

BUILDING EKURHULENI TOGETHER

FULL-TERM REPORT
December 2000 - June 2005



Ekurhuleni
METROPOLITAN MUNICIPALITY

A partnership that works



VISION

The smart, creative and developmental city

MISSION

Ekurhuleni provides sustainable and people centred developmental services that are affordable, appropriate and of a high quality.

We are focussed on social, environmental and economic regeneration of our city and communities as guided by the principles of Batho Pele (people first) and through the commitment of a motivated and dedicated team.



Ekurhuleni
METROPOLITAN MUNICIPALITY

Contents

	Forward by Councillor Duma Nkosi - Executive Mayor Introduction by Paul Maseko - City Manager	1 - 2
CHAPTER ONE About Ekurhuleni	<u>The Smart, Creative and Developmental City</u>	4 - 6
CHAPTER TWO Promoting good governance	Institutional transformation Zero tolerance of fraud and corruption Growth and development strategy Integrated Development Planning (IDP) Quality research Electronic government Performance management Our approach to credit control	8 - 18
CHAPTER THREE Fighting poverty and underdevelopment while enhancing service delivery	Customer service delivery Customer service taken to new heights Procurement policies Infrastructure development and basic services Providing clean water Sewer services Solid waste services Equitable provision of electricity Partnerships for sustainable housing delivery Infrastructure delivery Facilitating and promoting local economic development	19 - 40
CHAPTER FOUR Creating safer communities	Ekurhuleni Metropolitan Police Department (EMPD) Emergency Services Licensing Services	42 - 46
CHAPTER FIVE Building sustainable communities	Social development projects Fighting the HIV/Aids epidemic Sport, recreation, arts and culture Cemeteries and alternative burial methods Environmental initiatives State of the environment report Environmental management policy development	48 - 62
CHAPTER SIX The road ahead	Looking to the future	64
	Glossary of terms	65 - 66

Foreword by Councillor DUMA NKOSI - Executive Mayor



Clr Duma Nkosi
Executive Mayor

'Continuity and Change' was the theme adopted by the Ekurhuleni Metropolitan Municipality (EMM) early in 2001, and as we look back at the first five years since the establishment of this Metro, we see this theme has been challenging, yet continuously achievable.

The main focus of this municipality is to intensify the transformation process and build our rates base to ensure we deliver qualitative service. Already we have seen a marked increase in payment levels which enables us to strive for sustainable service delivery to our communities.

Transforming our administration and integrating our communities is well on track. Overcoming poverty and underdevelopment is something that takes a front seat and we go forward by putting in place programmes and projects aimed at ensuring we deal with the hardships and sufferings of the past. This is with strong emphasis on local economic development and through participative involvement of communities.

Look no further than the Ekurhuleni Growth and Development Strategy (GDS) 2025, to see that we are serious and determined to provide a better life for our people. The GDS 2025 is a long-term strategy for the municipality's future development, direction and priorities.

The Metro firmly believes that the following priorities will put it and its people on the path to building a world-class city within the African continent:

- Fighting poverty and underdevelopment as well as implementing targets and programmes that arose from the World Summit of Sustainable Development;
- We're committed to putting the needs of the previously disadvantaged communities on centre stage, but we're also committed to the upgrading and maintaining of the existing infrastructure;
- Creating jobs through local economic development and economic empowerment of communities;
- Keeping our communities safe and secure;
- Continuing the fight against HIV/Aids, especially considering that while 27.9% of South Africans are infected, of this almost 30% are residents of Gauteng;
- Promote good governance;
- Enhance, as well as advance community participation; and
- Focus on public investment and intervention in areas of decay and neglect, and through the urban renewal strategy, improve operational service delivery in these areas.

We are committed to putting our people of Ekurhuleni first (Batho Pele) and listening to their comments and suggestions as together we build the smart, creative and developmental city. Continued communication and information shared between councillors, the council's administration and our communities will ensure this.

