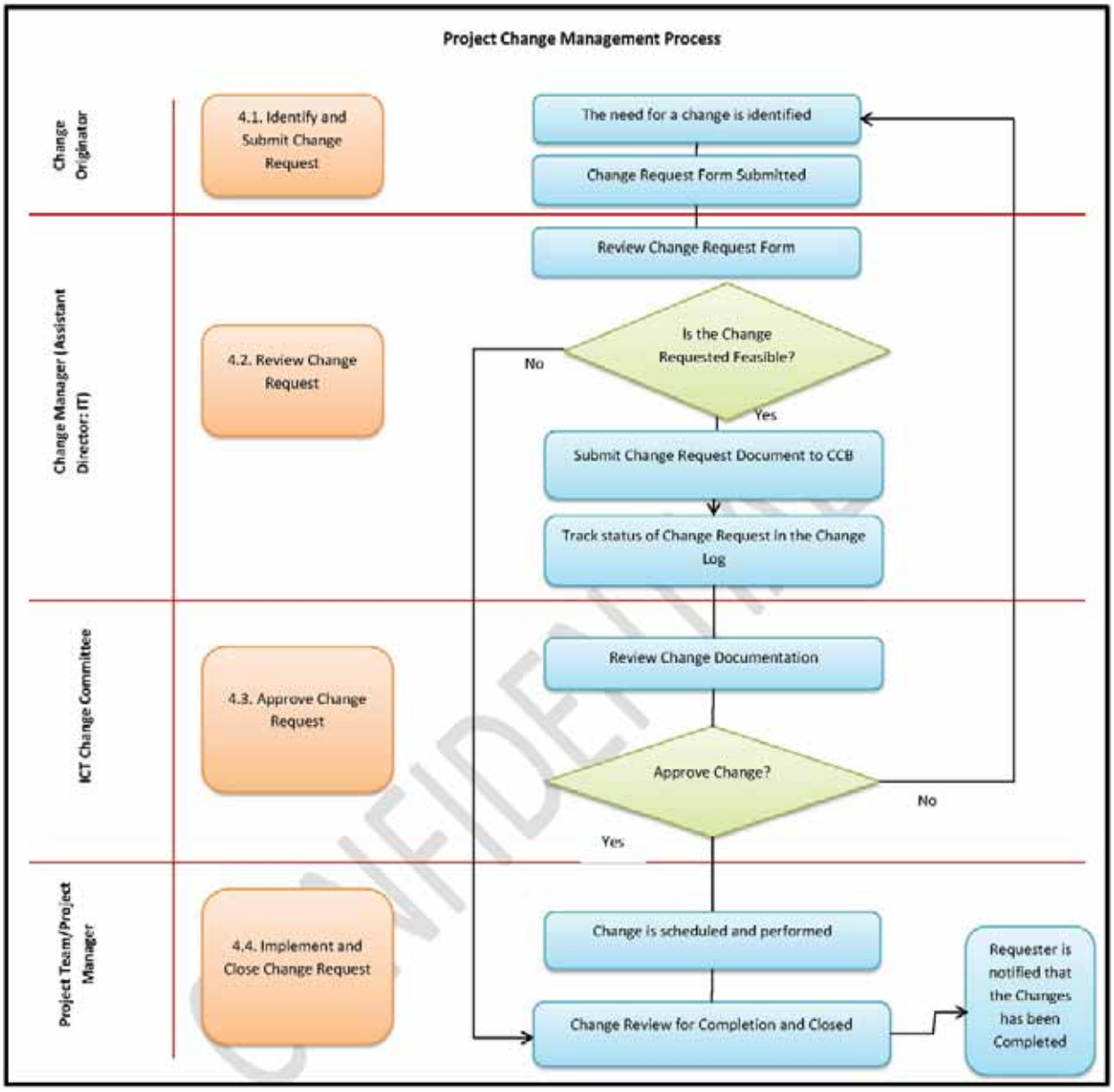
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d. The approval of change requests; and
e. The implementation and closure of change requests.

The following diagram describes the roles, processes and procedures to be undertaken to initiate, implement and review the effects of changes within the project.

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Figure 1: Project Change Management



4.1.1. Identify and Submit Change Request

This process provides the ability for any member of the project team to submit a request for a change to the project. The Change Requester:

a. Identifies a requirement for change to any aspect of the project (e.g. scope, deliverables, timescales and organization); and
b. Completes a Change Request Form (CRF) and distributes the form to the Project Manager. The CRF summarises the change:

- Description;
- Reasons;
- Benefits;
- Costs;
- Impacts;
- Any supporting documentation; and
- Approvals.

4.1.2. Review Change Request

The Change Manager (Assistant director: IT) reviews the CRF and determines whether additional information is required for the ICT Change Committee to assess the full impact of the change to the project time, scope and cost. The decision will be based on factors, such as:

a. Number of change options presented;
b. Feasibility and benefits of the change;
c. Complexity and/or difficulty of the change options requested; and
d. Scale of the change solutions proposed.

The Change Manager (Assistant director: IT) will record the CRF details in the Change Log to track the status of the change request.

4.1.3. Approve Change Request

The Change Manager (Assistant director: IT) will forward the Change Request Form and any supporting documentation to the ICT Change Committee for review and final approval. The ICT Change Committee will determine the feasibility of this change by examining factors, such as:

a. Risk to the project in implementing the change;
b. Risk to the project in NOT implementing the change; and

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c. Impact on the project in implementing the change (time, resources, finance, quality).

After a formal review, the ICT Change Committee may:

a. Reject the change;
b. Request more information related to the change;
c. Approve the change as requested; and
d. Approve the change subject to specified conditions.

4.1.4. Implement and Close Change Request

If the change is approved, the following will occur:

a. An implementation date of the change will be identified;
b. A test of the change will be scheduled and performed;
c. The change will be implemented;
d. The implementation of the change will be reviewed and deemed successful or corrective actions taken;
e. The success of the change implementation will be communicated to all parties; and
f. The change request will be closed on the Change Log.

4.2. Change Management Roles

The following will play a role in the request, review, tracking and approval of a change request:

4.2.1. Change Requester

The Change Requester initially recognises a need for change to the project and formally communicates this requirement to the Change Manager. The Change Requester is responsible for:

a. Identifying the requirement to make a change to the project;
b. Documenting the requirement by completing a Change Request Form; and
c. Submitting the Change Request Form to the Change Manager (Assistant Director: IT) for review.

4.2.2. Change Manager (Assistant Director: IT)

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The Change Manager (Assistant Director: IT) receives, logs, monitors and controls the progress of all changes within a project. The Change Manager (Assistant Director: IT) is responsible for:

a. Receiving all CRFs and logging them in the Change Log;
b. Categorising and prioritising all CRFs;
c. Reviewing all CRFs to determine whether additional information is required;
d. Forwarding the CRF to the Change Committee for approval;
e. Escalating all CRF issues and risks to the Change Committee;
f. Reporting and communicating all decisions made by the Change Committee; and
g. Close the Change Request and update the Change Log when completed.

4.2.3. Change Committee

The Change Committee is the Steering Committee or other authorised body who is the principle authority for all CRFs forwarded by the Change Manager. The Change Committee is responsible for:

a. Reviewing all CRFs forwarded by the Change Manager;
b. Considering all supporting documentation;
c. Approving / rejecting each CRF based on its relevant merits;
d. Resolving change conflict (where 2 or more changes overlap); and
e. Identifying the implementation timetable (for approved changes).

4.2.4. Project Team/Project Manager

The Project Team and Project Manager schedules and implements all changes. This group is responsible for:

a. Scheduling all changes (within the parameters provided by the Change Committee);
b. Testing all changes, prior to implementation;
c. Implementing all changes within the project; and
d. Reviewing the success of a change, following implementation.

4.3. Change Management Documents

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The following documentation is used to monitor and/or control changes to the project:

4.3.1. Change Request Form

The 'Change Request Form' is used to identify and describe a proposed change to the project.

4.3.2. Change Request Form Template

This form is divided into three sections.

- **Section 1** is intended for use by the individual submitting the change request.
- **Section 2** is intended for use by the Project Manager to document/communicate their initial impact analysis of the requested change.
- **Section 3** is intended for use by the Change Committee to document their final decision regarding the requested change.

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5. APPENDIX B: CHANGE CONTROL TEMPLATES

5.1. Change Request Form

This form is divided into three sections. Section 1 is intended for use by the individual submitting the change request. Section 2 is intended for use by the Change Manager (Assistant Director: IT) to document/communicate their initial impact analysis of the requested change. Section 3 is intended for use by the ICT Change Committee) to document their final decision regarding the requested change.

1.) SUBMITTER - GENERAL INFORMATION				
Type of CR	☐ Enhancement	☐ Defect	☐ Emergency	
Project/Program/Initiative				
Submitter Name	*[John Doe]*			
Brief Description of Request	*[Enter a detailed description of the change being requested]*			
Date Submitted	*[mm/dd/yyyy]*			
Date Required	*[mm/dd/yyyy]*			
Priority	☐ Low	☐ Medium	☐ High	☐ Mandatory
Reason for Change	*[Enter a detailed description of why the change is being requested]*			
Other Artifacts Impacted	*[List other artifacts affected by this change]*			
Assumptions and Notes	*[Document assumptions or comments regarding the requested change]*			
Comments	*[Enter additional comments]*			
Attachments or References	☐ Yes	☐ No		
	Link:			
Approval Signature	*[Approval Signature]*		**Date Signed**	*[mm/dd/yyyy]*

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2.) PROJECT MANAGER - INITIAL ANALYSIS	
Hour Impact	*[#hrs]*	*[Enter the hour impact of the requested change]*
Duration Impact	*[#dys]*	*[Enter the duration impact of the requested change]*
Schedule Impact	*[WBS]*	*[Detail the impact this change may have on schedules]*
Cost Impact	*[Cost]*	*[Detail the impact this change may have on cost]*
Comments	*[Enter additional comments]*	
Recommendations	*[Enter recommendations regarding the requested change]*	
Approval Signature	*[Approval Signature]*	**Date Signed**	*[mm/dd/yyyy]*

3.) ICT CHANGE COMMITTEE – DECISION			
Decision	☐ Approved	☐ Approved with Conditions	☐ Rejected	☐ More Info
Decision Date	*[mm/dd/yyyy]*		
Decision Explanation	*[Document the CCB's decision]*		
Conditions	*[Document and conditions imposed by the CCB]*		
Approval Signature	*[Approval Signature]*	**Date Signed**	*[mm/dd/yyyy]*

C 2585/06/2021
MC A/5548/06/2021

9.A.9 [CC:CS]: REVIEW OF ICT POLICIES

6/2/2/5/P

COMPETENCY: COUNCIL

RESOLVED

1. That the ICT Security Management and Procedure Policy, attached to the report as Annexure “A”, be approved.

2. That all Heads of Department, be informed of the Policies.

C 2585/06/2021
MC A/5548/06/2021

9.A.9 [CC:CS]: REVIEW OF ICT POLICIES

6/2/2/5/P

COMPETENCY: COUNCIL

PURPOSE

To submit the reviewed ICT Security Management and Procedure Policy for approval.

RECOMMENDATIONS

1. That the ICT Security Management and Procedure Policy, attached to the report as Annexure "A", be approved.

2. That all Heads of Department, be informed of the Policies.

REPORT

Midvaal Local Municipality recognises the need to embrace new and emerging technologies to improve the way business is conducted and contribute to improving the way the Municipality meets its business objectives. Attached, hereto is the reviewed ICT policies which has been reviewed and updated.

I. ICT Security Management and Procedure Policy

COMMENTS: MEETING OF THE MUNICIPAL MANAGER AND HEADS OF DEPARTMENT: 18 MAY 2021

Resolved to Recommend

That the Item be referred to the Section 80 Corporate Services Portfolio Committee.

COMMENTS: SECTION 80 CORPORATE SERVICES PORTFOLIO COMMITTEE: 08 JUNE 2021

The recommendations are supported.

Midvaal Local Municipality (MLM)

ICT SECURITY AND PROCEDURES POLICY

APRIL 2021

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c. Never leave mobile devices or storage media (such as laptops, memory sticks, cell phones, tablets, etc.) unsecured while not in your office. 9
d. Any theft or loss of the device must be reported to the police and the management immediately or before the expiry of 48 hours from the occurrence of the incident. 9
e. Any damage to the device must be reported to the manager immediately. 9
f. Employees are not allowed: 9
i. To remove computer devices in order to work at home without proper authorisation from ICT management. 9
ii. To make unauthorised changes to the hardware components and software configurations in their computers. 9
iii. To install or uninstall software on his/her computer. 9
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1. Terms and Definitions

Term	Definition
Administrator/s	The person responsible for management and control of critical database and systems.
BYOD (Bring Your Own Device)	Any electronic device owned, leased or operated by an employee or contractor of organisation which is capable of storing data and connecting to a network, including but not limited to mobile phones, smartphones, tablets, laptops, personal computers and notebooks.
Custodian	A person that looks after the well-being of the systems and infrastructure.
Domains of Security	The areas of security e.g. Computer, server room, systems, network points and wireless connections.
ICT	Information and Communication Technology.
LAN	Local Area Network.
Ordinary User/End-User or User	The person accessing any part of the system to carry out his/her function.
PC	Personal Computer.
POPI	Protection Of Personal Information
Security	The state of being free from unexpected risk.
TCP/IP	Transport Control Protocol and Internet Protocol.
MLM	MIDVAAL LOCAL MUNICIPALITY.
WAN	Wide Area Network.
SU	Switch User
ROOT	An account/ username for an account with administrative privileges.

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2. Introduction

MIDVAAL LOCAL MUNICIPALITY (MLM) herein referred to as the "Municipality" recognises that Information and Communications Technology (ICT) systems and information are valuable assets essential in supporting the Municipality's strategic objectives. The Municipality recognises its obligations to protect information from internal and external threats and recognises that effective information security management is critical to ensure the successful enablement of ICT and delivery of business functions and services. The Municipality is committed to preserving the confidentiality, integrity and availability of all physical and electronic assets.

MLM saw a need to review its ICT Security Policy to ensure that it is in line with the appropriate Information Security Standards such as ISO/IEC 27002, and ensure that the appropriate Laws, Regulations and Acts such as POPI are being adhered to. This ICT Security Policy will:

a. Explain the need for ICT Security.
b. Specify the various categories of ICT data (email, financial, HR, History etc.), equipment and processes subject to this policy.
c. Indicate, in broad terms, the ICT Security responsibilities of various employees of the MLM; and
d. Indicate appropriate levels of security through standards, procedures and guidelines.

3. Purpose

To set standards and guidelines for ICT Security and enumerate the elements that constitutes ICT Security at MLM.

4. Policy Intent/Objectives

a. To articulate the role and mandate of ICT Administrators in the provisioning and use of information and technology services in MLM as a group.
b. To demarcate roles and responsibilities with respect to ICT systems and infrastructure.
c. To safeguard the integrity, security, and stability of MLM's ICT systems.
d. To provide assurance to all stakeholders that the confidentiality, integrity, and accuracy of information they receive/supply from/to MLM's systems is not compromised.
e. To place MLM in a position where the accurate information can be provided to key decision makers at the right time and in the right format; and
f. To provide clarity to employees on what is acceptable and unacceptable in respect of ICT resources at their disposal.

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5. Scope of ICT Security

5.1. Definition of Security

Security can be defined as "the state of being free from unexpected risk".

The risk concerns the following categories of losses:

a. Confidentiality of information.
b. Integrity of data.
c. Assets.
d. Efficient and Appropriate Use; and
e. System availability.

5.2. Domain of Security

This policy will deal with the following domain of security:

a. Computer system security: Central Processing Unit (CPU), Peripherals, Operating System (OS). This includes Data Security.
b. Physical security: The premises occupied by ICT personnel, ordinary users and equipment.
c. Operational security: Environment control and power equipment. Procedural security by ICT, vendor, and management personnel, as well as ordinary users.
d. Communication security: Communication equipment, personnel, and transmission paths.

6. Roles and Responsibilities

6.1. Policy Management

a. Approval of the ICT Security Policy is vested with the Council.
b. Formulation and maintenance of the ICT Security Policy is the responsibility of the Accounting Officer supported by the ICT Management.

6.2. Policy Implementation

a. Every employee of the MLM shall be responsible for meeting published ICT standards of behaviour.

6.3. Custodians

a. ICT Department shall be the custodian (keeper) and maintenance of all systems and platforms.
b. ICT Department shall be the custodian of all communication systems (network infrastructure and email systems).
c. System owners shall be responsible for all systems operating under their Department.

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d. Individuals shall be the custodians of desktops and laptops under their control and/or use.

6.4. Individuals

All users of the Municipality's ICT resources:

a. Are responsible for the proper care and use of peripheral resources under their direct control (PC's, printers and/or networks).

7. Benchmarking

a. The ICT Department shall identify which best practice standards and frameworks to benchmark against.
b. The identified benchmarks will only serve as a guide and not the policy of MLM unless explicitly approved by the Council to be the policy of MLM.
c. As integral part of this policy, all that is deemed necessary shall be included in this policy.
d. This policy has considered suggestions and guidelines provided in ISO 27001/2 and KING III.

8. ICT Governance

8.1. Governance Principles

ICT Department shall be guided by the following principles in the executiion of its duties:

a. People are the most important resource for the successful design, development, implementation and operation of systems.
b. Enabling process ownership, clear responsibility and accountability for ICT activities.
c. Enabling the alignment of ICT objectives with MLM objectives, setting priorities and allocating resources.
d. Ensuring return on ICT investments, realising benefits and minimising costs
e. Ensuring that resources have been organised efficiently and sufficient capability (technical infrastructure, process and skills) exists to execute the ICT Strategy.
f. Making sure that critical ICT activities can be monitored and measured, so problems can be identified and corrective action can be taken.
g. A service-oriented approach will be followed for the service delivery to enable business in order to eliminate redundancy and maintain operational effectiveness.
h. Duplicate of process, system, function data and effort is to be avoided at all costs as it represents inefficiencies and unnecessary effort.
i. All MLM processes must be automated where it is practical and affordable to do so.
j. Best practice standards must be adhered to at all times, where possible, in order to facilitate the integration of systems.

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k. Business continuity and recovery must be assured when acquiring, developing, enhancing or outsourcing systems.

8.2. Governance Structures

a. **Council:** For the approval of the ICT Strategy, Policy and Budget.
b. **Audit Committee:** To provide oversight on ICT related audit issues.
c. **Risk Committee:** To provide oversight on ICT strategic risks; and ICT recommendations for council's approvals.
d. **Change Control Committee:** For the approval of the changes to be made to the ICT production/ live environment.
e. **ICT Steering Committee:** For the approval of internal ICT practices and standards; prioritisation of ICT projects; and deployment of ICT resources.

9. Acceptable use of ICT Resources

a. ICT resources are provided to employees for the purpose of executing MLM's business activities.
b. Users must handle all information assets that they are using or have access to, with care that MLM operations will not be disrupted and/or no undue financial/reputational loss will be incurred.

10. Unacceptable use of ICT Resources

a. The use of MLM's ICT resources for private work, malicious purpose, social activism, political party purposes, illegal activities including fraud, etc. is strictly forbidden.

11. Policies and Procedures

11.1. ICT Security Procedure

a. ICT Security must be viewed as an integral part of the use and management of MLM information.
b. There shall be access controls in place to ensure security of information, logging and reviewing of certain system and user activities, reporting of suspected security breaches, threats or risks and monitoring and taking action on exceptions.
c. Encryption tools and technologies must be employed to protect classified information stored in the MLM's database or transmitted via communication devices.
d. All Third-Party service providers accessing MLM's systems must adhere to the following.
    i. An access control form, specifying the access requirements, applications to be accessed and duration of access needs and
    ii. Provide copy of identity document.

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11.2. Safeguarding of Assets

a. It is the responsibility of the employee allocated a computing device to ensure that the device is secured and protected at all times.
b. The laptop should always be kept in a safe and hidden place of a car (e.g. the boot) when in transit with it.
c. Never leave mobile devices or storage media (such as laptops, memory sticks, cell phones, tablets, etc.) unsecured while not in your office.
d. Any theft or loss of the device must be reported to the police and the management immediately or before the expiry of 48 hours from the occurrence of the incident.
e. Any damage to the device must be reported to the manager immediately.
f. Employees are not allowed:
    i. To remove computer devices in order to work at home without proper authorisation from ICT management.
    ii. To make unauthorised changes to the hardware components and software configurations in their computers.
    iii. To install or uninstall software on his/her computer.
g. It is the responsibility of employees to return all MLM ICT assets before leaving the organisation**.**

11.3. Data Centre Procedure

a. The Director: ICT shall maintain safe and secure facilities for housing the corporate ICT resources. The facilities must be purpose built to withstand natural and unnatural disasters, must have appropriate systems and tools to prevent, detect, and suppress hazardous situations.
b. Access to MLM's computer facilities must be strictly controlled and no unauthorised access shall be allowed.
c. The facilities must be kept in a neat and tidy state at all times and no eating, drinking and smoking is allowed. No hazardous materials may be brought into the data centre.
d. The facilities must be compliant with minimum data centre standards and requirements.
e. Data encryption must be used to provide security for confidential or sensitive information, depending on the risks of disclosure, operational costs and technical considerations.

11.4. Network Security Procedure

a. Mechanisms must be in place to provide both protection and accountability in the use of MLM networks.

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11.3.1. Connection to External Networks

a. Connection of MLM networks or computers to external networks and the Internet must only be established if appropriate auditing and security barriers exist between MLM and external networks. Such connections must only be established and authorised by the ICT Security officer with the express permission and approval of Director: ICT.

Municipal services that are made available over the Internet must be designed with security in mind, to mitigate risks to a level that is acceptable based on a risk assessment, by complying with the MLM standards.

11.3.2. Connection from External Networks

b. Connection of any external individual's or organisation's ICT equipment to the MLM network must only be established and authorised by the ICT Security officer with the express permission and approval of Director: ICT.

11.3.3. Network Connection Capabilities

c. Network connection capabilities (both internal and external) must be limited to those based on documented business requirements and authorised by the ICT Security officer with the express permission and approval of Director: ICT.

11.3.4. Malicious Software Protection

a. All MLM computing assets must be protected from malicious software, including computer virus infection.
b. Regular checking for malicious software must be undertaken throughout the network and its components consistent with the risk of infection and the classification of the information involved.
c. Data from personal, public or other external sources must not be loaded or operated on MLM computers or the MLM network without being checked for malicious software.

11.3.5. Network Integrity

a. The transfer of information must not affect the integrity of any other system's information, by avoiding the access controls established within other system or within the network.

11.3.6. Capture of Network Traffic

a. Network devices or software designed to capture and/or analyse network traffic must not be installed on MLM networks without appropriate authorisation from the ICT Security Officer (e.g., IP scanner, Wireshark & etc.).

11.3.7. Network Design

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11.3.7.1. Data Integrity

a. The LAN will be monitored for excessive collisions, time-outs, retries etc., as well as unknown/duplicate IP addresses and inappropriate protocols.
b. Network Monitoring tool should be utilised to monitor network traffic, CPU, and disk usage.

11.3.7.2. Intrusion Protection

a. All unused network port will be disabled.
b. MLM Server Rooms must be secured and maintain controlled measures for good security at all times.
c. A firewall must be placed between the municipality's LAN and any external public network.

11.4. Communication Security Procedure

MLM should establish and maintain full control over its connectivity medium and maintenance of the systems.

11.4.1. Communication Risks

The Municipality has varying degrees of control over its communications depending on the following areas:

a. Total control over network, given that the Municipality's employees, or personnel under the direct control of the Municipality, plan, install, manage, and maintain these systems.
b. Full control over the Municipality's firewall(s).
c. Limited control over third party systems.

11.5. Data Management Security Procedure

11.5.1. General Obligations

a. All aspects regarding server platforms must be subject to a suitable level of control, which include:
   - Acquisition of only approved software and hardware. (See the software and hardware acquisition procedure).
   - The restriction of access to computer at a level which compensates the risk associated with the application to which access can be gained.
   - The appropriateness of backup and recovery controls, depending on the criticality of the programs.
   - The strict control over changes to the server Platform environment.

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11.5.2. Acquisition of Software and Hardware

a. Only approved software and hardware may be acquired.
b. The unauthorised copying of licensed and unlicensed software is prohibited.
c. All server platforms must be subject to regular reviews for unlicensed and unauthorised software.
d. New hardware must be tested locally before installation.
e. Maintenance of server platforms must be controlled and administered by the ICT Department.

11.5.3. Hardware Security

The following general rules apply to the location of all Servers:

a. Servers should be stored in a lockable room where access is restricted to systems administrator, IT Technicians, Other service providers under supervision and ICT Personnel.
b. Servers should be located away from environmental hazards.
c. Servers should be housed in a temperature and humidity-controlled room.
d. The room housing servers should be protected with functional fire detection and suppression systems.
e. Backup media should be stored in a secure environment, preferably off site.

11.5.4. Server Access Level Security

a. Only the System Administrator and ICT Management will have access to the ROOT system through the ROOT PASSWORD.
b. The System Administrator is responsible for setting up user profile, username and password for individual users.
c. A user can only obtain access to the Server Environment and its applications through the allocation of a Username and Password combination.
d. Only upon recommendation and support by the approval from the ICT Directors, will the user be registered with a username and password.
e. All Admin Accounts (Username and Password) to be created on AD with suitable access rights.

11.5.5. Backup Procedure

a. All data to be regularly and systematically backed up.
b. Database account exports will be made at regular intervals.
c. Backup media will be stored apart from the system in a temperature, humidity controlled safe environment.

11.5.6. Access Control

User Access to data and applications will be authorised by the ICT Directors.

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11.5.7. Server Data Management Security Procedures

11.5.7.1. Responsibility for Procedures

a. It is the responsibility of the IT Security Officer Governance and Security to ensure that the necessary security procedures are in place to comply with the Municipality's security policy.
b. It is the responsibility of the Systems Administrator and the IT security officer to maintain and follow procedures to ensure security of system and data.
c. End user needs to fill in a "New user creation and amendment form" that will be used by the System Administrator to give that user specific access rights to applications.
d. A record of user access rights will be maintained by the Systems Administrator.

11.5.7.2. Server Access Level Procedures

a. The Systems Administrator and the IT security officer is the only person that has Administrator/ROOT privileges.
b. User profile, Username and Password are set for authorised users by domain admins.
c. The domain administrators can reset forgotten or expired passwords.
d. Server Administrator/ROOT passwords are to be securely kept in the MLM secure vault application.
e. The Administrator/ROOT password is changed after it has been given to any third party for system administrations work.
f. For password specifics see the User Account Management procedures.
g. All server files have permission security.
h. Users are given access to various groups depending on their purpose.
i. Access to certain groups is denied, preventing accidental alteration or deletion of server System files.

11.5.8. Database Level Security Procedures

11.5.8.1. Database

a. All Database System account passwords are securely kept.
   - User accounts are password protected.
   - The user account only has read/write access to the database (in line with their functionality).
   - The server administrator/ROOT system account has full access to the database.

11.5.9. Backup Security

a. All data is regularly and systematically backed up and the following storage locations apply:
   - Refer to backup and DRP procedure documents for specific information.

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11.6. End-User Security Standard and Guidelines for Use of Computing and Network Facilities

11.6.1. Introduction

Personal computer (either desktop and/or laptop) enable the MLM employees to conduct the organisation's day-to-day business activities more effectively and efficiently. In addition, personal computers will also allow MLM employees greater access to resources and information. In order to promote a working environment, which is conducive to teamwork, it is essential that all users understand their roles and responsibilities with regards to information security and adhere to the security requirements of MLM.

11.6.2. Purpose and Scope of Standard

a. The purpose of the End-User Security Standard is to:
   - Clarify all users within MLM, what their responsibilities are relating to security of MLM's information and computing resources.
   - Define what the potential risks and dangers are for MLM in the event of misappropriation and abuse of computing equipment by users; and
   - Regulate the professional and effective use of computing equipment within MLM as well as between MLM and external entities.

b. The End-User Security Standard is applicable to all employees within MLM, where the term "employees" in this instance refers to all permanent employees, contract workers, temporary employees and all third partied contracted by the MLM to provide services to the Municipality.

11.6.3. Governing procedure Statements

All employees need to be aware of security risks and vulnerabilities to create a company-wide security consciousness as an ICT Management culture. Therefore, security awareness and training programmes shall be initiated, and each employee shall be required to receive the necessary Information Security awareness training.

11.6.4. Personal Use of PCs and Workstations

11.6.4.1. Personal Use

a. Endpoint devices e.g. PCs and Workstations are effective and efficient business tools. They should be used as such. PCs and Workstations may be used outside working hours for incidental personal purpose on condition that:
   - Approval has been obtained from the HOD and Director: ICT and its use is limited to the approved studies.

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11.6.5. Controlling Configurations on Endpoint devices e.g., PCs and Workstations

11.6.5.1. Changes to Software

a. MLM has a standard list of permissible software packages that users can run their computers. Software package conditions that users must adhere to include:
   - The ICT Department must approve, manage and assist with installation of all software packages.
   - Users are not allowed to install any other software packages on their computers. Users must request the installation of additional software packages through the normal call logging procedure.
   - Users are not allowed to download and install software, games and/or freeware from the Internet.

11.6.5.2. Changes to PC Configurations

a. With regard to the MLM supplied computing equipment, user must adhere to the following conditions:
   - Users can not change operating system configurations as supplied to them by the ICT Department.
   - Users can not upgrade existing or install new operating systems.
   - The ICT Department personnel (in person or with remote system maintenance software) will perform any authorised changed to computer.

11.6.6. Changes to Hardware

Computer equipment supplied by MLM cannot be altered or added to in any way (e.g. upgrade processor, expanded memory, or extra circuit boards). Requests related to changes in hardware must be channelled through the IT Helpdesk.

11.6.7. Controlling Access to PCs and Workstations

11.6.7.1. Preventing Unauthorised Logical Access

a. Users are responsible for obscuring the content on their computer screen from unauthorised viewing.
b. Users must not leave their workstation unattended. Users must lock their workstation (s) and any active applications when leaving their computers unattended. Press (windows key + L)
c. A user must ensure they have logged out of all systems, including the network, after hours.

11.6.7.2. Choice of Passwords

Refer to the User Account Management procedure for password specifics for each corporate system.

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11.6.7.3. Safeguarding Passwords

a. Users must keep their user ID and password confidential. Proper safekeeping of a user ID and password includes:
   - Passwords must not be written down, e.g., diaries, post-it stickers, desk calendars, etc.;
   - Users must maintain exclusive control of their personal passwords; they must not share them with others and.
   - Manually entering your password every time you log on and not choosing the" save" password option.
b. Users are responsible for all activity attributable to and/or recorded as originating from their authenticated user ID, Users must immediately report suspicious activity and/or suspected misuse of their user ID and password to the ICT Department and to their HOD.

11.6.7.4. Preventing Unauthorised Physical Access

a. Printers and copiers must not be left unattended when 'secret' or 'confidential' data is being printed or copied.
b. Fax machines must not be left unattended when 'confidential' or 'secret' data is being faxed.

11.6.8. Virus Controls on Endpoint devices e.g. PCs and Workstations

11.6.8.1. Virus Programs

Users are not allowed to remove virus detection packages installed on their computers.

11.6.8.2. Virus Controls

Users must take the necessary precautions to ensure that viruses are not introduced into the MLM's environment. Externally supplied flash disks, hard drives, CD-ROMs, and other removable storage media must not be used unless they have first been checked for viruses.

Many virus checking programs cannot detect viruses in compressed files, therefore externally supplied computer-readable files (software programs, databases, word processing documents, spreadsheets, etc.) must be decompressed prior to being subjected to an approved virus checking process.

11.6.8.3. Eradicating Viruses

Because viruses can be complex and sophisticated, users must not attempt to eradicate them without expert assistance. If users suspect infection by virus, they must immediately stop using the involved device, disconnect from all networks, and log a call with the IT Helpdesk through the normal call logging procedure.

11.6.8.4. Virus Protection Measures

a. Users must not open e-mail attachments from unknown sources.
b. Executable attachments (i.e. exe, js, ini, Inc, vbs) must not be launched and should be deleted immediately.
c. Users must not intentionally write, compile, copy, propagate, execute, or attempt to introduce any computer code designed to self-replicate, damage, or otherwise hinder the performance of any MLM device system. Such software may be called a virus, worm, or a Trojan horse.

11.6.9. Software Compliance on Endpoint devices e.g., PCs and Workstations

11.6.9.1. Copyright Protection

a. MLM strongly supports strict adherence to software vendor's license agreements and copyright holder's notices. Users must therefore strictly adhere to the following conditions:
   - Making unauthorised copies of licensed and copyrighted software, even if only for "evaluation" purposes, is strictly forbidden.
   - MLM allows reproduction of copyrighted materials only to the extent legally considered "fair use" or with the permission of the author/owner.
   - If users have any questions about the relevance of copyright laws, they should contact the ICT Department.
   - Unless they receive information to the contrary, users must assume that software and other materials are copyrighted.
   -

11.6.10. Destruction of Information

11.6.10.1. Deletion of Information

a. Disposal of MLM information and computer hardware assets must be done by ICT Department in accordance with National Information Agency guidelines, which state that, data must be deleted from any computer, before disposal.
b. All disks and CDs must be cleared of sensitive information before given to any third party or employee of MLM not authorised to see the content.
c. Confidential, secret and top-secret information may not be distributed to third parties without prior written consent from Municipal Manager.

11.6.11. Use of Networking Facilities

11.6.11.1. Use of Wireless Routers

Wireless Routers for office computers are not permitted unless used in offices that are not connected to the network, and if prior consent is obtained from the office of the Director: ICT.

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11.6.12. Reporting and Responding to Security Incidents

11.6.12.1. Reporting Security Incidents

If a security incident is suspected or noticed by an employee, the employee must immediately notify the MLM ICT Department.

11.6.13. Use of Internet and Email

11.6.13.1. Personal Use

a. Internet/Email must be used in accordance with the following acceptable use conditions:
   - It does not consume substantial amounts of MLM's bandwidth.
   - It does not expose MLM to a noticeable increase in costs.
   - It does not expose MLM to reputational or financial risks.
   - It is used in the furtherance of MLM business activities with the exception of Internet banking and study research.

b. In the event of any suspicious, malicious and misuse of internet, the ICT department reserves the right to revoke and restrict internet access.

11.6.13.2. Prohibited Use

a. The creation, transmission, receipt or storage of certain content may be in violation of regulatory and statutory requirements and are therefore prohibited within MLM. This content includes, but is not limited to the following:
   - Threats.
   - Pornographic or sexually explicit material.
   - Material containing derogatory racial, gender, religious or hate-oriented comments.
   - Unfounded remarks about products or other companies.
   - Defamatory remarks, including defamation of character.
   - Discriminatory language or remarks that would constitute harassment of any type.
   - Any other comment that offensively addresses someone's age, sexual orientation, political beliefs, national origin, or disability.

b. To ensure bandwidth is not abused, the following is prohibited:
   - Causing congestion on the network by distribution of, for example chain letters, jokes, bitmaps and applications that add no value to the business.
   - Broadcasting unsolicited commercial email (Junk email or "Spam") to mailing lists.
   - Sending inappropriate messages to groups or individuals and spreading broadcasts without permission of the ICT Department or Municipality Manager.

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11.6.13.3. General Conditions

a. Email accounts, and the email messages contained within these accounts, are important to the business functions of MLM. As such, the messages and email accounts are the property of MLM and will be managed by ICT Department. In the event of any employee termination, the employee's email account shall remain with MLM. All messages may be reviewed and redirected to the employee's successor or otherwise archived and/or deleted, as appropriate.
b. Users are prohibited from sending a message to someone else from another user's account.
c. Users must ensure that their "out of office" reply is activated when they are away for a day or more.
d. Internet/Email users will be held personally responsible for all activity conducted under his/her user ID and password.

11.6.14. Disclaimer of Liability

11.6.14.1. MLM Disclaimer

MLM is not responsible for material viewed or downloaded by users from the Internet or other public communications network. Users are cautioned that web pages may include offensive, sexually explicit, and/or other inappropriate material. Users accessing the Internet and other public communications networks do so at their own risk.

11.6.14.2. Email Disclaimer

The information in this email and in any attachments is confidential and intended solely for the attention and use of the named addressee(s). This information may be subject to an attorney and client or other privileges. It must not be disclosed to any person without Midvaal Local Municipality permission. Please note that the recipient must scan this e-mail and any attached files for viruses and the like. Midvaal Local Municipality accepts no liability of whatever nature for loss, liability damage or expense resulting directly or indirectly from the access of any files which are attached to this message.

11.6.14.3. Device Legal Notice to Users

This system is for the use of authorized users only. Individuals using this computer system without authority, or in excess of their authority, are subject to having all of their activities on this system monitored and recorded by Midvaal Local Municipality IT personnel. In the course of monitoring individuals improperly using this system, or in the course of system maintenance, the activities of authorized users may also be monitored. Anyone using this system expressly consents to such monitoring and is advised that if such monitoring reveals possible evidence of criminal activity, IT personnel may provide the evidence of such monitoring.

11.7. Electronic Communication Policy and Systems Access Control Procedure

11.7.1. Introduction

a. Computer information systems and networks are an integral part of business within MLM. The Municipality has made a sustainable investment in human capital and financial resources to create and maintain these systems and networks and the integrity and operation thereof should be always protected.
b. The enclosed policies have been established in order to:
   - Protect this investment.
   - Safeguard the information contained within these systems.
   - Reduce business and legal risk.
   - Protect the reputation of the Municipality.
   - Limit and manage the legal risk to which the Municipality is exposed through the use of electronic communications.

11.7.2. Condition of Employment

Adherence to this electronic communications policy is a condition of employment. Contravention of this policy will result in disciplinary action in accordance with Municipality policy and the disciplinary code and procedures as set out elsewhere in the Municipalities Policy Manual. The requirement of adherence to the provisions of the policy should also be included in the relevant Employment contract as a condition of service.

11.7.3. Administration

The IT Director is responsible for ICT Security policies supported by the IT Security Officer who is responsible for the administration of these policies.

11.7.4. Contents

The topics covered include:

a. Statement of responsibility.
b. The Internet and email.
c. Computer viruses.
d. User accounts and passwords.
e. Physical security.
f. Software copyright and license agreements.
g. Mobile and home computing use.

11.7.5. Statement of Responsibility

General responsibilities pertaining to this policy are set forth in this Department. The following sections list the additional specific responsibilities.

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11.7.5.1. HOD Responsibilities

Department HODs must ensure that all employees under their immediate supervision are aware of and comply with this policy.

11.7.5.2. Employee Responsibilities

The employee must ensure that he or she adheres to the content of this policy and enquire from the Director: ICT for clarity on any aspect of this policy that is unclear or needs further explanation.

11.7.6. The Internet and Email Usage

The Internet is a large, publicly accessible network of networks that has millions of connected users and Organisations world-wide.

11.7.6.1. Procedure

a. Access to Internet and email is provided to certain category of employees for the benefit of the MLM and its business. Access to both the Internet and email is a privilege and such access is limited as defined in the Internet/Email policy. Employees are able to connect to a variety of business information resources around the world, through the Internet.
b. The Internet is also replete with rinks and inappropriate material. To ensure that all employees are responsible and productive Internet users and to protect the Municipality's interests, the following policy has been established for using the Internet and email.
c. The Internet and email facilities provided by the Municipality are primarily intended for official business usage and to enhance the Municipality's business. Private and personal use, in moderation, will be tolerated, subject to the rules detailed in this policy. The Municipality will not accept any liability regarding the use of the Internet or email facilities when used for private use, and the employee hereby indemnifies the Municipality against any such liability.

11.7.6.2. Acceptable Use

a. Municipality employees may access the Internet through the Municipality's network for the purpose of conducting the Municipality's business. Employees using electronic communications may cause the Municipality to be held liable for legal liability arising through or caused by such use. Employees are responsible for ensuring that the Internet is used in an effective, ethical, and lawful manner. Examples of acceptable use are:
    - Using the Internet to obtain business information for Municipality use from commercial or academic web sites.
    - Accessing databases for information needed for Municipality business.
    - Using email for business contacts and correspondence.
    - Utilising the Internet, including email, as a tool to advance the business objectives of the Municipality.

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- When forwarding email or replying to email, the contents of the original email should not be altered. If the content needs to be changed, then all changes must be clearly marked as such.
- The Municipality has right to limit the size of incoming and outgoing email messages and attachments, downloads and other files and may block and delete email messages, downloads, attachments or other files that are larger than the set minimum size. It is the responsibility of the employee to limit the size of attachments and other files to prevent overloading of the electronic communication system resources.
- Email should be kept brief and formulated appropriately.

11.7.6.3. Unacceptable Use

a. Employees must not use the Internet or email for purposes that are illegal, unethical and harmful to the municipality (including statements, actions and/or omissions).
Employees shall not:
   - Receive, store, download, print, distribute, send, or access any content or material that is offensive, harassing, fraudulent, racist, illegal, or obscene (including any form of pornography).
   - Participate in email "chain letters" or unsolicited email (" spam"), for example, email message containing instructions to forward the message to others were not for official or Municipality business purposes.
   - Send or forward joke emails, electronic greeting cards, Christmas cards, copyrighted music files (e.g., MP3), copyrighted video clips (not related to official business) and games that can negatively impact on the overall performance of the Municipality's communication resources.
   - Represent personal opinions as that of the Municipality via email or publication of unauthorised statements onto web sites, bulletin boards, discussions areas or newsgroups.
   - Modify an email message and forwarding or replying therewith without noting the changes, i.e., deletions, removal of recipients or modification of content.
   - Send, reply to or forward email messages or other electronic communications which hides the identity of the sender, represents, or sender as someone else.
   - Use information, email, files, downloads, or data to commit fraud or any criminal offence/s.
   - Conduct a personal business using Municipality resources.
   - Transmit confidential information to any person not authorised to receive it.
   - Conduct any form of a campaign that may be considered as damaging against fellow employees and/or any third party by email or by any other electronic means.

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- Use third party email providers, i.e., "Hotmail", "Yahoo mail" or any other email service provided by an outside Internet Service Provider or party, to send Municipality information or any files emanating from within the Municipality to external parties.
- Use an Internet file storage facility such as "Xdrive", "Netdrive" or "DiskOnNet", to make backups or copies of files from the Municipality onto the Internet.
- Use of Wi-Fi Routers whilst connected to the Municipality's internal network. Under no circumstances is any Wi-Fi Routers allowed to be used when a workstation or laptop is connected directly to the Municipality's network, thereby bypassing existing security mechanisms.

11.7.6.4. Monitoring

a. With due regard to the Constitution of the Republic of South Africa and the Regulation of Interception of Communications Act and Provision of Communications-Related Information Act, in order for the Municipality to effectively manage its electronic communication resources the Municipality reserves the right to:
   - Intercept, monitor, block, delete, read and act upon any incoming or outgoing email message addresses to or originating from the employee.
   - Interception, monitor, read and act upon the employee's Internet browsing habits, including the user's history files, web sites visited, filed downloaded and stored and stored by the user and.
   - Intercept, monitor, block, delete, read, and act upon any file, in whatever format, stored by an employee on any computer or other facilities of the Municipality.

b. And every employee has given his or her written consent or shall be deemed to have given such consent if he or she uses the Municipality's computers for access to the Internet or to send emails, to the above. The Municipality will respect the employee's right to privacy as far as is reasonable possible, subject to the protection of the Municipality's rights and interest in and to its business.

11.7.6.5. Computer Viruses

a. Computer viruses are programmes designed to make unauthorised changes to programmes and data. Therefore, viruses can cause destruction of corporate resources. It is important to know that computer viruses are much easier to prevent than to cure. Defences against computer viruses include protection against unauthorised access to computer systems, using only trusted sources for data and programmes, and maintaining virus –scanning software. Employees shall, therefore.
   - Not knowingly introduce a computer virus into the municipality computers.

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- Not deactivate the anti-virus scanning engine on the computer.
- Not load diskettes, CD-ROMS, DVDs, USB, External hard disks and/or any other media type of unknown origin unless it has been scanned for viruses before they are loaded or executed.

b. Unplug the network cable and/or IMMEDIATETLY POWER OFF the workstation if it is suspected that his/her workstation has been infected by a virus and notify the ICT department to take corrective action.

11.7.6.6. User Accounts and Passwords

a. The confidentiality and integrity of data stored on Municipality computer systems must be protected by access controls to ensure that only authorised employees have access to it. This access shall be restricted to only those capabilities that are appropriate to each employee's job duties.
b. In addition, employees shall access the Internet in a manner that does not compromise the Municipality's network security. This includes the employee keeping their username and password secure, prohibiting access to intruders or viruses, and reports any suspicious activity to the Municipality's Director: ICT.

c. Each Employee shall:
   - Comply with the User Account management procedure that deals with password settings. Please refer to the procedures for each of the corporate systems such as Solar, Payday, Time and Attendance, Quiddity and.
d. Log out (or shutdown) or lock (windows key + L) when leaving a workstation for an extended period.

11.7.6.7. Physical Security

a. It is Municipal policy to protect computer hardware, software, data, and documentation from misuse, theft, fraud, unauthorised access, and environmental hazards. An employee shall ensure that:
   - Diskettes or any other storage media is stored out of sight when not in use. If they contain highly sensitive or confidential data, they must be locked up.
   - Other hazards to hardware such as food, smoke, liquids, high or low humidity and extreme heat or cold are avoided.
   - No equipment installations, disconnection, modifications, and relocations are done without the permission of the Director: ICT.
   - Care is taken to safeguard the valuable electronic equipment assigned to them. Employees who neglect this duty will be accountable for any loss or damage that may result.
   - Under no circumstance shall anyone connect any other equipment to the Municipality's network without prior, written approval by the Director: ICT.

11.7.6.8. Software Copyright and License Agreements

a. All software acquired for or on behalf of the Municipality or developed by Municipality employees or contract personnel on behalf of the Municipality are and shall be deemed Municipal property. All such software must be used in compliance with applicable licenses, notices, contracts, and agreements. Employees shall therefore:
   - Not duplicate or give to any unauthorised persons any copyrighted software.
   - Not install software unless authorised by the Director: ICT, only software that is licensed. Under no circumstances will any assistance/support be given on unauthorised or illegal products.
   - Not copy software unless authorised and recorded by the Director: ICT.
   - Not download and install software unless authorised by the Director: ICT.

11.7.6.9. Mobile and Home Computing Usage

a. Please note that this section of the policy applies to any employee who may make use of a laptop, personal digital assistance, tablet, or equivalent mobile device used to access the Municipality's network information resources whilst travelling from home or any other location. Employees who carry and use mobile devices are at risks due to the mobile nature of these devices. Employees shall therefore:
   - Ensure that access to information contained on the mobile device will be protected by a minimum of a password into the operating system. Additional access control through the device's BIOS or hardware levels are encouraged.
   - Ensure that under no circumstances any unauthorised user is allowed to use the mobile device. This includes lending the device or handing over physical possession of the device to an authorised party.
   - Ensure that when the Municipality's network is accessed from home or during a business trip that the necessary security software that will establish secure communication to the Municipality's security systems is utilised. Assume that when travelling abroad, all communications are intercepted and recorded.
   - Ensure that the time spent online interacting with Municipality systems are limited and kept to the minimum.
   - Take care that when travelling, especially in an aircraft, buses, or any other public transport, that external parties could easily read information off screens. Necessary caution should be exercises when working on Municipality related information in public or non-Municipality areas.
   - Ensure when travelling by aircraft, bus, or any other means of mass or public transport, that the device is carried as hand luggage and not checked in. Ensure when staying in hotels to make certain that the device is locked in the hotel's safekeeping and not left unattended in the hotel room.

- Ensure that the device is securely locked with the supplied security cable when working at a desk.
- Not save any passwords or access codes anywhere on the device. This includes taping notes onto the device or keeping it inside the carry case of the device.
- **In the event of a mobile device being stolen, immediately report the theft to the HOD responsible and Director: ICT to arrange for all security access to be suspended.**

11.8. Acknowledgement of the MLM Electronic Communications Policy

This form is used to acknowledge receipt of, and confirm agreement with, MLM's electronic communications policy.

11.8.1. Procedure

a. Complete the following steps:

- Read the "MLM electronic communication policy".
- If applicable, complete the section on mobile and home computing usage.
- Sign in full and complete the details in the spaces provided below.
- Return this acknowledgement form to your Director: ICT for record keeping purposes.

11.8.2. Signature

a. By signing below, I agree to the following terms:
   - I have received and read a copy of the "MLM electronic communication policy" and understand the same.
   - I understand and agree that any computer, software, and storage media provided to me by the MLM contains proprietary and confidential information about the group and their businesses and always remains the property of the group.
   - I agree that I shall not copy, duplicate information/data (except for backup purposes) as part of my job here at the MLM offices, or otherwise disclose, or allow anyone else to copy or duplicate any of the information or software on any computers, software or storage media provided to me.
   - I agree that, if I leave the MLM for any reason, I shall immediately return to the MLM original and copies of all software, computer materials, storage media or computer equipment that I may have received from the MLM that is either in my possession or otherwise directly or indirectly under my control.
   - I agree to abide by the terms set out in the "MLM electronic communications policy" and to be bound thereby. In particular, I understand and accept that in appropriate circumstances the MLM may monitor and access the information, data and email on my computer.

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- I understand and agree that failure on my part to comply with the terms as set out in the "MLM electronic communications policy" and this acknowledgement form may result in disciplinary action being taken against me.

I hereby agree to abide by the policies and procedures described in this document and understand that should I purposely disregard the requirements that I may be subject to disciplinary action.

Employee Name_____

Employee Signature_____

Employee Number_____

Date_____

11.9. Obsolete Equipment Procedure

11.9.1. Purpose

This procedure provides the framework and minimum procedures for determining the life span of computers equipment and other peripherals and when it becomes obsolete.

11.9.2. Background

a. As a result of ever-changing technology, computer equipment becomes obsolete after being in use for a relatively short period of time. The following should be noted in this regard:
   - The technology life cycle of PCs is between 6 to 12 months;
   - The product life cycle of PCs is between 12 and 18 months; and
   - The financial write off period for PCs is 48 months.

11.9.3. Process to Dispose of Computer Equipment

The following factors will be considered in determining whether computer equipment is obsolete:

11.9.3.1. Obsolete within Department

a. The ICT Department will determine when equipment does not meet the minimum specifications and performance.
b. The ICT Department will inform the user Department when the equipment no longer complies with the specifications necessary to perform the required tasks as originally stipulated.

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11.10. Bring Your Own Device (BYOD) Policy

a. Employees bringing their own devices (mobile phones, smartphones, tablets, laptops, personal computers, and notebooks), shall not connect to the MLM's network without being permitted by Director: ICT.
b. Employees (permanent, temporal and contractors) shall ensure that their devices have anti-virus programs before connecting to the MLM's network.
c. Users shall only use memory sticks or external hard drives that are vetted and accepted by the MLM.

11.11. Social Media Procedure

a. Access to social media will be granted to users through the process of application by the ICT Security Officer and approved by the Director: ICT
b. Social media use should not interfere with MLM Social media policy.

11.12. Information Security Procedure

a. All users must sign to accept to abide by MLM ICT Security policies before using the MLM's computer systems.
b. All users must sign a non-disclosure/confidentiality agreement with MLM.
c. Users must report any suspected information security incidents to Director: ICT.

11.12.1. Information Classification

a. MLM information and information assets must be classified to indicate their importance in terms of the three security objectives of confidentiality, integrity, and availability. All information assets must have a nominated owner.
b. The classification or protection levels shall include unrestricted/public, internal use, confidential and secret/top secret.
    - **Unrestricted/Public –** all public information should be "Read Only".
    - **Internal Use-** suitable authentication mechanisms must be applied.
    - **Confidential-** suitable access control and authentication must be applied. That is, to access confidential information, an individual or system would need to be both authenticated and have appropriate access rights to the classified information.
    - **Secret/Top Secret-** all secret information must be 'locked' up in either a safe or suitably encrypted. Access to the information would be to those individuals or systems that have been authenticated and have access rights and have the "key" to unlock/decrypt the information.

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11.12.2. Information Integrity

a. The integrity of all information, irrespective of classification level is of paramount importance. Public information, if tampered with, could cause harm to various degrees to MLM. For example, the defacing of the website could cause severe embarrassment.

11.12.3. Monitoring

a. MLM has the right, but not the duty, to monitor all aspects of its computer systems, e.g., use of email, internet, fax, etc.
b. All information processed using MLM ICT assets or connected to MLM networks will be regarded as MLM information and shall be subjected to monitoring or accessed without prior notice to the user.

11.12.4. Information Ownership

a. The executive management must appoint the owner(s) of information. Where the owner has not yet been appointed, the executive concerned shall assume ownership.
b. The information owner has the responsibility to classify information, generated from their Departments/divisions.

11.12.5. Access Control and Management

a. Users must only be supplied with the level of access required to perform their work duties. Users must not attempt to gain access beyond their given access privileges.
b. An effective access control system must be provided and properly maintained over all MLM information assets according to their classification.

11.12.6. Protect Access to Hardcopy Information

a. Label information as “Secret/Top Secret”, “Confidential”, “Internal Use” or “Unrestricted/Public”, depending on the determined classification level.
b. All wastepaper, containing sensitive or confidential MLM information must not be thrown away as a normal litter.
c. Clean Desk: Any sensitive or confidential information must be locked away at the end of every day or when your office is unoccupied. Always lock away sensitive or confidential information in pedestal, filling cabinets or physically in a lockable office.

11.12.7. Information Transport, Storage and Transmission

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a. Adequate security must be maintained over information during transport and storage, whether in electronic or non-electronic form, to ensure there is no unauthorised disclosure or damage.
b. The risks and consequences of unauthorised or accidental release of sensitive or confidential information must be assessed when transmitting information by facsimile, email or any other insecure means.

11.13. Email Security Procedure

a. Mechanisms must be in place to provide protection and accountability in usage of electronic mail (email).

11.13.1. Use of Email

a. A user must apply for email services, sign the prescribed agreement and approval must be given by the Director under whose authority the user resides, the HOD, in the case where the user is a Director.
b. Provision must be made for private and official email usage.
c. All emails will be archived automatically and kept safe.
d. All emails are considered the property of MLM and may be scrutinized for control, audit and other purposes as determined by management from time to time.
e. Email users must adhere to any requirements/restrictions deemed necessary and determined from time to time by the ICT Steering committee.
f. A log will be kept by ICT Department of all email usage for management purposes.
g. Reports of email usage must regularly be supplied to management.

11.13.2. Email Traffic

a. The Municipality is implementing the following policy with regards to email attachments.

The reasons for this policy are threefold:

- Network traffic has increased and most of the traffic generated is due to “non-business” attachments. By filtering suspected “non-business” attachments, network traffic through the Local Area Network (LAN) and Wide Area Network (WAN) should decrease, allowing users to work faster across the network, especially for those at remote sites.
- From a security point of view, every additional attachment opened in the municipality increases the possible risk of virus infection of the servers, leading to unproductive downtime.
- Additional space is used on the server to store non-business-related attachments.

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b. The alternative to this course of action could be to increase the WAN bandwidth, which is not an option, due to the expense involved.

The policy is as follows:

a. As a standard rule applying to all users, all email attachments bearing the *.vbs (visual basic scripts) and *.exe (executable) extension will be filtered out. This is to protect the servers from potential virus attacks as there are very few *.exe files, and practically no *.vbs files that are required for business purposes. Email access to these files will be done on a strictly needs basis, with the restriction being re-applied once the requested attachment has been received.
b. The default/normal user will only be allowed access to *.doc (Word Documents), *.pdf (Acrobat Reader), *.xls (Microsoft Excel) and *.ppt (Microsoft PowerPoint) attachments. This should be more than adequate for any average user to perform their business tasks.
c. HODs of each Department are to decide who in their Department should get access to specific attachment types, as certain departments require access to specific files (e.g.: *.bmp, *jpg for the drawing department). This should be through a formal request process that requires the Director of the employee authorising the request before it reaches the Director: ICT.
d. This will take effect as soon as the Proxy Server and Email Archive Solution is commissioned.

The following table summarises the policy:

	Rule	**Affects:**	**Comments**
1	Files over 60/30 MB	All users	Send/Receive Email size restriction
2	Internal email access	All users	Ability to send and receive email within the local departments or site.
3	Municipality access	All users	Ability to send and receive email between anybody in the Municipality.
4	External Internet access	Authorized users	Ability to send and receive email from the outside world through the Internet.
5	Exclusive of .vbs & .exe & .com & more	All users	Exclusion of visual basic files and executable files.
6	Inclusion of all .doc, .xls, .pdf, & .ppt	None	Microsoft Office and acrobat files

	Rule	Affects:	Comments
7	Exclusion of all non-essential file types, i.e.: .bmp, .jpg, .avi. mp3.	All users below Executive management level	Graphic file formats, video & sound files

The ability to send external (internal email) is a resource overheard that should also be justified, similar to the email attachment procedure.

A list will be maintained at ICT Department by Director: ICT, of all authorised access, this list will also indicate exceptions, which will be made to these rules when a user has special requirements.

11.14. Internet Security procedure

a. Mechanisms must be in place to provide both protection and accountability in the use of the Internet.

11.14.1. Malicious Software Protection

a. Software must be installed that automatically protects against malicious software threats from the Internet.
b. Suspected malicious code attacks will be reported to the ICT Security Officer through the IT helpdesk.
c. Data downloaded from e-mail systems or public networks are required to be checked for viruses before use.
d. Users shall be made aware of the dangers posed by malicious program code and unauthorised software. Individuals shall be made aware of the detection and prevention measures and the procedures to be followed in the event of an incident.
e. New software, portable media, and information in electronic format from external sources, shall be scanned for malicious program code before introduction into the MLM network.

11.14.2. Use of the Internet.

a. Users must apply for Internet access, sign the prescribed agreement, and approval must be given by the relevant Director, under whose authority the applicant works; the HOD in the case where the user is the Director.
b. Unlimited and limited access may only be used for the official business of the municipality.
c. Log must be kept of all Internet usage.
d. Reports of Internet usage may be supplied to the respective manager.
e. Where users of the Internet service contravene this policy, disciplinary action must be taken by the relevant Director. Should disciplinary action fail or not be taken by the relevant Director, access to the service must be discontinued by the Director: ICT.

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11.15. Desktop Computer Security Procedure

11.15.1. Definition of Desktop Computers

Desktop computers are personal workstations that, though probably linked to other computers via LAN, function as stand-alone units. Desktop computers include PCs, laptops, terminals, tablets, and MacBook workstations.

11.15.2. Acquisition of Software and Hardware

a. Only approved software and hardware may be acquired. (See procedures dealing with software acquisition).
b. The unauthorised copying of licensed and unlicensed software is prohibited.
c. All computers will be subject to regular reviews for unlicensed and unauthorised software.
d. New hardware will be tested locally before installation.
e. Maintenance of desktops will be controlled and administered by the IT Department.
f. An inventory of computer hardware and software will be maintained and physically reconciled periodically.

11.15.3. Hardware Security

a. Offices containing desktops should be locked where possible.
b. Computers should be located away from environmental hazards (i.e., be careful of liquids when near electronic equipment like keyboards, laptops, printers etc.).
c. Backup media should be stored in a secure environment, preferably off site.
d. Liquids should not be placed near or any part of the computer.
e. MLM's no smoking rules and regulations should be maintained and therefore there shall be no smoking near computers.

11.15.4. Access Control

User Access to data and applications will be authorised by the ICT Director for required user functionality.

11.15.5. Software

Software is protected by copyright law. Unauthorised copying is a violation of the Municipality's policy. The Municipality could be subject to random license audits by software vendors.

11.15.6. Viruses

a. Computer viruses are self-propagating programs that affect other programs in an adverse way.
b. Appropriate anti-virus protection software should be run on servers and PCs.
c. Fixes to affected software should be made as soon as possible to curtail the virus spreading.
d. The risk of viruses infiltrating and spreading should be limited by:

- Checking all software before installation.
- The use of software tools to detect and remove viruses.
- Immediate isolation of any contaminated system.

11.15.7. Desktop Security Procedure

An independent Desktop Network Infrastructure exists at the Municipality to support administration, communications, human resources, financial, technical, secretarial functions through desktop computers that are linked to other computers including the server systems via a LAN. The network and desktop environment are maintained internally and supported by qualified external contractors/consultants as the need arises for:

a. Specialists in desktop maintenance and support and the responsibility for the maintenance on:
   - Asset Management and Control Services
   - Business Continuity Service including Server and Workstation recovery procedures.
   - Critical Equipment Services
   - Non-Critical Equipment Services
   - System Administration Services
   - End-User Support Services

b. Service Providers or Contractors may also be responsible for on-line access to the connection of LAN and WAN that uses Transport Control/Internet Protocol (TCP/IP) to supply, maintain and control access to the Internet.

11.15.8. Responsibility for Procedure

a. It is the responsibility of the Director: ICT to ensure that the necessary security procedures are in place to comply with the Municipality's security policy.
b. It is the responsibility of the outsourced company to maintain and follow procedures to ensure the security of system and data.
c. The following procedures will be developed and maintained by Director: CT Governance and Security:
   - Backup and DRP
   - Provisioning and de-provisioning of user accounts for Directory Services, Payday, VPN and other corporate systems as introduced. Due to unique system requirements, issues of password control are dealt with for each corporate system with the user account management procedures for each system i.e., Directory Services, Payday, VPN, and other corporate systems as introduced.
   - Change Management
   - Patch Management
   - Service Desk

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- Project Management
- Server and Data Centre

11.15.9. Outsourced Security Procedure

In order to comply with the Municipality's security policy, Service Providers or Contractors are required to uphold all MLM ICT procedures and policies such as:

a. Submitting a request for third party access forms for authorisation to access the network and/or corporate systems.
b. Adhering to safety protocols both in and out of the server room.
c. Either submitting an access form for authorisation for unattended access to the server room or signing the register to access the server room temporarily.
d. Written permission to be obtained from the HOD in consultation with the Director: ICT for removal of any desktop bound equipment from the Municipality's premises (this excludes Laptops allocated to individuals and authorised by HOD to carry out at any time as tool).
e. Initial access to the Servers is password controlled only known to the Service Provider or Contractor as assigned, Systems Administration Corporate Services and managed by Director: ICT.
f. Access to workstations is password controlled under the following criteria:
    - Password length to be no less than seven characters long.
    - Passwords to contain at least one capital, one alphanumeric and one special character.
    - Passwords can be repeated but only after twerty-four or more different passwords have been successfully used.
    - Password change is mandatory after 30 or less days.
    - A minimum password (age) of 30 days
    - An account lockout counter reset time of 15 minutes.
    - All Windows user accounts will be locked after 3 failed attempts.
    - Any password that is locked will be unlocked by the Systems Administrator.
    - Any forgotten Password will be reset by the System Administrator but only through the submission of a ticket on IT helpdesk.
    - Access privileges are set per individual user on the file server.

11.15.10. Backup Security

a. All data will be regularly and systematically backed up by MLM staff, System Administrator, or contractors as per SLA and the following storage location applies:
    - Backup tapes are stored in the ML MUNICIPALITY House Data Safe.
    - Weekly backup tapes are stored off-site at the Traffic department building at Midvaal for a period of four weeks.
    - Backup procedures may be adjusted from time to time depending on server configurations. These procedures will be contained in the Backup Procedure documentation.

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11.16. System and Application Software Procedure

a. Only programs authorised by Director: ICT may be installed and used on the network.
b. The use of programs (software) must be restricted to users with appropriate authorization.
c. Every means available to Director: ICT must be employed to ensure that software is restricted to the use for which it was not authorised.
d. Measures must be set in place to detect malicious code, prevent it from running on any systems in the network and remove it when it is found and, where possible, to recover any data damaged or lost as a result of the said code.
e. Where programs are developed and maintained by MLM staff, program source code must be accessible only to authorised staff.
f. Where programs are developed and maintained by MLM staff, change control procedures must be put in place.
g. Where possible, modifications to software packages should be discouraged, limited to necessary changes and all changes must be strictly controlled.
h. Should any software development be outsourced by MLM such development must be supervised and monitored by MLM.
i. Use of existing applications shall be considered first before any development or procurement is authorised.

11.17. ICT Physical Security Procedure

a. Adequate security must be provided to ensure the protection of the physical ICT and records management environments. Physical access to the ICT environment and sensitive areas must be restricted in order to protect the confidentiality, integrity and availability of information systems, information and resources.
b. The ICT environment and sensitive areas must be protected from damage from any relevant natural or other disaster including fire, flood, and explosion.
c. Sensitive areas include but not limited to computer operations areas, air conditioning, power control panels and supply, network facilities, tape and disc libraries, remote sites, back-up sites and storerooms etc.
d. These requirements apply in MLM managed ICT environments and where ICT environments are managed by an external service provider. Where managed by an external service provider, MLM is responsible for identifying the required control measures that must be implemented. The control measures must be agreed with the external service provider and included in the negotiated contract.

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11.17.1. Site Security

a. The physical work environment, all service areas and the building perimeter must have adequate facilities and access controls to prevent damage, interference, and unauthorised physical access where confidential or more sensitive information or systems are involved.
b. Users of computer equipment, owned/hired by MLM, are personally responsible for the equipment they use and must take reasonable precautions to ensure the safety of the equipment and that no unauthorised access to the equipment is allowed.
c. The ICT department shall take reasonable precautions that all equipment, not used directly by any users, is only accessible to designated authorised parties.
d. Computer centres must be designed considering health and safety standards, inaccessibility to public, usage must not be obvious and no written information of any kind must be available to the public.
e. Guidelines for work in secure areas must be designed and applied. Personnel must have information on a need-to-know basis and unsupervised work in such areas must be supervised.
f. Access to delivery and loading areas and other points where unauthorised access may be possible should be controlled and isolated.

11.17.2. Removal of Property

a. MLM ICT equipment, information or software must not be taken off-site without appropriate authorisation. Where appropriate, removal and subsequent return of MLM property should be logged.
b. MLM ICT equipment and associated media must be adequately protected from unauthorised access, manipulation, damage, and theft at all times, both within and outside MLM premises.
c. Adequate security must be employed over equipment or media removed for repair, disposal, or sale from MLM or external premises of authorised users or third parties.
d. MLM ICT security policies apply equally to equipment when it is off-site. Appropriate controls must be placed on off-site equipment taking into account the classification of the information on the equipment.

11.17.3. Physical Access Security Procedure

a. Physical access to the Server room is controlled by a keypad access control or register to be filled in depending on the length of stay as determined by the ICT Management.
b. Access to Server room is restricted to Service Providers or Contractors, systems engineer, System administrators, ICT Directors. HOD: Corporate Services and service technicians.
c. Visitors must sign the Server room register.
d. The ICT Management is responsible for reviewing the Server room register on a monthly basis.

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11.19. ICT Security Awareness Procedure

a. Mechanisms must be in place to ensure MLM staff is aware of the importance of ICT and its relevance in their employment, and to properly react and deal with ICT incidents and weaknesses.

11.19.2. Security Organisation

a. MLM ICT Management will promote ICT within the areas of responsibility through appropriate commitment and resources, and the reviewing and monitoring of information security policy and initiatives.

11.19.3. Staff Induction

a. All new permanent and temporary employees, consultants and contractors engaged by MLM must be provided with training and appropriate documentation about the requirements of MLM ICT Security procedures\.

11.19.4. User Training

a. The ICT Management shall liaise with various Departments within MLM and the Human Resources unit about the selection, training and monitoring of officials who have ICT- based and /or ICT related responsibilities.
b. The ICT Management shall co-ordinate, and where possible shall provide training.
c. This training will minimise ICT risks and ensure that users are equipped to support MLM ICT Security procedure in the course of their use of MLM ICT facilities. User awareness will be supported by regular updates.

11.20. Staff and Other User Security Procedure

a. Only approved users may use the ICT network.
b. Interactive systems must ensure quality passwords and be able to manage such passwords.
c. Background verification check must be done on all prospective users within the parameters of legislation.
d. The allocation and use of access privileges should be restricted and controlled as per policy.
e. Security roles and responsibilities of all users must be clearly defined and documented in keeping with this policy.
f. User access privileges must be reviewed at least once a year and when any change of staff takes place (like promotions, resignation and appointments, changes in segregation of duties). The review must be done by Department HODs who must keep record of the said review.
g. User passwords must automatically lapse regularly after a period set by or when required by the ICT Management.

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h. Passwords must be "strong" as may be deemed necessary by the ICT Management in line with industry best practice.
i. Procedures must be put in place to verify the identity of the user for whom a new password is to be supplied.
j. Record must be kept of new passwords supplied on user request.
k. Password may not be supplied to a user in a way that can be intercepted.

11.21. Service Level Management Procedure

a. All services provided by the ICT Department internally as well as services received from suppliers must be supported by valid service level agreements (SLAs) that specify at the minimum the following:
   - Parties to the agreement.
   - Goals and objectives.
   - Services provided.
   - Roles and responsibilities.
   - Period of the agreement.
   - Service scope and assumptions.
   - Service Management:
     - Service Availability
     - Service Requests and Escalations
     - Service classifications, service levels, escalations and penalties and rewards
     - Performance reporting
     - Service management meetings.

11.22. Change Management Procedure

a. All changes to the ICT's production environment shall follow the procedures described in change management methodology and process in order to minimize disruptions, service outages and instability of the systems.
b. The impact of any change to users, MLM-critical services, hardware, software, data as well as current processes must be fully assessed and documented before such change is implemented.
c. The envisage change must first be tested in a test environment and the results submitted as part of the change request.
d. Any changes must be approved by the ICT change management committee which will review the impact of such changes before they are implemented.
e. A back-out strategy/plan in case of a failed or aborted change process must be submitted for approval by the ICT Management as part of the change request.
f. Changes must be implemented during off peak periods, weekends or after hours unless it is not possible to do so.

11.23. ICT Incidents Procedure

a. MLM will have mechanisms in place to properly react and deal with ICT incidents and violations, both intentional and unintentional.
b. ICT incidents include (but are not limited to):
   - Software malfunction, for example virus attacks.
   - Hardware and software faults.
   - Theft or suspected theft of any resources, equipment, or information.
   - a breach of security resulting in internal fraud or suspected fraud.
   - a breach of security resulting in non-compliance with statutory requirements regarding privacy of information in legislation.

11.23.2. Reporting ICT Weakness and Incidents

a. ICT Management shall report to the ICT Steering Committee on the following:
   - General use and application of the ICT network.
   - Existing administrative controls needed to be reviewed or amended.
   - Any operational problems of material importance which have arisen during the last quarter and.
   - Indicating how such problems have been or are being addressed.

11.24. Remote Access Security Procedure

a. Mechanisms must be in place to provide both protection and accountability in the use of MLM remote access services.

11.24.2. Authorisation

a. Only remote access services approved by ICT Department shall be used within MLM.

11.24.3. Access Route

a. All remote access connections must pass through the MLM security infrastructure systems. Connections which bypass the MLM security infrastructure systems (e.g. direct connections to internal Wireless Routers) are prohibited.

11.24.4. Authorised Equipment

a. Only MLM owned equipment shall use MLM remote access facilities. Personal equipment must not be used on MLM remote access facilities due to the increased risks to MLM information, without the express permission of the ICT Management.

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11.24.5. Malicious Software Protection

a. Remote access users must be protected against malicious software through the installation of antivirus and firewall software. Mechanisms must be established to ensure antivirus software is updated as soon as new versions become available.

11.25. ICT Intellectual Property Procedure

a. All work or material produced for MLM shall remain the property of MLM unless otherwise explicitly authorised and communicated in writing by executive management and subject to the provisions of each employee's Confidentiality Agreement. This shall include all ICT-related solutions, such as software developments, hardware, methods, processes, architectures, etc.

12. Event Logging

a. Adequate audit logs, recording selected system activity and other ICT related events, must be activated to assist in possible investigations and to allow access control monitoring. Log data must be appropriately protected, managed and retained.
b. Logs must be regularly reviewed at a frequency consistent with the risk of infection and the classification of the information involved.

13. Security Requirements Analysis and Specification

a. Appropriate security, access control provisions authorisation procedures and compliance with applicable legislation must be considered in all information systems within MLM. Such aspects must be considered in the design stage of information systems, and when enhancements are specified for existing information systems.
b. All applicable legal, regulatory, and contractual requirements must be defined and documented for each information system, including the specific controls and responsibilities to meet these requirements.

14. User Registration Management

a. All the accounts used to access MLM networks and information resources shall be properly managed and monitored. As part of account management, the appropriate security precautions must be applied, as explained in the "**User Account Management procedure**".

15. Mobile Computing

a. Portable PCs and other computing equipment which is used outside the office environment is subject to security controls, over and above those which apply within the MLM environment, to recognise the increased risk involved.
b. Controls for mobile computing are to be based on the classification of information assets at risk.

16. Access Administration

a. Access reports must be regularly produced by the IT security officer to facilitate compliance to security requirements and internal control procedures.

17. Segregation of Duties

a. Where appropriate, conflicting duties must be segregated to reduce the risk of accidental or deliberate system misuse, damage or fraud.
b. The municipal systems and technical support staff must support a clear separation of functions (such as ICT Management vs. regular users) to prevent unauthorised access and functions being performed.
c. The system owners must determine and establish the ICT user roles and responsibilities in their Department to ensure that ICT operations can adequately enforce segregation of duties.

18. Resigned/Terminated Users

a. Users who have resigned or terminated their contracts or ceased duties at MLM sites must be assessed as to their ongoing need for access to the information systems or facilities.

19. Dismissed/Disciplined Users

a. Users who have been dismissed or been subject to disciplinary action or criminal charges which may compromise the security of information systems must not have access to the MLM ICT environment, systems, or facilities except with the express permission of the appropriate executive management and ICT Department.

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20. Policy Violations

a. Unintentional or intentional violations of ICT Security policies and procedures must be subject to appropriate remedial advice and training, or disciplinary action according to MLM human resources policies and procedures.
b. Users who deliberately or repeatedly violate ICT provisions must have their access privileges suspended until the appropriate remedial action has been determined.

