



EKURHULENI METROPOLITAN MUNICIPALITY

Mid-term Report

November 2008



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Ekurhuleni
METROPOLITAN MUNICIPALITY

Ntombi Mekgwe
Executive Mayor



Preface to the Progress Report on Five Year Plan: 2006-2008

The Ekurhuleni Metropolitan Municipality (EMM) is one of Gauteng's three metropolitan municipalities and its distinguishing character from the other two metros is that it consists of nine town centres with major decentralized nodes, namely the East Rand Mall and Bedfordview, Wadeville Alrode Industrial Corridor and the O R Tambo International Airport complex.

The importance or imperative presented by this unique feature of multiple nodes requires new and innovative approaches to integrated planning, robust leadership and economic regeneration. Without this being forged to focus the multiple nodes to maximize the comparative advantage of the region, an integrated and united identity, will not be possible.

Out of the amalgamation of the nine towns and two administrations and the subsequent conferment of metropolitan status, Ekurhuleni was faced with many challenges, amongst these being the integration of the disparate and rival economic strategies and planning policies. The consolidation of all the towns highlighted the pressures on land and the challenges relating to the development of sustainable human settlements and a robust local economy development strategy required to improve the lives of the communities within Ekurhuleni for the better.

Ekurhuleni is a sprawling area just under 2000km² and is home to a population of close to 3 million people representing every ethnic group in South Africa and boasts diverse national and international cultures. The Metro is driven by a partnership that works and aims to be the smart, creative and developmental city in the country. Towards achieving this goal Ekurhuleni Metropolitan Municipality works with values of Performance Excellence, Integrity, Community Centeredness, Transparency and Co-operative Governance amongst others.

To this end the Metro is guided by Critical Programmes which are clustered into strategic focus areas and these are:

Institutional Transformation: (which speaks to transformation and is aimed at improving machinery of government to meet obligations to residents).

Infrastructure Transformation: (which speaks to critical programmes linked to core service delivery matter and tasks are linked to integrated infrastructural plans with special emphasis on energy efficiency).

Social Transformation: (which speaks to critical programmes on anti-poverty work and social cohesion and inclusion and health matters).

Economic Development: (which speaks to critical programmes and tasks aimed at economic transformation and acceleration of economic growth and development).

All of the critical programmes are contained in the IDPs of the Council and are based on Council's five year programme as presented in 2006. This mid-term report thus presents achievements, milestones and delivery on the Five Year Plan for the period 2006-2008.

We will continue to ensure that we make Ekurhuleni a better place to live and work in. We have made significant progress in implementing the mandate our people gave us in the 2006 municipal elections as demonstrated in this mid-term report.

Yours In Service Delivery!

Cir Ntombi Mekgwe
Executive Mayor

Introduction by the City Manager

Answering the call from the people for service delivery and ensuring the ultimate goal – that of quality service delivery – is something that the dedicated Ekurhuleni team takes seriously.

The Ekurhuleni Metropolitan Municipality has been led by no less than two executive mayors during this term of office so far. The first half being dominated by Duma Nkosi, who was successfully followed by Cir Ntombi Mekgwe, who took over the reins shortly before the end of the mid-term.

With the foundation having been formed in the first term of the metropolitan municipality's existence, the second term already sees a big breakthrough into bringing service delivery to the people, showing our commitment to the Batho Pele principles.

We have zoned our attention on the underdeveloped areas and where unemployment, poverty and malnourishment are rife. This has meant paying attention to local economic development in an effort to facilitate job creation and, in so doing, addressing poverty.

Another area that has received much attention is to provide basic water and electricity to those who are still without. We are committed to extending the basket of services to ensure a more comprehensive Indigents Programme. The approach to including the poor must take into account the need for the poor to be brought into the mainstream.

Attention is also being given to the 2010 Soccer World Cup and the role that we will play. Ekurhuleni is not a host city and will not have to build a stadium – no games will be played here. But the airport and road network connecting it to various venues will make Ekurhuleni central to the world cup. Thousands of people will pass through the OR Tambo International Airport to and from games at the various venues outside of our borders.

2010 is seen as an opportunity to expand our infrastructure and to act as a springboard for future events. We are well on our way to achieving this. In this mid term, we have seen an integrated transport plan implemented as well as a roads and storm water building programme and a water demand management plan which has seen the light since 2007. A total of 277km of roads, costing an estimated R490m, have been built.

As always, public participation in the governing of Ekurhuleni is a must,

which is achieved through the establishment of ward committees that form a platform for the public to interact with the Metro on issues of concern. Roadshows headed by the Executive Mayor prove to be the ideal platform to talk with the people. The annual municipal budget continues to be community driven and needs identified during public meetings were included in the IDP.

Ekurhuleni Metro commits itself to eradicating corruption, fraud and poor performance. This is achieved through performance management systems, fraud prevention initiatives as well as risk management plans.

Batho Pele – People First – is taken seriously and will continue to be so through the rest of this term of office and well into the next. We are committed to our core values – performance excellence, integrity, transparency and co-operative governance – in pursuing our Vision and Mission. With these come the seven strategic development priorities in which we are certainly making inroads, and will continue to do so. They form the foundation of achieving our Mission, and are:

- Promote good governance;
- Fight poverty and underdevelopment;
- Urban renewal;
- Job creation;
- Safety and security;
- Fighting HIV and Aids; and
- Enhancing public participation.

Our roadmap into growth and development is encapsulated in our Growth and Development Strategy 2025, and we continue to focus on the four key performance areas identified – infrastructure transformation, economic transformation, social transformation and institutional transformation and good governance.

Patrick Flusk
City Manager

Patrick Flusk
City Manager



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INTRODUCTION



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1. Ekurhuleni Metropolitan Municipality

1.1 Introduction

The Ekurhuleni Metropolitan Municipality (EMM) is one of Gauteng's three metropolitan municipalities. It is different from other municipalities in that it has a unique feature of multiple nodes. This requires new and innovative approaches to integrated planning, robust leadership and economic regeneration. Without this being forged to focus the multiple nodes to maximise the comparative advantage of the region, an integrated and united identity is not possible. This aspect of the significant challenge facing Ekurhuleni will also be the decisive factor for the Gauteng Global City Region, which will inevitably have multiple nodes.

Ekurhuleni has a total surface area of $\pm 2\,000\text{km}^2$ that accommodates a population of ± 2.7 million (source: Global Insight Regional eXplorer (ReX) v.351). This constitutes $\pm 5.6\%$ of the national population and makes up 28% of Gauteng's population. The population density is approximately 1 400 people per km^2 , making Ekurhuleni one of the most densely populated areas in the country and province. By comparison, population density in Gauteng is 596 people per km^2 and 39 people per km^2 in the country.

The Ekurhuleni metropolitan economy is larger and more diverse than that of many small countries in Africa, including all the countries in Southern Africa. It accounts for nearly a quarter of the Gauteng economy, which in turn contributes over a third of the national Gross Domestic Product. Ekurhuleni contributes $\pm 7\%$ to the country's spending power and $\pm 7.4\%$ to the nation's production. In most respects (per capita income, unemployment, poverty, average wages and other indicators of human development) it is similar to the rest of Gauteng. However, there is one important structural difference: many of the factories for production of goods and commodities are located in Ekurhuleni. Manufacturing in Ekurhuleni accounts for just less than 20% of the GDP of Gauteng. In Ekurhuleni itself, manufacturing accounts for some 28% of total production output. Because of this,

the largest concentration of industry in the whole of South Africa (and in Africa), Ekurhuleni is often referred to as "Africa's Workshop".

The downside of the strong manufacturing sector is that globalisation has a definite impact on the structure of production and on the demand for labour. Ekurhuleni, although not benefiting from direct capital investments as a result of the automotive sector developments in the country, continues to play the role of the workshop of the economy, with production of structural steel and fabricated metal products serving as inputs into other areas' economies. In the period 1998 to 2003, annual economic growth in Ekurhuleni has expanded consistently at almost double that of the national manufacturing growth rate. The economically active population is 57% compared to 40% nationally. Household income and per capita income exceed the national average by 10% and 33% respectively. The percentage of people living in poverty nationally is 44.4%, compared to 24.2% in Ekurhuleni (Source: Global Insight Regional eXplorer (ReX) v.351).

Ekurhuleni has a network of roads, airports, rail lines, telephones, electricity grids and telecommunications that rivals that of Europe and America – a first world infrastructure supporting a well established industrial and commercial complex. Ekurhuleni can, in fact, be regarded as the transportation hub of the country. The municipality is home to the OR Tambo International Airport, the busiest airport in Africa. The OR Tambo International Airport services the entire continent and links to major cities throughout the world. Similarly, many of the world's leading airlines fly into the OR Tambo International Airport. Some 14 million passengers pass through this airport each year. In addition, a number of smaller domestic airlines connect the OR Tambo International Airport with cities throughout South Africa.

South Africa's largest railway hub is in Ekurhuleni (Germiston) and links the city to all the major population centres and ports in the Southern African region. A number of South Africa's modern freeways and expressways connect Ekurhuleni to other cities and provinces.

The Maputo corridor development, South Africa's most advanced spatial development initiative, connects Ekurhuleni with the capital of Mozambique and the largest South African Indian Ocean port. Direct rail, road and air links connect Ekurhuleni to Durban, the biggest and busiest port within South Africa. During the period 1995 to 2005, the Gauteng government was strategic in upgrading some of the ageing road networks linked to the industrial hub, to promote the movement of goods and services.

The Blue IQ projects, situated within Ekurhuleni, include the Wadeville-Airode Industrial Corridor with linkages to the largest logistical hub, the City Deep Container terminal, the planned Gautrain rapid rail link to Johannesburg and Tshwane and the OR Tambo International Airport Industrial Development Zone (IDZ). The latter aims to cluster light manufacturing, more especially in beneficiation, and to develop an aero space park. The Ekurhuleni Metropolitan Municipality's annual budget is in the region of R13.5 billion, of which more than R2 billion is being budgeted annually for capital projects in line with the priorities set in the Integrated Development Plan (IDP). The bulk of this expenditure is dedicated to upgrading facilities and removing infrastructure backlogs that were caused by apartheid.

Mention must be made of the part that Ekurhuleni will play in the Soccer World Cup. Ekurhuleni is not a host city and it does not have to build a stadium, as none of the games will take place here. However, the airport and the road network connecting it to the various venues will make Ekurhuleni central to the World Cup, with thousands of travellers passing through the OR Tambo International Airport daily. It is estimated that most World Cup fans will stay in hotels in Ekurhuleni given that the proximity to the airport creates an ideal starting-point from which to travel to the games.

Ekurhuleni envisages 2010 to be an opportunity to expand infrastructure and to act as a springboard for future events that could be successfully hosted here, events with the magnitude of the 2020 Olympic Games are being considered with the Gauteng Provincial Government.

This discussion serves as an introduction to our vision, mission, values and strategic priorities.

1.2 Vision, Mission, Values and Strategic Priorities

In order to address numerous challenges and to direct Ekurhuleni to build into a better area to work and live in, the following long term vision was developed:

1.2.1 Vision

The Smart, Creative and Developmental City.

1.2.2 Mission

Based on the above vision, a mission statement was developed as a way of ensuring achievement. The mission statement is:

Ekurhuleni provides sustainable and people centred development services that are affordable, appropriate and of high quality. We are focused on social, environmental and economic regeneration of our city and communities, as guided by the principles of Batho Pele and through the commitment of a motivated and dedicated team.

1.2.3 Values

In pursuing the vision and mission, the Ekurhuleni Metropolitan Municipality is committed to upholding the following core values:

- Performance excellence;
- Integrity;
- Community centeredness;
- Transparency; and
- Cooperative governance.

1.2.4 Strategic Priorities

The following seven strategic development priorities were identified by the Ekurhuleni Metropolitan Municipality and form the foundation of achieving the vision:

- Promoting good governance;
- Fighting poverty and underdevelopment;
- Urban renewal;
- Job creation;
- Safety and security;
- Partnership against HIV and Aids; and
- Enhancing public participation.

BACKGROUND



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2. Background

The amalgamation of eleven East Rand local authorities into the Ekurhuleni Metropolitan Municipality took place during the final phase of local government rationalisation and transformation in South Africa in 2000. The establishment of a single local authority to replace a number of previously independent local authorities, each with its own distinct developmental needs, agenda and work culture, raised a host of developmental and administrative challenges, not least of which is the challenge to formulate a unifying vision and strategy pertaining to the development of the area as a whole over the medium to long term.

During the past seven years the Ekurhuleni Metropolitan Municipality has made steady progress in developing its strategic planning capacity and process. The Integrated Development Planning (IDP) process was institutionalised within national guidelines for local government planning and budgeting, and the IDP, together with its strategic sectoral plans such as the Spatial Development Framework (SDF) has become the principal strategic planning tool within the local authority. However, the IDP primarily deals with solutions to immediate development challenges within a five year time frame. Therefore a holistic long term development vision and strategy for Ekurhuleni, which will create common purpose between all development stakeholders and which will act as a guiding framework within which the IDPs can be formulated, is needed.

The socio-economic and spatial challenges caused by apartheid's social engineering cannot be solved over the short term – they call for a strategic (involving choices and priorities) and long term response. Both locally and internationally, city development strategies have become a way of attempting to deal with the increasing complexities confronting city governments in this era of globalisation, increased competition, rapid urbanisation and accelerating change.

With the above in mind, the Ekurhuleni Metropolitan Municipality embarked on a process to formulate a long-term development strategy. During 2004 research was undertaken on national and international best practice examples, as well as on key success factors relating to city development strategies. This led to a strategy being formulated in early 2005. The following is a high level summary of the status of development in Ekurhuleni.

2.1 Infrastructure Transformation (Physical Development)

Ekurhuleni lacks a clear city identity and primary core urban areas with clearly identifiable central themes. A new approach to planning, economic and urban regeneration, as well as sustainable development, is essential in any attempt to develop the area and create a unique identity.

The former nine East Rand towns and large vacant land parcels in the mining belt around the urban core, create a fragmented spatial distribution and cause an inequitable city. This led to low development densities with historically disadvantaged communities situated on the urban periphery.

Many areas in the city have poor transportation linkages and offer poor mobility. This is due, in part, to high levels of congestion on the national and provincial road network and freeway interchanges and large parts of the planned provincial road system not having been built. There are also inadequate linkages between certain nodes in the Ekurhuleni Metropolitan Municipality, as well as a lack of integrated public transport nodes and systems. Some 22% of the municipal road network is still gravel and, although there is a good rail network, it is underutilised.

Many areas in the city have an ageing and poorly maintained trading services infrastructure which is subject to frequent breakdowns. Many communities have inadequate access to basic services due to infrastructure backlogs experienced in township areas and informal settlements.

Due to mining activities, urbanisation and industrialisation, environmental problems such as dolomite, informal settlements, industry and pollution, Ekurhuleni is characterised by large areas of degraded environment. However, some unique environmental opportunities, such as rivers and wetlands, ridges and agricultural potential have also been identified.

Many areas in the city are in a state of decay, performing poorly and in need of urban renewal, but at the same time present an opportunity to capitalise on existing infrastructure to build vibrant urban communities.

Current information and communication technology infrastructure, such as broadband, is inadequate to accommodate the rapid

technological growth required, particularly in high-tech hubs such as those surrounding the OR Tambo International Airport.

2.2 Economic Transformation

The local economy requires a greater degree of sustainable diversification as it is presently dominated by the manufacturing sector.

As is the case elsewhere in South Africa, unemployment is high at 34.3% and policies to promote labour absorption and job creation will be of crucial importance to the future of the city.

The improvement of skills levels to attract and support local economic growth is of critical importance, as technical skills levels are low and not compatible with the skills requirements of the local economy. The literacy rate is 84% for example, but computer literacy is low.

The OR Tambo International Airport ensures that Ekurhuleni serves as a gateway to Africa and opportunities for the local development and promotion of tourism, should be exploited. This includes opportunities for business and retail tourism, as well as the Klipriviersberg, wetlands and bird sanctuaries.

No city can survive without new investment in physical, economic and social infrastructure. Therefore, investment promotion and facilitation must be a key focus area to attract entrepreneurs and address the varying levels of investment throughout the Metro.

There is a skewed distribution of wealth and resources, with the greatest portion of the wealth in the city still in the hands of a small elite group. Broad based economic transformation, as well as entrepreneurial activity, will be promoted at every opportunity.

2.3 Social Transformation

With $\pm 24\%$ of the local population living in poverty and the current unemployment rate at 34,3%, the levels of poverty and unemployment in Ekurhuleni are unacceptably high. This needs to be addressed in a sustainable way. The majority of people living below the poverty line, live on the urban periphery, far away from job opportunities and social amenities.

Many people in Ekurhuleni still live in overcrowded informal settlements without adequate access to engineering and social infrastructure. The creation and promotion of sustainable human settlements is therefore an important priority. There is a housing backlog with 134 000 shacks in informal settlements and 36 000 backyard shacks. This is constantly worsening as the influx is set to continue and many informal settlements are situated on land not suitable for housing. Well-located land suitable for housing development is not readily available. Past subsidy schemes have also resulted in mono-functional, non-sustainable areas.

High levels of HIV and Aids and other poverty related diseases, such as TB, are experienced in the poor communities and access to health care is inequitable. There is a high rate of infant and child malnutrition.

The crime and domestic violence rates are unacceptably high, and a higher level of safety and security for the inhabitants of the city will be pursued. Various risks such as airports, gas pipelines and old mining areas have the potential for causing disasters.

The region is characterised by inadequate and inequitable provision of parks, sport and recreational facilities, public places and cemeteries, which are poorly maintained. Green areas are fragmented and disjointed with no central theme.

2.4 Economic Profile

In order to go somewhere, you need to know where you are, first. Local government has a need to assess the demographic, economic, and socio-economic status quo, as well as to measure growth and development on a sub-national level and, more specifically, on local metropolitan municipality levels. This type of information and estimates are needed for activities such as:

- Policy and strategy decisions;
- Economic planning;
- Market development; and
- Infrastructure planning, development, and delivery.

The economic profile overview of Ekurhuleni serves to inform decision makers regarding the characteristics of the Ekurhuleni economy.

As a result of the lag in the statistical data reporting and collection process, it is currently only possible to provide estimates for economic variables up to the year 2006. National-level information from Statistics South Africa and the South African Reserve Bank for 2006 has also been used.

Ekurhuleni's key demographic and socio-economic characteristics are summarised in the following table and placed into context when viewed with the Gauteng provincial and South African national picture. National boundaries have changed over the last decade, thus figures in the demographic context differs from the 2002 report. The region covers approximately 2 000 square kilometres, which translates into 11.63% of Gauteng and 0.16% of the national areas, respectively.

Evident is that the area is extremely densely populated when compared with figures for both the Gauteng and the national population density. Ekurhuleni houses approximately 5.7% of the country's population and 27.32% of the Gauteng province's total population. Income levels in Ekurhuleni are above the national average (which is to be expected for most urban areas in South Africa), but below that of the Gauteng province's average.

Unemployment rates within Ekurhuleni is at 34.3%, which is below the national average of 37.7%, but higher than that of the Gauteng province which is at 30 %, while the percentage of people in poverty is lower than the national average, but similar to the Gauteng average.

Table 1: The Ekurhuleni key comparative statistics, 2006 (Source: Global Insight Regional eXplorer (ReX) v.351).

	Ekurhuleni	Gauteng	South Africa
Region area (sq km)	1,928	16,579	1,221,246
Population	2,699,394	9,879,610	47,560,742
Population density (nr of people per sq km)	1400	596	39
Economically active population (as % of total pop.)	57.3%	57.0%	40.5%
No. of households	868,976	3,155,402	12,883,990
Average household income (Rand, current prices)	107,349	142,905	94,090
Annual per capita income (Rand, current prices)	34,557	45,642	25,489
Gini coefficient	0.59	0.58	0.64
Formal sector employment (estimates)	696,204	3,670,360	9,896,088
Informal sector employment (estimates)	98,234	477,803	2,110,379
Unemployment rate	34.3%	30.0%	37.7%
Percentage of persons in poverty	24.2%	22.9%	44.4%
Poverty gap (R million)	1,172	3,903	37,897
Human Development Index (HDI)	0.68	0.71	0.62
Index of Buying Power (IBP)	0.08	0.35	1.00
Share of economic output (GVA % of SA 2006)	6.6%	33.7%	100.0%
Economic growth 1996 - 2006 (GVA % growth pa) (Constant 2000 prices)	2.7%	4.1%	3.4%

The Human Development Index (HDI) for Ekurhuleni indicates that the area fares better than the national average, whilst lagging slightly behind the Gauteng average. The Human Development Index for Ekurhuleni is 0.68, which is indicative of a medium-developed municipality. The buying power in the area is based on Global Insight's Index of Buying Power (IBP), which indicates that only 8% of the country's spending power is located in Ekurhuleni, compared to 35% in Gauteng as a whole.