Clr Duma Nkosi
Executive Mayor
Ekurhuleni Metropolitan Municipality

“We are committed to putting our people of Ekurhuleni first and listening to their comments and suggestions.”

Introduction by PAUL MASEKO - City Manager

Success has been made possible through the concerted efforts of a dedicated Ekurhuleni team under the leadership of the Executive Mayor.

Since December 2000, when this metropolitan municipality was formed, this leadership team, of the mayor, councillors and officials, has, and continues to put the necessary structures, policies, systems as well as bylaws and practises in place in order to manage the municipality and answer the call for quality service delivery from its residents.

But it's not as simple as that. There are many challenges that face this team and it will take intensive planning, structuring and implementation in order for the Metro to uplift the lives of its communities. The underdeveloped areas and where unemployment, poverty and malnourishment are rife, are at the top of our list.

It means giving attention to local economic development in an effort to facilitate job creation and thus address poverty. Interaction is needed with stakeholders to address the effects that HIV/Aids, poverty and lack of housing have had. Infrastructure is another aspect that needs urgent attention in order to provide basic water and electricity to those who are still without.

But the fight is on, and the team will continue to address these challenges. A number of initiatives such as the agri-farm projects and urban agriculture have been implemented to help curb the problem of poverty and underdevelopment.

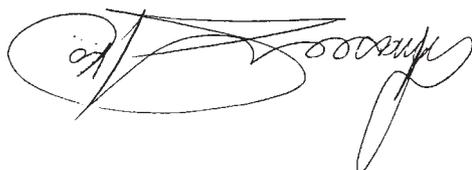
Jobs are created by making use of local labour in the procurement of goods and services by the EMM and through the use of an affirmative procurement policy.

Public participation in the governing of Ekurhuleni is a must, and this is achieved through the establishment of ward committees that form a platform for the public to interact with the Metro on issues of concern. Road shows 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.

In bringing crime to its knees the newly formed Ekurhuleni Metropolitan Police Department is becoming a force to be reckoned with, working hand-in-hand with the SAPS.

We have committed ourselves to the eradication of corruption, fraud and poor performance. This is done through performance management systems, an anti-corruption hotline, fraud prevention initiatives as well as risk management plans.

Together, these initiatives ensure efficient and effective management in ensuring the ultimate goal – that of quality service delivery to the people of Ekurhuleni in line with our commitment to Batho Pele .



Paul Maseko

City Manager
Ekurhuleni Metropolitan Municipality



Paul Maseko
City Manager

“ In bringing crime to its knees the newly formed Ekurhuleni Metropolitan Police Department is becoming a force to be reckoned with.”

About Ekurhuleni

Ekurhuleni, a Tsonga word that means “place of peace”, was chosen as a name for the metropolis that has amalgamated 11 administrations and towns in what was formerly known as the East Rand. It is particularly fitting that the choice of name followed public submissions and that it should be in the Tsonga language, as this has set the theme for the first five years of this burgeoning economic giant and illustrates the rich diversity of cultures found within the borders of Ekurhuleni.

The Ekurhuleni Metropolitan Municipality (EMM) was established on 5 December 2000 and encompasses the disestablished councils of Alberton (Thokoza), Benoni (Daveyton, Actonville, Watville, Etwatwa), Boksburg (Vosloorus, Reiger Park), Kempton Park (Tembisa), Germiston (Katlehong, Palm Ridge, Zonkesizwe), Springs (KwaThema, Bakerton), Nigel (Duduza), Brakpan (Geluksdal, Tsakane), Edenvale/Lethabong, Khayalami Metropolitan Council and the Eastern Gauteng Services Council.

Previously, these towns existed in competition with each other. Now a metropolis, Ekurhuleni houses some 2.5 million people in an area of 190 000 hectares of land. There are more than 41 000 businesses making it responsible for producing about 23% of the gross geographic product of Gauteng, Sub-Saharan Africa's most economically powerful region.

Within its borders, Ekurhuleni is divided into three delivery regions – north, east and south – and has 88 wards. Eight, eight ward councillors and 87 proportionally representative councillors total the 175 councillors who look after the interests of the people of Ekurhuleni.