21. Collection of Evidence

a. Appropriate processes must be followed to ensure that adequate evidence is available in support of actions against a person or organisation, and that the quality and completeness of such evidence is maintained.

22. Policy Review

a. This MLM ICT Security Policy must be reviewed as and when necessary but not less than once per term within the first six months of the start of each term.

23. Non-compliance with this Procedure

a. Violations of this policy, depending on severity and nature, may result in reprimand, loss of ICT privileges, or termination of employment.

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C 2485/02/2021
MC A/5444/02/2021

9.A.18 [CC:CS]: REVIEW OF ICT POLICIES

6/2/2/5/P

COMPETENCY: COUNCIL

RESOLVED

1. That the ICT Service Charter & Management Policy, attached to the report as Annexure “A”, be approved.

2. That the User Account Management Policy, attached to the report as Annexure “B”, be approved.

3. That affected employees be informed of the Policies.

C 2485/02/2021
MC A/5444/02/2021

9.A.18 [CC:CS]: REVIEW OF ICT POLICIES

6/2/2/5/P

COMPETENCY: COUNCIL

PURPOSE

To submit the ICT Policies for approval.

RECOMMENDATIONS

1. That the ICT Service Charter & Management Policy, attached to the report as Annexure "A", be approved.

2. That the User Account Management Policy, attached to the report as Annexure "B", be approved.

3. That affected employees be informed of the Policies.

REPORT

Midvaal Local Municipality recognises the need to embrace new and emerging technologies to improve the way business is conducted and contribute to improving the way the Municipality meets its business objectives. Attached, hereto are the developed ICT policies for approval:

I. ICT Service Charter & Management Policy
II. User Account Management Policy

COMMENTS: MEETING OF THE MUNICIPAL MANAGER AND HEADS OF DEPARTMENT: 08 DECEMBER 2020

Resolved to Recommend

That the Item be referred to the Section 80 Corporate Services Portfolio Committee.

COMMENTS: SECTION 80 CORPORATE SERVICES PORTFOLIO COMMITTEE: 15 FEBRUARY 2021

The recommendations are supported.

ANNEXURE "A"

Midvaal Local Municipality

ICT SERVICE CHARTER & MANAGEMENT POLICY

(ICT and Municipality)

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Glossary of Terminologies

Terminology	Definition
Business	Staff and line function management Executive management
Helpdesk	A centralised facility that the users can either phone into or e-mail to report problems/incident/issues or register requests
Information systems	The use of electronic systems for the manipulation, management and storage of information
Standby	After hours support

1. INTRODUCTION

The Municipal services are enabled through the use of information and communication technology (ICT) in the form of information systems, equipment, technology and support services.

It is therefore important that the ICT function understands the Municipality's requirements in respect of ICT services in order to manage ICT services within the municipality. In this regard the services rendered to the Municipality must be in line with the business requirements, service class and quality of service.

This policy arranges the generic services relationship between ICT and business and includes the turn-around times for dealing with ICT related issues.

2. PURPOSE

The purpose of the policy is to define the services that the ICT department renders to the business, direct how these services are rendered, establish the quality levels, indicate how it will be measured, determine the conditions of service and direct the reporting thereof.

3. SCOPE

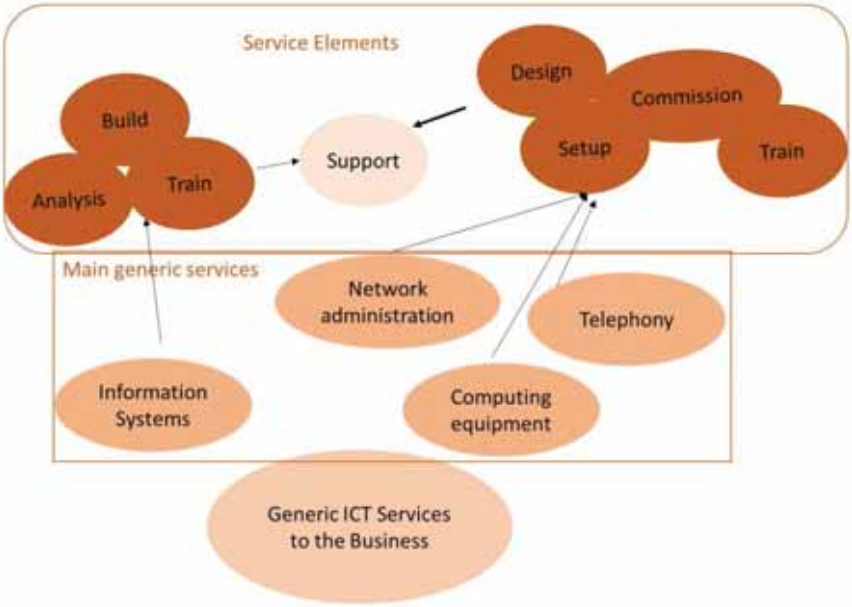
The scope of this policy covers the following services:

- Issue/incident management;
- users' request management;
- support for meeting and conferences;
- support for missions
- ICT Service Charter

4. ICT SERVICE DELIVERY MODEL

The ICT Service Delivery Model (SDM) shows the generic services that ICT renders to the business. These do not depict all the services of ICT. The services not mentioned in this SDM are specific to the nature of application and information systems and related technology, for instance, such as SOLAR and PayDay. These will be addressed in individual SLAs with the specific service provider.

The ICT generic services address the foundational nature of ICT through the provisioning of Information System, technology networking, provisioning of desktop and mobile computer equipment and telephonic systems. These are divided into two primary services: 1) Information Systems, and 2) ICT Operations and Support. Each of these are further described below.



4.1 Information Systems (IS)

4.1.1 An information system (IS) is any organized electronic system for the collection, organization, storage and communication of information.

4.1.2 The IS service embraces five basic concepts. Firstly, on request of and under the leadership of the business owner, the IS component will 1) perform an analysis of the business requirements, where applicable and possible, 2) build an information system to address the requirements, 3) train the user in its use and provide 4) support for in-house developed systems, 5) monitor and report of system environment (e.g. error, coding anomalies, performance, etc.).

4.2 ICT Operations and Support

4.2.1 There are four basic services involved in ICT Operations and Support (ICTOS):

1) technology network administration,
2) provisioning of fixed and mobile computer equipment,
3) provisioning of telephony service and
4) information system guidance, operating platform provisioning and to a limited extent development and support.

The ICT department monitors and reports on above environments (e.g. errors, performance, intrusion detection, etc.) to the ICT Steering Committee.

4.2.2 In all four these services ICT is responsible for the

1) design depending on situation,
2) setup and configuration,
3) commissioning/decommissioning of information systems or technology,
4) to provide operating system related training and
5) to provide support.

This SLA addresses the services rendered by ICT.

5. TYPE OF SERVICES

The types of services included in the Helpdesk Service are described below.

5.1 Issues/incident management:
- ✓ **device issues**: issues with any of a user's work issued devices; excluding personal tablets/cellphones or laptops.
- ✓ **printer/scanner issue**: issues with printing or scanning;
- ✓ **software issues**: issues with Office, Outlook, etc.;
- ✓ **other issues**.

5.2 Requests management:
- ✓ **request new programs and applications**: request for an additional software application;
- ✓ **request equipment replacement**: request for new equipment such as a mouse, monitor, etc.;
- ✓ **request task**: request for tasks such as moving a screen/computer, setting up a desk for a new employee, etc.

5.3 Support for tasks: request for equipment needed for a particular task;

5.4 Support for meetings and conferences: request support for meetings including audio or video conferencing limited to set-up and troubleshoot only.

6. ICT SERVICE CHARTER

This section describes the metrics created according to their priority and the response and resolution time established by ICT Department to resolve the issue/incident or request. Priorities are defined in the table below, in terms of the impact on service and operations.

- **Response time**: the time from the notification of the incident or request to the helpdesk agent to diagnose and assign the call to a technician.
- **Resolution time**: the time from the notification of the incident or request to the technician to resolve and close incident or request.

For these metrics the following priorities are used:

Priority	**Impact**	**Response time**	**Resolution time** *(may differ if third party provides are required)*
Critical (Issues/Incident)	• Major outage affecting a large number of users • Critical commitments cannot be met • Important financial, image or regulatory implications	< 10 Minutes	< 4 hours

High (Issues/Incident)	• System or application usable with severe restrictions • Performance severely degraded • Financial, image or regulatory implications	< 20 Minutes	< 6 hours
Medium/Normal (Requests)	• Affects a small number of users • Must be done but does not impact service level • Recurrent but minimum priority	< 30 Minutes	< 24 hours
Low (Requests)	• Bugs that do not affect users' productivity or experience • Workaround available	< 60 Minutes	< 48 hours

7. PROBLEM ESCALATION PROCEDURE

Requests or issues not attended to withing the timeframe (turn-around) times above can be escalated accordingly:

Level	Responsible Official (To)	Escalation time (When)
Level 1	Assistant Director: IT	4 hours after the expiration of either the mean time to respond or the mean time to repair.
Level 2	Director: IT	1 hour after escalation to Assistant Director: IT
Level 3	Deputy Municipal Manager	1 hour after escalation to Director: IT

8. ADMINISTRATION OF POLICY

The Director: IT is responsible for maintaining the policy in line with the changing business requirements of the municipality. It will be reviewed on an annual basis, or as and when operational requirements determine an amendment or review based on IT infrastructure or systems.

Lastly it must be noted that specific service level agreements can be entered into for services or combination of services that lies outside the scope of this document.

9. RESPONSIBILITIES

- **ICT Department**
  - ✓ Maintains a helpdesk during normal working hours;
  - ✓ Provides the business with a dedicated helpdesk number and/or dedicated e-mail address;
  - ✓ Provides first line (telephonic), second line (visit complainant) and third line (complex problem resolution) support.

- **Business/User**
  - ✓ Report problems experienced to the helpdesk either telephonically or via e-mail;
  - ✓ Understand the business environment and processes and behaviour of information when engaging the ICT department for advice on or development of solutions.

10. REPORTING

The Director: IT will report to the ICT Steering Committee on a quarterly basis on the performance of service delivery against the measurement criteria in this policy.

ANNEXURE "B"

Midvaal Local Municipality



USER ACCOUNT MANAGEMENT POLICY

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Glossary of Abbreviations

"BYOD" Bring Your Own Device

"COBIT" Control Objectives for Information and Related Technology

"HR" Human Resources

"ICT" Information and Communication Technology

"ID" Identifier

"ISO" International Organisation for Standardisation

"ODBC" Open Database Connectivity

"PIN" Personal Identification Number

"RAS" Remote Access Service

"VPN" Virtual Private Network

Glossary of Terminologies

"Administrative rights" Access rights that allow a user to perform high level/administrative tasks on a device/application such as adding users, deleting log files, deleting users.

"Bring Your Own Device" The practice of allowing users to use their own devices, such as cell phones, tablets, laptops, or other devices for work purposes.

"Business case" A formal requirement in order for a specific business function to perform its required task.

"Clear text" Clear text refers to a message that has not been encrypted in anyway and can be intercepted and read by anyone.

"COBIT" A best practice framework created by ISACA for Director: IT and Governance.

"Dormant account" A user account that has not been accessed or used for 60 days or more.

"Line manager" Each department (HR, Finance, ICT, etc.) should have a manager employed to perform managerial tasks.

"Personal Identification Number" A number allocated to an individual and used to validate electronic transactions.

"Principle of least privilege" A user or a program must be able to access only the information and resources that are necessary for its legitimate purpose.

"Remote Access Service" A service which allows for a user to connect to a remote machine from any network point, as long as the targeted device resides on the network.

"Segregation of duties" The principle of dividing a task up based on varying levels of authority in order to prevent fraud and error by requiring more than one person to complete a task.

"VPN" A network that uses a public telecommunication infrastructure, such as the Internet, to provide remote offices or individual users with secure access to their organisation's network.

"Wi-Fi" A wireless networking technology that allows computers and other devices to communicate over a wireless signal.

1. INTRODUCTION

Information security is becoming increasingly important to the Midvaal Local Municipality (MLM), driven in part by changes in the regulatory environment and advances in technology. Information security ensures that ICT systems, data and infrastructure are protected from risks such as unauthorised access, manipulation, destruction or loss of data, as well as unauthorised disclosure or incorrect processing of data.

2. OBJECTIVE OF THE POLICY

2.1 The objective of this policy is to define the user access management control measures for the MLM ICT systems, information and infrastructure where it would apply to both the users and Service Providers. This policy seeks to further ensure that it protects the privacy, security and confidentiality of the MLM information.

2.2 The main objective of this policy is to provide the MLM with best practice user access management controls and procedures to assist the MLM in securing the user access management procedure.

3. AIM OF THE POLICY

The aim of this policy is to ensure that the MLM conforms to standard user access management controls in such a way that it achieves a balance between ensuring legislative compliance, best practice controls, service efficiency and that risks associated to the management of user access are mitigated.

4. SCOPE

This policy has been developed to guide and assist the MLM to be aligned with internationally recognised best practice user access management controls and procedures. This policy further recognises that the municipalities are diverse and therefore adopts the approach of establishing principles and practices to support and sustain the effective control of user access management in the MLM.

4.1 The policy applies to everyone in the MLM, including its service providers/vendors. This policy is regarded as being crucial to the operation and security of ICT systems of the MLM.

4.2 The policy covers the following elements of user access management:

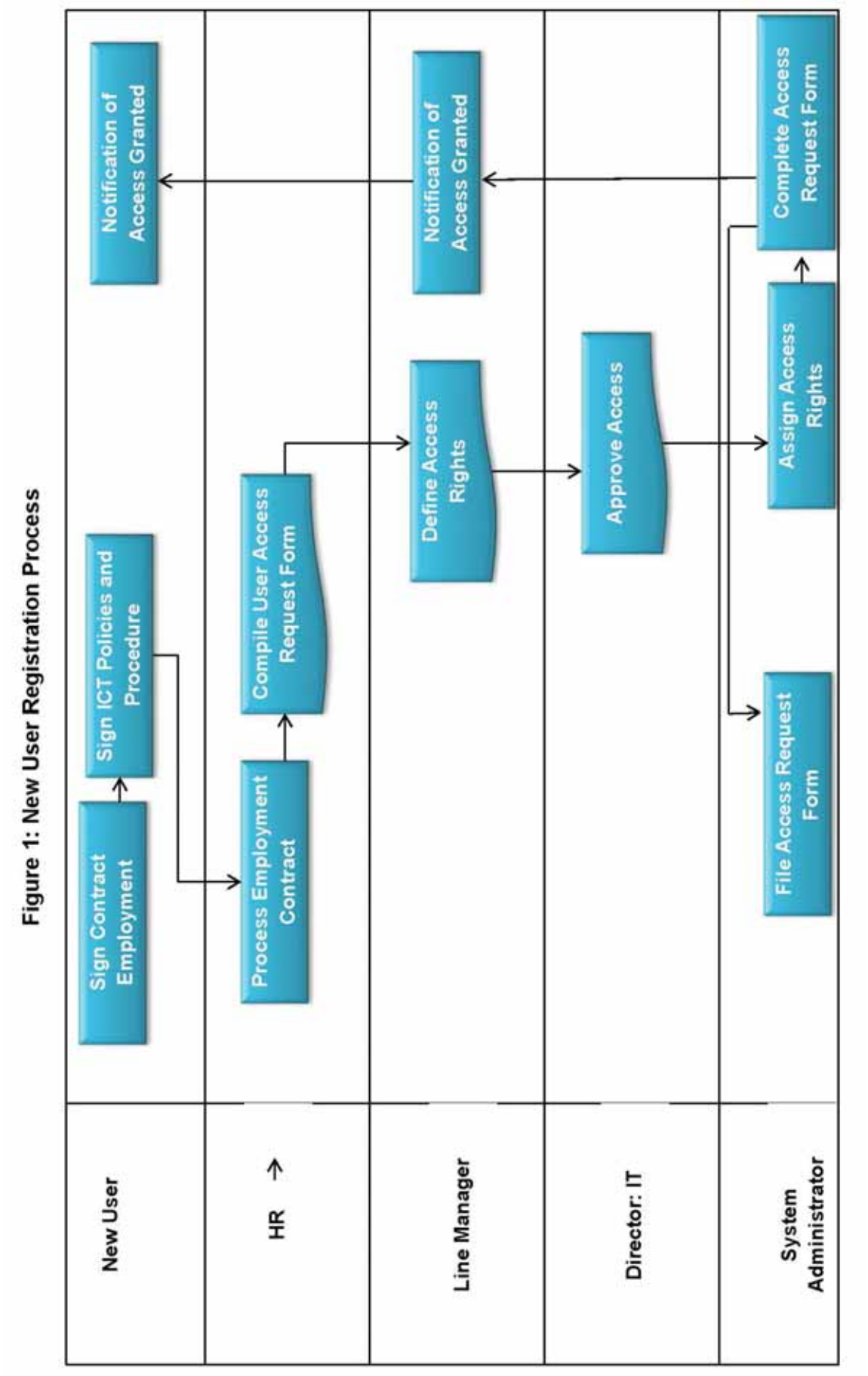
- 4.1.1. New user registration;
- 4.1.2. Terminated user removal;

4.1.3. User permission/role change request;
4.1.4. User access rights assignment for networks, operating systems, databases and applications;
4.1.5. Reviewing user access permissions; and
4.1.6. User and administrator activity monitoring.
4.1.7. Authentication / Password Management
4.1.8. Management of Inactive accounts

5. NEW USER REGISTRATION

5.1 A formalised user registration process must be implemented and followed in order to assign access rights.
5.2 All user access requests must be formally documented, along with the access requirements, and approved by authorised personnel by making use of the user access request form.
5.3 User access requests must be obtained from HR Department on registration of a new employee. The form must be sent to the Line Manager for access requirements to be requested. Once the requirements have been requested and signed off by the Line Manager, the form must be sent to the ICT Section for approval following which the activation of the employee based on the specified requirements will be completed. The form is filed with the ICT section for Audit purposes. Records of user access granted must be stored for a minimum of 2 years.
5.4 User access must only be granted once approval has been obtained.
5.5 All users must be assigned unique user IDs in order to ensure accountability for actions performed. Should shared accounts be required to fulfil a business function, this account must be approved and documented by the Director: IT

The diagram below depicts the formal new user registration process to be followed.


Figure 1: New User Registration Process
New User
HR
Line Manager
Director: IT
System Administrator
Sign Contract Employment
Sign ICT Policies and Procedure
Process Employment Contract
Compile User Access Request Form
Define Access Rights
Approve Access
Notification of Access Granted
Notification of Access Granted
Complete Access Request Form
Assign Access Rights
File Access Request Form

6. USER PERMISSION/ROLE CHANGE REQUEST

6.1 A formalised user access management process must be implemented and followed in order to adjust user access rights.

6.2 All user access change requests must be formally documented, along with their access requirements, and approved by duly authorised personnel.

6.3 Access must only be granted once approval has been obtained by the respective Line Manager.

6.4 User access change requests must be obtained from HR Department on change of an employee's role or permissions. The form must be sent to the Line Manager for access requirements to be signed off. Once the access requirements have been signed off, the form must then be sent to the ICT Section for approval and adjustment of employee's access rights based on specified requirements.

6.5 User access rights that are no longer required must be removed immediately.

6.6 The diagram below depicts the formal user permission/role change request process to be followed.

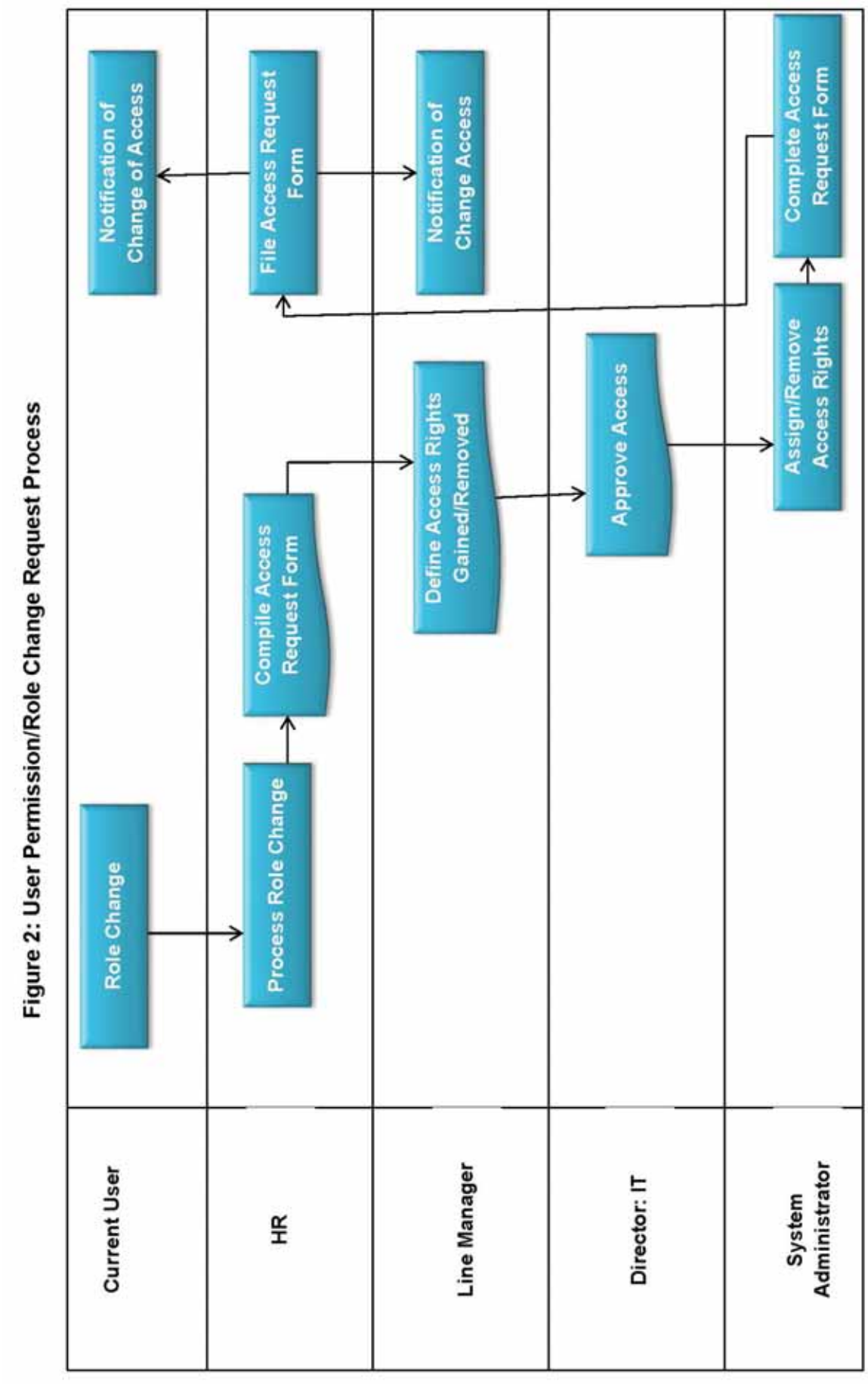


Figure 2: User Permission/Role Change Request Process

7. TERMINATED USER REMOVAL

7.1 A formalised user termination process must be implemented and followed in order to revoke access rights.

7.2 All user termination requests must be formally documented and approved by duly authorised personnel. Access must be disabled immediately, with accounts being removed after 6 months once authorisation has been obtained by Line Manager.

7.3 Terminated user requests must be obtained from HR Department on the termination of an employee. The form must be sent to the Line Manager for access revocation to be signed off. Once access revocation has been signed off, the form must be sent to the ICT Section for approval and deactivation of employee based on specified requirements. Records of user access removal must be stored for a minimum of 2 years.

The diagram below depicts the formal user termination process to be followed.

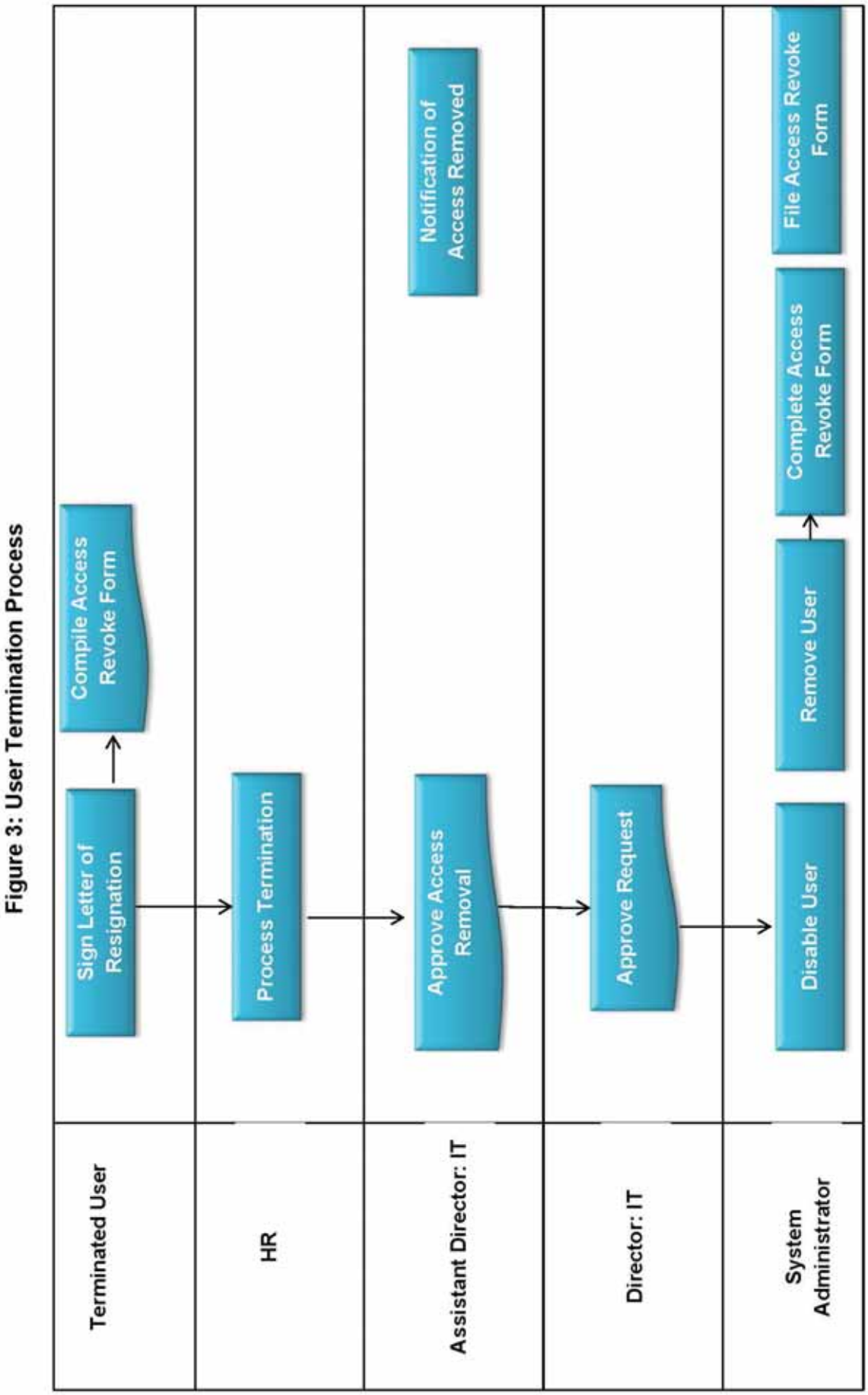


Figure 3: User Termination Process

8. GENERAL ACCESS RIGHTS ASSIGNMENT

8.1 Access rights include, but are not limited to:

8.1.1 General office applications (E-mail, Microsoft Office, etc.);
8.1.2 Department specific applications and/or databases;
8.1.3 Network Shares;
8.1.4 Administrative tasks;
8.1.5 VPN Access;

8.2 Access must follow a "principle of least-privilege" approach, whereby all access is revoked by default and users are only allowed access based on their specific requirements.

8.3 Access rights must be assigned to a group/role. A user must then be assigned to that group. Access rights must not be assigned to individual users.

9. NETWORK USER ACCESS RIGHTS ASSIGNMENT

9.1 Access to the MLM network must only be allowed once a formal user registration process has been followed.

9.2 Access to Wi-Fi must only be provided to users who require access to the network throughout the MLM, to fulfil their business function.

9.3 VPN access must only be granted to users who require the service to fulfil their business function.

9.4 Best practice states that VPN access must only be granted to employees who:

- Work remotely (not at the office);
- Work overtime, or not within regular office hours.

9.5 It is the responsibility of the ICT Section to ensure all users must be made aware of the security risks and obligations associated with VPN access.

9.6 VPN access must be monitored, and audit logs reviewed every quarter (3 months) by IT Security Officer.

9.7 All reviews must be formally documented and signed off by the Director: IT. Documentation must be kept for record keeping purposes. Records of VPN access reviews must be stored for a minimum of 2 years.

10. OPERATING SYSTEM ACCESS RIGHTS ASSIGNMENT

10.1 Each system administrator must be given their own accounts within the administrator group. Should shared accounts be required to fulfil a business function, then this account must be approved and documented by the Director: IT.

10.2 The default guest account must be removed or renamed and disabled.

11. APPLICATION USER ACCESS RIGHTS ASSIGNMENT

11.1 Segregation of duties must be practiced, in such a way that application administrators cannot perform general user tasks on an application. This is to prevent any fraudulent activity from taking place.

11.2 Applications administrators must remain independent of the department utilising the application, with the exception of the ICT Section.

12. REVIEWING USER ACCESS AND PERMISSIONS

12.1 User access and user permissions must be reviewed every quarter (3 months) by system administrators.

12.2 On a monthly basis, HR Department must send a list of all terminated employees for that month to the ICT Section. This list must be used to ensure that all terminated users have had their access revoked. Should one or more terminated users still have access to the environment, an investigation into the finding must be conducted.

12.3 On a monthly basis, the Director: IT must review all users with administrative access to the environment and assess their rights for appropriateness. Should a user be found with excessive rights, a user access change request must be performed.

12.4 All reviews must be formally documented and signed off by the Director: IT. Documentation must be kept for record keeping purposes. Records of user access review must be stored for a minimum of 2 years.

13. USER AND ADMINISTRATION ACTIVITY MONITORING

13.1 User and administrator activity must be monitored through audit and event logging.

13.2 Once a month, system administrators and application owners must review audit and event logs for suspicious and malicious activities

13.3 Dormant accounts should be disabled and a request to remove the access should be performed in line with section 8 of this Policy (User Permission/Role Change Request).

13.4 All reviews must be formally documented and signed off by the Director: IT. Documentation must be kept for record keeping purposes. Records of user activity monitoring must be stored for a minimum of 2 years.

14. BREACH OF POLICY

14.1 Any failure to comply with the rules and standards set out herein will be regarded as misconduct and/or breach of policy. All misconduct and/or breach of policy will be assessed by the MLM and evaluated on its level of severity. Appropriate

disciplinary action or punitive recourse will be instituted against any user who contravenes this policy. Actions include, but are not limited to:

14.1.1 Revocation of access to MLM systems and ICT services;
14.1.2 Disciplinary action in accordance with the MLM Disciplinary Code;
14.1.3 Punitive recourse against the service provider/vendor as stated in the service provider/vendor's SLA with the MLM.

15 ADMINISTRATION OF POLICY

The Director: IT or delegated authority within the MLM is responsible for maintaining this policy. The policy must be reviewed whenever it is deemed necessary by the MLM, to ensure that it is aligned to prevailing resolutions, regulations and market conditions.

15. APPENDIX B: USER ACCESS MANAGEMENT FORM



ICT New User Creation and Amendn

C 2531/04/2021
MC A/5489/04/2021

9.A.15 [CC:CS]: REVIEW OF ICT POLICIES

6/2/2/5/P

COMPETENCY: COUNCIL

RESOLVED

1. That the ICT Third Party Management Policy, attached to the report as Annexure “A”, be approved.

2. That the ICT Portfolio Management Framework, attached to the report as Annexure “B”, be approved.

3. That the affected employees be informed of the Policies.

C 2531/04/2021
MC A/5489/04/2021

9.A.15 [CC:CS]: REVIEW OF ICT POLICIES

6/2/2/5/P

COMPETENCY: COUNCIL

PURPOSE

To submit the ICT Policies for approval.

RECOMMENDATIONS

1. That the ICT Third Party Management Policy, attached to the report as Annexure "A", be approved.

2. That the ICT Portfolio Management Framework, attached to the report as Annexure "B", be approved.

3. That the affected employees be informed of the Policies.

REPORT

Midvaal Local Municipality recognises the need to embrace new and emerging technologies to improve the way business is conducted and contribute to improving the way the Municipality meets its business objectives. Attached, hereto are the developed ICT policies for approval.

I. ICT Third Party Management Policy
II. ICT Portfolio Management Framework

COMMENTS: MEETING OF THE MUNICIPAL MANAGER AND HEADS OF DEPARTMENT: 13 APRIL 2021

Resolved to Recommend

That the Item be referred to the Section 80 Corporate Services Portfolio Committee.

COMMENTS: SECTION 80 CORPORATE SERVICES PORTFOLIO COMMITTEE: 13 APRIL 2021

The recommendations are supported.

ANNEXURE "A"

Midvaal Local Municipality (MLM)



ICT THIRD PARTY MANAGEMENT POLICY

MARCH 2021

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1. Introduction

The Information and Communication Technology (ICT) suppliers for the Midvaal Local Municipality (MLM) must be managed to ensure that they meet the MLM's requirements. This is achieved by practising adequate performance and monitoring processes of suppliers and service providers.

2. Objectives of the Policy

The objective of this policy is to ensure that all ICT Third Party suppliers for MLM are effectively and efficiently managed.

3. Application of the Policy

This policy applies to all the ICT Third Party suppliers that provide services to MLM.

4. Legal Framework

The following are the Acts relevant to third party management:

a. Promotion of Access to Information Act, 2000 (Act No 2 of 2000);
b. Electronic Communications; and
c. Minimum Information Security Standards.

5. Policy Interpretation

ICT Department shall be responsible for interpretation of this policy, resolution of problems and conflicts with local policies, and special situations.

6. Policy

6.1. Roles and Responsibilities

The table below describes the key stakeholders and their respective roles and responsibilities in terms of ICT Third Party Management.

Table 1: Roles and Responsibilities

Role	Responsibilities
Chief Financial Officer:	Must be consulted on decisions relating to identification and selection of ICT suppliers and must be informed of the results of monitoring activities.
ICT Director:	ICT Director is the controller of the services being requested and is responsible for the authorisation and rejection of service level agreements and for the review and negotiation of service level agreements.
HOD Corporate Services:	Accountable for all aspects relating to the management of ICT service providers and would report to the MM.
Municipal Manager:	Ultimately accountable for managing suppliers and service providers for the Municipality.

6.2. Control Objectives for Information and Related Technology (COBIT) References

The management practices for the COBIT area APO10: Manage Suppliers are focused on meeting the Municipality's requirements, selection of suppliers, management of relationships, and management of contracts and reviewing and monitoring of supplier performance for effectiveness and compliance.

The following management practices, as defined by the COBIT 5 framework, are addressed within this policy document:

- **6.2.1. APO10.01:** Identify and evaluate supplier relationships and contracts;
- **6.2.2. APO10.02:** Select suppliers;
- **6.2.3. APO10.03:** Manage supplier relationships and contracts;
- **6.2.4. APO10.04**: Manage supplier risk; and
- **6.2.5. APO10.05:** Monitor supplier performance and compliance.

6.3. Mapping to COBIT

The table below maps each of the policy references to the COBIT area APO10: Manage Suppliers.

Table 2: Mapping to COBIT 5

Policy Reference	COBIT 5 Reference
Identify and Evaluate Supplier Relationships and Contracts	APO10.01: Identify and evaluate supplier relationships and contracts.
Selection of ICT Suppliers	APO10.02: Select suppliers.
ICT Supplier Relationships and Contracts.	APO10.03: Manage supplier relationships and contracts. APO10.04: Manage supplier risk.
Monitoring of ICT Supplier Performance.	APO10.05: Monitor supplier performance and compliance.

6.3.1. Identify and Evaluate Supplier Relationships and Contracts

a. The process of identifying and evaluating ICT Suppliers must comply with the requirements and evaluation criteria defined by legislative and regulatory requirements applicable to the Municipality.

b. ICT service providers that were awarded contracts to supply equipment, services and maintenance services.

6.3.2. Selection of ICT Suppliers

a. The acquisition of ICT goods and services must comply with the State Information Technology Act (SITA) and other relevant legislation.

b. For the acquisition of software, development resources, infrastructure and related services, the rights and obligations of all parties must be included as part of the contractual terms with the supplier.

c. Legal advice and consultation must be considered on acquisition agreements regarding ownership and licensing of intellectual property.

6.3.3. ICT Supplier Relationship and Contracts

a. The Director ICT is responsible for managing the relationships with third party ICT service providers.

b. A quarterly meeting schedule with ICT service providers must be established and maintained by the Director ICT to monitor performance against service agreements.

c. The quality of services provided by the supplier must be evaluated and improvements must be recommended where necessary. These improvements must be communicated and agreed to in a formal manner.

d. Contracts and/or SLA's must be amended / renewed to conform to changes to legislation or Municipality' standards.

e. The Municipality must stipulate penalties within contracts or SLAs for supplier's non-compliance.

f. Contract disputes must be resolved using appropriate contract management activities, including effective communications to the supplier and taking the appropriate legal action where necessary.

g. Each service provider must appoint an individual, typically a account manager, who must take responsibility of managing the contract agreement and providing progress reports to the Director ICT.

h. Security and protection of intellectual property must be clearly defined in contracts to protect the information assets of the Municipality.

6.3.4. Monitoring of ICT Supplier Performance

a. The following evaluation criteria or specific criteria from the SLA must be considered to monitor supplier performance and ensure that the supplier regularly and transparently reports on the agreed-on criteria.

Table 3: Evaluation Criteria

Criteria	Description
Supply Chain Processes	Effectiveness and suitability of the supplier's procurement processes.

Criteria	Description
Technical Compliance	ICT Suppliers' ability to provide solutions that meet specific technical requirements of the Municipality (including LAN, WAN and centrally hosted applications/services).
Technical Design	ICT Suppliers' ability to design and deliver innovative or tailored solutions.
Training	ICT Suppliers' ability to provide quality training when required.
Environmental Sustainability	ICT Suppliers delivering services in a manner to reduce the impact on the environment.
Quality	Quality of processes, implementation plans and solutions.
Meeting Expectations	The ICT service providers' performance in relation to meeting the Municipality's expectations.
Support of Overall Objectives	The ICT Suppliers' support of the overall objectives of the Municipality.
Timely Solutions to Business Problems	The ICT Suppliers' speed in addressing service calls.
Recovery Ability	The ICT Suppliers' ability in recovering information, where applicable.
Contract Agreements Compliance	The degree to which the supplier has complied with the contract/SLA requirements.
Costs	The costs of the ICT service provider compared to others in the industry.

b. The service delivery of service providers must be monitored to ensure that the ICT supplier is providing an acceptable quality of service, meeting requirements and targets that have been agreed to within the SLA or contract.

c. The costing schedule provided by suppliers must be, where possible, benchmarked against similar providers on a periodic basis.

d. To ensure that controls and practices of the ICT supplier are aligned with the Municipality's control environment, independent reviews or audit reports must be requested, or any externally available information must be reviewed.

e. Performance monitoring of ICT service providers must be performed on a monthly basis, and the results must be recorded and reviewed.

f. The Municipality must invoke penalties for an ICT supplier's non-compliance to the SLA, after consultation and assistance from the Legal Services department, if necessary.

g. All non-compliance issues noted for ICT suppliers must be logged and followed up on. Action plans to address non-compliance with timelines must be agreed with ICT suppliers.

Violation/Non-Compliant with this Policy

Violations of this policy may result in disciplinary action, up to and including a termination of contract in the case of contractors or consultants.

7. Policy Amendment/Repeal

Any amendments to this policy must be submitted to the ICT Steering Committee by the sections' Directors. The Director ICT will affect the necessary changes and the policy will be approved in terms of the municipality's policy approval process.
The policy will be effective from the date that it is approved by Council.

8. Policy Review

This policy is subject to annual review or whenever it is deemed necessary by the Municipality, to ensure that it is aligned to prevailing resolutions, regulations and market conditions.

ANNEXURE "B"

Midvaal Local Municipality (MLM)

ICT PORTFOLIO MANAGEMENT FRAMEWOK

MARCH 2021

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1. Introduction

ICT Portfolio Management Framework (ICTPM) is described as "An investment framework that enables organisations to systematically categorise, evaluate, prioritise, select and manage their ICT investments, in alignment of investments against strategic objectives, and achieving optimal value".

ICTPM treats ICT initiatives as Investments. It looks beyond the "cost" aspects of initiatives into the "value/benefits" aspects of investments. An ICT Portfolio comprises a categorised set of projects that are driving spending activities, and correspondingly brings in business outcomes and benefits. It establishes clear links between cost and performance in meeting the desired outcomes of the business (Note that "value" refers to strategic outcomes and benefits).

The ICTPM Framework was found to be practicable and useful to assist the evaluation of new and existing projects. It guides Midvaal Local Municipality (MLM) to make prompt decisions to prioritise discretionary vs. non-discretionary projects. A centralised view of the ICT projects enables a holistic understanding of the value contribution of the ICT investments to the council's strategic outcomes.

A strong ICTPM will allow the MLM to determine how much and where to invest the given ICT budget – whether MLM should go into pursuing the strategic objectives, or "keeping the lights on". It minimises piecemeal decisions on projects made based on bottom-up approach. ICTPM provides visibility of ICT spending and further enables transparency and focus into the amounts invested on meeting stipulated strategies.

ICTPM improves communication between ICT and non-ICT Stakeholders. It bridges gaps during decision-making, especially when ICT stakeholders lack business understanding, while non-ICT stakeholders lack technical understanding. It provides a common platform for communication, to see projects in terms of their values, not merely their costs.

Ultimately, ICT Governance is about making the right ICT decisions. Portfolio Management is one such means.

2. MLM ICT Portfolio Management

MLM ICT Portfolio Management explains how the Municipality will create the necessary capacity to manage ICT-related programmes/projects. This Framework is based on Control Objectives for Information and Related Technology (COBIT) (an internationally accepted methodology). This is informed by COBIT 5 Process APO05 and BAI01. This document is aligned with the best practice Project Management Body of Knowledge PMBOK and PRINCE2 project management methodology.

2.1. Categories of Investment

MLM ICT Portfolio Management recognises the requirement for a balanced portfolio. It also recognises that there are different categories of investment with differing levels of complexity and degrees of freedom in allocating funds.

ICT investment portfolio is categorised in the following manner:

- Mandatory;
- Continuity or sustaining;
- Discretionary;
- Strategic (to create new products/services and enter new markets);
- Transformational (to gain competitive advantage or major innovation);
- Transactional (to process transactions more efficiently).

2.2. Investment Mix and Funding

An appropriate investment mix based on cost, alignment with IDP, and financial measures such as cost and expected ROI over the full economic life cycle, degree of risk and type of benefit for the programmes in the portfolio shall be defined in the Master Systems Plan or ICT Strategy.

The ICT Steering Committee can recommend initiatives and programmes, however, the final decision will need to be approved by other committees.

2.3. Investment Portfolio Monitoring

The ICT Steering Committee shall on a regular basis, monitor and optimise the performance of the investment portfolio and individual programmes throughout the entire investment life cycle.

This will be achieved through:

a. Regular review of the portfolio to identify and exploit synergies, eliminate duplication between programmes, and identify and mitigate risks;
b. Proper change control as and when programmes are changed, deferred retired, or when new programmes are initiated;

c. Adjustments of targets, forecasts, budgets and, if required, the degree of monitoring to reflect the expenditures to be incurred and benefits to be realised by programmes in the active investment portfolio;

d. Management reports provided for HOD's review of the enterprise's progress toward identified goals, stating what still needs to be spent and accomplished over what time frames;

e. Inclusion of regular performance monitoring information on the extent to which planned objectives have been achieved, risks mitigated, capabilities created, deliverables obtained, and performance targets met; and

f. Budget control between actual and budget.

3. Investment Portfolio Programmes and Projects Management

Programmes and projects from investments portfolio shall be managed in a co-ordinated way. All programmes and projects from the investment portfolio shall properly Initiate, plan, control, and execute programmes and projects, and close with a post-implementation review.

This shall ensure that MLM benefits are realised and risks are reduced. The risk of unexpected delays, costs and value erosion by improving communications to and involvement of business and end users, ensuring the value and quality of project deliverables, and maximising their contribution to the investment and services portfolio.

A standard approach for programme and project management that enables governance and management review and decision-making and delivery management activities focussed on achieving benefits and goals (requirements, risks, costs, schedule, quality) in a consistent manner shall be maintained.

3.1. Programme Initiation

Programmes initiation confirms the expected benefits and obtaining authorisation to proceed. This includes agreeing on programme sponsorship, confirming the

programme mandate through approval of the conceptual business case, appointing programme committee members, producing the programme brief, reviewing and updating the business case, developing a benefits realisation plan, and obtaining approval from sponsors to proceed.

A programme will be initiated if the following activities have been completed:

a. Agreement on programme sponsorship and appoint a programme committee with members who have strategic interest in the programme, have responsibility for the investment decision-making, will be significantly impacted by the programme, and will be required to enable delivery of the change.

b. Confirmation of the programme mandate with sponsors and stakeholders, articulating the strategic objectives for the programme, potential strategies for delivery, improvement and benefits that are expected to result, and how the programme fits with other initiatives.

c. A detailed business case for a programme is developed, if warranted. Involvement of all key stakeholders to develop and document a complete understanding of the expected enterprise outcomes, how they will be measured, the full scope of initiatives required, the risk involved and the impact on all aspects of the enterprise. Identify and assess alternative courses of action to achieve the desired enterprise outcomes.

d. Development of a benefits realisation plan that will be managed throughout the programme to ensure that planned benefits always have owners and are achieved, sustained and optimised.

e. Prepare and submit for in principle approval the initial (conceptual) programme business case, providing essential decision-making information regarding purpose, contribution to business objectives, expected value created, time frames, etc.

f. Appointment of a dedicated project manager for the programme, with the commensurate competencies and skills to manage the programme effectively and efficiently.

3.2. Stakeholder Engagement

Stakeholder engagement will ensure an active exchange of accurate, consistent and timely information reaches all relevant stakeholders. This includes planning, identifying and engaging stakeholders and managing their expectations.

3.3. Programme Plan Development and Maintenance

Programmes to lay the ground work shall be formulated and be positioned for successful execution by formalising the scope of the work to be accomplished and identifying the deliverables that will satisfy its goals and deliver its benefit. A programme plan and business case shall be with updates and shall be maintained throughout the full economic life cycle of the programme to reflect the current status.

3.4. Programme Launch and Execution

Programmes shall be launched and executed in order to acquire and direct the resources needed to accomplish the goals and benefits of the programme as defined in the programme plan. In accordance with stage-gate review criteria, prepare for stage-gate reviews to report on the progress of the programme and to be able to make the case for funding up to the following stage-gate review.

3.5. Programme Outcome Monitoring, Control and Reporting

Programme (solution delivery) and enterprise (benefit/outcome) performance against the plan shall be controlled and maintained throughout the full economic life cycle of the investment and reported to the programme steering committee and sponsors.

The monitoring and performance control of programme outcomes shall be on the following:

a. Overall programme and the projects within the programme, including the business and the ICT functions' contributions to the projects, and report in a timely, complete and accurate fashion. Reporting include schedule, funding, functionality, user satisfaction, internal controls and acceptance of accountabilities.

b. MLM ICT strategies and goals must report to management on changes implemented, benefits realised against the benefits realisation plan, and the adequacy of the benefits realisation process.

c. ICT services, assets and resources created or changed as a result of the programme, and when they are becoming and have become operational. Reporting to management on performance against service levels, sustained service delivery and contribution to value.

d. Key criteria (e.g., scope, schedule, quality, benefits realisation, costs and risks), identify deviations from the plan and take timely remedial action when required.

e. Delivery of the expected capabilities, schedule, benefits realisation, costs and risks to identify potential impacts on programme performance. Take timely remedial action when required.

f. Update of operational ICT portfolios reflecting changes that result from the programme in the relevant ICT service, asset or resource portfolios.

g. In accordance with stage-gate review criteria, undertake stage-gate reviews to report on the progress of the programme so that management can make go/no or adjustment decisions and approve further funding up to the following stage-gate review.

3.6. Projects Starting Up and Initiating Within a Programme

Nature and scope of the projects must be defined and documented to develop a common understanding amongst stakeholders of project scope and how it relates to other projects within the overall ICT-enabled investment programme. The definition shall be formally approved by the programme and project sponsors.

3.7. Projects Planning

A formal, approved integrated project plan (covering business and ICT resources) to guide project execution and control throughout the life of the project shall be established and maintained. The scope of projects shall be clearly defined and tied to building or enhancing business capability.

3.8. Programme and Project Quality Management

Quality management plan that describes the programme and project quality approach and how it will be implemented shall be prepared and executed. The plan shall be formally reviewed and agreed to by all parties concerned and then incorporated into the integrated programme and project plans.

3.9. Programme and Project Risk Management

Specific risks associated with programmes and projects shall be eliminated or minimised through a systematic process of planning, identifying, analysing, responding to, monitoring and controlling the areas or events that have the potential

to cause unwanted change. Risks faced by programme and project management shall be established and centrally recorded.

3.10. Project Monitoring and Control

Project performance shall be measured against key project scope, schedule, quality, cost and risk criteria. Identify any deviations from the plan. Impact of deviations shall be assessed on the project and overall programme and reported to key stakeholders.

3.11. Project Execution

Execution of a project shall be managed by making key decisions, exercising overall control, assigning and co-coordinating business and ICT resources, and placing formal requirements on authorising and accepting work, delivering and accepting work products as defined in the project plan.

3.12. Project Closure

At the end of each project, project stakeholders are required to ascertain whether the project delivered the planned results and benefits. Any outstanding activities required to achieve the planned results of the project and the benefits of the programme shall be identified and communicated and identify and document lessons learned for use on future projects and programmes.

3.13. Programme Closure

An orderly closure, including formal approval, disbanding of the programme organisation and supporting function shall take place which includes validation of deliverables, and communication of retirement. Once the programme is retired, it should be removed from the active investment portfolio.

4. Attached below Project Registration Form



Project Registration form.pdf

Midvaal Local Municipality

IT Project Request Form

PROJECT REGISTRATION FORM

Project period:	*<mm/dd/yyyy to mm/dd/yyyy>*	**Project title:**	*<Official project title.>*
Date of Project:	*<mm/dd/yyyy>*	**Project manager:**	*<Name>*
Project Requester:	*<Name>*	**Project Sponsor:**	*<Name>*
Project Requester:	*<Signature>*	**Project Sponsor:**	*<Signature>*

EXECUTIVE SUMMARY

<Provide a brief summary of the project and give executives an at a glance understanding of the project objective. >

PLANNED ACTIVITIES FOR THE PROJECT

Project Outcomes:

- *< Insert bullet list of outcomes>*

Requested IT Services:

- *< Insert bullet list activities planned but not accomplish>*

Planned actions for the next period:

- *< Insert bullet list actions for the next period >*

Proposed Location of Program or Equipment:

- *< Insert bullet list of locations or equipment required for the project >*

Midvaal Local Municipality

IT Project Request Form

Special Instructions/Additional/Vendor Information

- *< Insert bullet list of additional information/request/ instruction >*

BUDGET

<budgeted amount>

PROJECT RISK SUMMARY

ID	***Priority***	***Probability of Occurrence***	***Risk Description***	***Impact Summary (Milestone, Schedule Scope, Resources, Space…)***	***Response Strategy***
<ID>	*<H/M/L>*	*<H/M/L>*	*<If x happens there is a risk that….>*	*<impact if the risk occurs>*	*<Risk response strategy>*

EXECUTIVE ASSISTANCE REQUESTS

ID	***Description including reference to impact on time, cost and quality (Iron Triangle)***	**ACTION REQUESTED**
<ID>	*<Describe the background and why assistance is being requested>*	*<State clearly the action you need the Project Board or Sponsor to take>*

Midvaal Local Municipality

IT Project Request Form

AUTHORISATION SIGNATURES (PLEASE PRINT NAMES)		
By signing this document, I agree that my access could be monitored and that details of the audit may be requested by my manager or Director: IT. I am also familiar and accept the conditions stipulated in the user access and security policy.		
Relevant Director	***Assistant Director IT***	***Director: IT***
Name:	***Name:***	***Name:***
Sign:	***Sign:***	***Sign:***
Date:	***Date:***	***Date:***

ANNEXURE G:

INTEGREITY MANAGEMENT STRATEGY

2022/2023

INTEGRITY MANAGEMENT STRATEGY



Midvaal Local Municipality

25 Mitchell Street

Meyerton

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 work-force. 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 Govern-ment Integrity Management Framework. This Midvaal Integrity Management Strategy aligns with the Integrity Management Framework, but it has been adapted to Midvaal's specific circum-stances 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

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 super-vision 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 Executive Director: Corporate Services.

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: Executive Director: Corporate Services, 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 Executive Director: Corporate Services 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 Executive Director: Corporate Services. 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	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.	Executive Director: Corporate Services	May	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.	Executive Director: Corporate Services	Mar	Anti-Fraud & Corruption Policy & Plan reviewed and approved by Council and is now referred to as the Integrity Management Policy & Plan

	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	Include in the Integrity 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.	Executive Director: Corporate Services	Jul	
4.	Develop policy register for all policies	Ensure that all municipal policies are reviewed annually.	Executive Director: Corporate Services supported by all other heads of department	Mar	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.	Executive Director: Corporate Services	Mar	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.	Executive Director: Corporate Services	Apr	Review and update awareness material

	ACTIVITY	DESCRIPTION	RESPONSIBILITY	TIMELINE	COMMENTS
4.	**Create awareness of ethics and anti-corruption**				
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.	Executive Director: Corporate Services	May	
	- Communication of Values Statement by Leadership	A communication strategy for the values-statement at a leadership level.	Executive Director: Corporate Services	May	
	- Disseminate the values statement	Through municipal communication (e.g. e-mail disclaimer).	Executive Director: Corporate Services	May	
	- All Council and Committee agendas should reflect on MLM values statement	Including LED Forums and other forums.	Municipal Manager	May	
	- Include ethics themes in information sharing sessions	Inclusion of ethics presentation in the information sharing sessions.	Executive Director: Corporate Services	May	
	- 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	
5.	**Governance oversight**				
1.	Incorporate the Integrity Management Strategy (IMS) into the IDP	Inclusion of the IMS in the IDP	Executive Director: Corporate Services	Mar	
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.	Executive Director: Corporate Services	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	Executive Director: Corporate Services	Per appointment	
2.	Include reference to our values statement in recruitment adverts	Job and tender advertisements	Executive Director: Corporate Services	May	
3.	Include values-alignment as a requirement for appointment	Promoting values statements during interviewing and asking questions relevant to values statement	Executive Director: Corporate Services	May	
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	Executive Director: Corporate Services - in consultation with relevant line departments	May	
5.	Reflect the values and Code of Conduct in appointment letters	Maintain values and Code of Ethics in Letters of Appointment	Executive Director: Corporate Services	May	
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)	Executive Director: Corporate Services	Mar	Province indicated willingness to assist

2.	Include a significant ethics component in induction processes	Maintain including the ethics component in induction processes	Executive Director: Corporate Services	Monthly	
3.	Annual roll-out of ethics workshops to management and staff	Annual workshops on ethics (including the Code and Values statement)	Executive Director: Corporate Services	Jul	
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.	Executive Director: Corporate Services	Jul	
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	
3.	**Acknowledgement**				
1.	Launch good conduct acknow-ledgement 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	
4.	**Professionalisation**				
1.	Actively encourage employees to register with recognised professional bodies	Especially the top 3 levels	All HoDs	Jul	
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	

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	Executive Director: Corporate Services & Chief Financial Officer	Aug/Sep	
2.	Review mitigating strategies for key ethics risk areas	Maintain and incorporate with risk register	Executive Director: Corporate Services & Chief Financial Officer	Aug/Sep	
		Report progress on ethics risk register implementation	Executive Director: Corporate Services	Quarterly	
2.	**Specific measures in Supply Chain Management**				
1.	Conduct due diligence on potential service providers		Chief Financial Officer	Jul	
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	Executive Director: Corporate Services	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 responsibilities and discipline management; 3. Departmental management meetings.	All HoDs	May – Aug	
2.	Maintain the investigations component of the Anti-fraud and Corruption Risk Management Strategy to ensure independence and oversight in investigations	1. Investigations to cover non-fraud related matters 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 Procedures and Criminal Proceedings (2014).	Municipal Manager	Ongoing	

2.	**Establish accountability mechanisms in Council**				
1.	Council Rules and Ethics Committee to define processes for keeping councillors 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	
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 Committee Members	Office of the Speaker	Jun	
		Include ethics components in the Midvaal Newsletter	Executive Director: Corporate Services	Jun	
		Make Ethics Strategy available on Council's Website	Executive Director: Corporate Services	Jun	
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	Executive Director: Corporate Services	Oct	
3.		Invite stakeholders in the ward to observe ward committee meetings	Office of the Speaker	Oct	

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:

HUMAN SETTLEMENT PLAN

MIDVAAL
LOCAL MUNICIPALITY

HUMAN SETTLEMENT PLAN (HSP) 2022-2027

DRAFT REPORT

MARCH 2022

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1.0 INTRODUCTION

1.1 Background

According to the Municipal Systems Act (Section 32 of 2000), each municipal Council must within a stipulated timeframe after the start of its elected term, adopt an inclusive and strategic plan for the development of the Municipality referred to as the Integrated Development Plan (IDP).The IDP has a lifespan of 5 years and is directly linked to the Council's elected term of office.

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 and is aligned with the IDP cycle.

Besides the above-mentioned Act, Section 9 (1) of the National Housing Act No. 107 of 1997 requires every Municipality as part of the Municipality's process of IDP, to take all reasonable and necessary steps within the framework of National and Provincial housing legislation and policy to;

- 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 and
- Plan and manage land use and development.

Midvaal Local Municipality therefore has a responsibility in ensuring that the housing needs of residents within the municipal jurisdiction are met by fulfilling the above-mentioned functions and hence the need to compile this HSP.

The HSP will be submitted to Council for approval as part of the 2022-2027 IDP and will be subject to annual reviews. Once approved, the housing strategies in the HSP will be implemented to contribute towards the Municipality's overall housing mission and vision.

1.2 Purpose of the Human Settlement Plan (HSP)

The 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

1.3 Methodology

The methodology spells out the processes undertaken in the formulation of the Human Settlement Plan and includes the following;

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 2027.

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

The Strategy formulation phase, includes the following;

- Compilation of the National housing programmes available
- The Municipality's housing priority areas and the status of current and future projects
- The Municipality's housing vision and mission
- The objectives and key housing development strategies taking into consideration the main housing issues and;
- Development proposals

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 an implementation programme that is based on three project management principles, time, cost and quality.

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.

2.0 OVERVIEW OF HUMAN SETTLEMENTS LEGISLATION & POLICIES

Below is a summary of some of the legislative and policy framework within which human settlements delivery takes place. These are classified according to the 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 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 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.

2.2.3 Sustainable Development Goals

The Sustainable Development Goals forms part of a wider 2030 Agenda for Sustainable Development and also build on the Millennium Development Goals (MDGs). The goals include the following;

- End poverty in all its forms everywhere
- End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- Ensure healthy lives and promote well-being for all at all ages
- Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Achieve gender equality and empower all women and girls
- Ensure availability and sustainable management of water and sanitation for all
- Ensure access to affordable, reliable, sustainable and modern energy for all
- Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- Reduce inequality within and among countries
- Make cities and human settlements inclusive, safe, resilient and sustainable
- Ensure sustainable consumption and production patterns
- Take urgent action to combat climate change and its impacts*

- Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- Strengthen the means of implementation and revitalize the global partnership for sustainable development.

2.3 DISTRICT & LOCAL LEGISLATION & POLICIES

2.3.1 Midvaal Indigent Policy 2021/22

The indigent policy provides an opportunity to create a safety net to the poorest section of the population. Indigents are defined as people, who due to a number of 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. This includes pensioners, unemployed, child headed families and students.

The Municipality aligns the income level of indigent households with the income category as determined by the Department of Human Settlement for ownership of RDP properties. The said amount currently is R5 500.00 per household per month.

The Midvaal indigent 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 and the Municipality must differentiate fairly between those in different circumstances and treat them accordingly.
- **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. As households' circumstances change, they should be able to shift relatively easily across the continuum of choices.
- **Implementable:** Policy must be administratively practical and implementable.

2.3.2 District IDP & SDF, 2020/21

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, 2020 -2021

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).

2.3.4 Midvaal Spatial Planning and Land Use Management By-Law, 2017

The Midvaal Spatial Planning and Land Use Management By-Law is in line with the SDF and aims to promote;

- Economic growth
- Social inclusion
- Efficient land development and
- Minimal impact on public health, the environment and natural resources.

3.0 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 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: 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

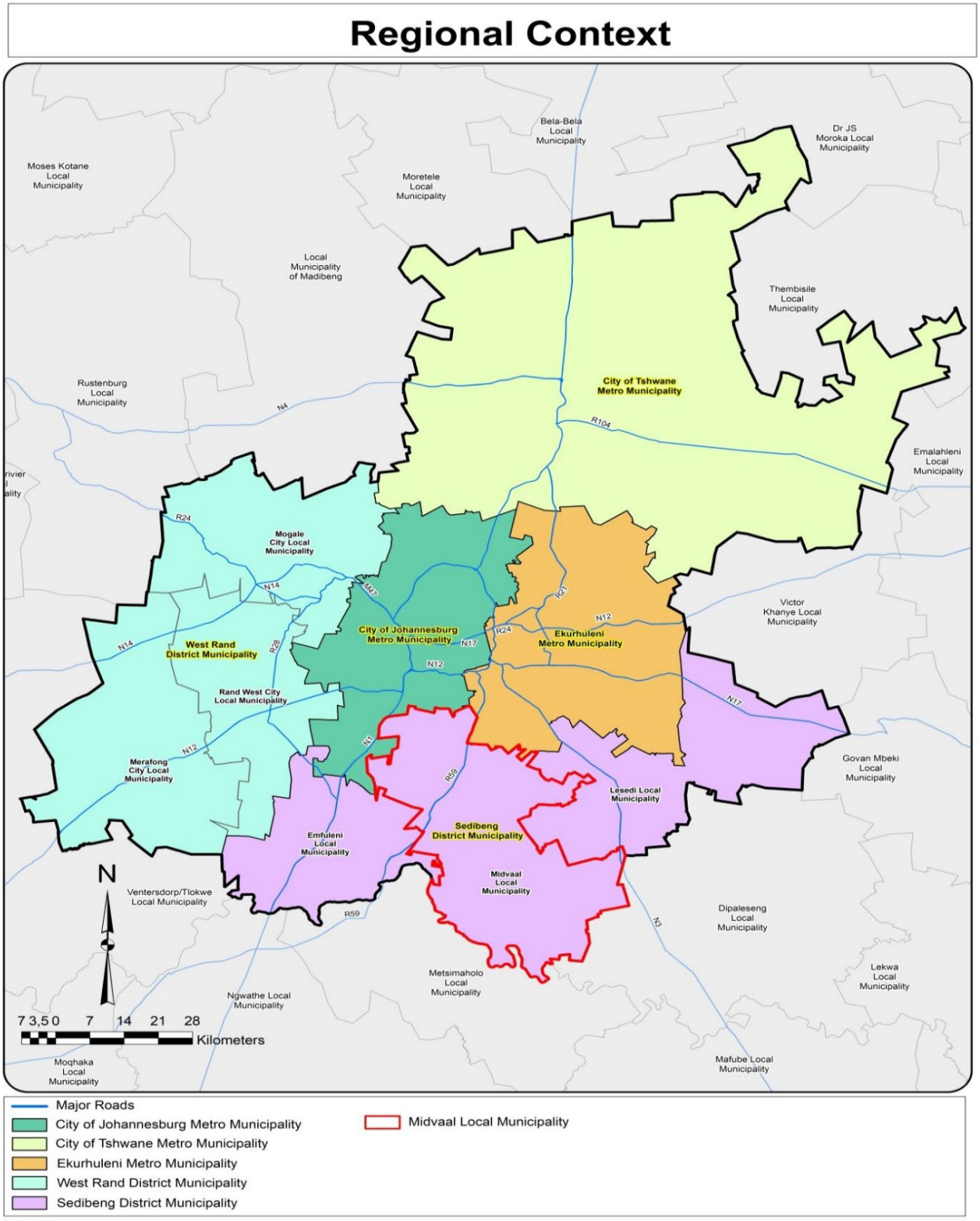
Midvaal Local Municipality is situated within the Sedibeng District in the south of the Gauteng Province. The City of Ekurhuleni and City of Johannesburg Metropolitan Municipalities are situated to the north **(See map 1- Midvaal Local Municipality in a Regional context)**. The Municipality is bordered 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.

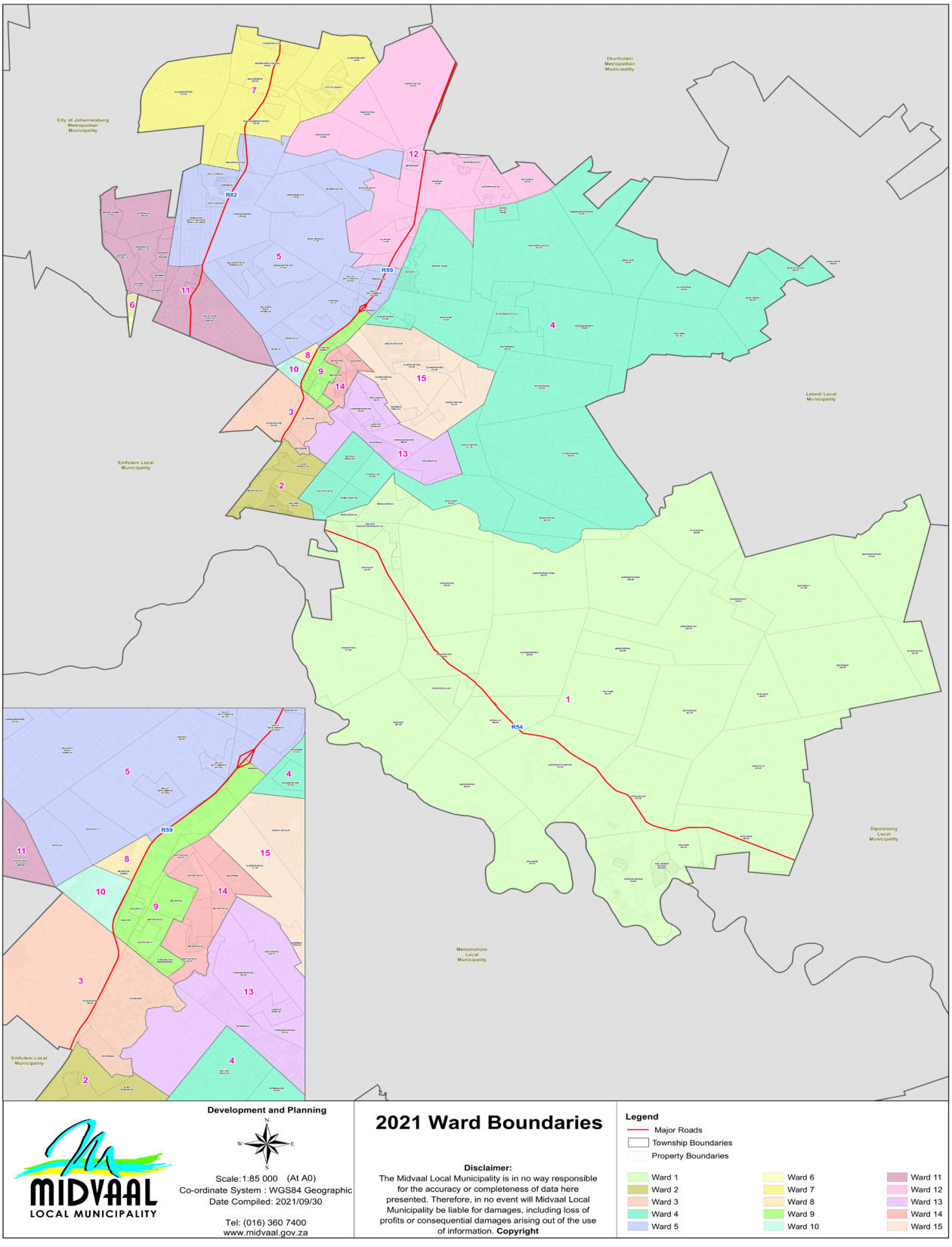
The spatial structure of the Midvaal municipal area is predominantly that of a rural area with extensive farming constituting approximately 50% of the total area of jurisdiction. There are two significant natural features impacting on the physical structure, namely the Suikerbosrand Nature Reserve and 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 several townships in Midvaal such as Savanna City, Sicelo, Lakeside Estates, Mamello and Lakesides Estates Extension 1 that are developed with government fully subsidised housing. 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: Midvaal GIS Section, 2022

- **Informal Settlements** - There are 29 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 based on 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 ten (10) shacks were excluded.

Most of the informal settlements in Midvaal are situated on privately owned land with a few on Municipal and Government land.

With regards to size, majority of the informal settlements are smaller in size. 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, Kromdraai, Boitumelo, Piel's Farm, Skansdam and Mamello.

This is represented in the table below and spatially on **Map 3- Informal settlements in the Midvaal Local Municipality.**

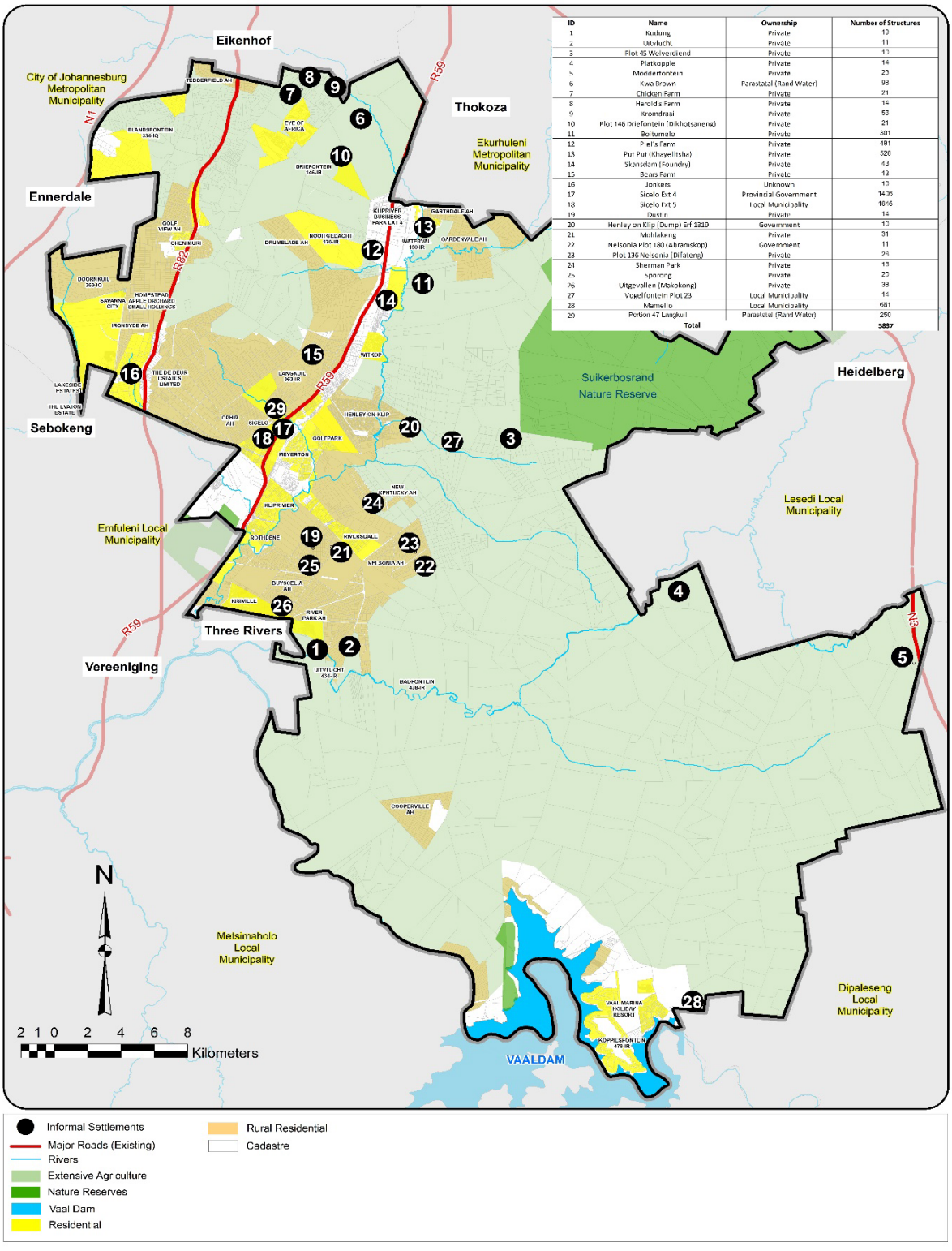
Table 2: Informal settlements in Midvaal

No	Informal Settlement	Ownership	No. of structures
1	Portion 47 Langkuil	Parastatal (Rand Water)	250
2	Kudung	Private	19
3	Uitvlucht	Private	11
4	Plot 45 Welverdiend	Private	10
5	Platkoppie	Private	14
6	Modderfontein	Private	23
7	Kwa Brown	Parastatal (Rand Water)	98
8	Chicken Farm	Private	21
9	Harold's Farm	Private	14
10	Kromdraai	Private	56
11	Plot 146 Driefontein (Dikhotsaneng)	Private	21
12	Boitumelo	Private	301
13	Piel's Farm	Private	491
14	Put Put (Khayelitsha)	Private	528
15	Skansdam (Foundry)	Private	43
16	Bears Farm	Private	13
17	Jonkers	Unknown	10
18	Sicelo Ext 4	Provincial Government	1,406
19	Sicelo Ext 5	Local Municipality	1,645
20	Dustin	Private	14
21	Henley on Klip (Dump) Erf 1319	Government	10
22	Mohlakeng	Private	31
23	Nelsonia Plot 180 (Abramskop)	Government	11
24	Plot 136 Nelsonia (Difateng)	Private	26
25	Sherman Park	Private	18
26	Sporong	Private	20
27	Uitgevallen (Makokong)	Private	38
28	Vogelfontein Plot 23	Local Municipality	14
29	Mamello	Local Municipality	681
Total			**5837**

Source: Midvaal Community Survey 2020 and 2021 (*Boitumelo Survey is outstanding and to be concluded in 2022 as part of UISP)

Map 3- Informal settlements in the Midvaal Local Municipality

INFORMAL SETTLEMENTS



ID	Name	Ownership	Number of Structures
1	Kudung	Private	19
2	Uitvlucht	Private	11
3	Plot 45 Welverdiend	Private	10
4	Platkoppie	Private	14
5	Modderfontein	Private	23
6	Kwa Brown	Parastatal (Rand Water)	98
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10	Plot 146 Driefontein (Nkhotsaneng)	Private	21
11	Boitumelo	Private	301
12	Piel's Farm	Private	491
13	Put Put (Khayelitsha)	Private	528
14	Skansdam (Foundry)	Private	43
15	Bears Farm	Private	13
16	Jonkers	Unknown	10
17	Sicelo Ext 4	Provincial Government	1406
18	Sicelo Ext 5	Local Municipality	1645
19	Dustin	Private	14
20	Henley on Klip (Dump) Erf 1319	Government	10
21	Mohlakeng	Private	31
22	Nelsonia Plot 180 (Abramskop)	Government	11
23	Plot 136 Nelsonia (Difateng)	Private	26
24	Sherman Park	Private	18
25	Sporong	Private	20
26	Uitgevallen (Mbokokong)	Private	38
27	Vogelfontein Plot 23	Local Municipality	14
28	Mamello	Local Municipality	681
29	Portion 47 Langkuil	Parastatal (Rand Water)	250
	Total		5837

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%**

Source: 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 Local 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, 2022

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
Erf 41 Meyerton Farms	Sicelo Informal Settlement Upgrading	Midvaal Municipality	6, 0712 ha
Portion 77 of the Farm Langkuil 373 IR	Sicelo Rapid Land Release Program	Gauteng Provincial Government	316 ha
Erven 52, 53 Meyerton Farms (Consolidated to Erf 202 Meyerton Farms)	Sicelo Informal Settlement Upgrading	Midvaal Municipality	6, 0714 ha
Portions 1, 2, 3 & 7 of Erf 188 Meyerton Farms	Sicelo De-densification and Relocation	National Government of RSA	1-3 =2697 ha Re: 2=5441m2 3= 3,2697 ha 7= 4065m2
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 Program	ERWAT	335, 7142 ha
Portion 47 of the farm Langkuil 373 IR	Sicelo De-densification and Relocation	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, 2022

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 low to 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 6 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 5020 households deemed and registered as indigents in 2022. 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.