However, Ekurhuleni is a large and significant local economy in the South African economic context. Some summary estimates (presented in Table 2) illustrate that Ekurhuleni has a resident population of approximately 2.7 million people; the area contributes approximately 7% to national production and has a share of approximately 6.6% of national employment. Over the period 1996 to 2006, The Ekurhuleni economy grew by an estimated average of 2.7% per annum. Ekurhuleni contributes approximately 19% to the total economic output of the Gauteng province. Evident from the table is that Ekurhuleni did not share in the same strong growth that Johannesburg exhibited over the same period.

Table 2: Population, output, employment, and economic growth in South Africa's major cities (Source: Global Insight Southern Africa – Regional eXplorer)

Area	Population in 2006	Contribution to National Economic Output in 2006	Share of National Employment	Average Annual Economic Growth, 1996-2006
Ekurhuleni	2,699,394	6.6%	7.0%	2.7%
City of Cape Town	3,132,774	10.0%	11.2%	4.3%
eThekweni	3,300,906	7.9%	10.6%	4.0%
City of Johannesburg	3,460,916	17.9%	16.3%	4.9%
Nelson Mandela Bay	1,077,556	2.3%	3.5%	3.4%
City of Tshane	2,129,866	9.2%	8.4%	4.8%
Gauteng	9,879,610	37.1%	33.7%	4.1%
South Africa	47,560,742	100.0%	100.0%	3.4%

Since information used to derive economic activity estimates are in most cases reported by company head offices, combined with the fact that many manufacturing operations have head offices in the Johannesburg and other metropolitan municipalities - while the production plants are located in Ekurhuleni - one necessarily needs to interpret the economic performance-estimates in this context. This may imply that some of the estimates obtained for Ekurhuleni may be on the conservative side.

INSTITUTIONAL ARRANGEMENTS



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3. Institutional Arrangements

The Ekurhuleni Metropolitan Municipality has implemented a Mayoral Executive and Ward Participatory System of local governance which ensures that governance is taken right down to community level and that all citizens within the metropolis are represented in decision-making. This increases residents' sense of belonging, accountability and empowerment and actively involves them in all issues dealt with by the metropolitan municipality.

- Environmental Development; and
- Housing.

Councillors also serve on the Development Tribunal, the remuneration and performance committee and the audit committee where political oversight is ensured.

The municipality comprises of 175 councillors, of both elected (88 ward representatives) and proportional (87 councillors) representation. Each of the 88 ward councillors chairs a ward committee as part of the Ward Participatory System that brings participation down to community level.

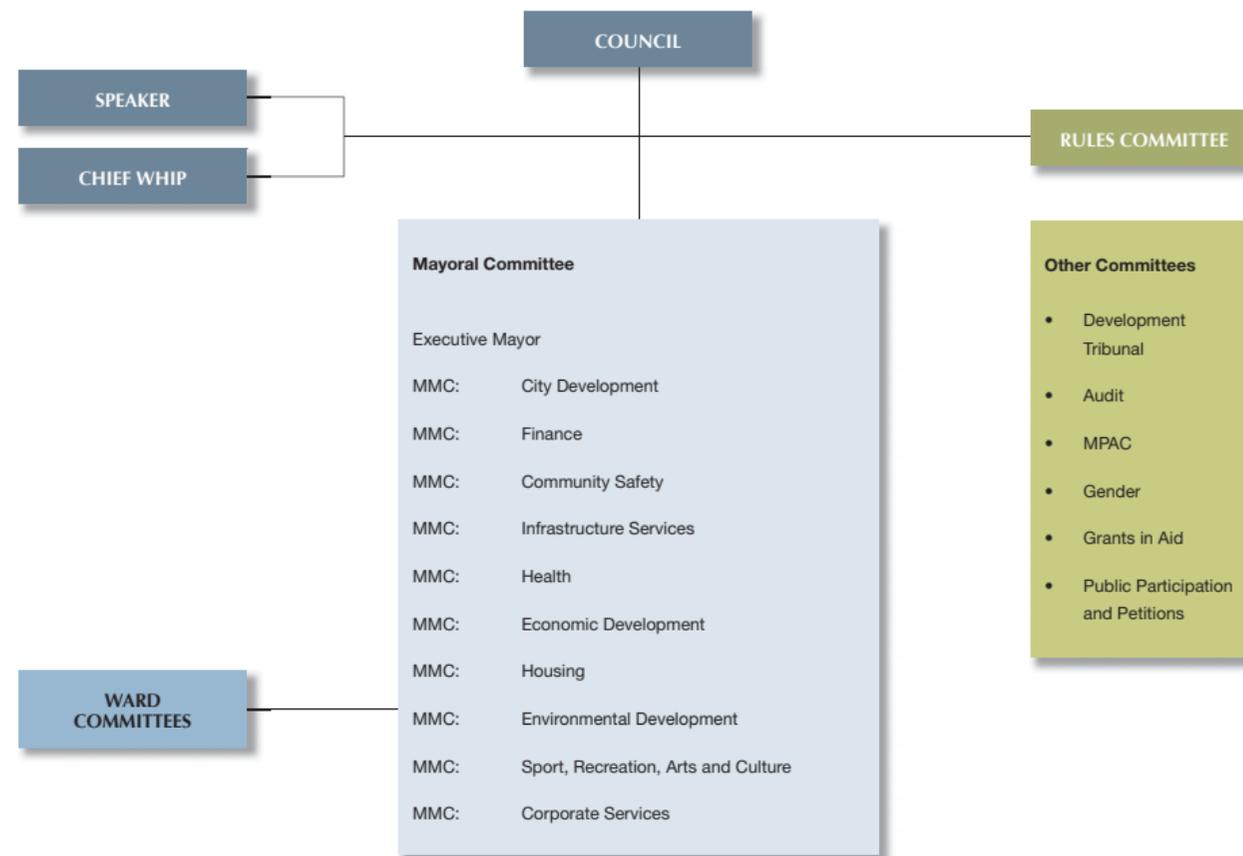
Ward councillors play a central role in the communication process between the communities they represent and the Council, reporting back regularly through ward meetings and assisting the community in identifying needs and priority areas of development which feed into the municipality's planning processes.

The Executive Mayor heads up a team of 13 full-time councillors comprising herself, a Mayoral Committee of 10 members, a Speaker and a Chief Whip of Council.

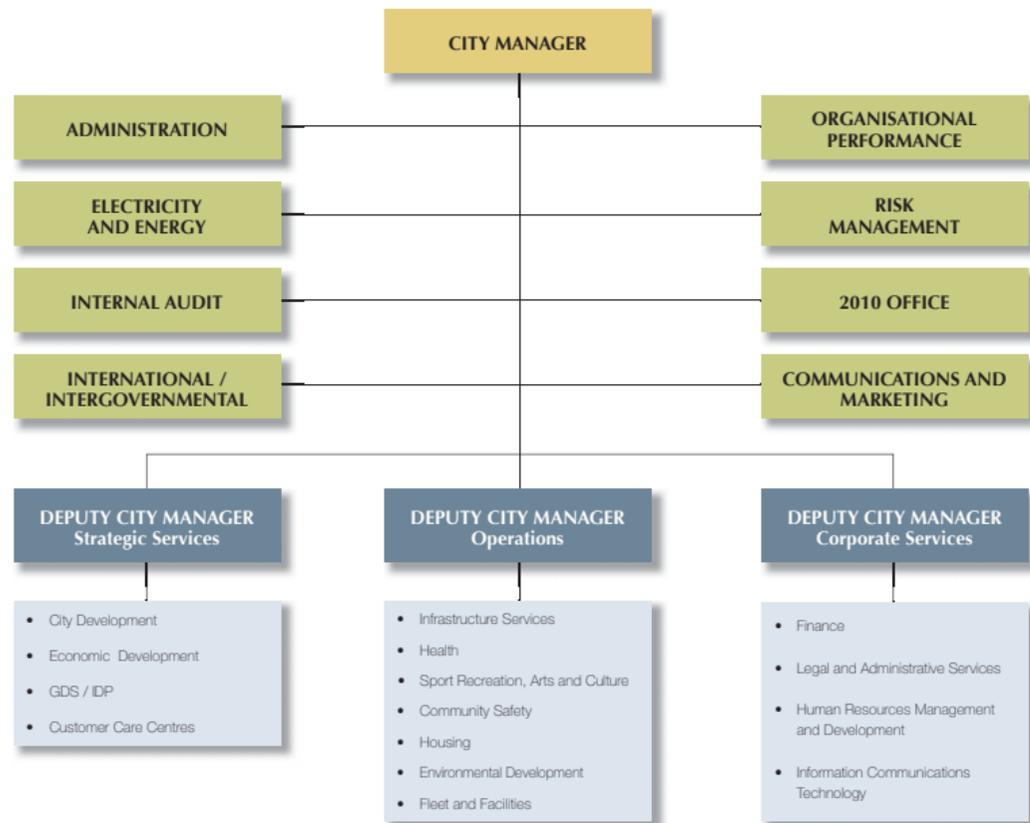
Political oversight of the administration is ensured via Section 80 committees in control of the different portfolios in Council, which comprise:

- City Development;
- Community Safety;
- Infrastructure Services;
- Health;
- Economic Development;
- Finance;
- Corporate Services;
- Sport, Recreation, Arts & Culture;

The Political Structure is outlined below:



The political structure is supported by the following administration structure:



GROWTH & DEVELOPMENT STRATEGY (GDS) 2025



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4. Growth and Development Strategy (GDS) 2025

The Growth and Development Strategy 2025 is focused on the four key performance areas identified by Ekurhuleni. These are defined as:

- Infrastructure transformation;
- Economic transformation;
- Social transformation; and
- Institutional transformation and good governance.

These key performance areas will be achieved by means of specific identified focus areas.

INFRASTRUCTURE TRANSFORMATION



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4.1 KPA 1: INFRASTRUCTURE TRANSFORMATION

4.1.1 Focus Area: Clear City Identity

2025 Agenda: A well-developed and vibrant core economic area which imparts unique character and identity to Ekurhuleni.

(a) Milestones

- Increased development and investment in the core economic triangle of Ekurhuleni:
 - Gautrain construction and related development adjacent to the OR Tambo International Airport;
 - Successful development of the R21 (Albertina Sisulu) corridor;
 - Successful development of the Government Precinct in Germiston; and
 - Subsidy-linked housing development in the mining belt.

(b) Achievements

- Metropolitan Spatial Development Framework (MSDF) formulated guiding spatial development;
- Three Regional Spatial Development Frameworks (RSDFs) approved;
- Eleven Local Spatial Development Frameworks (LSDFs) approved, including the R21 (Albertina Sisulu) corridor and the Germiston LSDF; and
- Core Economic Triangle Study approved in terms of which Boksburg, Kempton Park and Germiston the core economic hub.
- Gautrain and linkages**
 - Gautrain construction and related development adjacent to OR Tambo International Airport;
 - OR Tambo precinct which includes OR Tambo International Airport, OR Tambo route, the memorial park, Leeupan wetland project and the OR Tambo

house, which is of National imperative has been adopted as a 2010 legacy project to promote tourism and contribute to a City identity.

- Identified Gautrain Rhodesfield station as an economic node for major mixed land use development which would be feasible for Business Tourism promotion and MICE. Already three proposals have been received in this regard.
 - The Gautrain link from Sandton to the OR Tambo International Airport which traverses through the Ekurhuleni area will be completed in time for the 2010 World Cup. It will include the construction of the Rhodesfield station. This project is already in an advanced stage and is well co-ordinated with all municipal departments;
 - LSDF plans are currently being developed for the development of the Rhodesfield areas surrounding the station. Several large township applications have been received and developers are starting to show serious interest in the area;
 - The SARCC/Metrorail have approved the construction of the Rhodesfield station for approximately R130 million, which will connect the total East Rand rail network to Gautrain and make it accessible to all Ekurhuleni rail commuters. The two stations will be fully integrated to ensure a seamless transfer of commuters at the precinct; and
 - The Gautrain project is also in the process to provide the rolling stock through Union Carriers in the Nigel area and will also provide 250 learnerships to people residing in Ekurhuleni.
- Albertina Sisulu Corridor**
 - Development around the corridor is gaining momentum and Ekurhuleni is under pressure to timeously provide the infrastructure needed to support the developments;
 - A business plan for infrastructure services has been completed and can be utilised to obtain funding for the development of the corridor;
 - Co-ordination with Gauteng Province, Tshwane and Kungwini

is ongoing to ensure that roads infrastructure planning is co-ordinated. Other services such as water and sanitation must also be discussed as a new sewer purification works is envisaged in the vicinity of the Rietmei dam. A planning study is to be undertaken in this regard; and

- A comprehensive Communications and Marketing Plan on the Albertina Sisulu Corridor was developed and in the process of being implemented.
- Germiston Government precinct**
 - The new Council chamber was completed in October 2004. Subsequently, an urban design framework for Germiston Civic Precinct was concluded in April 2005. This framework culminated into the current project which is the development of a Master Plan for the Germiston Civic Precinct which will be concluded in March 2009. These plans take due cognisance of the LSDF and station development plans for the Germiston CBD area. The Master Plan will also advise on the provision of the HQ for the administration.
- Emergency Services**
 - Uniform and protective equipment from the nine erstwhile Councils have been standardized and now reflect one service for one city; and
 - All vehicles are also identically marked to reflect the city identity.

By end of term 2011

With the whole world's focus on South Africa, the 2010 FIFA World Cup presents us with an unprecedented once-off opportunity to communicate a clear identity for the city. (i.e a unique destination of choice in Business Tourism and Meetings, Incentives, Conferencing, Events (MICE).

4.1.2 Focus Area: Spatial Development

2025 Agenda: An integrated and equitable city.

(a) Milestones

- Improved accessibility and mobility throughout the metropolitan area:
 - Strong east-west corridor along the N12/N17 freeways and north-south corridor along the R21 (Albertina Sisulu) freeway;
 - Areas of urban density – infill development on vacant and under-utilized land between the urban core and the peripheral township areas; and
 - A managed and respected urban edge.

(b) Achievements

- Ekurhuleni Residential Densification Strategy, 2008, approved; and
- The Urban Edge demarcated in the MSDF and being effectively managed through application processes and the Urban Edge policy.

(c) Spatial Development Framework

In June 2005, a Spatial Development Framework (SDF) for the Ekurhuleni area was adopted as part of the Integrated Development Plan (IDP). This spatial framework points to the fundamental role Ekurhuleni plays in the economy of Gauteng province, as it forms part of the core economic focus area situated between the City of Johannesburg, City of Tshwane and the OR Tambo International Airport.

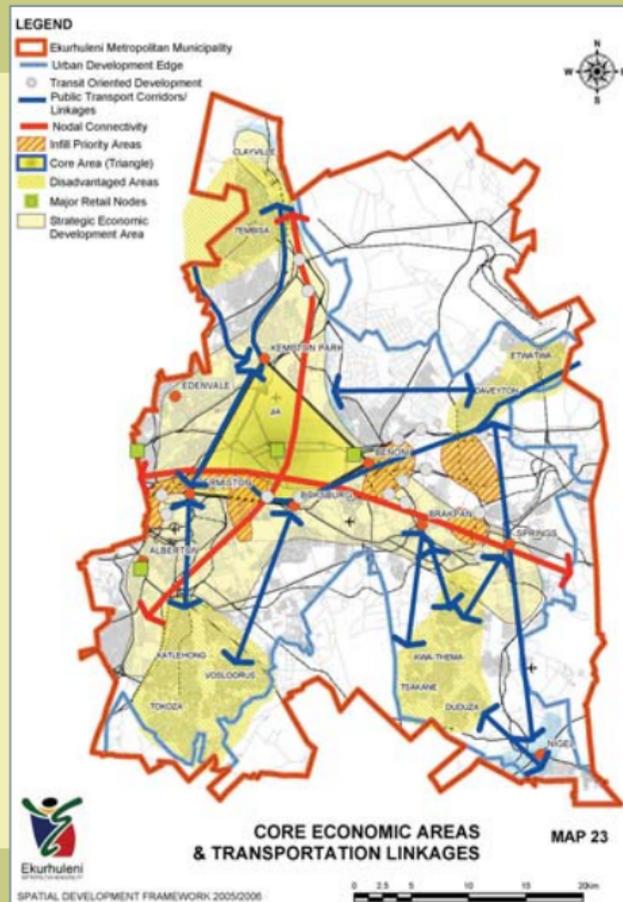
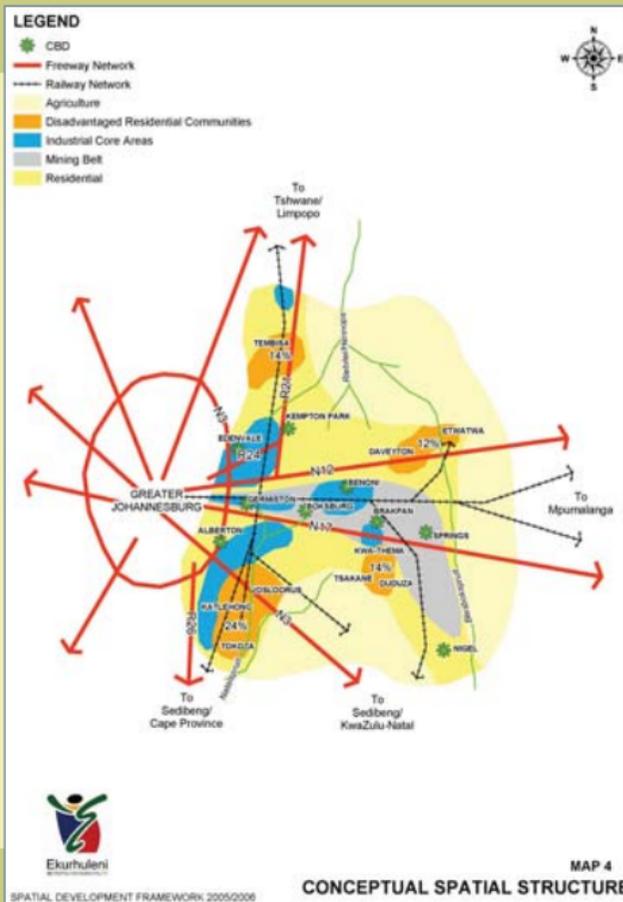
The SDF provides some strategic guidance as to where the Ekurhuleni Metropolitan Municipality should focus in the allocation of its resources. In order to assist with prioritisation of projects and allocation of resources, five main elements of the SDF were isolated as geographic entities, which could give guidance as to where the priority capital investment areas lie. These are given as:

- Core Economic Areas;
- Infill Priority Areas;
- Strategic Development Areas;

- Service Upgrading Priority Areas; and
- The Urban Edge.

The SDF is supported by a number of sector/ topic specific planning documents, including the following:

- Core Economic Triangle Study;
- Corridor Study; and
- Ekurhuleni Regional Retail Strategy.



4.1.3 Focus Area: Roads and Transport

2025 Agenda: High quality, integrated and well-maintained transportation infrastructure, integrated public transport systems, ensuring a high degree of mobility and choices to commuters.

(a) Milestones

- **Effective and integrated planning and implementation**
 - Integrated Transport Plan in place by 2007;
 - Transport Authority established by 2009; and
 - Road Agency established by 2012.
- **High quality integrated and well-maintained infrastructure**
 - Roads building programme in place by 2006; and
 - Current backlog of gravel roads to be eradicated in 2015.
- **Additional freeways built**
 - Upgrading the R21 and R24 for additional capacity and HOV lanes by 2010;
 - PW 13/14 built by 2020; and
 - PW 15 built by 2025.
- **A strategic network of public transport corridors providing sub-regional linkages. Improved usage of public transport services.**
 - Taxi recapitalisation by 2010;
 - Modal integration for public transport to Gautrain by 2010;
 - Bus services to cover all areas in Ekurhuleni by 2015;
 - Transport information centre established by 2020;
 - Start building additional rail linkages by 2020; and
 - Modal transfer facilities provided at all stations by 2025.
- **More use of non-motorised transport**
 - Pedestrian and bicycle-strategies in place by 2007.

(b) Achievements

- An Integrated Transport Plan (ITP) completed in 2007;
- The ITP addresses all the matters raised above and includes strategies and action plans which are included in the IDP;
- Pedestrian and Bicycle strategies were completed in 2007;
- Modal Integration Strategy and Action plan to be completed in 2008;
- Roads building programme and funding is ongoing;
- Upgrading of the R21 and R24 currently undertaken by SANRAL through the Gauteng Freeway Improvement Programme;
- N12 upgrading to commence in 2008 including the N3 and Gillyo's interchange by SANRAL;
- Modal Integration pilot project to commence in 2009. The route will eventually link Tembisa, Kempton Park, Boksburg and Vosloorus. The mode of transport, i.e. bus, taxi, BRT or monorail will be finalised once the feasibility study has been completed. Funding for the project has been provided from DOT and Ekurhuleni, to the value of R95 million;
- Three additional national rail linkages approved for Ekurhuleni, namely Tembisa, Germiston, Johannesburg, Daveyton, Germiston Extension and Katlehong;
- Railway police to be reintroduced and Precinct station to be provided at Germiston station; and
- Modal transfer facilities approved with funding from DOT and Ekurhuleni to the value of R28 million. Nine stations in total will be upgraded in time for 2010 with modal transfer facilities at Vosloorus and Tembisa.