To assist in taking government closer to the people, 88 ward committees have been successfully established, which shows the EMM's commitment to community participation in successful democratic governance.

Local government's main role is to ensure the continued provision of services to communities, provide democratic and accountable government as well as secure social, economic and political justice.

As the EMM's vision is **The Smart, Creative and Developmental City** it places great emphasis and priority on operating in such a way as to benefit the entire community in all its endeavours. Placing the community first and thus maintaining a co-operative style of governance is of extreme importance to the EMM. Community involvement is crucial in ensuring that the needs of the people are met adequately.

The prioritisation of the four key strategic political imperatives of the ANC election manifesto has been at the centre of our vision for transformation in Ekurhuleni. We committed ourselves on 5 December 2000 to the following strategic priorities to continue to deliver quality services to our people. These are:

- Building strong, democratic and accountable local government;
- Economic development and job creation;
- Combating poverty; and
- Increasing safety and security.

Ekurhuleni houses some 2.5 million people in an area of 190 000 hectares of land.

Placing the community first and thus maintaining a co-operative style of governance.



CHAPTER ONE
About Ekurhuleni

The Credit Rating of the EMM has continued to improve and is now one of the highest.

These priorities have formed the core of our programmes and strategies over the past five years, and the EMM has played a pivotal role in improving the lives of its community. But, the road has not been an easy one. Establishing Ekurhuleni resulted in a number of transformation challenges and the disestablishment of the 11 former administrations and their amalgamation into a single entity is one of the most complex mergers in South African corporate history.

An organisational structure had to be developed to best suit the delivery responsibilities of the region and, in the process, accommodate the staff from the 11 former councils into one administration.

From a culture of local government characterised by hierarchical line departments, authoritarian management practices and centralisation, we have had to develop an organisational structure best suited to the delivery imperatives of the region.

To get the municipality running like a well oiled machine, a uniform tariff structure, a single billing system as well as policies and bylaws have had to be implemented across the board. This process continues.

The systems that continue to be put into place, such as billing, licence and library systems, amongst others, result in cost savings which can be utilised for capacity building programmes and multi-skilling.

The integration of the budget and expenditure modules of the financial system, the centralisation of tenders, creditor payments and payroll systems have improved internal control and will reduce administration costs.

Implementation of the Municipal Finance Management Act (MFMA) and General Accepted Municipal Accounting Practice (GAMAP) were done well within the timeframes set by National Treasury. The Credit Rating of the Ekurhuleni Metropolitan Municipality has continued to improve and is now one of the highest credit ratings of all municipalities in South Africa.

Ekurhuleni believes in putting people first (Batho Pele) which is why the 88 wards and the primary structure of the council, are so important. Each of the wards is represented by a councillor, the ward residents' first point of contact with the council.

Ekurhuleni believes in putting people first which is why the 88 wards, the primary structure of the council, are so important.





Putting People First

Taking this further, ward committees have been established, showing the council values input from the community it serves. The regular meetings of these committees is where the community is offered the opportunity to interact with their ward councillor as well as air opinions, ask questions and make suggestions. This interaction with the community is the very basis of local government as, by means of the Integrated Development Plan, it determines the allocation of resources to where the greatest needs exist

We are aware of the important role we play in improving the lives of the people of Ekurhuleni, thus we are committed to maximising our efforts. During the past five years more than R11 million was awarded as Grants-in-Aid to organisations within the Ekurhuleni Area. The Grants-in-Aid Policy, in terms of which these grants are made, has also been streamlined to enhance transparency, compliance with legislation and to ensure that the impact of this assistance to the community is felt in all spheres of society.

We are aware of the important role we play in improving the lives of the people of Ekurhuleni, thus we are committed to maximizing our efforts.



Institutional Transformation and Local Governance

The people of Ekurhuleni have given us, as the EMM, a mandate to accelerate transformation and fight poverty and underdevelopment in pursuit of a better life for all. We are convinced that we are on the right track in the implementation of our mandate.