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, 2021/22

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, 2021/22

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

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

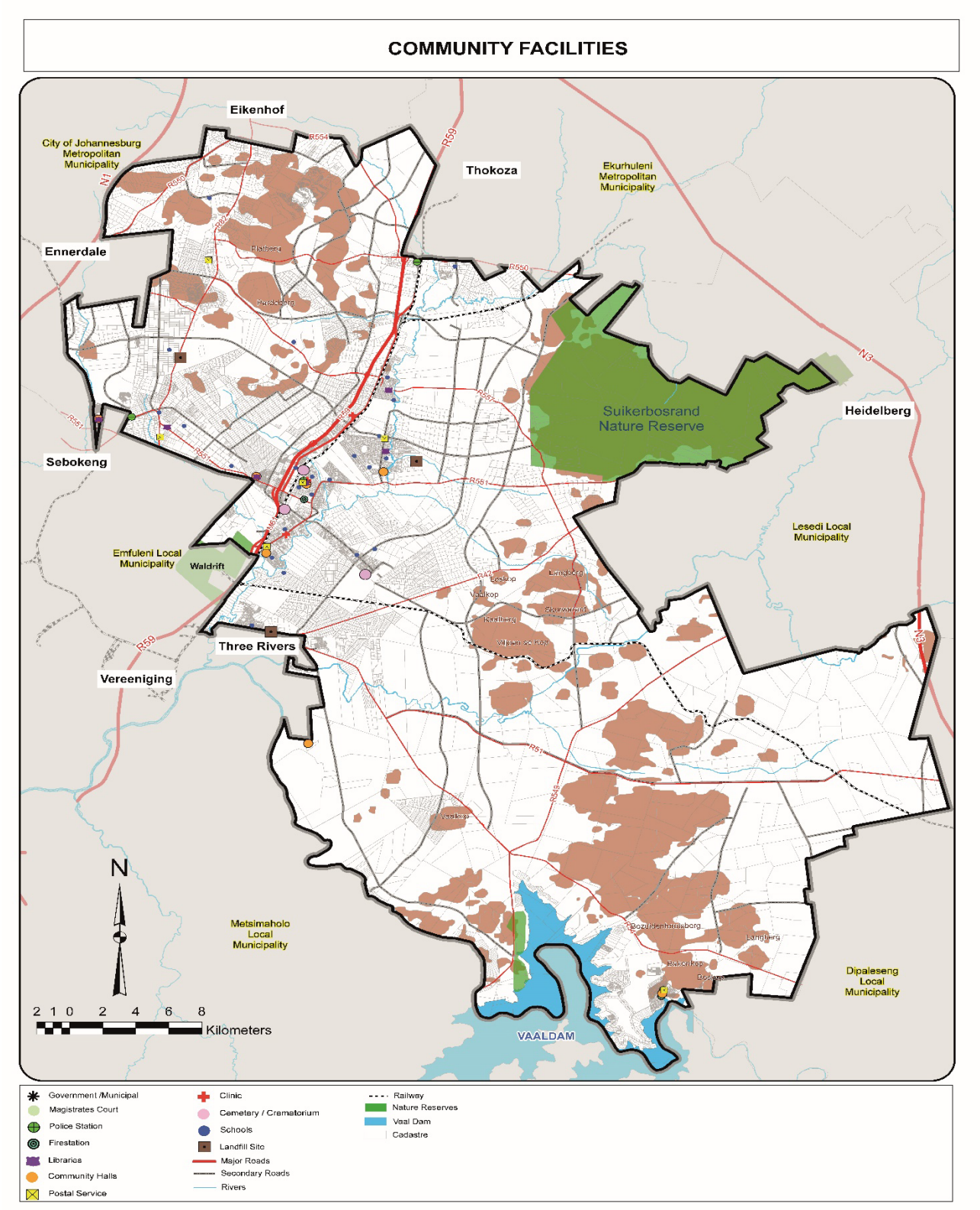
There are currently 3 cemetery sites within the Municipality and adequate land needs to be identified for the creation of new cemetery sites. Availability of land for the establishment of cemeteries is however hindered by the lack of suitable Municipal owned land.

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 settlement areas, a majority of the informal settlement households within the Municipality have access to sanitation either though the Midvaal Engineering Services Sanitation Programme or the GDHS Upgrading of Informal Settlements Programme (UISP).

These informal settlements include Piel's farm, Kromdraai, Mamello, Skansdam, Bears Farm, Boitumelo, Makokong, Boltonwold (Dustin & Sporong), Khayelitsha and Sicelo Most of the smaller informal settlements are making use of pit latrines, which is unhygienic and unsafe.

The estimated backlog for households with no sanitation is therefore 18% which 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 there is budget provision.

Table 13: Midvaal Informal Settlements & Engineering Services available

No.	Informal Settlement	No. of structures	Engineering Services			
			Water	Sanitation	Electricity	Refuse
1	Kudung	19	Yes	Yes	No	Yes
2	Mamello	681	Yes	Yes	No	Yes
3	Modderfontein	23	Yes	No	No	Yes
4	Platkoppie	14	Yes	No	No	Yes
5	Uitvlucht	11	Yes	No	No	Yes
6	Boitumelo	301	Yes	Yes	No	Yes
7	Dustin	14	Yes	Yes	No	Yes
8	Mohlakeng	31	Yes	Yes	No	Yes
9	Skansdam Foundry	43	Yes	Yes	No	Yes
10	Sporong	20	Yes	Yes	No	Yes
11	Uitgevallen (Mokokeng)	38	Yes	Yes	No	Yes
12	Plot 45 Welverdiend	10	Yes	No	No	Yes
13	Bears Farm	13	Yes	Yes	No	Yes
14	Chicken Farm	21	Yes	No	No	Yes
15	Portion 47 Langkuil	250	Yes	Yes	No	Yes
16	Harold's Farm	14	Yes	No	No	No
17	Kromdraai	56	Yes	Yes	No	Yes
18	Sicelo Ext 4	1,406	Yes	Yes	No	Yes
19	Sicelo Ext 5	1,645	Yes	Yes	No	Yes
20	Jonkers	10	Yes	No	No	No
21	Kwa Brown	98	Yes	No	No	Yes
22	Piel's Farm	491	Yes	Yes	No	Yes
23	Plot 146 Driefontein (Dikhotsaneng)	21	Yes	Yes	No	Yes
24	Put Put (Khayelitsha)	528	Yes	Yes	No	Yes
25	Nelsonia Plot 180 Abramskop	11	Yes	Yes	No	Yes
26	Plot 136 Nelsonia Difateng	26	Yes	No	No	Yes
27	Henley on Klip (Dump) Erf 1319	10	Yes	No	No	Yes
28	Sherman Park	18	Yes	No	No	Yes
29	Vogelfontein Plot 23	14	Yes	No	No	No
Total		**5837**				

Source: UISP & Engineering Services Department, 2022

5.0 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 needs 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, households on the NHNR 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

GAUTENG	NHNR & Approved Applications on HSS	Applications on NHNR Only	NHNR Total
Midvaal Municipality	**5496**	**18278**	**28774**

Source: GDHS, 2022

5.1.3 Midvaal Informal Settlement Database

The informal settlements within the Municipality is enumerated to keep record of the household's residing in the informal areas and for planning purposes. The last informal settlement survey was undertaken in December 2021 by a service provider appointed by the Municipality (Red Ants Security and Relocation Services).

There are 29 informal settlements in Midvaal and the number of households living in informal settlements is estimated at **5837**, the number is expected to grow given the natural growth of informal settlements. This means about **5837** households living in shacks, mud structures and containers need various housing opportunities (See table 2, page 27).
(* Boitumelo Informal Settlement is outstanding and to be surveyed in 2022 as part of the UISP)

5.2 MIDVAAL HOUSING DEMAND ASSESSMENT

For the purpose of this HSP, the information on the NHNR will be used to determine the Municipality's housing backlog. According to the NHNR, the housing backlog is estimated at **18278.** These are households that have formally registered for Government housing opportunities. The NHNR is utilised to determine the housing backlog as until beneficiaries register and complete subsidy applications, they are unable to qualify for Government housing opportunities.

6.0 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 UISP 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, business services, formal housing, social and economic amenities in the following ways;

Security of Tenure: 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 R22000. 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 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 criterion that must be fulfilled for a beneficiary to qualify. Qualifying beneficiary's household income should be less than R125000 per annum or income of R10416 per month.

6.8 Rapid Land Release Program

Due to the challenge of rapid urbanisation and in-migration which puts enormous pressure on housing delivery, the Rapid Land Release Program was initiated in 2018 by the Gauteng Premier. The program 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 Program 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).

7.0 MIDVAAL HOUSING PRIORITY PROJECTS

Housing delivery within the Municipality is delivered in 2 forms. There is Government led housing and 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 & 11, 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 (monthly income not exceeding R3500 per month). Some of the

completed and occupied houses are yet to be transferred to beneficiaries (title deed registration) by the GDHS.

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, by facilitating to ensure that the beneficiaries of the outstanding houses to be transferred are identified to submit the necessary documentation to the GDHS for the necessary transfers.

Table 16: Completed housing projects

Project Name	Ward	Target market	Project Type	Completed & Allocated Houses
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 (Erf 206 Meyerton Farms)	8	Low income earners	Fully subsidised	290
Savanna City	11	Low income earners	Fully subsidised	2600
Savanna City	11	Low income earners	Fully subsidised (MKV)	92
Sicelo Shiceka Ext 5 (Erf 78 Meyerton Farms (Phase 1)	10	Low income earners	Fully subsidised	180
Total				**6685**

Table 17: Number of houses yet to be transferred to Beneficiaries

Project Name	Ward	Completed & Allocated Houses	Number of Houses Not Yet Transferred to Beneficiaries
Sicelo Proper North and South	8 & 10	1089	32
Lakeside Estates Extension 1	6	1247	35
Lakeside Estates	6	1187	Information not available
Sicelo Shiceka Ext 5 (Erf 206 Meyerton Farms)	8	290	290
Savanna City	11	2600	775
Savanna City	11	92	92
Sicelo Shiceka Ext 5 (Erf 78 Meyerton Farms)	10	180	180
Total		**6685**	**1404**

Source: Finance Department, 2022

7.1.2 Current housing projects (Active short-medium term projects)

The GDHS and the Municipality have commenced with projects that will eradicate the housing backlog through the delivery of housing units which are in wards 1, 8, 11 and 10.

The current housing projects are short-medium term projects and comprise of fully subsidised houses (IRDP), MKV houses, provision of serviced 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 540 Walk-up Units with full title)** – This project aims to assist in eradicating the Sicelo Informal Settlement (Extension 4 and5) as well as backyard shacks in wards 8 & 10. Project is for the construction of 720 walk-up units 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 and other studies are completed. Contractor has completed Phase 1 of the project comprising of 180 walk-up units using Innovative Building Technology (IBT). The 180 completed houses have been allocated to housing

beneficiaries. Various structural challenges exist and the Municipality and GDHS are attending to the matter. The GDHS is yet to commence with the title deed registration for the allocated 180 beneficiaries. Phase 2 of the project comprising of the remaining 540 walk-up units is ongoing and will be a Brick and Mortar project. Consultant has been appointed and is busy with the Architectural and Engineering Designs. The designs have been submitted to the Municipality for consideration, designs are under evaluation.

- **Savanna City Development (2917 Fully Subsidised Houses)** – 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, 2600 fully subsidised houses have been completed and allocated to beneficiaries from Midvaal Local Municipality as well as neighbouring Municipalities such as Emfuleni Local Municipality and the City of Johannesburg. The inclusion of the said Municipalities in the project, is due to a cross border agreement. The remaining 2917 houses are under construction by the Developer. According to the Municipality's records, 1825 houses have been transferred to beneficiaries. Title deed registration processes for the remaining allocated houses are still underway. A Local Labour Desk has been established for the purposes of ensuring the community, SMMEs, Businesses and local labourers benefit from the project. Database is managed by the Developer.
- **Savanna City Development (108 MKV Houses) –** The Savanna development is providing 200 housing opportunities to Military Veterans in Midvaal and surrounding areas who meet the stipulated criteria. To date, 92 houses have been allocated to MKV beneficiaries. The outstanding 108 houses are yet to be completed by the Developer. Challenges relating to the illegal occupation of the MKV houses exist and is being dealt with by the Developer, who is following the required legal processes by obtaining an Eviction Order.
- **Mamello Extension 1 Project (515 Fully Subsidised Houses)** – This project aims to assist in the relocation of households living in the Mamello Informal Settlement and neighbouring farms/settlements such as Uitvlucht and Kudung to the said project. The project size for this development is 515 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, Beneficiary Subsidy Administration and so forth are completed. The installation of internal Engineering Services (water, sewer & roads) is completed, 515 stands are serviced and accepted by the Municipality. Bulk infrastructure is not available and the GDHS has recently appointed a Contractor for the installation of bulk water and sewer. Contract duration is 12 months. The appointment of a Contractor for houses (top structures) will be concluded by the GDHS once bulk infrastructure is available.

- **Sicelo Shiceka De-densification & Relocation Project (Portion 47 of the farm Langkuil 373 IR – 2 stands)** – Sicelo has the largest informal settlement in Midvaal with a total of over 3500 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 engineering services. The Municipality has made 252 stands available for relocation on Portion 47 of the farm Langkuil 373 IR for the de-densification of Sicelo Extension 5. Rezoning, Subdivision and Consolidation application, Layout Plan, Traffic Impact Assessment, Dolomite Stability Investigation and Flood Line Study have been completed. Individual stand pipes have been installed by the Engineering Services Department and 140 chemical toilets have been provided and is maintained by the GDHS as part of the UISP.9 EPWP participants have been appointed to assist with community surveys and relocation of households from the informal settlement to the identified site. To date, 250 households have successfully relocated to Portion 47 of the farm Langkuil 373 IR. Plans are underway for the remaining 2 households to be relocated.
- **Sicelo Shiceka De-densification & Relocation Project (Portions of 188 Meyerton Farms – 162 stands)** – This project is to further assist with the de-densification of the Sicelo informal settlement. Project will enable the relocation of 162 households from the Sicelo informal settlement to the identified site. Rezoning, Subdivision and Consolidation applications, Dolomitic Stability Investigations and Layout Plan has been completed. 4 Consultants have been appointed by the Municipality to undertake the Engineering Designs. The installation of internal engineering services will be undertaken by the GDHS once the designs are completed and approved by the Municipality. 9 EPWP participants have been appointed to assist with enumeration and relocation of households from the informal settlement to the identified site. Relocation will be undertaken once all the required planning processes are completed. In the meantime, the Municipality and the GDHS need to identify alternative land to relocate the existing 36 households occupying portions of Erf 188 Meyerton Farms.

Based on the above-mentioned current projects, **4244** housing opportunities are available to low-income households in Midvaal in the short-medium term. This is summarised in the table below;

Table 18: Summary of active low-income housing projects in Midvaal

Project Name	Ward	Targeted Informal Settlements	Project Type	Project Size	Allocations to Date	Remaining Stands/Houses per Project
Savanna City	11	All informal settlements in Midvaal	Fully subsidised	5517	2600	2917
Mamello Ext 1	1	Mamello, Kudung and surroundings	Fully subsidised	515	0	515
Sicelo Shiceka (Erf 78 Meyerton Farms walk up units)	10	Sicelo	Fully subsidised	720	180	540
Sicelo Shiceka (Langkuil De-densification & Relocation)	8	Sicelo	De-densification and Relocation (provision of serviced stands)	252	250	2
Sicelo Shiceka (Portions of 188 Meyerton Farms De-densification & Relocation)	8	Sicelo	De-densification and Relocation (provision of serviced stands)	162	0	162
Savanna City (MKV)	11	All areas within Midvaal and surroundings	Fully subsidised	200	92	108
Total				**7366**	**3122**	**4244**

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;

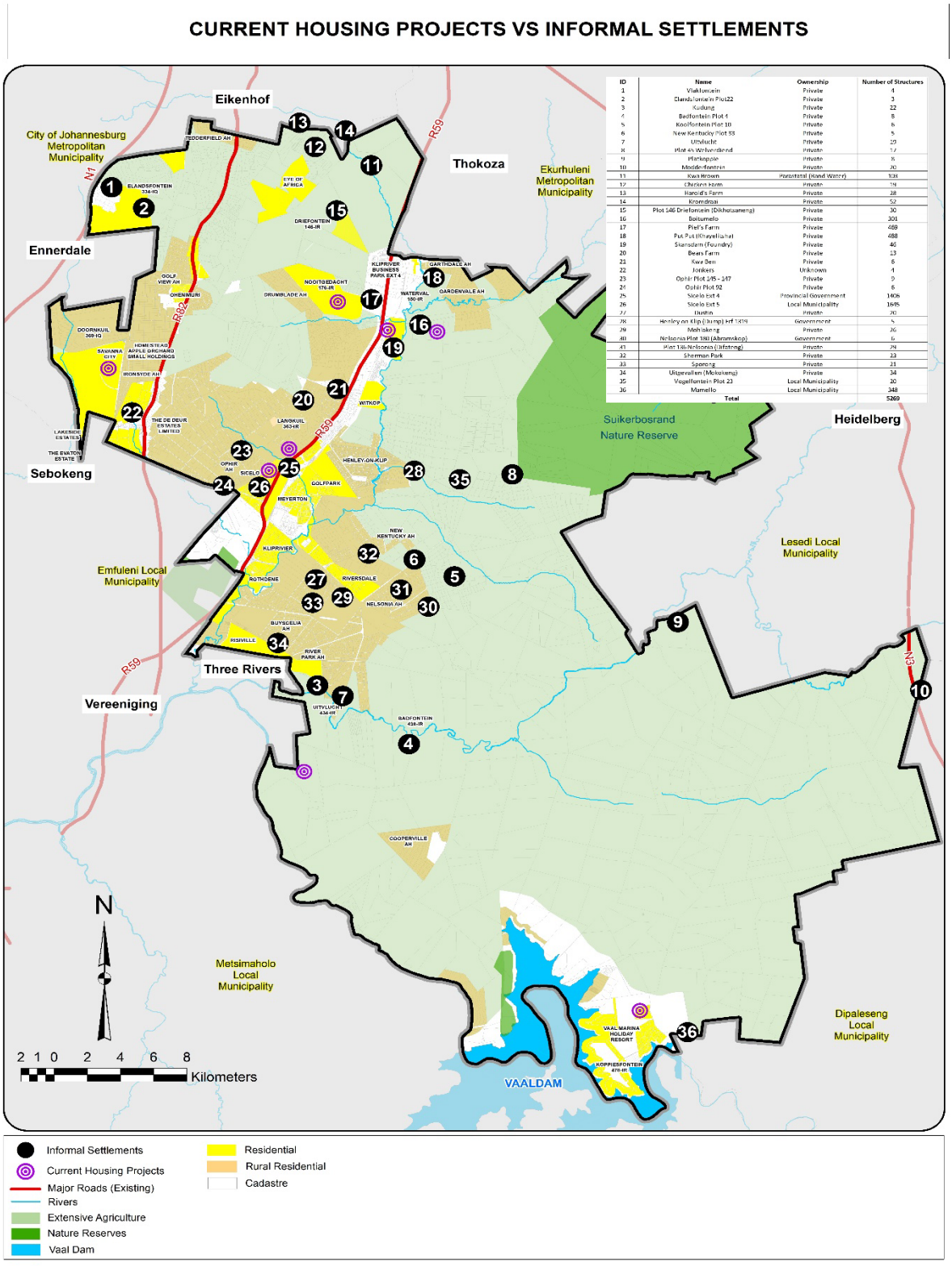
- **Savanna City Development (FLISP)** – This project is market driven and comprises of 5518 opportunities. The beneficiaries of this project need to meet certain criteria stipulated by the NDHS as per the subsidy instrument. To date, 650 FLISP have been allocated to qualifying beneficiaries in the Savanna project.

Table19: Middle Income Housing in Midvaal

Project Name	Ward	Targeted Informal Settlements	Project Type	Project Size	Allocations to Date	Remaining Houses per Project
Savanna City (FLISP)	11	All areas within Midvaal and surroundings	Partially subsidised	5518	650	4868
Total				**5518**	**650**	**4868**

It should be noted that the provision of the active low-medium income projects will yield and supply a total of **9112** housing opportunities, which is half of the entire estimated housing backlog of **18278**.

Map 5: Current housing projects to eradicate informal settlements/backlog



ID	Name	Ownership	Number of Structures
1	Vlaklonlein	Private	4
2	Elandslonlein Plot22	Private	3
3	Kuilung	Private	22
4	Badfontein Plot 4	Private	8
5	Koolfontein Plot 10	Private	6
6	New Kentucky Plot 53	Private	5
7	Uitvlucht	Private	20
8	Plot 45 Welverdiend	Private	17
9	Klipkoppie	Private	8
10	Modderfontein	Private	20
11	Kwa Brown	Forststat (Kand Water)	104
12	Chicken farm	Private	74
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 (Khayelihle)	Private	488
19	Standam (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	1408
26	Sicelo Ext 5	Local Municipality	1645
27	Dietrin	Private	20
28	Henley on Klip (Jump) Hf 1419	Government	5
29	Mohlakeng	Private	26
30	Nelsonia Plot 180 (Abramskop)	Government	6
31	Plot 184 Nelsonia (Ulifateng)	Private	24
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		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 about **12142** housing 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 has been approved by the Municipality. Awaiting the GDHS to appoint a Consultant for Engineering and Architectural Designs
Boitumelo Informal Settlement Upgrading	4	Rapid Land Release Program (Provision of serviced stands)	Boitumelo, Khayelitsha, Piel's Farms and neighboring informal settlements	4700	Feasibility Study is completed. Engagements are ongoing with the Ekurhuleni Metropolitan Municipality for the donation of land. Other Town Planning 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 has been approved by the Municipality GDHS has appointed a Consultant for Engineering and Architectural Designs.

					Municipality is awaiting the submission of the said designs
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. The Erf 47 Langkuil and Portions of Erf 188 Meyerton Farms De-densification and Relocation projects will assist in this regard
Bantu Bonke Agri-Village	1	Agri Village	Bantu Bonke and surrounding informal settlements	500	Feasibility & Cost Benefit Analysis study completed. Awaiting the GDHS to include project in Business Plans and undertake the necessary planning studies
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 by the Municipality. Project to commence once bulk challenges are resolved
Portion 77 Langkuil development	5	Rapid Land Release Program (Provision of serviced stands)	Sicelo informal settlement	4000	Geotech study and land acquisition is completed. Awaiting GDHS to appoint a Consultant for the

					required Town Planning activities
Total				**12142**	

By taking the current and future housing priority projects into consideration, there will an oversupply of houses as indicated in the table below. About **21254** housing units will be available to Midvaal residents by 2027; this is over the housing demand of **18278.**

Table 21: Estimated housing supply by 2027

Project Type	Project Name	Project Size	No of units
Low Income earners (Fully subsidized, MKVs, Walk-ups & provision of serviced stands)	Sicelo Siceka (Erf 56 Meyerton Farms)	700	**16386**
	Savanna City	2917	
	Sicelo Informal Settlement Upgrading	842	
	Bantu Bonke Agri Village	500	
	Sicelo (Erf 78 Meyerton Farms)	540	
	Sicelo (Erf 72 Meyerton Farms)	700	
	Sicelo (Erf 47 Langkuil De-densification & Relocation)	2	
	Mamello Ext 1	515	
	Savanna City (MKV)	108	
	Boitumelo Rapid Land Release Program	4700	
	The Grace	700	
	Sicelo (Portions of 188 Meyerton Farms De-densification & Relocation)	162	
	Portion 77 Langkuil	4000	
Middle Income earners (FLISP)	Savanna City	4868	**4868**
Total		**21254**	**21254**

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 Housing Development

Property Description	Ward	Ownership	Target Beneficiaries	Project Size	Land Size
Portion 77 Langkuil	8	Gauteng Provincial Government	Sicelo informal settlement	4000	316 ha
Portion 7 of Panfontein 437 IR	1	Department of Rural Development and Land Reform	Bantu Bonke, Kudung, Uitvlucht and neighboring informal settlements	500	876, 1345 ha
Total				**4500**	**1192, 1345ha**

Besides the above mentioned, the Midvaal SDF highlights 16 Strategic Development Areas (SDAs) where current and future residential development and densification is promoted. No housing developments will be considered outside the SDA's as indicated in the HSP and SDF.

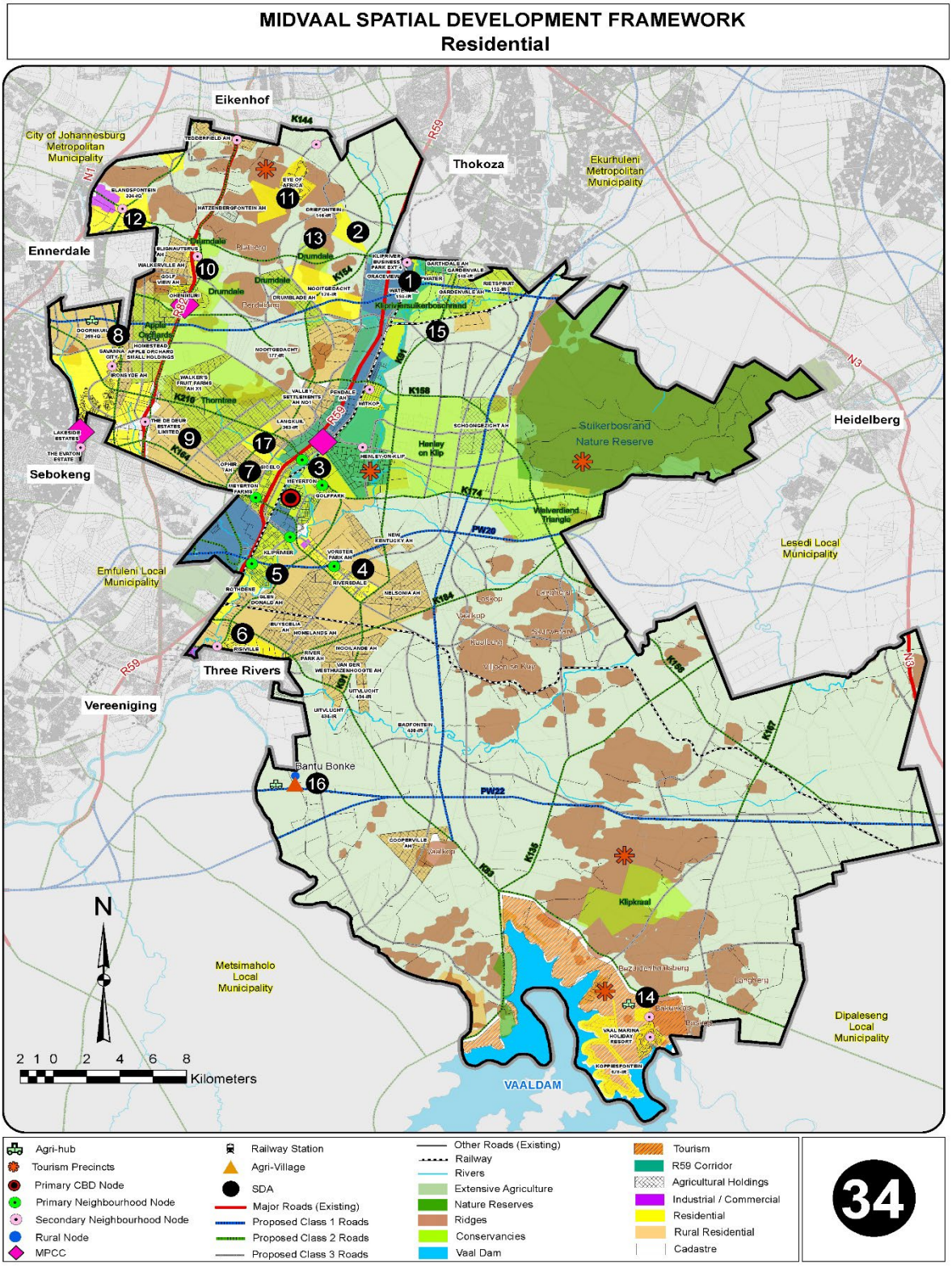
Table 23: Midvaal Strategic Development Area (SDA)

Strategic Development Area	Potential Capacity
SDA1: Waterval Node within UDB	550 Units
SDA2: Eco Estate	1532 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: Eye of Africa	2599 Units
SDA12: Elandsfontein	16 182 Units
SDA13: The Grace	1414 Units
SDA14: Mamello *	1031 Units

SDA 15: Boitumelo (ERWAT Land) *	4700 Units
SDA 16: Panfontein	500 Units
SDA17: Langkuil*	4000 units
Total	**80 434 Units**

Source: Midvaal SDF 2021/22 *** Short to Medium Term Priority**

Map 6: Proposed SDAs (Future Housing Development Areas)



Source: Midvaal SDF 2021/22

7.2 PLANNED PRIVATE DEVELOPMENTS INITIATED IN MIDVAAL

The following table provides some details on housing developments 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 Res 3 – 2635	Construction of the bonded houses is ongoing
The Grace	Private	Middle-high income	Res 1 – 1414	Township establishment approved
Total			**17417**	

7.3 KEY HOUSING CHALLENGES FACING THE MIDVAAL LOCAL MUNICIPALITY

Challenges facing the Midvaal Local Municipality in terms of housing delivery include the following;

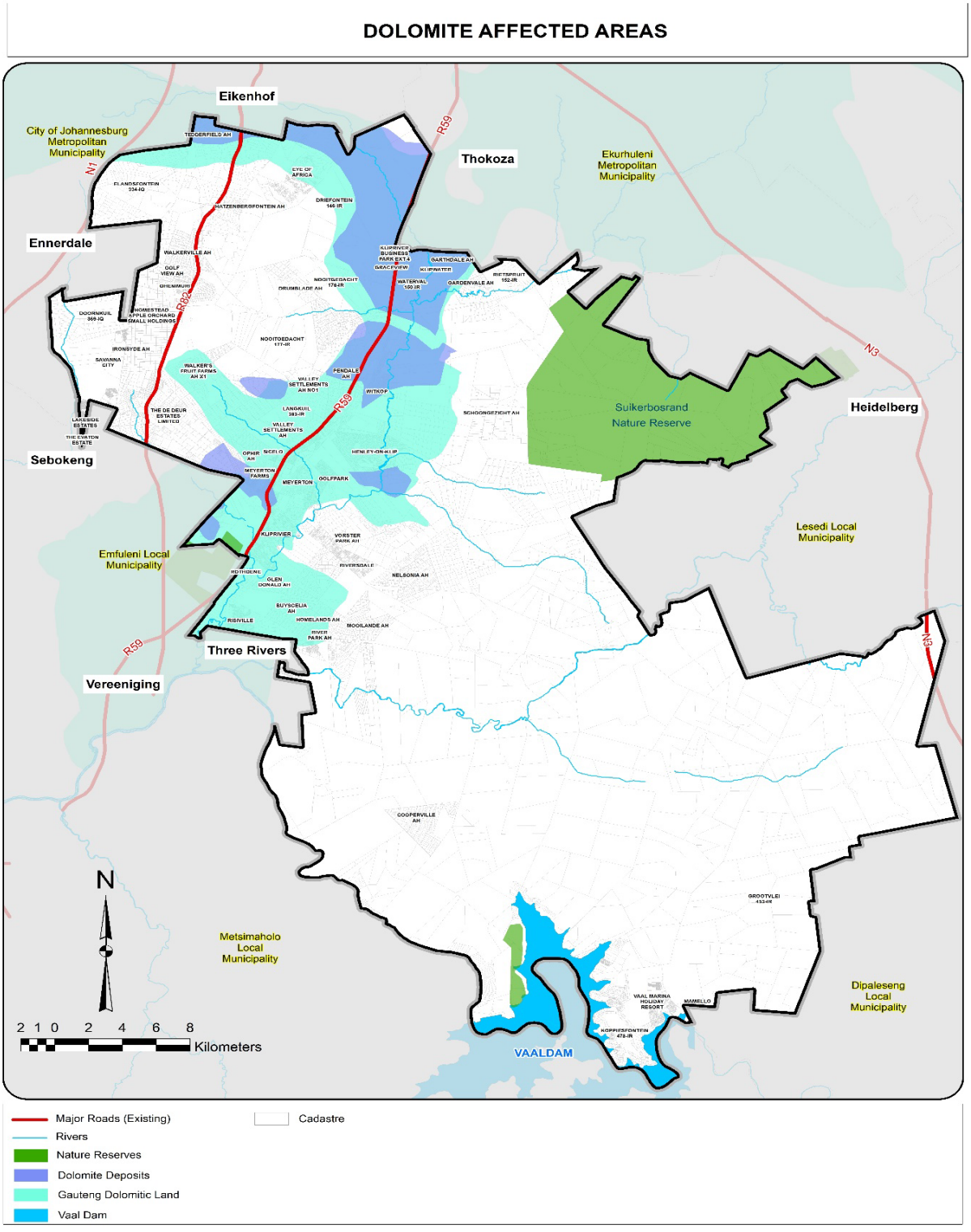
- **Land availability and acquisition challenges:** Well-located municipal owned land for housing development is scarce and land acquisition of privately owned land by the GDHS is extremely expensive and the process is tedious.
- **Dolomitic conditions:** Land in areas such as Slangfontein, Meyerton 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 Investigations are required **(See Map 7: Dolomitic Areas in Midvaal)**
- **Limited housing typologies:** Majority of the Government housing projects implemented by the GDHS 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 and Savanna City Developments. Ageing infrastructure upgrades are 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 especially in the larger informal settlements such as Piel's Farm, Sicelo, Mamello, Khayelitsha and Boitumelo. 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 informal settlements included in the GDHS UISP is assisting the Municipality in providing better interim services in 8 informal settlements.
- **Restricted Disaster Management Assistance:** There is lack of serviced sites, housing or camps for the temporary relocation of families who encounter disasters. In addition, there is no funding available to the Municipality 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 Municipality needs to explore the possibilities of accessing the Disaster Relief Fund or any other funding for disaster relief purposes.
- **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 and selling their fully subsidised houses illegally. 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 in this regard.

- **Non-Accreditation of Housing Delivery Functions to Midvaal:** The GDHS is the implementation agent for housing delivery in the Municipality. 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 since 2019, further engagements need to take place on the matter between the GDHS and the Municipality.
- **Housing quality concerns:** While 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 National Building 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



8.0 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 are in place to deal with non-compliance • Ward Land Invasion Committee (WLIC) established to assist in resolving issues pertaining to land invasion	• 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 and compromises housing development • Service providers vehicles used to patrol the entire MLM area to combat land invasion and manage informal settlement areas is limited, due to budget constraints • Inadequate Consumer Education Awareness and Campaigns for housing beneficiaries. This results in beneficiaries being unclear about their roles and responsibilities as new homeowners. Also, the Town Planning/Building Control processes to be followed by beneficiaries in the extension of homes and

	establishment of businesses is uncertain. Enforcements to ensure compliance through Attorneys becomes an expensive exercise • 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 • Plan for housing Accreditation Level to enable the Municipality to receive funding directly from National Treasury and take	• 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 approvals, beneficiary registration and approvals, etc. • Insufficient, affordable and safe housing for all population could result in people immigrating from Midvaal to neighbouring Municipalities

ownership of future housing developments	• 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 and land for relocation of beneficiaries on dolomitic land • Job creation using 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 and transferred to the Municipality for housing development or the implementation of the Rapid Land Release Program • To assist in resolving land acquisition challenges that arise between the GDHS and private landowners 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 landowners and the GDHS • Offer incentives (where needed) to private landowners 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 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 Private Public Partnerships (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 Green Building Policy guidelines approved by Council	• Identify the housing needs within the Municipality • Promote the creation of sustainable human settlements • Assess the need for Rental and Social housing through community surveys or the GDHS Demand Database and 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 housing challenges • 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 Program	• To provide serviced stands to qualifying beneficiaries • To provide security of tenure and title deeds to beneficiaries	• Conduct enumeration in applicable settlements and 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 daily • 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 informal settlements on suitable municipal owned/state owned land (e.g. Sicelo Shiceka and Boitumelo) • Relocate households on unsuitable land into formal housing projects being implemented • Upgrade backyards accommodation (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 needs 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

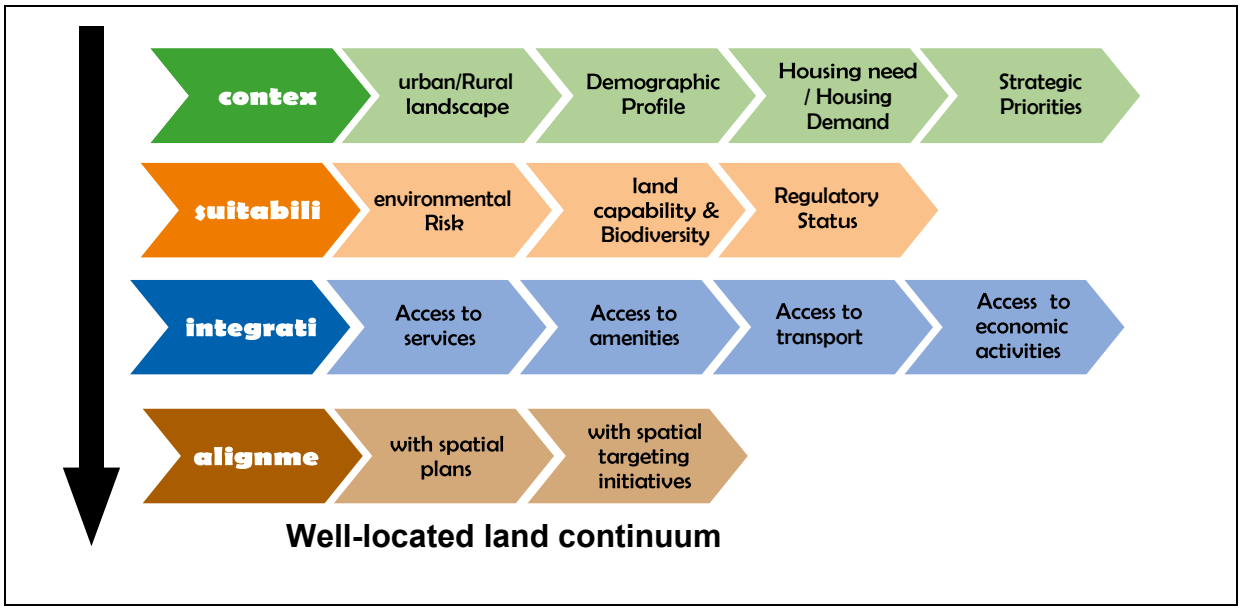
Institutional Arrangements Restructuring	• To ensure that the Development & Planning Department is capacitated to deliver on housing delivery • Apply for Level 1 Accreditation by 2025 and Level 2 Accreditation by 2027	• Engage with the GDHS on the requirements to qualify for Accreditation and technical 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 • Compile an Emergency Housing Guideline

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 be in-line with the Midvaal SDF's development focus areas. Furthermore, 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 or 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 the Savanna City Development. 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 (e.g. Department of Health, Department of Education, etc.) 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 homeowner 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 labor 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

For the Midvaal Municipality to deliver housing, the Municipality should seek to achieve Level 1 Accreditation by 2025 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 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 Programme (UISP)

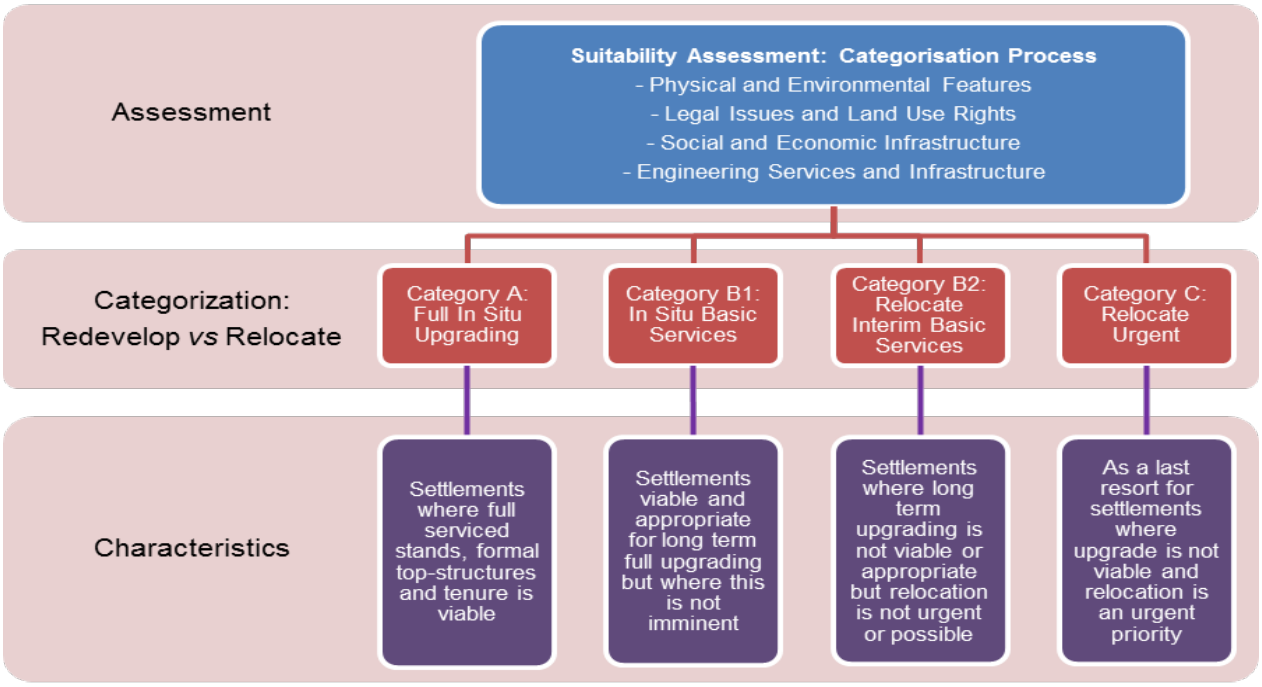
The National Upgrading Support Programme (NUSP) was designed to support the National Department of Human Settlements (NDHS) in its implementation of the Upgrading Informal Settlements Programme (UISP) with the objective of eventually upgrading all informal settlements in South Africa.

The Municipality was provided with support as per the NUSP. The following deliverables were provided;

- Informal Settlement Assessment and Categorisation **(Table 28)**
- Upgrading Plans **(Table 30)**
- Sustainable Livelihoods Programmes 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, Kromdraai, 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.

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/Categorization 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 informal settlements in the Midvaal Local Municipality are currently being upgraded by the GDHS (implementing agent) as part of the UISP. These informal settlements have been included in the GDHS Business Plan and budgeted for;

- Sicelo informal settlement (Category A)
- Boitumelo informal settlement (Category A)
- Kromdraai informal settlement (Category B2)
- Piels Farm informal settlement (Category B2)
- Mamello informal settlement (Category B2)
- Kwa Brown informal settlement (Category B2)
- Skansdam informal settlement. (Category B2) and
- Khayelitsha informal settlement (Category B2/C)

Interim sanitation services in the 8 informal settlements mentioned above were previously inadequate. Through the engagements in the UISP platforms, the GDHS has appointed 2 service providers who have supplied 1541 chemical toilets to the 8 informal settlements (including maintenance) for a duration of 36 months.

6 Consultants have recently been appointed by the GDHS to undertake the compilation of detailed upgrading plans and strategies for the 8 informal settlements in Midvaal. An item will be presented to Council on the recommendations from the UISP plans. The Municipality will continue to participate in the UISP to ensure that households living in the 8 informal settlement benefit from the said programme.

8.4.6 Upgrading of Backyard Shacks

The number of backyard shacks within Midvaal is in settlements such as Lakeside and Sicelo and highlights the need for quality and affordable rental accommodation within the Municipal jurisdiction. Backyard rental is a means of increasing municipal revenue through the payment of rates, taxes, etc. and 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. 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

Implementation agreements refer to an agreement that the Municipality should enter 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 processes 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 delivered 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 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 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. 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.

9.0 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 landowners	• 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 & 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	1-3 years

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 & GDHS	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	1-3 years
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	1-3 years
	• 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	May 2022
	• 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	1-3 years

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	To be determined	D&P, Engineering Services & GDHS	1-3 years

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. 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 Integrated Development Plan (IDP) 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.

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National Development Plan (NDP)
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National Home Builders Registration Council (NHBRC)
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Social Housing Act, 16 of 2008
Spatial Planning and Land Use Management Act, 16 of 2013
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Sustainable Development Goals
Upgrading of Informal Settlements Programme (UISP)

ANNEXURE I:

INTEGRATED WASTE MANAGEMENT PLAN

Midvaal Local Municipality

Midvaal Local Municipality
Integrated Waste Management Plan
DRAFT

GIBB Reference: GE39053

28 April 2021



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Midvaal Local Municipality Integrated Waste Management Plan
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02	02/11/2020	166	Implementation Plan	Ziyanda Makapela and Ian Malloy	Ian Malloy and Kate Flood	Walter Fyvie
03	08/01/2021	167	Draft IWMP with Implementation Plan	Ian Malloy	Kate Flood	Walter Fyvie
04	02/03/2021	178	Draft IWMP with Implementation Plan	Ian Malloy	Kate Flood	Walter Fyvie
05	23/04/2021	182	Draft IWMP	Ian Malloy	Kate Flood	Walter Fyvie

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Abbreviations / Acronyms / Definitions

BKB	Bontle Ke Botho
CCA	Chromated copper arsenate
C&DW	Construction and demolition waste
DEFF	Department of Environment, Forestry and Fisheries (formerly Department of Environmental Affairs (DEA))
DM	District Municipality
DOH	Department of Health
DoE	Department of Education
DWS	Department of Water and Sanitation (formerly Department of Water Affairs (DWA)
ECA	Environment Conservation Act (73 of 1989)
EPWP	Expanded Public Works Programme
eWASA	e-Waste Association of South Africa
FBRR	Free Basic Refuse Removal
GDARD	Gauteng Department of Agriculture and Rural Development
GDPR	Gross Domestic Product per Region
GIWMP	Gauteng Integrated Waste Management Plan
GSDF	Gauteng Spatial Development Framework
GWIS	Gauteng Waste Management Information System
HCRW	Health Care Risk Waste
HHW	Household Hazardous Waste
HWMP	Hazardous Waste Management Plan
IDP	Integrated Development Plan
IT	Information Technology
IWM	Integrated Waste Management
IWMP	Integrated Waste Management Plan.
LAs	Local Authorities (Local and District level authorities)
LM	Local Municipality
MEC	Member of Executive Council
MLM	Midvaal Local Municipality
MIIU	Municipal Infrastructure Investment Unit
MRF	Material Recovery Faciliity
NEMA	National Environmental Management Act
NEMWA	National Environmental Management: Waste Act (59 of 2008)

NWMS	National Waste Management Strategy
OHSA	Occupational Health and Safety Act (85 of 1993)
PCBs	Polychlorinated Biphenyls
PE-HD	Polyethylene high density
PE-LD-	Polyethylene low density
PET	Polyethylene Terephthalate
POP(s)	Persistent Organic Pollutant(s)
PP	Polypropylene
PS	Polystyrene
PSC	Project Steering Committee
PVC	Polyvinyl Chloride
RDP	Reconstruction and Development Programme
ROSE	Recycling Oil Saves the Environment
RSA	Republic of South Africa
S@S	Separation at Source
SABS	South African Bureu of Standards
SANBI	South African National Biodiversity Institute
SAWIC	South African Waste Information Centre
SAWIS	South African Waste Information System
SDM	Sedibeng District Municipality
SIDA	Swedish International Development Coorporation Agency
STATSA	Statistics South Africa
UN	United Nations
WHO	World Health Organisation
WIS	Waste Information System
WMCO(s)	Waste Management Control Officer(s)
WMO(s)	Waste Management Officer(s)
WWTW	Waste Water Treatment Works

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1 Introduction

The Midvaal Local Municipality (MLM) is required to develop an Integrated Waste Management Plan (IWMP) as per the requirements of the National Environmental Management Waste Act (59 of 2008) as amended (hereafter referred to as the Waste Act). The IWMP must be endorsed by the Provincial department, Gauteng Department of Agriculture and Rural Development (GDARD), and then incorporated into the municipal IDP.

In terms of the Municipal Systems Act, a municipality must give effect to the provisions of section 152(1) and 153 of the Constitution and must:

- Give priority to the basic needs of the local community
- Promote the development of the local community
- Ensure that all members of the local community have access to at least the minimum level of available resources and the improvement of standards of quality over time.

GIBB Pty Ltd (hereafter referred to as GIBB) has been appointed for the revision of the MLM IWMP.

1.1 Definition of Waste

The Waste Act defines waste as follows:

a) any substance, material or object, that is unwanted, rejected, abandoned, discarded or disposed of, or that is intended or required to be discarded or disposed of, by the holder of that substance, material or object, whether or not such substance, material or object can be re-used, recycled or recovered and includes all wastes as defined in Schedule 3 to this Act; or

b) any other substance, material or object that is not included in Schedule 3 that may be defined as a waste by the Minister by notice in the Gazette, but any waste or portion of waste, referred to in paragraphs (a) and (b), ceases to be a waste—

   i. once an application for its re-use, recycling or recovery has been approved or, after such approval, once it is, or has been re-used, recycled or recovered;

   ii. where approval is not required, once a waste is, or has been re-used, recycled or recovered;

   iii. where the Minister has, in terms of section 74, exempted any waste or a portion of waste generated by a particular process from the definition of waste; or

   iv. where the Minister has, in the prescribed manner, excluded any waste stream or a portion of a waste stream from the definition of waste.

1.2 Contents of an IWMP

The Waste Act outlines the minimum requirements for an IWMP. These requirements have been included in the table below along with a description of how this requirement has been met and details of where in this report that relevant information is located.

Table 1: The Waste Act Requirements for an Integrated Waste Management Plan

Waste Act section no.	Requirement	Section in the IWMP
12(1)(a)	Contain a situation analysis that includes:	
12(1)(a)(i)	A description of the population and development profiles of the area to which the plan related	Section 5.2 Demographics
12(1)(a)(ii)	An assessment of the quantities and types of waste that are generated in the area	Section 5.5 Waste Profile Section 5.6 Waste Generation Section 5.8 Waste Information Systems Section 5.9 Health Care Risk Waste
12(1)(a)(iii)	A description of the services that are provided , or that are available for the collection, minimisation, re-use, recycling and recovery, treatment and disposal of waste	Section 5.10 Waste Services Section 5.11 Waste Recycling Section 5.12 Management of Hazardous Waste Section 5.13 Organic Waste Management
12(1)(a)(iv)	The number of persons in the area who are not receiving waste collection services	Section 5.2 Demographics Section 5.11 Waste Services
12(1)(b)	Within the domain of the municipality, set out how that municipality intends to:	
12(1)(b)(i)	To give effect, in respect of waste management, to chapter 3 of the National Environmental Management Act	Section 7 Goals, Objectives and Assessment of Alternatives Section 8 Implementation Plan
12(1)(b)(ii)	To give effect to the objectives of this Act	
12(1)(b)(iii)	To identify and address the negative impacts of poor waste management practise on health and the environment	Section 5.10 Waste Services Section 6 Gap and Needs Assessment
12(1)(b)(iv)	To provide for the implementation of waste minimisation, re-use, recycling and recovery targets and initiatives	Section 6 Gap and Needs Assessment Section 7 Goals, Objectives and Assessment of Alternatives Section 8 Implementation Plan
12(1)(b)(v)	In the case of a municipal IWMP, to address the delivery of waste management services to residential premises	Section 6 Gap and Needs Assessment
12(1)(b)(vi)	To implement the Republic's obligations in respect of relevant international agreements	Section 3.2
12(1)(b)(vii)	To give effect to best environmental practice in respect of waste management	Section 6 – 8
12(1)(e)	Establish targets for the collection, minimisation, re-use and recycling of waste	Section 7 Objectives and Targets
12(1)(f)	Set out the approach of the municipality for the planning of any new facilities for disposal and decommissioning of existing waste disposal facilities	Section 7 Goals, Objectives and Assessment of Alternatives Section 8 Implementation Plan
12(1)(g)	Indicate the financial resources required to give effect to the plan	Section 8 Implementation Plan Appendix B: Summary of Funding Agencies Applicable to Waste Management Legislation
12(1)(h)	Describe how the municipality intends to	Section 8 Implementation Plan

Waste Act section no.	Requirement	Section in the IWMP
	give effect to its IWMP	
12(1)(i)	Comply with requirements prescribed by the Minister	Section 2 and Section 3.1

1.3 History of Integrated Waste Management Plans in the Midvaal Local Municipality

This is the third generation IWMP for the MLM and this plan will cover the period 2021 – 2026. The first generation IWMP for MLM was developed in 2005 and was subsequently revised in 2013. An IWMP is typically revised every 5 years parallel to the municipal IDP planning process, and to take into cognisance changes in the status quo of waste management and changes in legislation and guidelines related to waste management.

The development of this IWMP is currently out of sync with the MLM IDP cycles. The current MLM IDP covers the period 2014 - 2019. The IDP is however reviewed on an annual basis and all the projects listed in the implementation plan of this IWMP should be included in the next annual review of the IDP to ensure budget is allocated for the implementation of these projects.

1.4 Objectives of an Integrated Waste Management Plan

The aim of an IWMP is to determine the status quo of waste management and identify measures to improve waste management in the municipality. The objective of this IWMP is to present a vision of waste management in the MLM. The majority of the projects identified in this IWMP will be conducted over a five-year timeframe, however some longer term projects have also been identified.

The National Waste Management Strategy of 2020 (NWMS) identifies the primary objective of integrated waste management planning as being to ensure that: “all South Africans live in clean communities with waste services that are well managed and financially sustainable” by

- recognising and addressing the different circumstance and waste management challenges,
- shifting the focus of municipal services from collection and disposal to separation at source and waste beneficiation,
- developing and implementing flexible service delivery approaches that incorporates the informal sector while addressing the local needs,
- guiding public investment and partnerships with the private sector in waste management infrastructure and projects, and
- ensuring that the delivery of waste services contributes to sustainable development.

The NWMS also presents the waste management hierarchy (presented in figure 1 below) which outlines the preferred methods for management of waste.

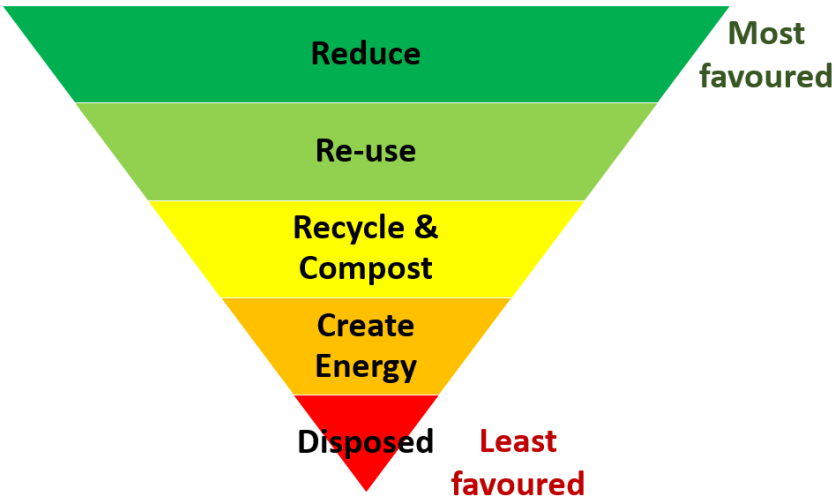


Figure 1: The waste hierarchy as per the National Waste Management Strategy (DEFF, 2020)

The goals and targets of the 2020 NWMS were reviewed and incorporated into this IWMP. The goals and targets as well as the implementation plan for the MLM IWMP will be aligned to meet the goals and targets proposed in the 2020 NWMS for local municipalities.

1.5 Integrated Waste Management Plan Development Process

In addition to the Waste Act, the Department of Environment Affairs (DEA) Guideline for the Development of Integrated Waste Management Plans (IWMPs) was considered when developing this IWMP. This guideline outlines the following planning process.

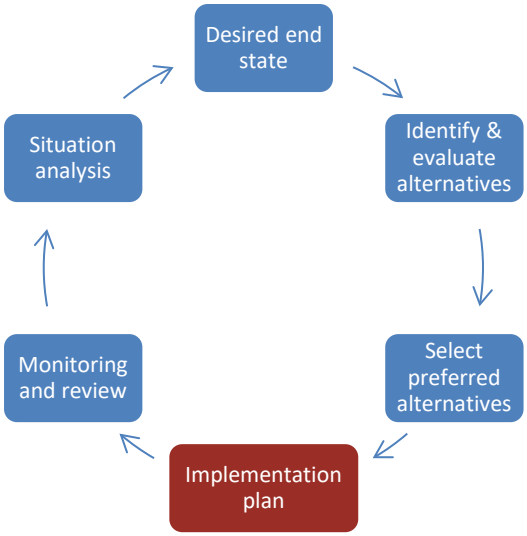


Figure 2: IWMP planning phases as per the Guideline for the Development of Integrated Waste Management Plans (DEA)

1.6 Scope of the Integrated Waste Management Plan

This IWMP is limited to the jurisdictional area of the MLM which covers an area of 1,722km^2 and is composed of 15 wards, the largest being ward 1 which accounts for more than 45% of the MLM area (825km^2). The MLM is a category B2 municipality as per the Municipal Structure Act (No 117 of 1998) and one of three local municipalities which fall under the Sedibeng District Municipality (SDM), in the Gauteng Province. The MLM is the largest municipality in the SDM and makes up nearly half of the geographical area of the District (The Midvaal Local Municipality, 2019).

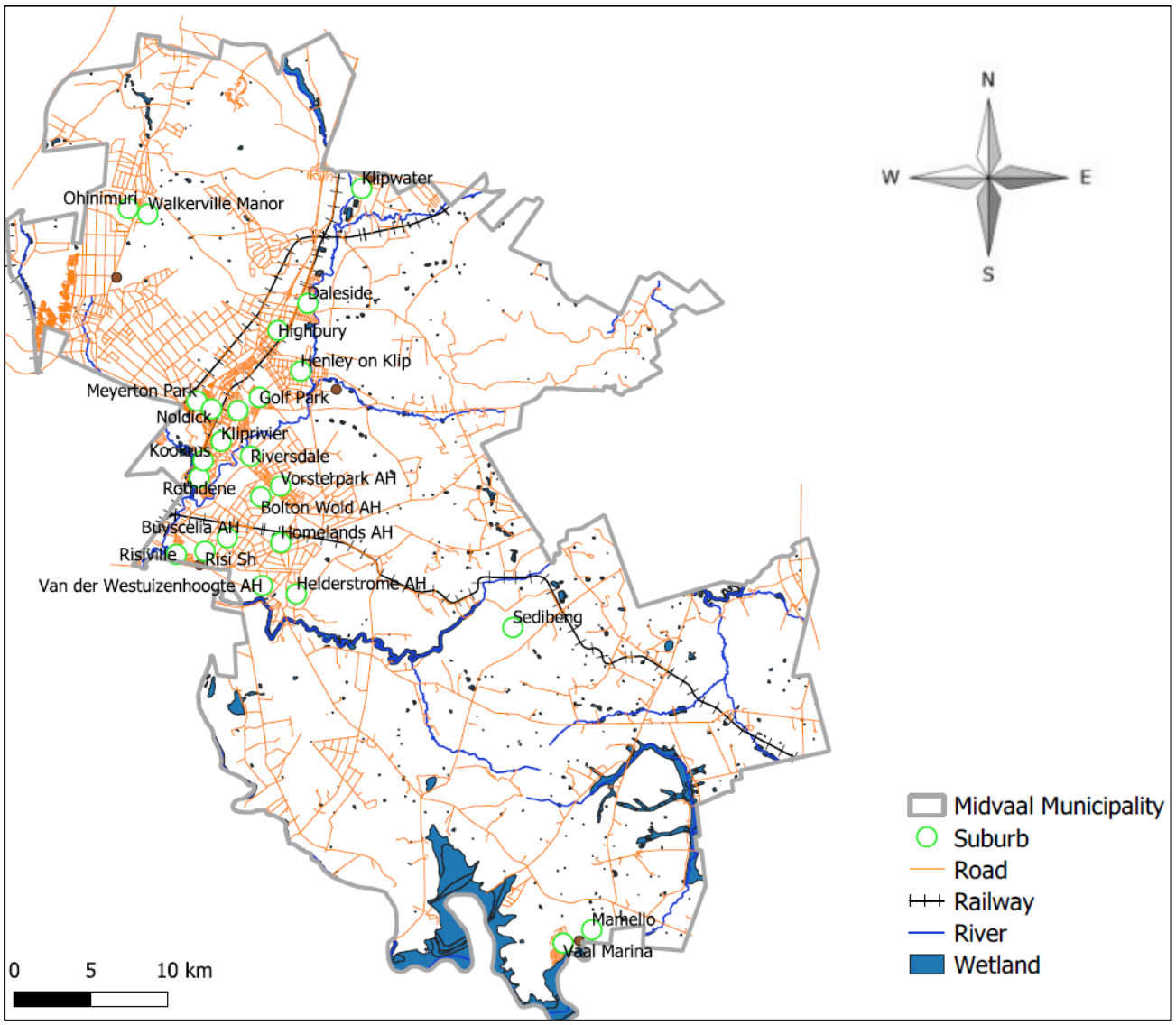


Figure 3: Midvaal local municipality jurisdictional area

The majority (58.0%) of the MLM population is located in the urban area of Meyerton. The population of the MLM is estimated to be 135,156 (Midvaal IDP, 2014 - 2019).

Table 2: Midvaal local municipality largest towns/ settlements (Stats SA, 2011)

Suburb	Total population	% of population
Alberton	339	0.36
Evaton	9,234	9.69
Hartebeesfontein	162	0.17
Mamello	1,175	1.23
Meyerton	55,283	58.01
Midvaal NU	13,566	14.24
Nooitgecht	879	0.92
Randvaal	1,711	1.80
Vaal Marina	701	0.74
Vereeniging	3,077	3.23
Walkerville	9,173	9.63
Total	**95,300**	**100.00**

1.7 Context of Roles and Responsibilities

1.7.1 National Government

National government is tasked with establishing a national waste management strategy, including norms, standards and targets. National norms and standards may cover all aspects of the waste value chain, from planning to service delivery.

1.7.2 Provincial Government

Provincial governments are tasked with the implementation of the National Waste Management Strategy and national norms and standards, and may set additional, complementary provincial norms and standards. The Waste Act notes that these norms and standards must amongst other things facilitate and advance regionalization of waste management services. The Constitution requires Provincial Government to monitor and provide support to municipalities in the province and to promote the development of local government capacity.

1.7.3 Local Government

The Waste Act requires local authorities to implement mechanisms for the provision of waste collection services including collection, storage and disposal. Local authorities are also required to facilitate recycling and waste diversion from landfill and manage waste information appropriately.

Local municipalities are also required to maintain separate financial statements, including a balance sheet of the services provided.

1.7.4 Waste Management Officer

The Waste Act requires that all local municipalities appoint a waste management officer (WMO) from its administration who is responsible for co-ordinating waste management in the municipality.

The responsibilities of the WMO of a local municipality are defined in the National Waste Management Strategy (2011) as:

- Manage stakeholders in the implementation of the Waste Act
- Liaise with EMI compliance monitoring activities in the municipality
- Plan and implement the municipal IWMP and subsequent reporting cycles
- Build capacity in relation to Waste Act implementation
- Monitor adherence to norms and standards in the delivery of waste services.

The DEFF's Guideline for designation of WMOs (DEA, 2008) further expands on the role of the WMO for local municipalities.

1.8 Alignment with other Strategic Plans

There are a number of strategic plans on a national, provincial and local level which have been taken into consideration during the developing this IWMP. A summary of these is provided in the section below.

1.8.1 Alignment with National Strategic Plans

(a) National Waste Management Strategy (2020)

The 2020 NWMS has three strategic goals to drive an improvement in waste management in South Africa:

1. Waste minimisation
2. Effective and sustainable waste services
3. Compliance, enforcement and awareness

These are unpacked further in the table below.

Table 3: Summary of 2020 NWMS Goals

Goal	Implementation mechanism

1. Prevent waste, and where waste cannot be prevented, divert 40% of waste from landfill within 5 years; 55% within 10 years; and at least 70% of waste within 15 years going to Zero-Waste to landfill through reuse, recycling, and recovery and	**Waste Prevention:**
	• Prevent waste through cleaner production, industrial symbiosis, and extended producer responsibility
	• Prevent food waste by:
	  • working with agricultural producers, food producers and transporters, retailers, the hospitality sector and consumers.
	  • improving consumer awareness
	  • developing guidelines, norms and standards for redistributing surplus foods and composting of spoilt foods.

Goal	Implementation mechanism
alternative waste treatment.	**Waste as a Resource:** • Increase re-use, recycling and recovery rates • Divert organic waste from landfill through composting and the recovery of energy • Divert construction and demolition waste from landfill through beneficiation • Increase recycling and recovery rates • Increase technical capacity and innovation for the beneficiation of waste
2. All South Africans live in clean communities with waste services that are well managed and financially sustainable.	**Waste Collection:** • Separation of waste at source by integrating waste pickers into municipal collection services, develop an online training tool for municipal managers and develop a national awareness campaign on recycling and waste management • Safe and environmentally sustainable disposable of hazardous household wastes. **Effective Integrated Waste Management Planning:** • Provinces and municipalities to develop and implement 5-year IWMPs • Improve collection, reporting and dissemination of information on SAWIS • All local authorities to include provisions for recycling drop-off/buy-back/storage centres in their IWMPs by 2020
3. South Africans are aware of waste and a culture of compliance with waste management norms and standards exists, resulting in zero tolerance of pollution, litter and illegal dumping.	• Reduction of littering and illegal dumping due to attitudinal shifts and greater public awareness of the environmental damage caused by waste • Enhanced capacity to monitor compliance and enforce the Waste Act and International Agreements on waste and pollution • Municipal landfill sites and waste management facilities comply with licensing standards

(b) Operation Phakisa: Chemicals and Waste Phakisa

Operation Phakisa, an initiative which looks to unlock South Africa's economic potential, sets a number of waste-related national targets. These targets include:

- Reduce industrial waste to landfill by 75%
- Reduce municipal waste to landfill site 50%
- Move towards zero sewage sludge to landfill by 2023
- Move toward zero meat production waste to landfill by 2023
- Increase e-waste recycling from 7% to 30%
- Create 1,000 jobs through recycling and re-use of government computers
- 50% of households in metropolitan municipalities separating at source by 2023
- 8,000 direct and indirect jobs through plastic recycling
- Produce building aggregates and construction inputs from rubble and glass

1.8.2 National Development Plan

South Africa National Development Plan (NDP) was published in 2012 and outlined the required steps to eliminate poverty and reduce inequality by 2030.

The NDP sets the following objectives related to waste management:

- An absolute reduction in the total volume of waste disposed to landfill site each year through a national recycling strategy
- Carbon price, building standards, vehicle emission standards and municipal regulations to achieve scale in stimulating renewable energy, waste recycling and retrofitting buildings
- Consumer awareness initiatives and sufficient recycling infrastructure should result in South Africa becoming a zero waste society
- Implement a waste management system through rapid expansion of recycling infrastructure and encouraging composting of organic domestic waste to bolster economic activity in poor urban communities

The NDP also recognises the opportunity for the manufacturing sector to reuse waste.

1.8.3 Back to Basics

The National Department of Cooperative Governance and Traditional Affairs (COGTA) showcased a new strategy at the Presidential Local Government Summit in 2014. The strategy was titled Back to Basics: Serving our Communities Better.

The strategy identified that although progress has been made with regard to service delivery since 1994 more actions are needed to support, education and where required enforce the government mandate for service delivery.

The Back of Basics programme is centred around five pillars:

1. **Put people and their concerns first** and ensure constant contact with communities through effective public participation platforms
2. **Create conditions for decent living** by consistently delivering municipal services to the right quality and standard. This includes planning for and delivery of infrastructure and amenities, maintenance and upkeep, including the budgeting to do this. Ensure no failures in services and where there are, restore services with urgency
3. **Be well governed** and demonstrate good governance and administration – cut wastage, spend public funds prudently, hire competent staff, ensure transparency and accountability
4. **Ensure sound financial management and accounting,** and prudently manage resources so as to sustainably deliver services and bring development to communities
5. **Build and maintain sound institutional and administrative capabilities**, administered and managed by dedicated skilled personnel at all levels.

The Back to Basics pillars are all applicable to waste management within the municipality.

1.8.4 Alignment with Provincial Strategic Plans

(a) Gauteng Province Integrated Waste Management Plan 2018

The GPIWMP is centred around 6 goals and 24 strategic objectives.

Table 4: Gauteng IWMP 2018-2023 Goals and Objectives

Goal	Strategic Objectives
Goal 1. Development of Integrated Waste Management Plans	**1.** All Gauteng Province local municipalities should have approved IWMPs in line with NEM:WA 2008. By 2019, local municipalities should be implementing these IWMPs **2.** Ensure complete awareness and understanding of IWMPs **3.** Ensuring of timeous review of IWMPs by municipalities within the 5 year cycle
Goal 2. Institutional development, capacity building and integration of waste pickers into the waste management service	1. Municipalities to ensure that all the coordination of waste related matters is with their designated WMO 2. Municipalities to ensure that their waste organogram is reviewed in line with all the legal requirements and relevant guideline documents. Furthermore, competent and skilled workers should be sourced to ensure efficiency in the waste service 3. GDARD to collaborate with municipalities in developing waste awareness and environmental awareness material 4. Municipalities to collaborate with private sector in launching and running a BKB programme 5. Municipalities to integrate and formalize waste pickers into the formal waste management service
Goal 3. Waste Information Management	1. GDARD to continue updating waste management information into GWIS
Goal 4. Alignment with applicable legislation	1. Municipalities to update their waste management By-Laws in line with NEM:WA 2008 2. Municipalities to appoint EMIs 3. Continuous monitoring of waste management facilities in line with the issued WML 4. Municipalities to ensure that waste management facilities are operated in line with the issued WML, the 1998 minimum requirements for waste disposal by Landfill and or/the NEM:WA, 2008 5. Municipalities to ensure that separation of waste at source is implemented
Goal 5. Funding and job creation	1. Municipalities to undertake a full cost accounting exercise for the provision of waste services 2. Municipalities to document financial plans reflecting waste management priorities identified in IWMPs 3. Municipalities to exploit waste as a revenue source through waste management projects/programmes/initiatives 4. Municipalities to ensure radical economic transformation and re-industrialisation of Gauteng through waste
Goal 6. Monitoring selected waste streams	1. Municipalities, GDARD and industries to monitor selected waste stream types (WEEE, HCRW, Tyres and Construction and Demolition Waste and their origin 2. Municipalities to come up with a system of dealing with household selected waste streams to prevent it from landing in landfill sites 3. Municipalities to identify and establish suitable facilities for selected

Goal	Strategic Objectives
	waste streams within the Province 4. Industries and HCRW generators (hospitals and medical centres) to develop their own IWMPs have regular implementation reviews undertaken 5. GDARD and Municipalities to encourage cleaner and resource efficient production technology for industries 6. GDARD and Municipalities to ensure that all generators of selected waste streams comply with the national policies and legislation.