Roads and storm water backlogs

The total backlog for roads is estimated at 2 000km and will cost approximately R4.5 billion to construct. The Ekurhuleni target in the GDS is to eradicate this backlog by 2015. The total backlog for storm water is estimated at R1.0 billion and the Ekurhuleni target in the GDS is to also eradicate this backlog by 2020. Two large turnkey contracts have been approved over the next three years to increase the rate of delivery and to try and expedite reaching the target dates.

The provincial target to surface all gravel roads by March 2009 in the 20 Priority Township Programme (seven of these townships are in the Ekurhuleni area) will not be met. The funding from Province and the rate of implementation will have to be increased to reach these targets. Ekurhuleni has adopted the two townships not included in the 20 Priority Township Programme and will address these areas as part of the turnkey projects.

- The current backlog of roads (R2.4 billion) and storm water (R900 million) in the townships were identified and quantified;
- The roads and storm water building programme for all the townships, including the seven 20 Priority Township Programme were developed; and
- A total of 277km of roads to the value R490 million was spent the past two years of which R432 million was through the Turnkey Programme yielding the following results.

ACHIEVEMENTS

DESCRIPTION	ROADS	STORMWATER	TOTAL
Amount	R 432m	R 120m	R 552 million
No. of Consortia	9	6	15
Kilometres Roads	213	-	213
Kilometres Stormwater	35	26	61
No. of Subcontractors	214	128	342
No. of Jobs	5 120	426	5 546
Accredited training	1 535	55	1 590
Community Retained Earnings	R 34m (28%)	R 128m (30%)	R 162 million

The following programme, for the eradication of the roads and storm water backlog in the townships by 2011, has been adopted:

Year 1 – July 2008 to June 2009

TOWNSHIP	PROGRESS	STATUS	REGION	AMOUNT/Million
Old Tembisa	100%	PTP	North	R 135
New Tembisa	50%	NON	North	R100
Tsakane	50%	PTP	East	R 141
Duduza	50%	PTP	East	R 120
Wattville	100%	PTP	East	R 38
Thokoza	100%	NON	South	R 44
Katlehong	30%	PTP	South	R 200
			ROADS SUB-TOTAL	R 778 million
			STORMWATER SUB-TOTAL	R 300 million
			TOTAL	R 1,078 billion

Year 2 – July 2009 to June 2010

TOWNSHIP	PROGRESS	STATUS	REGION	AMOUNT/Million
New Tembisa	100%	NON	North	R 98
Tsakane	100%	PTP	East	R 141
Duduza	100%	PTP	East	R 120
Daveyton	40%	PTP	East	R 100
Katlehong	60%	PTP	South	R 200
Vosloorus	100%	NON	South	R 218
			ROADS SUB-TOTAL	R 877 million(R965m)
			STORMWATER SUB-TOTAL	R 300 million
			TOTAL	R 1,265 billion

Year 3 – July 2010 to June 2011

TOWNSHIP	PROGRESS	STATUS	REGION	AMOUNT/Million
Daveyton	100%	PTP	East	R 153
Kwa-Thema	100%	PTP	East	R 253
Katlehong	100%	PTP	South	R 350
			ROADS SUB-TOTAL	R 756 million(R915m)
			STORMWATER SUB-TOTAL	R 300 million
			TOTAL	R 1,215 billion

(c) Challenges

Funding - Province and National should be requested to provide additional funding through the 20 Priority Township Programme (2009) and MIG (2012) respectively.

4.1.4 Focus Area: Service Infrastructure

2025 Agenda: High quality and well-maintained services, equitable services throughout the urban areas.

(a) Milestones

- Well-maintained services in all areas**
 - All maintenance backlogs to be eradicated by 2010.
- All communities to have equitable access to services**
 - All people to have access to potable water by 2008;
 - All people to have access to basic sanitation services by 2010; and
 - All people to have access to electricity by 2012.
- More sustainable disposal of solid waste**
 - Comprehensive waste minimization strategy [including recycling] to be in place by 2007.
- Improved storm water management**
 - Storm water master plan to be in place by 2007; and
 - Storm water system backlogs to be eradicated by 2020.

(b) Achievements

To ensure that services are well maintained in all areas, a maintenance levy of 2% was introduced since the 2007/08 financial year. This fund is also utilised for minor upgrades and improvements to the water and sewer networks.

A Water Demand Management plan has been implemented since June 2007 with a grant from DWAF amounting to R12 million. The programme will be ongoing and is part of the IDP. An indigent leak detection/repair programme has been implemented as part of the project, which resulted in substantial reductions on the monthly water accounts of residents.

The Water Services Development Plan was completed in June 2006 and reviewed in February 2008. The water and sanitation master plans were updated in March 2008 and cover the total area.



- **Revenue Services**

A revenue services section has been established to attend to the income related functions of the Water Services Division. The target of the section is to ensure that the target of 90% usable meter readings be met by June 2009 to ensure that accurate water accounts be delivered to our consumers.

The bucket system was eradicated by December 2007. Aira Park was achieved in June 2005 and Masetchaba View in June 2006.

- **Water and Sanitation backlogs**

All national targets for water (2008) and sanitation (2010) services will be met. These targets relate to formal or proclaimed stands. The informal settlements will only be formalised in 2014.

All GDS and SDBIP targets have been 100% reached to date and the 2008 and 2010 targets will also be 100% reached.

- **Informal settlements essential services**

The challenge lies in the informal settlements where a total of 130 000 units or stands must be provided in accordance with the Housing Sustainable Human Settlement Migration Plan for 2014. The essential services required for this programme is R2.8 billion and will be funded from the MIG allocation.

In the interim, the minimum RDP standards are provided to all informal settlements, which consist of communal standpipes within 200m and VIP/ pit latrines.

- **Free Basic Services**

Free basic services have been provided for both water and sanitation since 2004. In 2006 the 0-6 kl was augmented with a free 6-9kl for all registered indigents.

- **Improved storm water management**

Ekurhuleni is currently in the process of appointing a service provider to consolidate all storm water master planning. It is expected that it will be completed by 2009.

The total storm water backlog is estimated at R1,0 billion and over the

last two years a total capital expenditure of R150 million have been invested in the programme to address the backlog and the problems identified. The target based on estimated figures is that R70m per annum should be spent on storm water improvements to eradicate the backlog by 2020 which implies that the target has been exceeded to date. The current target has been exceeded, ie 107%. The estimated figures of the backlogs will be revised once the Master Plans has been completed.

Electricity and Energy

- Free Basic Electricity (FBE) is provided to all Tariff A – lifeline and Tariff A customers, i.e. fully achieved;
- FBE is set at 100 units, twice that required by National policy;
- Tariff A-lifeline is set at a much lower rate than other tariffs, Tariff A set lower as well;
- Full rollout of FBE in the Eskom areas have been achieved as far as is possible (98% configured), with the remaining 2% being addressed;
- Protective Structures (600) per year installed;
- Installed 75 High Mast Lights per year;
- Installed 25km of Streetlights per year;
- New connections totalling 7 800 per year;
- Power Quality – compliance: 350 instruments installed to comply with NRS048;
- Services Call Centre service level: fully outsourced since May 2008, targeted service level of 98%;
- Cable and copper theft: proper structures in place to address the problem of theft and arrests and prosecutions taking place on daily basis;
- Power interruptions - are recorded and monitored;
- The following documents are in place:
 - Maintenance Plan;
 - Maintenance Strategy Document;
 - Maintenance Philosophy Document;
 - Asset Care Centre; and

- Centralized Control Centre.

In addition to the above, the following projects need mentioning:

Services standards document

"You should be told what level and quality of public services you will receive so that you are aware of what to expect" is contained as the second Batho Pele principle. An item in this regard will serve at Council to adopt a set of service standards which will govern the service delivery expectations that may be expected from our customers. The services standards will also ensure that departments will be able to measure internal performance, as well as inter departmental performance. The silos created in departments are bound to be minimized through the use of this document. Booklets containing the end-product will be designed and printed for wide distribution.

Regional Electricity Distributor (REDs) process

On National level, the restructuring process awaits the finalisation of legislation on the restructuring of the Electricity Distribution Industry. Ekurhuleni Electricity and Energy is fully ringfenced as a department and is currently in the process to finalise the organisational structure.

Ekurhuleni Services Call Centre

This function was outsourced following a bid procurement process and is functional since May 2008. Service levels of 93% have already been achieved. More service departments are added and improvements are continuously effected.

Proposed revision of Electricity and Energy objectives, performance indicators and targets

The next table will be presented to the Infrastructure Services Portfolio Committee for possible approval in the near future. Energy Efficiency needs to be added following July 2008 legislation and the opportunity is also used to update the existing set of KPAs. Indicators related to free basic electricity have been achieved and needs to be replaced with more relevant aspects, all these listed on the following page.

Table: Planning and Targets for Electricity and Energy for 2011.

Milestones	Performance indicator	TARGETS			
		Backlog	2008/09	2009/10	2010/11
All people to have access to electricity by 2012	Number of electricity supply connections – low cost housing	121 000 households in proclaimed areas (R2 billion)	7 000	8 000	10 000
Well maintained electricity services in all areas	Number of protective structures installed	1 000 structures – R60 million	Number of meters protected – 3 000	Number of meters protected - 3 000	Number of meters protected – 3 000
	Number of high mast lights provided	500 masts – R30 million	58	60	70
	Number of high mast lights provided	300 masts – R30 million	58	120	180
	No of poles provided with street lights	16 000 poles – R20 million	530	570	570
	Percentage of downtime for electricity services in kWh lost	Refurbish electricity infrastructure – R785 million	Less than 1%	Less than 0,9%	Less than 0,9%
	Power Quality – compliance	95% of sites shall not exceed voltage limits set in NRS 048-2	91%	92%	93%
	Services Call Centre service level	NRS 047	63%	80%	90%
	Cable and copper theft	Percentage of arrests leading to conviction	10%	20%	30%
	Power interruptions	NRS 048-3 FI Index: Trf capacity lost + ave duration of interruptions improvement (baseline 2007, excl major events)	0.5%	1%	1,5%
	No of street lights replaced with efficient luminaries	100 000	10 000	20 000	50 000
Energy efficient lights in all EMM buildings – number of lamps replaced	50 000	5 000	10 000	20 000	
Smart metering by January 2012 – 500 kWh and above	200 000	0	5 000	50 000	
No of solar geysers installed	200 000	1 000	20 000	50 000	

4.1.5 Focus Area: Environmental Management

2025 Agenda: A substantial increase in the general quality of the environment.

(a) Milestones

- **A clearly defined and functional open space network**
 - Open space plan to be finalised by 2007;
 - 50% of open space system to be developed by 2015; and
 - 100% of open space system to be developed by 2025.
- **All development to be guided by an EMF**
 - EMFs for the entire Ekurhuleni area to be in place by 2006.
- **Measurable decline in land, water and air pollution**
 - Pollution monitoring systems to be in place by 2010.
- **Measurable increase in the utilisation of alternative energy sources**
 - Strategy to be in place by 2010.
- **Substantial environmental improvement in the mining belt**
 - Implementation of Hloekisa project to commence by 2006;
 - All mine dumps/slimes dams with economically viable mineral content to be removed by 2025; and
 - All other mine dumps/slimes dams to be rehabilitated to acceptable standards by 2025.
- **Integrated and sustainable protection of natural resources**
 - Wetland conservation strategy and programme to be in place by 2007.

(b) Achievements

Environmental Health

- The auditing of premises which deal with Dangerous Goods (chemicals) was concluded in the Alberton Customer Care

Centre and over 1 000 premises were registered and entered into the database for future management to ensure compliance to legislation and generate income from permits.

- **Rodent Control:** the municipality had an influx of rodents especially in the previously disadvantaged areas. The following combination methods were utilised to stabilise the infestation of rodents:
 - Trapping the rodents;
 - Massive cleanup in highly infested areas; and
 - An ecologically friendly campaign of utilizing owls back into the communities, has stabilised the infestation.
- To ensure food safety to prevent and control diseases, all forms of pollution and funeral related operations as well as health education programmes, the following have been achieved:
 - A total of 6438 formal food premises were inspected;
 - 80% of planned samples were taken;
 - 91.2% of formal food premises were certificated;
 - 31.1% of informal food premises were certificated;
 - 80% of all diesel driven vehicles are compliant;
 - 88% of funeral undertakers are compliant; and
 - Reduction of notifiable diseases. Only 170 cases were reported and investigated due to the success of health education.

Metro Parks and Cemeteries

- The following world class parks and sanctuaries/nature reserves were developed and upgraded in the previously disadvantaged areas:
 - Multipurpose parks, such as Kwa Thema, Springs, Marivale, Daveyton, Spruitview and Rock Park, Duduza;
 - Regional Parks, such as Dries Niemandt, Kampton Park, Germiston Lake, Germiston, President Park, Springs and Kwenele, Katlehong; and
 - Sanctuaries/Nature Reserves upgraded, such as Rondebult Bird Sanctuary, Germiston, Bokkie Park, Boksburg, Bunny

Park, Benoni and Nigel Dam, Nigel.

- More than 70 000 ornamental and fruit trees were planted.
- Numerous parks were fenced to improve safety and security.
- Ekurhuleni garden competition pilot was launched in the eastern region during November 2006 and gardens judged during January 2007 which includes different categories of gardens.
- Disabled friendly facilities: wheel chair ramps were constructed at all Metro Parks and cemetery facilities.
- Urban greening and landscaping: play ground equipment has been erected at various parks.
- Various town entrances have been developed.
- The Metro Parks Division was awarded a silver medal at the Gardenex Show in Randburg during April 2008.

The following policies and strategies have been formulated:

- **Grass cutting strategy** – This is a comprehensive summary of all grass cutting related matters which includes area to be cut, financial implications, equipment and overall comparisons with other metros;
- **Heroes acre policy for cemeteries** – In the absence of clear guidelines or policies nationally and provincially a draft policy has been drafted to ensure clear guidance with respect to the deceased who should be honoured as heroes;
- **Live stock policy** - In order to manage all domestic and wild animals in enclosures under Metro Parks control it is essential that all aspects should be managed in a uniform manner;
- **MSS EARTH COMPETITION** - The Ekurhuleni Metro has been committed to the greening of its environment through various initiatives in the past and is currently finalizing the pilot project in terms of trees where a total of R2.9 million was utilized towards ornamental trees and fruit trees in disadvantaged areas. The initiatives proposed by Miss Earth South Africa will contribute a great deal to the greening of the Ekurhuleni Metro and such a Greening Partnership is welcomed and supported;
- **Trees for Homes** provides fruit and indigenous trees, training, some employment and awareness for residents in low cost housing developments and contributes to carbon storage; and
- 2000Kgs of NAMAQUALAND Daisy seeds were purchased.



This will enable 100Kgs of seed per Customer Care Centre to do a trail run as from March 2008. The seeds will be sown in high visualized areas as a trail run to increase the visual impact during the grey winter months in Ekurhuleni.

- The Metro has identified the following four regional parks to be utilised as fan parks during the 2010 World Cup Soccer to screen various soccer games:

- **GERMISTON LAKE**

- Lake Road, Germiston

- **DRIES NIEMANDT REGIONAL PARK**

- Oom Jan en Tant Malie se pad/side road off C.R. Swart Drive, Kempton Park

- **KWENELE REGIONAL PARK**

- Palmridge Road, Kwanele Section, Katlehong

- **PRESIDENT PARK**

- Paul Kruger Road, Springs

- Environmental Education

- Environmental management principles to 18 environmental portfolio councillors;
- Environmental management principles to 500 community development workers and ward community members,
- Energy efficiency awareness on opportunities and challenges to 82 community members, ward communities and NGOs; and
- ECO Guide training focusing on waste management issues to more than 500 youths and community workers (CDW and NGOs).

- Wetland rehabilitation, such as Kwenele Wetland, Katlehong, Bullfrog Pan, Benoni, Marievale, Springs, Tembisa, and Kaalspruit, Tembisa.

- Air quality management - eight fixed monitoring stations and one mobile monitoring station were erected. 5000 households educated to use Basa Njengo Magogo method for fires.

- Environmental planning - Environmental Management Framework (EMF) developed and adopted and open space and biodiversity management plan developed.

- Mining Environmental issues - participate in the government task team dealing with polluted mine water management issues (including Grootvlei Mine). Grootvlei has a proposal to reuse and prevent pollution of underground water and approval for the cost implication of this plan was submitted to DME and government task team.

- Energy efficiency - the following buildings were retrofitted with energy efficient technology:

- EGSC Building (Head Office);
- Civic Centres (Germiston, Edenvale, Springs); and

- The landfill sites are the best run in the country. An income amount of R70 655 285 was collected in the previous financial year which represents 1 560 000 tons of refuse.

- Climate change & Clean Development Mechanism:

- The landfill emission (CH4, CO2, O2) reduced amount to 5 647 ton CO2 per month;
- CO2 is a contributor to global warming and reducing CO2 will reduce the effect of global warming in the earth's atmosphere. CO2 has an effect of destroying the ozone layer;
- Therefore the greenhouse gas emissions are lower comparatively speaking;
- Financially there will be a gain over a period of 5 years R80 million when burning 800 000 ton of CO2; and
- This will have a huge injection in foreign direct investment in the country.

Solid Waste

Initiated the Clean City Initiative valued at R20 million in November 2007, the primary focus being the cleaning and upgrading of the various CBDs and residential areas aimed at:

- Alleviating /eliminating the culture of dumping refuse illegally;

- Improving the aesthetic appearance of Ekurhuleni Metropolitan Municipality;
- Improving the general environmental conditions of Ekurhuleni Metropolitan Municipality; and
- Reducing/eliminating the occurrence of rodents throughout Ekurhuleni Metropolitan Municipality.

Developed an Integrated Waste Management Policy for the Metro aimed at:

- Instilling a paradigm shift from end of pipe control to waste prevention and minimization;
- Providing efficient and reliable waste management services for all sections of the community;
- Giving due consideration to public health and occupational health matters in all waste management practices;
- Initiating a system of integrated waste management through legislation, capacity building, institutional arrangements and funding mechanisms;
- Ensuring integration of waste management initiatives with other governmental initiatives and programmes;
- Integrating waste management with over arching process of environmental planning, management and protection;
- Reducing the generation of waste and the environmental impact of all forms of waste;
- Ensuring socio-economic development, health of people and retaining the quality of environmental resources;
- Developing strategies for integrated waste management and action plans for implementing strategies;
- Building capacity to implement action plans;
- Preventing pollution and ecological degradation; and
- Promoting conservation;
- Securing ecologically sustainable development and use of natural resources while promoting justifiable economic and social development;
- Commissioned a baseline study to formalise the Tembisa Community based waste collection pilot project presently in progress; and

- Ensured provision of adequate waste disposal air space and compliance with the minimum requirements for waste disposal by landfill.

minority areas with the first phase commencing in Reiger Park and Actonville.

Deliverables

The Neighbourhood Development Partnership Grant was introduced by the Minister of Finance and is aimed at creating an enabling economic infrastructure in dormitory townships. In support of the holistic upgrading and renewal of disadvantaged areas in Ekurhuleni, eight applications for the Neighbourhood Development Partnership Grant have been approved by National Treasury, and four of these projects were put out on tender and have been awarded during June 2007 for the planning phase thereof. These projects are aimed at the creation of an environment and renewal of areas so as to attract investment into these areas.

A consultant was appointed to assist with the development of the Reiger Park Public Urban Upgrade Strategy and Implementation Plan. The status quo studies have been completed and a conceptual framework has been work shopped and ratified by means of a community participation process through the Customer Care Centre Manager and the Ward Committees. The other areas identified for the projects to be implemented are KwaThema Urban Development Node, Palm Ridge Urban Development Node.

A lead service provider is to be appointed by National Treasury to manage the programme.

The following grant application will in future be made to address the following:

- Rehabilitation and Urban Renewal through provision of socio-economic amenities: Katsihong, Wattville, Tembisa, Daveyton and Duduza;
- Economic and Community Node: Tsakane, Duduza (Bluegum View);
- Economic and Community Node: Mayfield, Daveyton and Etwatwa;
- Mining Belt upliftment of informal settlements and infrastructure Development: Germiston and Boksburg; and
- Large Area Social Facilities: Kwatsaduza.

Social Housing: A municipal entity, namely the Ekurhuleni Development Company (EDC) has been created to deliver social housing. To date they have delivered 1 229 units and in the next seven years they have been requested to deliver 15 000 units.

Five areas have been approved as the Restructuring Zones for the delivery of social housing in Ekurhuleni (Germiston, Kempton Park, Benoni, Brakpan and Springs).

Number of Hostels: 22, three of which have been successfully converted into family units. Five Business Plans have been approved in principles for the conversion of five hostels into family units.

The Twenty Priority Towns Programme is rolled out in Ekurhuleni through focusing the IDP and budget priorities in the identified areas, and monthly monitoring is done to ensure the upgrading of these areas is getting the attention it deserves.