A lot of work has been done in putting in place a local government system that is developmental and responsive to the needs of our community. Since December 2000 we have set a process in motion that included:

- Finalisation of the organisational structure;
- Appointment of senior management;
- Establishment of 88 Ward Committees;
- Development and approval of a Growth and Development Strategy 2025;
- Approval of Integrated Development Plans; and
- Approval of Credit Control and Indigent Policies.

INSTITUTIONAL TRANSFORMATION

Following the amalgamation process there was a need to consolidate systems at all levels of the organisation. This also included an extensive proportion of standardisation of the way of working at the EMM.

The placement of employees has been successfully completed, barring 61 disputes which are in the process of being resolved through the arbitration process.

An HR Management System, which will enable the EMM to have centralised, consolidated, appropriate and real-time HR information at the touch of a button, went live in September 2005.

The total number of Section 57 (contract) employees in top Management is 24. The equity profile of the top management is:

	Male	Female
African	6	4
Coloured	1	-
Indian	3	1
White	9	-

Training and skills development has been and still is a priority. We have realised the following human resources-related achievements:

- The Workplace Skills Plan for 2004/2005 has been submitted and approved by the Local Government Seta;
- The Workplace Skills Plan implementation report has been submitted and approved;
- Implementation of the learnership programme (263 learners);
- 237 bursaries have been granted to external students;
- ABET Classes are being conducted in all regions; and
- 8 000 officials have undergone various forms of training.

ZERO TOLERANCE OF FRAUD AND CORRUPTION

We have taken significant strides in promoting good governance and implementing our zero tolerance approach to corruption and fraud. The Executive Mayor has led by example in encouraging all councillors and officials to sign the EMM's anti-corruption pledge.

This has sent a clear message to councillors, officials and all our communities that the EMM will not tolerate fraud or corruption.

237 bursaries have been granted to external students.

We continuously focus on outputs of service delivery.



CHAPTER TWO
Promoting good
Governance

We are able to meet the vast and diverse needs of communities in respect of services such as public health, housing, safety and security and others.

A clear indication of this commitment is that there has been no hesitation in taking action against senior officials or politicians who have been implicated and found guilty in such matters.

Furthermore, the City Manager and senior management team have committed themselves to the eradication of corruption, fraud and poor performance. The performance management systems, anti-corruption hotline, fraud prevention and risk management plans as well as an internal audit team, which reports directly to the City Manager, have been implemented to ensure efficient and effective administration within the EMM.

It is our task to ensure that funds and resources are utilised exclusively for the improvement of service levels to the benefit of the community. Only when funds and resources are used efficiently and effectively will our fight against poverty and underdevelopment be successful.

The council's decision-making processes have been streamlined on various fronts to ensure that service delivery is enhanced. For example, standard response times have been set for our internal structures to improve the finalisation of property related matters in optimising the developmental nature of this very valuable resource in Ekurhuleni.

With regard to the remaining challenges, we have implemented processes and systems, which will serve as a strong basis to start addressing them. We are also confident that, in partnership with our communities, we will address these challenges with determination.

As we have embarked on our internal organisational transformation, the main challenge is to ensure that we continuously focus on outputs of service delivery.

GROWTH AND DEVELOPMENT STRATEGY

A concerted and focused effort by a dedicated group of councillors and officials of the EMM has culminated in the finalisation and approval of a long-term strategy for the EMM – The Ekurhuleni Growth and Development Strategy 2025 (GDS 2025).

The GDS 2025 is a strategy for all sectors of society. It is intended to build a common vision and purpose across traditional barriers between government, the private sector and civil society. The GDS 2025 provides a framework and point of reference for all the EMM's plans, policies and strategies in its various areas of operation. The broad development strategies and targets contained in the GDS 2025 will be further contextualised and refined in the IDP and in the various sectoral strategies and policies of the EMM.