(b) Provincial Strategic Plan 2014 - 2019

The Gauteng Provincial Strategic Plan 2014 – 2019 is built on the vision of "*a radically transformed, modernised and re-industrialised economy in Gauteng*". Six of the ten pillars have been adopted in the plan outlined in the National Development Plan 2030 which help the province attain its vision.

The six pillars are:

1. Radical economic transformation
2. Transforming the state and governance
3. Modernisation of the public services
4. Modernisation of the economy
5. Re-industrialise Gauteng and South Africa; and
6. Take a lead in Africa's industrial revolution.

(c) Gauteng Spatial Development Framework 2030 (GSDF)

The Gauteng Spatial development vision of 2030 is the conservation of unbuilt areas of the province for agriculture, agro processing, relaxation and tourism. The GSDF recognises the need for landfill sites with longer lifespans (20 – 30 years) in the majority of the municipalities. Furthermore, limited waste collection services in the low-income areas attributes to pollution and health issues in these communities is identified as an issue in the plan. A significant contribution to the total waste generated in the country comes from the Gauteng Province, therefore there is a huge gap in recycling in this Province.

Five development spatial principles related to waste management were identified:

1. Maintain healthy natural environments and ecosystems
2. Maintain environmental integrity and mitigate or limit stress to the environment
3. Increase the use of natural resources through recycling, limiting transport emission by using zero emission transport and implementing waste reduction measures
4. Create a functional and pleasing, integrated open space system across the province that will add essential cultural services, and enhance other types of ecosystems
5. Protect high-potential agricultural land on the rural-urban fringe to ensure future food security.

(d) Gauteng Green Economy Strategy Framework, 2014 - 2019

In order to radically transform the economy and maximise the potential of the varying sectors, the Province will focus on key priorities. One of the key priorities to be implemented includes innovation driven, knowledge based, smart and green economy. The delivery of this priority goal will be recognised through collaboration with research institutions to develop an economy that is innovation-driven, knowledge based, smart and green. Programs under the Economic empowerment projects will include establishment of bio digesters, waste to energy projects and industrial waste energy.

1.8.5 Alignment with Regional Strategic Plans

(a) The Sedibeng District Municipality IWMP

The last review of the Sedibeng District Municipality IWMP was undertaken in 2013. Although the district IWMP is currently outdated, it will be considered in the development of the MLM IWMP. Below is a list of strategic goals that were set in the IWMP:

1. Review and implement a waste disposal strategy
2. Ensure that a standard waste disposal service is delivered to the entire District
3. Development of a Waste Information System
4. Develop and implement information dissemination strategies
5. Develop and implement a practical waste minimisation strategy

The goals within the Sedibeng District Municipality IWMP that were applicable to the MLM are included in the table below.

Table 5: Goals for the MLM extracted from the 2013 Sedibeng District Municipality IWMP

Goal 1: Waste disposal infrastructure			
Immediate goals	**Short term goals**	**Medium term goals**	**Long term goals**
Apply for funding through available funding mechanisms for the closure of the Henley on Klip landfill	Proceed with closure application	Conduct site closure	Audit and monitor landfill according to closure conditions
Determine the status of the proposed Walkerville and Vaal Marina landfill WML applications from GDARD	Construct any infrastructure required in terms of the License conditions at the Walkerville and Vaal Marina landfills. Conduct operations according to license conditions	Conduct operations according to license conditions	Continue operations according to license conditions. Audit and monitor landfill site operations
Goal 2:Waste Collection			
Immediate goals	**Short term goals**	**Medium goals**	**Long term goals**
Identify new developments in the municipal area	Implement waste collection services to new developments	Implement waste collection services to new developments	Implement waste collection services to new developments
Identify and compile a map or schedule of serviced and unserviced areas within the municipality	Identify various service points for the serviced and unserviced areas	Extend services to unserviced areas	Update and manage the schedule to ensure all areas are receiving collection services

Budget for and apply for funding through available funding mechanisms in order to conduct a transportation study	Appoint a service provider to conduct a transportation study of the waste collection area	Implement optimum waste collection route as determined in transportation study	Implement optimum waste collection route and make amendments for new developments
Identify indigents that are not receiving waste collection services	Extend free basic waste removal services to indigents	Continue to identify indigents and extend free basic waste removal services	Continue to identify indigents and extend free basic waste removal services
Establish receptacle requirements in all areas within the local municipalities	Determine the funding requirements for receptacles	Implement the receptacle distribution for the identified municipal areas	Continue and extend the receptacle service
Apply for funding through available funding mechanisms in order to conduct a Municipal Services Partnership (MSP) / Section 78 study for waste management services in the municipalities	Conduct MSP / Section 78 study	Implement outcome	
Goal 3: Resource Extension			
Immediate goals	**Short term goals**	**Medium term goals**	**Long term goals**
Personal Resources			
Develop detailed organogram of waste management personnel in terms of the NEMWA requirements	Fill vacant positions and establish positions required for proper waste management	Update organogram and appoint staff in vacant positions	Update organogram and appoint staff in vacant positions
Financial Resources			
Conduct a detailed financial investigation for proper waste management budgeting	Identify shortages in the budget and identify possible funding sources for these shortages and amend budget accordingly. Implement revised budget	Identify shortages in the budget and identify possible funding sources for these shortages and amend budget accordingly. Implement revised budget	Identify shortages in the budget and identify possible funding sources for these shortages and amend budget accordingly. Implement
Review tariffs for waste collection and disposal and identify shortcomings	Implement tariff model (as developed by DEA)	Implement tariff model and amend as required	Implement tariff model and amend as required
Develop strategy for proper revenue collection	Implement revenue collection strategy	Implement and monitor revenue collection strategy	Implement and monitor revenue collection strategy
Equipment Resources			
Review current equipment and identify equipment that needs maintenance and/or replacement	Develop an equipment replacement plan and acquire funding for the implementation of this replacement plan	Replace equipment or extend vehicle fleet as required	Update and amend equipment replacement plan and implement accordingly
Goal 4: Waste Minimisation			
Immediate goals	**Short term goals**	**Medium term goals**	**Long term goals**
Conduct a study to determine whether the following are feasible: • Waste minimisation/ recycling • Establishment of composting facilities • Separation at source programs	**If feasible**, apply for funding through available funding mechanisms for the establishment of waste minimisation infrastructure and equipment	Establish, operate and maintain the waste minimisation infrastructure	Establish, operate and maintain the waste minimisation infrastructure
	If feasible, develop a composting strategy to divert green waste to landfill	Establish a compost recycling plant on the larger town landfill or on the best strategically located landfill	Compost recycling plant fully operational and is operated in a sustainable manner
	If feasible, establish mechanisms for promoting separation at source	Roll out separation at source to 30% of households	Roll out separation at source to 70% of households
Establish Municipal Recycling Forum with stakeholders and hold quarterly forum meetings to co-ordinate waste minimisation in order to encourage growth on the recycling section and to discuss possible initiatives for, or by, entrepreneurs			
Goal 5: Management of Illegal Activities			
Immediate goals	**Short term goals**	**Medium term goals**	**Long term goals**
Develop an Illegal Dumping Management Strategy	Implement Illegal Dumping Management Strategy (for example, place mass containers	Implement Illegal Dumping Management Strategy (for example, establish	Implement and update Illegal Waste Management Strategy

	at identified dumping hot spots)	community watch and incentive schemes)	
Clean up illegal dumping areas	Continue cleaning up illegal dumping areas	Continue cleaning up illegal dumping areas	Continue cleaning up illegal dumping areas
Update the by-laws to address the NEMWA requirements	Implement system	Implement system	Implement system
Goal 6: Waste Information System			
Immediate goals	**Short term goals**	**Medium term goals**	**Long term goals**
Establish a Waste Information System (WIS)	Keep proper records of waste quantities and types received at the waste management facilities. Provide information to the District Municipality	Use records for proper planning and decision making	Ensure that the future planning is effectively carried out
Compile a list or database of all industries, private landfills and medical facilities in the municipal area	Compile a list of industry waste management facilities	Ensure that all industrial and medical waste are disposed of in a responsible manner	Ensure that all industrial and medical waste are disposed of in a responsible manner
Goal 7: Education and Awareness			
Immediate goals	**Short term goals**	**Medium term goals**	**Long term goals**
Recruit environmental/ waste education personnel	Develop an education and awareness strategy and training materials to roll out education and awareness campaigns	Continue and revise implementation of education and awareness campaigns in a sustainable manner	Continue and revise implementation of education and awareness campaigns in a sustainable manner
Develop an awareness campaign with regards to waste minimisation and the hierarchy of waste management	Launch awareness campaign in the community, e.g. recycling competition at school level	Amend and continue awareness campaign in order to reach entire community	Amend and continue awareness campaign in order to reach entire community
Develop information dissemination strategies between all stakeholders	Implement information dissemination strategy, for example build community awareness through education	Implement information dissemination strategy, for example communicate with stakeholders on a regular basis in the form of forums or workshops	Implement and amend information dissemination strategy in order to ensure adequate communication between stakeholders
Train waste disposal facility managers / operators to ensure disposal facilities can be operated in accordance with the permit/license requirements.			

1.8.6 Sedibeng District Municipality Waste Management Policy

The Sedibeng District Municipality has a policy, but it was not available for review when this report was drafted.

1.8.7 Alignment with Local Strategic Plans

(a) The Midvaal Local Municipality Integrated Development Plan 2014 – 2019

The Midvaal Integrated Development Plan (IDP) 2014 - 2019 is centred on six promises made by the Mayor:

1. To be youth biased by creating productive activities aimed specifically at the youth
2. To be an open, transparent, honest and responsive government
3. To grow the economy
4. To provide quality and standardised service delivery

5. To create safe communities and environment
6. To fight the demarcation board

Once this IWMP is finalised it will be incorporated into the IDP. As the current IDP covers the period 2014 – 2019 it is anticipated that the IWMP will be incorporated into the next version of the IDP. The incorporation of the IWMP into the IDP is essential in order for budget to be allocated to the projects which will be identified in the implementation plan.

2 Approach and Methodology

2.1 Legislated Requirements for Integrated Waste Management Plans

The requirements of the National Environmental Management Waste Act (Act 59 of 2008, as amended) (refer to Table 1) and the DEA Guideline for the Development of Integrated Waste Management Plans were used to guide the development of this IWMP.

2.2 Methodology

A phased approach was used to develop the IWMP, as detailed below.

2.2.1 Integrated Waste Management Plan Review

The 2013 MLM IWMP was reviewed for content and a performance review of the projects listed in the implementation plan was also undertaken.

2.2.2 Literature Review

A review of legislation, strategies and plans were undertaken. This included the following key documents.

- National Waste Management Strategy (2020)
- Gauteng Province IWMP (2018)
- Gauteng Provincial Integrated Waste Management Policy (2006)
- Gauteng Socio-Economic Review and Outlook (2016)
- Sedibeng District Municipality IWMP (2013)
- Sedibeng District Municipality IDP (2017 - 2021)
- Midvaal Local Municipality 2nd Generation IWMP (2013)
- Midvaal Integrated Development Plan (2014 - 2020)
- South African Waste Information Centre (SAWIC) data
- Waste facility permits
- Statistics SA Census 2011 and Community Survey 2016 data

A full list of documentation reviewed is available as the reference list at the end of this report.

Waste information systems:
This report refers to a number of different waste information systems, a brief description of the different systems is provided below.

1. **South African Waste Information System** (SAWIS) – A national waste information system managed by DEFF. Information reported on the SAWIS is publically accessible through the South African Waste Information Centre (SAWIC)
2. **Gauteng Waste Information System** (GWIS) – A provincial waste information system managed by Department of Agriculture and Rural Development

2.2.3 Questionnaires

A questionnaire was developed for use when engaging with private companies and industries. The aim of the questionnaire was to capture information on the generation of business, commercial, agricultural and industrial waste with a focus on hazardous waste. A database of industry in MLM was developed based on:

- Companies identified in the project initiation meeting
- Recommendations from the MLM
- Review of members of the Midvaal/Meyerton Business Chamber

2.2.4 Site Visits and Ground-Truthing

A site visit was undertaken in MLM on 20 – 24 January 2020. Details of facilities visited are listed below.

Table 6: Facility inspections undertaken as part of this IWMP

Facility	Date of visit
Galloway Street Transfer Station	21 January 2020
Blackwood Transfer Station	21 January 2020
Henley on Klip Waste Disposal Facility	21 January 2020
Vaal Marina Waste Disposal Facility	23 January 2020
Klip Rivier Transfer Station	23 January 2020
Walkerville Waste Disposal Facility	23 January 2020

2.2.5 Engagements with Stakeholders

The following stakeholders were engaged and interviewed during the visit to the MLM.

Table 7: Stakeholders engaged during the review of this IWMP

Designation	Date	Engagement
Assistant Director: Waste Management	20 & 24 January 2020	Interview & Meeting
Director: Waste and Environmental Management	21 January 2020	Interview
Foreman: Landfill sites	21 January 2020	Interview
Eddie Shabalala: DEFF Local Government Support	24 January 2020	Interview
Manager: Town and Regional Planning	24 January 2020	Interview
Trivania Sudkev	24 January 2020	Interview
Yashin Monileil	24 January 2020	Interview

2.2.6 Project Steering Committee

A project inception meeting was held on 20 and 21 January 2020 during which the project steering committee (PSC) was established. The details of the PSC are presented in the table below.

Table 8: Project Steering Committee Members

Name	Designation	Organisation
Mukhethwa Mudau	Assistant Director: Waste Management	Midvaal Local Municipality
Nono Zandamela	Director: Waste Management	Midvaal Local Municipality
Phethile Kona	Foreman: Waste Disposal Facilities	Midvaal Local Municipality
Janett Seno	DEFF Local Government Support	Sedibeng District Municipality
Eddy Tshabalala	DEFF Local Government Support	Sedibeng District Municipality
Walter Fyvie	Technical Executive	GIBB
Ian Malloy	Project Lead	GIBB
Kate Flood	Technical Lead	GIBB
Ziyanda Makapela	Environmental Scientist	GIBB
Charl Kruger	Environmental Scientist	GIBB

2.2.7 Presentations and Workshops

Since the commencement of the project, 4 presentations for the MLM IWMP has been undertaken to date. These are the:

1. Introduction to the Project and review of the 2013 IWMP
2. MLM IWMP situation analysis workshop/presentation to the PSC and key stakeholders (virtual meeting/presentation)
3. MLM Draft IWMP workshop/presentation to the PSC and key stakeholders (virtual meeting/presentation)
4. MLM Draft IWMP presentation to the municipal technical and waste managers (virtual meeting/presentation)
5. MLM Draft IWMP presentation to the Midvaal Local Municipality Council

Table 9: Presentations and Workshops undertaken during the review of this IWMP

Date	Contents of workshop	Location	No. of attendees	Stakeholders in attendance
20 January 2020	Introduction to the project	Midvaal Local Municipality – Local library boardroom	5	Mukhethwa Mudau Ian Malloy Kate Flood Charl Kruger Ziyanda Makapela
21 January 2020	Review of the previous IWMP implementation status	Midvaal Local Municipality – Local library boardroom	7	Mukhethwa Mudau Nono Zandamela Phethile Khona Ian Malloy Kate Flood Charl Kruger Ziyanda Makapela

Date	Contents of workshop	Location	No. of attendees	Stakeholders in attendance
13 October 2020	IWMP situation analysis workshop/presentation	Virtual meeting/presentation		Solly Mosidi Mukhethwa Mudau Nono Zandamela Palesa Mathibeli Eddie Tshabalala Ian Malloy Ziyanda Makapela
10 December 2020	Draft IWMP workshop/presentation	Virtual meeting/presentation		Solly Mosidi Mukhethwa Mudau Nono Zandamela Dakalo Phaswa Samkelo S Palesa Mathibeli Ian Malloy Kate Flood
02 March 2021	Draft IWMP workshop/presentation	Virtual meeting/presentation		Solly Mosidi Mukhethwa Mudau Ian Malloy Kate Flood
20 April 2021	Draft IWMP workshop/presentation	Midvaal Municipal Offices.		Midvaal Municipality Council

2.2.8 Public Participation Process

The MLM IWMP was made available for a 29-day period from 02-31 March 2021 for the public to comment on the document. The availability of the report was communicated to the public through a newspaper advert in the North Ster newspaper, on the municipality's website and social media accounts (Facebook and Twitter). A virtual presentation was proposed for the 17 March 2021, which was communicated in the advert, but no individuals registered for the virtual presentation. A public meeting was therefore not conducted for the public participation process (PPP). Proof of the adverts are available in appendix C.

Due to the covid-19 pandemic the draft IWMP report was not made available as a hardcopy at public locations. The report was made available electronically for review on the municipality's website and the GIBB website. Electronic locations of the IWMP was advertised in the newspaper article and on the municipality's website and Facebook account.

The methodology of the PPP was communicated to the GDARD for approval prior to commencing with the PPP.

2.3 Assumptions and Limitations

This situation analysis has drawn information from a number of sources including interviews with the MLM and stakeholders, IWMPs, SAWIC records, GWIS records, MLM records and various literature sources. It is assumed that the information given verbally in interviews and documented information is accurate.

3 Legal Requirements Overview

3.1 South African Legislation

A summary of key South Africa legislation governing waste management is presented in the table below. A more comprehensive summary of South Africa and international waste legislation will be added to the report as **Appendix A.**

Table 10: Key South African waste legislation

Legislation/ guidelines	Summary
Constitution of South Africa (Act 108 of 1996)	Section 24 of the Constitution states that everyone has the right to an environment that is not harmful to their health or wellbeing; and to have an environment protected for the benefit of present and future generations, through reasonable legislative and other measures
White Paper on Integrated Pollution and Waste Management for South Africa (1999)	The White Paper on Integrated Pollution and Waste Management is a subsidiary policy of the overarching environmental management and constitutes South Africa's first policy document focused on integrated waste management. This national policy set out Government's vision for integrated pollution and waste management in the country and applies to all government institutions and to society at large and to all activities that impact on pollution and waste management. The overarching goal of the policy, is integrated pollution and waste management. The intention is to move away from fragmented and uncoordinated pollution control and waste management, towards an approach that incorporates pollution and waste management as well as waste minimisation.
National Environmental Management Act (Act 107 of 1998, as amended)	The objective of NEMA is to provide for operative environmental governance by establishing principles for decision-making on matters affecting the environment, institutions that will promote co-operative governance, and procedures for co-ordinating environmental functions exercised by organs of state. An important function of the Act is to serve as an enabling Act for the promulgation of legislation to effectively address integrated environmental management.
National Environmental Management Waste Act (Act 59 of 2008, as amended)	The act covers a wide spectrum of issues including requirements for a National Waste Management Strategy, IWMPs, definition of priority wastes, waste minimisation, treatment and disposal of waste, Industry Waste Management Plans, licensing of activities, waste information management, as well as addressing contaminated land.
National Pricing Strategy (GN 904 of 2016)	The strategy aims to fund re-use, recovery and recycling of waste through the extended producer responsibility principal.
National Waste Information Regulations (GN 625 of 2013)	These regulations give effect to the South African Waste Information System and specify registration and reporting requirements.
National Domestic Waste Collection Standards (GN 21 of 2011)	These specify methods for how domestic waste should be collected. Consideration is given to an appropriate level of service based on the nature (e.g. rural vs urban) of municipalities

3.2 International Legislation

Table 11: Key international legislation

Legislation/ guidelines	Summary
Basal Convention of the Control of Trans-Boundary Movement of Hazardous Wastes and Their Disposal (1989)	The Basel Convention (1989) is a global agreement which seeks to address the trans-boundary movement of hazardous waste. The convention is centred on the reduction of the production of hazardous waste and the restriction of trans-boundary movement and disposal of such waste. It also aims to ensure that strict controls are in place when any trans-boundary movement and disposal of hazardous waste does occur, and ensures that it is undertaken in an environmentally sound and responsible manner. The key objectives of the Basel Convention are: • To minimise the generation of hazardous wastes in terms of quantity and hazardousness. • To dispose of hazardous waste as close to the source of generation as possible. • To reduce the movement of hazardous wastes. • Locally, draft regulations are being prepared in an effort to control the movement of such waste. In response to the ever growing impact of plastic waste on the environment the Basal Convention was amended in May 2019 to regulate global trade in plastic waste.
Rotterdam Convention (1998)	The convention promotes open exchange of information and calls on exporters of hazardous chemicals to use proper labelling, include directions on safe handling, and inform purchasers of any known restrictions or bans. Parties can decide whether to allow or ban the importation of chemicals listed in the treaty, and exporting countries are obliged to make sure that producers within their jurisdiction comply.
Stockholm Convention	The Stockholm Convention was signed in 2001, South Africa became a party of the convention in 2002 and the convention came into effect in 2004. The Stockholm Convention addresses the management of persistent organic pollutants (POPs), which pose a threat to both health and the environment. Member countries of the convention have agreed to phase out POPs, and prevent their import or export. It imposes restrictions on the handling of all intentionally produced POPs, i.e. identified highly toxic, persistent chemicals. The 12 POPs that have been identified under the convention are aldrin, chlordane, dieldrin, dichloride-diphenyl-trichloroethane (DDT), endrin, Hexachlorobenzene (HCB), heptachlor, mirex, polychlorinated biphenyls (PCBs), toxaphene, dioxins, and furans. DEFF published the National Implementation Plan for the Stockholm Convention of POPs in 2011
London Convention on Prevention of Marine Pollution by Dumping of Waste and Other Matters (1972)	The London Convention on the Prevention of Marine Pollution by Dumping of Waste and Other Matter, 1972, aims to prevent marine pollution by preventing the dumping of wastes such as industrial waste, sewage sludge, dredged material and radioactive waste at sea, as well as incineration at sea. South Africa is a signatory to the convention and the associated 1996 Protocol. This convention and its various protocols were incorporated into the following South African legislation: • Marine Pollution, Prevention of Pollution from Ships Act (Act 2 of 1986), and the regulations concerning the Prevention of Pollution by Garbage from Ships Regulations (GN R1490, published in Government Gazette No. 14000, dated 29 May 1992). • The Dumping at Sea Control Act (Act 73 of 1980).

Legislation/ guidelines	Summary
Montreal Protocol on Substances that Deplete the Ozone Layer (1989)	South Africa is a party to the Montrel Protocol, an international agreement which addresses the phase out of ozone-depleting substances. Regulations to

3.3 Key Changes to Legislation since 2013

The following table presents key changes and updates to waste legislation since the 2013 IWMP.

Table 12: Key Changes to Legislation

Legislation	Key changes
National Norms and Standards for the Storage of Waste (GN 926 of 2013)	New norms and standards to govern the storage of waste. Waste storage facilities no longer require a waste management license. Waste management facilities with the capacity to store in excess of 100m^3 of general waste or 80m^3 of hazardous waste are now required to register in terms of these norms and standard
National Environmental Management: Waste Amendment Act (Act 26 of 2014)	• Substitution and deletion of some definitions • Establish a waste pricing strategy • Establish a waste management bureau • Transitional arrangement for existing industry waste management plans
National Norms and Standards for the Sorting, Shredding, Grinding, Crushing, Screening or Baling of General Waste (GN 1093 of 2017).	These norms and standards were developed to reduce the licensing requirements for low impact waste management activities. The norms and standards are applicable to all facilities where general waste is sorted, crushed, ground, crushed, screened or baled. All facilities where such activities are undertaken need to be registered with the provincial authority. Facilities with an operational area in excess of 1,000m^2 need to be registered and comply with all the requirements of the norms and standards.
National Environmental Management Waste Act (GN 1094 of 2017) Amendment to the list of waste management activities that have, or are likely to have, a detrimental effect on the environment.	The list of waste management activities that have, or are likely to have, a detrimental effect on the environment were updated in 2015 to remove low impact activities related to waste management including the sorting, shredding, grinding, crushing, screening and bailing of general waste.
National Pricing Strategy for Waste Management	The key aims of the strategy is to increase the diversion of waste from landfill, reduce the generation of waste and encourage reduction, reuse and recycling of waste. The strategy provides a methodology for setting waste management charges. The strategy identifies three economic instruments for waste management: 1. **Downstream instruments** – volumetric tariffs (pay-as-you-throw) and waste disposal taxes which would be applied to landfilling or incineration of waste. 2. **Upstream instruments** – material and input taxes which would apply to virgin materials and hazardous materials, product taxes, advance recycling fees or advance disposal fees, deposit-refund scheme and extended producer responsibility fees. 3. **Subsidy-based instruments** – recycling subsidies, tax rebates and benefits, capital financing.
3rd National Waste Management Strategy	The 3rd generation, 2020 NWMS, presents three strategic goals for improving waste management in South Africa.

4 Waste Management Performance Review

4.1 Implementation of 2013 Integrated Waste Management Plan

Goals in the 2013 MLM IWMP were grouped under the following headings:

- Waste disposal Infrastructure
- Waste Collection
- Resource extension
- Waste minimisation
- Management of illegal activities
- Waste information systems
- Education and awareness

A review of the implementation status of each of the goals was undertaken to determine progress made with regards to waste management since the 2013 IWMP.

Goals have been classified as complete, in progress and not commenced, not applicable or to be confirmed. The timeframes for projects have not been considered, for example, if the deadline for a project was 2016, but it was only completed in 2017, it is still listed a complete.

Table 13: Project Status

Status	Description	Immediate goal (1 year)		Short term goal (2 to 3 years)		Medium term goal (3 to 5 years)		Long term goal (5 to 10 years)	
		No. projects	Percentage of projects	No. projects	Percentage of projects	No. projects	Percentage of projects	No. projects	Percentage of projects
Complete	The goal has been achieved	7	25.9%	9	33.3%	7	26.9%	7	28%
In progress	The implementation of a goal is initiated/currently underway but not complete	7	25.9%	8	29.6%	9	34.6%	8	32%
Not commenced	No action has been taken to implement the goal	12	44.4%	8	29.6%	7	26.9%	7	28%
Not applicable	Where a goal is unmeasurable or no longer deemed applicable or the timeframe for the project has not yet passed.	1	3.7%	2	7.4%	3	11.5%	3	12%
Total		27	100%	27	100%	26	100%	25	100%

Table 14: Implementation status of the 2013 IWMP targets

Goal 1: Waste disposal infrastructure (Midvaal)				
	Immediate goals	**Short term goals**	**Medium term goals**	**Long term goals**
Goal 1.1	Apply for funding through available mechanisms for the closure of the Henley-on-Klip landfill	Proceed with closure application	Conduct site closure	Audit and monitor according to closure conditions
Implementation status	**Not commenced**	**Complete**	**Not commenced**	**Not applicable**
Comment	Funding for the closure of the Henley on Klip landfill site has not been secured. The landfill is currently operating on a closure licence which is valid until 2022	Henley on Klip landfill site was issued with a closure licence valid for 5 years in 2017.	Closure of the landfill site had not commenced. The license requires closures to commence by 2022.	Closure of the site had not yet commenced
Goal 1.2	Determine the status of the proposed Walkerville and Vaal Marina landfill waste management license (WML) applications from GDARD	Construct any infrastructure required in terms of the Licence conditions at the Walkerville and Vaal Marina landfills. Conduct operations according to the licence conditions	Conduct operations according to the licence conditions	Continue operations according to the licence conditions. Audit and monitor landfill site operations
Implementation status	**Complete**	**In progress**	**In progress**	**In progress**
Comment	The operational licence for the Walkerville waste disposal facility expired in 2017. Vaal Marina was issued with an operational licence in 2014. There is no validity period or closure date stated in the licence	No new infrastructure has been constructed at Walkerville landfill site. At Vaal Marina landfill site a boundary fence has been erected	There is plant on site and waste is covered daily. Vaal Marina landfill – No annual external audits have been undertaken in line with the licence conditions and there are no leachate prevention measures in place. Walkerville – The Walkerville landfill site licence expired in 2017	Vaal Marina landfill- There are 5 boreholes adjacent to the site and they are sampled quarterly. The remaining airspace is estimated to be approximately 8 years, however, no formal airspace determination surveys have been undertaken. External audits were last undertaken in 2016 and GDARD undertakes annual audits
Goal 2: Waste Collection				
	Immediate goals	**Short term goals**	**Medium term goals**	**Long term goals**
Goal 2.1	Identify new developments in the municipal area	Implement waste collection services to new developments	Implement waste collection services to new developments	Implement waste collection services to new developments
Implementation status	**Complete**	**Complete**	**Complete**	**Complete**
Comment	New developments have been identified and all new developments	According to the Midvaal IDP (2014 - 2019), all new developments within urban areas have access to waste removal services		

Goal 1: Waste disposal infrastructure (Midvaal)				
	Immediate goals	**Short term goals**	**Medium term goals**	**Long term goals**
	in the MLM receive a weekly collection service.			
Goal 2.2	Identify and compile a map or schedule of serviced and unserviced areas within the municipality	Identify various service points for the serviced and unserviced areas	Extend services to unserviced areas	Update and manage the schedule to ensure all areas are receiving collection services
Implementation status	**Complete**	**Complete**	**Complete**	**Complete**
Comment	Serviced and unserviced areas have been identified in the MLM.	Serviced areas receive kerbside collection according to the waste collection schedule in place	According to information supplied by municipal officials, all areas in the municipality receive weekly kerbside collection. The 2016 Community Survey results however, indicate that only 86.8% of households receive weekly kerbside collection service.	According to information supplied by municipal officials, all areas in the municipality receive weekly collection
Goal 2.3	Budget for and apply for funding through available funding mechanisms in order to conduct a transportation study	Appoint a service provider to conduct a transportation study of the waste collection area	Implement optimum waste collection route as determined in the transportation study	Implement optimum waste collection route and make amendments for new developments
Implementation status	**Not commenced**	**Not commenced**	**Not commenced**	**Not commenced**
Comment	This has not commenced	This has not commenced	This has not commenced	This has not commenced
Goal 2.4	Identify indigents that are not receiving a waste collection service	Extend free basic waste removal services to indigents	Continue to identify indigents and extend free basic waste removal services	Continue to identify indigents and extend free basic waste removal services
Implementation status	**Complete**	**Complete**	**Complete**	**Complete**
Comment	Indigent households have been identified and those within urban areas receive weekly kerbside collection.	Indigent households have been identified and those within urban areas receive weekly kerbside collection	Indigent households have been identified and those within urban areas receive weekly kerbside collection	Indigent households have been identified and those within urban areas receive weekly kerbside collection
Goal 2.5	Establish receptacle requirements in all areas within the municipality	Determine the funding requirements for receptacles	Implement the receptacle distribution for the identified municipal areas	Continue and extend the receptacle services
Implementation status	**In progress**	**Not commenced**	**In progress**	**In progress**
Comment	None of the households in the MLM are provided with black bags or bins with the exception of newly built social housing in MLM that received	The municipality has not taken action towards determining funding requirements for receptacles	Provision for wheelie bins has been made for one of the areas in the municipality	The provision of receptacles is limited to one area in MLM

Goal 1: Waste disposal infrastructure (Midvaal)				
	Immediate goals	**Short term goals**	**Medium term goals**	**Long term goals**
	wheelie bins. This is the only area that received wheelie bins from the municipality. Skip containers are provided for garden waste and rubble around the municipal area in the low income areas.			
Goal 2.6	Apply for funding through available funding mechanisms in order to conduct a Municipal Services Partnership (MSP)/Section 78 study	Conduct MSP/Section 78 study.	Implement outcome	
Implementation status	**Not applicable**	**Not applicable**	**Not applicable**	
Comment				
Goal 3: Resource Extension				
	Immediate goals	**Short term goals**	**Medium term goals**	**Long term goals**
Personnel Resources				
Goal 3.1	Develop detailed organogram of waste management personnel in terms of the NEMWA requirements	Fill vacant positions and establish positions required for proper waste management		
Implementation status	**Not commenced**	**Not commenced**		
Comment	The current waste management organogram was last reviewed in 2019. The organogram does not meet the requirements of NEMWA as there is no provision for recycling or waste minimisation staff, or a Waste Management Officer (WMO) position.	There are vacant positions in the current organogram that have not been filled. Furthermore, the waste management organogram needs revision as there are gaps in waste management and there is no designated Waste Management Officer (WMO) in the municipality		
Financial Resource				
Goal 3.2	Conduct a detailed financial investigation for proper waste management budgeting	Identify shortages in the budget and identify possible funding sources for these shortages and amend budget accordingly. Implement revised budget	Identify shortages in the budget and identify possible funding sources for these shortages and amend budget accordingly. Implement revised budget	Identify shortages in the budget and identify possible funding sources for these shortages and amend budget accordingly. Implement revised budget
Implementation status	**Not commenced**	**Complete**	**Complete**	**Complete**

Goal 1: Waste disposal infrastructure (Midvaal)				
	Immediate goals	**Short term goals**	**Medium term goals**	**Long term goals**
Comment	The municipality implements a 6% annual increase on waste tariffs. A full cost accounting exercise has not been undertaken	Budget shortcomings have been identified and additional funding sourced from various municipal support grants. Funding was granted by GDARD in 2014 for the establishment of a buy back centre. Additional funds from MIG have been secured for the completion of the buy back	Budget shortcomings have been identified and additional funding sourced from various municipal support grants. Funding was granted by GDARD in 2014 for the establishment of a buy back centre. Additional funds from MIG have been secured for the completion of the buy back	Budget shortcomings have been identified and additional funding sourced from various municipal support grants. Funding was granted by GDARD in 2014 for the establishment of a buy back centre. Additional funds from MIG have been secured for the completion of the buy back
Goal 3.3	Review tariffs for waste collection and disposal and identify shortcomings	Implement tariff model (as developed by DEA)	Implement tariff model and amend as required	Implement tariff model and amend as required
Implementation status	**In progress**	**Not commenced**	**Not commenced**	**Not commenced**
Comment	Waste tariffs are updated annually, however they are not informed by a full cost accounting exercise. It can therefore not be determined if the tariffs are cost reflective.	The DEA tariff model has not been implemented and a full cost accounting exercise has not been undertaken	The DEA tariff model has not been implemented and a full cost accounting exercise has not been undertaken	The DEA tariff model has not been implemented and a full cost accounting exercise has not been undertaken
Goal 3.4	Develop strategy for proper revenue collection	Implement revenue collection strategy	Implement and monitor revenue collection strategy	Implement and monitor revenue collection strategy
Implementation status	**Not commenced**	**Not applicable**	**Not applicable**	**Not applicable**
Comment	A detailed documented strategy for revenue collection was not developed by the municipality.	The strategy was not developed and therefore not implemented.	The strategy was not developed and therefore not implemented or monitored.	The strategy was not developed and therefore not implemented or monitored.
Equipment Resource				
Goal 3.5	Review current equipment and identify equipment that needs maintenance and/or replacement	Develop an equipment replacement plan and acquire funding for the implementation of this replacement plan	Replace equipment or extend vehicle fleet as required	Update and amend the equipment replacement plan and implement accordingly
Implementation status	**In progress**	**In progress**	**In progress**	**Not commenced**
Comment	The municipality has a fleet replacement policy that provides guidelines with regards to when fleet should be replaced. However, the policy is not implemented appropriately. The fleet coordinator also conducts weekly fleet	The municipality has a fleet replacement policy that provides guidelines with regards to fleet replacement. However, there is no ring fenced budget for the implementation of replacement	New trucks and compactors have been procured on an ad hoc basis since the review of the 2013 IWMP but there remains a huge gap in the waste management fleet	The fleet replacement policy has not been amended or updated since the adoption of the 2013 IWMP

Goal 1: Waste disposal infrastructure (Midvaal)				
	Immediate goals	**Short term goals**	**Medium term goals**	**Long term goals**
	inspections and schedules vehicles for services and repairs.			
Goal 4: Waste Minimisation				
	Immediate goals	**Short term goals**	**Medium term goals**	**Long term goals**
Goal 4.1	Conduct a study to determine whether the following are feasible: • Waste Minimisation/recycling • Establishing of composting facilities	If feasible, apply for funding through available funding mechanisms for the establishment of waste minimisation infrastructure	Establish, operate and maintain the waste minimisation infrastructure	Establish, operate and maintain the waste minimisation infrastructure
Implementation Status	**Not commenced**	**In progress**	**In progress**	**In progress**
Comment	The municipality has not undertaken a waste minimisation feasibility study since the adoption of the 2013 IWMP	The municipality has secured funding through the MIG and is in the process of developing a buy back centre next to the Galloway transfer station	The MLM is in the process of developing a buy back centre next to the Galloway transfer station.	Operation of the buy back centre has not commenced
Goal 4.2	Conduct a study to determine whether the following are feasible: • Waste Minimisation/recycling • Establishing of composting facilities	If feasible, develop a composting strategy to divert green waste to landfill	Establish a compost recycling plant on the larger town landfill or on the best strategically located landfill	Compost recycling plant fully operational and is operated in a sustainable manner
Implementation Status	**Not commenced**	**Not commenced**	**Not commenced**	**Not commenced**
Comment	The municipality has not undertaken a waste minimisation feasibility study since the adoption of the 2013 IWMP	The municipality has not developed a composting strategy	This has not commenced. No composting facilities or recycling plans have been developed	No composting facilities or recycling plans have been developed
Goal 4.3	Conduct a study to determine whether the following are feasible: • Waste Minimisation/recycling • Establishing of composting facilities	If feasible, establish mechanisms for promoting separation at source	Roll out separation at source to 30% of households	Roll out separation at source to 70% of households
Implementation Status	**Not commenced**	**In progress**	**Not commenced**	**Not commenced**
Comment	The municipality has not undertaken a waste minimisation feasibility study since the adoption of the 2013 IWMP	The development of a separation at source strategy is still in the planning phase. Pamphlets for distribution have been developed	No separation at source programs have been rolled out	No separation at source programs have been rolled out

Goal 1: Waste disposal infrastructure (Midvaal)				
	Immediate goals	**Short term goals**	**Medium term goals**	**Long term goals**
Goal 4.4	Establish Municipal Recycling Forum with stakeholders and hold quarterly forum meetings to coordinate waste minimisation in order to encourage growth on the recycling section and to discuss possible initiatives for or by entrepreneurs			
Implementation status	**Not commenced**			
Comment	There are no Municipal Recycling Forums in the MLM			
Goal 5: Management of illegal activities				
	Immediate goals	**Short term goals**	**Medium term goals**	**Long term goals**
Goal 5.1	Develop an illegal dumping management strategy	Implement illegal Dumping Management Strategy (for example, place mass containers at identified dumping hot spots)	Implement illegal Dumping Management Strategy (for example, establish community watch and incentive schemes)	Implement and update illegal waste management strategy
Implementation Status	**Not commenced**	**In progress**	**In progress**	**In progress**
Comment	There is no documented illegal dumping management strategy in place. The MLM does however monitor and map illegal dumping hotspots.	There is no illegal dumping management strategy in place. The municipality only responds to illegal dumping on an ad hoc basis and skip containers were placed in all waste dumping hot spots. All illegal dumping hotspots have been mapped in GIS.	EPWP workers were previously designated as waste rangers and provided with uniforms. They manned all the illegal dumping hot spots from 08h00 to 16h00 and recorded illegal dumping. However, the waste rangers were not administering any fines. This programme has been discontinued	This goal is partially complete as there is no documented illegal waste management strategy in place, however, the municipality responds to illegal dumping on an ad hoc basis
Goal 5.2	Clean up illegal dumping areas.	Continue cleaning up illegal dumping areas	Continue cleaning up illegal dumping areas	Continue cleaning up illegal dumping areas
Implementation Status	**Complete**	**Complete**	**Complete**	**Complete**
Comment	The municipality cleans up all the illegal dumping hot spots on an on-going basis	The municipality has a designated team for cleaning up illegal dumps. The clean ups are undertaken every Monday	The municipality has a designated team for cleaning up illegal dumps. The clean ups are undertaken every Monday	The municipality has a designated team for cleaning up illegal dumps. The clean ups are undertaken every Monday
Goal 5.3	Update by-laws to address the NEMWA requirements	Draft and promulgate by-laws	Proper enforcement of by-laws	Proper enforcement of by-laws and amend if necessary
Implementation Status	**Not commenced**	**Not commenced**	**Complete**	**Complete**
Comment	The MLM by laws have not been revised since the adoption of the 2013 IWMP	The MLM by laws have not been revised since the adoption of the 2013 IWMP	Fines for illegal dumping are administered by EMI's and enforced through the municipality's traffic department. They are incorporated in the resident's rates and taxes account	Fines for illegal dumping are administered by EMI's and enforced through the municipality's traffic department. They are incorporated in the resident's rates and taxes account

Goal 1: Waste disposal infrastructure (Midvaal)				
	Immediate goals	**Short term goals**	**Medium term goals**	**Long term goals**
Goal 5.4	Develop a system for residents to report waste transgressions, for example illegal dumping	Implement system	Implement system	Implement system
Implementation status	**Complete**	**Complete**	**Complete**	**Complete**
Comment	The municipality has a complaints number that residents can call to report waste transgression. Another way to report is through ward councillors who are also custodians of waste awareness campaigns in their respective wards	The system for reporting waste transgressions is being implemented	The system for reporting waste transgressions is being implemented	The system for reporting waste transgressions is being implemented
Goal 6: Waste information Systems				
	Immediate goals	**Short term goals**	**Medium term goals**	**Long term goals**
Goal 6.1	Establish a Waste Information System (WIS)	Keep proper records of waste quanti00ties and types received at the waste management facilities. Provide information to the District Municipality	Use records for proper planning and decision making	Ensure that the future planning is effectively carried out
Implementation status	**In progress**	**Complete**	**Not commenced**	**Not commenced**
Comment	The MLM does not have an internal waste information system. Information on tonnage and type of waste disposed at landfill sites is recorded on the DEA spread sheet for capturing on GWIS and SAWIS. Further, a list of illegal dumping hot spots is maintained but there are no reports and the costs for cleaning up illegal dumps is not quantified	All information entering the MLM waste disposal sites is recorded on the DEA spread sheet and submitted to GDARD and GDARD uploads the information onto SAWIS	This has not commenced. There are no documented plans to address waste infrastructure needs	There are no documented plans to address future waste disposal needs. Remaining air space analysis of the landfills has not been formally determined, only estimates based on internal audit findings. Furthermore, there is no ring fenced budget for future waste service needs
Goal 6.2	Compile a list or data of all industries, private landfill and medical facilities in the municipal area	Compile a list of industry waste management facilities	Ensure that all industrial and medical waste are disposed of in a responsible manner	Ensure that all industrial and medical waste are disposed of in a responsible manner
Implementation status	**Not commenced**	**Not commenced**	**Not Applicable**	**Not Applicable**

Goal 1: Waste disposal infrastructure (Midvaal)				
	Immediate goals	**Short term goals**	**Medium term goals**	**Long term goals**
Comment	The municipality does not have a database of industries, private landfill and medical facilities in the municipal area	The municipality does not have a database of industry waste management facilities within the municipal area	This goal falls outside the scope of a local municipality as the responsibility for industrial and medical waste lies with DEA	The MLM does not have a hazardous waste landfill site. DEA are responsible for hazardous waste compliance monitoring
Goal 7: Education and Awareness				
	Immediate goals	**Short term goals**	**Medium term goals**	**Long term goals**
Goal 7.1	Recruit environmental/waste education personnel	Develop an education and awareness strategy and training materials to roll out education and awareness campaigns	Continue and revise implementation of education and awareness campaigns in a sustainable manner	Continue and revise implementation of education and awareness campaigns in a sustainable manner
Implementation status	**Complete**	**In progress**	**In progress**	**In progress**
Comment	Education and awareness is undertaken by DEFF through the District Municipality. Two EMI's who have since resigned were employed on a 3 year contract through DEFF and part of their scope of work was environmental education and awareness. The municipality is currently in the process of recruiting new EMI's	This is undertaken by DEFF as part of the Good Green Deeds strategy launched in March 2019. This is a campaign that seeks to promote a cleaner, greener environment. The municipality also collaborates with the Letsema DA campaign which covers different topics on all municipal services including waste. There is no documented waste awareness plan.	This is undertaken by DEFF as part of the Good Green Deeds strategy launched in March 2019. This is a campaign that seeks to promote a cleaner, greener environment. The municipality also collaborates with the Letsema DA campaign which covers different topics on all municipal services including waste	This is undertaken by DEFF as part of the Good Green Deeds strategy launched in March 2019. This is a campaign that seeks to promote a cleaner, greener environment. The municipality also collaborates with the Letsema DA campaign which covers different topics on all municipal services including waste
Goal 7.2	Develop an awareness campaign with regards to waste minimisation and the hierarchy of waste management	Launch awareness campaign in the community, e.g. recycling competition at school level	Amend and continue awareness campaign in order to reach entire community	Amend and continue awareness campaign in order to reach entire community
Implementation status	**In progress**	**Complete**	**In progress**	**In progress**
Comment	The MLM does not have a documented awareness strategy. On-going waste awareness campaigns are undertaken by the municipality in collaboration with SDM through the Good Green Deeds program. Material for the awareness campaigns is supplied by SDM.	Community and school awareness campaigns are undertaken	Community and school awareness campaigns are on-going	Community and school awareness campaigns are on-going

Goal 1: Waste disposal infrastructure (Midvaal)				
	Immediate goals	**Short term goals**	**Medium term goals**	**Long term goals**
Goal 7.3	Develop information dissemination strategies between all stakeholders	Implement information dissemination strategy, for example build community awareness through education	Implement information dissemination strategy, for example communicate with stakeholders on a regular basis in the form of forums or workshops	Implement and amend information dissemination strategy in order to ensure adequate communication between stakeholders
Implementation status	**In progress**	**In progress**	**In progress**	**In progress**
Comment	The MLM undertakes education and awareness campaigns on an on-going basis. There is no documented waste awareness strategy to communicate information to stakeholders	The MLM undertakes education and awareness campaigns on an on-going basis	The MLM undertakes education and awareness campaigns on an on-going basis	The MLM undertakes education and awareness campaigns on an on-going basis
Goal 7.4	Train waste disposal facility managers / operators to ensure disposal facilities can be operated in accordance with the permit/license requirements			
Implementation status	**In progress**			
Comment	According to information supplied by the municipal officials, licence conditions of all landfills are incorporated in the daily refresher talks to ensure that the facilities are operated in line with their licence requirements			

4.2 Progress towards Compliance with National Waste Management Strategy Goals

A review of the progress in the MLM with regards to the implementation of the 2011 NWMS goals and targets was undertaken as part of the IWMP. Where information was available, an assessment of the compliance with each of the targets was undertaken and documented. A review was undertaken against the 2011 NWMS goals and targets as these targets were used as a guide for the development of the 2013 MLM IWMP.

Table 15 : 2011 National Waste Management Strategy Objectives

Goal	Targets for 2016	Progress to compliance with targets
1. Promote waste minimisation, re-use, recycling and recovery of waste.	25% of recyclables diverted from landfill sites for re-use, recycling or recovery.	The municipality holds no records of recycling occurring within the municipal area by private companies and there are no municipal recycling projects.
	All metropolitan municipalities, secondary municipalities, and large towns have initiated separation at source programmes	Separation at source has not been implemented in the municipality.
	Achievement of waste reduction and recycling targets as set in industry waste management plans (indWMPs) for paper and packaging, pesticides, lighting (CFLs) and tyre industries	The indWMPs for the paper and packaging industry, e-waste, lighting and tyre industries have been submitted to DEFF for adjudication. All of the tyre indWMP have been rejected by DEFF
2. Ensure the effective and efficient delivery of waste services.	• 95% of urban households and 75% of rural households have access to adequate levels of waste collection services. • 80% of waste disposal sites have permits.	• 91.3% of households have access to a basic refuse removal service (kerbside collection or a communal collection point). • The operational licence for Walkerville landfill site expired in 2017. Henley on Klip is operating on a closure licence and Vaal Marina was issued with an operational licence in 2014, the closure date is not stated in the licence.
3. Grow the contribution of the waste sector to the green economy	• 69,000 new jobs created in the waste sector. • 2,600 additional SMEs and cooperatives participating in waste service delivery and recycling	There are 117 positions in the MLM organogram for waste management, of these, only 71 are filled.
4. Ensure people are aware of the impact of waste on their health, well-being and the environment.	• 80% of municipalities running local awareness campaigns • 80% of schools implementing waste awareness campaigns	• The MLM is running monthly school and community awareness campaigns with a focus on different Environmental topics. A number of waste awareness campaigns were undertaken between February 2018 and February 2019. • MLM also collaborates with the Democratic Alliance led campaign, Letsema. The campaign focuses on numerous issues which includes waste awareness in schools
5. Achieve integrated waste	• All municipalities have integrated their IWMPs with their IDPs, and have met the targets set in IWMPs	• The previous IWMP projects were incorporated into the MLM IDP

Goal	Targets for 2016	Progress to compliance with targets
management planning.	• All waste management facilities required to report to SAWIS have waste quantification systems that report information to WIS	• The MLM met 26.1% of its long term goals, 30.4% medium term goals, 34.8% of its short term goals and 8.7% of the goals that were set are not applicable • All operational municipal waste management facilities in the MLM are reporting to GWIS. The GWIS system is linked to SAWIS.
6. Ensure sound budgeting and financial management for waste services	• All municipalities that provide waste services have conducted full-cost accounting for waste services and have implemented cost reflective tariffs	The MLM has not undertaken a full cost accounting exercise to determine the true cost of waste management services.
7. Provide measures to remediate contaminated land.	• Assessment complete for 80% of sites reported to the contaminated land register • Remediation plans approved for 50% of confirmed contaminated sites.	• External airspace determination have not been undertaken for the facilities to determine the remaining lifespan and no closure applications have been undertaken • There are no rehabilitation plans for facilities and no ring-fenced rehabilitation fund.
8. Establish effective compliance with and enforcement of the Waste Act	• 50% increase in the number of successful enforcement actions against non-compliant activities. • 800 environmental management inspectors (EMIs) appointed in the three spheres of government to enforce the Waste Act	• Fines for illegal dumping are administered by EMI's and enforced through the municipality's traffic department. They are incorporated in the resident's rates and taxes account • There are no EMIs in the MLM. According to the organogram, there are two vacant posts.

5 Situation Analysis

5.1 Scope and Purpose of the Situation Analysis

The situation analysis is the first step of any IWMP. It is important to note that the situation analysis is a snap shot of the current status of waste management. Due to changes in legislation and on-going operational changes, the situation analysis is constantly evolving. A detailed review of the situation analysis is therefore required at least in line with the five-year review of the IWMP.

The situation analysis addresses all aspects of waste management from waste infrastructure to institutional capacity and funding of waste management services.

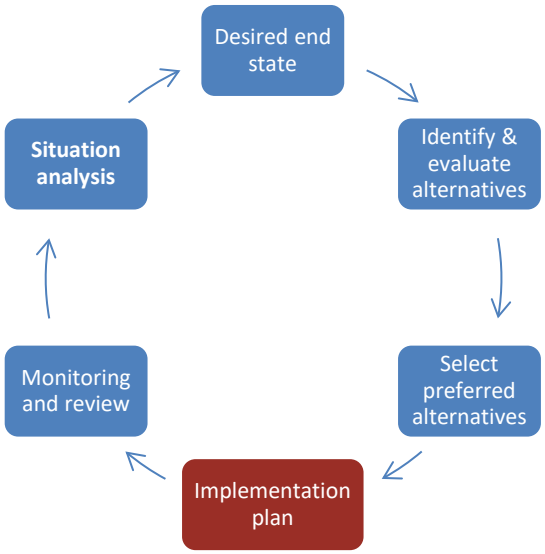


Figure 4: IWMP planning phases – situation analysis

5.2 Demographics

Data presented in the following section has been sourced from the Provincial Profile of the Gauteng Province which was prepared by Stats SA based on the results of the 2016 Community Survey and the Census 2011. All data presented below is from the Community Survey 2016 and the Census 2011, unless specified otherwise.

Population

The population of the MLM between 2011 and 2016 increased by 17.12 % from 95,301 to 111,612 which was a 3.21% annual population increase. This was much higher than the growth of the SDM from 2011 to 2016 as the population increased by 4.5% for this period.

Table 16: Population profile

	Population			
Municipality	**Census 2001**	**Census 2011**	**CS, 2016**	**% changes 2011 to 2016**
Emfuleni LM	657,949	721,663	733,445	1.63
Lesedi LM	71,868	99,520	112,472	13.01
Midvaal LM	**64,271**	**95,301**	**111,612**	**17.12**
Sedibeng DM	796,756	916,484	957,528	4.40

Ethnic Profile (Community Survey 2016)

The majority of the population in the MLM is Black African (58.4%). Indian/ Asian is the smallest ethnic group, constituting only 0.8% of the population of MLM.

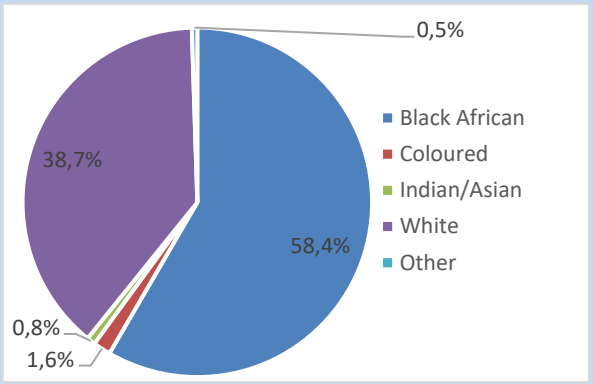


Figure 5: Ethic profile

Language (Census 2011)

All of South Africa's national languages are represented in the MLM. Afrikaans is the most common home language (30.2%) in MLM followed by Sesotho (27.3%).

Table 17: Language profile

Language	Percentage of population
Afrikaans	30.2%
Sesotho	27.3%
English	13.7%
IsiZulu	11.5%
IsiXhosa	5.2%
Other	2.3%
Sepedi	1.8%
Xitsonga	1.7%
Setswana	1.6%
isiNdebele	0.9%
Sign language	0.6%
Tshivenda	0.5%
SiSwati	0.4%
Not applicable	2.3%

Households

The number of people per household in the MLM in 2011 was 3.2 and in 2016 was 2.9. The number of houses in MLM increased from 95,301 in 2011 to 111,612 in 2016.

Table 18: Household profile (CS, 2016 and Census 2011)

	Census 2011		CS, 2016	
Municipality	**No. households**	**Ave. Size**	**No. house holds**	**Ave. Size**
ELM	220,131	3.2	253,488	2.9
LM	29,664	3.4	39,294	2.9
MLM	**29,961**	**3.2**	**38,046**	**2.9**
SDM	279,756	3.3	330,828	2.9

Education

Table 19: Education profile (Highest level of education for population aged 20 years and older, CS 2016)

Schooling level	% of population
No schooling	7.8
Primary school	6.1
Secondary school	77.1
Higher School	9.1

Only 9.1% of the population of MLM has a higher education and 7.8% of the population have no schooling.

5.3 Type of Housing and Access to Services

Data presented in the following section has been sourced from the Provincial Profile of Gauteng which was prepared by Stats SA based on the results of the 2016 Community Survey.

Type of Dwelling

The majority of residences in MLM are formal dwellings (82.9 %); 0.1% of dwellings are traditional dwelling and 16.6% are informal dwellings.

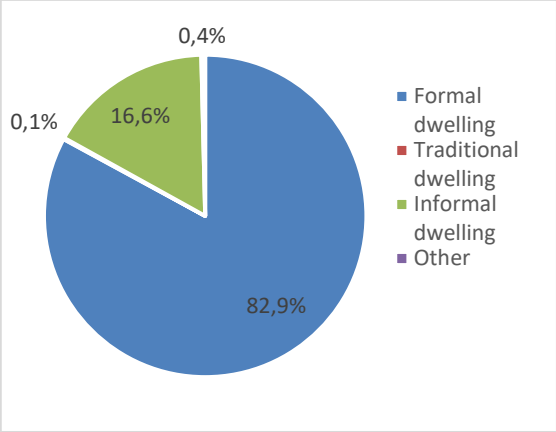


Figure 6: Houses by type of dwelling

RDP/ Government Subsidised Dwelling

A significant portion of households in MLM are either RDP or government subsidised (16.9 %).

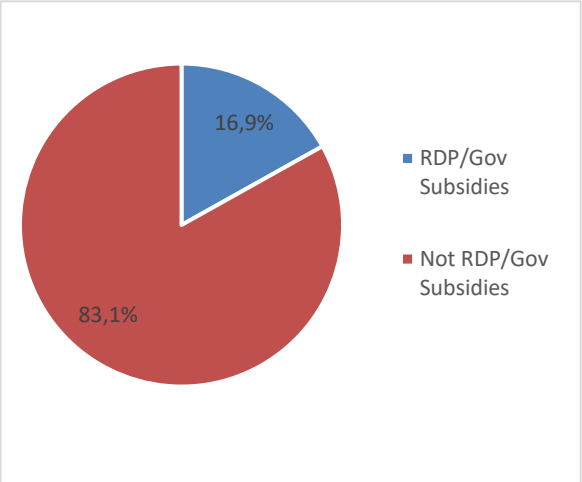


Figure 7: RDP/ government subsidy status of households

Toilet Facilities

The majority of households in MLM have flush toilets which are connected to a municipal sewer system or conservancy/ septic tank.

Table 20: Access to toilet facilities

Toilet facility	No. households	% of households
Flush toilet (connected to a public sewage system)	23,816	63%
Flush toilet (connected to a septic tank /conservancy)	6,429	17%
Chemical toilet	2,092	6%
Pit latrine (with ventilation pipe)	1,027	3%
Pit latrine (without ventilation pipe)	1,826	5%
Ecological toilet/Other	532	1%
Bucket toilet (emptied by municipality)	1,750	5%
Bucket toilet (emptied by household)	76	0%
None	456	1%
Total	**38,004**	**100%**

Access to Safe Drinking Water

The majority of households in MLM (95 %) have access to safe drinking water. 2,015 households (5 %) do not have access to safe drinking water.

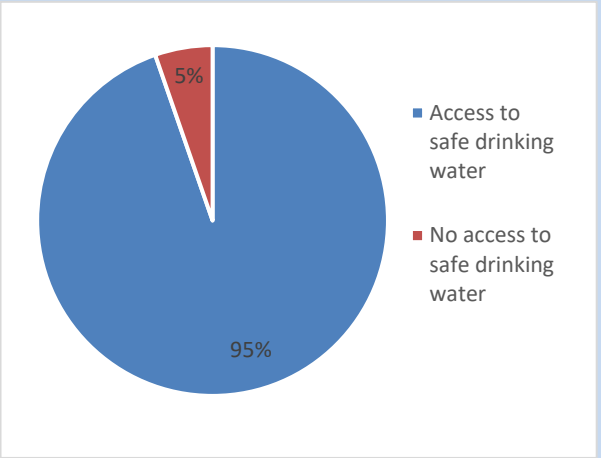


Figure 8: Access to safe drinking water

Access to Electricity

The majority of households in MLM have access to electricity which is used for cooking, light, water heating and space heating.

Table 21: Type of energy used for different household activities

	Energy source used			
Activity	**Electricity**	**Other**	**None**	Total
Cooking	76.5	23.14	0.34	**100**
Lighting	82.35	17.52	0.13	**100**
Water heating	79.19	19.76	1.05	**100**
Space heating	68.60	18.65	12.74	**100**

Access to Internet

Only 23% of households have access to the internet.

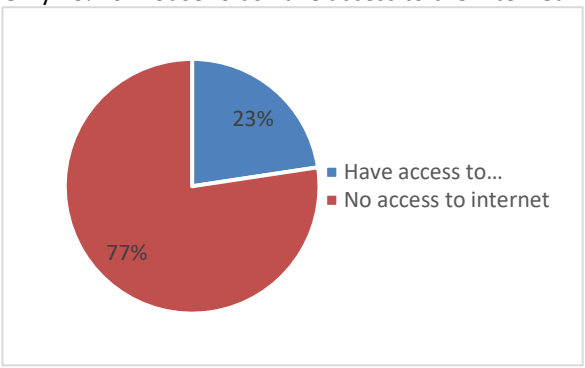


Figure 9: Access of households to the internet

Access to Refuse Removal Services

Table 22: Households access to refuse services

Service	Percentage of households
Removed weekly	82.9
Removed less often	1.4
Communal refuse dump	8.2
Communal container	0.1
Own refuse	6.1
No refuse disposal	0.5
Other	0.9

The majority of households in MLM have access to kerbside collection service for refuse.

In 2020, a total of 9513 households (7%) were registered as indigent in the MLM. In 2011, 16,868 individuals (17.7%) were living below South Africa's Food Poverty Line and 21,538 individuals (22.6%) were living below South Africa's Upper-Bound Poverty Line. These Poverty Lines were used to indicate poverty and the poor households in the MLM and South Africa.

5.4 Local Economy

Employment (in those aged 15 – 64)
56% of the population in the age bracket 15 – 64 are employed, 13% are unemployed and 3% are discouraged work seekers. The remaining 29% are not economically active.

Table 23: Employment status is those aged 15 – 64 (Census 2011)

Employment Status	No.	%
Employed	37,336	56%
Unemployed	8,620	13%
Discouraged work seeker	1,939	3%
Not economically active	19,287	29%
Total	**67,182**	**100%**

Household Income

Table 24: Average household income (Census 2011)

Average Household Income	% of households
No income	14.5
R1 - R,4800	3.2
R 4,801 - R 9,600	4.9
R9,601 - R19,600	14.8
R19,601 - R38,200	16.4
R38,201 - R76,400	12.4
R76,401 - R153,800	10.3
R153,801 - R307,600	10.9
R307,601 - R614,400	8.3
R614,001 - R1,228,800	3.1
R1,228,801 - R2,457,600	0.7
R2,457,601+	0.5
Total	**100.0**

5.4.1 Gross Domestic Product

The total gross domestic profit (GDP) for the Sedibeng District Municipality (SDM) was R42.7 billion in 2013, of which the MLM contributed R6.52 billion. The MLM however had the highest average annual economic growth for the District, averaging 5.4% between 2003 and 2013. The table below presents the municipal contributions to the SDM GDP and the average annual economic growth rate for each local municipality.

Table 25: Local municipalities of the Sedibeng District Municipality contributions to the GDP and the average annual economic growth rate (Midvaal IDP, 2014 – 2019)

District	GDP (2013)	Share of district municipality GDP	Average annual economic growth rate
Emfuleni	R32.7 billion	76.6%	3.12%
Midvaal	**R6.5billion**	**15.3%**	**5.4%**
Lesedi	R3.5 billion	8.1%	4.3%
Sedibeng	R42.7	100%	

The contributors to the local Gross Domestic Product per Region (GDPR) are as follows:

- 31.5%: Tertiary sector – government, community and social services, infrastructure services
- 66.8%: Secondary sector - manufacturing, wholesale and retail trade, finance and property, etc.
- 1.7%: Primary Sector - agriculture, forestry, fishing, mining and quarrying.

The economic activity by contributing sector is indicated in the pie chart below.

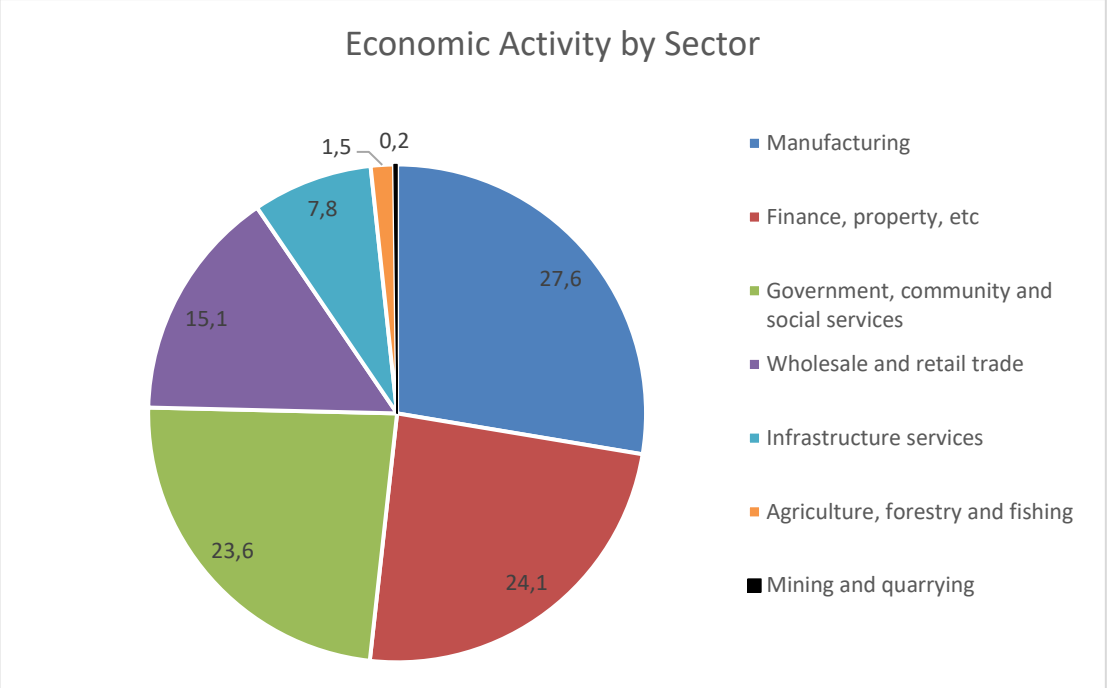


Figure 10: The economic activity by sector for the Midvaal Local Municipality (IDP 2014 - 2019)

According to the Midvaal IDP 2014 - 2019, the municipality has the potential to diversify its economy and grow the manufacturing, tourism, agriculture and construction sectors. This is also emphasised in the spatial development framework where these sectors are were highlighted to have a comparative advantage for development. The diversification of the economy promotes growth within the municipal area and allows the economy to be resilient to negative impacts to any specific sector.

5.5 Waste Profile

5.5.1 Domestic Waste Profile

A waste characterisation exercise was undertaken for the MLM with the aim to determine the profile of domestic waste being disposed of to landfill. . The following sections describe how the characterisation was undertaken and the results achieved.

(a) Methodology

Waste was surveyed from a low income area in Meyerton (Bantu Bonke) and a high income area in Meyerton (Helderstroom). Waste was collected from a randomised selection of 9 households in low income area and 8 households from the high income area. All the waste put out for collection at each of these houses was collected to ensure the results were not skewed due to any type of separation of waste types into different bags or containers. Waste was collected in two separate vehicles for the different income areas on the weekly collection day ahead of the collection truck, and transported to Henley on Klip landfill site for characterisation. A total of 12 bags were collected from Bantu Bonke, and 29 bags from Helderstroom.

The sorting team, which consisted mostly of MLM EPWP workers, was trained on identifying the different categories of waste as well as important sorting procedures to minimize the risk of weighing or sorting errors. Pictures and explanation of different waste types were used during the training.

Waste was sorted by hand into 22 different categories of recyclable and non-recyclable waste, including seven categories of plastics. The following categories of waste were weighed individually and recorded.

Table 26: Categories of waste weighed and sorted

Waste Type	Examples
Plastics	
PET 01	Bottles (coke, water), food jars
PE-HD 02	Bottles (milk, shampoo)
PVC 03	Water piping
PE-LD 04	Carrier bags
PP 05	Microwave containers
Polystyrene 06	Take away cartons
Other 07	CDs
Paper & cardboard	
Paper	Office (all colours)
Corrugated cardboard	Brown corrugated packaging boxes
Non-corrugated cardboard	Cereal boxes
Other paper	Glossy magazines
Glass	
E-waste	
E-waste	TVs, PC components, cell phones, cables, clocks, phones, calculators, electrical equipment

Waste Type	Examples
Metal	
Metal	Aluminium, metal, cans, tins, foil
Organics	
Garden waste	Grass cuttings, leaves cuttings, weeds, plants
Food waste	Kitchen waste, food waste, vegetable peelings
Wood waste	wood waste
Hazardous waste	
Heath care risk waste	Pharmaceutical waste, medicines (including packaging)
Household hazardous waste	Oil paint, motor oil, pesticides and herbicides, fluorescent lamps
Nappies	
Nappies	Including sanitary towels, baby wipes
Construction & Demolition	
Construction Waste	Construction rubble, bricks
Other	
Fines	Material too small to sort, clothing material

The one-day characterisation means that samples could not account for possible seasonal variation in waste.

(b) Waste Characterisation Results

The results for the domestic waste stream characterisation are presented in the tables and figures below.