(c) Challenges/Interventions – Provincial/National Government

- Securing of appropriate funds for the Urban Renewal Development;
- Non-Delivery of Social Housing: The Ekurhuleni Development Company has not provided any new housing stock; and
- Securing of funding for the implementation phase of the Neighbourhood Development Partnership Grant projects.

4.1.7 Focus Area: Information and Communication Technology Infrastructure (ICT)

2025 Agenda: Productive and resourceful application of ICT.

(a) Milestones

- World-class ICT infrastructure in support of the Gauteng "Smart Province" vision and economic growth in Ekurhuleni.
 - Institutional structure to support/accommodate external ICT focus by 2006; and

- 100% synergy and connectivity with our development partners, including government, by 2010.

(b) Achievements

• Fibre and Wireless Network

Deployed 670kms of Optic Fibre network to enable connectivity to all council buildings and offices. Future plans will see a further 300kms deployed by June 2010 to enhance connectivity to all citizens, business and education institutions. A total of 295 wireless sites have been connected to the EMM network and 32 high sites erected; this enabled all remote offices, fire stations, clinics, swimming pools etc to have electronic access to EMM services.

Benefits:

- Data availability and access to the citizens and staff;
- Load balancing of applications in the network to enhance accessibility and availability of municipal services;
- Replacement of old Technology and Best practice alignment; and
- Reduction of high operational telecommunication costs.

Citizen Access

Successfully implemented 51 internet kiosks at libraries, digital villages, MPCCs and CCCs with a total number of 204 access terminals. Provide free internet access to students and citizens. Further, currently providing free email access and electronic collaboration to 4 600 students that were in Grade 12 in 2007. Future plans and current plans are to increase the free mail concept to students in Grade 12 annually.

Benefits:

- Enhance service delivery through citizen access;
- Increase information access;
- Increase literacy, research through the electronic media; and

- Increase E- government readiness.

Call Centre and Customer Relationship Management

Completed the prototyping and pilot of a CRM system for EMM. Testing and sign off from all business units in EMM to be completed by the end of October 2008. Fully operational system is planned to be deployed by the end of 2008.

Challenges that brought about the intervention to commission the CRM system:

- Lack of effective call logging system;
- It takes too long to resolve complaints;
- No resolution tracking mechanism;
- Lack of integrated back office workflow; and
- Multiple small disintegrated call centres.

Benefits:

- One Citizen contact centre and single number;
- Provision of a call logging system to improve service delivery; and
- Speedy and effective resolution tracking & problem solving of all customer complaints and queries.

Provision of Broadband

With all the focus around citizen service delivery and electronic communications, most local governments are planning interventions in terms of broadband and digital city strategies.

Some of the challenges that forced EMM to adopt a single intervention and strategy around broadband and to focus multiple efforts in ICT included:

- Lack of quality of service on the network;
- Inability to take service to citizens, households, schools and businesses;

- Lack of sufficient budget to roll out the project to citizens and businesses to speed up service delivery;
- Lack of availability and accessibility of government to current and future customers;
- Lack of innovative, unique, and cost-effective solutions to problems currently faced by customers or citizens; and
- Inability to capture the digitally excluded sector of the economy and supporting a connected society and thus deepen democracy and fairness.

It is against these challenges and background that EMM has completed a single intervention strategy to build a digital city. The implementation of a Next Generation Network (NGN) has started and to date 24 NGN sites have been commissioned and aligned to the cities CCC concept and strategy. Currently migrating all the services related to the network onto the new infrastructure. These include data, video, voice and mobility. The voice service has been completely deployed and all users have access to "Voice over IP" technology. This has made EMM self sufficient in terms of its telecommunications and has been able to quantify approximate savings of R20 million per annum on telecommunications and data services.

The intention is to identify spare capacity and provide citizen access and possibly raise revenue by wholesaling bandwidth to businesses at affordable rates. EMM has targeted a pilot to be fully deployed by June 2009 which will connect 9 000 citizens and will gather information from the pilot to help the metro better understand specific citizen and business needs.

Benefits:

- Provision of a Metro world class network to citizens;
- Provision of broadband and network services to citizens and businesses in EMM;
- Provision of a secure communication infrastructure;
- 2010 readiness to provide connectivity to the public viewing parks/centres and transmission high definition television to the public parks;
- Promote local economic competitiveness;
- Attract businesses into the city;

- Lower the cost of government operations;
- Enhance security and safety;
- Make broadband internet access available and affordable;
- Enrich the quality of life for citizens;
- Realising government's e-government strategy and giving effect to "Batho Pele"; and
- Deployment of a smart and effective telecommunication infrastructure for efficient delivery of government services and enhancing collection rates.

- GIS Spatial Audit and Cleaning of Ekurhuleni Spatial Data project;
- The implementation of a standardised Venus code on the cadastre datasets to link with the financial systems;
- First phase of Vacant Land Audit completed;
- Street addresses on GIS near completion to assist the WEMM (water and electricity meter management) system;
- New Ortho-photos (aerial photography) in process; and
- Continuous updating and verifying of datasets (cadastre, street centrelines, addresses etc).

IGR and MOUs

MOU to be signed with Gauteng Project Fund Office for the G-link project after two exhaustive workshops to understand the common vision in respect of provision of broadband access for all in Gauteng. This is a specific GCR project for ICT.

Benefits:

- Cost-effective bandwidth for government service delivery;
- Facilitate the efficient and effective use of telecommunication services by Government to meet future bandwidth requirements;
- Leverage government ICT and telecommunications assets to enhance electronic delivery of government services and commercializing excess capacity;
- Maximise the advantage of the Government's purchasing power to stimulate a competitive marketplace for telecommunications services;
- Develop a connected society by encouraging access for the entire community and realizing a "digital inclusion" vision; and
- Promote innovation in the development and use of ICT telecommunications services and facilities.

Geographic Information Systems (GIS)

- Developed a GIS Intranet Viewer;

ECONOMIC TRANSFORMATION



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4.2 KPA 2: ECONOMIC TRANSFORMATION

4.2.1 Focus Area: Economic Diversification

2025 Agenda: A diversified local economy able to meet local needs, support sustainable development and adapt to changes in accordance with global demands and shifts.

(a) Milestones

- Sustainable growth in a variety of local economic sectors - by 2010: a range of Government incentives to be in place and a measurable increase in "Smart Industries" [Aerospace, I.T., Logistics, Plastics, Agro-processing]. By 2015: a measurable increase of exports into Africa.

(b) Achievements

- Economic growth from 1% to 2.7% (1996-2006);
- Construction, transport, trade and financial services contributed to the growth during this period;
- Slight decline in manufacturing sector and increase in share of financial services sector (1996-2006);
- There is an overall healthy mix of contributions from different sectors;
- Jewellery Beneficiation Business Plan completed partnership with Mintek, GDED, Jenna Clifford Jewellers, Foschini. Plan is to source, train and develop HDI jewellers, then second component will be to design, manufacture, market and sell jewellery;
- Advanced Manufacturing Strategy Roadshows planned with the Sector. Manufacturing Sector to be encouraged to invest in areas like skills development, technology and equipment, research and development, export market to ensure international competitiveness;
- DTI Seda Metal Base Incubator to be completed in this financial year. Currently Training conducted at FET College Etwatwa, practical training to start once building refurbished;
- MOU with NACAAM (National Association of Automotive Allied Manufacturers) on HIV and Aids in Workplace to be concluded;
- Mining Forums held Quarterly-Engagement on Social Labour Plans;
- DRD Gold Training Centre to benefit locals;
- Quarterly Meetings with Ekurhuleni Business Association;
- Women in Agriculture Summit held 2007 to encourage and grow participation of women in the industry. Declaration signed. Second Summit Planned during Women's month, report back on progress on Declaration;
- Agricultural Hub Business Plan in progress in partnership with GDACE; and
- 20 Youth and women to be trained by CIDB on construction industry.

4.2.2 Focus Area: Job Creation

2025 Agenda: Unemployment to be reduced by half in 2014 and by half again in 2025 based on the unemployment figures of 2004.

(a) Milestones

- **Reduced unemployment**
 - Job summit held in 2006;
 - 50% reduction in unemployment by 2015; and
 - 75% reduction in unemployment by 2025.

(b) Achievements

- Unemployment reduced from 40% to 34.3% (2006);
- Economically active population increased from 52% to 57% (2006);
- Formal Sector Employment 696,207 (2006);
- Informal Sector Employment 98,234 (2006);
- Job Creation and Poverty Alleviation Plan Complete and Being Implemented;
- Private Sector; 41 000 Companies, 1 company 1 job per year campaign to be launched in October 2008;
- EPWP-84 temporary jobs created;
- Job placement centre-1200 placements since 2006;
- Cooperatives engaged (21) in e.g. farming, brick making, linen, uniforms - 250 jobs created. Cooperatives attended, participated and exhibited at the National Cooperatives Conference in February 2008 in Tshwane;
- Jobs created through Road Turnkey - 1 209;
- Use of cooperatives to be further encouraged for Waste Removal and Recycling, Maintenance of Cemeteries, Parks, Libraries;

- Twenty seven of the sixty-six volunteers trained in Emergency Call Taking and Dispatching were permanently employed by the non-life threatening Call Centre service provider; and
- Entered into an MOU with Department of Public Works with regards to creation of 16 000 job opportunities under the EPWP programme, which was exceeded.

4.2.3 Focus Area: Skills Development

2025 Agenda: A skilled community exhibiting capabilities in self-reliance, innovation and continued re-skilling to meet the needs of a growing economy.

(a) Milestones

- **Improved mechanisms and programmes to impart skills**
 - Centre of Excellence established by 2006;
 - Mentoring programme for project management and technical skills implemented by 2007;
 - Institute of Technology established by 2010; and
 - Ongoing strengthening of ties with educational institutions.
- **Improved Skills**
 - Measurable increase in the percentage of the population which is technically and scientifically skilled by 2015, and
 - Adult illiteracy wiped out by 2020.

(b) Achievements

- Recognition of Prior Learning (RPL) Programme Implementation 8 000 applicants registered; assessments in progress;
- Bursaries for Scarce Skills (JIPSA);
- Seda Metal Base-Training and Imparting Skills to 12 incubators;
- Approx 500 SMME Training through BLCs;
- 30 Cooperatives trained by Seda on Governance, Marketing

and Financial Management February 2008;

- Basic Economic Literacy Workshop held in 2007 - 400 attendees;
- Basic Tendering Principles Workshop held;
- SARS Tax Amnesty Workshop held;
- 20 youth and 20 women to be trained on Stock Exchange by JSE College on Trading and Investment Principles in 2008 (With new empowerment share deals, HDI must be educated);
- Feasibility Study for College of Engineering to be conducted in 2008/09;
- 20 Youth identified for training through TEP (Tourism Enterprise Programmes);
- Stronger Partnerships with FET Colleges and SETAS;
- An Emergency Services Learnership was successfully implemented and 80 Learners qualified as Emergency Services Practitioners;
- Twenty ex-combatants from the Demilitarization Project were included in the Learnership for 2008;
- Sixty six unemployed volunteers were trained in Emergency Call Taking and dispatching; and
- Information and Communication Technology Advocacy - as an ongoing programme to capacitate young woman on scarce skills. The current programme has empowered 50 (fifty) young women at Ekurhuleni to ensure that a major issue regarding women access to technology continues to marginalize women. Concerns about the cultural and structural barriers that disproportionately affect women access to ICT. The Participation of Women in ICT design & development is failing to expand and is even declining in some areas in both the developing and underdeveloped world. There is a lack of visibility of women entrepreneurs, inventors and innovators of ICT. A prevalence of gender stereotypes that discourage girls from entering science & technology courses and careers at an early age and reinforced within the family, school, media and society at large. The young women have been empowered with NQF level 4 and NQF level 5 ICT learnership for 14 months and also supported with a stipend to ensure that travelling and food cost are covered. Life skills,

team building and HIV and Aids programmes are also invested in the programme.

4.2.4 Focus Area: Tourism Promotion

2025 Agenda: To promote the economy of the region, create jobs and a safe and secure environment, by establishing a tourism destination of choice.

(a) Milestones

- Development of tourism facilities - by 2010: exploitation of opportunities created by the Soccer World Cup. Craft Market developed. Business tourism facilities around the OR Tambo International Airport;
- Increased tourism - Ekurhuleni to be the preferred sporting/cultural/heritage destination by 2015; and
- Business tourism to increase by 50% by 2020.

(b) Achievements

- Monthly meetings with ETMF (Ekurhuleni Tourism Management Forum) with Tourism Stakeholders;
- Business linkages between established and emerging business;
- Two Vulindlela tourism publications on tourism products, attractions, festivities and industry trends;
- 12 township bed and breakfast identified to be assisted through grading scheme with SA grading;
- 3 "how-to" brochures launched educating industry on how to start for example tour operating business, b&b etc;
- 3 regional educational workshops on "how-to" editions;
- Free advertising space for local SMMEs on tourism information kiosks placed locally and nationally;
- 16 Tourism toolkit workshops currently held across EMM to build capacity, quality and international competitiveness of tourism enterprises. Project implemented in conjunction with DEAT;

- Exposed 6 local tourism products owners at holiday makers exhibition and 6 local tourism products owners at Indaba 2008;
- Won bronze award for the tourism stand at the annual indaba trade show 2007;
- 2010 opportunities brochure series to be launched 29 August 2008;
- Steam train launched to market existing tourism sites;
- Feasibility study for the OR Tambo route/struggle route development for 2010 being conducted in conjunction with GTA; identification and development of tourism facilities along the route;
- Position for business tourism, Meetings, Incentives, Conferencing, Events industry;
- SMME support for tourism product owners, b&b, tour operators, tavern, etc.;
- Facilitated MATCHAG, which is a FIFA approved company dealing with Management of Accommodation and Ticketing, workshop for SMMEs (B&Bs, Guesthouses, etc) for accommodation purposes;
- Identified Kopanong, Esselen Park and Emperors as potential base camps for 2010;
- Completed a research on 2010 business opportunities in Ekurhuleni;
- Completed an audit on available accommodation and other tourism facilities in Ekurhuleni; and
- Dries Niemandt Park in Kempton Park has been identified and is being developed as a 2010 Welcome Village whereby public viewing, entertainment, non-formal accommodation and intermodal transfer facility will be hosted.

4.2.5 Focus Area: Investment Promotion

2025 Agenda: Increased inward investment in skills and technology, property and sustainable development.

(a) Milestones

Increased levels of public and private investment in all areas - by 2010: a range of government investment incentives to be in place. Measurable increase in effective service delivery and information dissemination through "Customer Care Centre" implementation. CIDs in place.

From 2015 onwards: Measurable increase in investment in strategic priority areas such as the mining belt.

(b) Achievements

- Consol project in Nigel approved by Council-estimated R1.5 billion investment, 680 jobs;
- Albertina Sisulu corridor - marketing plan completed, implement rigorous marketing campaign to lure business;
- Economic impact of corridor; 200 000 jobs, R275 million monthly income R140 billion revenue from sales;
- Partner with Province for funding of corridor;
- Infrastructure capacities established to support the corridor;
- Gautrain Rhodesfield, use of local labour and contractors to be supported;
- Provision of quality services at competitive prices to promote ongoing investment: lower utility costs than our neighbouring municipalities;
- City improvement districts being initiated in Edenvale and Germiston;
- Award won for best exhibition stand at Africa trade investment (May 2007);
- Currently finalising the business process outsource audit;
- Identified 3 key priorities, being trade relations, investment promotion and incentives scheme & packaging to leverage on 2010 FIFA World Cup to position EMM as a investment destination of choice; and
- 2010 Business opportunities workshop where opportunity holders and seekers will be in the same vicinity for networking

purposes. The workshop divided into three session, Breakfast launch of the 2010 Business Opportunities Booklet, Compliance session (MATCH, FIFA Rights, TEP, etc) and Business opportunities presentations by four major companies.

By end of term 2011

1. Shortened investor turnaround time.
2. Attract investors in other sectors like business tourism and MICE (Meetings, Incentives, Conferencing, Events) other than manufacturing to diversify the economy through infrastructure development (International Convention Centre, Hotels, etc).

4.2.6 Focus Area: Economic Transformation

2025 Agenda: An inclusive, wealth-generating economy.

(a) Milestones

- Greater participation in the formal economy by all sectors of society - Strategy i.r.o. leveraging assets to ensure BBBEE to be in place by 2007. Enabling the procurement policy to be fully implemented by 2008.

(b) Achievements

- BEE strategy completed (to be aligned to Procurement Policy and Supply Chain);
- First BEE Conference held 2007 - 500 Attendees. (Deracializing the economy);
- MOU with Standard Bank to provide a loan facility to all SMMEs who win tenders over the value of R100 000 with the municipality. This also includes mentorship and training assistance;
- Local Empowerment Council to be established in 2008/09;
- Tender Advice Centre to established in 2008/09 (dependant on funding);

- 5 Business Linkages Centres, 1 500 SMMEs assisted through access programmes; access to markets, finance, and training;
- Rolled out the Business Week Conferences and Exhibition and the first BEE conference in Ekurhuleni in 2007;
- Business Week-2006 "Job Fair", 400 Youth and Unemployed reached;
- Business Week 2007 "Growth through Opportunities" 400 SMMEs reached;
- Informal Trading Policy Approved April 2008;
- 3 Informal Trading Areas formalized: Natalspruit, Wattville and Nigel. Approximately 950 traders in total. Sethokga to be implemented 2008/09. MIG Funding Approval awaited to implement more trading projects;
- Following areas demarcated for Informal Trading: Brakpan, Springs, Benoni, Edenvale, Kempton Park; and
- Fresh Produce Market to be expanded to accommodate informal traders and small black emerging farmers.

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4.3 KPA 3: SOCIAL TRANSFORMATION

4.3.1 Focus Area: Poverty and Unemployment

2025 Agenda: In line with the national objective, the aim is to halve poverty in the next 10 years up to 2015, and to halve it again in the following 10 years, up to 2025.

(a) Milestones

- Improvement in skills levels - all milestones as set out under the "Focus Area : Improving Skills Levels" are relevant. Reduction in unemployment - all milestones as set out under "Focus Area : Labour Absorption and Job Creation" are relevant.

(b) Achievements

- Successful implementation of development policies in support of small and micro enterprises especially in PDAs;
- Poverty relief and other social programmes;
- Integration to be achieved between all initiatives/programmes and institutions driving such initiatives/programmes, by 2010;
- Labour intensive work methods are promoted in housing projects, through the employment of local skilled and unskilled labour in accordance with the terms and provisions of contracts awarded for Housing Projects;
- Conducted soccer clinics in Tembisa, KwaThema and Boksburg with Manchester United Soccer School whereby a total 229 participants took place and 16 of which received merit awards that enables for further training by Manchester United;
- EPWP learnership programme whereby 57 individuals (1 Contractor and 2 Supervisors) divided into 19 learner contractors are currently undergoing training for completion June 2009; and
- 12 participants from Ekurhuleni participated in the 2010 Host City Programme organized by the LOC and Gauteng 2010 office.

4.3.2 Focus Area: Human Settlements

2025 Agenda: All people in Ekurhuleni to be housed in integrated and functional sustainable human settlements.

(a) Milestones

- Upgrading/formalisation of all informal settlements, including the eradication of the basic services backlog, to be achieved by 2014;
- Housing backlog (including the formalisation of backyard shacks) to be eradicated by 2015; and
- Social amenities backlog to be eradicated by 2020.

(b) Achievements

- Delivery pre-April 2008.

The past delivery of housing within the Ekurhuleni Metropolitan Municipality (EMM) occurred mainly through the following:

Essential Services Programme

This programme entailed the delivery of internal water and sanitation services systems within upgrading of informal settlement and Greenfield projects, which have been or will be followed by construction of houses. In upgrading of informal settlement projects, the delivery of toilet structures formed part of the project, as a result of the immediate necessity of such facilities and lag between servicing and house construction.

Upgrading/formation of all informal settlements, including the eradication of the basic services backlog, to be achieved by 2014.

Housing backlog (including the formalisation of backyard shacks) to be eradicated by 2015.

Number of service stands delivered:

Pre-2000: 48444

2000-2008: 47000

Total Serviced Stands: 95444

Stands Serviced:

Year	Target	Delivered
2006/2007:	5700	5 897
2007/2008:	13574	6 074
2008/2009:	13574	
2009/2010:	13574	
2010/2011:	13574	

In 2007/2008 various communities refused the appointed contractors access to sites due to the implementation of the Densification Policy, however the Densification Policy was eventually accepted by communities and the target for 2008/2009 will be reached.

Community Builder Programme (Managed PHP)

This programme entailed the construction of houses both historic (pre 1994) and subsequently serviced areas. The project was implemented by means of a service provider appointed to manage the project, an elected community based steering committee, local builders (trained and grouped into teams) and community based building contractors and mainly local building material suppliers to construct houses.