The outcomes and milestones identified through the GDS 2025 process have been assimilated into the Integrated Development Plan (IDP) and related key planning initiatives, ensuring that the vision and direction established through the GDS 2025 is translated into tangible and realisable development projects and programmes.

INTEGRATED DEVELOPMENT PLANNING (IDP)

In terms of the Municipal Systems Act all municipalities are obliged to formulate and adopt Integrated Development Plans (IDPs) by March of each year.





Committed to Governance

The plans must be reviewed annually and submitted to the MEC: Development Planning and Local Government for comment.

The IDP assists the EMM in integrating its plans to ensure that it is able to meet the vast and diverse needs of communities in respect of services such as public health, housing, safety and security and others.

The IDP process that all municipalities must undertake is effectively a process aimed at ensuring good governance and democracy. It outlines the future direction of the EMM by embracing the needs of the community.

The IDP enables the optimal allocation of resources between different sectors and geographical areas and across the population of Ekurhuleni in a manner that provides for sustainable growth, equity and the empowerment of the poor and the marginalised.

This strategic document is the blueprint business plan of the EMM, and is developed to meet the needs and expectations of the community. Accordingly, all planning and the day-to-day activities of all departments and directorates are aligned with the IDP.

Progress reports and amendments to the plan are communicated to the community through regularly conducted public participation programmes.

The adoption of the IDP marked a significant milestone as this plan is the formalisation of the development strategies of the EMM. Part of this process involved conducting detailed technical audits of the levels of service and needs in all 88 wards of the EMM.

Since the establishment of the EMM and the adoption of the first IDP, it has been reviewed successfully every year.

It is obvious that when there is a drive towards improved service levels the shortcomings that are in existence should be recognised. If we don't know where the problems are, how will we be able to fix them?

The IDP process is also one of the most important means by which the community can offer input with regards to the actions of the EMM. The IDP exists to ensure the acceleration of change and increased interventions that will combat poverty and underdevelopment.

Through involvement in the IDP process all stakeholders in the community can play a role in their own liberation and contribute to creating a better life for all. The public participation programmes that are hosted regularly create opportunities for the community to become involved in the development of their region.

Between 2001 and 2005 approximately 150 IDP forum meetings have taken place with the ward committees and the various stakeholders of the region to formulate and review the IDP. The establishment of the ward committees was aimed at fostering the principle of quality participation at ward level through the formal structures of ward committees. Informed participation enables communities to take shared responsibility for the destiny of the EMM. This ensures that the drafting of an IDP and budget on the basis of broad consultation reflects and meets the needs of the community.

It is our task to ensure that funds and resources are utilised for the improvement of service delivery to the benefit of the community.





CHAPTER TWO Promoting good Governance

E-government
is about
transforming
government
to be more
citizen-centred.

Providing
Internet access
in all libraries is
well underway.

To ensure that communities fully understand their role in the development of plans of the EMM and the IDP itself, a creative communication campaign focusing on community communication and awareness was developed. Industrial theatre was used to explain the role of communities in the IDP process. This was supported by print material, which included IDP Pocket Guides in English, isiZulu, Sesotho sa Borwa and Afrikaans, as well as an easy to read IDP information pamphlet. This programme was run throughout the three regions and the message is continuously reinforced each year.

Through the years, we have improved the process, quality and content of the IDP. The MEC: Development Planning and Local Government, Dorothy Mahlangu has congratulated the EMM on the formulation and adoption of its IDP.

The IDP, Budget and Performance Management processes in the EMM is fully integrated as envisaged in the Municipal Finance Management Act and Municipal Systems Act.

QUALITY RESEARCH

Strengthening governance and service delivery within the EMM can be both measured and bolstered with the availability of quality, research-based information on issues of governance and development in the EMM and how delivery can be improved. Research into the satisfaction levels of people living within Ekurhuleni commenced in 2003 with the aim of obtaining a better understanding of the communities. In short, to find out from

the people themselves what their needs, problems and development priorities are.