Table 27: Domestic waste stream composition (Results as % of waste stream by weight)

Waste Type	Description	Quantity (kg) composition low income	% Composition low income	Quantity (kg) composition high income	% Composition high income	Combined Quantity (kg) composition	Combined % Composition
PET 01	Bottles (Coke, water), food jars	2.20	1.75	6.36	6.16	8.56	3.66
PE-HD 02	Bottles (milk, shampoo)	2.08	1.65	4.83	4.67	6.91	2.95
PVC 03	Water piping	2.50	1.98	0.07	0.07	2.57	1.10
PE LD 04	Carrier bags	7.76	6.16	10.90	10.55	18.66	7.97
PP 05	Microwave containers	4,72		3.10	3.00	7.82	3.34
Polystyrene 06	Take away cartons	0.79	0.63	0.51	0.49	1.30	0.56
Other 07	CDs	1.95	1.55	0.35	0.34	2.30	0.98
Plastics subtotal		**17.28**	**13.71**	**26.12**	**25.28**	**48.12**	**20.56**
Paper	**Office (all colours)**	**3.41**	**2.71**	**1.74**	**1.68**	**5.15**	**2.20**
Corrugated cardboard	**Brown corrugated boxes**	**3.38**	**2.68**	**14.41**	**13.95**	**17.79**	**7.60**
Non-corrugated cardboard	**Cereal boxes**	**4.23**	**3.36**	**3.42**	**3.31**	**7.65**	**3.27**
Other paper	**Glossy magazines**	**2.27**	**1.80**	**2.81**	**2.72**	**5.08**	**2.17**
Paper & cardboard subtotal	-	**13.29**	**10.55**	**22.38**	**21.66**	**35.67**	**15.24**
Glass subtotal		**6.05**	**4.80**	**20.15**	**19.50**	**26.20**	**11.19**
E-Waste subtotal		**0.01**	**0.01**	**3.33**	**3.22**	**3.34**	**1.43**
Metal subtotal		**4.08**	**3.24**	**2.58**	**2.50**	**6.66**	**2.85**
Organic	Garden waste	14.62	11.60	1.11	1.07	15.73	6.72
Organic	Food waste	19.30	15.32	7.36	7.12	26.66	11.39
Organic	Wood waste	0.84	0.67	3.10	3.00	3.94	1.68
Organics subtotal		**34.76**	**27.59**	**11.57**	**11.20**	**46.33**	**19.80**
Hazardous Waste	**Health care risk waste**	**0.64**	**0.51**	**0.58**	**0.56**	**1.22**	**0.52**
Hazardous Waste	**Household**	**0.27**	**0.21**	**0.19**	**0.18**	**0.46**	**0.20**
Hazardous subtotal		**0.91**	**0.72**	**0.77**	**0.75**	**1.68**	**0.72**

Waste Type	Description	Quantity (kg) composition low income	% Composition low income	Quantity (kg) composition high income	% Composition high income	Combined Quantity (kg) composition	Combined % Composition
Nappies		**41.70**	**33.10**	**4.28**	**4.14**	**45.98**	**19.65**
Construction waste subtotal		**1.71**	**1.36**	**4.42**	**4.28**	**6.13**	**2.62**
Other clothing material subtotal		**6.21**	**4.93**	**7.73**	**7.48**	**13.94**	**5.96**
Total		**126.00**	**100.00**	**103.33**	**100.00**	**234.05**	**100.00**

Table 28: Waste characterisation results summary

Waste category	% Composition - Low Income Households	% Composition - High Income Households	% Composition - Combined Households
Plastics	13.71	25.28	20.56
Paper & cardboard	10.55	21.66	15.24
Glass	4.80	19.50	11.19
E-waste	0.01	3.22	1.43
Metal	3.24	2.50	2.85
Organics	27.59	11.20	19.80
Hazardous & HCRW	0.72	0.75	0.72
Nappies	33.10	4.14	19.65
Construction	1.36	4.28	2.62
Other	4.93	7.48	5.96

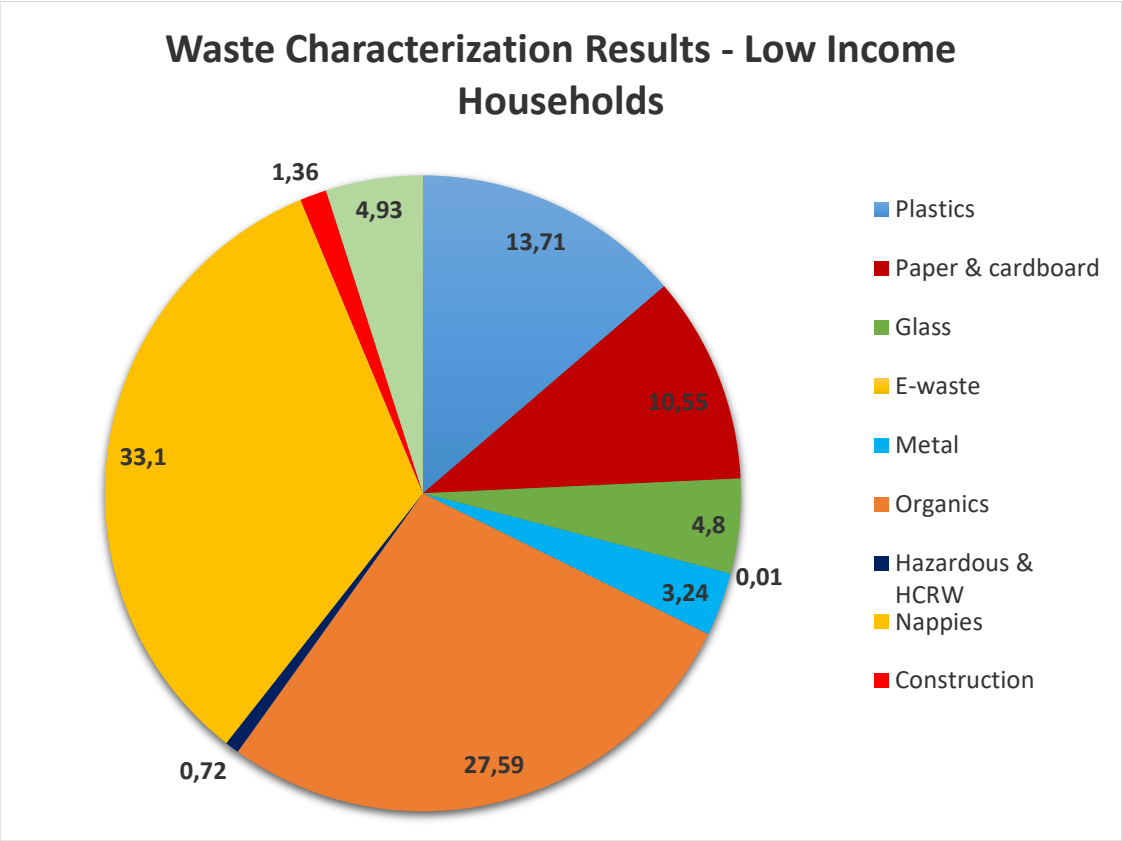


Figure 11: Waste characterisation results – low income households

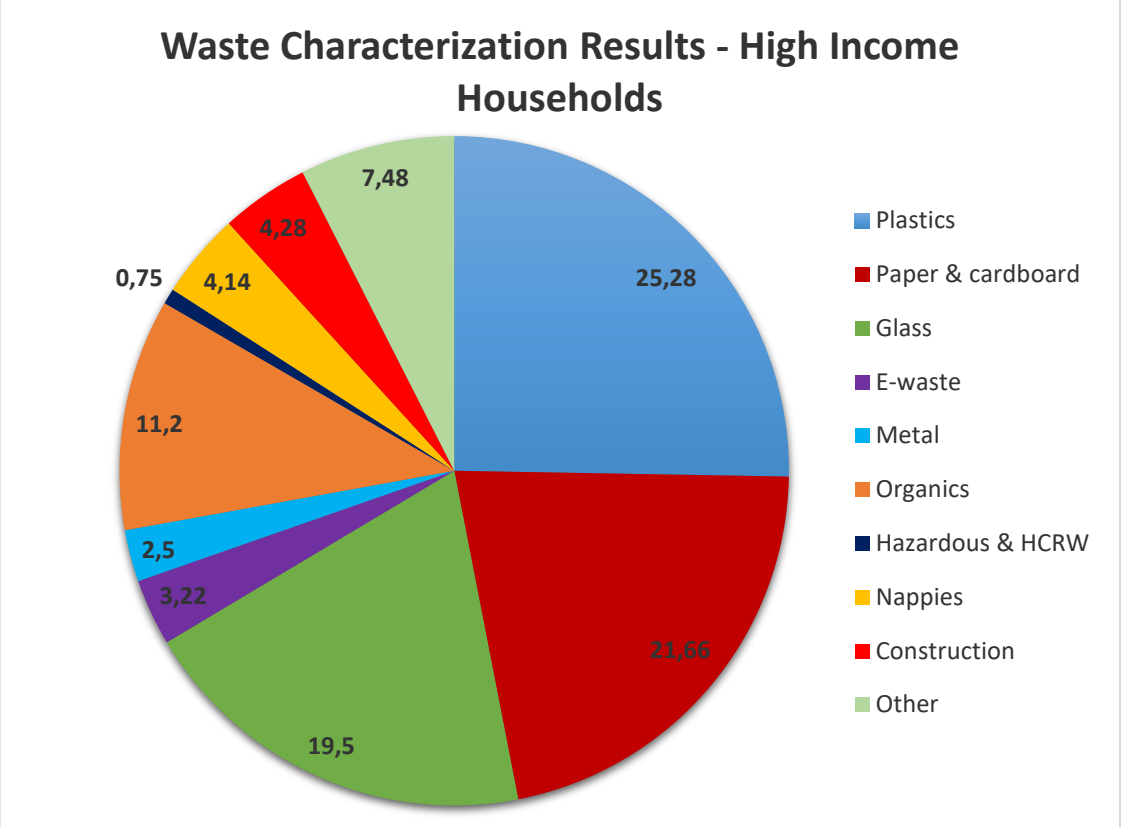


Figure 12: Waste characterisation results – high income households

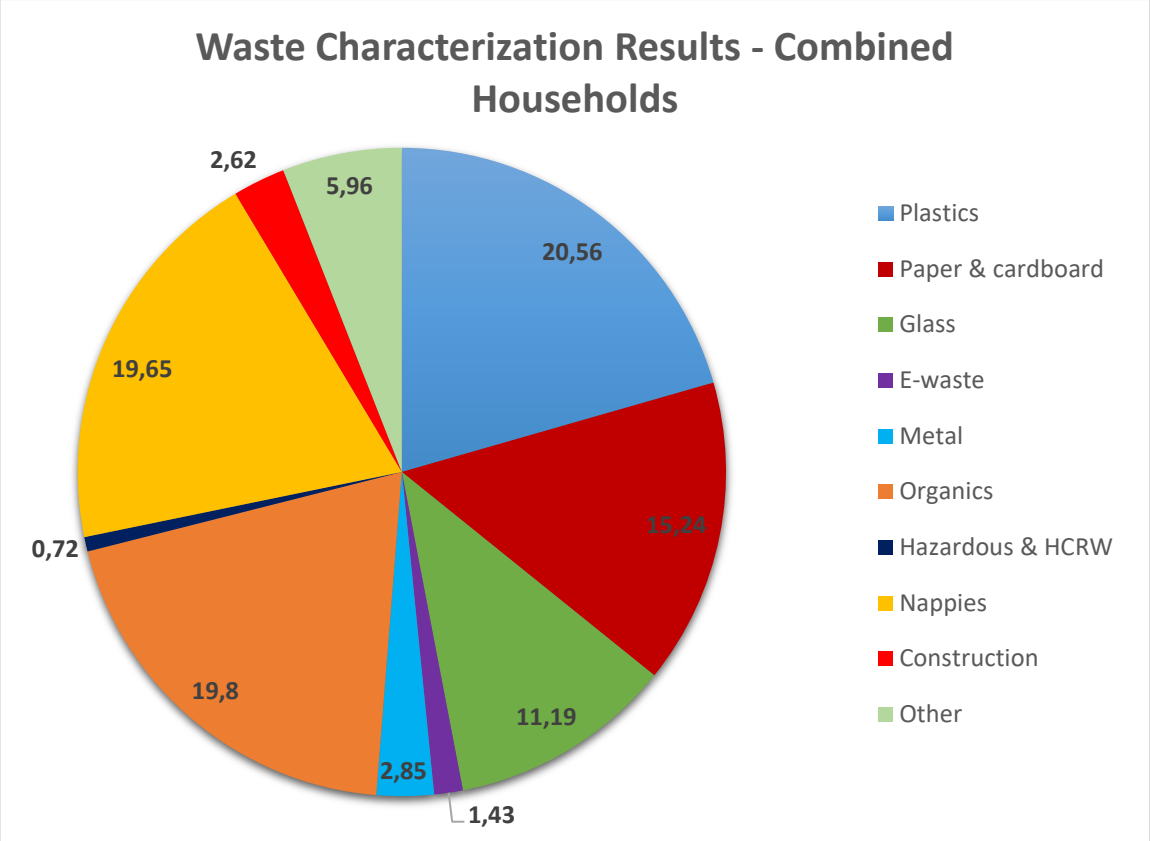


Figure 13: Waste characterisation results – combined households





Figure 14: A: Bins used to sort different waste types, B: waste sorting, C&D: low income area waste collection, E&F: high income area waste collection.

On average the largest category of the domestic waste stream was plastic waste, comprising a total of 20.56% of the waste stream. Plastic waste was composed of 7 different kinds of plastic: Coke or water bottles (3.66%), shampoo or milk bottles (2.95%), water piping (1.10%), carrier bags (7.97%), microwave containers (3.34%), take away cartons (0.56%) and cd's (0.98%). This finding highlights the opportunity for plastic recycling to significantly reduce the volume of waste disposed to landfill. Separation of recyclables at source is required to take full advantage of recycling because contamination can reduce the quality and quantity of recyclable material. A total of 49.84% of the domestic waste stream sample was composed of recyclable materials (paper, cardboard, metal, glass and plastics).

The following observations are made for the different waste types:

(i) Plastics

Plastic waste was the largest category of waste in the characterisations by weight. Details of the different sub-categories of plastic are presented in Section C below. During the waste characterisation, as far as possible organic waste was removed from plastic packaging and placed into the organics bin, however some contamination of plastic may have occurred which would have increased the mass of plastics recorded.

(ii) Paper and cardboard

The majority of this category was composed of corrugated cardboard, consisting of mainly cardboard boxes which made up 7.60% of the total waste stream sample. In total the paper and cardboard category made up 15.24% of the waste sample.

(iii) Glass

Glass accounted for 11.19% of the total waste sample. Glass beverage bottles accounted for most of the glass for the waste sample.

(iv) E-waste

E-waste recorded 1.43% of the total waste sample. E-waste found in the sample included electrical equipment, cables and other e-waste.

(v) Metal

A total of 2.85% of the waste sample was composed of metal. Most of the metal found in the domestic waste stream was empty food tins and drink cans.

(vi) Organics

Organic waste was the third largest category with a total weight of 19.80%. Organic waste was composed of three sub-categories: garden waste (6.72%), food waste (11.39%) and wood waste (1.68%). The low-income area waste sample contained more food waste than the high-income area sample. This difference may be attributed to better awareness in the high-income area to use food waste for compost in their gardens.

(vii) Nappies

Nappies were the second largest category and constituted 19.65% of the total waste sample. This category included used nappies and sanitary towels. There is a notable difference between the low-income area which recorded a mass of 41.7kg and the high-income area with a mass of only 4.28kg.

(viii) Health care risk waste

Health care risk waste was the lowest category with only 0.72% of the total waste sample. HCR waste found in the sample included medicines and empty medicine packaging.

(ix) Construction waste

Construction waste constituted 2.62% of the total waste sample and was largely composed of concrete and bricks.

(x) Other waste

This waste constituted all the fines that could not be sorted. And the total weight was 5.96%. This category gives an indication of the proportion of the domestic waste stream that cannot be composted or recycled because it is mixed organic and non-organic waste. If waste was separated at source, this proportion of fines that are 'lost' out of the compostable / recyclable material could be reduced.

(c) Plastics Waste Stream Characterisation

The plastics fraction of the sample was further separated to better understand the recycling potential for plastics. These were separated into six fractions as shown in the table below.

Table 29: Description of different categories of plastics

SPI Code	Type	Acronym	Examples
1	Polyethylene Terephthalate	PET	Fizzy drink and still water bottles.
2	High density Polyethylene	PE-HD	Milk bottles, juice bottles and some detergent bottles, plastic bags.
3	Polyvinyl Chloride	PVC	Plastic pipes
4	Low density Polyethylene	PE-LD	Bread bags, soft plastic bags, cling wrap
5	Polypropylene	PP	Butter and yoghurt containers, crinkly food wrappers
6	Polystyrene	PS	Take away containers and utensils
7	Other	P7	Cd's

Note: Plastic containers are often labelled with a Society of Plastic Industry code (SPI). These codes were devised in 1988 to aid identification of plastics for recycling purposes. Use of the codes on plastic packaging is voluntary.

The following table presents the plastic characterisation results.

Table 30: Plastic characterisation results

Plastic category	% of the total waste sample	% of total plastic
1 - PET	3.66	17.80
2 - PE-HD	2.95	14.35
3 - PVC	1.10	5.35
4 - PE-LD	7.97	38.76
5 - PP	3.34	16.25
6 - Polystyrene	0.56	2.72
7 – Other plastics	0.98	4.77
Sub-total	20.56	100.00

5.5.2 Hazardous, Business and Industry Waste Profile

To be added based on the outcome of engagement with business and industry.

5.6 Waste Generation

The data below is sourced from GWIS accessed on 19 February 2021. The tonnages of waste recorded on GWIS and SAWIS vary significantly, and this can be attributed to GWIS recording data more frequently than SAWIS. As per the results for the domestic waste characterisation, 49.84% of the domestic waste stream is composed of recyclable material.

5.6.1 Domestic Waste Generation and Disposal

Waste generation varies throughout the year and in the MLM. The data in the table below presents the waste disposal data for 2019 and 2020. A noticeable difference is that waste disposal tonnages decreased from 5,127.7 tonnes per month in 2019 to 3,556.4 tonnes per month in 2020. This is as a result of the covid-19 pandemic and the national lockdown experienced in 2020 causing a decrease in waste generation.

Table 31: Domestic waste disposal records (tonnes) for the MLM (January 2019 – December 2020, data source GDARD, GWIS sourced 19/02/2021)

Month	General waste
January	4,521
February	4,101
March	12,605
April	4,429
May	5,178
June	3,941
July	5,015
August	4,531
September	4,485
October	4,951
November	4,848
December*	2,927
Total	**61,532**
Ave. per month	**5,127.7**

Month	General waste
January	4,016
February	4,076
March	5,049
April	2,080
May	1,954
June	2,794
July	2,040
August	4,106
September	5,638
October	5,296
November	3,000
December*	2,629
Total	**42,677**
Ave. per month	**3,556.4**

5.6.2 Hypothetical Domestic Waste Generation Rates

This section presents a theoretical calculation of the likely total quantity of waste generated in the MLM using population data and published "per capita" waste generation rates.

The South Africa State of Environmental Report, 2006 (SOER) calculates waste generation volumes per income level as follows:

- Low income 0.41 kg/ person/ day = 149.65 kg/ person/ year.
- Middle income 0.74 kg/ person/ day = 270.1 kg/ person/ year.
- High income 1.29 kg/ person/ day = 470.85 kg/ person/ year.

The SOER figures for waste generation are also used in the Department of Environmental Affairs Guideline for the Development of Integrated Waste Management Plans (IWMPs). The DEFF IWMP guideline also presents the following income brackets:

- Low income R 0 – R 74,999 per year.
- Middle income R 75,000 – R 999,000 per year.
- High income R 1 million + per year.

The MLM income profile was determined based on StatsSA records (Census Data,2011) and an estimated 2020 population figure of 135,156 people from the 2019/2020 Midvaal IDP was used to calculate the theoretical domestic waste generation tonnages presented in table 32 below:

Table 32: Theoretical calculation of domestic waste produced in the MLM

Waste generation/ income group	Income group	% of population	No. person	Waste generation tonnes/day	Waste generation tonnes/ annum
Low income 0.41kg/person/ day	No income	14.5%	19,598	7.5	2,748
	R1 - R,4800	3.2%	4,325	1.7	606
	R 4,801 - R 9,600	4.9%	6,623	2.5	929
	R9,601 - R19,600	14.8%	20,003	7.7	2,805
	R19,601 - R38,200	16.4%	22,166	8.5	3,108
	R38,201 - R76,400	12.4%	16,759	6.4	2,350
Sub-total			89,473	34.4	12,547
Medium income 0.74kg/person/ day	R76,401 - R153,800	10.3%	13,921	9.7	3,523
	R153,801 - R307,600	10.9%	14,732	10.2	3,729
	R307,601 - R614,400	8.3%	11,218	7.8	2,839
	R614,001 - R1,228,800	3.1%	4,190	2.9	1,060
Sub-total			44,061	30.6	11,152
High income 1.29kg/person/ day	R1,228,801 - R2,457,600	0.7%	946	1.1	417
	R2,457,601+	0.5%	676	0.8	298
Sub-total			1,622	2.0	716
	Total	**100%**	**135,156**	**66.9**	**24,414**

Based on the above estimation, a total of 66.9 tonnes of domestic waste per day or 24,414 tonnes per year were generated in 2020 within the MLM.

There is a large difference between the reported waste quantities from the GWIS data (Table 31) and the theoretical ones (Table 32). The GWIS data (60,532 tonnes in 2019 and 42,677 tonnes in 2020) is significantly higher than the hypothetical calculations of domestic waste generated in 2020 (24,414 tonnes/annum). Possible explanations of this variation are:

- The income levels of the population were calculated based on Census 2011 data. This data set is 9 years old. There may since have been some change in the representation of the different household income in the MLM.
- Waste is disposed of by residents and businesses of neighbouring municipalities at the MLM landfill sites and transfer stations and this is not recorded as such on GWIS to indicate from which municipality the waste is generated.
- The waste generation categories per income level are not in-line with actual waste generation rates for residents of MLM.
- There is no operating weighbridge at the MLM landfill sites or transfer stations. Waste tonnages are therefore estimated from waste volumes disposed of at the landfill sites. An overestimated volumetric estimation of waste disposed of or an over predicted density of waste type disposed of can increase the tonnage of waste calculated and reported to GWIS.

5.6.3 Business and Industrial Waste Generation

The South African Waste Information Centre (SAWIC) does not present a detailed breakdown of business and industrial waste of the MLM. Business and industrial waste is generally reported under the category "commercial and industrial waste" on SAWIC. The tonnages of commercial and industrial waste generated from the MLM for the period 2015 – 2019 are provided in the Table 33 below.

Table 33: Summary of commercial and industrial waste disposal in MLM from 2015 - 2019 (source: SAWIC, accessed 02/03/2020)

Year	Waste Tonnes Disposed
2015	No information available
2016	No information available
2017	168.8
2018	No information available
2019	141.5
Total	**310.3**

5.6.4 Hazardous Waste Generation

A profile of hazardous waste generation in the MLM was developed based on data reported on the SAWIS on the SAWIC website (Department of Environmental Affairs, 2020).

(a) SAWIC Hazardous Waste Records

According to SAWIC records, in 2019, 1,159.1 tonnes of hazardous waste were generated in the MLM. Table 34 below indicates the hazardous waste generated in the MLM from 2015 to 2019. There are no hazardous waste landfill sites in the MLM therefore all hazardous waste generated in the MLM is disposed of in the Emfuleni local municipality surrounding the MLM. According to the SAWIC records, in 2019, 712.2 tonnes of hazardous waste were generated in MLM and was disposed in the Ekurhuleni municipality and 446.9 tonnes of hazardous waste was generated in the MLM and disposed in the Emfuleni municipality. In 2019, a total of 7.5 tonnes of hazardous waste was treated in the MLM and 0.2 tonnes of hazardous waste generated in the MLM was treated in the City of Johannesburg municipality. A total of 1.2 tonnes of hazardous waste which was generated in the MLM was recycled (Department of Environmental Affairs, 2020).

Table 34: Summary of hazardous waste generated in the MLM that was disposed from 2015 to 2019 (data source - SAWIC; 02/03/2020)

Year	Hazardous Waste Disposed (Tonnes)
2015	279.1
2016	138.1
2017	393.3
2018	1,561.0
2019	1,159.1
2020	1,322.2

A breakdown of the hazardous waste type generated in the MLM and disposed of from 2017 to 2019 is presented in the table below (Department of Environmental Affairs, 2020). It is evident from the available information in the table that reporting of hazardous waste disposal has improved from 2017 to 2019.

Table 35: Summary of hazardous waste disposal in MLM in 2017 - 2019 (data source – SAWIC; 02/03/2020)

	2017		2018		2019	
Waste type	**Tonnes**	**Percentage**	**Tonnes**	**Percentage**	**Tonnes**	**Percentage**
Liquid and sludge organic waste	6.6	1.7	-		8.8	0.9
Miscellaneous	-		900.8	57.7	438.5	42.9
Organic halogenated and/or sulphur containing solvents	0.6	0.2	-		-	
Slag: Non-ferrous metal slag	-		9.4	0.6	-	
Sewage sludge unclassified	-		-		9.8	0.9
Solid inorganic waste	385.3	98.0	650.8	41.7	535.0	52.4
Solid organic waste	0.8	0.2	-		21.0	2.1
Waste oils	-		-		8.4	0.8
Total	**393.3**	**100**	**1,561**	**100**	**1,021.5**	**100**

The waste generation profile for the MLM according to the SAWIS and GWIS are provided in the table below.

Table 36: MLM waste profile in 2019 (source: SAWIS, accessed on 16/03/2020)

Waste Type	Data source	Average per year (tonnes)	Average per month (tonnes)	% of waste generated	Management method
General Waste (Municipal waste)	GWIS	70,277.0	5,856.42	67.4%	Disposal at landfill
Municipal waste	SAWIC	17,733.0	1,477.75	17.0%	Disposal at landfill
Green waste	SAWIC	6,521.5	543.46	6.3%	Disposal at landfill
Construction and demolition	SAWIC	9,482.2	790.18	9.1%	Disposal at landfill
Other	SAWIC	248.7	20.73	0.2%	
SAWIC Total	SAWIC	33,985.4	2,832.12		
Total		**104,262.4**		**100.0**	

To note from the results from the SAWIS and GWIS is that different waste disposal tonnages were recorded for the same year. GWIS records more than twice the waste disposal for MLM. The significance and relevance of this on waste planning and meeting the NWMS targets are explained in subsequent chapters.

5.7 Future Waste Generation

5.7.1 Future Domestic Waste Generation

An understanding of future waste generation is valuable for waste planning and therefore should be considered in an IWMP. The table below estimates waste generation over a five- and ten-year period from 2020 - 2030. Waste generation rates have been estimated based on historic and anticipated population growth. The annual population growth rate of the MLM

from 2011 to 2016 was 3.21%. This same annual population growth rate was used to determine the waste generated in 2025 and 2030.

Table 37: Future domestic annual waste generation rates based on projected population growth rate of 3.2% per annum

Year	Population	Projection of waste generation quantities per annum based on population	Projection based on SAWIS data (tonnes/annum)
2020	126,649	24,414	43,438
2025	148,325	28,593	50,872
2030	173,712	33,487	59,578

5.7.2 Future Business and Industrial Waste Generation

Future business and industrial waste generation is difficult to quantify as it depends on local economic conditions. Waste from businesses such as the health care industry and the food industry should increase with an increasing population.

5.8 Waste Information Systems

Waste data for the MLM is reported onto two different waste information systems

1. South African Waste Information System (SAWIS) – A national waste information system managed by DEFF. Information reported on the SAWIS is publicly accessible through the South African Waste Information Centre (SAWIC). The SAWIS reports waste disposal, recycling, and treatment/recovery for various waste types.
2. Gauteng Waste Information System (GWIS) – A provincial waste information system managed by GDARD. The GWIS reports waste disposal, recycling, and treatment/recovery for general and hazardous waste types.

The following sections present data sourced from each of these systems.

5.8.1 South Africa Waste Information System

The SAWIC records a wide range of waste disposal tonnages for general and hazardous waste generated and disposed per year from 32,495.5 tonnes in 2016 to 123,871.5 tonnes in 2017, in the MLM. This represents a large variation of waste generation per year with minimal logical explanation. The waste tonnages disposed of are also significantly higher than the estimated waste generation rate for the MLM. In 2016, it was calculated that 21,516 tonnes of domestic waste were generated which is much lower than the waste tonnage disposed of per year from 2015 to 2019. The waste disposal tonnages for 2019 and 2020 are more consistent than previous years and closer to the hypothetical waste generation based on the MLM population.

Table 38: SAWIC waste disposal records for MLM (data source, SAWIC, accessed on 09/01/2020)

Year	No. facilities	General waste (tonnes)	Hazardous waste (tonnes)	Total (tonnes)
2015	4	50,217.0	279.1	50,496.1
2016	4	32,357.4	138.1	32,495.5
2017	5	123,478.2	393.3	123,871.5
2018	5	105,314.9	1561	106,875.9
2019	5	34,158.2	1,159.1	35,317.3
2020	5	43,438.0	1,700.6	45,138.5

5.8.2 Gauteng Waste Information System

The Gauteng Waste Information System (GWIS) is the Gauteng Province's waste information system. Monthly tonnages for the disposal of general waste and hazardous waste are shown in the tables below.

Table 39: Monthly tonnes of general waste treated, landfilled or recycled from 2015 - 2020 (data source, GWIS, accessed 01/03/2021)

Month	2015	2016	2017	2018	2019	2020
January	6,560	9,833	9,646	14,135	6,802	5,849
February	6,849	6,588	11,703	14,548	4,274	6,616
March	11,611	2,610	15,694	13,570	15,905	7,804
April	7,472	8,465	10,850	12,916	7,074	2,112
May	10,406	3,114	13,979	16,765	8,058	4,613
June	19,504	3,416	11,381	15,329	6,814	5,639
July	8,698	2,296	16,269	15,205	8,977	6,422
August	9,098	9,848	11,229	15,452	10,178	7,503
September	8,877	5,173	17,965	13,762	7,183	8,406
October	17,196	6,208	15,275	4,090	8,848	7,563
November	7,494	6,821	13,365	3,795	8,528	5,622
December	6,942	4,854	12,317	1,804	5,184	2,629
Total	120,709	69,224	159,674	141,371	97,824	70,779
Average/ month	**10,058.9**	**5,768.8**	**13,306.1**	**11,780.9**	**5,856.3**	**5,898.3**

Table 40: Monthly tonnes of Hazardous waste treated, landfilled or recycled during 2016 – 2020 (data source, GWIS, accessed 01/03/2021)

Month	2016	2017	2018	2019	2020
January	560	477	662	435	643
February	584	590	568	524	412
March	490	467	498	381	729
April	525	330	459	438	25
May	496	516	543	440	349
June	580	450	469	575	437
July	477	488	461	389	426
August	478	502	476	920	422
September	546	438	449	954	385
October	362	491	506	412	408
November	420	525	445	381	0
December	147	180	212	182	0
Total	5,665	5454	5,749	6,031	4,235
Average/ month	**472.1**	**454.5**	**479**	**502.6**	**352.9**

5.9 Health Care Risk Waste

The Gauteng Department of Health (GDoH) is responsible for the management of health care risk waste (HCRW) generated in government hospital and clinics. Similarly, private hospitals are responsible for the management of health care risk waste (HCRW) generated in hospitals and clinics.

5.10 Waste Services

Data regarding the extent of waste services provision were sourced from the 2016 Community Survey and 2011 Census data. According to the 2016 Community Survey 82.9% of households in the MLM receive a weekly kerbside collection service.

The percentage of households receiving a weekly collection service has increased slightly from 82.1% in 2011 to 82.9% in 2016. On a positive note, the number of people who are using 'other' as a waste management option has decreased from 1.2% to 0.9% in 2016.

Table 41: Waste collection services in the MLM (data source Stats SA Census 2011 and Community Survey 2016

Waste service	Community Survey 2016 (%)	Census 2011 (%)	Census 2001 (%)
Removed weekly	82.9	82.1	50.2
Removed less often than weekly	1.4	1	
Communal refuse dump	8.2	1.9	
Communal container/collection point	0.1	-	
Own refuse dump	6.1	10.6	
No refuse disposal	0.5	3.2	
Other	0.9	1.2	
Total	**100**	**100**	**50.2**

Note: the reporting categories in Census 2001 varied slightly from the reporting categories used in Census 2011 and Community Survey 2016

Table 42: Number of households per waste service (data source Community Survey 2016)

Waste service	Percentage of households	No. of households
Removed weekly	82.9	31,543
Removed less often than weekly	1.4	522
Communal refuse dump	8.2	3,101
Communal container/collection point	0.1	43
Own refuse dump	6.1	2,323
No refuse disposal	0.5	177
Other	0.9	337
Total	**100.0**	**38,046**

Comment on Stats SA data sets
The table above presents two different Stats SA data sets.

1. The 2011 Census data
2. The 2016 Community Survey data

The 2011 Census surveyed all South African households. This data is 9 years old, but it remains the most recent complete census data set for the country.

The 2016 Community Survey data is more recent (2016), however only a sample (8.1%) of South African households were surveyed during this census. The Community Survey was designed to be a representative sample of South African households.

Based on the 2016 Community Survey data, **82.9%** of households receive a weekly collection service in MLM. Of this total, only 8.2% of households use a communal refuse dump. Waste management staff of the MLM indicated that farmers do not receive a waste collection service and dispose their own waste at landfill sites or transfer stations within the municipality.

5.10.1 Waste Collection Rounds

Refuse bags are collected weekly from all residential areas. Details of the collection routes are presented in the tables below.

Table 43: Midvaal weekly waste collection service

Waste Collection Programme (Formal and Informal Settlements) – 2018/2019	
Service day	
Monday	Meyerton CBO & Flats, Daleside, De Deur,Golf park, Meyerton Businesses, Peels famr, Balmoral Estates, Meyerton Ext 6, Meyerton Ext 1-4, Drumblade, Homestead Apple Orchards, Meyerton Park Mamello, Blue saddle ranch, De Deur Businesses, De deur 3, Nooitgedacht, Doornkuil, Plot 60, Roodepoort, De-deur plot 15, Klipview, D E deur – Rowel street, plot 761
Tuesday	Sicelo township, Rissiville, Faraosfontein, Duncanville Ext 3, Meyerton Farms, Rissiville Business, Doornkuil, Buyscelia, Uitgevellen, Sporong, Meydustria, Rissiville bins, Langkuil, Boltonworld, Dustin, Mohlakeng, Sicelo township EXT 1-5, Walkers Fruit Farms, Makokeng, plot 932, Ophir Estates, Plot 147 Buyscelia PLOT 93, Varkfontein, Homelands, Abramskop, Plot 70, Glendonald, Mckay Estates
Wednesday	Meyerton CBD & Flats, Lakeside Estates, Mooilande, Plot 81, Pendale, Meyerton Businesses, Lakeside Ext 3, Rivrepark, Highbury, Chrissiesfontein, 365 IR 5, Ext 1 (Dreimoeg), Vanderwesthuizenhoogte, Valley Settlement, Sherman Park, Savannah City, Vlaklaagte No1, 2,3, 4, Vistrepark, Iron side AH, Badfontein, Beer farm , Keytersrus, Abramskop plot 511, Orange farms, Helderstroom, Foundry (New) Nelsonia, Difateng, Slangfontein, Vischgat Plot 467, Panorama, Boschkop 426ir, Kwa Ben, New Kentucky, plot 33, Bantu Bonke, Koolfontein, Plot 10, Uitvlucht, Welverdiend, Kwa Sithole, Boschkop Plot 243, Vogelfontein, H1 Boschkop Plot 2
Thursday	Kookfontein, Riversdale, Blesboklaagte, Kiprivierswal, Rothdene Business, Riversdale Business, Valsfontein,Henley on Klip, Kookrus, Kundung, Witkop, HOK Bins, Rothdene, Badfontein Plot 4, Witkop Industrial, Highbury Ext 1, Platkoppies, Slangfontein, Sterkfontein Plot 10, Schoongesicht, Boschfontein Plot 41, Boschhoek, Boschfontein Plot 134, Witkoppie, Diepkloof,
Friday	Sybrand van Niekerk, Golfview, Rietspruit, Hartzenbergfontein, Noldick, Walkerville Manor, Boitumelo, Kaelisha new, Bronkhorstfontein, Meyerton Central & Flats, Blignautsrus, Greenvalley, Tedderfield, Meyerton CBD, Walkerville Business, Swartkoppies, Muldersrus, Meyerton Services Lanes, Walkerville Kliprivier bins, Eye of Africa, Ohenimuri, Gardenvale, Elandsfontein Plot 22, Garthdale, Harold

Waste Collection Programme (Formal and Informal Settlements) – 2018/2019	
	farm, Kliprivier Business, Chicken farm, Driefontein, Kromdraai, Kwa Brown, Kliprivier, Dikhotsaneng

Table 44: Midvaal weekly waste collection service

Vaal Marina: Revised waste collection	
Service day	**Area**
Monday	Vaal Marina, Vaal View, Mamello
Tuesday	Koppiesfontein
Wednesday	Hartebeesfontein, Vaal Bank, Aloe Fjord, Zoekfontein, Panvallei, Copperville, Vischgat
Thursday	Platkoppie, Blesbokspruit, Goedverwachting, Sterkfontein, Farm 381 and 464 ir, Brakfontein, Grootspruit, Rietfontein, De Kuilen, Boschkop 482 ir, Grootvlei

5.11 Waste Recycling

Recycling of waste is located above create energy through waste recovery and disposal in the waste management hierarchy. The 2020 NWMS sets a target of 40% diversion of waste from landfill by 2025, 55% diversion by 2030 and 70% by 2035. The diversion of recyclable waste forms part of the target waste diversion from landfill.

5.11.1 Separation at Source

Waste awareness pamphlets promoting source separation have been developed, however, no source separation has been implemented to date by the municipality.

5.11.2 Swop Shops

There are no swop shops in operation in the MLM.

5.11.3 Recycling Companies

Ou De Werf Recycling is a local recycling business in Midvaal that recycles ferrous and non-ferrous metal, cardboard, paper and plastic. The business has been in operation since 1993 and collects recyclables from varying sources. The main challenge for the recycling company is the volatile market price of recyclables. An example of this is the market for cardboard. The current price of cardboard dropped to less than half of the original price. Concerns were also raised around informal relcaimers trying to sell stolen metal such as copper to scrap metal dealers.

5.11.4 Recycling Drop-Off Facilities

The only municipal recycling drop-off facilities in the MLM are glass recycling bins at both Galloway and Blackwood transfer stations.



Figure 15: Photo A: Glass igloos for glass recycling in Blackwood transfer station, B: glass igloo for glass recycling in Galloway transfer station.

5.11.5 In-House Municipal Recycling

There is in-house recycling occurring at the municipal offices and the recyclables are removed by a private recycling company.

5.11.6 Waste Recycling Records

There are no waste recycling records retained by the municipality.

5.11.7 Future Waste Recycling Facilities

(a) Buy back centre

A buy-back centre is currently under construction next to the Galloway transfer station. The facility is not yet operational. The municipality has concluded the planning for a separation at source pilot study and intends to implement the study. The site is currently a community garden, but buildings have been constructed and the site is fenced.

5.12 Management of Hazardous Waste

There are no hazardous waste landfill sites in the MLM.

5.13 Organic Waste Management

5.13.1 Legal Drivers for the Diversion of Organic Waste from Landfill

The 2020 NWMS sets a target of 40% diversion of waste from landfill by 2025, 55% diversion by 2030 and 70% by 2035. The diversion of organic waste forms part of the target waste diversion from landfill. In addition, the National Norms and Standards for Disposal of Waste to Landfill (GN 636 of 2013) require a 25% reduction of garden waste to landfill by 2018 and a 50% diversion by 2023.

There are currently no composting facilities, pilot composting programmes or home composting programmes in the MLM.

5.14 Waste Management Facilities

Details of waste disposal facilities in the MLM are presented in this section.

Table 45: Summary of waste management facilities in the MLM area

Status of site	No. sites
Operational landfill site	3
Transfer stations	3
Buy-back centre (in development)	1

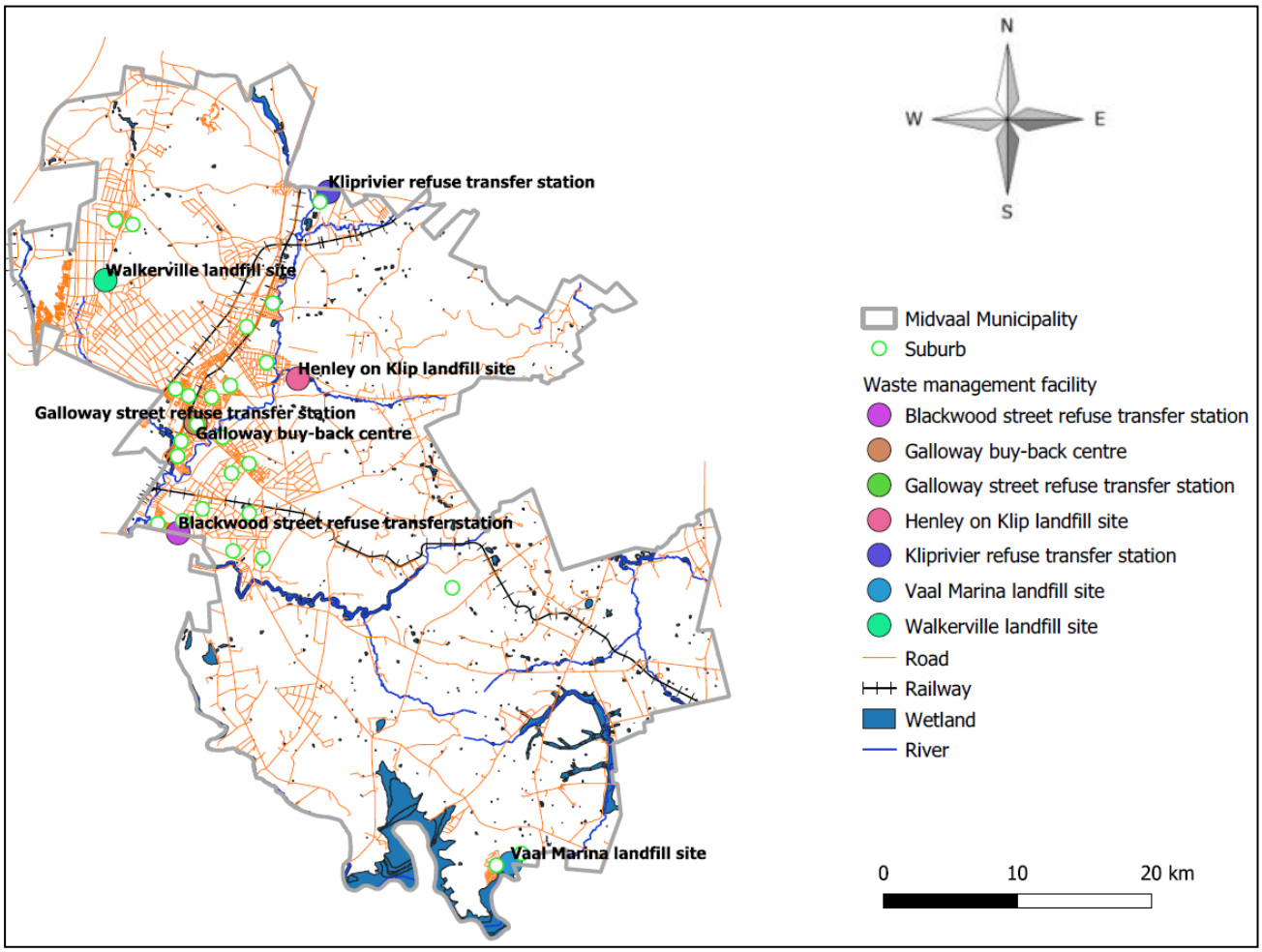


Figure 16: Waste management facilities in the MLM area

5.14.1 Transfer stations

(a) Blackwood refuse transfer station

The Blackwood transfer station is a licenced facility owned by the MLM which accepts garden refuse and building rubble. The site is however only licenced to accept garden waste.



Figure 17: Blackwood transfer station (source, google earth satellite imagery, accessed on 12 March 2020)

Table 46: Blackwood street refuse transfer station landfill site profile

Location	Erf number 32/599-IQ Rissiville Waldrift, 129 Blackwood street, Meyerton, Gauteng
Co-ordinates (entrance of site)	Latitude: 26˚ 38’ 57.86”S Longitude: 27˚59’37.71”E
Site classification	G:C:B-
Estimated size of site	10.855 m^2
License status / type	Licensed
License number	12/9/11/L87/3
Anticipated closure date	There is no intention to close the transfer station.
Site Status	Operational
Access	Accessed via an unnamed gravel road
Surrounding land use	Surrounding the Transfer station is: • Open space, • A residential area, • Substation, • And agricultural land
Facilities	Fence: The site is fenced with a diamond razor mesh fence. The western boundary fence is damaged, but the remaining fence is largely intact but needs some repairing in places. Gate: A swing gate is in place but it is damaged. Signage: There are four sign/information boards in place adjacent to the site entrance that contain the site licence conditions and general information about the site. The information is written in two languages (English and seSotho)

	Guard house/Office: There is a small wooden structure with one window. Inside is a locker, microwave, a heater, fire extinguisher and cupboard. Ablution: Brick building with zinc roof containing one flush toilet. One door and window intact. The site has running water and electricity.
Personnel	There are four staff members on site. One access controller, one operator and two general workers. Three of the staff are permanent and one general worker is on contract.
Plant	There is 1 TLB and 1 front end loader. The front end loader is currently damaged and not in use.
Waste accepted on site	Garden refuse and building rubble is accepted at the transfer station.
Stormwater management	There is no stormwater control at the site.
Recycling	Glass recycling is occurring on site and two glass igloos for glass recycling were noted.
Operating hours	Monday – Friday: 07h30 - 16h00 Weekends and Public Holidays: 07h30 – 15h00
Description of waste management	A large area of unchipped garden waste mixed with wood waste was noted. Building rubble is also temporarily stockpiled at the transfer station. Waste is transported to Henley on Klip Landfill on an hourly basis during business hours.
Waste Information management	Incoming waste is recorded using the DEA information sheet. This information is collated and maintained by the MLM. This information is uploaded onto the GWIS as well.
Challenges	• Illegal dumping of domestic waste on site. Residents access the transfer through the broken fence • Lack of surfacing on the access road to the site and on site • General workers are not always able to monitor where waste is disposed • Residents are not allowed to dump their waste bags at the transfer station but they often refuse to empty waste and leave with their bags • There is only one operational plant on site.





Figure 18: Photographs of Blackwood transfer station. Photo A: Signage along the site entrance. Photo B: glass igloos for glass recycling. Photo C: damaged western boundary fence. Photo D: illegally dumping of hazardous waste noted on site. Photo E: guard house, Photo F: ablution facility, Photo G: unchipped garden waste noted on site.

(b) Galloway street transfer station

The Galloway transfer station is a licensed facility owned by the MLM for garden waste. The site however accepts building rubble and there is a container placed on site for glass recycling. General waste was also noted in skips during the site inspection.



Figure 19: Satellite image of Galloway transfer station (data source: Google Earth, accessed on 12 March 2020)

Table 47: Galloway Street Refuse Transfer station profile

Location	Galloway Street Refuse Transfer station, Meyerton
Co-ordinates (entrance of site)	Latitude: 26˚34'31.82"S Longitude: 28˚0'26.84"E
Site classification	G:C:B-
Estimated size of site	4.012m^2
License status / type	Licensed
License number	12/9/11/L86/3
Site Status	Operational
Access	Accessed via Galloway street
Surrounding land use	Residential and business.
Facilities	Fence: The site is entirely fenced with concrete palisade and it's intact all around. Gate: A roller gate is fitted and working adequately Signage: There are three sign/information boards in place adjacent to the site entrance that contain the site licence conditions and general information about the site. The information is written in two languages (English and Sotho) Guard house/Office: Small brick building with windows and doors intact. Burglar bars are fitted on the door and windows. Inside is a fridge, microwave, a television set and a locker in the next room Ablution: In the same building with the guard house. Contains one flush toilet and a hand wash basin. One door and window intact. The site has running water and electricity.
Personnel	There are four permanent staff members on site. One access controller and three general workers. On weekends and public holidays, only 2 staff members and a security guard work.
Plant	No plant permanently on site. A skip truck collects waste from the site every morning and end of day.
Waste Accepted on site	Garden refuse, building rubble, general waste.

Access control and signage	Fenced with a concrete palisade fence Access control signage in place
Stormwater management	The kerbs along the access road on site serve as a stormwater management tool.
Recycling	Glass recycling is occurring on site and a glass igloo for glass recycling was noted.
Operating hours	Monday – Friday: 07h30 - 16h00 Weekends and Public Holidays: 07h30 – 15h00
Estimated remaining life of site	Not applicable as this is a transfer station.
Description of waste management	There's a total of eleven skips available on site. Nine skips are utilised for garden refuse and the remaining two for building rubble. Only one skip container is used at a time and the access controller directs incoming cars to the skip utilised at the time.
Waste information management	Incoming waste is recorded using the DEA information sheet.
Challenges	• Illegal dumping of domestic waste, fluorescent tubes and agricultural waste • Residents bring in their waste contained in plastic bags and they refuse to empty the waste and leave with their bags • One skip is utilised at a time until it reaches capacity to make collection easier for the skip truck. However, residents often don't cooperate with the access controller on site when directed to a working skip.











Figure 20: Photographs of the Galloway transfer station. Photo A: Signage. Photo B: skip bins on site and vacant land that is currently not utilised. Photo C: glass igloos for glass recycling is currently full and more glass bottles noted adjacent to the bin. Photo D: mixing of garden and general waste noted. Un-chipped garden waste in the skip bin, Photo F: guard house with ablution facilities.

(c) Klip Rivier refuse transfer station

The Klip Rivier refuse transfer station is a licenced facility owned by the MLM. The site is operational and accepts general household waste. The site is located in the boundary of the Midvaal and Ekurhuleni municipalities.



Figure 21: Satellite image of Klip Rivier transfer station (data source: Google Earth, accessed on 12 March 2020)

Table 48: Klip Rivier refuse transfer station profile

Location	Erf number 21, Gorthdale AH, Garth view road, Klip Rivier, Gauteng
Co-ordinates (entrance of site)	Latitude: 26˚25'15"S Longitude: 28˚06'30"E
Site classification	G:C:B-
Estimated size of site	6,033 m^2
License status / type	Licensed
License number	12/9/11/L83/3
Site Status	Operational
Access	From Garth view road and the Boundary road between Ekurhuleni and Midvaal municipalities
Surrounding land use	Residential
Facilities	Fence: The site is entirely fenced with concrete palisade and it's intact all around Access control: A roller gate is fitted and working adequately Signage: There are three sign/information boards in place adjacent to the site entrance that contain the site licence conditions and general information about the site. The information is written in two languages (English and Sotho) Guard house/Office: Small brick building with windows and doors intact. Burglar bars are fitted on the door and windows. Inside is a fridge, microwave, a television set and a locker in the next room Ablution: In the same building as the guard house. Contains one flush toilet and a hand wash basin. One door and window intact. The site has running water and electricity.
Access control and signage	There is one access controller and sliding steel gate, signage is available
Personnel on site	There are three staff members on site. One security guard, one access controller and one general worker. The access controller works Monday to Saturday and the general worker does not work on weekends.
Plant used on site	No plant permanently on site. A skip truck collects waste from site every second day.
Description of waste management	There's a total of nine skips available on site. The access controller directs cars to the skip relevant for waste being disposed
Waste accepted on site	General household waste
Stormwater management	The kerbs along the access road on site serve as a stormwater management tool.
Recycling	There is no recycling occurring on site
Operating hours	Monday – Friday: 07h30 - 16h00 Weekends and Public Holidays: 07h30 – 15h00
Estimated remaining life of site	Not applicable as this is a transfer station.
Waste information management	Incoming waste is recorded using the DEA information sheet.
Challenges	• There is a lot of illegal dumping occurring at the site due to a lack of adequate access control. Skips are accessible twenty four hours and the site is only manned during business hours. When the site is not manned dumping of carcasses and hazardous waste occurs. • The site is situated at the municipal boundary and illegal dumping of waste from Ekurhuleni Metropolitan Municipality residents often occurs • There is a lot of illegal dumping also occurring along the road adjacent to the site as residents often just dump their waste when turned away for bringing unacceptable waste.



Figure 22: Photo A: Sign boards, Photo B: guard house with ablution facilities, bulky waste and garden waste. Photo C: truck with a back haul for off-loading waste. Photo D: full skip containers, E: ramp where skips are located for dumping, F: mixed garden and general refuse, G: pit toilet that was in use before the site was refurbished.

5.14.2 Landfill sites

(a) Henley on Klip Landfill Site

Henley on Klip landfill site is owned by the MLM and is licenced for closure. Closure of the site must commence in 2022. The site accepts general, rubble, domestic and garden waste.

A compliance notice was issued by GDARD for compliance issues at the Henley on Klip landfill site on 11 November 2019. The main non-compliances identified in the compliance notice were:

- Disposal of waste is not in line with the conditions of the Waste Management Licence
- Interested and affected parties were not notified within fourteen days of the receipt of the WML
- Waste was not covered or compacted due to lack of operational machinery
- The site had been burning for an extended period of time
- Failure to notify the department about the fire on site
- Scattered and windblown waste due to lack of cover and compaction
- No external audits were undertaken for the site



Figure 25: Satellite image of Henley on Klip landfill site (data source: Google Earth, accessed on 12 March 2020)

Table 49: Henley on Klip landfill site profile

Landfill Name	Henley on Klip Solid Waste Disposal Site
Location	Portion 1320 – 1323 of the farm Slangfontein 374 IR, Midvaal Local Municipality
Co-ordinates (entrance of site)	Latitude: 26˚32'46.55"S Longitude: 28˚05'04.08"E
Site classification	G:S:B
License status / type	Licensed for closure. Closure of the site must commence in 2022
Estimated size of site	47.408m^2

License number	Gaut:002/16-17/W0014			
Anticipated closure date	The closure licence is valid until 2022.			
Site Status	Operating on a closure licence			
Buffer	The nearest residential area is approximately 1.5 kilometres to the South of the landfill boundary.			
Access	The landfill is located on Waterford Road and is accessed through a gravel road			
Operating hours	Weekdays – 07h00 – 16h00 Weekends: 07h00 – 15h00			
Surrounding land use	Residential, graveyard and agricultural land			
Facilities	Security shed has a kitchen, toilet and changing room and an office Fence: The site is fenced with a rectangular mesh fence and it's largely intact but needs repairing in places Gates: Two gates are fitted, one roller gate used as the main site entrance and a pedestrian gate in the Southern boundary of the site Signage: An information board was noted in the main road and four sign/information boards are in place along the site entrance that contain the site licence conditions and general information about the site. The information is written in three languages (English, Sotho and Afrikaans) Guard house/Office: There are two buildings at the site, a small brick building with windows and doors intact located immediately at the entrance of the site used as a security shed. The second brick building with offices, staff eating area, kitchen and a storage area is located inside the site. Ablution: There are two flush toilets and a hand washing basin in the main building. The site has running water and electricity.			
Access control and signage	Fenced with a rectangular mesh fence Access control signage in place and the information is in three languages (English, Afrikaans and Sotho)			
Personnel on site	There are ten staff members on site. Six general workers, two access controllers, one operator, and one supervisor. There is also a twenty-four-hour security on site.			
Plant used on site	One TLB and one bulldozer and both are not operational			
Description of waste management	Waste is dumped at the working face and minimal cover is applied over it using spoil and builder's rubble entering the site. There is no operational plant on site to drive over the waste. The height of the waste body seems to have exceeded the permitted height but dumping continues on the working face as there is minimal space around the site to dump elsewhere.			
Waste information management	Incoming waste is recorded using the DEA information sheet.			
Waste accepted on site	The site accepts general, rubble, domestic and garden waste.			
Use of cover material	There is insufficient space on site to mine for cover material, incoming builder's rubble is used as cover material.			
Stormwater management	Sedimentation has filled storm water drains.			
Recycling	There is no formal recycling on site, however scavenging is occurring. Approximately 30 scavengers live at the landfill and they collect glass, plastic and cardboard to sell to recycling companies.			
Estimated remaining life of site	2 years .The site is operating on a closure licence that will expire in 2022			
Compliance status (audit findings, percentage score)		**2017**	**2018**	**2019**
	GDARD audits	-	90.3%	79.9%
	Internal Audits	-	-	92.0%

Challenges	• There is a lack of cover material • There is no operational plant on site • There is a shortage of trained access controllers who can record incoming waste. • The height of the waste body exceeds the permitted height for the site • Scavengers are present at the landfill • There is double handling of waste often occurring as a result of the inaccessibility of the working face during inclement weather conditions as the waste body is very steep • Disposal of waste is not in line with the conditions of the Waste Management Licence • Waste was not covered or compacted due to lack of operational machinery • Scattered and windblown waste due to lack of cover and compaction















Figure 23: Photo A: Guard house. Photo B: TLB and a bull dozer both not operational noted on site. Photo C: brick building with site office, staff eating area, change room and ablution facilities. Photo D: skip truck entering facility. Photo E: informal recycling noted on site. Photo F: uncovered waste. Photo G: Height of the waste body. Photo H: Tyres noted on site. Photo I: Informal glass recycling noted. Photo J: Informal PET recycling. Photo K: pedestrian gate in the southern boundary of the site

(b) Walkerville Landfill Site

The Walkerville landfill site is owned by the MLM. The operational licence expired in 2013 and the municipality is in the process of re-applying for a new licence.



Figure 24: Walkerville landfill site (data source: Google Earth, accessed on 03/12/2005)

Table 50: Walkerville landfill site profile

Location	Portion 5 of the Farm Faroasfontein 375 IQ, Midvaal Local Municipality
Co-ordinates (entrance of site)	Latitude: 26°28'53.42"S Longitude: 27°56'28.97"E
Site classification	GSB$^-$
License status / type	Not licenced. Operational licence expired in 2017. Licence was issued in September 2013 and should have been renewed by the MLM by September 2017 (within 4 years from date of issue)
License number	Gaut002/10-11/W0016 (expired)
Anticipated closure date	N/A
Estimated size of site	111.518m^2
Site Status	Operating with no licence. Operational licence expired in September 2017
Buffer	The nearest residential area is approximately 150 – 200 meters to the West of the landfill boundary. These residences are across the R82 provincial road.
Access	The landfill is located next to the R82 provincial road. Branching off the R82 is Plantation Road and the landfill is accessed through a gravel road off Plantation Road.
Operating hours	Weekdays – 07h00 – 16h00 Weekends and Public Holidays: 07h00 – 15h00
Surrounding land use	Farmland
Facilities	Fence: The site is entirely fenced with a compact mesh fence Gate: A roller gate is fitted and working adequately

<table>
<tr><td></td><td>Signage: There are five sign/information boards on site that contain general information about the site. The information is written in three languages (English, Sotho and Afrikaans)
Guard house/Office: Brick building with windows and doors intact with a staff eating area, kitchen and a change room
Ablution: There are two flush toilets and a hand washing basin in the main building
Weighbridge: A prefabricated weighbridge kiosk is on site. The weighbridge foundations have been installed but the weighbridge is not operational
The site has running water and electricity</td></tr>
<tr><td>Access control and signage</td><td>Fenced with a compact mesh fence and a roller gate is fitted. There is access control and signage in place.</td></tr>
<tr><td>Personnel on site</td><td>There are eight (8) staff members on site. One access controller, six general workers and one supervisor.</td></tr>
<tr><td>Plant used on site</td><td>One non-operational bulldozer is available on site</td></tr>
<tr><td>Description of waste management</td><td>Waste is dumped at the working face and minimal cover is applied over it using spoil and builder’s rubble entering the site. Incoming builder’s rubble is dumped at the wet weather cell and later moved to the working face to apply as cover material over waste. There is no operational plant on site to drive over the waste.</td></tr>
<tr><td>Waste accepted on site</td><td>Building rubble, general and hazardous waste</td></tr>
<tr><td>Use of cover material</td><td>There is insufficient space and lack of operational plant on site to mine for cover material, incoming builder’s rubble is used as cover material.</td></tr>
<tr><td>Stormwater management</td><td>Stormwater management is in place on site</td></tr>
<tr><td>Recycling</td><td>There is no formal recycling on site, however scavenging is occurring. Approximately 30 scavengers live at the landfill and they collect glass, plastic and cardboard to sell to recycling companies.</td></tr>
<tr><td>Estimated remaining life of site</td><td>5 years</td></tr>
<tr><td>Compliance status (audit findings, percentage score)</td><td>
<table>
<tr><th></th><th>2017</th><th>2018</th><th>2019</th></tr>
<tr><td>GDARD</td><td>-</td><td>92.3%</td><td>-</td></tr>
</table>
</td></tr>
<tr><td>Challenges</td><td>• There is only one inadequately trained access controller working at the site and no PPE has been issued to him
• The site is not licenced
• There are no operational plant on site
• There is limited space in the DEA log book used to record incoming waste and the site is often without the book which leads to inaccurate recording of incoming waste
• There is no cover material on site
• There is scavenging occurring at the site
• The weighbridge is not operational</td></tr>
</table>


A
B
C
D
E
F
STOP
G
H



Figure 25: Photo A. Uncovered waste noted. Photo B: steep waste body. Photo C: incoming building rubble used as cover material. Photo D: incoming building rubble dumped in wet cell. Photo E: stormwater channel. Photo F: exposed waste at the edge of the waste body. Photo G: A prefabricated weighbridge kiosk on site. Photo H: informal recycling occurring on site. Photo I: scavenging occurring on site. Photo J: non-operational bulldozer on site.

(c) Vaal Marina Landfill Site

The Vaal Marina Landfill site is a permitted site for the disposal of general dry non – hazardous waste.



Figure 26: Satellite image of Vaal Marina landfill site, (data source: Google Earth, accessed on 12 May 2020)

Table 51: Vaal Marina landfill site profile

Location	Portion 1 of the farm Vaalview 486-IR, Midvaal Local Municipality
Co-ordinates	Latitude: 26°52'23.32"S Longitude: 28°14'30.36"E
Site classification	G:C:B^{-}

License status / type	Vaal marina was issued with an operational licence in 2014 and the closure date is not stated in the licence
License number	GAUT:002/09-10/W0035
Estimated size of site	45.485m^2
Anticipated closure date	Vaal marina was issued with an operational licence in 2014 and the closure date is not stated in the licence
Site Status	Operational
Buffer	There is no buffer around the landfill as there is a residential area west and south of the landfill, a wastewater treatment works south and south east of the landfill and a substation south of the landfill. The residences and facilities are within 500 meters from the landfill.
Access	Access to the landfill is off Shark Street in Vaal Marina.
Surrounding land use	There is a wastewater treatment works, residential area, and Eskom substation
Facilities	Fence: The site is fenced with compact mesh fence and it's largely intact but needs repairing in places Access control: A roller gate is fitted and working adequately Signage: An information board was noted in the main road and three sign/information boards on site that contain the site licence conditions and general information about the site. The information is written in three languages (English, Sotho and Afrikaans) Guard house/Office: Brick building with windows and doors intact with a staff eating area, kitchen and a change room Ablution: There are two flush toilets and a hand washing basin in the main building The site has running water and electricity
Access control and signage	Fenced with a compact mesh fence. There is access control signage in place and the information is in three languages (English, Sotho and Afrikaans)
Personnel on site	There are eleven staff members on site. Eight general workers, two operators and one access controller.
Plant used on site	TLB and one UD Nissan 8 tonne truck
Description of waste management	Waste is covered daily with cover material mined from the site. The pit is used as a wet weather cell during inclement weather conditions.
Waste accepted on site	General and dry non-hazardous waste.
Use of cover material	Waste is covered daily with material mined from site and the excavated area is used as a wet weather cell.
Stormwater management	The cut off berms have been infilled with grass
Recycling	There is no formal recycling on site, however scavenging is occurring. Approximately 10 scavengers were at the landfill and they collect glass, plastic and cardboard to sell to recycling companies.
Operating hours	Weekdays: 07h00 – 16h00 Weekends: 07h00 – 15h00
Estimated remaining life of site	Eight years
Challenges	• There is a backlog of waste that needs to be moved to the landfill • The area is inaccessible when wet, however there is a wet cell • There is an Eskom powerline running through the landfill site • The building at the landfill was burnt down on two occasions during service delivery protests by nearby residents • Water ponding noted in the excavated area where cover material is mined from • There is scavenging occurring on site • Impact and visibility of the operations on site is not retained to a minimum

	• Stormwater channel is infilled with grass • Difficulty in accessing the working face during inclement weather conditions • No airspace determination audits undertaken on site















Figure 27: Photo A: Visual impact of site, B: clearing of waste on site, Photos C & D: recyclable material recovered by informal re-claimers on site, Photos E: quarry where cover material is mined from is also used as a wet weather cell. Photo G: powerline traversing the site. Photo H: water ponding noted in the wet weather cell. Photo I: TLB in use on site. Photo J: PET recycled from site. Photo K: damaged south western boundary of the fence.

5.15 Landfill site airspace concerns

The following section provides some high-level recommendations and information related to the development of a new landfill site. It is included for information purposes only. A full feasibility assessment is needed to verify the information provided below.

The MLM is currently operating three landfill sites. Details of the sites are presented in the table below.

Table 52: Landfill site details

Site name	Type of license	Date for closure to commence	Estimated remaining airspace
Henley on Klip	Operation towards decommissioning	Decommissioning to commence by 13/03/2022 and the license is only valid until 2022	2 years
Walkerville	None – the site had an operational license which expired on 13/09/2017. A new license application is underway	-	5 years
Vaal Marina	Operational	Not stated in the license	8 years

No airspace determination has been undertaken to confirm the rate of deposition of waste and remaining lifespan based on closure designs and WML specifications. The remaining airspace listed above is based on estimations provided by MLM employees.

It must also be noted that the remaining airspace is based on the current status quo. The 8 years of remaining airspace at Vaal Marina and 5 years at Walkerville will decrease once Henley on Klip landfill site is full in two years. The waste which would usually be disposed of at Henley on Klip would then be disposed of at Walkerville or Vaal Marina.

It is likely that the MLM will run out of landfill sites airspace in the next 4 – 6 years. Without a landfill site the MLM will need to transport waste to an adjacent municipality at a high transportation cost and also pay for disposal. This will greatly increase the operational costs of the waste management service.

5.15.1 Timeframes for the development of a new landfill site

The planning timeframes for a new landfill site can range from 5 to 10 years. The timeframes are largely dependent on the following:

- **Site selection** – a site selection process would need to be informed by a feasibility assessment. A feasibility assessment would assess a number of potential sites and evaluate constraints to development of the sites. This process would involve a desktop and fieldwork study and would require geotechnical and geohydrological studies as a minimum. The criteria which would need to be considered are listed below. A full feasibility assessment can take between 8 – 12 months to complete.
- **Availability of suitable land** – if there is a suitable municipal owned land this can speed up the process. If purchase or transfer of land is required, this can result in delays.
- **Public objections or appeals** – a new landfill site will require a basic assessment and waste management license application. This process alone can take between 12 – 14 months, this is because it can often take a considerable time to obtain approvals by GDARD and the Department of Water and Sanitation (DWS) for the engineering designs and associated specialist studies. If there are objections to the application, then appeals can be submitted. The appeal process for a WML are not legislated.
- **Obtaining funding** - the cost to develop a landfill site depends on the required size of the site but can range between R20 – R60 million for a local municipal site. It is unlikely that the MLM will have funds set aside for the development of a new landfill site. The budget would need to be sourced through a grant or a fund.
- **Appointment of a contractor** – a competent contractor would need to be appointed to construct the landfill site. The municipal procurement process can delay the appointment of a contractor.

5.15.2 Landfill site siting considerations

The following list provides high level considerations for the siting of a new landfill site.

Table 53: Constraints for siting of a landfill site

Feature	Buffer listed in legislation/ guidelines	Legislation/ Source
Surface water resources	No-go (fatal flaw) sites within close proximity to significant surface water bodies (no distance specified)	DWAF, 2nd edition 1998 Minimum Requirements for Waste Disposal by Landfill
Areas characterised by flat gradients, shallow or emergent groundwater	No-go (fatal flaw) – vleis, pans, springs	DWAF, 2nd edition 1998 Minimum Requirements for Waste Disposal by Landfill
Airfields	500m from boundary of airports and airfields	DWAF, 2nd edition 1998 Minimum Requirements for Waste Disposal by Landfill
Runways	3,000m from runways	DWAF, 2nd edition 1998 Minimum Requirements for Waste Disposal by Landfill
Unstable areas	No-go (fatal flaw) – fault zones, dolomitic or karst areas where sinkholes and subsidence are likely	DWAF, 2nd edition 1998 Minimum Requirements for Waste Disposal by Landfill
Low voltage powerline (11 – 88kV) Medium voltage powerline (132 – 400kV) High voltage powerline (765Kv+)	21m (Eskom servitude: 9 – 11m)* 30m (Eskom servitude: 15.5 – 27.5m)* 40m (Eskom servitude: 40m)*	Eskom (2007). Procedure for vegetation clearance and maintenance within overhead powerline servitudes and on Eskom owned land
Railway tracks	-	-
Telephone line	No buffer specified in legislation	-
Heritage site	No buffer specified in legislation	-
Sensitive ecological areas	No-go areas	DWAF, 2nd edition 1998 Minimum Requirements for Waste Disposal by Landfill
Slope	No-go (fatal flaw) Areas classified by steep gradients where stability of slopes could be problematic	DWAF, 2nd edition 1998 Minimum Requirements for Waste Disposal by Landfill
Groundwater recharge areas	No-go (fatal flaw) Areas of ground water recharge on account of topography and/or highly permeable soils	DWAF, 2nd edition 1998 Minimum Requirements for Waste Disposal by Landfill
Residential areas	No-go (fatal flaw) Areas immediately upwind of residential area in the prevailing wind direction.	DWAF, 2nd edition 1998 Minimum Requirements for Waste Disposal by Landfill
Servitudes	No-go (fatal flaw) areas over which servitudes are held that would prevent the establishment of a waste disposal facility	DWAF, 2nd edition 1998 Minimum Requirements for Waste Disposal by Landfill
Areas in close proximity to land-uses which are incompatible with landfilling	No-go (fatal flaw) – nature reserves, residential areas, cemeteries	DWAF, 2nd edition 1998 Minimum Requirements for Waste Disposal by Landfill

In addition to the above considerations, the following are critical when identifying a site for a new landfill site:

- **Proximity to waste generation areas** – a landfill site should be located as close as possible to the area where the majority of waste is generated in order to minimise transportation costs
- **Proximity to existing services** – roads, sewer, water, electricity. To minimise construction costs the landfill site should be located as close as possible to existing services to reduce the length of roads, cables, pipelines etc. which are needed
- **Current and planned surrounding land uses** – a general waste landfill site typically requires a buffer region of 500m – 1,000m this will 'sterilise' a large area of land which can then not be used for residential developments, schools etc. in the future.

5.16 Other Waste Management Services

In addition to the provision of a waste collection service and management of waste management facility, the MLM also provides the following services.

5.16.1 Temporary Skips

The MLM uses informal skips for communal waste disposal to extend the waste collection service. The skips are placed in areas where illegal dumping is a concern or in areas where a skip has been requested by the residents. The skips are not permanent features and are moved by MLM as required. These skips are typically not manned.



Figure 28: Temporary skips site

5.16.2 Street Bins

Street bins are available in the MLM CBD and along the main roads connecting towns.



Figure 29: Street bins

5.16.3 Street Sweeping

Street sweeping is undertaken by the cleansing department.

5.16.4 Removal of Illegal Dumping

Illegal dumping of waste occurs in open spaces across the MLM mainly in low income areas. The usual triggers for illegal dumping are a lack of awareness, open un-utilised land in between houses and lack of enforcement of by-laws. The MLM has a waste collection team that maintains a list of all the illegal dumping hot spots around the municipality and cleaning of dumping hot spots is undertaken every Monday. The MLM also responds to illegal dumping complaints received from the public on an ad hoc basis. The MLM keep a record of illegal dumping hotspots.

EPWP workers previously manned all the illegal dumping hot spots from 08h00 to 16h00 and recorded illegal dumping. The workers were designated as waste rangers but could not administer any fines (i.e. were not certified peace officers). This program has been discontinued within the MLM. Currently, the municipality has a team that responds to illegal dumping on an ad hoc basis. Further, the municipality's by-laws allow for the administering of fines for illegal dumping and enforcement of the by-laws is implemented. The municipality also has a complaints number that residents call to report waste transgressions (mainly illegal dumping and no collection of waste).

Waste skips were placed at illegal dumping hotspots; however, dumping continues around waste skips. The municipality undertook to remove all the waste skips around the municipality as this did not help to curb illegal dumping and the residents damaged waste skips. Waste skips still remain within the Sicelo Township.

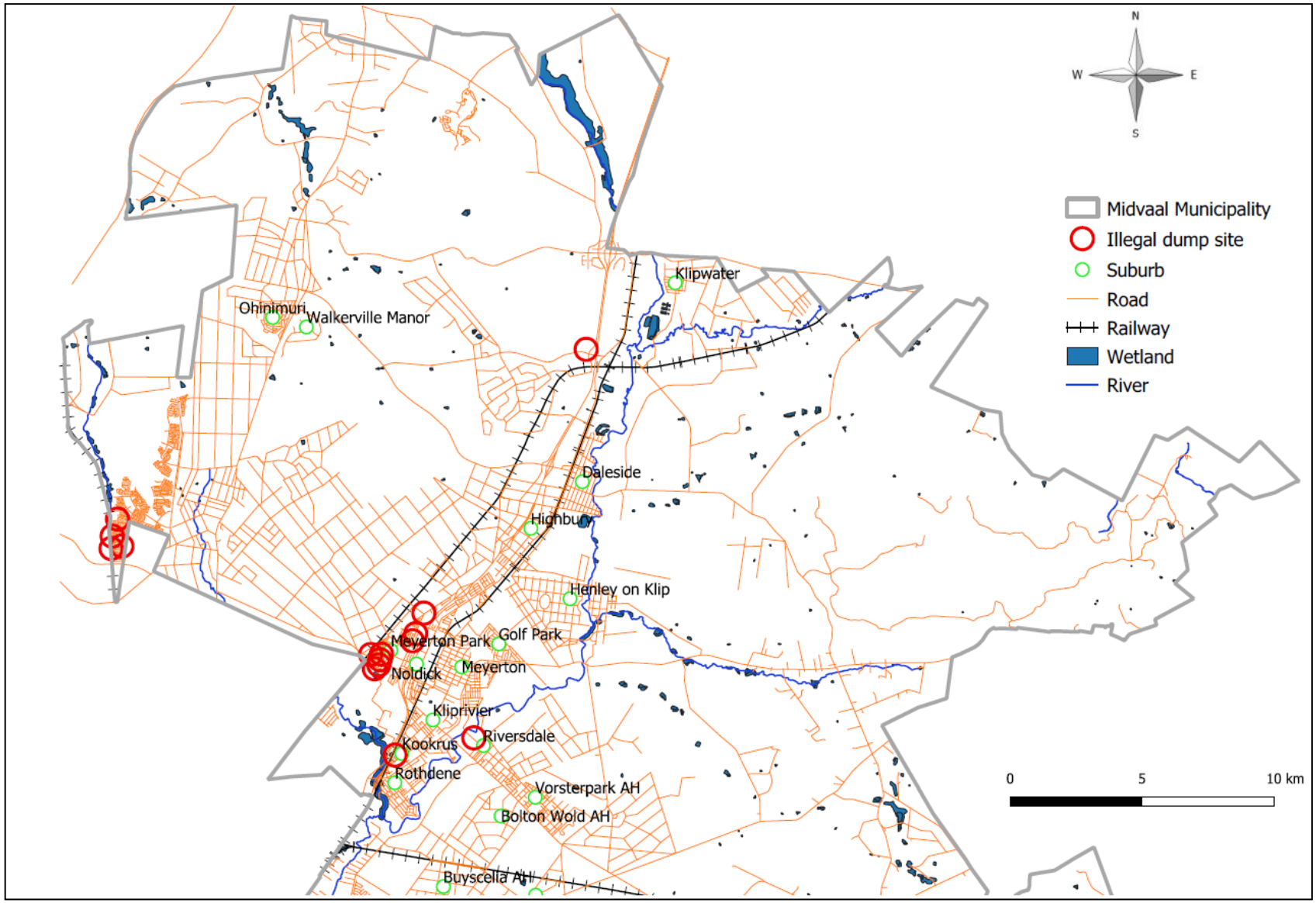


Figure 30: Illegal dumping hotspots in MLM

5.16.5 Waste Awareness Campaigns

The MLM is in partnership with Letsema, which is a Democratic Alliance led campaign which is running monthly school and community awareness campaigns with a focus on different environmental topics. For the past 12 months (February 2018 – February 2019), 34 waste awareness campaigns were undertaken. There are however no detailed records of waste awareness campaigns undertaken. The DEFF led Good Green Deeds campaign is also implemented in the municipality.

5.17 Complaints

The municipality has a complaints number that residents can call to report waste transgression. Another way to report is through ward councillors who are also custodians of waste awareness campaigns in their respective wards.

5.18 Compliance Notices

A notice of intent to issue a compliance notice was issued by GDARD on 11 November 2019 for the Henley on Klip landfill site. The notice was issued due to non-compliance with the waste management license.

5.19 Waste Management Fleet

The waste management fleet is managed by the municipal fleet management department. The MLM's fleet replacement policy is detailed in the table below:

Table 54: Fleet replacement guide by vehicle type

Vehicle make	Replacement time	Replacement km's
Passenger vehicles	5 years	Or 180 000 km's
LDV's	5 years	Or 180 000 km's
Waste truck with compactor	10 years	Or 250 000 km's
Light truck: up to 6 tonnes	8 years	Or 170 000 km's
Trucks: exceeding 6 tonnes	10 years	Or 200 000 km's
Tractors	8 years	Or 12 000 hrs
Loaders	10 years	Or 12 000 hrs
Other specialised vehicles	To be determined	Dependant on usage & condition

At present the refuse collection fleet consists of seven operational compactor trucks and three skip loader trucks. The MLM's waste management fleet is presented below

Table 55: Waste management fleet

No.	Vehicle make	Year purchased	Reg. no.	Mileage (kms)	Condition
	Compactor Trucks				
1	Mercedes		SPF383GP	260 309	Fair

No.	Vehicle make	Year purchased	Reg. no.	Mileage (kms)	Condition
2	Mercedes		SPF392GP	327 514	Fair
3	Mercedes		SPF397GP	263 324	Fair
4	Mercedes		BN54NVGP	172 665	Good
5	HINO		CW15ZCGP	126 668	Good
6	QUON UD		DW49BYGP	103 862	Good
7	ISUZU		FH26ZMGP	100 445	Good
	Skip loader				
1	HINO		FV48BCGP	102 157	Good
2	UD Truck		PZN356GP	368 734	Fair
3	UD Truck		YJW253GP	238 722	Fair
	Loader				
1	Komatsu		BX34XGGP	5 455 hrs	Fair
	Tipper				
1	Mercedes		BP27NLGP	224 120	Fair
2	HINO		DC83DDGP	179 806	Good
3	Mercedes		BP27PLGP	188 143	Good
	Trucks				
1	UD 3 ton Truck		PYJ571GP	245 603	Good
2	Isuzu 4 ton Truck		DK76BHGP	139 389	Good
3	Isuzu 4 Ton Truck		DK75ZYGP	108 826	
4	New UD Truck		JB00JWGP	4290	Good
	Bakkies				
1	Toyota Hilux		TFX408GP	371 604	Good
2	Toyota Hilux		BX33SYGP	274 282	Good
3	Isuzu		CL44CBGP	259 897	Good
3	Kia		CN29KZGP	199 037	Good
4	Nissan Np300		FC61MLGP	133 780	Good
5	Nissan Np300		FC61MPGP	113 263	Good
6	Hyundai		FN85HZGP	81 447	Good
7	Isuzu Drop-Side		DB88LRGP	154 615	
	Other Vehicles				
1	Isuzu (Grab-Truck)	2014	FG02GSGP	101 116	Good
2	New Bell TLB		HW36JLGP	819 hrs	Good







Figure 31: Photo A: Branded compactor truck. Photo B: un-branded compactor truck. Photo C: skip truck. Photo D: other waste collection trucks

5.20 Waste Management By-Laws

5.20.1 Midvaal Local Municipality waste by-laws

A brief review of the MLM waste management by-laws was undertaken as part of the IWMP. This review does not constitute a full legal review and was only undertaken to identify key points and gaps in the by-laws.