Number of houses constructed:

Pre-2000: 14093

2000-2008: 46384

Total Houses Constructed: 60477

Top structures/Houses constructed:

Year	Target	Delivered
2006/2007:	5000	6 373
2007/2008:	7994	8 383
2008/2009	11500	

With effect from April 2008, the Gauteng Department of Housing has taken over the responsibility to construct top structures. The Community Builder Programme will continue to be implemented in the Ekurhuleni Metropolitan Municipality with the Gauteng Department of Housing managing it.

Number of informal settlements areas:

Pre-2000: 122

Current: 110

Number of informal shacks: 150 000

Number of households: 180 000 in need of housing

It must be noted that a number of informal settlements was reduced to 104, however an additional 6 small informal settlements have been identified and has been included in the Migration Plan. The number of informal units also increased from 130 000 to 150 000 mainly due to internal densification within informal settlements.

In response to the Sustainable Human Settlements Strategic Framework and the Sustainable Human Settlements Integrated Development Plan 2006-2025 the Housing Department developed a Comprehensive Sustainable Human Settlements Operational Plan for 2006-2014 to expedite the upgrading of Informal Settlements and the Development of Human Settlements.

The core of the Operational Plan is the eradication of the water and sanitation backlog as well as the provision of adequate shelter.

The Council has approved an amount of R180 million per year over the next three years, for the roll out of the MIG Programme. In doing this, Council took over the responsibility from the Provincial Department of Housing for the provision of services to Informal Settlements.

Number of Hostels: 22, three of which have been successfully converted into family units. Five Business Plans have been approved in principles for the conversion of five hostels into family units.

As from April 2008 the Gauteng Department of Housing has taken over the delivery of top structures/houses and is responsible for the management and implementation of such projects. This will however not take place in isolation as the delivery of houses would occur subsequent to the servicing of erven by the Ekurhuleni Housing Department.

Current and Future Delivery Methodology

The following approved Ekurhuleni Metropolitan Municipality (EMM) Policy documents guide the housing delivery:

- Municipal Housing Development Plan;
- Integrated Development Plan 2006-2025;
- Strategic Framework;
- Overview of the Strategic Framework and Integrated Development Plan; and
- Housing Integrated Development Plan.

Migration Plan

The Ekurhuleni Housing Department has from 2004 developed a migration plan that identifies the housing backlog on informal settlements and the waiting lists in terms of five precinct areas within Ekurhuleni. The migration plan further links the informal settlements and waiting lists to prospective projects and provides an indication of the surplus or shortfall in erven within a precinct and whether there might be a need for more land to be identified or such precinct could accommodate more housing beneficiaries.

7-Year Funding Model

In August 2006 a funding model was presented to the Council and

adopted as the implementation plan to eradicate informal settlements by 2014.

In accordance with the funding model to Comprehensive Sustainable Human Settlements Operational Plan for 2006-2014, a bridging finance amount of R1 billion/annum was required, in order to realize the 2014 targets projected. However, in terms of affordability, such bridging finance was not feasible due to the impact on tariffs, which inevitably extend the targets as per the said plan. Alternative funding models are being interrogated to expedite the achievement of the targets.

The intergovernmental alignment of the Ekurhuleni Budget and other levels of Government achieve the Growth and Development Strategy as well as the Sustainable Human Settlements principle remains a challenge.

Inclusionary Housing

The Council has approved land for inclusionary or mix income housing development to support the creation of sustainable human settlements, spatial restructuring, densification of nodal areas as well as areas of racial integration. The 17 portions of land have been approved for these purposes will cater for the Banking Charter development programme. The development plans have been concluded for the land parcels and includes Farrarmere and Old Brakpan Location while the Pirowville and Witpoortjie land will be put out to tender and other already proclaimed portions of land will be called for proposals for development.

Precinct and Development Plans

Precinct and Development Plans for Kwatsadza, Greater Mayfield, Greater Palm Ridge, Mining Belt (Gemiston/Boksburg and Benoni/Nigel) and Clayville/Tswelopele has been developed.

The Precinct and Development Plans provide support to the Neighbourhood Development Grant application, 20 Priority Township application, inclusionary housing development, land restitution claims and overall support to the Comprehensive Sustainable Human Settlements Plan.

Higher Density Residential Development Guideline Document

The Ekurhuleni Metropolitan Municipality approved the Higher Density Residential Development Guideline Document which allows for choice in housing typology and lifestyle.

The underlying objectives of the guideline document are spatial restructuring and integration, optimising existing infrastructure and minimising the need for relocations in the context of the informal settlement upgrading initiative and diversifying housing delivery and tenure options.

The Higher Density Housing initiative is one of the key instruments in the realisation of a more sustainable city, urban efficiencies and urban integration.

Flagship Projects

The following flagship projects are being implemented, which shall yield deliverables/achievements by 2011:

Chief A Luthuli Extension 6

The Chief A Luthuli Extension 6 Township has been announced as a flagship project by the MEC for Housing to deliver on the Breaking New Ground Policy during May 2007. The area will be developed to comply with sustainable human settlement principles by creating a mix of income, mix housing typologies with social amenities required to serve the community to be settled in the area, as well as the same level of engineering services throughout the area, including the subsidy housing area, entry level, medium income or higher income area of housing that is developed. Messrs ABSA DEVCO was appointed by the Gauteng Department of Housing as the preferred developer. The installation of services to a 1 000 stands has been completed and the construction of the first houses has commenced.

Leeuwpoot

The Leeuwpoot land development was also announced as a "Flagship Project" by the MEC for Housing during May 2007. It is expected to

deliver approximately 16 000 housing units addressing the spectrum of housing from the redevelopment of hostels on the site, institutional housing, affordable rental, Banking charter entry level housing as well as medium and higher income housing.

Challenges/Interventions –Provincial/National Government

Land Invasion

The housing backlog in Ekurhuleni is one of the main challenges in the region, and the problem is further compounded by the fact that we have a high concentration of growing informal settlements. Land invasion and re-invasion of land identified for development, unsuitable land for development, poorly protected and managed private, parastatal and state land, impacts negatively on the Migration Plan and also disrupts the planning processes.

The protection of suitable land for housing development, through invasion control, as well as protecting the inflow of people into already existing settlements, which makes the planning in the Migration Plan redundant before implementation.

Land Acquisition

The rapid increase in land costs and delays experienced in obtaining approvals from the Gauteng Department of Agriculture Conservation and Environment (GDACE) including Environmental Impact Assessments (EIA) makes the acquisition of suitable land difficult. The timeous acquisition of land for housing development is being activated by the Department to resolve the development challenge. The timeous acquisition and approved townships on land for delivery on the set targets to eradicate the backlogs in housing.

Densification Policy

The promotion of medium to high density developments in the low income sector, to establish integrated and functional developments that will be sustainable in future and which will make the best use of

scarce and costly land resources. Ekurhuleni Metropolitan Municipality approved a Densification Policy, however it is not accepted by the communities and the result thereof is that the project in Etwatwa Extension 34 has been suspended. It must be addressed to ensure that the same problem does not occur in other communities.

4.3.3 Focus Area: Health Care and Facilities.

2025 Agenda: Equitable health care and facilities across all sectors of society—substantially reduced rates of poverty-related disease.

(a) Milestones

- Functional partnership achieved and maintained with all social institutions by 2010;
- Measurable increase in community-based HIV and Aids programmes by 2010;
- Acceptable access to Primary Health Care and social development services by all communities [including rural communities] by 2015;
- 50% reduction in maternal and child-under-five mortality rates by 2015; and
- Extending operating hours to 24 hours in all health centres and large clinics by 2025.

(b) Achievements

- **Functional partnerships with social institutions**
 - Gauteng health department on PHC services;
 - Gauteng department of social development on 20 TPT project;
 - GDACE for the establishment of community nurseries;
 - Private doctors: council approved a plan to make use of private doctors who will offer additional support to HIV & Aids patients;
 - Three (3) Traditional Health Practitioners' Fora were launched in August 2007; one (1) in each Service Delivery Area. Attended by 300 Traditional Health Practitioners;
- **Increase In Community Based HIV and Aids Programmes**
 - 15 World Aids Day Campaigns;
 - 1 217 200 people targeted for World Aids Day campaigns;
 - 13 HIV and Aids Workplace Campaigns;
 - 7 093 people reached for HIV and Aids Workplace Campaigns;
 - 78 facilities offering the STI programme;

- One Ekurhuleni Metropolitan Municipality Traditional Health Practitioners' Forum was established on 13 September 2007;
- A Workshop on Protected Medicinal Species (Plants) was conducted for Traditional Health Practitioners on 7 August 2007;
- A visit was conducted to Blesbok, Kampton Park and Tamboekiesfontein on 27 August 2007 to assess land for Medicinal Gardening Projects;
- The three Regional and one Ekurhuleni Traditional Health Practitioners' Fora were sustained. An induction workshop on health services for the Traditional Health Practitioners (THP) was conducted on 17 & 18 April 2008: 45 THPs attended;
- The department was instrumental in the establishment of the religious forum. Support to religious forum was offered on activities. 74 activities took place. This included a faith based festival with the focus on HIV and Aids;
- Adcorp (food security programme) - resource provision;
- Phambill Wasteman - project infrastructure for permaculture;
- Acsa (food security) - project infrastructure;
- Food & Trees for Africa (food security programme) – Training;
- National Emergent Red Meat Produces Organization (NERPO) food security; and
- Emperors Palace - Provision of resources for training on technical skills (15 young persons annually).

- 138 Activities presented that focus on behaviour of high risk groups;
- 1 262 People supported ED;
- 8 722 Individuals trained to offer network support;
- 96 full time volunteers were contracted to assist with community programmes. They are assisted by nine supervisors and nine trainers;
- 3 200 volunteers were trained to assist with the door to door world aids day campaign. 1 million condoms were distributed;
- A highly successful debate on HIV and Aids were held during Feb 2008. The attendance was 2013;
- A care week was presented during May 2008 which reached 180 151 people;
- The Aids Council was launched and established at an Aids Indaba held on 11 to 12 September 2007. The new National Strategic Plan for HIV and Sexually Transmitted Infections was launched at this Indaba and attended by politicians, community structures, and officials. Attended by 1 620 people;
- The first official Aids Council meeting was held and chaired by the Mayor and supported by the Health Department on 1 December 2007; and
- Two Aids Council activities were presented in the first quarter of 2008/2009.

• Access to PHC

- 7 new clinics built;
- 6 new clinics were initiated in 2008;
- 21 Clinics extended;
- A further 9 upgrades were initiated in 2008;
- Total attendances to clinics until end September 2008 came to 11 082 190;
- 8 273 TB patients converted negative at the end of their treatment up to September 2008;
- A ward based TB door to door campaign was held in

March 2008 and a total of 94 720 people were reached. Intervention strategies included: support visits to facilities by hast coordinators, quarterly district rapid assessment was implemented, partnership with NGOs, TB crisis plan implemented and monthly meeting of the team was held;

- 54 969 ART initial assessment visits (HAST);
- 33 817 ART accredited site visit (HAST);
- 42 new Occupational HIV exposure cases given ARV prophylaxis - new; and
- 351 Rape cases given ARV prophylaxis.

• Comprehensive ARV sites

- Daveyton Main Clinic;
- J Dumane Clinic;
- Daveyton Clinic (Ekurhuleni facility);
- Nokuthela Ngwenya CHC;
- Tembisa Hospital;
- Natalspruit Hospital;
- Germiston Hospital;
- Pholosong Hospital;
- Tambo Memorial Hospital; and
- East Rand TB Hospital (SANTA).

• ARV down referral sites

- Dawn Park Clinic;
- Reiger Park Clinic;
- Mary Moodley Clinic; and
- Lethabong Clinic.

• No. of fixed health facilities that provide dedicated Voluntary Counselling and Testing Services.

- 79; and
- 224 080 of people tested up to September 2008.



- **50% reduction in maternal and children under five mortality rate**
 - 90.7 % of children under the age of one (1) year were fully immunised in accordance with the National Expanded Programme on Immunisation Policy;
 - 142 147 Children under the age of one (1) year that are fully immunised in accordance with the National Expanded Programme on Immunisation Policy;
 - Campaigns on "Saving Mothers & Children"; and
 - The EPI programme for the 1st quarter in 2008/09 resulted in a further 12 882 immunisations.
- **10 Campaigns conducted on Cervical Cancer Prevention**
 - 4 619 women targeted for the Campaigns on Cervical Cancer Prevention.
- **Nutritional status of children under five years of age**
 - 107 Breast feeding campaigns were held. Growth monitoring of children under five is done. Children and mothers are allowed to participate in the feeding scheme. Referrals are done where necessary; and
 - 5 893 People to be targeted for the Breast Feeding Campaigns.
- **Extended operating hours**
- 24-hour service hours at midwife obstetric units seven days per week:
 - Phola Park MOU;
 - Ramokonopi MOU;
 - J Dumane MOU;
 - Esangweni MOU;
 - Kwa-Thema MOU;
 - Phillip Moyo MOU; and
 - N Ngwenya CHC.
- Extended 24-hours primary health care at the following clinics:
 - Daveyton Main Clinic;

- J Dumane CHC; and
- Esangweni CHC.
- Extended 12-hours primary health care at the following:
 - Kwa-Thema Community Health Centre.
- Extended primary health care service hours on Saturdays from 08h00 to 13h00 at 14 clinics.

4.3.4 Focus Area: Safety and Security

2025 Agenda: A high level of safety and security – a drastically reduced crime rate.

(a) Milestones

- **By 2010**
 - Pro-active management of disasters in accordance with an integrated and comprehensive Disaster Management Plan; and
 - Elimination of civil disobedience by means of various community-based programmes and drives.
- **By 2015**
 - 50% Reduction in serious and violent crimes; and
 - 50% Reduction in fatalities and injuries due to occupational, domestic and road accidents.

(b) Achievements

- The Edenvale Driver and Learner Testing Centre was completed;
- The Disaster Management Centre for Ekurhuleni was established and is functional;
- The construction of the Daveyton Fire station has commenced and should be completed before the end of June 2009 in line with the 20 Top priority Townships;
- The construction of the Etwatwa Fire station also commenced

- and should be finalized before the end of December 2008 in line with the 20 Top priority Townships;
- The Metropolitan Emergency Call taking Center was established and is functional; and
- The construction of the Bedfordview Licensing Drive Through has commenced and should be finalized before the end of December 2008.

Emergency services:

- Fire Prevention Inspections conducted = 22 144;
- Fire Calls attended to = 5 342;
- Ambulance Calls attended to = 354 643;
- Patients transported = 290 563;
- Fire & Life Safety Education Sessions conducted = 994;
- Number of persons reached during sessions = 149 880;
- The Replacement Programme for Emergency Vehicles has been approved and is implemented;
- Thirty (30) Specialized Emergency Vehicles were replaced;
- The Mutual Aid Agreement between Ekurhuleni Emergency Services and Emergency Services of all Gauteng Municipalities has been concluded and signed to enhance the Gauteng Global City Region concept;
- Plans aligned to both National and Provincial, for 2010 FIFA World Cup are in place and operational details of these plans are dealt with within the Global City Region concept coordinated by Local Government;
- Emergency Services By-laws were consolidated and promulgated;
- A set of fines based on the By-laws of Emergency Services was also promulgated and approved by the Chief Magistrate;
- A policy on implementation of Evacuation Plans on all Council occupied building was approved and is being implemented; and
- A Memorandum of Agreement on the rendering of Ambulance Services has been concluded and signed with Gauteng Provincial Health Department.

- **Chronic conditions**
 - 36 Awareness Campaigns on Chronic Conditions implemented up to September 2008; and
 - 11 983 people reached for Awareness Campaigns on Chronic Conditions up to September 2008.

- **PMTCT Programme**
 - 100% of facilities rendering ANC Services render PMTCT Services. Currently Dual Therapy is rendered at 100% of these facilities with effect from May 2008. Both Nevirapine & AZT are given to women that are on the programme; and
 - 65 270 Pregnant women tested for HIV, 20 731 tested HIV positive which represents a 31.76% positivity rate amongst pregnant women. HIV incidence rate amongst pregnant women has decreased by 1.6%.

- **Access To Social Development Facilities**
 - Early Childhood Centres:
 - Daveyton - the MOU was signed during October 2007;
 - Duduza - consultants were appointed in November 2007 for the designs;
 - Katlehong : contractors for the 1st four sites were appointed in May 2008;
 - The sod turning of the project took place in June 2008 in Tsakane;
 - Tsakane ECD DCCFOP SAC OVS OAH care centres for older people, substance abuse, orphan and vulnerable children and an old age home forms part of this project;
 - All seven sites for phase 1 of the project were handed over for construction by September 2008; and
 - 468 Practitioners trained.

- **Older people**
 - Numerous awareness campaigns implemented for OLDER PEOPLE;
 - 34 campaigns were introduced which included a fund raising trip to Cape Town where 98 people participated.

Abet training was introduced and HIV & Aids focused programmes were presented. Christmas parties sponsored by private companies were also held the operation dignity was attended by 111 people towards the end of the year; and

- In the first quarter of 2008/09 a further five awareness workshops were presented.

- **Youth programme**
 - 52 Sustainable and comprehensive programmes for the youth implemented. This included holiday programmes Career exhibitions Study skills methods; youth open days and Life Skills Programmes. Entrepreneurial skills were also presented;
 - Youth Launch Summit conducted at the Saint George's Hotel on 29 & 30 May 2008; Attended by 480 Youth, Politicians & Officials;
 - Provincial Youth Summit conducted on 11 & 12 June 2008;
 - Youth Friendly Services Launched at Dawn Park Clinic on 20 June 2008, Dan Kubheka Clinic on 27 June 2008 and Reiger Park Clinic on 4 July 2008; and
 - 5 job preparedness activities attracted 1 270 participants between July-September 2008.

- **Men's programme**
 - 37 Awareness programmes presented on social pathology; and
 - Programmes aimed at crime, cancer and job enhancement were presented - 832 attended.

- **Vulnerable children programme**
 - 49 Implemented programmes on care, support and protection of children; and
 - In quarter one of 2008/09, 2 365 people attended 13 programmes which were focused on capacity building and HIV.

- **Women's programme**
 - Number of domestic violence programmes presented;
 - 58 Programmes were implemented with the department of justice and GDOH. 16 days of activism was celebrated during November and December 2007. A total of 11 cooperatives were assisted with registration and 25 women were trained in agriculture by TUT;
 - 49 Programmes implemented on economic development for women; and
 - 1 044 women attended two workshops in August 2008 on violence and stress management.

- **Disabilities programme**
 - 17 Educational programmes to enhance training and education implemented; and
 - 3 courses on gardening and IT development were attended by 600 people.

- **Indigent programme**
 - 153 Families were exposed to exit programmes which included: agriculture training, income generating projects like sewing and aachaar making;
 - A workshop on the indigent management strategy was held on 6 November 2008. Two awareness campaigns of indigent registration were held. Ekurhuleni engaged in a contract with a service provider to assess the data on the Ekurhuleni indigent register, to verify listed indigents and to make proposals on a revised pro-poor indigent support policy. A total of 57 401 records were verified and Council is in the process to consider the recommendations from the service provider;
 - The department took over the indigent funerals and a total of 484 funerals were done; and
 - A revised standard operating procedure for indigent registration was designed with a revision to the organisational structure. Reports are still to be considered. Quotations for a stand alone interim registration system were obtained and a development company was appointed.

Disaster management & emergency communication services

- The Disaster Management Plan has been approved and implemented;
- Disaster Risks and Vulnerability Assessment is completed;
- The Disaster Management Framework has been completed;
- The Multi-Disciplinary Disaster Management Advisory Forum has been established;
- Plans aligned to both National and Provincial, for 2010 FIFA World Cup are in place and operational details of these plans are dealt with within the Global City Region concept coordinated by Local Government;
- Three Emergency Communications Workshops were held during this period to capacitate the employees;
- Emergency Calls received = 607 182;
- Emergency Calls dispatched = 576 915;
- Disaster Management Workshops held = 1;
- Disaster Management Plans developed = 5;
- OR Tambo International Airport plan is being updated and an exercise planned in conjunction with ACSA;
- Risk and Vulnerability assessment for the Municipal wide Disaster Management completed;
- Commissioned Risk and Vulnerability assessment for fan parks, public viewing sites and transport routes for completion March 2009;
- Currently updating existing communicable diseases disaster plan in line with 2010 FIFA World Cup; and
- In line with Global City Region and the requirements of the 2010 FIFA World Cup, alignment of Ekurhuleni disaster management plans with those of Gauteng, Joburg and Tshwane has been started.

Licensing services

- Service Level Agreement for the rendering of Licensing Services by the Municipality on behalf of the Provincial government has been concluded and signed by both parties;

- A policy on licensing services: The Best Practice Model has at the same time with the signing of the Agreement above, been adopted and implemented;
- The Licensing Call Centre for booking for Learner's and Driver's tests have been integrated into the Gauteng Shared Services Call Centre for the entire Gauteng in line with the Gauteng Global City Region concept;
- Eight Community Outreach Programmes and awareness campaigns were undertaken within various communities;
- Ekurhuleni Mini Help Desk for licensing services was approved by the provincial Government and has been established. The purpose of the Help Desk is to handle issues relating imported and stolen vehicles as well as introduction of new vehicles in the E-Natis System;
- Learner Drivers Tested = 189 754;
- Learners' Licenses issued = 133 789;
- Drivers Tested = 116 296;
- Drivers' Licenses issued = 363 620; and
- PrDPs issued = 70 816.