In 2004, two major customer satisfaction surveys were carried out. The results of these studies revealed that, in general, the residents of Ekurhuleni are satisfied with the services they receive and are happy living in Ekurhuleni. The studies have also shown that there is a positive relationship between businesses in Ekurhuleni and the EMM. However, there are some areas that need to be improved such as the state of the roads and recreational facilities. These results are used as a benchmark for assessing service delivery in future.

ELECTRONIC GOVERNMENT

Governments around the world are embracing electronic government. In every region of the globe, from developing countries to industrialised ones, national and local governments are putting critical information online, automating once cumbersome processes and interacting electronically with their citizens.

Defined broadly, e-government is the use of Information Communications Technology to:

- Promote more efficient and effective government;
- Facilitate more accessible government services;
- Allow greater public access to information; and
- Make government more accountable to citizens.

E-government involves delivering services via the Internet, telephone, community centres (self-service or facilitated by others), wireless devices or other communications systems. E-government is about transforming government to be more citizen-centred. Technology is a tool in this effort.

The EMM has certainly identified with the efforts of the national government and ultimately the Department of Public Service and Administration (DPSA) in deploying technology to build the infrastructure for the deployment of e-government services to its constituents.

To this end, we have undertaken the following projects:

- Upgrading and refreshing of the entire technology environment from desktop computers to application software. The project was concluded in 2 phases where the first saw a deployment of 1700 desktops to replace the ageing machines that were being utilised by council officials;
- Replacement of the old PABX environment so that the Metro can be more easily contacted and that phones do not go unanswered. The project has taken a two-phased approach. Phase 1 saw the upgrade of Boksburg, Germiston and Brakpan, with all other buildings having been connected to the main system. This allows all internal calls to be routed via the Metro's Wide Area Network (WAN), thus realising a huge cost saving. Phase 2 of the project will see the deployment to the balance of the areas, which will ensure that all the PABXs will be of the latest technology, enabling the municipality to offer services via many different mediums such as voice, video, email, e-fax and so on;
- Deployment of a robust wireless infrastructure throughout the EMM. This project saw the EMM as one of the first municipalities in South Africa to be awarded a licence by ICASA to operate wireless connectivity throughout EMM borders. The project was undertaken to capacitate the EMM to offer services to all citizens anywhere within its boundaries. The project has connected all municipal buildings to the EMM network, enabling the Metro to take advantage of the

applications and services that can be deployed over the WAN. The final phase of the project, which will be deployed within the next financial year, will see the option of Internet access to homes and many businesses;

- A central database system for the Health Department is currently in its pilot phase, and 3 clinics were chosen for this task. The health system will be deployed throughout the EMM once proven successful, enabling all citizens to be tracked at any clinic in the EMM. A central database allows the EMM to keep record of all citizens visiting its clinics, and also enables us to keep track of medicine stocks being dispensed. An initiative that will no doubt save the EMM millions of Rands. The first week of the pilot saw at least 5 000 patient details being captured on the system;
- Providing Internet access in all libraries is well underway, with a very successful pilot programme at the Boksburg library. The EMM has put out a tender in order to ensure that all libraries have full access to the Internet;
- A full business portal is currently being scoped, which will eventually see all businesses being represented by a government-supplied portal, which will be used for full online interaction with the EMM. Businesses are currently very excited about this project and the EMM is conducting further research to test the viability of offering this service; and
- A contact centre project is currently underway. The service is aimed at deploying a fully functional contact centre for internal and external consumption. This service will ensure that a fully staffed, optimally trained centre will exist to ensure that the EMM can take care of all the needs of its constituents. This project will certainly eliminate all the queues within offices and supply a much-needed one stop shop for all within Ekurhuleni.

The EMM is very well geared to support the national initiative to take services to our people by using the latest technology to overcome infrastructural backlogs and problems.



COAT OF ARMS

Ekurhuleni, a place of peace

A holistic depiction of human needs to grow, work and learn. The dove the Spirit of Peace, an olive branch symbolising growth of peace; gold and related minerals depict the historical strength, nuclear fusion represent scientific development and growth. A Kudu horn and trumpet symbolic of traditional musical instruments link the spiritual realm through the practice of the arts. Two traditionally clad woman represent nurturing and guidance within the family & between the oak representing promise of growth, is the symbol of water and lakes, the key source of life. The motto "To Prosper in Peace" expresses the essential mission and hope of the region.