The Midvaal local municipality waste management by-laws (2009) are comprehensive and covers the following:

- The establishment and continuous implementation of a waste information system
- The provision of information by a waste generator, service provider or person involved in or associated with the municipal service or any commercial service within the municipal area to furnish information required for the waste information system.
- The duty by the municipality to provide the waste collection service and the obligation of the people of the municipality to pay their rates and tariffs.
- Compulsory use of service and charges
- Liabilities to pay for municipal service
- Conditions for refuse and waste removal services, and for the sorting and recovery of waste
- Removal of domestic refuse, garden refuse, hazardous waste, HCRW, bulky waste, industrial waste, builder's rubble and trade refuse.
- Requirements for storage of all waste types and the type of waste permitted to be stored in general waste receptacles
- Requirements for waste transporters
- Disposal of waste and disposal sites
- Ownership of waste
- Licence requirements for waste transporters and licence applications
- Prohibition of littering and dumping of waste
- Authorised officials and designated officers as well as powers of authorised officials

- Compliance notices
- Ownership of waste
- Service of documents and process
- Establishing of tariffs by the municipality and the review of tariffs
- Offences and penalties
- Service delivery arrangements
- Right of entry and inspection waste disposal facilities
- Exemptions
- Limitation of liability for the municipality
- Liaison forums in communities

The following gaps in terms of these by-laws were noted:

- The waste management by-laws are not aligned with the Waste Act and need to be updated
- A fine of R5,000.00 or imprisonment not exceeding 24 months can be issued for illegal dumping or any contravention of the by-laws. The by-laws however, do not contain a schedule of fines. It is important to develop a schedule of fines which vary depending on the type of offence and magnitude of the offence

5.20.2 Sedibeng District Municipality

Sedibeng District Municipality has no updated set of by-laws in place with regards to waste management.

5.20.3 Enforcement of By-Laws

Fines for illegal dumping are administered by peace officers and enforced through the municipality's traffic department. They are incorporated in the resident's rates and taxes account. Both EMI's who were employed by the MLM resigned in November 2019.

5.21 Institutional Management

5.21.1 Waste Management Officer

Mrs Mukhetwa Mudau is the Assistant Director for the waste management department. There is no designated WMO in the municipality.

5.21.2 Organogram

The MLM organogram for waste management and pollution control was last reviewed in 2019. There is a total of 137 positions in the organogram of which 66 are vacant.

Table 56: Waste management organogram

Position	*No. positions*	*No. positions filled*
Director: Waste and Environmental Management	1	1
Assistant Director: Waster Management	1	1
Assistant Director: Environmental Management	1	0
Foreman: Cleansing	2	2
Special Worksman: Cleansing	1	1
General Worksman: Waste Management	2	2
Truck Driver: Cleansing	2	2
General Workers: Cleansing	26	6
Heavy Equipment Operator: Cleansing	1	1
Special Worksman: Cleansing	3	3
Team Leader	4	0
General Worksman: Cleansing	3	0
Truck Driver	9	7
General Worker: Cleansing	34	21
Mechanic Fleet Controller	1	0
Admin clerk: Solid Waste Cleansing	1	1
Admin clerk: Environmental Management	1	0
Truck Driver: Cleansing	1	1
Compactor Truck Driver: Cleansing	3	0
General Worker: Cleansing	6	3
General Worker: Cleansing	6	3
Heavy Duty Operator	1	0
Special Worksman: Cleansing	2	2
Team Leader: Street Cleansing	1	0
Accounts Clerk	1	0
Gate Controller	8	7
General Worker: Cleansing	6	3
Truck Driver: Cleansing	3	2
Tractor Driver	2	0
General Worker: Cleansing	4	2
Total	**137**	**71**

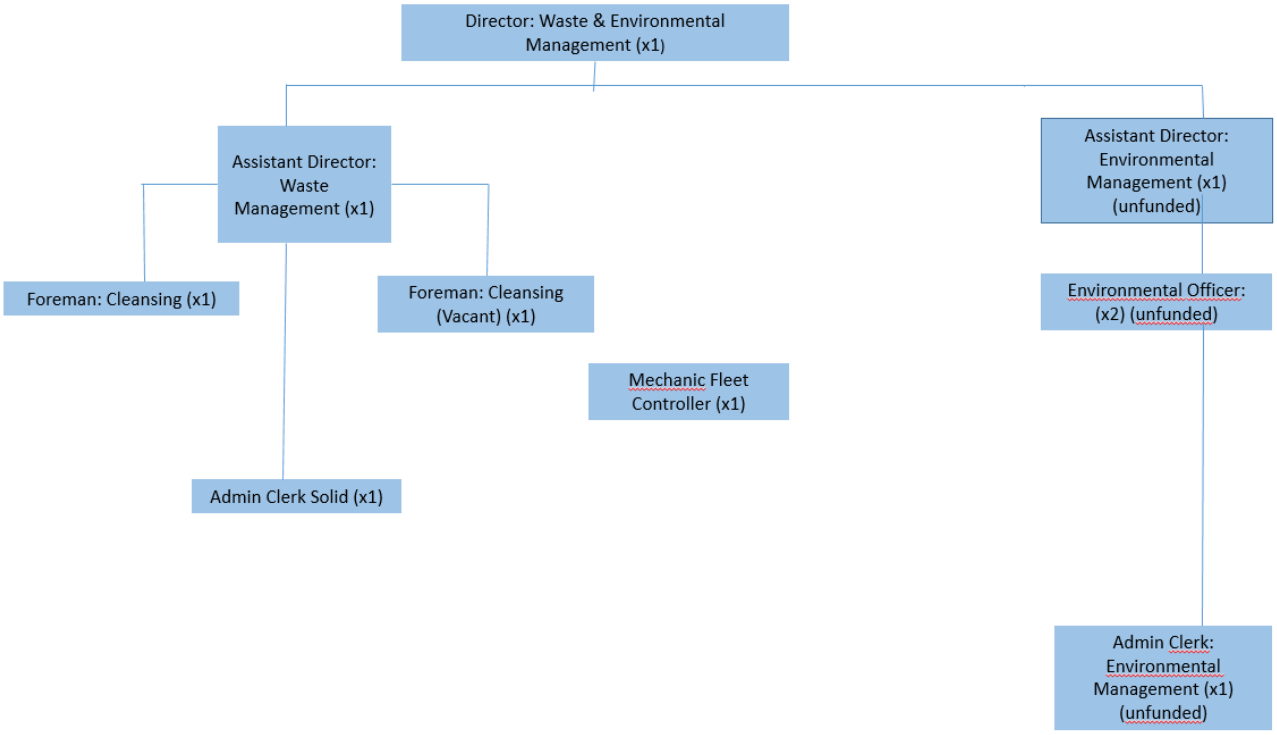


Figure 32: Organisational Structure – Community Services – Waste Management (2019 – 2020)

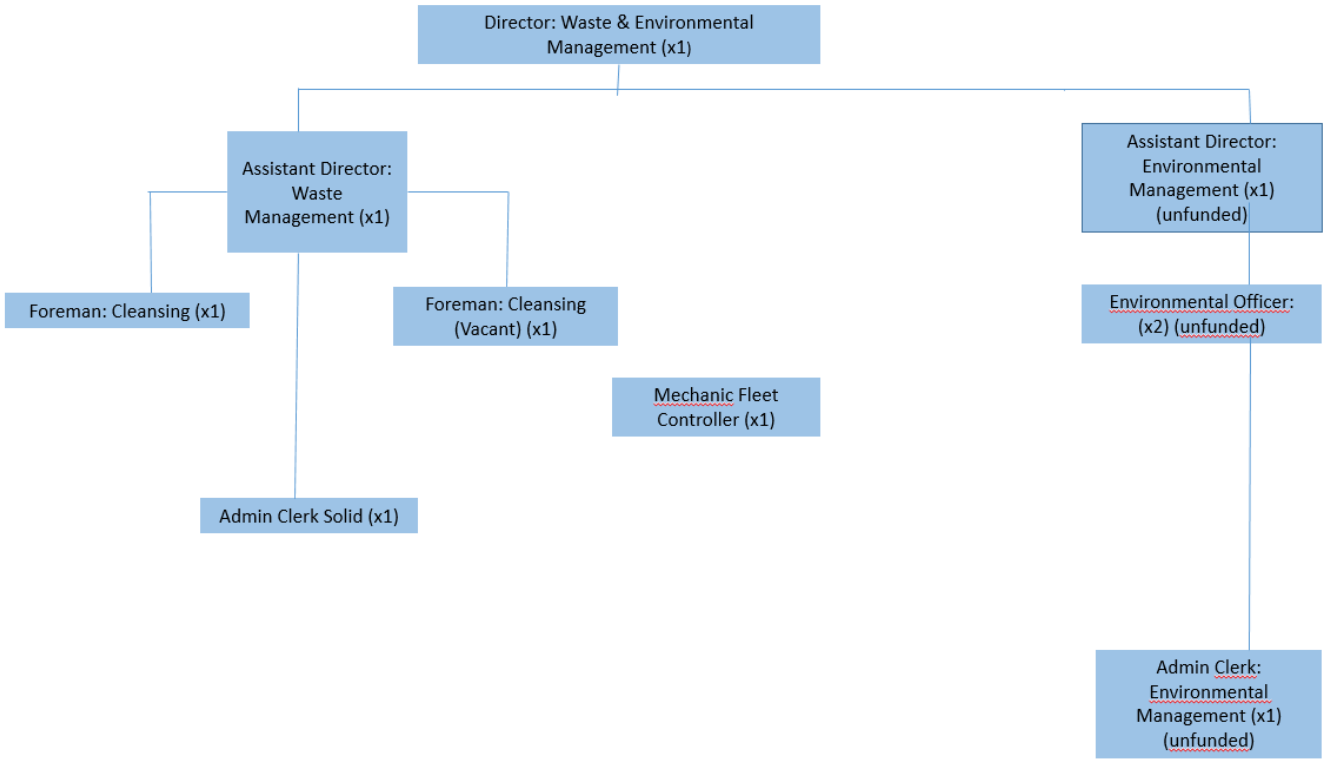


Figure 33: Organisational Structure – Community Services – Waste Management (2018 – 2019)

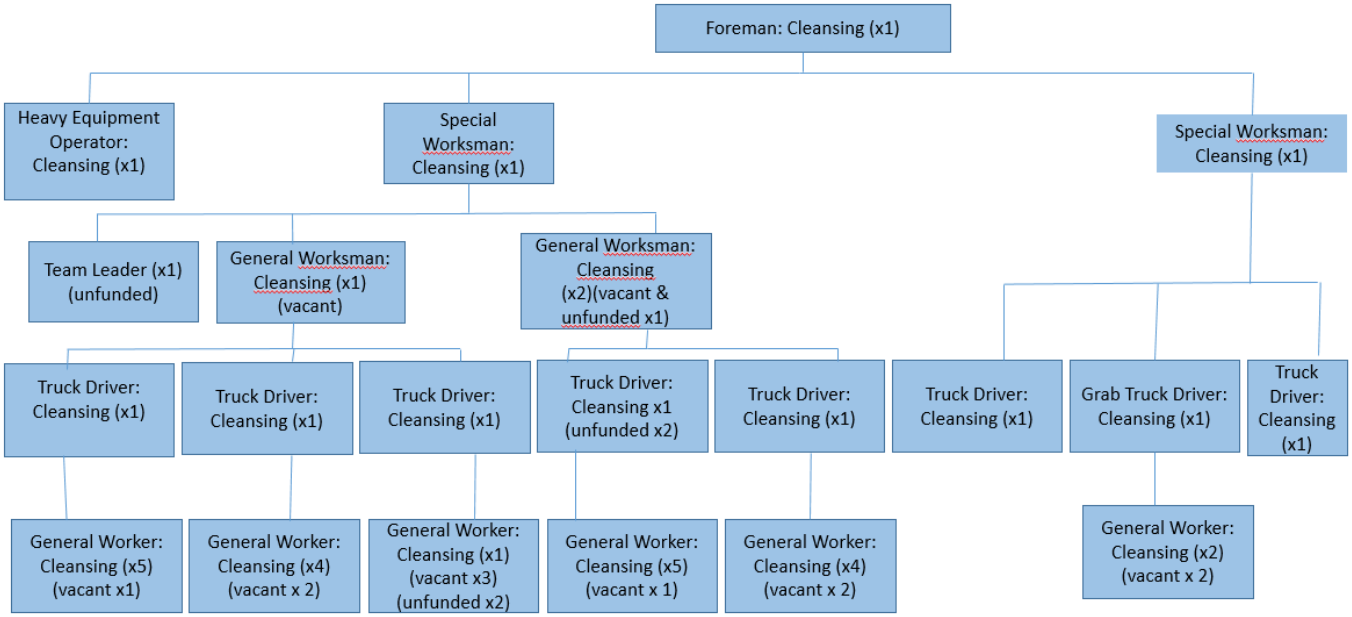


Figure 34: Organisational Structure – Community Services – Waste Management (2018 – 2019)

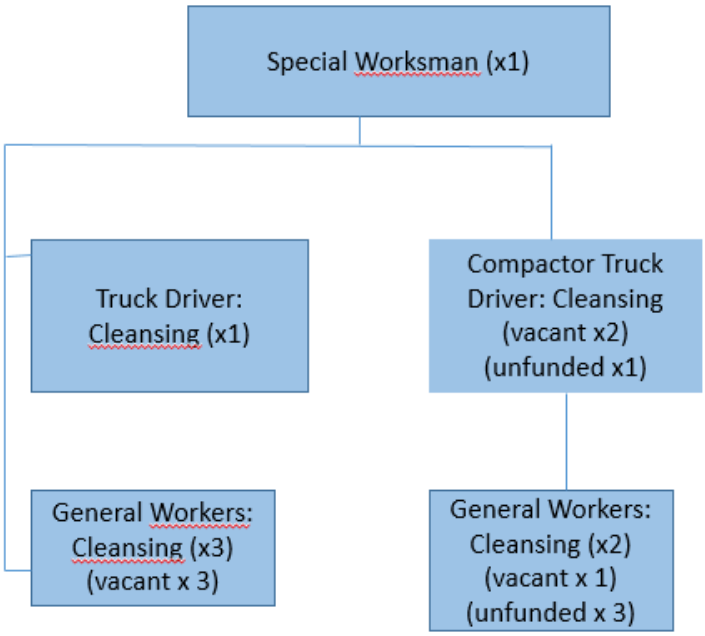


Figure 35: Organisational Structure – Community Services – Waste Management (SC) (2019 - 2020)

5.21.3 Training

The MLMs Human Resources department is responsible for the co-ordination of training. Employees in the waste department receive training based on their existing skills and the needs of the employees. Recent training received includes:

- Training on capturing of waste information on the DEA waste calculator
- Waste management training

5.22 Financial Management

A detailed understanding of the operational and capital costs of waste management is key for ensuing correct financing of waste management. When considering the financing of waste management operational costs, capital costs, recapitalisation costs and rehabilitation costs all need to be considered.

5.22.1 Waste Management Tariffs

The MLM implements a 7% annual increase in waste tariffs, however, a full cost accounting exercise has not been undertaken to determine what the tariffs should be.

Table 57: MLM domestic waste tariff history (per unit) excl. VAT

Description	2018/ z19	2019/20	2020/21	% increase
Meyerton / Risiville, Randvaal / Vaal Marina, Walkerville / De Deur / Savanna City	184.68	197.61	213.62	7.0%
Lakeside Estates / Sicelo/ Bantu Bonke / Savanna Low Cost Housing	92.34	98.81	106.81	7.0%
Resorts in Vaal Marina and Suikerbosrand (Bulk Resorts)	137.03	146.62	158.5	7.0%
From flats and other (res 2, 3 and 4): once per week per residential unit	137.04	146.63	158.5	7.0%
From agricultural holdings in plastic bags with a conservancy capacity of not more than 0.1 m^3 with a maximum of 6 plastic bags per agricultural holding, once per week	184.68	197.61	213.62	7.0%
From farm portions in plastic bags with a conservancy capacity of not more than 0.1 m^3 with a maximum of 6 bags per agricultural holding, once per week	184.69	197.62	213.62	7.0%
Non-Sectional Title properties containing Living Rooms with shared facilities	37.95	40.61	43.90	7.0%
Replacement of lost/damaged and worn out 240lt bin	1,002.93	1,073.14	1,160.06	7.0%

5.22.2 Benchmark of Municipal Tariffs

The waste collection tariffs charged by the MLM for domestic customers was benchmarked against the municipalities in the Sedibeng district municipality for basic comparison purposes and to determine whether the MLM's tariffs are in line with the tariffs of the municipalities in the district municipality. All municipalities in the district are category B municipalities. The comparison indicated that the MLM has the highest tariff for the domestic waste collection in the Sedibeng District Municipality. The MLM would need to conduct an additional assessment to determine whether the tariffs set by the municipality is sufficient to allow the municipality to provide an adequate waste management, collection and disposal service that will meet the targets of the NWMS.

Table 58: Comparison of the domestic waste collection tariff for households in the Midvaal, Emfuleni and Leside local municipalities

Municipality	Monthly tariff for weekly domestic waste collection in 2020/21 (incl. VAT)	Comments	Reference
Midvaal	R245.65 for households, agricultural holdings and farm portions R182.28 for flats and resorts in Vaal Marina and Suikerbosrand R122.83 for lower income households	Tariffs were increased by 8.1% from the previous financial year. Highest for the SDM	Midvaal Local Municipality (undated), Cleansing and Solid Waste Tariffs
Emfuleni	R157.44 - households without wheely bins R200.31 – households with wheely bins R157.44 - Agricultural (farm) properties	Tariffs were increased by 4.5% from previous financial year.	Emfuleni Local Municipality (undated), Tariff register for the 2020/2021 financial year
Lesedi	R156.40 – domestic waste collection R182.28 - flats	Tariffs were increased by 4.9% from previous financial year.	Lesedi Local Municipality (undated), 2020 – 2021 rates and tariffs for municipal rates and services

5.22.3 Equitable Share

Equitable share is a grant from national treasury provided to municipalities to provide basic services to poor households and to assist municipalities with limited resources to perform basic core municipal functions.

For the 2018/19 financial year the equitable share is on average R383.12 per household per month. Of the total allocated equitable share value R80.28 is allocated to waste services. This is split between operations (R72.25) and maintenance (R8.30) (National Treasury, undated).

The Equitable share is calculated based on the number of indigent households per municipality. When indigent registers are out of date municipalities may underestimate the number of indigent households and therefore not receive the full equitable share due to them.

5.22.4 Waste Management Budget, Income and Expenditure

The waste collection service is managed by the Department of Community Services and the landfill sites are managed by the Department of Engineering Services in the MLM. The budgets, income and expenditure for the waste collection service and management of the landfill sites are therefore managed by two different departments in the municipality. This inherently affects how these two services are financially managed in the MLM and inhibits long term waste management planning in the municipality. The financial information (budgets, income and expenditure) are also not collated annually to determine whether the waste management service is holistically breaking even or making a loss.

(a) Waste Management Budget, Income and Expenditure for the waste collection service

A detailed waste management budget, actual income and expenditure for the waste collection service for three financial years are provided in the tables below. Only the budgeted income

and expenditure costs for the 2020 financial year are provided as the actual income and expenditure will be determined and consolidated at the end of the financial year.

Table 59: Budgeted and Actual Income and Expenditure for the waste collection services for the 2017/18 financial year

Item	Budgeted Income or Expenditure: 2017/2018	Actual Income or Expenditure: 2017/2018
TOTAL NON-EXCHANGE REVENUE: TRANSFERS AND SUBSIDIES: OPERATIONAL: MONETARY		
NRF Equitable Share: Budgeted amount	R 15,123,827.00	R 15,123,827.00
Expanded Public Works Scheme	R 248,472.00	R 248,472.00
Non-Exchange Revenue: Income	R 15,372,299.00	R 15,372,299.00
SERVICE CHARGES		
Disposal Facilities	R 3,040,722.00	R 1,788,610.62
Refuse Removal	R 1,000,000.00	-R 4,052,527.09
Refuse Removal	R 29,758,120.00	R 31,855,378.05
Waste Bins	R 98,224.00	R 91,379.39
Skip Bins	R 2,025,650.00	R 4,977,529.92
Sub-total: Exchange Revenue: Service Charges	R 35,922,716.00	R 34,660,370.89
Total Income = Exchange revenue: Income + Exchange revenue: Service Revenue	R 51,295,015.00	R 50,032,669.89
EXPENDITURE		
Waste Collection Service		
Outsourced services subtotal (Outsourced services for the waste collection service)	R 3,936,008.00	R 3,393,987.92
Consultant and Professional Services	R 432,929.00	R 0.00
Contractors (Maintenance) Maintenance / repairs for vehicles	R 3,012,125.00	R 2,390,625.89
Operational Costs (Waste collection bins / Skips)	R 10,029,173.00	R 9,928,235.24
Inventory subtotal (Inventory stores, materials and supplies, Stationery, computer requirements and copy charges)	R 3,122,992.00	R 3,120,177.32
Bad Debts Written Off	R 2,395,549.00	R 2,395,548.56
Depreciation subtotal (Depreciation of collection vehicles and assets owned by the waste department).	R 6,342,315.00	R 6,331,244.14
Governance		
Staff (Employee Related Costs and Remuneration - collections)	R 17,458,265.00	R 16,915,551.68
TOTAL EXPENDITURE (OPERATING EXPENSES)	R 46,729,356.00	R 44,475,370.75
SURPLUS/DEFICIT: TOTAL INCOME - EXPENDITURE	R 4,565,659.00	R 5,557,299.14
GAINS AND LOSSES		
Disposal of fixed and intangible assets	R 0.00	R 46,145.59
Gains and Losses Total	R 0.00	R 46,145.59
SURPLUS/DEFICIT AFTER GAINS AND LOSSES	R 4,565,659.00	R 5,511,153.55
COSTING DETAIL		

Item	Budgeted Income or Expenditure: 2017/2018	Actual Income or Expenditure: 2017/2018
Internal billings recoveries - refuse removal	R 2,249,858.00	R 74,100.24
Internal Billings Charges	R 0.00	R 0.00
Total costing charges/recovery	R 2,249,858.00	R 74,100.24
SUMMARY		
Costed revenue: Total Income + Total Costing Charges (Internal Billings Recoveries)	R 53,544,873.00	R 50,106,770.13
Costed Expenditure	R 46,729,356.00	R 44,475,370.75
Costed surplus/deficit before gains and losses	R 6,815,517.00	R 5,631,399.38
Gains and Losses Total	R 0.00	R 46,145.59
TOTAL SURPLUS/DEFICIT FOR THE WASTE MANAGEMENT DEPARTMENT FOR 2017/18: SURPLUS	R 6,815,517.00	R 5,585,253.79

Table 60: Budgeted and Actual Income and Expenditure for the waste collection services for the 2018/19 financial year

Item	Budgeted Income or Expenditure: 2018/2019	Actual Income or Expenditure: 2018/2019
TOTAL NON-EXCHANGE REVENUE: TRANSFERS AND SUBSIDIES		
Non-Exchange Revenue: Income Subtotal - NRF Equitable Share: Budgeted amount	R 7,424,507.00	R 7,424,507.00
SERVICE CHARGES		
Disposal Facilities	R 1,244,606.00	R 1,226,043.71
Refuse Removal	-R 3,055,153.00	-R 3,054,199.74
Refuse Removal	R 34,116,732.00	R 35,107,561.47
Waste Bins	R 26,413.00	R 26,413.20
Skip Bins	R 4,690,390.00	R 4,556,854.84
Exchange Revenue: Service Revenue Subtotal	R 37,022,988.00	R 37,862,673.48
TOTAL INCOME	R 44,447,495.00	R 45,287,180.48
EXPENDITURE		
Waste Collection Service		
Outsourced services subtotal (Outsourced services for the waste collection service)	R 3,799,610.00	R 3,471,591.70
Consultant and Professional Services	R 67,240.00	R 0.00
Contractors (Maintenance) Maintenance / repairs for vehicles	R 3,105,272.00	R 2,768,184.64
Operational Costs (Waste collection bins / Skips)	R 2,341,061.00	R 5,234,517.54
Inventory subtotal (Inventory stores, materials and supplies, Stationery, computer requirements and copy charges)	R 3,868,367.00	R 3,782,803.91
Bad Debts Written Off	R 2,707,864.00	R 2,707,850.87
Depreciation subtotal (Depreciation of collection vehicles and assets owned by the waste department)	R 3,683,572.00	R 3,679,246.35
Governance		
Staff (remuneration - collections)	R 17,557,467.00	R 17,213,213.01

Item	Budgeted Income or Expenditure: 2018/2019	Actual Income or Expenditure: 2018/2019
TOTAL EXPENDITURE	R 37,130,453.00	R 38,857,408.02
SURPLUS/DEFICIT	R 7,317,042.00	R 6,429,772.46
GAINS AND LOSSES TOTAL	R 325.00	R 323.54
SURPLUS/DEFICIT AFTER GAINS AND LOSSES	R 7,316,717.00	R 6,429,448.92
COSTING DETAIL		
Internal Billings Recoveries - Refuse Removal	R 2,463,595.00	R 784,890.18
Internal Billings Charges	R 0.00	R 597,364.65
Total Costing Charges/Recovery	R 2,463,595.00	R 187,525.53
TOTAL SUMMARY		
Costed Revenue	R 46,911,090.00	R 46,072,070.66
Costed Expenditure	R 37,130,453.00	R 39,454,772.67
Costed surplus/deficit before gains and losses	R 9,780,637.00	R 6,617,297.99
Gains and Losses Total	R 325.00	-R 323.54
Total income for the waste management dept. for 2020	R 9,780,312.00	R 6,616,974.45

Table 61: Budgeted Income and Expenditure for the for the waste collection service for the 2019/20 financial year

Item	Total Expenditure: 2019/2020
TOTAL NON-EXCHANGE REVENUE: TRANSFERS AND SUBSIDIES	
Non-Exchange Revenue: Income Subtotal - NRF Equitable Share: Budgeted amount	R 8,187,029.00
SERVICE CHARGES	
Disposal Facilities	R 1,331,727.00
Refuse Removal	-R 2,920,194.00
Refuse Removal	R 36,504,903.00
Waste Bins	R 28,262.00
Skip Bins	R 5,018,719.00
Exchange Revenue: Service Revenue: Income Subtotal	R 39,963,417.00
Total Budgeted Income 2020 Income = Exchange revenue: Income + Exchange revenue: Service Revenue	**R 48,150,446.00**
EXPENDITURE	
Waste Collection Service	
Outsourced services subtotal (Outsourced services for the waste collection service)	R 4,445,249.80
Consultant and Professional Services	R 602.00
Contractors (Maintenance) Maintenance / repairs for vehicles	R 3,289,580.10
Operational Costs (Waste collection bins / Skips)	R 2,074,624.72
Inventory subtotal (Inventory stores, materials and supplies, Stationery, computer requirements and copy charges)	R 2,707,707.00
Bad Debts Written Off	R 135,164.00

Depreciation subtotal (Depreciation of collection vehicles and assets owned by the waste department)	R 3,654,894.55
Governance	
Staff (remuneration - collections)	R 20,444,058.04
TOTAL EXPENDITURE	R 36,751,883.00
SURPLUS/DEFICIT: INCOME – EXPENDITURE	R 11,398,563.00
GAINS AND LOSSES TOTAL - Waste management running cost	R 2,277,862.00
SURPLUS/DEFICIT AFTER GAINS AND LOSSES	R 9,120,701.00
COSTING DETAIL: Total costing charges/recovery (recovery) - Internal billings recoveries - refuse removal	R 2,463,595.00
TOTAL SUMMARY	
Costed Revenue (Primary + Secondary Revenue)	R 50,614,041.00
Costed Expenditure (Primary Revenue)	R 36,751,883.00
Costed Surplus/Deficit before Gains and Losses	R 13,862,158.00
Gains and Losses Total (Losses)	R 2,287,862.00
Total Budgeted Income for the Waste Management Dept. for 2020	R 11,584,296.00

The summary of the actual income and expenditure for the waste collection service provided by the Department of Community Services for the 2016/17 – 2018/19 financial years is provided in the table below. There was a deficit for the waste management department for the 2015/16 and 2016/17 financial years. There was however a surplus for the 2017/18 and 2018/19 financial years. In addition a surplus of R 11.58 million was budgeted for the MLM for the 2019/20 financial year. This is very optimistic for waste management in the MLM as the municipality could utilise the surplus funds for waste management activities such as:

- to expand the waste collection service to unserviced areas in the MLM,
- initially pilot a separation at source programme and eventually expand this in the MLM,
- the construction of waste drop off centres for general domestic waste and recyclable waste, and
- conduct additional awareness campaigns in the municipality to promote recycling and waste diversion, and to minimise illegal dumping.

Table 62: Summary of the Actual Income and Expenditure for the MLM from the 2016/17 – 2018/19 financial years

	2015/ 16	2016/2017	2017/18	2018/2019
Revenue				
Revenue from Exchange Transactions – Service Charges Waste Management	R 46,647,416.79	R 44,074,114.03	R 50,106,770.13	R 46,072,070.66
Expenditure				
Total Operational Expenditure Budget	R 47,646,711.95	R 46,249,436.38	R 44,475,370.75	R 39,454,772.67
Total Surplus/Deficit	-R 999,355.16	-R 2,175,322.35	R 5,557,299.14	R 6,617,297.99

5.22.5 Waste Management Budget and Expenditure for the management of the landfill sites

A detailed waste management budget and expenditure for the management of the landfill sites for the 2018/19 and the 2019/20 financial years are provided in the table below. These costs and operations are managed by the engineering services department who have budgeted for these costs.

Table 63: Budget and Expenditure for the management of the landfill sites for the 2018/19 financial year

Item	Budget: 2018/2019	Expenditure: 2018/2019
Governance		
Staff (remuneration - landfill sites)	R 6,387,100.00	R 5,675,693.18
Disposal Sites and Transfer Stations		
Outsourced services (Personnel and Labour and Security Services)	R 230,000.00	R 167,750.00
Consultant and Professional Services (I&P GEODETIC CONTROL & SURVEYS)	R 200,000.00	-
Contractors (Maintenance of buildings and facilities)	R 30,000.00	-
Operational Costs (Rehabilitation of landfill sites, hire charges, printing and publications, skills development levy, PPE)	R 6,428,825.00	R 3,035,195.73
Inventory (Materials and Supplies and Stationery)	R 2,000.00	-
Total expenditure for Disposal Sites and Transfer Stations	**R 13,250,925.00**	**R 8,878,638.91**

Table 64: Budget and Expenditure for the management of the landfill sites for the 2019/20 financial year

Item	Budget: 2018/2019	Expenditure: 2018/2019
Governance		
Staff (remuneration - landfill sites)	R 8,627,436.00	R 7,409,005.64
Disposal Sites and Transfer Stations		
Outsourced services (Personnel and Labour and Security Services)	R 294,150.00	R 294,149.07
Consultant and Professional Services (I&P GEODETIC CONTROL & SURVEYS)	R 270,000.00	-
Operational Costs (Rehabilitation of landfill sites, hire charges, printing and publications, skills development levy, PPE)	R 22,920,417.00	R 3,288,475.56
Inventory (Materials and Supplies and Stationery)	R 42,000.00	R 40,580.92
Bad Debts Written Off	R 4,300.00	R 5,480.64
Total expenditure for Disposal Sites and Transfer Stations	**R 32,158,303.00**	**R 11,037,691.83**

According to the financial statements for 2018/19 and 2019/20 for the management of the landfill sites and the transfer stations, the municipality underspent on the operational costs for the management and rehabilitation of the landfill sites and transfer stations. The majority of the costs that were underspent were for the maintenance and rehabilitation of the landfill sites and transfer stations. This is concerning as the condition of the landfill sites and transfer stations require maintenance and rehabilitation such as the repair of the weigh bridge at the Walkerville landfill, repair of fences and improvement of access control at all landfill sites and

transfer stations, lack of operational plant at the landfill sites which has led to no covering or compaction of waste on a daily basis and lack of stormwater control at the landfill sites. In addition, as the municipality's landfill sites are running out of available airspace, the MLM could utilise the underspent budget to commence with planning and developing of a new landfill site in the municipality.

5.23 Waste Employee Interviews

Interviews were undertaken with a range of MLM employees, from general workers to the director for waste services. Comments and concerns raised during the interviews are listed below. These comments are the opinions of the employees and may not be a truce reflection of the current situation. The comments/ concerns have been grouped according to common themes.

Table 65: Comments/ concerns raised through MLM employees interviews

Category	Comments
Waste management fleet	• Trucks frequently breakdown, and the turn-around time for repairs and servicing is long • The servicing of the fleet often takes extended periods of time • The plant used on site is old • When back up fleet is used, collection takes longer as workers often have to compact waste manually • Issues about the collection fleet are often left too long before they are attended
Waste collection	• The public do not adhere to refuse collection service, bags are not put out on the correct day or time • Dead animals, usually dogs and cats, are put into refuse bags or left out in the street for the refuse collection team • Informal reclaimers tear open bags to access food or recyclable materials, this causes litter • Runners are exposed to dangerous dogs and a few near miss incidents where they were almost bitten by dogs have occurred • Early morning traffic coincides with collection in a busy street. This delay causes a setback on the entire day's work. Often collection has to run on over time • Each household is only allowed 4 waste bags for collection, but residents often exceed this limit and the workers are forced to collect the extra bags failing which the residents call the waste service desk to log complains
Health and hygiene	• The health checks are infrequent • There are no shower facilities available at the depots for general works and truck drivers to use after shifts. Employees therefore have to go home in dirty work clothes • The general workers (waste collectors) are exposed daily to fumes from refuse trucks as they spend a lot of time running behind the truck. What are the health impacts of this in the long terms? • There is no safety inspection to check safety equipment on all the refuse trucks.
PPE	• It often takes a long time to get new PPE • The overalls given to general workers are thin and of poor quality. They do not protect against broken glass in refuse bags • Employees are not given safety glasses. Safety glasses are needed when cleaning trucks • Gloves issued to employees are inadequate to protect against broken glass and other sharp objects in waste bags

Category	Comments
Training	• Employees do not receive sufficient training. It can be difficult to get a promotion without training
Illegal dumping	• Illegal dump sites are cleaned but repeat dumping occurs • The cost of cleaning illegal dumps is not quantified
Human resource	• There is a shortage of staff. MLM is expanding and areas that need to be serviced are increasing but staff complement is not increased

6 Gap and Needs Assessment

This section presents the gaps and needs identified through the situation analysis review.

6.1 Gaps and Needs Identified in 2013 IWMP

The 2013 IWMP identified the following gaps in terms of waste management. Progress to addressing the gap was noted in Table 66 below.

Table 66: Gaps identified in the 2013 IWMP (2013)

Identified gaps	Progress made to address the gaps and implement 2013 targets
1. Avoidance and Minimisation	
Lack of planning for a long-term public education and awareness programme on waste reduction within MLM.	No planning for public education and awareness programs have been undertaken by the municipality since the review of the 2013 IWMP.
Isolated initiatives only focus on the clean-up of illegally dumped waste.	• The MLM in partnership with Letsema, is running monthly school and community awareness campaigns with a focus on different environmental topics. The DEFF led Good Green Deeds campaign is also implemented in the municipality. • The MLM has continued with clean-up campaigns of illegal dumping hotspots and waste awareness training in communities where illegal dumping is common. In addition the MLM has enforced the by-laws and fined individuals for illegal dumping.
A limited database exists for waste generators, volumes and types.	No progress has been made towards improving the waste database for waste generators, recyclers and recycling companies, volumes and types of waste generated and recycled.
Future housing and industrial developments should be included in the planning of waste management requirements.	There are no documented plans to address the waste disposal needs of future development. Further, there is no ring fenced budget for future waste service needs.
2. Collection, cleansing and transportation	
Refuse collection is currently limited to urban and semi-urban centres and there is no collection in the rural areas.	84% of households in the MLM receive a weekly kerbside waste collection service. The municipality has not been able to significantly extend the waste collection service to unserviced areas since the 2013 IWMP review. Households on farms and rural households have minimal access to refuse removal services due to a lack of fleet and access roads that are not well-maintained causing damage collection vehicles over a period of time.
3. Reuse	
There is very limited reuse of the various waste streams despite the potential for reuse based on the waste stream composition.	• The MLM in partnership with Letsema and DEFF have conducted waste awareness campaigns to promote the reuse and recycling of waste. • The municipality has not initiated any programs for the reuse of waste.
4. Recycle	
There are no formal recycling initiatives in the townships, informal settlements and rural areas.	• No progress has been made towards addressing this gap. The municipality has not provided support to

Identified gaps	Progress made to address the gaps and implement 2013 targets
	existing recycling companies in the MLM. The municipality has also not developed a database of private recyclers in the MLM. • Construction of a buy back centre adjacent to the Galloway transfer station is in the planning phase. The MLM commenced with planning in 2019.
There are no facilities for waste separation at any of the existing waste facilities.	• There are facilities (skip bins) for separation of recyclable waste such as glass and garden waste at the transfer stations. Glass is collected by a private recycler. Garden waste is not composted at present and is disposed of at a landfill site. • The construction of a buy back centre adjacent to the Galloway transfer station is in the planning phase.
Some waste collectors are not registered and enter landfill sites for recycling purposes and are then exposed to a variety of hazards associated with landfills.	No progress has been made towards addressing this gap and informal reclaimers were noted at Henley on Klip, Vaal Marina and Walkerville landfill sites.
5. Disposal	
Most of the existing landfills in the Municipality have limited airspace.	The Henley on Klip landfill site is currently operating on a closure licence which requires closure to commence in 2022. The remaining airspace is 2 years. The remaining airspace at Walkerville and Vaal Marina is 5 and 8 years respectively. No planning for a new landfill site has commenced and planning for the closure of Henley on Klip landfill site has also not commenced.
There is no knowledge regarding the potential quantities of hazardous waste in the landfills.	Waste characterisation provides an estimate of hazardous waste in domestic waste stream. Information on the type of waste entering the landfill site is not accurate as it's only based on assumption.
Illegal dumping and littering occurs in particular around Piel's farm and the Riversdale areas.	Illegal dumping within the Piel's farm and the Riversdale areas still continues.
6. Organogram	
The available vacancies in the waste management department are not populated. .	There are vacant positions in the current organogram that have not been filled. The organogram does not meet the requirements of NEMWA as there is no provision for a Waste Management Officer (WMO).
7. Collection, Transportation and Disposal Needs	
Additional collection vehicles i.e. refuse compactors (size will be determined on the amount of waste to be collected in each area).	New trucks and compactors have been procured on an ad hoc basis since the review of the 2013 IWMP but additional fleet is needed in to ensure sufficient vehicles are available to provide a good collection service. Aging fleet continuously break down and affect the day-to-day waste collections.
Additional skip containers, particularly in industrial areas where the current skips are too small for waste disposed. Skips will also be required in high density residential areas, particularly areas prone to informal settlements and backyard dwellings.	Skips have been procured and were placed in industrial areas and high-density residential areas that do not receive a kerbside waste collection service. According to the 2019/2020 IDP, R200,000 has been secured to procure skip bins for wards 8 and 10.
Recycling skips must also be provided in easily accessible areas.	No progress has been made to address this gap. Only glass recycling igloos were noted at the Galloway and Blackwood transfer stations.
Adequate bins will be required for each of the households.	None of the existing households in the municipality were provided with waste bins or waste bags. Residents make their own provision of bins and black bags. A new development with social houses were provided with bins (ward 6).

Identified gaps	Progress made to address the gaps and implement 2013 targets
Plastic bins should also be provided for essential waste separation.	None of the households in the MLM have been provided with bins or bags for waste separation.
Additional recruitment of and training of drivers and general workers.	The municipality has ensured sufficient staff for waste vehicle drivers, landfill plant operators and general workers for waste collection. The MLM offers annual training opportunities and personnel in the waste department receive training based on their existing skills and the needs of the waste department. However, there remains huge training gaps in the waste personnel as there are limited skilled or educated employees in the sector.
Budgetary provision must be made by Midvaal for the acquisition of the above mentioned facilities and training of workers.	The MLM has budgeted for purchasing of additional waste collection vehicles, plant for landfill sites, skip bins for recycling of waste and additional staff to improve the waste collection service and disposal of waste at landfill sites. The MLM, however, needs to ensure additional budget is provided annually to the waste department to purchase additional waste collection vehicles and plant for landfill sites as these frequently break down and negatively affect the waste collection and landfilling. More budget is also required as more staff and skip bins are required to expand the waste collections to unserviced areas in the MLM. Bins or waste bags should also be provided to households for waste storage. Unfilled posts in the waste organogram should be filled and ongoing training should be provided for personnel which requires additional budget as well.
8. Need for intensifying recycling initiatives	
Recycling initiatives in Midvaal are small and not adequately supported.	The MLM has not supported recycling initiatives or companies.
Development of a waste recycling strategy identifying awareness campaigns and recycling programmes targeted at communities, businesses and industries.	The MLM has not developed a waste minimisation strategy. The municipality is however, in the process of developing a buy-back centre adjacent to the Galloway transfer station.
Assist in the establishment of recycling companies.	The municipality has not assisted any recycling companies.
Piloting and establishment of composting projects.	No composting projects have been developed in the municipality.
9. Institutional and organisational needs	
Waste management by-laws The MLM waste management by-laws are out-dated.	No progress has been made since the 2013 review of the IWMP. The current by-laws were last reviewed in 2009.
Infrastructure and equipment Insufficient equipment for the collection of waste and the machinery that is available is prone to frequent breakdowns, further, there is insufficient maintenance or prolonged waiting periods for service at the Municipal workshop and other service providers.	• New trucks and compactors have been procured on an ad hoc basis since the review of the 2013 IWMP, but more waste collection vehicles are needed in order to meet the requirements of an adequate waste management fleet. • The fleet coordinator conducts weekly fleet inspections and schedules vehicles for services and repairs; however, there remains prolonged waiting periods for vehicles and plant servicing and repairs.
Institutional capacity Staff members in the waste management sector are not skilled in waste management. Further, there are unfilled vacancies.	No progress has been made to address this. There remains a significant gap in the skill and education level of the waste staff and there are vacant positions in the current organogram. Further, there is no designated Waste Management Officer (WMO) in the municipality.
Recruitment and training Skilled and trained personnel must be recruited, and an accredited service provider must be appointed to provide training. The current	• There remains a huge gap in the skill and educational level of the waste staff and there are no positions in the current organogram that focus on waste minimisation

Identified gaps	Progress made to address the gaps and implement 2013 targets
organisational structures of Midvaal are geared towards waste disposal and not minimisation. There is a need to consider the staffing in accordance with the waste hierarchy.	and recycling. • Training of staff is conducted to assist in personal career growth. Specific training is also needed for staff managing landfill sites and to prioritise waste minimisation.
10. Policy and Planning	
There is a need to have Integrated Municipal Planning and the different departments within the MLM should work in close cooperation. The fragmented approach to municipal operation is resulting in an ineffective institutional structure.	The MLM has had a more integrated approach to waste planning with all departments that influence the waste management to improve waste management in the municipality. The various departments are the waste department that manage the waste collection, staff in the waste department and waste planning, the fleet department that manage and procure waste collection vehicles, technical services who manage the landfill site, the financial department that provide budgets for waste projects.
11. Financial requirements	
The implementation of the IWMP would require sufficient funds and should be done in a phased manner taking cognisance of the MLM priorities at the time. Additional funding sources must be investigated to implement the projects in the IWMP, particularly with, inter alia, the following institutions: DBSA, DEA and donor funding.	• The municipality has secured funding through the Municipal Infrastructure Grant (MIG) for the development of a buy-back centre next to the Galloway transfer station. • Additional budget is required to implement all proposed waste projects to improve waste management, waste collection, landfilling, recycling, implementation of a detailed WIS, including acquiring additional staff and providing training for current staff.
12. Tariff structure	
The structure must be reviewed at regular intervals and updated if necessary. Allocation of waste related funds must go to waste projects and infrastructure.	• This is still a gap in the municipality as the 6% tariff increase implemented annually is not informed by a full cost accounting exercise. • All funds allocated to waste services and which are meant for waste projects are not used to fund waste projects and waste infrastructure and are moved and used by other departments in the municipality.

A number of the gaps identified in the 2013 IWMP have not been addressed over the last seven-year period.

6.2 Gaps and Needs Identified in 2021

During the development of the 2021 MLM IWMP a number of gaps and needs have been identified. Gaps and needs were identified based on interviews with stakeholders, inspections of fleet and facilities, and a review of legislation and best practice guidelines.

Gap and needs have been listed under the following headings:

1. Refuse collection, transportation and disposal needs
2. Waste minimization, re-use, recycling and recovery
3. Organic waste management
4. Hazardous waste management
5. Illegal dumping
6. Waste management facilities
7. Waste management fleet and equipment
8. Waste information management
9. By-Laws and enforcement by-laws
10. Institutional functioning and financial management
11. Future planning
12. Education and awareness

Table 67: Waste management gap and needs

Legislated Requirements/ Best Practice	Gaps	Needs
1. Refuse collection, transportation and disposal needs		
• The NWMS requires 95% of households to have access to adequate levels of waste collection services in compliance with the DWCS. Non-recyclable waste must be collected weekly from households as a minimum. • The National Policy for Provision of Basic Refuse Removal Services to Indigent Households (GN 413 of 2011) requires municipalities to provide free receptacles for waste storage to indigent houses. • The NWMS requires that all municipalities' landfill sites and transfer stations are compliant with their licence conditions.	• 82.9% of households in the MLM have access to a weekly kerbside collection service and 1.4% of households receive a waste collection service less often than a week. 8.4% of households use a communal dump and 6.1% use their own dump. • Residents in the farms and remote areas have no access to refuse removal services. Collection is limited to urban and semi-urban areas. • None of the households in the municipality are provided with waste bins or black bags with the exception of a new development of social housing. • Only 2 of the 3 MLM landfills are licenced. The operational licence for Walkerville expired in 2013. All transfer stations in the MLM are licenced.	• Provision of waste drop off facilities to service remote communities that are far from the existing waste management facilities. • Identify indigent households and provide receptacles for waste storage. • Ensure that all waste management facilities are licenced.
2. Waste Minimisation, Re-use, Recycling and Recovery		

• The NWMS sets a target of 40% diversion of waste from landfill by 2025, 55% diversion by 2030 and 70% diversion by 2035.
• Operation Phakisa sets a target of 50% diversion of municipal waste by 2023.
• The NWMS requires all municipalities to include provisions for drop-off/ buy-back centres in their IWMPs.
• The Waste Act requires municipalities to put in place measures that seek to reduce the amount of waste generated, and where generated, measures to
	• Records of recycled waste tonnages generated in the municipality are not retained by the MLM. Therefore waste diverted from landfills cannot be quantified.
	• The municipality has drop-off facilities at transfer stations for garden waste and glass. The municipality does not have an operational buy-back centre, swop shops or separation at source programmes for recyclable waste.
	• The MLM does not have a waste
		• The MLM should develop a WIS to record waste collected for recycling. Private companies would need to provide information on a regular basis to MLM.
		• The quantity of waste being recycled in MLM needs to be increased through:
		  ○ Completing construction and commencing operations of the buy-back centre.
		  ○ Rolling out a separation at source programme – the municipality should introduce a two-bag system in a certain area to pilot the separation at source project and then expand this to more areas in the municipality.
		  ○ Establishing swop shops, provision of recycling bins in public spaces

Legislated Requirements/ Best Practice	Gaps	Needs
ensure that it is re-used, recycled and recovered, treated and disposed of. • The 2018 Gauteng Provincial IWMP requires municipalities to exploit waste as a revenue source through waste management projects/programmes and initiatives.	minimisation plan and have not undertaken a feasibility study for any waste minimisation projects in the MLM. • There are no municipal recycling projects and the municipality holds no records of recycling occurring within the municipal area by private companies.	and initiating school recycling competitions. ○ Provision of easily accessible recycling drop-off facilities. ○ Intensifying waste awareness campaigns in schools and communities. ○ Formalising of waste reclaimers at the landfill sites. • The MLM should develop a database of all private recyclers in the MLM Quarterly or bi-annual recycling forum meetings should be held to promote recycling in the MLM. • The MLM should develop a waste minimisation plan and conduct a feasibility study for waste minimisation projects in the MLM.
	• No records are available for in-house recycling occurring in MLM offices.	• The service provider collecting waste from the municipal offices should provide records of waste volumes collected. A champion (individual) per office is needed to manage the in-house recycling programme.
3. Organic waste management Diversion of organic waste from landfill sites is required in order to reduce negative impacts and meet legislated targets.		
• The NWMS sets a target of 40% diversion of waste from landfill by 2025, 55% diversion by 2030 and 70% diversion by 2035 (this includes organic waste) • The National Norms and Standards for Disposal of Waste to Landfill (GN 636 of 2013) – 25% diversion rate of garden waste from landfill by 2018 and 50% by 2023.	• At present all the organic waste collected in the MLM is disposed of at landfill. • The MLM does not have any composting facilities.	• The MLM should develop a composting strategy to divert green waste from landfills. • A composting facility is needed for the MLM and all garden waste collected in the MLM should be redirected from the landfills to this composting site. • A home composting project needs to be piloted in one of the residential areas (Eye of Africa) and expanded into the urban areas of the MLM. • The public should be informed of the benefits of home composting.
4. Hazardous Waste Management Although local municipalities are not responsible for the management of hazardous waste generated by business and industry, they do need to manage hazardous waste generated by households.		
• The National Domestic Waste Collection Standards require municipalities to provide communal collection points for non-mainstream recyclables such as batteries and fluorescent tubes for collection by a private service provider. • The 2020 NWMS sets a target of 10% reduction in hazardous waste in general landfills.	• There are no municipal drop off facilities for household hazardous waste. • There is a lack of awareness of what HHW is. • There is a lack of information available on hazardous waste generated by business and industry.	• Drop-off facilities for HHW are needed at select transfer stations across MLM. These facilities can be igloos or small sealed bins. • Waste awareness campaigns should cover all types of waste and the proper management thereof. • The MLM should develop a hazardous waste database and determine which industries and companies are generating hazardous waste in the MLM. The MLM can prioritise these companies and industries for

Legislated Requirements/ Best Practice	Gaps	Needs
	• Access controllers are not adequately trained on how to identify HHW.	awareness training if applicable and ensuring correct disposal of hazardous waste.
5.Illegal Dumping		
	• There is no illegal dumping minimisation plan or strategy for the municipality. • The money spent on cleaning up illegal dumps is not quantified. • Education, awareness and community collaboration	• Dumping of prohibited waste types should be minimised and stopped. • The site should be redesigned and full access control implemented. • Staff should be trained and ensure that mixing of waste types does not occur at the transfer station. Separated garden waste should be composted and recyclable waste should be transported to or collected by a private recycler. • Residents of the MLM should be issued with permits of badges so the staff at the site can only admit residents from the MLM.
6.Waste Management Fleet and Equipment A well-managed and properly equipped waste management fleet is key to provision of waste management services. In addition to a well maintained operational fleet a municipality should also have a backup fleet for use in the event of breakdowns.		
The National Domestic Waste Collection Standards (GN 21 of 2011) requires that all vehicles in the waste management fleet are roadworthy and that waste is transported in closed vehicles.	• The fleet replacement policy is older than 10 years and is not being implemented appropriately. • The waste management fleet not sufficient, and some waste vehicles are old and prone to break downs. • Vehicle servicing times can vary from one week to several months before a vehicle is operational. There are no back-up compactors.	• The fleet replacement policy should be reviewed and subsequently implemented appropriately. • Older vehicles in the operational fleet need to be replaced. The old vehicles can form part of the backup fleet or be sold off. • Turnaround time for vehicle servicing should be improved. • A portion of the waste tariff should contribute to a ring-fenced recapitalisation fund for waste collection fleet and equipment.
7.Waste Information Management In order to effectively plan for waste management services a knowledge of waste generation quantities and types is required.		
7.1 Achieve integrated waste management planning		
• The Waste Act requires that the IWMP is submitted to GDARD for endorsement, it is incorporated into the IDP and that annual reports of the IWMP implementation are undertaken. • The 2020 NWMS sets a target that all LMs develop and implement of 5-year IWMPs and report on	• No annual performance reviews were undertaken on the 2013 IWMP. • The MLM only met 26.1% of its long term goals, 30.4% of its medium terms goals. and 34.8% short term goals from the 2013 IWMP.	• Once the 2021 IWMP is finalised the MLM needs to ensure that annual performance reports are prepared and submitted in line with the Municipal Systems Act (Act 32 of 2000). • All the goals and targets set in the 2020 IWMP must be incorporated into the MLM IDPs and according to their time frames. Where annual budgets are limited, the MLM should implement high priority projects first.

Legislated Requirements/ Best Practice	Gaps	Needs
SAWIS. • Implement the targets set in the 2013 IWMP.		
7.2 Waste Generation Records		
• The 2020 NWMS specifies that all LMs improve collection, reporting and dissemination of information on SAWIS.	• The waste entering the MLM landfill sites is all recorded as domestic waste. It is therefore not possible to determine how much domestic and how much commercial and industrial waste is generated from these records. • Illegal disposal of hazardous waste at the landfills. • No tonnages are recorded for recycled waste, rubble or green waste in the MLM. • Infrequent waste characterisations undertaken. One was undertaken in 2013 and the next undertaken in 2020 • The MLM has stopped reporting tonnages for the Walkville landfill site on GWIS and SAWIS.	• The MLM needs to record waste collected from businesses so the split between domestic and business waste can be estimated. • All waste entering the landfill sites should be inspected. Training on the identification of waste types should be provided to access controllers. • The MLM should develop a WIS for recyclable waste, garden waste and rubble. These waste records should be submitted to GWIS. • Encourage registration of private waste generators on GWIS. • Establish a database of hazardous waste generators within the municipality. • Domestic waste characterizations need to be undertaken at least once a year. • The Walkerville landfill needs to resume reporting its waste disposal tonnes on GWIS and SAWIS.
7.3 Waste Information Management		
• The 2020 NWMS specifies that all LMs improve collection, reporting and dissemination of information on SAWIS.	• The MLM does not have a WIS for the waste department. • The municipality's waste department does not have a server or program where all the waste information is stored • Poor information management. Historic information is not readily available and is not preserved to ensure that information is available to new staff that replace old staff.	• The MLM should develop a WIS for the waste department and maintain this. The MLM should train staff to maintain the developed WIS. • Develop a centralized server or program for all waste information storage.
8.By-Laws and Enforcement of By-Laws In order to effectively regulate waste management a municipality needs to have comprehensive waste management by-laws which are actively enforced.		
	• The current waste management by-laws for MLM are out dated and are not aligned	• The by-laws need to be reviewed and aligned with the Waste Act and SDM waste by-laws. A schedule of fines needs to be developed with the

Legislated Requirements/ Best Practice	Gaps	Needs
	with the Waste Act. • MLM by-laws are not aligned with SDMs by-laws. • There is no fine schedule in the by-laws. • There are no dedicated waste rangers to enforce waste management by-laws.	review of the waste by-laws. • Waste rangers need to be appointed and trained on the waste management by-laws to enforce the by-laws, particularly for littering and illegal dumping. • EMI's need to be appointed.
9.Institutional Functioning and Financial Management – Organogram and Tariff structure A waste management department needs to have sufficient staff who are appropriately trained, experienced and capacitated to manage the department effectively.		
• The Waste Act requires that a waste management officer is designated for each municipality. • The Waste Act requires municipalities to keep separate financial statements including a balance sheet of services provided.	• The organogram does not meet the requirements of the Waste Act as there is no provision for a Waste Management Officer (WMO) position. • There are no waste management control officers (WMCO) designated for the landfill sites. • Of the 117 positions in the organogram 46 are vacant. • There are currently no EMI's in the MLM. There is, however, provision for 2 EMI's according to the 2019 MLM organogram. • There is an overall lack of skilled staff in the MLM waste department. • The MLM maintains a financial statement for the waste management department; however, a full cost accounting exercise for services provided to determine the true cost of the waste management services was not conducted by the MLM.	• The MLM should designate a WMO in line with the waste management act. • The organogram should be revised to implement the projects identified in this IWMP and vacant positions should be filled. • The MLM should designate WMCO for the landfill sites, EMI's should be designated or appointed, waste rangers should be identified and trained and qualified and skilled personnel should be recruited. • Conduct a full cost accounting exercise for the waste service provided to determine the true cost of services provided. This will allow cost reflective tariffs to be determined.
10.Future Planning Future planning is essential in ensuring that a waste management service can meet the changing requirements of a municipality and comply with changing legislation and best practice guidelines.		
10.1 Future Waste Disposal Needs		
	• There is a lack of airspace determination informed by surveys and therefore a lack	• Airspace determinations should be conducted annually for the MLM to know the remaining airspace at landfill sites and to plan accordingly for

Legislated Requirements/ Best Practice	Gaps	Needs
	of understanding the long-term disposal of waste in the MLM and the lack of planning for the development of a new landfill site. • There is a lack of planning for future waste management infrastructure. • There is a lack of budget for the development of a new landfill site • There are no rehabilitation plans for facilities and no ring-fenced rehabilitation fund.	the development of new landfill sites or the diversion of waste from landfill sites • A waste infrastructure masterplan considering landfill sites, transfer stations, recycling facilities, composting facilities drop-off centres and buy-back centres for the MLM needs to be developed and implemented. The master plan should include the site selection process and budget for a new landfill. • Planning for a new landfill site should commence as soon as possible as the remaining airspace for Vaal Marina, Walkerville and Henley on Klip is estimated to be 8 years, 5 years and 2 years respectively. • The MLM should budget for the development a new landfill site and ensure that budget (funds) is available for the development of the landfill site • A portion of the waste tariff should contribute to a ring-fenced rehabilitation fund.
10.2 Future Waste Collection and Budget Needs		
	• There are no documented plans to address future waste collection needs. • There is no ring-fenced budget for future waste service needs. • There are no municipal guidelines which relate to waste management needs of new developments e.g. access for vehicles, allowance for waste drop-off facilities.	• A waste collection plan should be developed by the MLM. The plan should focus on providing a waste collection service to unserviced areas • A ring-fenced budget for future waste services needs to be developed. This includes the development of a new landfill site. • A set of guidelines need to developed to ensure waste management needs are incorporated into new residential and commercial developments.
11.Education and Awareness		
	• Lack of education and awareness initiatives for the general public. • Lack of education and awareness initiatives in schools, communities and public spaces.	• The municipality should develop an annual waste awareness campaign schedule and implement this. The schedule can be developed in partnership with the SDM, GDARD and the DEFF where applicable. • The municipality needs to promote a “waste conscious” culture through the use of billboards and other advertising campaigns. • The municipality needs to roll out school competitions on recycling as method to promote waste awareness and recycling.

6.2.1 Actions to meet the 2020 NWMS Targets waste diversion from landfill targets

The 2020 NWMS sets a target of 40% diversion of waste from landfill by 2025, 55% diversion by 2030 and 70% diversion by 2035 for all municipalities. According to the GWIS, in 2020 a total of 42,677 tonnes of waste was disposed of at the landfill sites in the MLM. The table below presents the estimated tonnages of waste to be diverted from landfill to meet the NWMS targets for each five-year period.

Table 68: Waste diversion targets

Year	Diversion target	Waste disposal tonnes estimate (3.2% annual growth rate)	Tonnes of waste to be diverted to achieve NWMS target
2020	N/A	42,677 (according to GWIS)	17,071 – 40% of waste disposed. Used as baseline tonnage
2025	40%	49,981	19,992
2030	55%	58,534	32,194
2035	70%	68,552	47,986

The diversion mechanisms used to achieve these targets will vary depending on the waste stream. The diversion of recyclable, green and C&DW are discussed in the sections below.

(a) Diversion of Recyclables from landfill

To determine the amount of recyclables in the domestic waste stream, the estimated domestic waste generation and the results of the waste characterisation exercise were used. This was done to estimate the amount of recyclables could be diverted from landfill should the municipality commence with a separation at source (S@S) recycling programme.

In 2020, a total of 24,414 tonnes of domestic waste was estimated to be generated in the MLM based on the municipality's population. Based on the waste characterisation results, 51.3% of the domestic waste stream is mainstream recyclable materials. Therefore a total of 12,519.6 tonnes of recycles are available in the domestic waste stream.

Table 69: Recyclable waste available in the domestic waste stream

Waste category	% Composition (based on mass) (from the waste characterisation exercise)	Mass of waste available in domestic waste stream based on hypothetical waste generated in the MLM in 2020 (tonnes)
Plastics	20.56	5,019.52
Paper & cardboard	15.24	3,720.69
Glass	11.19	2,731.93
E-waste	1.43	349.12
Metal	2.85	695.80
Recyclables subtotal	**51.3%**	**12,519.6**
Organics	19.80	4,833.97
Hazardous & HCRW	0.72	175.78
Nappies	19.65	4,797.35
Construction	2.62	639.65

Waste category	% Composition (based on mass) (from the waste characterisation exercise)	Mass of waste available in domestic waste stream based on hypothetical waste generated in the MLM in 2020 (tonnes)
Other	5.96	1,455.07
Total	**100.0**	**24,418.88**

One mechanism which can be used to divert recyclable material from the domestic waste stream is a separation at source (S@S) programme. It is unlikely that the MLM would have the resources (financial, fleet and expertise) to immediately launch a S@S programme for all areas in the municipality. In addition, not all households in the MLM would participate in a S@S programme and due to contamination of materials, not all the material collected through the programme would be suitable for recycling. The S@S programme can be extended to businesses and retailers in the MLM that generate recyclables that can be reused or recycled. This can assist the municipality in achieving the waste diversion targets from landfill.

A case study for the implementation of a S@S programme in Meyerton is presented in the table below to indicate the possible tonnages of recyclables that can be collected and diverted from landfill.

Table 70: Meyerton Separation at Source Programme Case Study

Meyerton separation at source programme case study explanation and calculation	Total
Meyerton population in 2011	55,283 people
Meyerton population in 2020 (3.21% annual growth rate)	73,468 people
Number of households in 2020 (average household size in 2016 is 2.9)	25,334 households
Average mass of recyclables collected per household per week/month/year: 3.5 kgs per week, 14 kgs per month and 182 kgs per year (J G Afrika, 2019)	
The average mass of recyclables collected in Meyerton in 2020, assuming 80% of households participate in the programme on average:	3,688.6 tonnes

The MLM should commence with a pilot study S@S programme in an urban area in the MLM to gather information that would be important for the success of such a programme. Important information to gather from the pilot study would be:

- Is the community ready and willing to participate in such a programme (the participation rate by households),
- Is there a service provider, in the MLM preferably, capable to provide a reliable collection service of recyclables,
- What is the true cost of a S@S programme to different communities in the MLM,
- How can the municipality and service provider work together to ensure the success of the programme (is there a suitable sorting facility with required equipment, etc.),
- Is there an end market for the recyclables that will be collected and can the service provider resell these,
- Would the programme be feasible, and
- How can the S@S programme be expanded year-on-year to other areas.

(b) Diversion of organic waste and C&DW from landfill

According to SAWIS, in 2019 a total of 6,521.5 tonnes of garden waste and 9,482.2 tonnes of C&DW was disposed of. The MLM should strive to ensure that all organic waste (specifically garden waste) is diverted from landfill through chipping or composting the garden waste. In addition, all clean C&DW should be diverted from landfill by using it as fill material in construction projects, as cover material at landfill sites or as a source material for the production of bricks. Both the diversion of green waste and C&DW would require additional equipment to be purchased or hired by the MLM (a chipper for garden waste and mobile crusher for C&DW). Additionally, the MLM should engage with private composters to compost the chipped green waste and with private construction companies or municipal engineering departments that could use the crushed C&DW for construction related projects. The diversion of waste from landfill would immediately assist the MLM in extending the lifespan of the landfill sites. It was estimated that the landfill sites in the MLM have approximately 5 - 7 years airspace remaining at their landfill sites. The MLM have not commenced with planning for an additional local or regional landfill site therefore the more waste is diverted from landfills, the longer the lifespan of the MLM landfill sites would be.

To ensure that the MLM achieves the 2020 NWMS goals for the diversion of waste from landfill, the recording of waste tonnages and type of waste disposed of at the landfill sites in the MLM should improve. The improvement in the collection, reporting and dissemination of information on SAWIS was also noted as a target in the 2020 NWMS and should be implemented by the MLM. This will assist the MLM to improve their waste management planning to ensure the waste diversion from landfill targets are achieved in the MLM.

(c) Possible waste diversion from landfill to achieve 40% target by 2025

The possible waste tonnage that could be diverted from landfill based on the 2019 SAWIC waste tonnages for the MLM are provided in the table below. A total of 16,491.8 tonnes of waste can be diverted from landfill should the municipality implement a S@S programme in the municipality (for e.g. in Meyerton) and commence with the diversion of green waste and C&DW from landfill. The MLM would divert 38.6% of waste from landfill based on current waste disposal tonnages and proposed waste diversion programmes and initiatives. By expanding the S@S programme and increasing the diversion of organic waste from landfill, the municipality could achieve the NWMS targets.

Table 71: Possible waste diversion from landfill in the MLM

Waste diversion	Tonnes of waste
Pilot S@S programme in Meyerton with 80% participation rate of households	3,688.8 tonnes - as calculated above
Diversion of 80% of all green waste disposed at landfill through chipping and composting	5,217.2 tonnes – 80% of green waste disposed at landfill in 2019
Diversion of 70% of all C&DW disposed at landfill (used as cover or fill material)	7,585.8 tonnes – 70% of C&DW disposed at landfill in 2019
Total diversion of waste from landfill	**16, 491.8 tonnes**

7 Goals, Objectives and Assessment of Alternatives

For the purposes of this report we have defined the terms “goals”, “objectives” and “targets” as follows:

Goals: These are high order expressions of the key general outcomes that an organisation wishes to achieve. With regards to waste management, these could include, for example, improved legal compliance, improved institutional functioning, reduced visual impact of waste management, or an increase in waste minimisation. Because these are high order aspirations, goals at a municipal level may often mirror those of provincial or national government.

Objectives: These are lower order statements than goals, and should talk to more specific outcomes. They should however support at least one of the presented goals, and contribute to the realisation thereof.

Targets: Targets are very specific outcomes which, if achieved, would signal achievement of the objective. They indicate a desired level of performance.

The table below presents hypothetical examples of that discussed above.

Table 72: Examples of Goals, Objectives and Target terminology.

Goal	Objective	Target	Activities
Improve legal compliance	Improve the level of compliance in landfill audits	Minimum of 60% compliance	• All landfills to be audited internally annually • All landfills to be audited externally as per license requirements
Increase waste minimisation	Increase recycling	5% annual increase in recycling in the LM	• Collate annual figures of waste recycled in the municipal area • Implement a 2-bag recycling pilot project • Implement a schools recycling programme

7.1 Goals for Midvaal Local Municipality

A total of seven goals were identified for the MLM. The development of these goals has been informed by the situation analysis and gap and needs assessment.

1. Effective waste information management and reporting
2. Improved waste education and awareness
3. Improved institutional functioning and capacity
4. Provision of efficient and financially viable waste management services
5. Increased waste minimisation and recycling
6. Improved compliance and enforcement
7. Improved future planning

7.2 Alignment with National and Provincial Waste Management Goals

The 2020 NWMS and the GIWMP (2018), along with the status quo of waste management within the MLM were used to inform the MLM third generation IWMP goals. The objectives of these three strategies are listed below.

Table 73: Alignment of MLM Goals with National and Provincial Goals

MLM Goals	GPIWMP Goals (2018)	2020 NWMS
Goal 1: Effective waste information management and reporting	Goal 1. Development of integrated waste management plans Goal 3. Waste Information Management	Goal 2. All South Africans live in clean communities with waste services that are well managed and financially sustainable
Goal 2. Improved waste education and awareness		Goal 3. South Africans are aware of waste and a culture of compliance with waste management norms and standards exists, resulting in zero tolerance of pollution, litter and illegal dumping
Goal 3. Improved institutional functioning, financial management and capacity	Goal 2. Institutional development, capacity building and integration of waste pickers into the waste management service Goal 5. Funding and job creation	Goal 1. Prevent waste, and where waste cannot be prevented, divert 40% of waste from landfill within 5 years; 55% within 10 years; and at least 70% of waste within 15 years through reuse, recycling, and recovery and alternative waste treatment: Increase technical capacity and innovation for beneficiation of waste
Goal 4. Provision of efficient and financially viable waste management services	Goal 2. Institutional development, capacity building and integration of waste pickers into the waste management service	Goal 2. All South Africans live in clean communities with waste services that are well managed and financially sustainable
Goal 5. Increased waste minimisation and recycling		Goal 1. Prevent waste, and where waste cannot be prevented, divert 40% of waste from landfill within 5 years; 55% within 10 years; and at least 70% of waste within 15 years through reuse, recycling, and recovery and alternative waste treatment Goal 2. All South Africans live in clean communities with waste services that are well managed and financially sustainable: Separate Waste at Source
Goal 6. Improved compliance and enforcement	Goal 4. Alignment with applicable legislation	Goal 3. South Africans are aware of waste and a culture of compliance with waste management norms and standards exists, resulting in zero tolerance of pollution, litter and illegal dumping: Enhance capacity to monitor compliance and enforce the Waste Act and International Agreements
Goal 7. Improved future planning	Goal 1. Development of Integrated Waste Management Plans	Goal 2. All South Africans live in clean communities with waste services that are well managed and financially sustainable: Effective Integrated Waste Management Planning

7.3 Objectives and Assessment of Alternatives

The following objectives and alternatives, in context of the aforementioned goals, have been identified for the MLM. The preferred alternatives identified in this section will be taken forward into the implementation plan.

The no-go option (no change to status quo) can be applied to all the actions and targets listed below. The no-go alternative would mean that no change is made and the situation is not improved. The no-go option is not considered as viable as the actions and targets have been identified to improve waste management in the MLM.

Table 74: MLM waste management objectives and assessment of alternatives

Objective	Actions and Targets	Comments on Alternatives
Goal 1: Effective waste information management and reporting		
1.1 Accurate waste information is reported on the GWIS and SAWIC on a regular basis. The MLM is aware of the type and quantity of waste generated in the municipality.	1.1.1 MLM to continue to report on the GWIS and SAWIS.	There are no feasible alternative to this project. The MLM has a legal requirement in terms of the National Waste Information Regulations to report on the GWIS and SAWIS.
	1.1.2 Gate controllers to be stationed at all municipal facilities to record incoming waste types and volumes to estimate waste tonnages disposed at facilities.	The alternative to this project would be to install weighbridges at all municipal facilities. This is not deemed viable for Henley on Klip and Vaal Marina as the remaining airspace is 2 and 8 years respectively. There is a weighbridge in place at the Walkerville landfill site however, it is not operational. The weighbridge software should be procured for Walkerville and weighbridge operated until closure of the site. A weighbridge can also be installed at future waste management facilities. It should however be noted that in terms of the National Waste Information Regulations the MLM is legally required to submit actual waste tonnages (i.e. from a weighbridge) as of August 2017.
	1.1.3 All new gate controllers to undergo GDARD and DEFF waste calculator training prior to commencing work, and all existing gate controllers to undergo refresher training.	There is no feasible alternative to this project. Gate controllers require training to ensure that no prohibited waste types enter the facilities and that correct estimations are made of waste types and volumes entering the site.
	1.1.4 Domestic waste characterisations are undertaken	There is no feasible alternative to this project. Waste characterisations

Objective	Actions and Targets	Comments on Alternatives
	annually. A representative sample is used from different suburbs across the municipality.	are required to determine changes in the domestic waste stream composition due to seasonal changes or influences from recycling and organic waste diversion initiatives.
	1.1.5 Municipality to have a database of all recyclers operating in the municipal area. Records of recycled waste collected by the private service providers to be made available to the municipality.	There is no alternative to this project. The MLM needs to be aware of the recycling occurring in the municipal area.
1.2 The 2020 IWMP is regularly reviewed and the implementation status of project is monitored.	1.2.1 Undertake annual performance reviews of this IWMP, and send reports to SDM and GDARD.	There is no feasible alternative. The MLM is required to undertake annual performance reviews of the IWMP in terms of the Waste Act and submit these reviews to GDARD. These reports should also be submitted to SDM to allow them to track progress on implementation.
1.3 Effective internal management of waste related data.	1.3.1 Develop an inventory of all internal waste related data sets.	There is no feasible alternative to this project. In order to manage information correctly the MLM needs to determine what information is generated related to waste management and to collate this information into a WIS.
	1.3.2 Develop electronic systems for effectively capturing and storing waste data sets e.g., recycling and waste awareness campaigns identified in the above inventory, such that they are readily available.	An alternative to this project could be to develop a manual filing system. This is not recommended as information needs to be readily available in a central location and there is a risk that hardcopy records can be lost. Information stored on electronic systems are also easily transferable when required.
Goal 2: Improved waste education and awareness		
2.1 Waste awareness campaigns are well planned and executed. Sufficient awareness materials are available for the waste awareness campaigns.	2.1.1 Develop an annual waste awareness calendar.	There is no feasible alternative to this project. Waste awareness campaigns needs to be planned to ensure all sectors of society are reached.
	2.1.2 Waste awareness campaigns are to be undertaken by trained and experienced personnel.	There is no feasible alternative to this project. In order for waste awareness campaigns to be undertaken successfully they need to be undertaken by personnel with experience in waste management.
	2.1.3 MLM should engage with SDM to determine what marketing materials the District has and make use of these.	The alternative to this project would be for the MLM to develop their own waste awareness material. This is recommended as awareness materials should be standardised across the District through use of common awareness material and will minimise the costs and efforts needed to develop new awareness campaign material.
	2.14 A reporting procedure for all waste awareness campaigns undertaken is put in place to record topics	There is no feasible alternative to this project.