Programmes and Projects to be finalized by 2010/2011

Fire Stations

- Tsakane
- Duduza
- Zonkesizwe
- Kwa-Thema

Disaster Management Satellite Offices/Focal Points

- Kempton Park
- Tsakane
- Tembisa
- Katlehong

Licensing Facilities

- Springs Drive-Thu
- Nigel Dltc
- Benoni Dltc
- Katlehong (Hub)
- Tembisa (Hub)
- Kwatsaduzza (Hub)
- Kempton Park Mwra
- Installation of security systems at all Centres.

EMPD

- Dealt a major blow to ATM bombers operating within our borders, in partnership with the SAPS in joint operations.
- Growing the strength of the EMPD by 500 new recruits annually starting 2008 up to and including 2011.

Social crime prevention

- In this regard, the following work has been undertaken:
 - Domestic violence programme initiated;
 - Drug and substance abuse; and
 - Participation in the anti- xenophobia initiatives.

Challenges

- Unit operates on an ad hoc basis pending finalization of the Institutional Review.
- Lack of dedicated staff.
- Resistance by some communities especially in Ramaphosa and Tokyo Sexwale to allow displaced foreign nationals back to communities.

Memoranda of Understanding

The EMPD has entered into a number of these with a number of organizations and municipalities on a range of issues, including but not limited to the three fold.

Mandate of crime prevention, traffic management and by-law enforcement. Signed another with the Airports Company of South Africa as well as the South African Revenue Services.

In addition to these, the Metro has entered into an agreement with the Road Traffic Management Centre whose main focus is on the transportation of illegal substances and other contraband. Another one is that entered into with Labat, now Total Client Services, whose focus is on the area of traffic violations and prosecution.

There are agreements operating under the auspices of the South African Local Government Association which saw the Metro support the Public Safety of Departments of Kungwini and Lesedi when they were faced with uprisings.

Relationship with the criminal justice department

The relationship can at best be described as that of husband and wife, having problems with one another while simultaneously mindful of the fact that we can't wish each other away. In the course of nursing the relationship, monthly meetings are convened with magistrates to try and close gaps that may exist in the course of this relationship.

Challenges

- Magistrates unwilling to do cases beyond some threshold.
- Prosecutors cancelling fines or reducing others.
- The National Prosecuting Authority refusing to delegate traffic prosecuting authority to our officers.

Municipal Courts

The EMPD operates three Municipal Courts which are in Council owned buildings, and these are situated in the areas of Kempton Park, Benoni and Elsburg. Apart from these, the Metro has its own personnel manning courts focusing on traffic violations in Brakpan, Nigel and Alberton.

(c) Challenges

- Lack of understanding by stakeholders on their disaster management responsibilities;
- Lack of human resources to meet the set standards;
- Lack of retention strategy to curb the loss of skilled personnel;
- Non compliance with set standards, policies and laws due to staff shortages;
- Organisational structural deficiencies;
- Syndicated fraud and corruption in licensing services; and
- Centralization of licensing booking system (call centre).

4.3.5 Key focus area: Parks, Sports and Recreational Facilities

2025 Agenda: Ekurhuleni to have world-class parks, sports and recreational facilities.

(a) Milestones

- **By 2010**
 - Upgrading of four stadia in Ekurhuleni to world-class level.
- **By 2015**
 - Reclamation of our African identity through arts, culture and heritage.
- **By 2025**
 - Equitable provision of facilities to all communities in Ekurhuleni; and
 - 100% of the Metro-wide open space system to be developed and maintained.

(b) Achievements:

- **2010 FIFA World Cup**

Ensure compliance with FIFA requirements and ensure a lasting legacy beyond 2010.

1. Obtained Council approval on the establishment of the Diambars Football Academy in conjunction with Gauteng Department of Sports and the former French footballers (founders) inside Boksburg stadium as a 2010 legacy project, which was launched in November 2008.
2. 2010 approved business plan with 30 programme areas and 174 projects, whereby 34 projects have already being completed.
3. Launched 2010 business plan and piloted public viewing in Germiston.
4. Established contacts already with Holland, Portugal and Turkey in view of hosting them in Ekurhuleni during the world cup.
5. Started with the marketing campaign of EMM "rolling out the red carpet for 2010" in promotion of the "stay to play" slogan.
6. Participating in various 2010 related committees and bilateral meetings with other host cities in view of signing MOUs.
7. Conducted a media tour for various print and electronic media to showcase progress made with 2010 projects.

(c) Challenges

Too many meetings at Provincial and National level that are sometimes not coordinated, compounding our already depleted capacity.

- Renaming of Johannesburg International Airport to OR Tambo International Airport;
- Thami Mnyele and OR Tambo memorial monuments;
- Impact study completed on the development of mining museum to project Ekurhuleni as the key manufacturing and mining belt;
- Introduction of free Access to Library Services internet and government information services;
- By-laws to improve equitable access to sport, recreation, arts and culture facilities;
- 8 informal fields formalised;
- Developed murals to enhance aesthetics at arts facilities;

- 46 hard courts re-surfaced;
- Provision of auxiliary services such as photocopying, faxing, typing and printing to the public at 43 libraries;
- 3 695 jobs created through the construction and upgrading of SRAC facilities;
- Tsakane Stadium – Phase 1;
- Makhulong Stadium;
- Oifantsfontein Library;
- Sedibeng Multi-Purpose Park;
- Katlehong Art Centre;
- 5 424 jobs created through the facilitation of creative industries, Craft Exhibitions and Workshops, Music festivals, Arts Programmes and Heritage Workshops;
- Presentation of literacy, educational and developmental programmes at libraries to promote a culture of reading and literacy;
- 13 craft hubs and 998 crafters have been developed;
- Utilisation of SRAC facilities to promote cultural productions, festivals and general creative industries, major sports events to attract communities in and outside communities. Commemorative Days:
 - OR Tambo Month;
 - Chris Hani Month;
 - Heritage Month;
 - Springs theatre productions;
 - Heritage activities at Museums;
 - Arts exhibitions at galleries;
 - International Wheelchair Athletics championships;
 - Africa Baseball qualifier championships;
 - Zone VI Table-Tennis championships;
 - COSSASA Athletics Championship; and
 - International Cricket Matches.

- Greening (irrigation, fencing and grassing) of 64 informal sportsfields in the previously disadvantaged areas as 2010 legacy projects in line with the IDP, whereby six are completed and the other 58 by June 2009.
- Community Based Maintenance Programme for all the upgraded informal sportsfields is being developed in conjunction with National EPWP.

Arts, Culture and Heritage

- An Item to Council indicating the need and process for the development of a Language Policy as part of promoting multilingualism; and
- The Oliver Tambo gravesite declared as a National Heritage site as part of celebrating and conserving the legacy of Oliver Tambo.

Cultural Enrichment programmes

- Heritage Day celebrations in September as part of preserving and creating cultural heritage awareness in the community;
- Ekurhuleni Games in September;
- Mzansi Sings a Tribute to Oliver Tambo as part of the renaming of the Oliver Tambo International Airport;
- Intercity Games as part of as part of the renaming of the Oliver Tambo International Airport;
- Unveiling of the Oliver Tambo Memorial as part of the renaming of the Oliver Tambo International Airport;
- Funeral of Adelaide Tambo in February;
- Ekurhuleni Fine Art Awards in June, the only national art competition;
- Oliver Tambo Coral Music Concert in November 2006;
- Vuka Tuka 3 – Rhoo Hlatshwayo Art Centre in July 2006;
- "Ukuvuselela Amasiko" at KI –Ditselana Village in March 2007;
- Ceremony of handing over of money – Golf Proceeds Beneficiaries as well as the launch of the Tshilimo Classical Festival in February 2007; and

- Lima Art Exhibition showcasing the artworks of the Eastern and Southern Art Development Schools in February 2007.

Educational and skills development programmes

- Three Art Development Schools launched and operational;
- Three Art as Healing Projects launched and operational;
- Vuka Basadi Craft Fair in August as part of celebrating Women's Day;
- Craft Exhibition as part of the Oliver Tambo Celebrations in October;
- The Life and Times of OR Tambo Exhibition as part of the OR Tambo Celebrations in October;
- Three craft Workshops focusing on Craft Industries, Craft Techniques and Craft Exhibition and Marketing; and
- Out of the Box Gift Fair in November.

Community Theatre Programmes

- Choral and Gospel Programme at Kwa Thema Majudeni Complex in November 2006.

Popular Productions at Springs Civic Theatre

- "Wathint Abafazi Wathint" Production in August 2006 as part of Women's Day Celebrations. "Once an African" Production in February 2007;
- The Oliver Tambo Memorial was developed and unveiled as part of the re-naming of the Oliver Tambo International Airport in October;
- Development of Thami Mnyele Hero's Acre was developed to be unveiled before June 2007; and
- Rhoo Hlatshwayo Community Art Centre upgraded to the level of a fully fledged community art centre.

Library and Information services

- To bring libraries from previously disadvantaged areas into



acceptable standards through the improvement of space extension and general outlook at Kwa-Thema, Duduza, Wattville, Daveyton, Tsakane, HP Mokoka and Edenvale Libraries; and

- Completed final phase of project to upgrade reference media collections to the value of R1.6 million, with special emphasis on township libraries.

Need for study material in libraries identified and project planned and implemented to equip libraries

- Secured and spent R600 000 to purchase books and other media by African writers for all 43 libraries (phase 1);
- Unified library by-laws;
- Unified library auditorium tariffs, by-laws and auditorium tariffs;
- Arranged three Imbizos to obtain community input on library services including library hours;
- Completed library service community survey in conjunction with Research Directorate;
- Developed Community Participation Guideline (Library Committees);
- Completed Implementation Code for Community Participation Committees (ready for implementation);
- Implemented two way SMS communication pilot system with library users;
- Established permanent HIV and Aids display corners in every library with new Aids related topic, posters, books, pamphlets, etc every month;
- Arranged talks on topics for community;
- A contractor for constructing a new library for Olifantsfontein appointed;
- In process of completing final phase of equipping libraries with air conditioners (where none existed) to ensure a conducive study- and user friendly environment. (Final phase of 13 libraries in process);
- Final phase of equipping all libraries with media security systems to deter book theft;
- Replaced old photocopiers for public use in libraries with new;

- Provided libraries with public faxing equipment and laminators to enhance service delivery;
- Implemented free Internet access at libraries;
- Did upgrades of Isaac Mokoena, Kathlehong, Bonaero Park and Bedfordview libraries. Tembisa library upgrade in process;
- Equipped a number of libraries with additional study tables and chairs, shelving and other library furniture;
- Equipped libraries with public computers;
- Installed 20 additional computers in 10 libraries identified in Top 20 Township Project;
- Contributed significantly on critical provincial and national strategic library matters;
- Assignment of LIS function to local government;
- Initiated children's book on dolomite: 16 000 copies of "Boniso and the sinkhole" distributed through libraries during program presentation; and
- Joint project with Corporate and Legal to avail Government information via SABINET and JUTASTAT to all Council employees.

Sports and Recreation

- Construction of new facilities**
 - Greenfields Sports Complex;
 - Sports field in Eden Park;
 - Duduza Multi-Purpose Centre;
 - Faranani Sports and Recreation Complex;
 - Vosloorus Stadium- Construction of the Eastern Pavilion – 2004, Netball clubhouse – 2004, Northern, Southern Pavilion and Ticket office – 2005, Main Western Pavilion Phase 1 – 2006;
 - Sethogka Multipurpose Park: Tembisa;
 - Sedibeng Multipurpose Park: Tembisa;
 - Ebuhleri Swimming Pool: Tembisa;
 - New facilities for Pigeon Club as well as new netball facilities: Tembisa;

- Construction of Ebuhleri Golf Course: Tembisa. (Currently undergoing further upgrading);
- Construction of Etwatwa Swimming Pool: Daveyton/ Etwatwa;
- Construction of KwaThema Swimming Pool; and
- Construction of Duduza Multipurpose Centre.

Upgrade of existing facilities

- Upgrading of Kathlehong Stadium (Floodlights, concrete seating on stadium embankment and installation of plastic seats);
- Upgrading of Mehlareng Stadium: Tembisa;
- Upgrading of Makhulong Stadium: Tembisa;
- Upgrading of Tswelopele and Phomolong Sport Facilities: Tembisa;
- Upgrading of Klopfer Park Swimming Pool;
- Upgrade of Banoni Swimming Pool;
- Upgrading of Willowmore Cricket Facility: Benoni;
- Upgrading of Geluksdal Swimming Pool;
- Upgrading of Sinaba Stadium (still continuing); and
- Upgrading of Olympia Park Floodlights.

Repairs and Maintenance of existing facilities and equipment

- Levelling of fields for Alberton soccer;
- Repaired the fence Eden Park;
- Levelled and planted grass at Thokoza Stadium;
- Repaired the pavilion change rooms at Thokoza Stadium;
- Repaired graders;
- Repaired three electrical distribution boxes that supply electricity to the floodlights and the pavilion roof in the media rooms at Germiston Stadium in 2006;
- Spring treatment - Bowling Greens - this occurs during August and September every year;

- Winter treatment (program) - at the end of the cricket season (about mid March) hasty repairs are done so that the winter treatment can take place. Prior to weather conditions becoming too cold (preventing turf growth);
- Boksburg Tennis Clubhouse;
- Repaired leaking roofs and broken ceilings;
- Boksburg Squash Club;
- Painting of squash club-wall;
- Boksburg Bowling Clubhouse;
- Painting of roof and repairing of leaks;
- Dawn Park Sports Ground;
- Repairing of broken ceiling and installing new water taps;

• **Hosting of Major events at various facilities**

- Athletics - 87 events;
- Baseball Competitions - 1;
- Bowling - 3;
- Cricket World Cup - 1;
- Control car racing - 1;
- Cycling - 3;
- Dance Championships - 1;
- Rugby events - 9 major events;
- Soccer events: PSL matches hosted yearly basis;
- Swimming: Annual National Swimming Championship; and
- Ring tennis - 1.

• **Hosting of regional events**

- Ekurhuleni Open Chess Tournament is an annual event which has attracted players from Malawi, Zimbabwe, Botswana and Ghana;
- Three hour Aerobic Marathon and Gymnastics Tournament. This programme is done in most primary schools in Ekurhuleni and is an annual event;
- Ekurhuleni Open Tennis Tournament-an annual event and

it has grown to the extent that there are Participants from outside of Ekurhuleni. Due to the tennis development programme there is Ephraim Mtsiani from Katshehong who is an international umpire and now the President of Tennis South Africa Umpires. His office is in Wanderers Tennis Club;

- Ekurhuleni Junior Karate Tournament is also an annual event which has more than 20 karate clubs participating in it;
- Ekurhuleni U-14 Softball League and Tournament is played annually by U-14 softball teams developed from the softball programmes we are running with ESOBADI;
- Ekurhuleni Open Pool Tournament which is held annually and its participation is growing every year;
- Katshehong Cricket Club and Thokoza Cricket Club who are playing in the Gauteng Leagues;
- Annually there is the Morabaraba and Draughts Tournament to develop the sports in the community;
- Hosted the Regional and Provincial Masakhane Games successfully;
- Successful Golf Development programmes. During the winter holidays the Ekurhuleni Junior Golf Tournament which is growing every year;
- Sports Development Clinics;
- Ekurhuleni 1 200m Blg Swim; and
- 16 Days of Activism against women and child abuse.

• **Governance**

- Formation of sports functional councils in Thokoza, Palm Ridge, Zonkeziwe, Vosloorus, Reiger Park, Alberton and Katshehong, etc.;
- The Division: Sport and Recreation has taken the initiative of establishing an Inter-Governmental Forum consisting of officials from G.D.E, Gauteng Provincial Government, Ekurhuleni Sports Council and officials from Ekurhuleni. The purpose of the forum is to synergise programmes and projects to ensure effective and efficient service delivery;

- SALGA Sport and Recreation Task Team;
- New Lease Agreement Policy;
- Standardised By-laws and Tariffs;
- Norms and Standards in relation to the maintenance of sport and recreation facilities;
- Master plan on status quo and provisioning of sport and recreation facilities; and
- Officials serving on specific key committees of Ekurhuleni, e.g., Grant in Aid, HIV and AIDS, etc.

• **Flagship/Social Investment Programme**

- Kiddies Olympics;
 - Masakhane Games;
 - Mayoral Soccer Challenge;
 - Mayoral Achievers Awards;
 - Youth Golf Development;
 - Ongoing Recreation programmes at various halls e.g. holiday and leisure time activities in conjunction with allied role-players;
 - The division also facilitates numerous Sport Development Programmes in conjunction with Federation, e.g. cricket, chess etc.;
 - Numerous Technical courses were conducted and provided in terms of Sport Administration, Swimming Pool Management, Policy Development, Officiating etc. to improve the quality of services;
 - The division also organises the Ekurhuleni Games for Council employees and councillors; and
 - OR Tambo Inter-Municipal Games.
- **Major Milestone**
- Launch of the Ekurhuleni Sports Academy in July 2006.

INSTITUTIONAL TRANSFORMATION & GOOD GOVERNANCE



a partnership that works



Ekurhuleni
METROPOLITAN MUNICIPALITY

4.4.1 Focus Area 1: Legal and Administrative Services

In terms of Institutional Corporate Support, the administration has in the past two years sought to render a proactive, professional and responsive service in support of the strategic priority of promoting good governance.

System of Delegation

Section 59 of the Local Government: Municipal Systems Act, Act 32 of 2000, provides that a municipal council must develop a System of Delegation that will maximize administrative and operational efficiency and provide for adequate checks and balances. It is also a statutory requirement in terms of the act that the Council's System of Delegated Powers must be reviewed when a new Council is elected. This has been done early in the new term of office of Council and the System of Delegation has at the same time been brought in line with the Local Government: Municipal Finance Management Act, Act 56 of 2003, and the approved Ekurhuleni Supply Chain Management Policy.

Municipal Code

In terms of Section 15 of the Local Government: Municipal Systems Act, Act 32 of 2000, the municipality must compile and maintain a register of all by-laws made and passed for its area of jurisdiction to be constantly updated and annotated in a "Municipal Code". Although great strides have been made in consolidating by-laws in Ekurhuleni, there are still a number of by-laws on the statute books that are applicable in only certain geographical areas within Ekurhuleni. A process has been undertaken to update outdated by-laws to ensure that by mid 2009 only consolidated uniformed by-laws will be effective in the municipal area of Ekurhuleni.

Councillor Support

The University of Pretoria offered and presented the Executive Leadership Municipal Development Programme (ELMDP) to 101 councillors between the period 2006 and 2008. During 2009 further councillors will be nominated to attend the training. Seventy two (72) women councillors have been trained on mentorship programme whilst three councillors were trained on Municipal Development Finance Management Programme. A further 18 councillors were trained on speed reading, memory training and public speaking.

All 175 councillors were allocated laptops to enable them to access information effectively, communicate and operate efficiently.

Support Systems for Ward Councillors and Committees

The ward committees were established in March 2007 after a series of community campaigns and education on the role of ward committees. All 88 ward committees were established and there are 46 officials who are deployed and allocated to provide administrative support to ward committees in their daily operations.

- The ward committees since their establishment have convened 1 461 meetings out of a targeted 1 490 meetings;
- There has been three ward committee quarterly workshops with the Speaker of Council and Community Development Workers (CDW) to continue to engage on the roles of each stakeholder;
- The ward sector meetings on women, educators and NGOs and CBOs are convening every quarter;
- There are 88 ward councillors of which 87 have been allocated fully furnished offices and some offices have been renovated to create a workable environment; and
- The Council is on the verge of rolling out 17 mobile offices to all wards to accommodate all ward councillors closer to their constituencies.

Committee & Secretariat Services

In giving efficient support to councillors the dates of meetings and activities of the Council, Mayoral Committee, Portfolio Committees and other committees of Council are determined for a calendar year and are normally considered for approval by Council in the month of October / November of the previous year in order for councillors to organize their diaries accordingly. The Administration, and particularly the Committee & Secretariat Services Division, has been giving the necessary support to the Council and its committees to ensure that scheduled meetings take place in accordance with the approved schedule of meetings and that the necessary logistical arrangements are made.

Council and Mayoral Committee meetings have been held monthly, however, special meetings were convened as and when necessary. Portfolio Committee meetings were held fortnightly during 2006 and 2007, however, due to the delegation of powers to Portfolio Committees to finalise matters falling within the functional areas of these committees, it was possible to reduce the Portfolio Committee meetings to monthly meetings.