CORPORATE LOGO

Harmonious coloured elements capture the essence of the cities and towns of Ekurhuleni in a graphic human form. The black ellipse of the head representing the importance of coal, with the green body depicting the environment and agriculture. The yellow and blue irregular triangles portraying the gold mining and vitality of the wetlands and the red area balancing the entire element and linking us to our National flag.



CHAPTER TWO
Promoting good
Governance

Campaigns focus
on building pride.

The people of
Ekurhuleni are at
the heart of our
cities. Our image,
our reputation
and future lies
with them, be
proud and make
our great region
legendary.

Great success has been achieved in introducing and profiling the new municipality to both the community and business.

A clear identity was developed for the EMM, with the introduction of a new name and corporate identity (logo and coat of arms) that symbolises the diverse, rich history and immense strength of the region.

An aggressive and consistent marketing campaign followed the introduction of the new municipality, focusing on both the new organisation and its services as well as the region of Ekurhuleni as a sought after destination. Key projects of note include the pay-off line, **a partnership that works**; the 'Go East' advertising campaign focusing on print, television and radio broadcasts; as well as a creative media teaser kit – all focusing on building pride amongst the local community of the region and highlighting the strength of both the municipality and the region.

Key major events in Ekurhuleni that have been supported from a marketing perspective, to draw attention to the region include the WOMAD Festival, Flugtug as well as the World Cup Cricket 2003. Of note is the massive advertising campaign launched in the city of Benoni during the World Cup Cricket to promote Ekurhuleni as a city that is comparable with the best in the world, targeting both national and international audiences. This campaign received the International Cricket Council award for the Best Dressed City.

Other key corporate projects undertaken were:

- Mayoral Soccer Ball Challenge, Masidlaleni (Let's play,) which was launched in September 2004. With the financial support of 12 sponsors, 5 000 soccer balls were distributed to underprivileged children in the region promoting sport development;
- Four Mayoral Golf Days were held over the past four years, raising funds for specific Mayoral projects. These project beneficiaries included the Ekurhuleni HIV/Aids Council, Falcons Women's Rugby, the development of a Sport Academy and Promotion of Skills development initiatives;
- In 2004, the EMM recognised the centenary of three towns in its region - Kempton Park, Springs and Alberton - with several celebrations taking place in the separate communities as well as at a joint centenary gala function;
- The month of October each year is used to recognise and acknowledge the contributions individuals in our region have made to the development of our country. To date the focus has been on the late OR Tambo and Chris Hani. Activities included memorial lectures, visits to their gravesites, granting of Freedom of the City as well as the relaunch of the OR Tambo book of speeches; and
- Other successful events managed by the department included the budget functions, sports days, Mayor's Business Initiative monthly meetings, gala dinners, achievers awards and the opening of the new council chamber.





Communications and Marketing

Supporting the organisation further is a list of high profile corporate publications published:

- Annual Reports;
- Integrated Development Plan;
- The development of the EMM's official website: www.ekurhuleni.com;
- Governance Guide;
- Developer's Guide;
- Internal and External Newsletters;
- Mid Term Reports; and
- Corporate brochures, invitations, posters, folders and the like.

Within the department, a vibrant and fully functional media section has been established. It has created a good network with individual journalists and editors, and works closely with both the local and national media. This has resulted in excellent media coverage that portrays Ekurhuleni as a highly transparent and progressive organisation and has also assisted in reinforcing the 'paid for' advertising campaigns.