Objective	Actions and Targets	Comments on Alternatives
	covered, audience engaged, number of persons engaged etc., including lessons learnt and follow up tasks to be undertaken.	
2.2 The public, business and industry are informed of what constitutes hazardous waste and how hazardous waste should be managed.	2.2.1 MLM to support the SDM with hazardous waste awareness programmes if the campaigns are undertaken in the MLM.	The alternative to this project would be for MLM to undertake their own hazardous waste awareness programme.
	2.2.2 MLM to undertake hazardous waste awareness programmes with the public with a focus on HHW. Waste awareness campaigns to be undertaken at all schools in MLM.	There is no viable alternative to this project. Alternatives could however be considered in how the awareness campaigns are undertaken e.g. open days vs community meetings.
2.3 Waste awareness campaigns are mainstreamed at schools and all learners are educated on good waste management and recycling practices	2.3.1 Waste awareness campaigns to be undertaken at all schools in MBLM	There is no viable alternative to this project. Alternatives could however be considered in how the awareness campaigns are undertaken e.g. school recycling competitions vs puppets shows
Goal 3: Improved institutional functioning and capacity		
3.1 The Waste Management Department has sufficient well capacitated employees to allow for the waste management function to be actioned effectively and for the IWMP to be implemented.	3.1.1 The waste and environment organogram is to be reviewed to make provision for a Waste Management Officer (WMO) position.	There is no feasible alternative to this project. The MLM has a legal requirement in terms of NEMWA to designate a WMO.
	3.1.2 The Waste and Environment Department's organogram is to be reviewed to determine if sufficient positions are listed to allow implementation of this IWMP. All vacant positions to be filled by qualified and experienced personnel.	The alternative to this project would be to outsource functions covered by vacant positions. This is not deemed as a suitable alternative as the MLM should focus on building expertise internally and the cost to outsource will likely be higher than to appoint employees.
	3.1.3 Dedicated employees for waste education and awareness to be appointed, key performance indicators (KPIs) to be included in their formal job descriptions.	An alternative to this project could be to add waste awareness campaigns to existing employees duties, however there is a risk that the employees may not have time available to adequately perform the additional role.
	3.1.4 Implementation of the IWMP to be added as KPIs to the Waste Manager, the WMO to be designated by the MLM or supervisors performance evaluation criteria.	An alternative could be to not have any KPIs relating to IWMP implementation, but this risks failure to implement the IWMP.
	3.1.5 Training schedule developed with training needs for employees at different levels identified.	There is no feasible alternative to this project. All employees require job specific waste management training.
	3.1.6 Employment of EMI's.	There are no feasible alternatives to this project. The MLM has a legal

Objective	Actions and Targets	Comments on Alternatives
		requirement in terms of the National Waste Act to appoint EMI's.
Goal 4: Provision of efficient and financially viable waste management services		
4.1 The MLM knows the true costs of waste management in the municipality allowing the LM to improve annual budgets and waste management. The municipality to keep separate financial statements including a balance sheet of services provided.	4.1.1 The MLM to undertake a full cost accounting exercise for services provided to determine the true cost of waste management services.	There are no feasible alternatives to this project. In order to ensure that the correct tariffs are being charged to residents a full review of the finances of the waste management system are required. This review needs to consider all costs related to the provision of waste management services including operational costs such as salaries, fuel, consumables, capital costs such as upgrades to waste facilities and construction of new waste facilities and rehabilitation costs for landfill sites.
4.2 Cost reflective tariffs are charged to residents and business.	4.2.1 The waste service tariff reviews are to be informed by a full cost accounting exercise.	There is no feasible alternative to this project. A full cost accounting exercise is needed to determine the actual cost of the waste management function. The MLM will be able to budget more accurately for the waste management service and set tariffs that reflect the true cost of the waste collection service.
	4.2.2 The MLM should implement a manual capturing system and do a review of the services provided to businesses and the tariffs charged to these businesses. The municipality can recover costs for under-billing businesses.	There is no feasible alternative to this project.
4.3 The waste management fleet is sufficient to continue to provide a good waste collection service and there are backup vehicles available when required.	4.3.1 The MLM fleet replacement policy to be reviewed, updated and implemented.	There is no feasible alternative to this project. The fleet replacement policy needs to be implemented appropriately once it has been updated.
4.4 A kerbside collection service is provided to all future residential developments.	4.4.1 MLM waste department to be informed of all future residential, business and industrial developments to ensure there is sufficient fleet available to provide a weekly kerbside collection service.	There is no feasible alternative to this project.
4.5 A total of 75% of rural households to have access to adequate levels of waste collection services.	4.5.1 Establish communal drop off facilities near farms and remote areas that do not receive a waste collection service.	There is no feasible alternative to this project. All residents should have access to a basic service.
4.6 Budget is determined and allocated for the closure and rehabilitation of waste management facilities.	4.6.1 GRAP assessments of the landfill sites are undertaken on an annual basis and an annual contribution is made for the closure and rehabilitation of	There is no feasible alternative to this project as annual GRAP assessments are a legal requirement.

Objective	Actions and Targets	Comments on Alternatives
	the landfill sites.	
Goal 5: Increased waste minimisation and recycling		
5.1 The diversion of recyclables from waste generated is increased.	5.1.1 Roll out a separation at source programme. The MLM should introduce a two-bag system in medium-high income areas in the municipality.	An alternative to this would be easily accessible drop-off facilities for recyclable waste. The public are more likely to participate in a two-bag kerbside collection service as it is easier than having to transport waste to a drop-off facility. A kerbside two-bag collection service will however have financial implications for the MLM.
	5.1.2 Pilot swop shops and buy-back centres in the municipality in low income areas.	An alternative to this would be to add buy back centres to existing transfer stations and new transfer stations/mini drop off facilities.
	5.1.3 Add and manage recycling drop-off facilities to existing transfer stations and new transfer station/ mini drop-off facilities.	An alternative to this would be to pilot a two-bag system. A combination of the two systems will most likely be required as the MLM is not in a position to implement a municipal wide separation at source programme using the kerbside collection method. Drop-off facilities can be added to areas which do not form part of the pilot programme referred to in 5.1.1 or covered by swop-shops in 5.1.2.
	5.1.4 Roll out recycling initiatives in public spaces and schools.	All public sport facilities, offices and schools should have recycling bins.
5.2 The diversion of organic waste from landfill is increased.	5.2.1 Roll out of a home composting programme in the municipality.	An alternative to this is the development of drop-off facilities for food waste at transfer stations and drop-off centres, however as food waste decomposes quickly these bins would need to be emptied regularly. At present there are no municipal composting facilities where food waste can be transported to therefore this option is not deemed as a viable alternative.
	5.2.2 Develop a municipal composting facility or enter into a partnership with an existing composting company to take municipal green waste.	An alternative to this would be to provide all households with home composting bins. The alternative however might not be viable and practical for the MLM.
	5.2.3 Ensure that recycled waste (glass and plastics) and organic waste (garden refuse) separated at transfer stations are taken to existing private recycling facilities or collected by private recyclers.	There is no viable alternative to this project.
Goal 6: Improved compliance and enforcement		
6.1 Littering and illegal dumping is reduced and the by-laws related to waste management issues are enforced.	6.1.1 Review the current by-laws and make provision for a fining schedule	There is no viable alternative to this project.
	6.1.2 Appoint a waste ranger to enforce the by-laws.	An alternative to this project would be to add the waste ranger

Objective	Actions and Targets	Comments on Alternatives
		function to existing employees' functions. There is a risk that existing employees may not have capacity to undertake this role in addition to their existing roles.
	6.1.3 Undertake clean-up campaigns in areas where littering and illegal dumping is prevalent. These can be undertaken in association with local schools, environmental organisations or communities and used as waste awareness campaign.	An alternative to this project would be for the MLM to undertake all clean-up campaigns in-house without engaging the communities. Clean-up campaigns can be used to raise waste awareness so it is not deemed a suitable alternative for the MLM to conduct all clean-up campaigns without involvement from local schools, organisations and communities.
6.2 All waste facilities are operated in accordance with their licenses and licenses are obtained for unlicensed facilities.	6.2.1 Walkerville landfill site to be licenced.	There is no viable alternative to this project. All landfill sites require a waste management license.
	6.2.2 Ensure that all waste management facilities are operated in line with their waste management licences.	There is no viable alternative to this project. The municipality must comply with the conditions of the waste management license.
	6.2.3 All waste facilities to be audited internally and externally at the frequency specified in their waste management license or registration.	There is no viable alternative to this project. Internal and external audits are required by the waste management licenses.
Goal 7: Improved future planning		
7.1 Plans are in place to guide the development of waste management infrastructure which is required to meet national and provincial waste diversion targets.	7.1.1 The remaining airspace in the waste disposal facilities is determined annually.	There is no viable alternative for this project. The MLM needs to know the actual remaining airspace of landfill sites to allow them to plan for future waste disposal needs.
	7.1.2 MLM to develop and implement a Waste Infrastructure Masterplan.	There is no viable alternative to this project. The MLM needs to develop and implement a waste infrastructure masterplan to ensure the waste infrastructure needs of the municipality are met. The plan should be reviewed annually to track progress.
	7.1.3 Planning for a new landfill site should commence as soon as possible.	There is no viable alternative for this project as the existing landfills have limited airspace.
	7.1.4 There are no documented plans to address future waste collection needs. A waste collection plan should be developed that focuses on providing a waste collection service to unserviced areas.	There is no alternative to this as the MLM should provide a waste collection service to all households in the municipal area.
	7.1.5 There should be a ring-fenced budget for future waste infrastructure needs such as construction of new facilities and rehabilitation of landfill sites.	There is no alternative to this.

Objective	Actions and Targets	Comments on Alternatives
	7.1.6 Obtain budget through funding applications, a grant or a loan, to develop a new landfill site	There is no alternative to this as the municipality needs to develop a new landfill site
	7.1.7 Waste specifications to be developed for all future municipal and private developments (e.g. road widths and provision for drop-off centres).	The alternative to this project would be for all applications to be submitted to the Waste Management Department for comment once the layout plans are complete. The risk in this alternative is that money may be spent on development layouts which would need to reworked and redesigned based on comments from the Waste Management Department. This is not deemed as a suitable alternative.

8 Implementation Plan

The following section contains an implementation plan. The implementation plan outlines the following per project:

- Project priority
    - High priority projects are indicated as red, medium priority as orange and low priority as yellow.
- Timeframes
- Anticipated budget
- Potential funding sources
- Responsibility for implementation of the project

Projects will be assigned a priority from low to high. While all projects in the implementation plan should be implemented, in the event that budget for waste projects are cut or limited, the high priority projects should be implemented before low priority projects. The rates (budget) provided in the table are 2020/21 estimates and annual increases were based on a 7% increase where applicable. To note that funding sources suggested in the implementation plan are not definite. A list of funding agencies applicable to waste management is provided in Appendix B. The MLM would need to engage with these various agencies and apply for funding for the various projects proposed in the implementation plan where applicable.

Table 75: Implementation Plan

No.	Action	Priority	Timeframe	Budget	Funding source	Responsibility
Goal 1: Effective waste information management and reporting						
Objective 1.1 Accurate waste information collected and reported to GWIS and SAWIS						
1.1.1	MLM to continue to report on the GWIS and SAWIS system	High	2021 - 2025, Ongoing	Nil. To be undertaken internally	N/A	MLM
1.1.2	Gate controllers to be stationed at all municipal facilities to record incoming waste types and volumes	High	2021 - 2025, Ongoing	No additional budget required as all facilities are currently staffed	N/A	MLM
1.1.3	All new gate controllers to undergo DEFF waste calculator training prior to commencing work, and all existing gate controllers to undergo refresher training.	High	Completed in 2021, and whenever new staff are appointed or designated as gate controllers.	Nil, GDARD offer training free of charge.	N/A	MLM & GDARD
1.1.4	All municipal waste facilities are registered and reporting on the GWIS. The municipality to restart collating and reporting waste disposed at the	High	2021 - 2025, Ongoing	Nil. To be undertaken in-house	N/A	MLM

No.	Action	Priority	Timeframe	Budget	Funding source	Responsibility
	Walkerville landfill.					
1.1.5	Domestic waste characterisations are undertaken annually. A representative sample is used from different suburbs across the municipality	Medium	2021, and thereafter annually.	Nil if undertaken internally	N/A	MLM
1.1.6	Develop and maintain a WIS for recycle waste in the municipality and collate tonnages of waste recycled per month in the MLM.	High	WIS to be developed in 2021 and maintained thereafter.	Nil if undertaken internally	N/A	MLM
Objective 1.2 The 2020 IWMP is regularly reviewed and the implementation status of project is monitored.						
1.2.1	Undertake annual performance reviews of this IWMP, and submit reports to SDM and GDARD	High	Annually from 2021 -2025. Ongoing	Nil. To be undertaken internally	N/A	MLM
Objective 1.3 Effective internal management of waste related data						
1.3.1	Ensure appropriate systems are in place to capture all waste information and data (e.g. number of waste awareness campaigns, recycling and waste records, staff training requirements and training received, waste collection expansion plans, future infrastructure development, etc.) and ensure this information is stored electronically and uploaded to the central data system.	High	Develop 2021, maintain once developed. Ongoing	Nil. To be undertaken internally	N/A	MLM
Goal 2: Improved waste education and awareness						
Objective 2.1 Waste awareness campaigns are well planned and executed. Sufficient awareness materials are available for the waste awareness campaigns						
2.1.1	Develop an annual waste awareness calendar (to be developed at the beginning of each financial year). Schools in the MLM to be included in the waste awareness campaigns calendar. The MLM awareness schedule can include and be aligned with the SDM and DEFF awareness campaigns and MLM to participate in these campaigns. The awareness campaigns to be co-ordinated by the MLM waste awareness officer.	High	Developed and implemented annually from 2021 - 2025. Ongoing	Nil. To be undertaken internally A travel budget for waste awareness staff. R1,000 per visit for travel costs and awareness materials	N/A	MLM
2.1.2	Employees for waste education and awareness to be designated, and key performance indicators (KPIs) to be included in their formal job descriptions	High	2021 – 2025. Ongoing	Nil if this role is added to existing employees (e.g. environmental officers)	TBC	MLM
2.1.3	Develop waste awareness material or make use of material developed by the SDM.	High	2021 - 2025. Ongoing	Nil. If design of awareness materials can be undertaken internally	N/A	MLM & SDM
Objective 2.2 The public, business and industry are informed of what constitutes hazardous waste and how hazardous waste should be managed						
2.2.1	MLM to support the SDM with hazardous waste awareness programmes	Medium	Commence in 2021	Nil. MLM to fund the cost for	MLM and	MLM & SDM

No.	Action	Priority	Timeframe	Budget	Funding source	Responsibility
	with business and industry. These programmes should focus on informing business and industry of making use of hazardous waste companies registered for hazardous waste collection		and assist annually.	advertising, venues and catering for meetings/ workshops. Approximately R6,000 per workshop.	SDM budget	
2.2.2	MLM to undertake hazardous waste awareness programmes with the public with a focus on HHW. Topic to be included with waste awareness campaigns	Medium	2021 - 2025	The budget will depend on the method of implementation e.g. printed materials (cost) vs social media (free), school visits (free) vs public meetings (cost for catering, venue etc.)	MLM budget	MLM
Goal 3: Improved institutional functioning and capacity						
Objective 3.1 The Waste Management Department has sufficient well capacitated employees to allow for the waste management function to be actioned effectively and for the IWMP to be implemented						
3.1.1	The Waste and Environment Department's organogram is to be reviewed. Further, the new organogram should allow for sufficient positions for the implementation of this IWMP.	High	2021	Nil. The review of the organogram can be undertaken internally. Budget will be required to fill the WMO position and other vacancies.	MLM	MLM
3.1.2	A WMO must be designated for the MLM.	High	2021	Nil if the MLM uses an existing waste manager.	MLM	MLM
3.1.3	Implementation of the IWMP to be added as KPIs to the Waste Manager, the WMO to be designated by the MLM and to the supervisors performance evaluation criteria	High	2021	Nil. No budget will be required to identify staff responsibilities and their training needs	N/A	MLM
3.1.4	MLM to implement the training needs of employees identified in 3.1.1 and 3.1.2	High	2021, ongoing annually	The training costs will depend on identified course. An average budget of ~R8,000/ course/person should be allocated. Some courses e.g. GDARD courses will be free of charge	MLM	MLM
3.1.5	EMI's and peace officers to be identified and trained for the enforcement of waste management by –laws	High	Training of EMI's and peace officers from 2021 – 2023. Ongoing when needed	Nil if this role is added to existing employees (e.g. peace officers).	MLM budget	MLM
Goal 4: Provision of efficient and financially viable waste management services						
Objective 4.1 Cost reflective tariffs are charged to local municipalities and businesses						

No.	Action	Priority	Timeframe	Budget	Funding source	Responsibility
4.1.1	The MLM to undertake a full cost accounting exercise for services provided to determine the true cost of waste management services.	High	Completed by 2022/23.	R100,000 full cost accounting exercise, reviews to be undertaken internally	N/A	MLM
4.1.2	The MLM to develop their waste management budget and annual budgets based on the implementation of this IWMP, and the full cost accounting exercise undertaken.	High	Conducted annually from 2021 - 2025. Ongoing	Internal	MLM	MLM
Objective 4.2 Budget is determined and allocated for the closure and rehabilitation of waste management facilities						
4.2.1	GRAP assessments of Henley on Klip, Vaal Marina and Walkerville landfill sites are undertaken on an annual basis and an annual contribution is made into a vote for the closure and rehabilitation of the landfill sites. GRAP assessments to include airspace calculations.	High	2021 – 2025, undertaken annually	R30,000 for GRAP assessment/ landfill/ annum. R 28,000 for tachometric survey/ landfill/ annum. R20,000 for airspace analysis/ landfill/ annum.	MLM budget	MLM
Objective 4.3 There is sufficient fleet available to provide a reliable collection services and undertake all waste management functions						
4.3.1	The MLM fleet replacement policy to be reviewed and updated.	High	2021	Nil. To be undertaken internally.	MLM budget	MLM
4.3.2	MLM to procure additional fleet and existing fleet to be used as back up or to be replaced.	Medium	2021, ongoing annually	Annual costs based on the vehicle replacement plan. Costs of plant and collection vehicles indicated below. Landfill compactor: R2,500,000.00 Front End Loader: R 1,000,000.00 Tipper Truck: R 900,000.00 Waste collection vehicle (rear end loader compactor truck): R2,500,000.00 Skip Loader: R900,000.00 Light Delivery Vehicle: R 350,000.00	MIG	MLM
Goal 5. Increased waste minimisation and waste diversion from landfill						
Objective 5.1 The diversion of recyclables from waste destined for landfill is increased						
5.1.1	Roll out a separation at source (S@S) programme and this should commence in 2021. The municipality should introduce a two-bag system in one suburb and extend to a new suburb each year.	High	Year 1: Commence with S@S programme as pilot study in MLM.	TBC by the MLM. However, the cost will depend on whether the project is undertaken internally or externally, the methods used to collect the	MLM budget	MLM

No.	Action	Priority	Timeframe	Budget	Funding source	Responsibility
			Year 2: 5% of households receive S@S service (± 2,330 households). Year 3: 10% of households receive S@S service (± 4,661 households). Year 4: 15% of households receive S@S service (± 6,991 households). Year 5: 20% of households receive S@S service (±9,321 households).	recyclables, if the MLM or service provider have facilities, equipment and collection vehicles, the required staff, etc. The costs provided below are estimates costs based on the study by the Western Cape government on S@S programmes (DEADP, 2019). The costs for a class B municipality using separate vehicles to collect the recycles would be approximately R280 per household per annum. Therefore, a S@S for: Year 2: 2,330, households would cost R652,400.00 Year 3: 4,661 households would cost R1,305,080.00 Year 4: 6,991 households would cost R1,957,480.00 Year 5: 9,321 households would cost R2,609,880.00		
5.1.2	Pilot swop shops in the municipality.	Medium	2021 - 2025	R30,000 to establish each swop-shop (shipping container and basic equipment) R180,000 per annum (R15,000 per month) to provide stock for the swop shop. Operating budget to reassessed at the beginning of each financial year.	MLM budget	MLM
5.1.3	Add and operate recycling facilities to existing transfer stations	Medium	2021 – 2025	R100,000 per transfer station per year to purchase. Equipment will depend on needs of transfer station.	MLM budget	MLM

No.	Action	Priority	Timeframe	Budget	Funding source	Responsibility
				Examples are • skip bins for cardboard, plastic, • bottle banks for glass and plastic (igloos), • and recycling bins (Once off costs). Facility 1 in 2022 – Galloway street transfer station Facility 2 in 2024: Blackwood transfer station Facility 3 in 2025: Kliprivier transfer station.		
5.1.4	Expand the in-house recycling programme to all MLM offices, appoint a champion (representative) per office and collect data on the programme	High	2021	Nil. To be undertaken internally	N/A	MLM
5.1.5	Establish a clean MRF or a waste separating facility at the Henley on Klip landfill site (infrastructure already in place at the landfill) The MLM landfills' airspace is nearly full and the municipality plans to develop or be part of a regional landfill model with neighbouring municipalities. For this reason, the MLM would need a transfer station and MRF to divert as much waste from landfilling and reduce costs for transporting waste long distances. The Henley on Klip landfill site has a large storage building that is unused and can be converted into a MRF. The landfill also has a ramp and storage areas for skips that can be used for the transfer station and the disposal of waste by the public. Should this facility at the Henley on Klip landfill no longer be usable, the MRF equipment can be moved to a new facility once constructed. This makes the establishment of a MRF or waste separating facility a feasible option for the MLM.	Medium	Phase 1: 2021 (planning and feasibility phase) Phase 2: 2022/23 (Implementation)	R15 million to upgrade the facility to a clean MRF and for equipment. R8 million to upgrade the facilities to be used for the transfer station and for equipment.	MIG	MLM
5.1.6	Development of mini transfer station with recycling drop-off facilities in remote areas that do not receive waste collection	Medium	2023	R3,000,000 – R4,000,000/ facility	MIG	MLM
5.1.7	Appoint a service provider to crush the C&DW	Medium	Crushing of to	R8,500,000 to purchase a crusher	TBC	MLM

No.	Action	Priority	Timeframe	Budget	Funding source	Responsibility
			C&DW to commence 2024-25			
Objective 5.2 The diversion of organic waste from landfill is increased						
5.2.1	Roll out home composting programme in the municipality This programme is labour intensive based on initial and ongoing training that is needed for households and is more an educational tool as the volumes diverted are small. The municipality can use the results from this programme to motivate more people to participate in this programme and practice organic waste diversion from landfill and minimise the possible their	Low	2023 - 2025 2023: pilot study - 40 households 2024: 80 households 2025: 100 - 200 households based on success of home composting programme.	R600/ household for composting bin. Total budget to be determined based on target number of pilot households. 40 bins: R24,000.00 80 bins: R48,000.00 100 bins: R60,000.00 200 bins: R120,000.00	MLM budget	MLM
5.2.2	Conduct a composting feasibility study for the MLM	High	2021-2022	R300,000	MLM	MLM
5.2.3	Construct a composting facility in future waste disposal facility (size of the composting facility to be informed by a feasibility study) *The municipalities in the Sedibeng District Municipality have commenced with discussion to develop a regional landfill site for the municipalities in the District. The MLM indicated that the location of the landfill might be in a neighbouring municipality due to concerns of available land. The MLM therefore need the composting facility and MRF to divert as much waste as possible – reduce transportation tonnages*	High	2023-2025	Compost facility – less than 10 tonnes per day: R5-8 million. Compost facility – more than 10 tonnes per day: R20-30 million	MIG	MLM
5.2.4	Develop organic waste diversion strategies for all landfill sites and transfer stations *Currently all green waste is separated at transfer stations and drop-off facilities but are going to landfill. The municipality needs to identify opportunities and strategies to divert this green waste from landfill. These should be documented in an organic waste diversion plan.*	High	2021	Nil. To be undertaken internally	MLM Budget	MLM
Goal 6. Improved compliance and enforcement						
Objective 6.1 All waste facilities are operated according with license conditions						
6.1.1	The MLM to undertake internal audits of all waste management facilities	High	2020 – 2025,	Nil. To be undertaken internally	N/A	MLM

No.	Action	Priority	Timeframe	Budget	Funding source	Responsibility
	as required by facility licenses/ registrations		annually			
6.1.2	All relevant MLM employees to be trained on auditing principles to allow them to undertake internal audits	Medium	2021	Nil. If training undertaken by GDARD	MLM budget	MLM
6.1.3	External audits to be undertaken of all waste management facilities in accordance with license/ registration requirements. External audits to include topographical surveys and airspace determination (while the sites are operational) *To note the costs indicated are estimated for 2021. Approximately 7% should be added to the costs annually for budgeting purposes.*	High	2021 - 2025	External audit: R30 000/landfill site/annum Groundwater sampling and monitoring report: R25,000/landfill site/annum Gas monitoring and report: R20,000/landfill site/annum R28,000 for tachometric/ topographical survey/landfill/ year. R10,000 for airspace analysis/ landfill/ annum.	MLM budget	MLM
Walkerville Landfill Site						
6.1.4	MLM to apply for a licence for the site	High	2021/22	R1,800,000 (includes EIA/WML application, geohydrological investigation, monitoring boreholes and WUL application).	MLM budget	MLM
Vaal Marina and Henley on Klip						
6.1.5	Landfill site licenses to be amended to remove unsuitable conditions. Extend the date by which closure must commence	High	2021	Nil. To be undertaken internally	N/A	MLM
6.2 The MLM refuse removal and public nuisance by-laws are updated and enforced						
6.2.1	The refuse removal and public nuisance by-laws should be updated and aligned with the Waste Act.	High	2021/22	Nil, for revision. Excludes the costs for gazetting.	MLM budget	MLM
6.2.2	Dumping hotspot register to be developed and maintained	High	2022 onwards	Nil. To be undertaken internally	MLM	MLM
6.2.3	Cleaning up of illegal dump sites (dumping hotspots to be revamped and utilised as recreational areas).	Medium	2022, onward	TBC by the MLM (annual costs for collecting and cleaning illegal dumping hotspots)	MLM	MLM
Goal 7. Improved future infrastructure planning						
7.1 Plans are in place to guide the development of waste management infrastructure which is required to meet national and provincial waste diversion targets						
7.1.1	MLM to develop guidelines for future developments to ensure that consideration is given to waste management plans e.g. road widths,	Medium	2021	Nil. To be undertaken internally	N/A	MLM

No.	Action	Priority	Timeframe	Budget	Funding source	Responsibility
	provision of drop-off facilities.					
7.1.2	MLM to develop a waste infrastructure master plan. This should include waste disposal (regional and local) and recycling facilities. This plan should also consider whether these facilities should be regional or local (develop to serve more than one LM or just the MLM). The masterplan will identify sites for new facilities, develop concept designs and high-level costings.	High	2021/22	R500,000	MLM	MLM
7.1.3	Based on the recommendations of the waste infrastructure masterplan, the MLM to conduct a feasibility study for the design and development of a new landfill site. The study will include site selection for the landfill, identification of land for the landfill, environmental screening and licencing, an engineering preliminary design, and bill of quantities.	High	2021/22	R700,000 *(this can be a split cost with the municipalities who will be involved with the development and use of the regional landfill site)*	MLM	MLM
7.1.4	MLM to develop a waste collection expansion plan to provide a waste collection service to unserviced areas. The MLM to implement this plan and update the plan annually based on implementation of the plan	High	2021	Nil, to be developed in-house.	MLM	MLM
7.1.5	The MLM to develop a ring-fenced budget for future waste service needs	Medium	2023	TBC *Would be calculation of what municipality budgets for waste management. Would be informed by the GRAP and infrastructure masterplan.*	MLM	MLM

9 Monitoring

The IWMP planning cycle developed by DEA includes monitoring and review as one of the six planning stages.

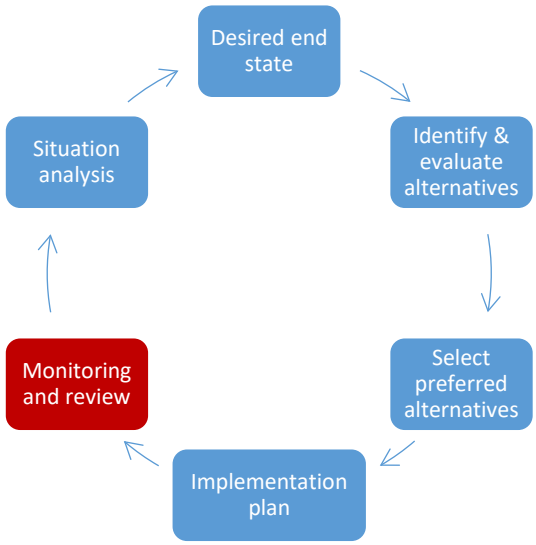


Figure 36: IWMP planning phases as per the Guideline for the Development of Integrated Waste Management Plans (DEA)

Section 13 (3) of Waste Act notes the requirement in Section 46 of the Municipal Systems Act (32 of 2000) for municipalities to compile annual performance reports. Section 13 also specifically requires that progress reports must consider implementation of the IWMP including:

(a) the extent to which the plan has been implemented during the period;
(b) the waste management initiatives that have been undertaken during the reporting period;
(c) the delivery of waste management services and measures taken to secure the efficient
(d) delivery of waste management services, if applicable;
(e) the level of compliance with the plan and any applicable waste management standards;
(f) the measures taken to secure compliance with waste management standards;
(g) the waste management monitoring activities;
(h) the actual budget expended on implementing the plan;
(i) the measures that have been taken to make any necessary amendments to the plan;

These annual reviews should culminate in a formal review report which should be made available to GDARD.

A full review of the IWMP should be undertaken in 2024, however intermediate reviews may also be required if the status quo of waste management changes significantly before 2024.

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Appendix A: Waste Legislation

Introduction

South Africa has a host of legislated acts, policies and guidelines relating to waste management, the most significant of these being the newly promulgated National Environmental Management: Waste Act (58 of 2008) which is now the countries central piece of legislation dealing with waste management. There are also certain relevant international conventions to which South Africa subscribes. This section discusses these acts, policies, guidelines and conventions thereby providing a context to waste policy and legislation. Where applicable it highlights aspects of these acts and policies which apply specifically to the local government authorities.

This section is not exhaustive but presents the broader legislative framework and highlights the more important aspects thereof.

International conventions

Basel Convention on the control of trans-boundary movement of hazardous wastes and their disposal

The Basel Convention (1989) is a global agreement which seeks to address the trans-boundary movement of hazardous waste. The convention is centred on the reduction of the production of hazardous waste and the restriction of trans-boundary movement and disposal of such waste. It also aims to ensure that strict controls are in place when any trans-boundary movement and disposal of hazardous waste does occur, and ensures that it is undertaken in an environmentally sound and responsible manner.

The Basel Convention, held on 22 March 1989, came into effect during May 1992 after ratification by the prerequisite number of countries. South Africa ratified the Convention in 1994, with DEA being the focal point for the convention.
Whilst South Africa subsequently acceded to this Convention, no legislation was passed at the time to give effect to it. The second Basel convention, held on 8 October 2005, set standards for the control of trans-boundary movements of hazardous wastes and their disposal, setting out the categorization of hazardous wastes and the policies for their disposal between member countries. South Africa accedes to this convention and implements its provisions.

The key objectives of the Basel Convention are:

- To minimise the generation of hazardous wastes in terms of quantity and hazardousness.
- To dispose of hazardous waste as close to the source of generation as possible.
- To reduce the movement of hazardous wastes.
- Locally, draft regulations are being prepared in an effort to control the movement of such waste.

The most significant provisions of the Convention relate to the ban on certain importations and exportations; illegal traffic, bilateral, multilateral and regional agreements and the control system of the Convention.

The Basel Convention contains specific provisions for the monitoring of implementation and compliance. A number of articles in the Convention oblige parties (national governments which have acceded to the Convention) to take appropriate measures to implement and enforce its provisions, including measures to prevent and punish conduct in contravention of the Convention.

Rotterdam Convention

The Rotterdam Convention was held in September 1998 to promote shared responsibilities in relation to importation of hazardous chemicals. One of the key provisions is the Prior Informed Consent procedure, which lists information on hazardous chemicals in Annex III. It became legally binding for its parties in 2004. The convention promotes open exchange of information and calls on exporters of hazardous chemicals to use proper labelling, include directions on safe handling, and inform purchasers of any known restrictions or bans. Parties can decide whether to allow or ban the importation of chemicals listed in the treaty, and exporting countries are obliged to

make sure that producers within their jurisdiction comply. From this convention a PIC circular is distributed every six months giving updated information on the listed chemicals, member compliance and sources of supporting information.

Stockholm Convention

In 1995 the United Nations Environment Programme called for global action to be taken on persistent organic pollutants (POPs), which pose a threat to both health and the environment. As a result, the negotiations for the Stockholm Convention on POPs were initiated and culminated in May 2001, with the convention enforced in May 2004. South Africa accedes to this convention, whereby member countries have agreed to phase out POPs, and prevent their import or export. It imposes restrictions on the handling of all intentionally produced POPs, i.e. identified highly toxic, persistent chemicals.

The 12 POPs that have been identified under the convention are aldrin, chlordane, dieldrin, dichloride-diphenyl-trichloroethane (DDT), endrin, Hexachlorobenzene (HCB), heptachlor, mirex, polychlorinated biphenyls (PCBs), toxaphene, dioxins, and furans. Of the aforementioned substances, two are still used in South Africa today (DDT and PCBs), although their use is restricted under the 'Fertiliser Act' as administered by the Department of Agriculture. The above list of chemicals is relevant, especially where there is any management of obsolete and banned pesticides.

South Africa negotiated the continued use of DDT, as it has proved critical in the fight against malaria, and PCBs will be phased out as the electrical appliances that contain them become obsolete.

In 2005 South Africa, at the Reduce, Reuse and Recycle Ministerial Conference, became one of 7 countries to sign an agreement for the African Stockpile Programme, a project aimed at recovering and the appropriate disposal of obsolete pesticides. With funding ($1,7million) from the World Bank, government began implementing the programme.

The country is also developing guidelines for the implementation of the Globally Harmonised System of Classification and Labelling of Chemicals. The funding was for the disposal of obsolete pesticides as part of the African Stockpile Programme. The department has begun implementing this programme throughout the country. Further work on training workers to handle chemicals was rolled out.

By mid-2007, a pilot project for the collection of all obsolete pesticides possessed by farmers in the Limpopo Province had begun, and this involved, amongst others, identification of collection points and collection of obsolete pesticides within the province. These stocks were further consolidated from various collection points to a central collection point and ultimately safeguarded and shipped to Holfontein Waste Disposal Site for temporary storage. The inventory of pilot project stocks has been undertaken. About 100 tons of labelled and unlabeled stocks of obsolete pesticides have been collected through this pilot project. The pilot project is expected to serve as a benchmark for the roll-out of projects in other provinces.

However, as the amount of obsolete pesticide stocks collected from the Limpopo pilot project is significantly higher than what was anticipated, it has become apparent that the remaining funds in the World Bank African Stockpile Programme budget will not be sufficient for national rollout of the programme. The African Stockpile Programme Project Management Unit has had numerous deliberations in an effort to come up with a sustainable solution for management of pesticides in the country

London Convention on the Prevention of Marine Pollution by Dumping of Waste and Other Matters

The London Convention on the Prevention of Marine Pollution by Dumping of Waste and Other Matter, 1972, aims to prevent marine pollution by preventing the dumping of wastes such as industrial waste, sewage sludge, dredged material and radioactive waste at sea, as well as incineration at sea. South Africa is a signatory to the convention and the associated 1996 Protocol.

This convention and its various protocols were incorporated into the following South African legislation:

- Prevention of Pollution from Ships Act (Act 2 of 1986), and the regulations concerning the Prevention of Pollution by Garbage from Ships Regulations (GN R1490, published in Government Gazette No. 14000, dated 29 May 1992).
- The Dumping at Sea Control Act (Act 73 of 1980).

The primary responsible agency is the DEAT Sub Directorate of Marine and Coastal Pollution Management who issue permits for dredge spoils and sinking of old vessels. It occasionally issues permits for ships in trouble, typically grounded, to release their cargo into the sea.

Local Agenda 21

Agenda 21 is a comprehensive document for global action on the environment and sustainable development, to take the world into a more sustainable 21st century. It is probably the most important document to be adopted by the UN Conference on the Environment and Development (UNCED) at the Rio de Janeiro Summit in June 1992. The 40 chapters covered a wide range of issues including the atmosphere, oceans, land resources, poverty, etc.

It was important for each nation to develop its own local Agenda 21, in order to translate and interpret the principles of sustainable development to local areas. Local Agenda 21 focuses on developing partnerships involving the public, private and community sectors that together can resolve urban environmental management problems and strategically plan for long term sustainable environmental management.

One of the key features of sustainable development is the requirement to integrate economic and environmental factors into all decision making processes. Applications of these criteria to waste management require a new emphasis on resource and energy conservation, ensuring that supplies of raw materials, sources of energy and the quality of the physical environment can be maintained. Agenda 21 initiatives are considered to be an essential vehicle for the implementation of various aspects of the IWMP.

The key goals of Agenda 21 are:

- Sustainable development.
- Eradication of poverty.
- Elimination of threats to the environment.
- To ensure a sustainable environment.
- Creation of sustainable job opportunities.

The focus of the IWMP is to strive to attain the above goals in all facets thereof. The following seven key activities require attention in order to satisfy Local Agenda 21.

(a) Activities within the Local Authority

(i) Garnering local political support

- Information sessions and workshops.
- Reports and presentation to committees.
- Physical involvements in projects.

(ii) Managing and improving local authorities own environmental performance.

- Corporate commitment.
- Staff training and creating awareness.
- Environmental management systems.
- Budgeting for environmental processes.
- Policy integration across all sectors.

(iii) Integrating sustainable development aims within local authorities' policies and activities

- Economic development.
- Tendering and purchasing.

- Tourism and visitor strategies.
- Health strategies.
- Welfare, equal opportunities and poverty strategy.
- Focused environmental services.

(b) Activities within the wider community

(iv) Awareness raising and education
- Support for environmental education.
- Awareness-raising events.
- Visits and talks.
- Support for voluntary groups.
- Publication of local information.
- Press releases.
- Initiatives to encourage behavioural change and practical actions.

(v) Consulting and involving general public
- Public consultation processes.
- Interaction with NGO's/forums.
- Focus groups.
- Feedback mechanisms

(vi) Forging partnerships with other interest groups and activities, such as:
- Meetings, workshops and conferences.
- Working groups/advisory groups.
- Round table discussions.
- Comprehensive Urban Plan.
- International and regional partnerships.

(vii) Measuring, monitoring and reporting on progress toward sustainability
- Environmental monitoring.
- Sustainability indicators.
- Targets.
- Environmental Impact Assessments.
- Strategic Environmental Assessment.

South African Legislation

Constitution of the Republic of South Africa

The South African Constitution (Act 108 of 1996) is the supreme law of South Africa. Any law or conduct that is inconsistent with it, is invalid, and the obligations imposed by it must be fulfilled. Therefore, as such, all law, including environmental and waste management planning must consider compliance with the Constitution of South Africa.

The Constitution contains a Bill of Rights, set out in Sections 7 to 39. The Bill of Rights applies to all law and binds the legislature, the executive, the judiciary and all organs of state. A provision of the Bill of Rights binds a natural or a juristic person if, and to the extent that it is applicable, taking into account the nature of the right and the nature of the duty imposed by the right.

Section 24 of the Constitution guarantees everyone the right to:

An environment that is not harmful to their health or wellbeing; and to have an environment protected for the benefit of present and future generations, through reasonable legislative and other measures that:

- Prevent pollution and ecological degradation.
- Promote conservation. and
- Secure ecologically sustainable development and use of natural resources while promoting justifiable economic or social development.

The environmental rights (section 24), is strengthened by other relevant fundamental rights, such as the rights of access to information and administrative justice.

(c) National and Provincial authority competence

General obligations imposed by the constitution on national and provincial government institutions are adjudicated, as the Constitution establishes an administrative framework for all organs of state. The national and provincial governments are concurrently entitled to legislate on matters stipulated in Schedule 4 of the Constitution. Both spheres of government have legislative competence over areas that will impact on management in the natural/urban interface, like environment, disaster management, nature conservation and pollution control, and would therefore also frame related matters such as waste management. It should also be noted that the Constitution contemplates the assignment, from national Government to the provinces, of functions that would normally be the exclusive preserve of the former.

Subsection 24(b) of the Constitution relates to the constitutional imperative requiring government to enact appropriate environmental law reform legislation. This led to the promulgation of the National Environmental Management Act (Act 107 of 1998, NEMA) and the National Water Act (Act 36 of 1998) amongst others. More specifically to the objective of this framework is the National Environmental Management: Waste Act, which was recently enacted.

Important to the development of a local integrated waste management strategy and plan is that in accordance with Section 155(6) of the Constitution each provincial government must establish municipalities in its province and, by legislative or other measures, must –

(1) provide for the monitoring and support of local government in the province; and
(2) promote the development of local government capacity to enable municipalities to perform their functions and manage their own affairs.

Furthermore in according to Section 155(7) the national government and the provincial governments have the legislative and executive authority to see to the effective performance by municipalities of their functions in respect of matters listed in Schedules 4 and 5, by regulating the exercise by municipalities of their executive authority referred to in section 156 (1).

(d) Local authority competence

National and provincial government are both obliged, by legislative and other measures, to support and strengthen the capacity of municipalities to manage their affairs, to exercise their powers and perform their functions within the individual municipal jurisdiction. This responsibility is covered in Chapter 7:

In terms of section 152 of the Constitution the objects of local government are to:
- Provide democratic and accountable government for the local community.
- Ensure the provision of services to communities in a sustainable manner.
- Promote social and economic development.
- Promote a safe and healthy environment. and
- Encourage the involvement of communities and community organisations in the matters of local government.

A municipality must in terms of section 153 structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community and participate in national provincial development programmes.

National and provincial government are also obliged to assign to a municipality, by agreement and subject to any conditions, the administration of matters listed in the relevant parts of Schedules 4 and 5 and any other matter which would be most effectively administered locally, provided that the municipality has the capacity to administer it. A municipality has the right to exercise any power concerning a matter reasonably necessary for, or incidental to, the effective performance of its functions.

Those areas of the urban/natural interface zone that fall within the legislative and jurisdictional competence of provincial or local authorities (for example a road reserve or urban areas that border a park) fall to be regulated by those authorities. The Constitution aims to co-ordinate the different levels of government and the management of the issues which the public institutions constituted or confirmed by them are charged with governing. This requires co-operation on the part of different organs of state. The above statements become pertinent to waste management as it sets the context of the administrative activities convened at the Local government level. In addition, related to local government in terms of section 152(1)(d) of the constitution, one of the objectives of local government is "to promote a safe and healthy environment".

Municipalities are further charged with making, administering and enforcing by-laws for the effective administration of the matters of which they have the right to administer. Any bylaw that conflicts with national or provincial legislation is deemed invalid. In accordance with Section 160(4) no bylaw may be passed by a Municipal Council unless all the members of the Council have been given reasonable notice; and the proposed by-law has been published for public comment. Furthermore, in accordance with Section 162 no bylaw may be enforced unless it has been published in the relevant official provincial gazette and the bylaw must be accessible to the public.

National Environmental Management Act

The National Environmental Management Act (Act 107 of 1998) commonly known as "NEMA" gives effect to the "Environmental Right" of the Constitution and is South Africa's overarching framework for environmental legislation. The objective of NEMA is to provide for operative environmental governance by establishing principles for decision-making on matters affecting the environment, institutions that will promote co-operative governance, and procedures for co-ordinating environmental functions exercised by organs of state. An important function of the Act is to serve as an enabling Act for the promulgation of legislation to effectively address integrated environmental management.

NEMA sets out a number of principles that aim to implement the environmental policy of South Africa. These principles are designed to serve as a framework for environmental planning, as guidelines by which organs of state must exercise their functions and to guide other laws concerned with the protection or management of the environment.

The principles include a number of internationally recognized environmental law norms and some principles specific to South Africa. These core principles include:

- Accountability.
- Affordability.
- Cradle to Grave Management.
- Equity.
- Integration.
- Open Information.
- Polluter Pays.
- Subsidiary.
- Waste Avoidance and Minimisation.
- Co-operative Governance.
- Sustainable Development.
- Environmental Protection and Justice.

Chapter 2: Sections 3 to 6 of NEMA, make provision for the establishment of the Committee for Environmental Co-ordination. The objective of the committee is to promote the integration and co-ordination of environmental

functions by the relevant organs of state and in particular to promote the achievement of the purpose and objectives of environmental implementation plans and environmental management plans.

Chapter 5: Sections 23 to 24 of NEMA is designed to promote integrated environmental management and provide tools for integrating environmental activities. Environmental management must place people and their needs at the forefront of its concerns, and serve their physical, psychological, developmental, cultural and social interests equitably. . This chapter of NEMA requires any activity that can potentially impact on the environment, socio-economic conditions and cultural heritage require authorisation or permission by law and which may significantly affect the environment, must be considered, investigated and assessed prior to their implementation and reported to the organ of state charged by the law with authorising, permitting or otherwise allowing the implementation of an activity. Development must be socially, environmentally and economically sustainable. Sustainable development therefore requires the consideration of all relevant factors, some of which include the following:

- The disturbance of ecosystems and loss of biological diversity is to be avoided, or, minimised and remedied.
- The pollution and degradation of the environment are to be avoided, or, minimised and remedied.
- Waste is to be avoided, or, minimised and re-used or recycled where possible and otherwise disposed of in a responsible manner.
- A risk-averse and cautious approach is to be applied.
- Negative impacts on the environment and on the people's environmental rights must be anticipated and prevented, and where they cannot be altogether prevented, must be minimised and remedied.

Section 24(5) of NEMA was enacted through the promulgation of the Environmental Impact Assessment (EIA) Regulations published in 2006 and revised in 2010. The construction of facilities or infrastructure including associated structures or infrastructure for the recycling, re-use, handling, temporary storage or treatment of general waste and hazardous waste, were originally listed in these regulations and therefore required either a Basic Assessment or a Scoping and EIA Process to be followed depending on specific listed criteria. However, the above mentioned waste activities have now been repealed and instead require a license application under the Waste Act.

Chapter 7: Sections 28 to 30, imposes a duty of care in respect of pollution and environmental degradation. Any person who has caused significant pollution or degradation of the environment must take steps to stop or minimise the pollution. Where an incident occurs that is potentially detrimental to the environment, the person who is responsible for the incident or the employer must, within 14 days of the incident, report to the Director-General, provincial head of department and municipality. The relevant authority may specify measures to address the problem and remediate the area within 7 days. The Acts also attach consequences for breaching the duty of care, namely that government authorities are empowered to issue directions and to remediate the situation and recover costs where the directions are not complied with.

Chapter 8: Sections 35, provides that the Minister and every MEC and municipality may enter into an environmental management co-operation agreement with any person or community for the purpose of promoting compliance with the principals laid down in NEMA. Environmental Co-operation Agreements may contain an undertaking by the person or community concerned to improve the standards laid down by law for the protection of the environment and a set of measurable targets and a timeframe for fulfilling the undertaking.

Chapter 9 allows the Minister to make model By-Laws aimed at establishing measures for the management of environmental impacts of any development within the jurisdiction of the municipality, which may be adopted by the municipality as By-Laws. Any municipality may request the Director-General to assist it with its preparation of By-Laws on matters affecting the environment and the Director-General may not unreasonably refuse such a request. The Director-General may institute programmes to assist municipalities with the preparation of By-Laws for the purposes of implementing this Act.

Environment Conservation Act

The Environment Conservation Act (Act 73 of 1989) (ECA) predates the Constitution and, although many sections have already been repealed, certain sections are still in place.

The objectives of the ECA are to provide for the effective protection and controlled utilisation of the environment. Several sections of the ECA were repealed through the enactment of NEMA and certain responsibilities were assigned to the provinces.

The Waste Act has repealed sections of the ECA dealing with waste management. More specifically these repealed sections are:

- 19: Prohibition of littering. This is now dealt with under Section 27 of the Waste Act.
- 19A: Removal of litter.
- 20: Waste Management. This section dealt with permitting of waste facilities, but is now replaced by Chapter 5 (Sections 43 – 59) of the Waste Act.

Waste management, more specifically with regard to landfill disposal site permitting and related matters, was until its recent repeal through the Waste Act, coordinated and controlled under Section 20 of the ECA, as follows.

In order to implement section 20 of the ECA, DWAF previously issued the above mention permits subject to specified conditions stipulated in the DWAF Minimum Requirements: Waste Management Series.

- 24: This section provided the framework for waste regulations to be formulated. This issue is now covered by Chapter 8, Part 1 (Regulations) (Sections 69 – 71) of the Waste Act.
- 24A, 24B and 24C: Similarly these sections which dealt with regulations regarding littering, products, and procedures for making regulations respectively are now addressed by Chapter 8, Part 1 of the Waste Act.
- 29: Sections (3) and (4), which deal with Offences and Penalties have been substituted by the Waste Act.

Despite the fact that the Waste Act repeals section 19,19A, 20, 24, 24A 24B, and 24C of the ECA, it should be noted that in accordance with Section 80(2) of the Waste Act, any regulations or directions made in terms of these appealed sections of the ECA, remain in force and are considered to have been made under the Waste Act.

National Environmental Management: Waste Act

(a) Overview

The National Environmental Management: Waste Act (Act 59 of 2008) (NEMWA) was promulgated on 01 July 2009, marking a new era in waste management in South Africa (with the exception of a number of sections which will be brought into effect at dates still to be gazetted). The act covers a wide spectrum of issues including requirements for a National Waste Management Strategy, IWMPs, definition of priority wastes, waste minimisation, treatment and disposal of waste, Industry Waste Management Plans, licensing of activities, waste information management, as well as addressing contaminated land.

However, South African waste management legislation is still fragmented. Mining; radio-active waste; disposal of explosives; and disposal of animal carcasses, which are covered by specific other regulations is not addressed by the act. The Waste Act does however constitute South Africa's overarching primary waste legislation.

(b) Objectives of the Waste Act

The National Environmental Management: Waste Act's objectives are -
To protect health, well-being and the environment by providing reasonable measures to -

- Minimising the consumption of natural resources.
- Avoiding and minimising the generation of waste.
- Reducing, re-using, recycling and recovering waste.
- Treating and safely disposing of waste as a last resort.
- Preventing pollution and ecological degradation.
- Securing ecologically sustainable development while promoting justifiable economic and social development.
- Promoting and ensuring the effective delivery of waste services.

- Remediating land where contamination presents, or may present a significant risk of harm to health or the environment. and
- Achieving integrated waste management reporting and planning.
- To ensure that people are aware of the impact of waste on their health well-being and the environment.
- To provide for compliance with the measures set out in paragraph (a) and
- Generally, to give effect to section 24 of the Constitution in order to secure an environment that is not harmful to health and well-being.

The Chapters and topics of the Waste Act are as follows:
Chapter 1 - Interpretation and Principles
Chapter 2 - National Waste Management Strategy, Norms and Standards
Chapter 3 - Institutional and Planning Matters
Chapter 4 - Waste Management Measures
Chapter 5 - Licensing of Waste Management Activities
Chapter 6 - Waste Information
Chapter 7 - Compliance and Enforcement
Chapter 8 - General Matters.

(c) Roles and Responsibility

The Act establishes a national framework for waste planning, regulation and management with roles for all spheres of government, specifically:

- National government is tasked with establishing a national waste management strategy, including norms, standards and targets. National norms and standards may cover all aspects of the waste value chain, from planning to service delivery. Of particular importance from an intergovernmental perspective are the powers of national government with respect to norms and standards for:
- The regionalization of waste management services.
- Tariffs for waste services provided by municipalities, including providing for tariffs to be imposed to provide for waste management infrastructure or facilities and ensuring that funds obtained from the provision of waste services are used for the delivery of these services.
- Provincial governments are tasked with the implementation of the national waste management strategy and national norms and standards, and may set additional, complementary provincial norms and standards. The Waste Act notes that these norms and standards must amongst other things facilitate and advance regionalization of waste management services.
- Local governments are required to ensure the universal and sustainable delivery of services, subject to national and provincial regulation. In particular, they are required to maintain separate financial statements, including a balance sheet of the services provided.

The table below lists sections of the act which make specific demands on Local (municipal) government: Tasks falling under sections of the act which have yet to be enacted have not been listed. While certain sections of the text are taken verbatim from the Act, interpretation has been added.

Tasks required by governmental entities in terms of NEM:WA.

TOPIC	SECTION	REQUIREMENT
General duty	3	The state **must** put in place measures that seek to reduce the amount of waste generated, and where waste is generated, ensure that it is re-used, recycled and recovered in an environmentally sound manner.
Waste service standards	9 (1) & (2)	A municipality must deliver waste management services, including waste removal, storage and disposal services in adherence to the national and provincial norms and standards (section 7 and 8 of the Act); whilst: • Integrating the IWMP and IDP • Ensuring access to services • Ensuring affordable service delivery

TOPIC	SECTION	REQUIREMENT
		• Ensure effective and efficient Sustainable and Financial management
	9 (3)	The Municipal may furthermore set local standards: • For separating, compacting and storing waste • Management of solid waste, i.e.: Avoidance, Minimisation, Recycling • Coordination of waste to relevant treatment or disposal facilities • Litter control
Designation of Waste Management Officers	10(3)	The Municipality must designate in writing a waste management officer from its administration to be responsible for coordinating matters pertaining to waste management in that municipality
Integrated Waste Management Plans	11 (4) & (7)	• The Municipality must submit an IWMP to the MEC for approval (response from the MEC must be given within 30 days) • Include the approved IWMP into its IDP • Follow the consultative process in section 29 of the Municipal Systems Act (separately or as part of IDP)
	12	Contents for IWMP's, includes: • A situational analysis • a plan of how to give effect to the Waste Act • municipal waste management and services obligations • prioritisation of objectives • setting of targets • planning approach to any new disposal facilities; and • Financial resourcing.
	13	An annual performance report prepared in terms of section 46 of the Municipal Systems Act must contain information on the implementation of the municipal IWMP.

(d) Industry Waste Management Plans

For industries, the Waste Act states that either the Minister or the relevant provincial MEC may under certain conditions and by written notice or by notice in the Gazette require a person or industry to prepare and submit an Industry Waste Management Plan.

(e) Waste Licensing for listed Activities

The Minister has subsequently gazetted (on 03 July 2009) GN No. 718 (Gazette No. 32368) and 719 (Gazette No. 32369) which present a Waste Management Activity Lists describing those waste activities, and thresholds, which require authorisation before they are undertaken. This list was amended in 2013 (Gazette No 921 of 2013) and again in 2017 (Gazette No, 1094 of 2017). The Waste Act Schedule 1 (Section 19) identifies activities which require a waste management licence. Activities include:

- Recycling and recovery.
- Treatment of waste.
- Disposal of waste on land.
- Construction, expansion or decommissioning of facilities and associated structures and infrastructure.

Either a Basic Assessment or Scoping and Environmental Impact Assessment (EIA) process is to be carried out with regards to acquiring a licence as stipulated in the environmental impact assessment regulations made under section 24 (5) of the Waste Act).

(f) Integrated Waste Management Planning

The Waste Act also places considerable emphasis on the development of an integrated waste planning system, through the development of interlocking Integrated
Waste Management Plans (IWMPs) by all spheres of government and specified waste generators. This planning system is the primary tool for cooperative governance within the sector. While the requirement for these plans is new for national and provincial governments, and for waste generators, this is not the case for local governments who had been able to voluntary prepare such plans within their Integrated Development Plans (IDPs). IWMPs are mandatory for national and provincial government and specified waste generators, but the situation for local government is made a little more ambiguous by the Constitutional assignment of concurrent powers to provincial and local governments in this respect, with only limited authority assigned to national government.

(g) Norms, standards, tariffs and financial Management Systems

Other focal areas of the Waste Act include provisions for the development of norms and standards, tariffs and financial management systems. These powers all largely repeat existing national or provincial powers that are provided for in other legislation. The key change is that the Minister of Environmental Affairs now assumes these powers in terms of the Act, although concurrently with other authorised Ministers notably in Local Government and Finance portfolios.

Certain sections of the act have yet to be enacted, including the following:

- Section 28 (7), which makes allowance for of a person, category of person or industry to compile and submit an industry waste management plan for approval to the MEC, without being required to do so by the MEC.

Section 46, which allows the licensing authority to require an applicant seeking a waste management licence to appoint an independent and qualified person to manage the application.

National Environmental Management: Air Quality Act

The National Environmental Management: Air Quality Act (39 of 2004) requires that appropriate consideration must be given to the emissions arising from waste management practices, processes and procedures. Many facets of waste management are associated with atmospheric emissions, for example, waste transportation is associated with carbon dioxide released from vehicles, and methane and carbon dioxide which are released from landfill sites.

The Air Quality Act was published in the Government Gazette on 24 February 2005 and came into effect in September 2005. This Act, amongst others, provides for the implementation of a National Framework, of national, provincial and local ambient air quality and emission standards and air quality management plans. These implementations are currently in progress.

Atmospheric Pollution Prevention Act

Prior to the Air Quality Act coming into full effect, the control of atmospheric emissions of noxious, hazardous and nuisance causing materials was controlled by the Atmospheric Pollution Prevention Act (APPA) (Act 45 of 1965) and its amendments. The administration of the APPA has been assigned to the Air Pollution Control Department under the Department of Environmental Affairs & Tourism.

Those sections addressing the management of dust are of importance for landfill site management. Sections 27 – 35 state that industries should adopt the “best practicable means” for preventing dust from becoming dispersed or causing a nuisance. The act also empowers owners or occupiers present in the vicinity of the source of dust/nuisance to take or adopt necessary steps or precautions against the nuisance. Where steps have not been prescribed, owners must adopt the “best practicable means” for the abatement of the nuisance. Should any person/s such as for example, waste management service providers, not comply with the necessary steps to prevent owners/occupiers from the effects of dust, the person/s may be liable to pay a dust control levy to the minister.

National Water Act

The National Water Act (Act 36 of 1998) is South Africa's overarching piece of legislation dealing with water resource management. It contains a number of provisions that impact on waste management, including:

- Ensuring the disposal of waste in a manner, which does not detrimentally impact on water resources.
- Managing the discharge of waste into water resources.

The Act allows the Minister to make regulations for:

- Prescribing waste standards, which specify the quantity, quality and temperature of waste that may be discharged or deposited into or allowed to enter a water resource.
- Prescribe the outcome or effect, which must be achieved through management practices for the treatment of waste before it is discharged or deposited into or allowed to enter a water resource.
- Requiring that waste discharged or deposited into or allowed to enter a water resource be monitored and analysed according to prescribed mechanisms.

Occupational Health and Safety Act

The purpose of the Occupational Health and Safety Act (OHSA) (Act 85 of 1993)and associated regulations is to provide for the health and safety of persons at work and for the health and safety of persons in connection with the use of plant and machinery; the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with the activities of persons at work; to establish an advisory council for occupational health and safety; and to provide for matters connected therewith.

A sound waste management strategy and planning must take into account the safety of persons involved in the practical implementation thereof, with reference in particular to any waste services carried out by municipal officials; and waste service providers and their employees.

Core to OHSA are the principles and core duties of employers and employees as legislated in Sections 8, 9 and 14 thereof.

Section 8(1) stipulates that "Every employer shall provide and maintain, as far as is reasonable practicable, a working environment that is safe and without risk to the health of his employees".

Section 9(1) stipulates that "Every employer shall conduct his undertaking in such a manner as to ensure, as far as is reasonably practicable, that persons other than those in his employment who may be directly affected by his activities are not thereby exposed to hazards to their health or safety." Subsection (2) imposes a similar duty on every self-employed person.

Section 14(a) imposes a duty on every employee at work to take reasonable care for the health and safety of himself and of other person who may be affected by his acts or omissions. An employee is also required to co-operate with his employer concerning his duties in terms of the Act and to obey health and safety rules and procedures laid down by his employer.

In addition the OHSA further protects workers with regard to Hazardous Chemical Substances through specific regulations. Asbestos regulations deal with specific asbestos containing waste management.

It is likely that the OSHA also places an obligation on the Municipality, to ensure that service providers maintain compliant Health and Safety procedures. This would be relevant in the case of outsourced, waste management functions.

Health Act

The Health Act (Act 63 of 1977) focuses on the promotion of the health of the people and the provision of processes to enable this objective to be achieved. Sections 20, 34 and 38 of the Act are relevant to waste management.

Section 20, requires authorities to take lawful and reasonable practical measures to maintain their areas in a hygienic and clean condition to prevent an unhealthy environment for people.

Sections 34 and 38 of the act authorise the National Minister of Health to make regulations, which may directly impact on waste management.

Hazardous Substances Act

The Hazardous Substances Act (Act 15 of 1973) governs the control of substances that may cause ill health or death in humans by reason of their toxic, corrosive, irritant, flammability or pressure effects. The Act provides for the regulation of the storage, handling, labelling and sale of Group I, II, and III hazardous substances. A license is required for an operation that stores, handles and sells Group I substances. Section 29(1) of the Act regulates the disposal of the empty containers, which previously held Group I substances.

No national, local provincial or local municipal regulations have been promulgated under the Act for the on-site management of Group II hazardous substances.

The relevance of the Act with regard to waste management is captured as certain waste types may be categorised into the various groupings under the Act as noted above.

National Road Traffic Act

The United Nations (UN) recommendations on the transport of dangerous goods have been used to produce sections of the National Road Traffic Act (Act 93 of 1996). In addition, and in terms of other regulations published under the Act, certain South African Bureau of Standards (SABS) Codes of Practice have been incorporated as standard specifications into the National Road Traffic Regulations (GNR 1249 of 13 November 2001). These codes have been based on the UN recommendations, also known as “The Orange Book” and the associated European Agreement concerning the International Carriage of Dangerous Goods by Road Regulations.

The codes of practice so incorporated include e.g. the following:

- SANS 10228:2006 Edition 4.00: The identification and classification of dangerous goods for transport.
- SANS 10229-1:2005 Edition 1.00: Transport of dangerous goods - Packaging and large packaging for road and rail transport Part 1: Packaging.
- SANS 10229-2:2007 Edition 1.00: Transport of dangerous goods - Packaging and large packaging for road and rail transport Part 2: Large packaging.
- SANS 10232-1:2007 Edition 3.00: Transport of dangerous goods - Emergency information systems Part 1: Emergency information system for road transport.
- SANS 10232-2:1997 Edition 1.00: Transportation of dangerous goods - Emergency information systems Part 2: Emergency information system for rail transportation.
- SANS 10232-3:2007 Edition 3.00: Transport of dangerous goods - Emergency information systems Part 3: Emergency response guides.
- SANS 10232-4:2007 Edition 1.01: Transport of dangerous goods - Emergency information systems Part 4: Transport emergency card.
- SANS 10233:2001 Edition 2.00: Transportation of dangerous goods - Intermediate bulk containers.

The transportation of all waste products should adhere to the above where applicable, noting that certain waste/ refuse may be categorised as dangerous goods.

Advertising on Roads and Ribbon Development Act

The Advertising on Roads and Ribbon Development Act (Act 21 of 1940) regulates, amongst other things, the depositing or discarding of waste near certain public roads, and the access to certain land from such roads. To the extent as outlined in Proclamation 23 in Government Gazette 16340 of 31 March 1995, the administration of this Act has been assigned to the provinces. In terms of section 8 of the Act, no person shall within a distance of 200 metres of the centre line of a public road deposit or leave outside an urban area, so as to be visible from that road, a disused vehicle or machine or a disused part of a vehicle or machine or any rubbish or any other refuse, except in accordance with the permission in writing granted by the controlling authority concerned. The controlling authority may remove any object or substance referred to found on a public road and may recover the cost of the removal from the person who deposited or left such object or substance there.

When any person has deposited or has left any object or substance in contravention of the above, but not on a public road, the controlling authority concerned may direct the person in writing to remove or destroy that object or substance within such period as may be specified in the direction. If the person fails to comply with that direction, the controlling authority may cause the object or substance to be removed or destroyed any may recover from the said person the cost of the removal or destruction. The preceding provision do not apply to any object or material which has been or is being used for or in connection with farming, or to soil excavated in the course of alluvial digging: provided that this sub-section shall not permit the deposit or leaving of any article or material on a road.

Waste Tyre Regulations

The Waste Tyre Regulations were first published as Government Notice R.149 on 13 February 2009 and came into effect on 30 June 2009. These regulations were amended in 2016 in General Notice R. 1493 of 2016. The latest Waste Tyre Regulations (R1064 of 2017) were published on 29 September 2017 and came into effect immediately. The purpose of the legislation is to regulate the management of waste tyres by providing for the regulatory mechanisms. The regulations apply uniformly in all provinces in South Africa and affect waste tyre producers, waste tyre dealers, waste tyre stockpile owners, landfill site owners and tyre recyclers.

In summary, the regulation:

- Defines a waste tyre as a new, used, re-treaded, or un-roadworthy tyre, not suitable to be re-treaded, repaired or sold as a part worn tyre and not fit for the original intended use.
- Prohibits management, recycling, recovery or disposal of a waste tyre at any facility or on any site, unless such an activity is authorised by law.
- Prohibits recovery or disposal of a waste tyre in a manner that may or may potentially cause pollution or harm to health.
- Prohibits purchase, sale or export of waste tyres unless authorised.
- Prohibits disposal of a waste tyre at a waste disposal facility, two years from the gazetted date, unless such a waste tyre has been cut into quarters; and prohibits disposal of tyres in five years; unless these are shredded.
- Provides regulations in terms of tyre producers, tyre dealers and tyre stockpile owners, particularly regarding waste stockpile abatement and waste tyre storage.

Asbestos Regulations

On 28 March 2008, the Minister of Environmental Affairs and Tourism published as Government Notice R.341 of 2008 entitled “Regulations for the prohibition of the use, manufacturing, import and export of asbestos and asbestos containing materials” under Section 24B of ECA (thus now the Waste Act). This would have implication for phasing out of asbestos containing material, which may therefore result in higher quantities of asbestos waste.

Mineral and Petroleum resources Development Act

The objective of the Mineral and Petroleum resources Development Act (No. 28 of 2002) , amongst others, is to give effect to section 24 of the Constitution by ensuring that the nation’s mineral and petroleum resources are developed in an orderly and ecologically sustainable manner while promoting justifiable social and economic development.

Municipal Structures Act

The main objective of Local Government: Municipal structures Act (Act 117 of 1998) is to provide for the establishment of municipalities in accordance with the requirements relating to categories and types of municipality, to provide for an appropriate division of functions and powers between categories of municipality, to provide appropriate electoral systems and to provide for matters connected therewith.

The functions and powers of municipalities are set out in Chapter 5 of the Act, with a municipality having the functions and power assigned to it in terms of sections 156 and 229 (dealing with fiscal powers and functions) of the constitution.

Municipal Systems Act

As intended by the Constitution, Waste management services such as refuse collection, removal, transportation and disposal is generally the responsibility of local municipalities.
Municipal Systems Act (Act 32 of 2000) with respect to the Local Government Municipal Systems Act (MSA) defines a municipal service as follows:

"A serviced that a municipality in terms of its powers and functions provides or may provide for the benefit of the local community irrespective of whether
(a) Such a service is provided, or to be provided, by the municipality through an internal mechanism contemplated in section 76 or by engaging an external mechanism contemplate in section 76; and
(b) fees, charges or tariffs are levied in respect of such a service or not."

Chapter 8 Section 73 - 82 outlines certain general duties on municipalities in relation to the municipal service as highlighted below.
In terms of section 75(1), a municipality must give effect to the provisions of the Constitution and must:

- Give priority to the basic needs of the local community.
- Promote the development of the local community.

Ensure that all members of the local community have access to at least the minimum level of available resources and the improvement of standards of quality over time.

In terms of section 75(2), municipal services must – be equitable and accessible; be provided in a way, which promotes the prudent, efficient and effective use of available resources and the improvement of standards of quality over time; be financially sustainable; be environmentally sustainable, and be regularly reviewed with a view to upgrading, extension and improvement.

Section 74 regulates tariff policy in respect of municipal services. A municipality is obliged to adopt and implement a tariff policy on levying fees for municipal services. A municipality's tariff policy must reflect at least the following principles:

- People who use municipal services must be treated equitably in the application of tariffs.
- In general terms, what individual users pay for services should be in proportion to their use of the services.
- Poor households must have access to at least basic services. Different ways of providing for this are suggested, for example lifeline tariffs and subsidisation.
- Tariffs must reflect the costs reasonable associated with providing the service for example capital, operating, maintenance, administration and replacement costs and interest charges.
- Tariffs must be set at levels which allow the service to be financially sustainable.
- In appropriate circumstances, surcharges on tariffs may be allowed.
- Special tariffs may be set for categories of commercial and industrial users in order to promote local economic development.
- The economical, efficient and effective use of resources must be promoted, as well as the recycling of waste and other appropriate environmental objectives
- Any subsidisation of tariffs should be fully disclosed.

Section 78 prescribes the process which municipalities must follow when they decide through which mechanism to provide a municipal service in their areas. There are particular provisions, which a municipality must comply with when it provides a municipal service through a service delivery agreement with what the MSA terms "external mechanisms".

The MSA contains extensive provisions pertaining to public participation. In particular, the community has the right to contribute to decision-making processes by its municipality. A municipal council must establish appropriate mechanisms, processes and procedures to enable residents, communities and stakeholders in the municipality to participate in the local affairs. It is pertinent to reiterate that waste management services as provide by the municipality is an integral part of local affairs.

As such municipalities' mechanisms must provide for:

- The receipt, processing and consideration of petitions and complaints lodged by residents, communities and stakeholders in the municipality.
- The receipt, processing and consideration of written objections and representations with regard to any matter to which it is required to invite public comment.
- Public meetings of residents, on a ward or any other basis.
- Public hearings by the council and its committees when appropriate.
- Surveys among residents when appropriate and the processing and publication of the results.

Development Facilitation Act

The Development Facilitation Act (Act 67 pf 1995) provides specific principles for:

- Land development and conflict resolution.
- Controls on land occupation.
- Recognition of informal land-development practices.

These principles are set out in sections 3 and 4 of the Development Facilitation Act and form the basis for most of the integrated development plan. Chapter one of the Development Facilitation Act sets out principles which affect all decisions relating to the development of land.

This means that whenever a municipality, a development tribunal, a Member of the Executive Council (MEC) or any other authority is considering an application for the development of land, they must make sure that their decision is consistent with these principles. Any integrated development plan must, in terms of the Local Government Transition Act, be based on these principles too.

The Development Facilitation Act's principles form the basis of integrated development planning - in particular the land-development objectives. In terms of section 2 of the Act, the general principles which are set out in section 3 of the Act include:

- Policy, administrative practice and the law should promote efficient and integrated land development in that they:
- Promote the integration of the social, economic, institutional and physical aspects of land development.
- Promote integrated land development in rural and urban areas in support of each other.
- Encourage environmental sustainable land development practices and processes.
- Members of communities affected by land development should actively participate in the process of land development.
- Policy, administrative practice and laws should encourage and optimize the contributions of all sectors of the economy (government and non-government) to land development so as to maximize the Republic's capacity to undertake land development.
- Laws, procedures and administrative practice relating to land development should:
- Be clear and generally available to those likely to be affected thereby.
- In addition to serving as regulatory measures, also provide guidance and information to those affected thereby.

- Be calculated to promote trust and acceptance on the part of those likely to be affected thereby.
- Give further content to the fundamental right set out in the constitution.
- Policy, administrative practice and laws should promote sustainable land development at the required scale, in that they should, inter alia, promote sustained protection of the environment.
- Policy, administrative practice and law should promote speedy land development.
- Each proposed land development area should be judged on its own merits and no particular use of land, such as residential, commercial, conservation, industrial, community facility, mining, agricultural or public use, should in advance or in general, be regarded as being less important or desirable than any other use of land.
- A competent authority at national, provincial and local government level should co-ordinate the interests of the various sectors involved in or affected by land development so as to minimize conflicting demands on scarce resources.

The Physical Planning Act

The objective of the Physical Planning Act 125 of 1991 is to provide for the division of the country into regions and to promote regional development. Policy plans consist of broad guidelines for the future physical development of the area and restrictions are placed on the use of land in the area to which the plan relates. Local authorities are required to develop urban structure plans for their areas of jurisdiction.

Promotion of Administrative Justice

The purpose of the Promotion of Administrative Justice Act ("PAJA") (Act 3 of 2000) is principally to give effect to the right to administrative action that is lawful, reasonable and procedurally fair; and to the right to written reasons for administrative action as contemplated in section 33 of the Constitution; and to provide for matters incidental thereto.

Administrative law governs the relationships between public bodies, and between public and private bodies and/or individuals. Many activities which affect the environment, including certain waste management activities, require authorisation from a public body. Because environmental conflicts may arise during the authorisation process from the exercise of administrative decision-making powers, administrative law principles are of particular relevance to environmental law generally, and specifically in the context of the environmental authorisation requirements stipulated by the provisions of section 24 of the NEMA read with its subordinate legislation regulating environmental impact assessment (or "EIA").