The table below indicates the actual number of meetings scheduled and the actual number of meetings held in respect of the Council, Mayoral Committee and Portfolio Committees for the period March 2006 to August 2008:

COMMITTEE	ACTUAL NUMBER OF MEETINGS SCHEDULED (March 2006 – August 2008)	ACTUAL NUMBER OF MEETINGS HELD (March 2006 – August 2008)
Council	28	35
Mayoral Committee	61	47
City Development Portfolio Committee	48	51
Community Safety Portfolio Committee	47	37
Corporate Services Portfolio Committee	47	41
Economic Development Portfolio Committee	47	38
Environmental Development Portfolio Committee	48	29
Finance Portfolio Committee	48	30
Health Portfolio Committee	48	40
Housing Portfolio Committee	47	33
Infrastructure Services Portfolio Committee	47	36
Sport, Recreation, Arts & Culture Portfolio Committee	48	36

4.4.2 Focus Area 2: Internal Audit Function

The Ekurhuleni Metropolitan Municipality (EMM) has established a distinct internal audit function as required by section 165(1) of the Municipal Finance Management Act (No. 56 of 2003). The function has been independent and objective and has added value to improve the organization's operations.

An enterprise wide risk assessment was completed in July 2008. The risk assessment has identified a list of 20 key risks that need to be managed by the Metro. A risk based audit plan and internal audit programs as required by section 165(2)(a) were completed by the Chief Audit Executive.

The internal audit unit has on a continuous basis advised the accounting officer and reported to the audit committee on matter relating to internal control weaknesses, accounting procedures and practices, audit of performance information, loss control and compliance to any applicable legislation through a number of audit reports issued.

Three innovative projects were embarked by the Internal Audit function during 2007/2008 financial year:

- Develop audit methodology;
- Establishment of the anti corruption strategy; and
- Implementation of teammate (Audit management tool).

Develop audit methodology

The internal audit methodology has been developed with the objective to comply with the requirement of the Municipal Finance Management Act as well as the Standards for the Professional Practice on Internal Audit, issued by the Institute of Internal Auditors (IIA). This methodology is used by the internal audit department to provide assurance on those risk management processes which addresses all significant risk threatening the objectives of the organisation.

Establishment of the anti corruption strategy

The Ekurhuleni anti corruption strategy which is aligned to the National anti corruption strategy is in place. The key considerations of the anti

corruption strategy brought together a series of interrelated process to prevent and detect fraud such as:

- Strengthening of Ekurhuleni disciplinary processes;
- Review of the Loss Control Committee's scope and function;
- Promoting fraud hotline within the Ekurhuleni;
- Introducing employee screening before appointment; and
- Defining the MPACs role in the process.

Implementation of teammate (Audit management tool)

The internal audit function has successfully implemented teammate (Audit management tool) which is a tool where audit information is captured during the internal audit engagement lifecycle. The tool will enable the auditors to spend less time documenting and reviewing and more time providing value-added services.

4.4.3 Focus Area 3: Risk Management

The Municipal Finance Management Act and other best practices on this subject such as the King II report on Corporate Governance require that an institution like the Ekurhuleni conduct risk assessment workshops on a yearly basis so that it will be able to prioritise allocation of resources to the best interest of the organisation. Through the risk profile of the organisation, Internal Audit drafts its audit plan for the year. This practice insures that the work of Internal Auditors be directed by the needs of the organisation

Achievements

The Ekurhuleni established the Risk Management Office in the office of the City Manager and appointed an Executive Manager: Risk Management in 2008. An integrated Enterprise Risk Management (ERM) policy been drafted. The framework makes provision for the establishment of a number of risk management forums that will support efficiency in the context of the SDBIP of the Ekurhuleni while ensuring good governance as per the King Code on Corporate Governance.

The following issues are receiving attention as part of the ERM for the remainder of the term:

- Strategic Risk Management;
- Effective fraud prevention and counter-corruption;
- Supply Chain Risk Management;
- Corporate Security & Loss Control;
- Occupational Health & safety; and
- Legal compliance.

In order to support the Ekurhuleni in meeting these and other challenges a number of mechanisms will be used to manage and monitor the impact of strategies and interventions proposed by the Risk Management Office. The Chief Audit Executive will also ensure performance management and assurance linked to the Risk Management Plan.

The Risk Management Office is participating in inter-governmental forums to ensure best practice and sharing of information and experiences in the area of public sector governance. To this extent, there is interaction with Gauteng Provincial Government. The office also participated in the recent National Anti-Corruption Summit convened by the Public Service Commission.

4.4.4 Focus Area 4: Financial Viability and Sustainability

Revenue Sources

The Operating Budget is funded from the following main sources:

- Assessment Rates;
- Tariffs levied for services, i.e. electricity, water, sewerage, refuse collection;
- Operating grants and subsidies; and
- Agency fees.

The assessment rates where increased by 3% in 2007/2008 financial year after four years of not increasing the assessment rates. It was again increased with 3% in the 2008/2009 financial year. The income derived from the increase was ringfenced for roads maintenance to address the backlog in maintenance of infrastructure.

In terms of the credit control policy all endeavours are made to provide all basic services free of charge to indigents to ensure that unemployment has the minimum effect on payment levels.

The income received in the form of the Equitable Share grant has increased significantly over the last few financial years. The total equitable share grant is currently in excess of R1 billion. Part of the reason for this increase, is the replacement of RSC levy income.

Capital Budget

The 2008/2009 capital budget amounts to just over R2 billion.

Surpluses generated in prior financial years are utilised to fund capital projects. In addition to the internal funding of more than R1.5 billion, external grants of approximately R500 million is included in the budget.

Summary of Available Funds (Internal Funds & External Loans).

The multi-year capital budget is funded as follows:

SOURCE OF FUNDING	2008/2009	2009/2010	2010/2011
Direct funding from Operating Budget	100,000,000	100,000,000	100,000,000
Surplus funds	839,130,130	842,409,835	549,994,336
New External Loans (Currently budgeted for)	798,246,130	798,647,490	803,513,000
Market Development Fund	11,480,000	15,200,000	25,150,000
Total Internal Funds	1,748,856,260	1,756,257,325	1,478,657,336
Gautrans	26,053,642	7,800,000	0
MIG	378,634,000	424,301,000	347,710,000
INEP	8,962,000	26,000,000	30,000,000
PHB	22,888,300	17,092,600	
Other National Grants	20,637,000	51,517,000	34,161,000
Other Provincial Grants	42,205,000	72,000,000	59,000,000
Total External Funds	499,379,942	598,710,600	470,871,000
MIG Bridging Finance	0	0	0
INEP Bridging Finance	0	0	0
Total Bridging Finance (to be funded from Accumulated Surplus)	0	0	0
Total Capital Budget	2,248,236,202	2,354,967,925	1,949,528,336

Internal Funds

- Operating Income – An amount of R100 million per year will be contributed to the capital budget from assessment rates income. Capital projects will be funded from the Revenue;
- Accumulated funds – An amount approximately R800 million per year from surplus cash will also be utilised for capital funding; and
- Market Development Fund (MDF) – The MDF is a closed fund where surpluses generated by the fresh produce market are utilised to fund the capital budget of the market.

External Loans

New external loans amounting to R800 million per year will be taken up for the next three financial years. The impact of a loan of R800 million on the operating budget is approximately R80 million per year for additional interest. Furthermore, an amount of R53 million is required for the redemption payments (Based on the assumptions that an annuity loan will be taken over a 15 year period at an interest rate of 10% per annum with six-monthly payments).

External Grants

As in previous years, the Municipal Infrastructure Grant (MIG) and Provincial Housing Board (PHB) fund the bulk of the externally funded projects.

Cash Management - Key Objectives of Cash Management

- To maintain or reduce the average cost of borrowing;
- To maintain a capital budget of R2 billion plus per annum;
- To maintain a minimum days cash on hand of 70 days;
- To maintain a maximum debt cost to expenditure ratio of 15%; and
- To maintain a minimum long-term credit rating of AA.

Minimum cash level to retain

Included in the total investments shown on the balance are the following two items which are not available for distribution:

Investment in Municipal Entities – The amounts shown as Investments in Municipal Entities must be regarded as a “non distributable reserve” and no cash made available to fund either the operational or capital budget.

Encumbered Investments - Certain long terms investments were ceded to financial institutions as guarantees for long term loans taken up. These investments are not available to the Ekurhuleni Metropolitan Municipality for any purpose other than the redemption of the loans and the cash can therefore not be made available to fund either the operational or capital budget.

Balance Sheet Reserves and Provisions:

In terms of the Accounting Policy the following balance sheet reserves and provisions must be cash-backed:

- **Capital Replacement Reserve (CRR)** - The balance of the Capital Replacement Reserve must be cash backed to ensure availability of cash to fund the capital budget for CRR funded projects. The CRR will be discontinued in the 2008/09 financial year and surplus cash will be used to fund capital projects.
- **Leave Provision** - Due to the fact that not all leave balances are redeemed for cash, only 50% of the leave provision is cash backed.
- **COVID Provision** - The COVID Provision must be cash backed to ensure availability of cash for payment of claims.
- **Landfill Rehabilitation Provision** - The Landfill Rehabilitation Provision must be cash backed to ensure availability of cash for the rehabilitation of the landfill sites.
- **Donations, Public Contributions and Unspent Grant funding** - Unspent amounts in relation to donations, public contributions and unspent grant funding are therefore retained in cash and are not available to fund any items on the operating or capital budget other than in terms of the conditions of the donations, public contributions or grants.

Other balance sheets items to be cash backed

Consumer Deposits - Consumer deposits are regarded as creditors, i.e. the funds are owed to consumers and can therefore not be utilised to fund the operating or capital budget.

Working Capital

Working capital is required to ensure cash availability in the event of emergencies. Council must retain cash for a period of 70 days as minimum cash balance to ensure sufficient working capital.

External Loans

Given that a large portion of municipal infrastructure has a long-term economic life and a general principle is that the current ratepayers should not pay for the usage of future ratepayers, there is a strong economic argument to finance this capital expenditure through long-term borrowing, in order to accelerate the pace of delivery and to mirror the repayment of funds with the economic life of the asset.

As a general principle, when interest rates are expected to decrease, it is advisable that a floating rate be negotiated in order to take advantage of the lower interest rates in the future. If interest rates are expected to increase, it is advisable to obtain a fixed rate so that the benefits of the current low interest rate are maintained. The market is currently experiencing rising interest rates and it is therefore advisable to obtain fixed interest rates. In a municipal environment, a fixed rate is generally preferable to a variable rate as it provides predictability and has less impact on tariff fluctuations.

A prospective lender should decide whether to wait with taking up funds and running the risk that interest rates will increase or to immediately take up the funds and incur a “holding cost”. The holding cost is basically the cost associated with having the cash proceeds of the loan, but not utilising these immediately and is defined as the difference between the interest cost of the loan and what the municipality would be able to earn when the loan proceeds are put on deposit at an institution. A present value calculation indicates that an increased interest rate cost of 0.5% over the term of the loan (due to delaying the taking up of funds) equals to a holding cost of six

months. This means that should Ekurhuleni's view be that interest rates will increase and that they will use the funds within six months, it is beneficial to take up the funds immediately at a lower interest rate.

Ekurhuleni's Long Term Financing Strategy has been used as basis to determine the affordability of loans over the Medium Term Income and Expenditure Framework (MTIEF) Period.

The assumptions of the forecast model are as follows:

- The operating income and expenditure will grow with between 5% and 12% per annum (within the current inflation target setting);
- Debtors payment levels of 95% on current billings. In addition, amounts on arrears will be collected and written off with varying amounts over the 10 year period;
- Interest on cash and investments is earned at 8% per annum;
- New loans are repaid in 15 annual instalments at an interest rate of 10%; and
- The capital budget has an actual implementation rate of 100%. This was used as indicator of how the cash position will be as “worst-case” scenario.

From the above it was recommended that the following amounts be taken up in the MTIEF Period:

- 2007/08 Budget – R400 million (to be taken up during June / July 2008);
- 2008/09 Budget – R800 million (timing will depend on actual spending levels);
- 2009/10 Budget – R800 million (timing will depend on actual spending levels); and
- 2010/11 Budget – R800 million (timing will depend on actual spending levels).

Conclusion

The availability of cash must be closely monitored in the MTIEF period to ensure the timeous payment of creditors.

- Changes in income levels (billed) as a result of load shedding;
- Reduced growth in the region as a result of the current economic conditions;
- Higher than budgeted non-payment as a result of the current economic conditions; and
- Implementation of the Regional Electricity Distributors.

This policy will be amended and / or updated once more clarity regarding the above are available.

Credit Rating

The Ekurhuleni Metropolitan Municipality's was awarded the following credit rating by Global Credit Rating Company in 2007:

- Short term credit rating A1+
- Long term credit rating AA

Tariff Increases and Growth Assumptions Included in the Medium Term Budget:

Possible changes in the municipal environment that may have an impact on the cash position of Council and that will impact on this policy will include the following:

Tariff	2008/09	2009/10	2010/11
Electricity – growth	4.5%	0%	0%
Electricity – tariff increase	12.2% (1 July) + 20.4% (1 October)	17%	17%
Water – growth	3%	0%	0%
Water – tariff increase	6.3%	6%	6%
Sewer – growth	0%	0%	0%
Sewer – tariff increase	7.5%	7%	7%
Refuse removal – growth	5%	0%	0%
Refuse removal – tariff increase	8%	7%	7%
Assessment rates – growth	7.5%	0%	0%
Assessment rates – tariff increase	3%	4%	5%

Capacity to spend Capital Budget

Spending levels over the last number of years have increased as follows:

FINANCIAL YEAR	EMM APPROVED CAPITAL BUDGET	EMM ADJUSTED CAPITAL BUDGET	TOTAL CAPITAL SPENDING	% Spent on original budget	% Spent on adjusted budget
2002/2003	759,622,636	759,622,636	453,833,448	59.74%	59.74%
2003/2004	1,072,849,474	948,298,920	741,945,655	69.16%	78.24%
2004/2005	1,144,510,445	1,105,784,606	918,443,520	80.25%	83.06%
2005/2006	1,068,493,469	1,036,141,124	849,014,152	79.46%	81.94%
2006/2007	1,267,512,657	1,390,268,794	1,191,131,982	93.97%	85.68%
2007/2008	1,851,542,248	1,902,799,233	1,602,956,604	86.57%	84.24%



Progress in respect of Project Clean Audit Report

The EMM introduced Project Clean Audit Report to consolidate the various programmes being undertaken and to ensure progress is monitored on an ongoing basis.

Audit opinions in the last few years were as follows:

- 2002/03 - Disclaimer;
- 2003/04 - Qualified;
- 2004/05 - Qualified;
- 2005/06 - Adverse Opinion; and
- 2006/07 - Qualified.

It is anticipated that the 2008/09 audit opinion will be unqualified.

The main issues raised by the Auditor General on the 2006/07 audit report were asset management and completeness of revenue.

Asset Management

The EMM implemented a project with the objective of compiling an Integrated Social and Physical Infrastructure Plan including a Maintenance Plan, and ensuring the Asset Register is compliant with GAMAP 17. This will be done in two phases. The first phase commenced during July 2007. An infrastructure gap analysis was undertaken which details the work to be done during the second phase of the project.

The second phase, being the physical audit on infrastructure is estimated to conclude no later than 30 June 2009. Part of this process will be to perform a comprehensive land audit. The verified land and properties will be linked to the billing system, the GIS and the asset register with accurate descriptions and land values. The valuation roll will be done concurrently for completion by 30 June 2009.

Completeness of Revenue

Various processes have been commenced with to ensure completeness of Revenue. Included in the new initiatives are the following:

- An electronic workflow process has been commissioned to address completeness of Revenue;
- The Indigent verification process was completed by the service provider during 2007/08. The draft report has been issued and the findings are currently being considered; and
- The Water and Electricity Meter Management (WEMM) system has been implemented to ensure accurate billing of all amounts metered.

4.4.5 Focus Area 5: Human Resources Management & Development

Institutional transformation

1. Policies

The following policies were approved during 2006/07 and 2007/08:

- HR: Rapid Advancement Policy for Ekurhuleni;
- HR: Acting Procedure for Shift workers acting in higher Non-Shift office hour positions;
- HR: Incapacity Policy;
- HR: Policy regarding Treatment of employees who suffer from Substance abuse / Dependency;
- HR: Second Revision of the Experiential Training Learning Policy;
- HR: Disability Policy;
- Exchange Programme Policy;
- Bursary Scheme for the members of the community;
- Recognition of Prior Learning Policy; and
- Assessment Policy.

2. Structure

The alignment of the Ekurhuleni structure with the Strategic objectives is about 75% complete; the development of the structure was done in phases:

Phase 1

Development of the Service Delivery Model (Clusters) and the Political structure (portfolios). The approval of this phase resulted in the appointment of the City Manager and the Deputy City Managers.

Phase 2

This phase aligned the administrative structure with the political structure which then established the Ekurhuleni departments. The approval of this phase resulted in the appointment of the Executive Directors.

Phase 3

The establishment of the top structure of the departments guided by the functions of the department. Ekurhuleni is busy with the recruitment process of the Directors.

Phase 4

Ekurhuleni is busy with phase four which is looking into the functions of the divisions.

Education training and development

The Workplace Skills Plan and the Training reports for 2006/7 and 2007/8 were submitted and mandatory grants successfully claimed from the LGSETA and expended by the EMM by end of the 2007/2008 financial year.

Employment Equity and Skills Development Stakeholders Forum

The Employment Equity and Skills Development Stakeholders Forum was successfully established in terms of the requirements of the Legislation and meet on a monthly basis. The Forum is chaired by a Councillor and the Employer and Unions are represented. Departmental representatives attend these meetings.

Skills development for employees

- 2006/7: 4590 were trained in different programmes; and
- 2007/8: 7024 were trained in different programmes.

In addition to the above programmes we have 200 members of staff attending a course developed by Ekurhuleni with the public management and development school at the university of the Witwatersrand. The course is titled managing integrated development for service delivery and has been rolled out from level 1 – 12.

Bursaries for communities

- 2006/7: 100 of bursaries awarded; and
- 2007/8: 130 of bursaries awarded.

Bursaries for employees

- 2006/7: 896 of bursaries awarded; and
- 2007/8: 1011 of bursaries awarded.

Internship

- Two psychology interns were appointed in the employee well being division.

Experiential training

- 2006/7: 23 of students appointed; and
- 2007/8: 29 of students appointed.

Learnerships

- 2006/2007: 79 learners (community) placed on learnership programme;
- 2006/2007: 9 learners (employees) placed on learnership programme; and
- 2007/2008: 234 learners (community) placed on learnership programme.

Employee wellbeing

This division is responsible for the employee assistance program and the occupational health and safety, three wellness centres were established. The wellness centres will provide the following services to employees:

- Primary health care; and
- Other specialized occupation health services to employees.

Three Wellness Centres to be/established at the following locations:

- Kempton Park CCC – City House;
- Springs CCC – VIP Entrance; and
- Alberton – Occupational Health Clinic (Swartkoppies).

Each of the Wellness Centres will be manned by the Occupational Health Nurse on a daily basis. The Medical Officer will be head of the Wellness Centre Section and will visit these centres on a rotational basis. (See attached proposed structure). The Occupational Hygiene Technologist and the Occupational Therapist will visit the centres also on a rotational basis to render services to employees.

The Medical Officer will also be responsible for the implementation of the Health Promotions Programme and maintaining the HIV and AIDS workplace programme. Ekurhuleni employees will be able to visit the centres on a daily basis for health services. Support group meetings for the HIV and AIDS and for the drug and alcohol group are held every month. Counselling services for employees and their families where necessary are done on a continuous basis. Safety committees are established and continuous training conducted for the committees.

Labour relations

The Local Labour Forum which was established as per the Organisational Rights Agreement meet with senior management bimonthly, bilateral with Labour are held when there is a need. In our endeavour to reduce the turn around time for dealing with disciplinary matters, the Municipality has trained 20 employees in CCMA procedures and 177 employees in Presenting and Presiding officers' course, these employees are from the different departments.

Provisioning and maintenance

In 2006/7, 6 000 unfunded vacancies were abolished, this resulted in the Municipality having 2 000 funded vacancies in all different levels, critical vacancies are continuously being filled. 2006/2007 a total of 1 929 appointments was done (1 359 filled by external candidates and 570 by internal candidates).

2007/8 a total of 1 940 appointments done (1 587 external candidates and 353 internal candidates)

During 2007/8, 980 employees resigned. In trying to speedily address the filling of critical vacancies, a service provider was appointed to assist with the response handling of the funded vacancies. The Division strives to fill the positions within 12 weeks from date of advert 90% of the job descriptions are submitted evaluation on the TASK system.

Employment Equity

The employment equity figures were submitted for the year 2006/7 and 2007/8.

The draft equity plan is now with the subcommittee of the Local Forum, in the absence of the approved plan the Municipality is using the Council approved targets for recruitment process. Presently the equity status of Senior Management is as follows:

Levels	No.:	AM	CM	IM	WM	AF	CF	IF	WF
Level 1	1		1						
Level 2	3	1			1	1			
Level 3	17	6		2	3	5		1	
Level 4	64	29	3	1	16	11			4

Gender mainstreaming

A Gender Policy, Sexual Harassment Policy exist within the municipality, supported by the Gender Committee that consist of all political offices, executives, senior managers, line staff, male and female. A Gender committee was established. There is a Gender Task Team that also oversees the delivery mechanism of the various task and programmes on the ground that is carried through departments and in the communities of Ekurhuleni Metro.