Promotion of Access to Information

Promotion of Access to Information, (Act 2 of 2000) is closely linked to the notion of administrative justice is the right of access to information. Without access to information, a person may be unable to determine whether or not his or her right to just administrative action (or to an environment not harmful to human health or well-being or, for that matter, any other Constitutional right) has been infringed. The purpose of the Promotion of Access to Information Act ("PAIA") is to give effect to the Constitutional right of access to any information held by the State and any information that is held by another person and that is required for the exercise or protection of any rights, and to provide for matters connected therewith.

National Policies and Guidelines

White Paper on Environmental Waste Management

The White Paper on Environmental Management was published in 1998. This policy sets out government's objectives in relation to environmental management, how it intends to achieve its objectives, and to guide government agencies and organs of state in developing strategies to meet their objectives.

The policy document is an overarching policy framework that refers to all government institutions and to all activities that impact on the environment. The policy states that government will allocate functions to the institutions and spheres of government that can most effectively achieve the objectives of sustainable development and integrated environmental management. This would include the allocation of certain functions to the municipal sphere of government. Where appropriate, provincial and local governments are to develop their own legislation and implementation strategies in order to address their specific needs and conditions within the framework of the policy.

White Paper on Integrated Pollution and Waste Management

The White Paper on Integrated Pollution and Waste Management (1999) is a subsidiary policy of the overarching environmental management and constitutes South Africa's first policy document focused on integrated waste management. This national policy set out Government's vision for integrated pollution and waste management in the country and applies to all government institutions and to society at large and to all activities that impact on pollution and waste management.

Integrated pollution and waste management is defined as a holistic and integrated system and process of management aimed at pollution prevention and minimisation at source, managing the impact of pollution and waste on the receiving environment and remediating damaged environments. Waste management is to be implemented in a holistic and integrated manner and extend over the entire waste cycle from cradle-to-grave and will include the generation, storage, collection, transportation, treatment and the final disposal of waste.

The overarching goal reflected in the policy, is integrated pollution and waste management. The intention is to move away from fragmented and uncoordinated pollution control and waste management, towards an approach that incorporates pollution and waste management as well as waste minimisation.

Within this framework, the following strategic goals apply:

- Effective institutional framework and legislation.
- Pollution and waste minimisation, impact management and remediation.
- Holistic and integrated planning – the intention is to develop mechanisms to ensure that integrated pollution and waste management considerations are integrated into the development of government policies, strategies and programmes as well as all spatial and economic development planning processes and in all economic activity.

The strategic mechanisms include the following:

- The incorporation of integrated environmental management principles and methodologies in spatial development planning as it relates to pollution and waste management.
- Making timeous and appropriate provision for adequate waste disposal facilities.
- Developing management instruments and mechanisms for the integration of pollution and waste management concerns in development planning and land allocation.
- Developing appropriate and agreed indicators to measure performance for inclusion in Environmental Implementation Plans and Environmental Management Plans as provided for in the National Environmental Management Act.
- Participation and partnerships in integrated pollution and waste management governance.
- Empowerment and education in integrated pollution and waste management.
- Information management.
- International co-operation.

National Waste Management Strategy

The first NWMS was published in 1999 by the then DEAT and the then DWAF. It was the first strategy for addressing South Africa's waste management challenges. The strategy effectively defines South Africa's vision for waste management highlighting themes such as "cradle to grave" management of waste products and the waste management hierarchy which encourages waste disposal only as a last resort.

The NWMS was been revised in 2011 in line with Chapter 2, Part 1, of the Act which requires the establishment of a NWMS within two years of the Act coming into effect. Significant changes include the addition of "remediation" to the waste management hierarchy, and the consolidation of what was previously many different action plans into a single action plan.
The 2011 strategy defines eight strategic goals with a number of targets, as presented in the table below. The NWMS strategy is currently under review and is anticipated to be gazetted in 2019.

Goals and targets of the NWMS (2011)

Goal	Description	Targets 2016
Goal 1	Promote waste minimisation, re-use, recycling and recovery of waste.	• 25% of recyclables diverted from landfill sites for re-use, recycling or recovery. • All metropolitan municipalities, secondary cities and large towns have initiated separation at source programmes. • Achievement of waste reduction and recycling targets set in Industry IWMPs for paper and packaging, pesticides, lighting (CFLs) and tyre industries
Goal 2	Ensure the effective and efficient delivery of waste services.	• 95% of urban households and 75% of rural households have access to adequate levels of waste collection services. • 80% of waste disposal sites have permits.
Goal 3	Grow the contribution of the waste sector to the green economy.	• 69 000 new jobs created in the waste sector • 2 600 additional SMEs and cooperatives participating in waste service delivery and recycling
Goal 4	Ensure that people are aware of the impact of waste on their health, well-being and the environment.	• 80% of municipalities running local awareness campaigns. • 80% of schools implementing waste awareness programmes.
Goal 5	Achieve integrated waste management planning.	• All municipalities have integrated their IWMPs with their IDPs, and have met the targets set in IWMPs. • All waste management facilities required to report to SAWIC have waste quantification systems that report information to WIS.
Goal 6	Ensure sound budgeting and financial management for waste services.	• All municipalities that provide waste services have conducted full-cost accounting for waste services and have implemented cost reflective tariffs.
Goal 7	Provide measures to remediate contaminated land.	• Assessment complete for 80% of sites reported to the contaminated land register. • Remediation plans approved for 50% of confirmed contaminated sites.
Goal 8	Establish effective compliance with and enforcement of the Waste Act.	• 50% increase in the number of successful enforcement actions against non-compliant activities. • 800 EMIs appointed in the three spheres of government to enforce the Waste Act.

The overall objective of this strategy is to reduce the generation of waste and the environmental impact of all forms of waste and thereby ensure that the socioeconomic development of South Africa, the health of the people and the quality of its environmental resources are no longer adversely affected by uncontrolled and uncoordinated waste management.

The internationally accepted waste hierarchical approach was adopted of waste prevention/minimization, recycle/reuse, treatment and finally disposal. The strategy outlines the functions and responsibilities of the three levels of government and where possible, firm plans and targets are specified.
Action plans have been developed for reaching all of the eight goals.

Polokwane Waste Summit Declaration

During September 2001 a national waste summit was held at Polokwane, in the Northern Province. It was attended by key stakeholder groupings in the waste field in order to jointly chart a way forward in terms of national waste management. The resultant Polokwane Declaration includes a vision and goal for the management of all waste, i.e. domestic, commercial and industrial:

Vision – To implement a waste management system that contributes to sustainable development and a measurable improvement in the quality of life, by harnessing the energy and commitment of all South Africans for the effective reduction of waste.

Goals - To reduce waste generation and disposal by 50% and 25% respectively by 92012 and develop a plan for zero waste by 2022

Key actions in the Polokwane Declaration include the following:

- Implement the National Waste Management Strategy.
- Develop and implement legislative and regulatory framework.
- Waste reduction and recycling.
- Develop waste information and monitoring systems.

Local Government Turnaround Strategy

Cabinet approved the Local Government Turnaround Strategy (LGTAS) on the 3 December 2009 in Pretoria. The LGTAS recognised that each municipality faces different social and economic conditions and has different performance levels and support needs. Thus a more segmented and differentiated approach was required to address the various challenges of municipalities. In addition cabinet recognised that the problems in Local Government are both a result of internal factors within the direct control of municipalities as well as external factors over which municipalities do not have much control. (Department of Cooperative Governance and Traditional Affairs, Dec 2009.)

The LGTAS identifies the internal factors related to for example the following:

- Quality of decision-making by Councillors.
- Quality of appointments.
- Transparency of tender and procurement systems and levels of financial management and accountability.
- Levels of financial management and accountability.

The external factors relate to:

- Revenue base and income generation potential.
- Inappropriate legislation and regulation.
- Demographic patterns and trends.
- Macro and micro-economic conditions.
- Undue interference by political parties and weaknesses in national policy.
- Oversight and Inter-Governmental Relations.

Ultimately the aim of the LGTAS is to:

- Restore the confidence of the majority of our people in our municipalities, as the primary delivery machine of the developmental state at a local level.

- Re-build and improve the basic requirements for a functional, responsive, accountable, effective, and efficient developmental local government.

The LGTAS sets out five strategic objectives with associated key interventions. Probably most relevant in the context of waste management is the first objective, i.e. to *"Ensure that municipalities meet basic needs of communities. This implies that an environment is created, support provided and systems built to accelerate quality service delivery within the context of each municipality's conditions and needs".*

Interventions to achieve the various objectives include better organisation by National Government and improved support and oversight from provinces in relation to Local Government. Furthermore municipalities are to reflect on their own performance and tailor-made turnaround strategies, while all three spheres of governments should improve inter-governmental relations. Also, political parties are to promote and enhance institutional integrity of municipalities and a social compact on Local Government where all citizens are guided in their actions and involvement by a common set of governance values.

In terms of the LGTAS an immediate task is for agreements to be reached with each province on the roll-out programme to establish different provincial needs and capacities, which will guide how municipalities are to be supported to prepare and implement their own tailor-made turnaround strategies that must be incorporated into their IDPs and budgets (by March 2010). Key stakeholders and ward committees were to be mobilised early in 2010. By July 2010, all municipalities were to be in full implementation mode of the national and their own Turn-around Strategies. (Department of Cooperative Governance and Traditional Affairs, Dec 2009.)

Minimum Requirements Documents; Department of Water Affairs and Forestry

The DWAF Minimum Requirements: Waste Management Series were formulated in the form of guideline documents as a joint venture between DWAF and the Department of Environmental Affairs and Tourism (DEAT).

The objective of the Minimum Requirements is to establish a framework for standards for waste management in South Africa. The former DWAF published the second edition of the Minimum Requirements series in 1998, consisting of the following three documents:

- Document 1: Minimum Requirements for the Handling, Classification and Disposal of Hazardous Waste.
- Document 2: Minimum Requirements for Waste Disposal by Landfill.
- Document 3: Minimum Requirements for Monitoring at Waste Management Facilities.

The third edition was released in draft form in 2005, but only Document 1 (DEAT, 2005) has been finalised.

The Minimum Requirements provide applicable waste management standards or specifications that should be met, as well as providing a point of departure against which environmentally acceptable waste disposal practices can be assessed. The objectives of setting Minimum Requirements are to:

- Prevent water pollution and to ensure sustained fitness for use of South Africa's water resources.
- Attain and maintain minimum waste management standards in order to protect human health and the environment form the possible harmful effects caused by the handling, treatment, storage and disposal of waste.
- Effectively administer and provide a systematic and nationally uniform approach to the waste disposal process.
- Endeavour to make South African waste management practices internationally acceptable.
- Ensure adherence to the Minimum Requirement conditions from the permit applicant, before a waste disposal site permit is issued.
- Promote the hierarchical approach to waste management, as well as a holistic approach to the environment.

The series formed the basis for the permitting process that had been required in terms of Section 20 of the ECA. The requirements, standards and procedures covered in the series had generally been included as permit

conditions, thereby becoming legally binding on the permit holder. In addition to requirements for the establishment and operation of a landfill site, the permit holder was generally required to operate, maintain and attend to the closure of a waste disposal site in compliance with the permit conditions, as well as in accordance with the guidelines set out in the Minimum Requirements documents. Note that an EIA must be conducted prior to the establishment of waste disposal facilities. However, the above mentioned waste activity has now been repealed and instead requires a license application under the Waste Act.

The third edition was released in draft form in 2005, but only Document 1 (DEAT, 2005) has been finalised.

National Policy for Basic Refuse Removal Services to Indigent Households

The National Policy for the Provision of Basic Refuse Removal Services to Indigent Households (GN No. 34385) was published in the Government Gazette in June 2011.
The purpose of this policy is to ensure that indigent households have access to at least a basic refuse removal (BRR) service.

This Policy aligns to existing relevant legislation, as in accordance to 74 (2)(c) of the Municipal Systems Act, 2000 (Act No. 32 of 2000) poor households must have access to at least basic services and section 9 (2) of NEMWA (Act 59 of 2008) which stipulates that each municipality must exercise its executive authority and perform its duty in relation to waste services, including waste collection, waste storage and waste disposal, by (c) ensuring access for all to such services.

The objectives of the policy are to identify households that can be enrolled for the BRR service, establish bylaws to enforce tariff policies that will support the BRR service and to raise awareness within the municipality with regard to correct handling of domestic waste for BRR and the need to minimize waste and recycle.

Implementation plans include each municipality:

- declaring specific localities as the recipients of basic refuse removal services;
- maintaining “accurate and updated” registers of indigent people;
- taking action in the event of malpractice;
- integrating basic refuse removal into “basic indigent policies”;
- designating the administration of the policy to the “most appropriate department”; and
- raising awareness.

The policy includes a “grid of responsibilities” for each sphere of government and a policy monitoring and evaluation plan. According to the grid of responsibilities, national government will take responsibility for building capacity at provincial and municipal level, with provincial government determining municipal capacity and assisting district municipalities in “drawing up guidelines”.

National Policy in Thermal Treatment of General and Hazardous Waste

The Thermal Waste Treatment of General and Hazardous Waste Policy was gazetted (GN No. 32439) for public comment on 30 January 2009 and published under the Waste Act on 24 July 2009. The policy presents the Government’s position on thermal waste treatment as an acceptable waste management option in South Africa. It also provides the framework within which incineration and co-processing treatment technologies of general and hazardous waste should be implemented in the country.

All Government Departments across the different spheres of government must consider this policy in their decision making on matters pertaining to thermal treatment of waste.

The policy presents objectives which vary thematically. These consider the integration of thermal waste treatment into the integrated waste management system. Schedules one to four provide guidelines on the following:

(a) Air Emission Standards – Waste Incineration

Listed air emission standards for general and hazardous waste incinerators, brought into operation subsequent to the final gazetting of this policy, to be complied with until the formalisation of The Minimum Emission Standards in terms of Section 21 of the National Environmental Management: Air Quality Act of 2004.

(b) Air Emission Standards – AFR Co-Processing

The Minimum Emission Standards for Alternative Fuels and Raw Materials (AFR) co-processing is currently in the process of being formalised in terms of Section 21 of the National Environmental Management: Air Quality Act of 2004. In the interim this policy constitutes the air emission standards for all cement kilns co-processing AFR.

(c) Waste Excluded from Co-Processing

Listed types of waste that are not allowed to be received, stored, handled or co-processed in cement kilns.

(d) Conditions of Environmental Authorisation

Any cement plant co-processing general or hazardous waste as alternative fuels and/or raw materials, and any dedicated general and/or hazardous waste incinerator must have the relevant approvals from the competent authority. This schedule includes notes on operational management, air quality management, waste management and monitoring and reporting.

National Waste Information Regulations

The National Waste Information Regulations came into effect on 01 January 2013.
These cover registration of persons who conduct certain waste management activities and their duty to keep records. Annexure 1 of the regulations lists activities including recovery and recycling, treatment and disposal of waste for which the person conducting the activity must register in terms of GR 625 of 2012. The municipality has a duty in terms of waste disposal to land (as well as operating waste recycling or treatment facilities) to report waste types and quantities in accordance with these regulations to SAWIC on a quarterly basis. Amendments to the National Waste Information Regulations were released for public comment in July 2018 (GN 701 of 2018), the major change in the regulations was the requirement for waste transporters to register. Other proposed changes to the regulations were a decrease in the allowable reporting timeframes from the closure of a reporting period from 60 days to 30 days and registration and reporting thresholds recovery of hazardous waste being decreased from 500kg to 100kg a day.

National Policy for the provision of basic refuse removal services to indigent households

The National Policy for the provision of basic refuse removal services to indigent households as published for general information in notice 413 of Government Gazette No. 34385 on 22 June 2011 was developed in response to the constitutional requirement that all households should have access to basic services regardless of their income level, as well as the adoption of a free basic services in 2001.

This Policy aligns to existing relevant legislation, as in accordance to 74 (2)(c) of the Municipal Systems Act, 2000 (Act No. 32 of 2000) poor households must have access to at least basic services and section 9 (2) of NEMWA (Act 59 of 2008) which stipulates that each municipality must exercise its executive authority and perform its duty in relation to waste services, including waste collection, waste storage and waste disposal, by (c) ensuring access for all to such services.

Implementation plans include each municipality:

- Declaring specific localities as the recipients of basic refuse removal services.
- Maintaining “accurate and updated” registers of indigent people taking action in the event of malpractice.
- Integrating basic refuse removal into “basic indigent policies.”
- Designating the administration of the policy to the “most appropriate department.”

- Raising awareness.

The policy includes:

- A “grid of responsibilities” for each sphere of government.
- A policy monitoring and evaluation plan.

According to the grid of responsibilities, national government will take responsibility for building capacity at provincial and municipal level, with provincial government determining municipal capacity and assisting district municipalities in “drawing up guidelines”.

National Domestic Waste Collection Standards

The National Domestic Waste Collection Standards (notice 21 of Government Gazette 33935, 21 January 2011) published under the National Environmental Management: Waste Act (Act No. 59 of 2008) came into effect on Tuesday, 1 February 2011.

This standard aims to provide a uniform framework within which domestic waste should be collected in South Africa. This comes after a consultative process with provinces, municipalities and the general public in order to redresses the past imbalances in the provision of waste collection services. The standards aim to guide municipalities on how to provide acceptable, affordable and sustainable waste collection service to the human health and the environment.

The standards covers the levels of service, separation at source (between recyclable and non-recyclable materials), collection vehicles, receptacles, collection of waste in communal collection points, and most importantly the frequency of collection. Non-recyclable material such as perishable food waste must be collected at least once a week and recyclable material such as paper, plastic, glass etc. must be collected once every two weeks. Municipalities have a choice to provide different types of bins taking into consideration the type of vehicles they use; however, they must be rigid and durable to prevent spillage and leakage.

The development of the standards took into consideration the existing innovative practices at local government level across the country and seeks to build on what has already been achieved whilst emphasizing a need to separate recyclable and non-recyclable domestic waste and the protection of human health and the environment.

National Norms and Standards for Assessment of Waste for Landfill Disposal

The National Norms and Standards for Assessment of Waste for Landfill Disposal (GR635, 23 Aug 2013) require the assessment of waste prior to disposal at landfill. The assessment of waste before disposal must include identification of the total and leachable concentrations of different chemicals. The concentration of chemicals determines the classification of the waste which in turn dictates the type of disposal site where the waste can be disposed of.

Waste Classification and Management Regulations

The Waste Classification and Management Regulation (GR635, 23 Aug 2013) aims to address the management of different waste categories. The regulations stipulate the requirements for the transport storage and treatment of different waste types. A list of requirements for record keeping by waste generators is also included in the regulations with the aim of improving and standardising record keeping. The regulations also detail the process to be followed when motivating why a listed waste management activity does not require a waste management license.

National Norms and Standards for Disposal of Waste to Landfill

The National Norms and Standards for Disposal of Waste to Landfill (GR636, 23 Aug 2013) specify minimum engineering design requirements for landfill sites. The design requirements vary depending on the type of waste to be disposed of at the site.

Landfill sites are designed to comply with one of four designs (Class A – Class D). The landfill design classes vary in the types of liner used. Class A landfill sites require multiple linings and leachate collection systems whereas a Class D landfill site is much simpler in design requiring only a 150 mm base preparation layer. Different classes of landfill are required for different types of waste.

National Norms and Standards for the Storage of Waste

The National Norms and Standards for the Storage of Waste (GN 926, Nov 2013) specify the minimum requirements for waste storage facilities in the interest of protection of public health and the environment. The standards aim to ensure that waste storage facilities are managed according to best practise and to provide a minimum standard for the design and operation of new and existing waste storage facilities.

Hazardous waste storage facilities should be located in areas zoned as industrial, where waste storage facilities are located in residential areas a buffer of at least 100 m must be assigned to the site. General waste storage facilities must be located in an area that is easily accessible by the public.

The standards also specify design requirements for waste storage facilities, these include:

- Access roads
- Signage at the entrance of the facility in at least three official languages applicable to the areas the facility is located in. The sign must indicate:
    - The risk associated with entering the site.
    - Hour of operation.
    - Name, address and telephone number of the person responsible for the operation of the facility.

The standards also require that waste is separated at source into recyclables and non-recyclables.

A new condition for the management of waste storage facilities is the requirement for bi-annual internal audits and biennial external audits

National standards for the extraction, flaring or recovery of landfill gas

The National standards for the extraction, flaring or recovery of landfill gas (GN 924 of 2013) aims to control the extraction, flaring and recovery of gas at landfills or recovery facilities to minimise harmful impacts to people and the surrounding environment. The standards require, in planning phase, that an assessment of environmental risks and impacts that are associated with the proposed activities is complied, and that Environmental Management Plan is compiled to mitigate these risks. The standard contains a set of standard procedures for handling and maintaining of equipment for construction, operational and decommissioning phase. The standard also covers training, emergency response, monitoring and reporting, general requirements and transitional arrangements.

National standards for scrapping or recovery of motor vehicles

The National standards for scrapping or recovery of motor vehicles (GN 925 of 2013) puts forth minimum requirements for the design, construction and upgrading of a motor scrapping facility. The design must consider: sensitive environments; drainage systems; storage and operational areas for off-loading, dismantling, liquid waste, shredding, dispatching parts and recyclables. Specific design requirements are set out for different operational areas. Minimum requirements are given for the operational phase including vehicle dismantling, solid waste management, and liquid waste management. Minimum requirements in the decommissioning phase focus on the compilation of a rehabilitation plan for the facility and disposal of contaminated wastes. The standard also covers training, emergency response, monitoring and reporting, general requirements and transitional arrangements.

National norms and standards for sorting, shredding, grinding, crushing, screening of waste

The National norms and standards for sorting, shredding, grinding, crushing, screening of waste (GN 1093 of 2017) require all waste facilities (used for sorting, shredding, grinding, crushing, screening of waste) less than 100m^2 in size to register with the competent authority and provide details including the location, types of waste processed, and civil design drawings of the facility as set out in Section 4 of the standard.

The standards require all waste facilities (used for sorting, shredding, grinding, crushing, screening of waste) more than 100m^2 in size register with the competent authority as set out in Section 4 of the standard, as well as comply with requirements for the location, design, construction, access control and signage. Operational requirements in Section 8 of the standard address management of operational impacts such as control of hazardous substances, air emissions, discharging of wastewater, noise and odour emissions. The standard also covers training, emergency response, monitoring and reporting, general requirements, requirements during the decommissioning phase and transitional provisions.

Local Strategy and Policies

Municipal By-laws

Chapter 7 of the South African constitution: Section 156 provides that a municipality may make and administer by-laws for the effective administration of matters which it has the right to administer and that (section 151) it shall not be in conflict with national or provincial legislation.

This is further supported in the municipal systems act (Act 32 of 2000), Chapter 3: section 11 for a municipality to exercise executive authority within its boundaries to implement applicable by-laws. Section 75 of the MSA provides for the municipal council to adopt by-laws to give affect and enforce its tariff policy.

The Draft Municipal Sector Plan (Notice 182 of Government Gazette 34167) was published by the Minister for public comment on the 30 March 2011. Section 3.3.9.5 motivates that the enforcement of municipal waste by-laws is required to address ineffective collection systems through the enforcement of available resource-based controls which will improve the situation at community level. Enforcement should further be placed with a dedicated section with trained Environmental Management Inspectors in line with Chapter 7 of the National Environmental Management Act, 1998 (Act107 of 1998

Appendix B: Summary of Funding Agencies Applicable to Waste Management Legislation

There are various South Africa and international agencies as well as governmental organisations which provide funding for waste management projects. A summary of some of these agencies is provided below. This list should not be considered as exhaustive and is included for information purposes.

Table 76: Details of funding agents

Fund Name	Funding Agency	Qualifying Recipients	Purpose and type of projects funded (waste specific)	What is funded/ not funded	Funding cycle
South Africa					
The Green Fund	DEA with DBSA as implementing agent	Municipalities	Sustainable waste management and recycling	Project development and / or investment in green projects and programmes; Capacity building. All funded.	
The Cooperative Incentive Scheme (CIS)	Department of Trade & Industry	Primary co-operatives	Feasibility assessments, business, manufacturing etc. project up to a maximum value of R350,000	Business Development; Technology improvements, Machinery, commercial vehicles, infrastructure (electricity, boreholes etc.)	
DBSA Development Fund	DBSA	Municipalities, state-owned enterprises, public-private partnerships, public-public partnerships and private sectors	Physical, social and economic infrastructure projects. DBSA's goal is to improve the quality of life of the people of the region.	Municipal operations, maintenance and capacity building.	
The Jobs Fund	Government Technical Advisory Committee (GTAC)	Public, private and non-governmental organisations	Activities that significantly contribute to job creation. Minimum funding requests are R10 million	• Enterprise development • Infrastructure investment • Support for work seekers Institutional capacity building	
Expanded Public Works (EPWP) Incentive Grants.	National Department Public Works (DPW)	Municipalities	Labour intensive work, including waste and environmental projects.	Salary payments for temporary workers. Workers must not be paid less that R50/day	Annual
Municipal Infrastructure Grant (MIG)	National Treasury	Municipalities	All infrastructure related needs	Physical infrastructure	
Infrastructure Finance Corporation Limited (INCA)	Corporate Social Investment (CSI)	Municipalities	All infrastructure related needs	Capacity building, socioeconomic development and infrastructure projects	
Small Enterprise Finance	Department of Small	Qualifying SMMEs and Co-	For social development and	Financial products and	Ongoing

Agency (SEFA)	Business Development	operatives	to advance the human rights of women	services provide to the following sectors: • Services • Manufacturing • Agriculture • Construction • Mining Green industries	
National Empowerment Fund (NEF)	National Empowerment Fund (NEF)	Black entrepreneurs	Support Broad-Based Black Economic Empowerment (BB-BEE	Various	Ongoing
National Youth Development Agency (NYDA)	National Youth Development Agency (NYDA)	Formal and informal businesses, co-operatives	Youth development	Individual grants awarded to formal and informal businesses that are in start-up or development phase of their business	Ongoing
International					
Austrian Development Coordination	Austrian Embassy	Civic, community and local government structures	Capacity building of civil, community and local government structures.	Empowerment of civil society, poverty reduction needs of children and people with disabilities	Ongoing
British Foreign & Commonwealth Office Global opportunity fund (FCO Global Opportunity Fund)	British Embassy	Partners from civil society. NGO's and others.	Support of the country's specific developmental needs. Government affiliated social development initiatives.	Depends on nature and merit of application	Ongoing
French Development Aid	French Agency for Development	Various, including municipalities	Development of basic infrastructures and essential services	Infrastructure, water connections, sanitation.	
Development cooperation	German Technical Cooperation (GTZ)		Rural development, social development, environment and climate change.	Various. Depends on nature and merit of application	Ongoing
Tirelo Boscha, Public Service Improvement Facility	Belgium Development Agency (BTC South Africa) Hosted by SA Dept. of Public Service and Administration	All government departments, their implementing agencies and non-state actors involved in public service delivery.	Any public service delivery related projects, particularly research and pilot projects focusing on public service delivery.	Implementation costs including fees, travel costs, supplies. Infrastructure costs are not funded.	Application windows open approximately annually.
Overseas Development Assistance	Japan International Cooperation Agency (JICA)	Governments and their agencies.	Various including community development, environment,	Various	Ongoing

			infrastructure projects		
Development cooperation	Swedish International Development Cooperation Agency (SIDA)	Municipalities	Various including economic and environmental partnerships.	Grants, training and technical assistance.	Ongoing
Turkish International Cooperation and Development Agency (TIKA)	Turkish Embassy	Municipalities	Economic and social development	Grants for various needs, including financing infrastructure and construction projects.	Ongoing
Abu Dhabi Fund for Development	UAE Embassy	Municipalities	Economic and social development in developing countries. Financing for development projects.	Various	Ongoing
UNDP Small Grants Programme and other UNDP and partner funds.	United Nations Development Programme.	Municipalities	Enhancing service delivery, economic development, sustainable development, and enhancing social services.	Various	Ongoing
USAID	US Agency for International Development	Municipalities	To develop health, economic growth, education and democracy.	Various	Ongoing
European Investment Bank (EIB)	Corporate Social Investment (CSI)	Public and private sector investments, and mixed public-private ventures	Under an agreement with the South African Government, it finances: • Productive investment • Infrastructure, including municipal infrastructure Assisting development in South Africa	Provides finance and expertise for projects supporting innovation, SMEs, infrastructure and climate action	Ongoing

Appendix C: Public Participation Process

MIDVAAL Hoofsweep- Rapport



Rapport – [Stil "t"], Franse woord wat verwys na'n verhouding waar'n harmonie van interpretasie of "verstaan" heers.

Deur Raadsheer Phil C Pretorius, Hoofsweep: Midvaal Plaaslike Munisipaliteit

Die naderende plaaslike verkiesings het alle politieke partye in rep en roer. Dit is reeds uitgewys na Oktober 2021 en daar is gerugte dat die regering oorweeg om dit selfs verder uit te stel na 2022. Volgens wet moet dit egter in 2021 plaasvind aangesien dit binne 'n sekere tydperk vanaf die laaste plaaslike verkiesing moet wees. Om dus die verkiesing nog langer uit te stel sal 'n aanpassing in die Nasionale Konstitusie benodig, wat baie moeilik en dus ook baie onwaarskynlik is.

Verkiesings in Suid-Afrika is in twee sikhusse verdeel: Nasionaal & Provinsiaal vs. Distrik en Plaaslik (Munisipaal). Elk het 'n vyf jaar termyn wat ongesinkroniseerd hardloop. Dit beteken dat die Nasionale verkiesing in 2019 weer in 2024 sal plaasvind terwyl die Plaaslike verkiesing van 2021 dan weer in 2026 op die kaarte is.

Daar is egter voorstelle dat die twee eerder gesinkroniseer moet word wat beteken dat ons slegs eenkeer elke vyf jaar vir Nasionaal, Provinsiaal en Munisipaal sal stem. Aan die eenkant is dit dalk wys oorweeg dit baie sal bespaar op mannekrag en onkostes. Aan die anderkant is dit dalk nie 'n goeie idee om die Nasionale-, Provinsiale- en Plaaslike regerings almal gelyktydig te vervang nie. Al bly 'n sekere party in beheer is daar gewoonlik 'n verandering in leierskap en publieke verteenwoordigers, wat die kontinuïteit van al drie vlakke van regering dan gelyktydig in risiko plaas. Die Nasionale verkiesing behels die stem vir 'n regerende party en President terwyl die Provinsiale stembrief die Premier en Provinsiale regering bepaal.

Die verkose publieke verteenwoordigers word hier onderskeidelik verkies as Lid van die Parlement (LP of MP in Engels) en Lid van die Provinsiale regering (LPR of MPL in Engels).

Die Plaaslike verkiesing stem vir die distrik en die plaaslike munisipaliteit. Die distrik, in ons geval, beslaan Lesedi (Heidelberg), Midvaal en Emfuleni (Vereeniging en Vanderbijlpark) wat bekend staan as die Sedibeng Distriksmunisipaliteit. Hierdie munisipaliteite stem dan vir die wyksraadslede en Proporsionele Verteenwoordigende Raadslede (PRs) om saam die Munisipale Raad te vorm.

Hierdie aantal setels word bepaal volgens die aantal inwoners in die munisipaliteit en in Midvaal is dit tans 'n totaal van 29 (15 wyke en 14 PRs).

Jou stem is jou reg en al is 'n "wegbly-stem" 'n vorm van protes, word jou stem dan indirek 'n voordeel vir die sterkste party. Dit maak dus sin om eerder vir die party te stem wat jou die meeste aanstaan (niemand is perfek nie) om daardeur te verseker dat jy 'n invloed het in die bestuur van jou munisipaliteit. Daar is talle gevalle waar een of twee stemme die raadslid en dus ook die regeer van die munisipaliteit bepaal het. Dit is hoekom regerings se konstitusies voorsiening maak vir die opskiet van 'n muntstuk of selfs 'n kaartspel om die finale wenner te bepaal wanneer daar 'n gelyke uitslag is.

Maak seker dat jy jou reg uitoefen en stem vir jou kandidaat.

Trotse Midvaal Groete

Web: www.midvaal.gov.za

Facebook: Midvaal Local Municipality en Midvaal News Network

Tel: 0861 643 8225

MyMidvaal App

Distinguishing between a legal stokvel and an illegal Pyramid or Ponzi scheme

Don't be swindled out of your hard-earned savings and investments.

According to the National Stokvel Association of South Africa (NASASA), there are roughly 810 000 active stokvel groups consisting of over 11 million South Africans, collecting an estimated R30 billion annually. Nearly 40% of South Africa's adult population are members of a stokvel.

Recently there has been an increase in illegal pyramid schemes or Ponzi schemes, which continue to pop up around South Africa. These schemes defraud many unsuspecting South Africans of their hard-earned money, with the promise of fast financial returns every year. It is critical that South Africans are able to tell the difference between a stokvel and an illegal pyramid and/or Ponzi scheme.

A stokvel is defined as a savings or investment society in which a group of people agree to save money together for a defined purpose, by way of contributing a fixed amount of money over a specific period of time. Originally stokvels were known as "stock fairs" dating back to the 19th century by English settlers in the Eastern cape as a rotating cattle auction. This was an in person gathering, and attendance was key for participation. The foundation of such a culture was trust.

This financial vehicle has since evolved into a unique financial system created within communities by members and for members, built on need, trust and a common goal for financial liberation.

The stokvel market has grown remarkably and, over time, the types of stokvels have increased significantly from rotational, grocery, investment, burial right down to social stokvels. Stokvels have become a key financial vehicle that many people rely on, amassing revenue in the billions.

The increasing numbers, financial potential and popularity of stokvels has resulted in scammers trying to swindle stokvel groups out of their hard-earned savings and investments by posing as a lucrative investment scheme or some other form of financial breakthrough opportunity. Scammers often pose as legitimate stokvels, investment schemes or property stokvels but in reality, are nothing more than get rich quick schemes in the form of a Ponzi or pyramid scheme.

"At NASASA, we want to educate on, protect and preserve this financial system which is a legitimate means for many to achieve financial stability and wellbeing," says Miziyonke Mtshali, Chief Executive Officer at NASASA.

It is important to NASASA to ensure that members of stokvels are protected from scammers, this can only be done through education and awareness, by ensuring that members are always able to distinguish between a legitimate stokvel and an illegal Ponzi or pyramid scheme.

The most known and popular mechanisms which scammers use are pyramid schemes and Ponzi schemes. Being able to identify these scams is key to safeguarding yourself from them.

A pyramid scheme requires its members to recruit other people as members and the few top-level members recruit newer members, who pay upfront costs, to those who enrolled them.

In fact, money simply exchanges hands with no real economic activity or products attached and is just a smoke screen to hide the pyramid scheme. Significant returns are derived from the recruitment of people, with the majority of financial return being made by the top tier people through administration fees charged to new recruits.

With a Ponzi scheme, members are promised huge returns within a short period of time and are based on fraudulent investment management services, which are disguised as legitimate business investments.

Members contribute money to the "portfolio manager" who promises them a high return. When those members want their money back, they are paid out with the incoming funds contributed by participants who join at a later stage. By merely transferring funds from one client to another, there is no real investment product at all.

In terms of a legitimate and sustainable savings vehicle, a stokvel works because many people find it easier to save when they do it in a group. A stokvel member knows where his/her money is kept and when and how much will be paid out. Furthermore, most stokvel members know each other and have a genuine and enduring relationship, based on trust.

It is vital that South Africans know and are able to distinguish financial scams from stokvels and legal saving vehicles from illegal schemes.



Illustration photo

MIDVAAL LOCAL MUNICIPALITY

Midvaal Local Municipality
PO Box 9,Meyerton, 1960
Tel: 016 360 7400
Fax: 016 360 7519
www.midvaal.gov.za

Midvaal Local Municipality Draft Integrated Waste Management Plan (3rd Generation)

Midvaal Local Municipality invites the public to review and comment on the 3rd generation Integrated Waste Management Plan (IWMP). The IWMP covers the period 2021 – 2026 and defines the municipality's vision, objectives and targets for waste management.

The report will be made available electronically as follows:

- Via e-mail request to imalloy@gibb.co.za
- Via WhatsApp request to 061 491 1736
- Midvaal Municipality website: www.midvaal.gov.za
- GIBB's website: http://projects.gibb/MidvaalIWMP.co.za

Virtual Public Meeting

A virtual presentation is planned at 17:00 on 17 March 2021. To register, send an email or WhatsApp to the contact below.

Public review, commenting period and submission of comments

The IWMP will be available for review for a period of 30 days from 02 – 31 March 2021. Comments on the IWMP can be submitted to the email address below. Comments received will be included in the final IWMP.

GIBB Public Participation Office
Mr Ian Malloy
Email: imalloy@gibb.co.za
Tel: 061 491 1736

GIBB
ENGINEERING & ARCHITECTURE

Figure 37: Tear sheet of Midvaal LM IWMP PPP advert in the North Ster newspaper

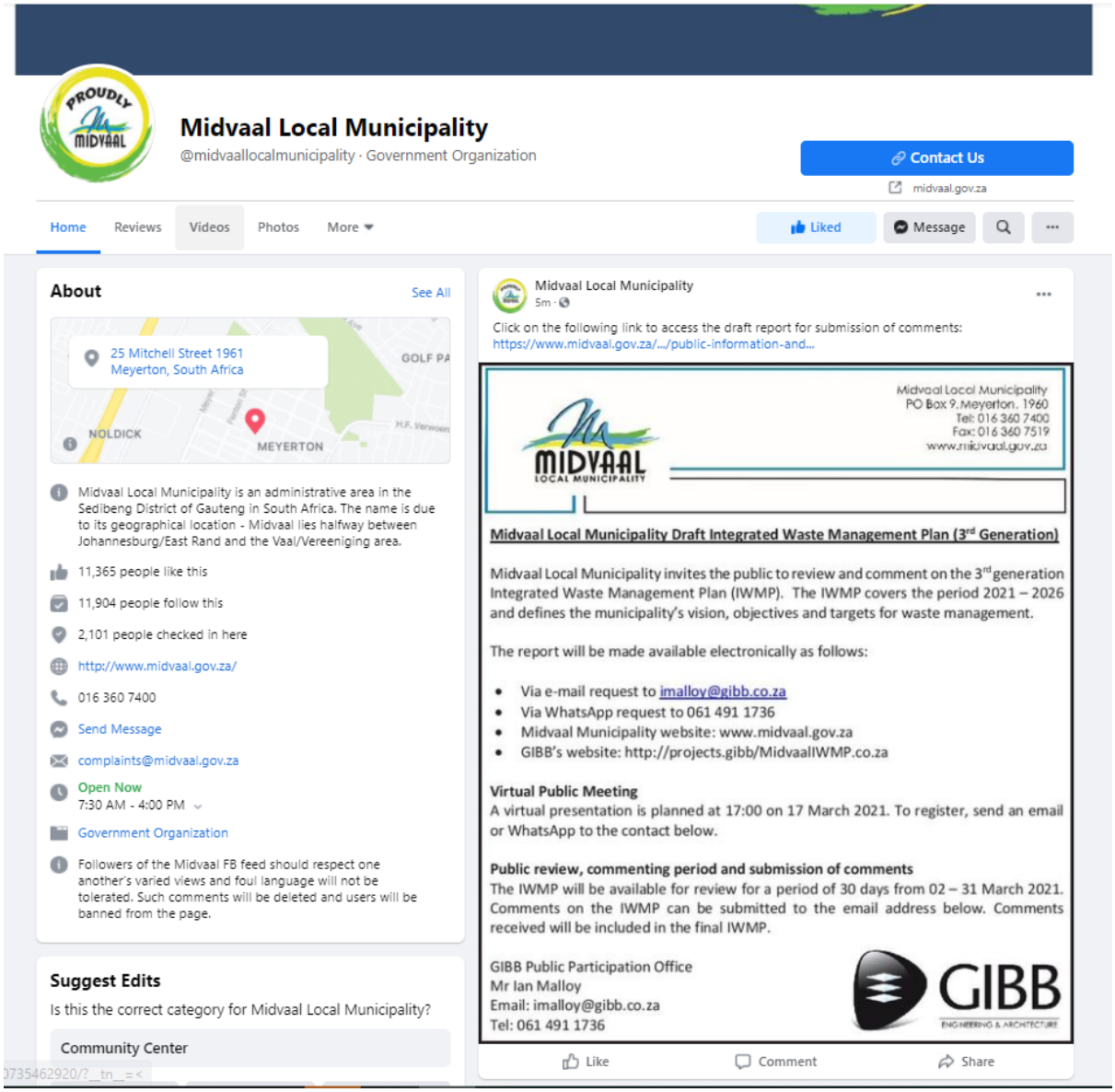


Figure 38: Midvaal Municipality IWMP PPP advert placed on the Midvaal Municipality Facebook page

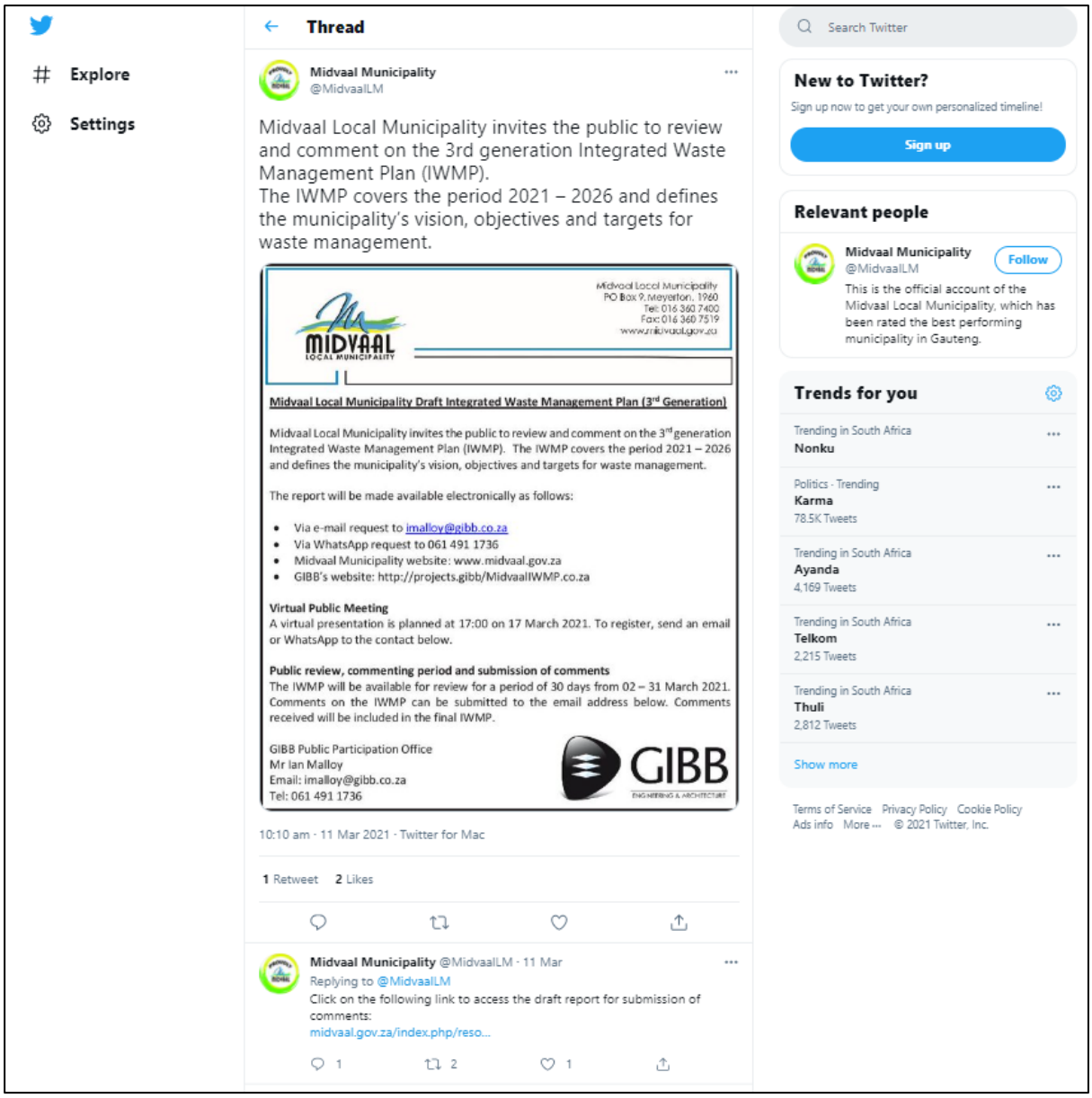


Figure 39: Midvaal Municipality IWMP PPP advert placed on the Midvaal Municipality Twitter page

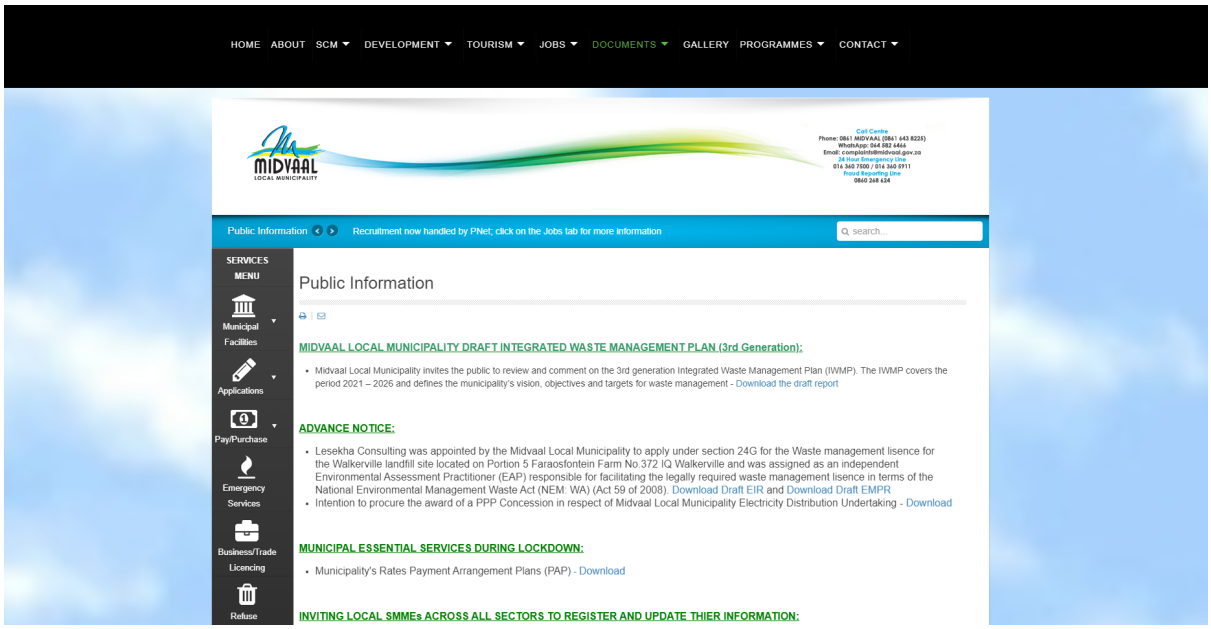


Figure 40: Midvaal Municipality IWMP report placed on the Midvaal Municipality's website

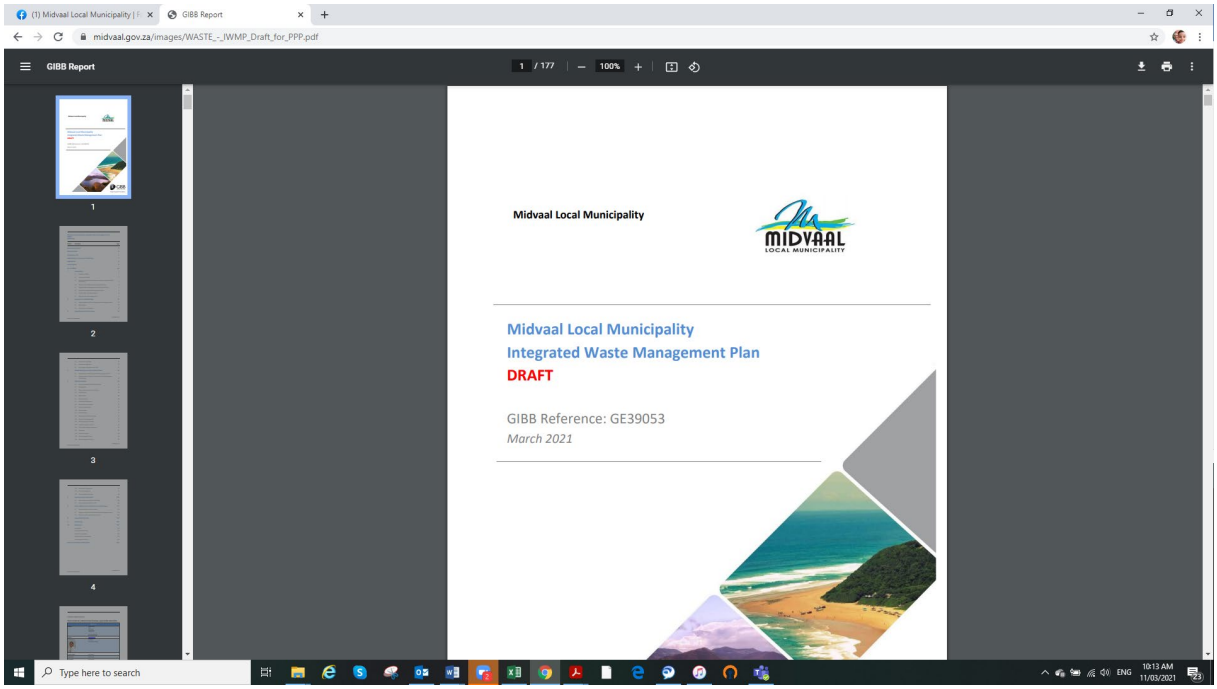


Figure 41: Midvaal Municipality IWMP report available from the link on Midvaal Municipality's website

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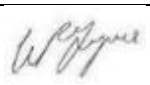
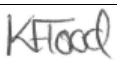
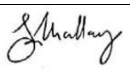
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PROJECT NAME	:	Midvaal Local Municipality Integrated Waste Management Plan	**PROJECT No.**	:	GE39053
TITLE OF DOCUMENT	:	Midvaal Local Municipality Integrated Waste Management Plan: Draft			
ELECTRONIC LOCATION	:	\\els-cluster\projects\GE39053 EN8IM Midvaal IWMP\03_Project Management Plan Design\G_Document Management - Reports\6 Final IWMP\Midvaal Municipality IWMP Draft.docx			

	Approved By Project Executive	Reviewed By	Prepared By
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DATE	SIGNATURE	SIGNATURE	SIGNATURE

02/03/2021			

	Approved By Project Executive	Reviewed By	Prepared By
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DATE **28/04/2021**	SIGNATURE 	SIGNATURE 	SIGNATURE 

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a) GIBB's written agreement is obtained prior to such release, and

b) By release of the report to the Third Party, that Third Party does not acquire any rights, contractual or otherwise, whatsoever against GIBB and GIBB, accordingly, assume no duties, liabilities or obligations to that Third Party, and

c) GIBB accepts no responsibility for any loss or damage incurred by the Client or for any conflict of GIBB interests arising out of the Client's release of this report to the Third Party.

ANNEXURE J:

MEC COGTA LETTER RECEIVED ON 2021/2022 IDP

GAUTENG PROVINCE
CO-OPERATIVE GOVERNANCE AND
TRADITIONAL AFFAIRS
REPUBLIC OF SOUTH AFRICA

Enquiries: Ashley Hay
Telephone: 082 307 5352
Reference: MEC Letter 2021/22

By email: mayor@midvaal.gov.za

Cllr Bongani Baloyi
The Executive Mayor
Midvaal Local Municipality
P O Box 9
MEYERTON
1960

Dear Cllr Baloyi

ASSESSMENT OF THE MIDVAAL LOCAL MUNICIPALITY (MLM) INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW 2021-22

1. OVERALL CREDIBILITY OF THE IDP

1.1 The Gauteng Department of Cooperative Governance and Traditional Affairs (GCOGTA) acknowledges and appreciates the submission of the 2021-22 Integrated Development Plan (IDP) Review on 28 May 2021, one (1) day after its adoption by Council on 27 May 2021 in accordance with the Municipal Systems Act No. 32 of 2000 (MSA).

1.2 The Municipality's IDP indicates that there were no objections received during the consultation with the local community as required in Section 28(2). Based on this, there is no need to institute any action in terms of Section 32(2) of the MSA, against the reviewed municipal IDP process.

1.3 It is noted that the Municipality's IDP contains all core components of the IDP as specified in Section 26 of the MSA. Therefore, having addressed the minimum core components in the IDP as well as undertaking public participation and adhering to the requirements of Chapter 5 of the MSA, the Municipality's IDP is deemed to be credible.

2. IDP ASSESSMENT AND OBSERVATIONS

The Municipality is hereby commended for developing a user-friendly document which is coherent in its compilation particularly on the following key performance areas (KPAs):

2.1 SPATIAL PLANNING AND SUSTAINABLE ENVIRONMENTAL DEVELOPMENT

2.1.1 The Municipality is acknowledged for attaching the full council approved 2021//2022 Municipal Spatial Development Framework (MSDF). In terms of policy alignment and integration, various national and provincial policies are acknowledged and articulated within the SDF. In response to modernisation of the economy, the Municipality lists priority projects to be initiated based on the findings and development proposals contained in the Spatial Development Framework which is commendable.

2.1.2 With regard to managing new settlement development, the MSDF is not clear on how areas that are suitable for affordable housing development will be linked to economic facilities and local economic development. As a result, the Municipality is urged to give attention to linking housing facilities to local economic development, nodal priorities, transport/mobility support in outer settlements. In efforts to promote spatial integration and township regeneration, the SDF must further clearly focus on township regeneration efforts in order to create hubs in accordance with the NDPs Urban Network Strategy.

2.2 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

2.2.1 The Municipality managed to obtain a clean audit for the past three consecutive years and this is highly commended by the Department.

2.2.2 The Department further notes the effort by the Municipality to introduce a differentiated approach to municipal financing, planning and support. In the IDP, the Municipality has identified the following programmes:

- The annual review and maintenance of an indigent policy
- Maintenance and enhancement of the collection strategy.
- The ongoing maintenance of an integrated asset management system
- The annual review and implementation of a borrowing policy

2.2.3 Based on the above, the Municipality has demonstrated stability in financial management over the past number of financial years. The attainment of good results and performance are further evident from the previous financial years.

2.2.4 In terms of the cash coverage ratio, it has been observed that the Municipality has a reasonable cash coverage ratio of 2.5 months, which suggests, amongst others, that the Municipality is in a position to meet short term payments. Ideally, the Municipality should try to maintain reserves of at least three (3) months.

2.2.5 The financial provision for repairs and maintenance remain inadequate with the potential to negatively impact the long-term sustainability of the Municipality's assets. Adequate allocation in this regard should be made in order to prolong the life span of assets of the Municipality. To this effect, the National Treasury has indicated 8 percent as the norm for repairs and maintenance.

2.3 SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

2.3.1 With regards to water resources, the IDP has not provided detail on the Municipality's programmes intended to protect wetlands resources. The Municipality is acknowledged for mentioning the Expanded Public Works Programme (EPWP) – Alien Species Removal. However, there is a need to define the extent of alien species removal in the municipality.

2.3.2 In terms of sustainable energy and the promotion of renewable energy options, the Midvaal IDP is silent. The Municipality is encouraged to initiate and introduce solar energy projects such as solar geysers or PV panels for low income housing. Furthermore, the Municipality is encouraged to reduce dependence on fossil fuel generated electricity in public buildings. However, the Municipality is commended for having a Green Buildings Policy and Implementation Plan in place with the intention to provide guidelines on energy efficient buildings.

2.3.3 As Midvaal Local Municipality falls within the Vaal Triangle Air Shed Priority Area (VTAPA), it has been observed that the IDP does not discuss any air quality management matters. In terms of the Municipal Systems Act (32 of 2000), Air Quality Act (39 of 2004) and the National Framework for Air Quality Management, it is a prerequisite for each municipality to develop and include an Air Quality Management Plan as part of its Integrated Development Plan.

2.4 LOCAL ECONOMIC DEVELOPMENT (LED)

2.4.1 The concept of Township Economic Revitalisation (TER) is adopted as a developmental tool to enhance the unique characteristics of economic activities in the Municipality's underprivileged and underdeveloped communities. This demonstrates that the Municipality does acknowledge the importance of TER implementation in the IDP and have further incorporated the registration of SMMEs in their supply chain data base to facilitate access to municipal opportunities.

2.4.2 The Municipality is commended for having a council approved Local Economic Development strategy in place, which was adopted in May 2017. Going forward, the Municipality should indicate when this strategy will be reviewed and how will it go about to ensure that it continues to leverage on comparative advantages and sustains links to other provincial and private sector initiatives.

2.5 GOOD GOVERNANCE AND INSTITUTIONAL DEVELOPMENT

2.5.1 The Midvaal Local Municipality has all the critical posts filed with a functional Budget steering committee. Additionally, the Municipality's Budget and Treasury office has the relevant capacity to promote good financial management and ensure the efficient application of financial resources in the rendering of services to the community.

2.5.2 From the IDP submission, it is unclear what the Municipality's Public Participation Strategy status is. While there is no exclusive strategy or plan indicated in the IDP, there is an indication that public hearings were conducted to obtain public comments and inputs from communities. The public hearings were conducted in April 2021 although specific dates and mechanisms used are not provided. In the next IDP cycle, the Municipality is urged to provide clarity around its Public Participation Strategy.

2.5.3 The Municipality is further encouraged to consider the Asset Based Community Development (ABCD) model in engaging its citizenry and to enrich its ward committee system.

2.5.4 Moreover, it has been noted that Midvaal Local Municipality did not consult the local community before adopting its IDP process plan as required by legislation. It is therefore recommended that in the subsequent IDP process, the Municipality must consult the local community as per the requirements of Section 28 of the Municipal Systems Act No. 32 of 2000.

2.6 CROSS-CUTTING ISSUES

2.6.1 With regard to the Municipal Sector Plans, Section 26 of the Municipal Systems Act indicates that an Integrated Development Plan must reflect certain core components, one of them being applicable sector plans. Municipalities are urged to submit their sector plans as annexures to the IDP in subsequent submissions of the next IDP cycle.

2.6.2 On the issue of Gender Mainstreaming, Gender Based Violence and Femicide (GBVF) is an important issue for consideration and response. Preliminary observations revealed that IDPs do not include mainstreaming of gender or contain targeted responses to GBVF. While the IDP does reflect overall intentions to address gender-based violence and femicide in a way that would be impactful to communities, it is recommended that the Municipality refer to Province's adopted five pillar GBVF response plan which requires the participation of local government as one of the key stakeholders towards ensuring adequate gender mainstreaming within municipal IDPs.

3. DISTRICT DEVELOPMENT MODEL (DDM) AND ONE PLAN

3.1 The Sedibeng District's DDM One Plan was developed and submitted by the end of June 2021 as per the National Department of Cooperative Governance (DCOG requirements). The District's proposition for the DDM Launch/Pilot in Gauteng is also noted and the Local Municipality is encouraged to support this.

3.2 It should be noted that going into the 5th Generation of IDPs, the Municipality will be required to include a chapter on DDM implementation and the One Plan into the IDP. The alignment of IDPs and One Plan necessitates incorporation of the long-term priorities and commitments into shorter term interventions as part of the IDP term.

3.3 The Municipality is encouraged to continue to participate and support the implementation of DDM as well as the review and implementation of the District One Plan.

4. IDP MONITORING AND SUPPORT

4.1 The Gauteng Department of Cooperative Governance is committed to provide support and guidance while monitoring the development of the District IDP as outlined in Section 154 of the Constitution. To this extent, the Department:

a) Has established the Provincial IDP Manager's Forum as critical support structure,
b) Will be issuing an IDP Circular that will provide the necessary guidance and clarity on the development, review and implementation of IDPs and other matters in the province, and
c) Has established Regional Support Teams that will, amongst others continue to work with the district and provide support on IDP and other matters.

4.2 In addition, the Department would like to participate in IDP Steering Committee Meetings of the Municipality in order to provide support and guidance.

4.3 Lastly, the Department, working together with Provincial Treasury and the Office of the Premier as the centre of government, will assist to coordinate the participation of sector departments in the IDP process.

5. RECOMMENDATIONS

The following recommendations are made to the Municipality and progress on these will be assessed amongst others, in the next IDP: -

5.1 The Municipal Spatial Development Framework (MSDF) must link housing facilities to local economic development, nodal priorities, transport/mobility support in outer settlements. The MSDF must also focus on township regeneration efforts in order to create hubs in accordance with the National Development Plan's (NDP's) Urban Network Strategy.

5.2 The Municipality's cash coverage ratio should be increased to maintain reserves for at least three (3) months. The budget provision for repairs and maintenance should be increased to 8% as per National Treasury's norm.

5.3 An The Local Economic Development Strategy should be reviewed and implemented as part of the next IDP.

5.4 The Municipality should provide details of programmes geared to protect wetlands as well as details of the extent of 'alien invasive' species removed through the Expanded Public Works Programme (EPWP).

5.5 The next IDP should provide details on renewable energy measures and Green Buildings. An Air Quality Management Plan (AQMP) should be developed and incorporated in the next IDP.

5.6 Clarity must be provided on the Municipality's Public Participation Strategy i.e. its existence, levels of implementation and compliance as well as considering the Asset Based Community Development (ABCD) model in engaging its citizenry as well as developing the IDP Process Plan.

6. CONCLUSION

6.1 In conclusion, the Municipality's submitted IDP contained the core requirements as per the Municipal Systems Act (MSA) and has improved over the respective reviews and the Municipality is encouraged to continue this trajectory. The Municipality is encouraged to pay attention to the assessment/ observations across the key performance areas (KPAs).

6.2 In line with the principle of co-operative governance and joint planning particularly around DDM and the One Plan, the fore-said comments aim to improve implementation of the IDP as a plan of all government.

6.3 GCOGTA's Chief Directorate for Urban Planning and the Directorate for Integrated Development Coordination (IDPC) are available to support the municipality in the development of its next IDP as well as to facilitate engagements with the sectors where needed. The Municipality is encouraged to work closely with GCOGTA and utilise the support being offered.

6.4 As a final remark, the Municipality is encouraged to introduce innovative ways for service delivery especially during the Covid-19 Pandemic.

Yours faithfully,

MR LEBOGANG MAILE, MPL
MEC: COGTA, URBAN PLANNING AND HUMAN SETTLEMENTS
DATE: 7/10/2021

Cc: Municipal Manager

ANNEXURE K:

MEC COGTA RESPONSE LETTER ON THE 2021-2022 IDP

Midvaal Local Municipality
PO Box 9, Meyerton, 1960
Tel: 016 360 7400
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Tel: 016 360 7418 • Fax: 016 362 2794 • E-mail: mayor@midvaal.gov.za

OFFICE OF THE EXECUTIVE MAYOR

MEC: Department of Cooperative Governance
and Traditional Affairs, Urban Planning & Human Settlements
77 Commissioner Street
Johannesburg
2001

Date: 9th May 2022

Attention: Ashley Hay
ashley.hay@gauteng.gov.za

RE: RESPONSE TO THE COMMENTS RECEIVED FOR THE 2021/2022 FINAL MIDVAAL INTEGRATED DEVELOPMENT PLAN

Dear MEC Maile

Your letter dated 7th October 2021 refers.

The Midvaal Local Municipality acknowledges the comments from the office of the MEC on the 2021/2022 Integrated Development Plan (IDP). The Municipality appreciates the feedback on the IDP and also welcomes comments on areas of improvement. The issues that need action are therefore responded to in this way:

MEC COMMENTS	MIDVAAL RESPONSE
IDP is deemed credible. Submitted to MEC on 28th May 2021 one day after adoption. No objection has been lodged, the IDP is in line with core components in Section 26 of MSA and has undertaken public participation as outlined in Chapter 5 of MSA.	Noted with gratitude
IDP ASSESSMENT AND OBSERVATIONS	
SPATIAL DEVELOPMENT FRAMEWORK	
2021/2022 Municipal Spatial Development Framework submitted is aligned to national and provincial policy and lists priority projects in line with development proposals. Municipality is urged to give attention to	Key directives for the new SDF include provision for new and affordable settlement developments integrated with economic infrastructure and services. This is evident with the identification of urban expansion areas close to existing opportunities.

linking housing facilities to local economic development, nodal priorities, transport/mobility support in outer settlements as well as clearly focus on township regeneration.	The new SDF expands and enhances this section through comprehensive forecasts on the CSIR Greenbook population projections and the criticism of not spatially indicating the land has been rectified through various maps linked to urban expansion areas and the catering for the low income and gap market. Specifically take note of the following development drivers, numbers 1, 8, and 11.
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	
The municipality demonstrates stability and is commended for its differentiated approach to municipal financing, planning and support. The Municipality has a reasonable cash coverage ratio of 2.5 months. Ideally, the Municipality should try to maintain reserves of at least three (3) months. The financial provision for repairs and maintenance remain inadequate. Adequate allocation should be made for maintenance and repairs in order to prolong the life span of assets of the Municipality. To this effect, the National Treasury has indicated 8 percent as the norm for repairs and maintenance.	The liquidity ratio of 2.5 is now 3.06 as at 30 June 2021. The cash/cost coverage is 5.5 months as at 30 June 2021. The repairs & maintenance budget will be adjusted gradually to the norm over a period of time
SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	
IDP has not provided detail on the Municipality's programmes intended to protect wetlands resources. There is a need to define the extent of alien species removal in the municipality. The Municipality is encouraged to initiate and introduce solar energy projects such as solar geysers or PV panels for low-income housing. Furthermore, the Municipality is encouraged to reduce dependence on fossil fuel generated electricity in public buildings. It is a prerequisite for each municipality to develop and include an Air Quality Management Plan as part of its Integrated Development Plan.	"Working for Wetlands is a joint initiative of the Departments of Environmental Affairs (DEA), Water and Sanitation (DWS) previously known as Water Affairs (DWA) and Agriculture, Forestry and Fisheries (DAFF). This illustration of cooperative governance and partnerships comes to life through projects that focus on the rehabilitation, wise use and protection of wetlands in a manner that maximises employment creation, supports small businesses and transfers relevant and marketable skills to beneficiaries." from Department of Forestry, Fisheries and the Environment, source: https://www.dffe.gov.za/projectsprogrammes/workingfowetlands As Parks Section, the Expanded Public Works Programme business plan Project description is Maintenance and Beautification of Midvaal recreational facilities, Parks, Cemeteries and surroundings but does not include wetlands. The areas of focus are namely: tree cutting, grass cutting, flowerbeds maintenance, cleaning of Midvaal Local Municipality facilities, irrigation, weeds prevention and removal on Public Open Spaces, facilities, Sport and Recreational Centres, Cemeteries, Parks, as well as ad hoc duties. Therefore, it is recommended that alien species removal to protect wetlands resources be redirected to the Department of Environmental Affairs as it falls within its mandate and jurisdiction, in collaboration with the Department of Water and Sanitation and Department of Agriculture, Forestry and Fisheries. The Adopted Green Building Policy is catered for in the Climate Change Section on the IDP Document. The need for sustainable energy is addressed in development driver number 2: "Pursue alternative clean energy and reduce the cost to industrial and commercial consumers". The shortage of energy will be a

	specific focus of the municipality by partnering with renewable energy service providers and participating in initiatives to generate local power, aid economic diversification along the R59 corridor, industrial and commercial zones and the urban nodes through public-private partnerships. Air Quality is a function of the Sedibeng District Municipality. The National Environment Management Act: Air Quality Act, 2004 determines Metropolitan and District municipalities to be the licensing authority which includes all listed activities. Metro and District municipalities are therefore responsible to ensure that companies comply with license conditions of 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 allows for all air pollution complaints to be registered with the municipality.
LOCAL ECONOMIC DEVELOPMENT (LED)	
The municipality facilitates municipal opportunities by TER implementation in the IDP and have further incorporated the registration of SMMEs in their supply chain data base. Review of the LED Strategy to indicate how will it go about to ensure that it continues to leverage on comparative advantages and sustains links to other provincial and private sector initiatives.	The Municipality has appointed a service provider to formulate a new 5-year LED Strategy. The new LED Strategy will amongst others include a broad Economic Analysis and Evaluation with regards to key challenges and formulate economic development Strategies, Programmes and Projects in order to leverage on existing comparative advantages within the private sector and all spheres of government in response to the findings while leveraging on new proposed development initiatives.
GOOD GOVERNANCE AND INSTITUTIONAL DEVELOPMENT	
It is unclear what the Municipality's Public Participation Strategy status is. While there is no exclusive strategy or plan indicated in the IDP, there is an indication that public hearings were conducted to obtain public comments and inputs from communities. The public hearings were conducted in April 2021 although specific dates and mechanisms used are not provided. In the next IDP cycle, the Municipality is urged to provide clarity around its Public Participation Strategy. The Municipality is further encouraged to consider Asset Based Community Development (ABCD) model in engaging its citizenry and to enrich its ward committee system. Midvaal did not consult the local community before adopting its IDP process plan as required by legislation. It is therefore recommended that in the subsequent IDP process, the Municipality must consult the local community as per the requirements of	The 2022-2027 IDP provides a public participation assessment in Section 2.8 that outlined the strategy used to consult communities and provide platforms for engagement and to receive comments. The municipality requires further capacitation with regard to the ABCD model and to understand the institutional challenges that the implementation of the model may have on the municipality. Prior to the adoption of the 2022-2027 IDP Process Plan the draft document was made available for public comment as outlined in the 2022-2027 IDP Process Plan.

Section 28 of MSA.	
CROSS-CUTTING ISSUES	
Municipalities are urged to submit their sector plans as annexures to the IDP in subsequent submissions of the next IDP cycle. Municipality must refer to the Province's adopted five-pillar GBVF response plan which requires the participation of local government as one of the key stakeholders towards· ensuring adequate gender mainstreaming within municipal IDPs.	The Annexures to the IDP will include sector plans.
DISTRICT DEVELOPMENT MODEL (DDM) AND ONE PLAN	
1. The Sedibeng District's proposition for the DDM Launch/Pilot in Gauteng is also noted and the Local Municipality is encouraged to support this 2. It should be noted that going into the 5th Generation of IDPs, the Municipality will be required to include a chapter on DDM implementation and the One Plan into the IDP.	Section 2.7.8 of the 2022-2027 IDP includes the alignment to the DDM.
RECOMMENDATIONS	
1. The Municipal Spatial Development Framework (MSDF) must link housing facilities to local economic development, nodal priorities, transport/mobility support in outer settlements. The MSDF must also focus on township regeneration efforts in order to create hubs in accordance with the National Development Plan's (NDP's) Urban Network Strategy.	Key directives for the new SDF include provision for new and affordable settlement developments integrated with economic infrastructure and services. This is evident with the identification of urban expansion areas close to existing opportunities. The new SDF expands and enhances this section through comprehensive forecasts on the CSIR Greenbook population projections and the criticism of not spatially indicating the land has been rectified through various maps linked to urban expansion areas and the catering for the low income and gap market. Specifically take note of the following development drivers, numbers 1, 8, and 11.
2. The Municipality's cash coverage ratio should be increased to maintain reserves for at least three (3) months. The budget provision for repairs and maintenance should be increased to 8% as per National Treasury's norm.	The liquidity ratio of 2.5 is now 3.06 as at 30 June 2021. The cash / cost coverage is 5.5 months as at 30 June 2021. The repairs & maintenance budget will be adjusted gradually to the norm over a period of time
3. A Local Economic Development Strategy should be reviewed and implemented as part of the next IDP.	A process is underway to formulate a new 5-year LED Strategy as part of the new 5-Year IDP.
4. The Municipality should provide details of programmes geared to protect wetlands as well as details of the extent of 'alien invasive' species removed through the Expanded Public Works Programme (EPWP).	"Working for Wetlands is a joint initiative of the Departments of Environmental Affairs (DEA), Water and Sanitation (DWS) previously known as Water Affairs (DWA) and Agriculture, Forestry and Fisheries (DAFF). This illustration of cooperative governance and partnerships comes to life through projects that focus on the rehabilitation, wise use and protection of wetlands in a manner that maximises employment creation, supports small businesses and transfers relevant and marketable skills to beneficiaries." from Department of Forestry,

	Fisheries and the Environment, source: https://www.dffe.gov.za/projectsprogrammes/workingfowetlands As Parks Section, the Expanded Public Works Programme business plan Project description is Maintenance and Beautification of Midvaal recreational facilities, Parks, Cemeteries and surroundings but does not include wetlands. The areas of focus are namely: tree cutting, grass cutting, flowerbeds maintenance, cleaning of Midvaal Local Municipality facilities, irrigation, weeds prevention and removal on Public Open Spaces, facilities, Sport and Recreational Centres, Cemeteries, Parks, as well as ad hoc duties. Therefore, it is recommended that alien species removal to protect wetlands resources be redirected to the Department of Environmental Affairs as it falls within its mandate and jurisdiction, in collaboration with the Department of Water and Sanitation and Department of Agriculture, Forestry and Fisheries.
5. The next IDP should provide details on renewable energy measures and Green Buildings. An Air Quality Management Plan (AQMP) should be developed and incorporated in the next IDP.	Air Quality is a function of the Sedibeng District Municipality. The National Environment Management Act: Air Quality Act, 2004 determines Metropolitan and District municipalities to be the licensing authority which includes all listed activities. Metro and District municipalities are therefore responsible to ensure that companies comply with license conditions of 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 allows for all air pollution complaints to be registered with the municipality.
6.Clarity must be provided on the Municipality's Public Participation Strategy i.e. its existence, levels of implementation and compliance as well as considering the Asset Based Community Development (AGCO) model in engaging it" citizenry as well as developing the IDP Process Plan.	The 2022-2027 IDP provides a public participation assessment in Section 2.8 that outlined the strategy used to consult communities and provide platforms for engagement and to receive comments.

Kind Regards

ALD PJ TEIXEIRA
EXECUTIVE MAYOR