- Major task was to establish the Municipality Gender Strategic Objectives and KPIs that are aligned to IDP and the GDS strategy of the Metro whilst driving transformation process through equity. Gender Action Plans with specific focal points.
- Creating strategic linkages, partnerships and relationships with partners such as Gender Links, SALGA, National, Provincial departments, NGO and community gender forums at ongoing bases to research and develop common strategies and programmes that seek to streamline, align and advocate gender transformation agenda.
- Ensuring proper gender based budget resources allocation for Programmes, workshops training interventions that seek to readdress the imbalances of the past in herences of the past within the workplace and the society.
- Ensure that all gender disaggregated data on all woman issues is sensitized and presented to ensure progress, and monitoring on gender mainstreaming and transformation agenda.
- Equity plans that increase the women employment (increase the number of women in the executive and senior management positions).
- Alignment of the Workplace Skills Plan to the empowerment of woman.
- Community Capacity Building skills plans through learnerships and training such as increase number of bursaries issued to the communities to woman.
- A learnership of Information and Communication Technology specifically targeting 50 young women for scarce skill.
- Leadership training programmes for women councillors.
- Leadership training programmes for women executives, senior managers and lines staff to empower them on gender matters.
- Woman are included in construction and other tenders of the Municipality and incubator are created to sustain, mentor and grow women SMMEs.

- Ensuring women have access to ownership and writes for housing (Advocating change of policy to include woman in the title deeds and other property matters).

- Ensure gender and HIV and Aids framework and strategy is developed and implemented through sound programmes within the municipality.

- Coordinated gender desk sartorial structures.

- Health and disability programmes and human rights programmes.

- Domestic workers programmes, education on legal matters.

Men's forum in the Workplace as a means to Gender Equality and Gender mainstreaming.

- The main objective is to also enhance transformation interventions by making sure that Gender mainstreaming takes place at Ekurhuleni Municipality and its communities. Through men's participation, change is embraced by all genders including the male gender. The role of male gender in the work place and in the society is a very critical one, in ensuring transformation in the work place and society within communities is realized. Also to ensure various genders mainstreaming programmes intervention are developed and championed by male gender as a critical half.

Main Objectives that have been achieved:

- A number resolution/ declaration were taken by the men in commitment towards gender mainstreaming and gender transformation agenda;
- A men's slogan was adopted at the man's forum "MEN CARE" and will be popularized within the Ekurhuleni Metro and its communities;
- A task team was also appointed and its main role to ensure that strategies for mainstreaming of men's role in the gender equality Campaigns will be developed;
- Men's views on patriarchy and recommendations for corrective majors and actions are articulated;
- Increase commitment of men in the quest for gender equality is developed and sustained;

- Ongoing campaigns regarding men health matters that go beyond HIV and Aids issues be dealt with in the society;
- Men and religion in terms of common values and norms of the society be redefined;
- Men as agents of change in the society and the workforce acknowledgement of cultural evolution;
- Men acting against gender based violence on ongoing bases for the better society; and
- Evolution of women's role in the society and workplace is embraced and supported by male gender.

Men programmes are in the development process and will be implemented within the Municipality and cascaded to the communities that we serve. The programmes are also going to form part and parcel of the iDP process and the financial resources will be allocated as gender based budgeting process.

A 365 days Gender Campaigns programmes and themes have been developed, a momentum to continue 365 days that involve Gender focal departmental programmes , 16 Days of Activism programme, breast cancer month programme, Take A Night Campaign , Cyber Dialogs' that included different topics such as the proliferation of pornography in the media content to demeaning to woman and promote violence encourage criminal misuse of ICT for sexual harassment, sexual exploitation, and trafficking in women and girls, including those affected by violence, abuse, and forms sexual abuse. The widely usage of the internet as a tool of prostitution and illegal trafficking of woman and why Ekurhuleni as one of the vulnerable Metros being in the middle of the major highways (N1,N2, N3, N12,N17) to the neighbouring states, also the OR Tambo International Airport as the entry and exit point of trafficking in women and girls.

International Women's day – women gather for a morning breakfast to celebrate women's International day and guest speakers focusing on various issues on gender mainstreaming and woman support issues in Wadeville – in Benoni and later to the cemetery to the OR Tambo Memorial to pay tribute to the late Marna Adelaide Tambo who had also been awarded the status of the senior citizenship.

Bread Butter Roses Event that celebrated all the women in the organization that also allowed the moment to appreciate all the levels of staff women to be celebrated in Duduza as an awareness of gender

agenda, different speakers of various focal points that focus on gender mainstreaming issues, encouraging and lifting woman in terms of work place issues regarding woman emotional and spiritual empowerment.

Mainstreaming Agenda on women and male capacity building is an ongoing processes for women and male leadership training and as an ongoing focus to build and capacitate both genders to facilitate gender mainstreaming and change management processes to ensure that equity mandates, woman emancipation in the organisation seek not to undermine male gender but to ensure that woman are represented and empowered, also to recognize the need to ensure woman leader ship must be fast tracked. The balancing of power within the workplace should be a priority.

Gender mainstreaming Training (In Lisedi Village) as an ongoing training process focused on each and every departmental gender focal point to understand and formulate the strategy to mainstream the programmes that are driven from departmental to community development and ensuring proper gender budgeting for all departments of the EMM. Effective strategies and common vision to focus on gender programmes that yield impact inside the organization and also in the community. Ensuring that when dealing with the policies in the organisation how do we ensure that the programmes do not seek to marginalize women?

Gender Mainstreaming at Indaba has been an ongoing training to specifically focus on spiritual, self realization matters, emotional matters to empower both male and female as focal points to selflessly realize the need to deal with the individual mental and emotional blockages that affect human development in the society, religion, culture, ethics norms and values.

Media training for women and men in the organization presented by GEMSA in conjunction with gender links as an ongoing process to ensure that media literacy regarding men and women. Ensuring that women also unpack issues of women representation, the unbecoming manner that media report when dealing with women, Visual literacy issues, pictures of woman very less on the front space of medium usage, making the voice of women be counted also on power matters not only on maternal issues only) "Watching the watchdogs" .

Xenophobic Workshop Held in Ekurhuleni as the highest affected Metro in the province, a case study was presented to unpack the major issues, manifestation of prejudice and addressing the symptoms and

looking at strategies to move forward and understanding how children and women become the most affected victims. The challenges that are on going emanating from the Xenophobic faced by the victims, communities the South African government range from: Other health related diseases, pressure on hospitals / clinics, solid waste, water, tankers being utilised, fires (already tents have burnt), violence amongst displaces, renewed violence from persons in informal settlements – reintegration, alcohol abuse, financial sustainability, culture of handouts being created, increased lack of dignity. Various stake holders; Ekurhuleni Metro, Johannesburg Metro, Lisedi District, Gender Links, Media Watchdog, SAPS, NGOs, Research Organizations and other stake holders participated in the summit as a bid to find solutions on the xenophobic matters.

Advocacy on Gender relations in the Public Transport Industry

The Summit's Objectives:

- High levels of woman abuse in the taxi industry and the need for swift action to redress the situation of woman abuse in the taxi industry;
- EMM to develop Taxi Council driven Gender Capacity programme;
- Involve all role players and commuters;
- Assist the Taxi Industry to function with acceptable and ethical business norms;
- Ensure that the status quo of women's representation in the industry changes from the current two percent to fifty and more percentage in all levels in the transport industry; and
- Develop an approach aimed at encouraging behavioral change on the side of commuters and other user of the taxi ranks; e.g. hawkers.

Performance measures for Section 57 and contract employees

The City Manager, Deputy City Managers and Executive Directors scorecards reflect the Integrated Development Plan. The SDBP reflects the City Manager's scorecard which is considered as the

scorecard of the municipality for Performance Management System purposes.

4.4.6 Focus Area 6: Information and Communication Technology principles

The following principles will guide the deployment of technology within the EMM:

- The Master System Plan will be aligned with the GDS and the IDP;
- Sharing of technology will be encouraged;
- Alignment with national policies will be ensured;
- Citizens access to services via technology must be fostered;
- Access to Information Act will be supported;
- Information security and governance will be motivated at all times;
- Quick return on investment for ICT expenditure will be ensured;
- Relationships with Shared Service Centres around Gauteng and other government entities will be fostered; and
- Changing technology will be incorporated while ensuring no fruitless expenditure.

Technology Principles

- Technology investments should improve service delivery and/or staff effectiveness;
- Information technology purchases will conform to EMM technology standards;
- Technology should be shared to the greatest extent possible;
- The technology products acquired should err on the side of usefulness to workers or customers rather than their attractiveness to technical specialists; and
- The technology products acquired should err on the side of simplicity -for employees and customers to use, and for ICT staff to support.

Data Principles

Our corporate and local governmental data must be current, accurate, easily accessible, and secure from unauthorised access and accidental loss. Enterprise data will be accurately captured one time and as close to its source as possible. It should be printed only when necessary. Our enterprise or local governmental data will be catalogued, named and defined, and linked/shared so that data from any function, unit, or individual will be available, subject to the restrictions of confidentiality, to our user who can demonstrate a need for it, and all data which is stored in a machine-readable form within departments shall be classified into one of the following categories for management purposes:

- Enterprise Data (data that multiple departments within our EMM may need to conduct their business);
- Departmental Data (data that multiple individuals, or groups within a department may need to conduct their business); and
- Personal Data (data of interest only to that individual).

Application Principles

Sharing: There are certain business applications and technologies that are common across divisions-inventory, budgeting, accounting, billing systems and so on. These should be commonly developed and shared among departments. Access to these systems will be provided on a 'local' level so as to avoid redundant effort by our staff and our customers.

Buy versus build: Where possible, the EMM will purchase pre-packaged, "off the shelf" software applications rather than building systems from scratch. Customisation of pre-packaged software should, to the greatest extent possible, be minimised in order to reduce costs, minimise complexity and leverage the proficiency of our people by selecting, promoting, and supporting a limited number of (translatable/convertible) products for common commercial applications (like word processing, spreadsheets, databases, e-mail). The Metro will encourage and invest in applications that reduce the cost to corporate citizens and individuals doing business with the EMM.

People Principles

- Design information and communication systems that provide customers with a single point of entry into the organisation so

they can deal with us simply and predictably.

- Employees are such an important asset that they will receive the training.
- Necessary to achieve proficiency in the use of technology or information systems. No investment will be made in technology without a parallel investment in training so people can use that technology effectively.
- Recruitment and retention: The EMM recognises the value of our ICT support staff. Will recruit and retain qualified information technology professionals by offering competitive compensation, appropriate classifications, continuous technical education programs and project management training.

4.4.7 Focus Area 7: Customer Care Centres

Through the creation of Customer Care Centres, government will provide integrated services and information to communities and ensure that at all times the principles of Batho Pele will be adhered to. Ward councillors and line departments will also be put in a much better position to deal with service deliver challenges. This process is currently being rolled out.

Achievements

The EMM has adopted the Customer Care Centres as a model for service delivery. The aim was to bring services to communities of Ekurhuleni and also to adhere to the Principle of Batho Pele.

The Customer Care Centres are walk-in centres (front offices) in which the customers of Ekurhuleni would walk in and receives municipal services. The services of the CCC are (payment of accounts, bookings facilities, provision of Thusong services centre and liaison with ward councillors and communities, general queries logging of complaints provision of information, the CCC operates in a decentralized manner and they have been established closer to the communities of Ekurhuleni.

The walk-in centres (CCC) are supported by the service delivery departments (back offices) of the municipality. The role of departments is to receive enquiries, complaints on service delivery issues and respond within a given time to customers. The customer care centre is able to track the status of outstanding complaint or query.

For this purpose EMM adopted a Business Plan. The Business Plan serves as a guide to implement the service delivery model. It has identified seven new (Greenfield) CCCs which have to be built in the following areas:

- Thokoza;
- Etwatwa;
- Tembisa/Winnie Mandela;
- KwaThema;
- Duduza;
- Kathlehong; and
- Tsakane.

Upgrading of Existing (Brownfield) CCCs are:

- Boksburg;
- Germiston;
- Alberton;
- Kempton Park;
- Kathlehong;
- Vosloorus;
- Daveyton;
- Brakpan;
- Nigel;
- Benoni;
- Springs;
- Tembisa; and
- Edenvale.

Twenty Customer Care Centres are currently in operation throughout EMM. The CCCs are managed by CCC Managers who ensure that the principles of Batho Pele are adhered to, interface with service departments and attend to complaints of customers, interact with Ward councillors, community development workers and other stakeholders, facilitates IDP and Community Based Planning.

Achievements

- Opening of the new Duduza CCC on 25 April 2008.
- Six new sites for the construction of New (Greenfield) CCCs have been identified and construction to commence October 2008 for the following Customer Care Centres:
 - Thokoza;
 - KwaThema;
 - Tsakane;
 - Etwatwa;
 - Kathlehong 2; and
 - Tembisa 2/Winnie Mandela will commence in January 2009 due to the land which is privately owned.
- Eight existing (Brownfield) CCC have been upgraded. These are:
 - Springs;
 - Nigel;
 - Kwa-Thema;
 - Kathlehong 1;
 - Thokoza;
 - Tsakane;
 - Vosloorus; and
 - Alberton.

Batho Pele

The Batho Pele principles remained the cornerstone of the CCCs. Ekurhuleni has developed three areas in which it will satisfy its customers more effectively and efficiently.

- **Call Centre**

A pilot call centre was launched in May 2008 as a response to many complaints the Municipality receive on a daily basis. The following services are available at the call centre:

- Water;
- Electricit; and
- General inquiry.

The finance inquiries are still handled at the CCCs. However they will be phased in as progress is made.

- **Customer Relations Management System**

Consultants have been appointed to assist with the implementation of the Customer Relations Management System. Currently the system is being piloted in Tembisa, Boksburg and Nigel. The frontline staff of these CCCs are being trained on the operation of the system. The roll-out of the Customer Relations Management System to the rest of the CCC will commence in October 2008.

- **Services Standards**

The services standards have been developed by all the departments of the Municipality. The services standards will serve as a guide on how Ekurhuleni relates to our customers.

4.4.8 Focus Area 8: Communications and Marketing

Communications and Marketing services have been provided to both internal and external stakeholders and to profile and position the Ekurhuleni Metropolitan Municipality (EMM) as an investment destination of choice during the past two and a half years.

Special Projects

Three Mayoral Golf Days were held, raising funds for specific Mayoral Community Projects. Sponsorships were also raised for the Annual Mayoral Soccer Ball Challenge where soccer balls were distributed to underprivileged children in the region promoting sport development.

Communications

An extensive internal communication audit was undertaken during 2007 to test the communication climate and employee needs in terms of internal communication of which the outcomes will be integrated into the corporate internal communication strategy.

An internal newsletter was published on a bi-monthly basis and key information on major events and projects on a weekly basis through the weekly bulletin.

The very first Employee Excellence Awards was held in August 2006 through which employees were recognized for service delivery excellence and going the extra mile. The second Excellence Awards was held in 2007.

Internal Communication support was given to key projects of the Metro such as the Ekurhuleni Games and the HIV and Aids Workplace Programme. The department also produced internal awareness material on the recent xenophobic attacks in Ekurhuleni.

A consumer guide was published in which key questions generally asked by consumers were addressed and important contact numbers were given through. An extensive E-evaluation project awareness campaign was undertaken through which residents were informed on the new processes through which their properties will be assessed and valued. An IDP awareness campaign was undertaken through which the public was encouraged to participate in the annual Integrated Development Planning Meetings in different areas of the Metro. Information material was also designed to inform residents on the dangers of dolomite and how that can contribute in the prevention of sinkhole formations.

Publications

Quality and cost effective print and electronic communication products were developed. The Website was redesigned together with ICT and the new legally compliant Website was launched in 2008.

Monthly external newsletters were printed and distributed through the monthly accounts. Internal newsletters were published on a bi-monthly basis.

The following annual publications were produced:

- Annual Reports;
- Budget documents;
- State of the City Address;
- Commemorative events publications; and
- Diaries, desk pads and calendars, calendar of events.

A photographic library was established and is updated on a continuous basis.

Media

The Department hosted the mainstream, regional and national media at various intervals to strengthen relationships. Media release were issued on various service delivery challenges such as the Boksburg and Kempton Park electricity sub-station failures, load-shedding, potholes etc. The Media Section facilitated media coverage for council meetings and mayoral press conferences.

Media liaison functions were provided to departments, council and the mayor's office on a regular basis. Daily media briefings were provided on a continuous basis. Media coverage was ensured for strategic mayoral events such as; 2010 Business Plan Launch, The State of the City Address, Chris Hani Month, Budget Speech and OR Tambo Month. Media liaison functions were also provided during and after the xenophobic attacks in Ekurhuleni.

Services Marketing and Advertising

Support was provided by Services Marketing in a number of projects over the past two and a half years.

These projects include developing an investment prospectus on the Albertinah Sisulu Corridor, developing strategies for Youth Month, Women's Month, OR Tambo Month as well as Chris Hani Month.

In addition it assisted Economic Development Department with concepts and designs for the annual Business Week and BEE Conference and assistance was given to Municipal Infrastructure with the water and sanitation insert for the Developer's Guide.

For Community Safety Services Marketing rolled out festive season campaigns such as the Arrive Alive and Pedestrian Safety. A marketing strategy for 2010, was co-ordinated and the 2010 Business Plan Launch was another major project as well as the designing of all promotional material for the 2010.

An important project that received much attention is the launch of the new corporate identity for the Metro. This included the finalising of the corporate identity manual in an effort to promote the organisation's image. It also promoted the ICT Security Awareness Campaign to all departments as well as rolled out the HIV and Aids Communications and Marketing campaign.

Furthermore it rolled out the wrapping of the building at the Germiston Civic Centre and coordinated the Back2School Campaign.

4.4.9 Focus Area 9: Intergovernmental Relations

To ensure that there is good Intergovernmental Relations within the Metro at all times, Ekurhuleni has to continuously align itself with different Spheres of government.

Although alignment, interaction and cooperation between municipalities may take on various forms including exchange of learning experiences, sharing of technology and equipment and joint investments projects it is imperative, as it gives effect to the principles of cooperative governance contained in section 41 of the constitution.

Salga is another means of interaction as its Key role is the effective representation of local government in the legislative processes of all spheres of Government and in intergovernmental executive processes:

- Participation in the Gauteng Premier's Coordinating Forum (GPCF);
- Salga Programmes;
 - Participation in working groups and all Salga related programmes.
- Inter-Municipal Cooperation; and
 - Eastern Cape (OR Tambo and Chris Hani District municipalities).

- Emtuleni/Sedibeng.
- Interdepartmental Cooperation.
 - A framework has been drafted between Ekurhuleni and Gauteng Department of Agriculture, conservation and environment (GDACE) as per Chapter 3 of the IGR Act which provides for organs to enter into agreements, thus an implementation protocol will be signed.
- Assistance in the field of municipal housing policy.
- Assistance in the field of the working relation between municipalities and social housing institutions.
- Partnership with Breda Municipality (Netherlands).

International relations

The municipal international relations policy clearly states that all its initiatives should be based on one the following: Promoting economic growth and development, Fostering and supporting the African Renaissance (NEPAD), linking with strategic cities and Enhancing good governance which gives support to the attainment of the Council's Long Term Strategy and strategic priorities as reflected in the IDP.

MIR travelling challenge: feedback

Ekurhuleni MIR policy clearly states that the Comprehensive Feedback report should have specific reference to the following:

- Experience gained and outcome of visit;
- Recommendations regarding the proposed implementation of programmes, initiatives and related action plans, endorsed and supported by the relevant ED; and
- The Financial implications and budget requirements for the implementation of proposed initiatives.

Impact: it is apparent from the above that there is a problem with the current report back system in place as such Ekurhuleni is losing a lot of money and time, as we invest in the Trips and conferences that are not necessarily beneficial to all as the information tends to stay with individuals

Milestones

- LOGO SOUTH country programme; and
 - Assistance in the field of spatial planning.

CONCLUSION



a partnership that works



Ekurhuleni
METROPOLITAN MUNICIPALITY



5. Conclusion

The GDS 2025 provides a framework and point of reference for all Ekurhuleni's plans, policies and strategies in its various areas of operation. The main challenge for the future will be to work towards the eventual creation of an integrated and equitable city where opportunities and choices are maximised for all sectors of the population of the city.

EMM has made good progress in working towards the achievement of the GDS 2025. The rate at which delivery has taken place should however be increased. Various steps have been taken in this regard such as an increased capital budget and improved project management.

At this midway point in the current term we are confident that we will achieve what we have set out to do in 2006 and more!

Ntombi Meko
Executive Mayor

Patrick Flusk
City Manager



Ekurhuleni
METROPOLITAN MUNICIPALITY

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