The various services of the EMM have been showcased through creative communication campaigns focusing on education and awareness. Key projects include:

- A services awareness programme "Siyakhoka Siyakhusela" (we pay, we protect) targeting electricity, water and refuse - all with the objective of saving costs and improving payment levels;
- Ward community communication campaign - a first in the country where it is explained to the newly elected ward committee members how they can play a meaningful role in the Council to support their communities;
- IDP Campaign – another first in the country where communities are introduced to the integrated development plan through both print and community theatre, thus encouraging and enhancing community participation in the planning processes of the Metro;
- Fraud Hotline Awareness Campaign; and
- Emergency Number Campaign.

Although great progress has been made to provide support to the organisation in realising its strategic objectives; the challenge remains to maintain momentum to ensure that communications and marketing activities work in support of the organisation and the community we serve. Continuous communication and information flow is critical to the success of the organisation.

Ekurhuleni's official website:
www.ekurhuleni.com



CHAPTER TWO
Promoting good
Governance

The Ekurhuleni
Performance
Management
System is
evaluated as the
best.

PERFORMANCE MANAGEMENT

The Ekurhuleni Performance Management Policy framework was approved by the council in March 2003 in order to ensure that the EMM performs optimally and that the community will experience improved levels of service.

The following comment was received from the MEC: Development Planning and Local Government, Dorothy Mahlangu "The Ekurhuleni Performance Management System is evaluated as the best received by the PMS Core Team of the DPLG".

Performance Management within the EMM is based on strategic thinking, planning and action. We have also realised that the failures of many municipalities are not caused by the lack of a sound strategic business plan, but rather by the failure to implement it and to own it.

Our Performance Management Strategy is a planned journey to a defined destination within an agreed time frame by using carefully detailed resources in order to work and implement our plan. EMM planning is a formalised procedure to produce an articulated result in the form of an integrated system of decisions, strategies and objectives.

Within the EMM we also believe in being visionary and having strategic leadership and focus.

Performance management, from a leadership perspective, is a tool to create a culture of excellence and to assist the organisation and employees in developing and achieving high standards of performance so that they can contribute towards improving the effectiveness of the EMM.

The Municipal Systems Act 32 of 2000 requires the EMM to establish a performance management system that is commensurate with its resources, best suited to its circumstances and in line with its priorities, objectives, indicators and targets contained in its Integrated Development Plan.

The core components and focus of our performance management system are as follows:

- Setting of Key Performance areas;
- Setting of objectives;
- Setting of performance indicators;
- Setting of SMART targets;
- Monitoring of performance;
- Mid-year review of targets;
- Annual assessment of performance;
- Actions to improve performance; and
- Establishing reporting channels.

The local community is required to be involved in the development and the implementation of the performance management system through the IDP and budget process.





Performance Management

The performance management methodology followed by the EMM over the past 3 years (2003 to 2005) is reflected in the following table:

EMM IDP AND GDS 2025	DESCRIPTION	CORPORATE TERMS
Vision, Mission, Values	Describes the long term strategic intent or strategic agenda of the organisation, and the principles and characteristics of how and why we should behave.	Vision, Mission, Values
Mayoral Priorities	Overall focus areas within which all plans should be developed at all levels – they represent a desired end state.	Strategic Thrusts
Strategic Perspective	Scorecard terminology used to define 4 areas of focus: customers, people, processes and finances.	Strategic Perspective
Outcome	Long term desired impact or result that gives strategic focus to the achievement of an end state.	Strategic Result
Key Performance Area (KPAs)	Key areas of activity that, when completed, will contribute significantly to the achievement of each outcome.	Strategic Objective
Key Performance Indicators (KPIs)	Indicates the incremental achievement of elements of the KPAs – each KPA will have several KPIs <ul style="list-style-type: none"> • Lead indicators – short/medium term indicators that focus on inputs, processes and outputs; • Lag indicators – long term indicators that focus on the outcomes and desired end state. 	Performance Measures
Targets	Indicates the desired progress, often reflected as a number, percentage or date.	Objectives / Goals
Baseline	Indicates the current state and thus facilitates a gap analysis.	Position Audit

Performance Management must ensure that the EMM performs optimally.





CHAPTER TWO
Promoting good
Governance

Encouraging and
rewarding good
performance.

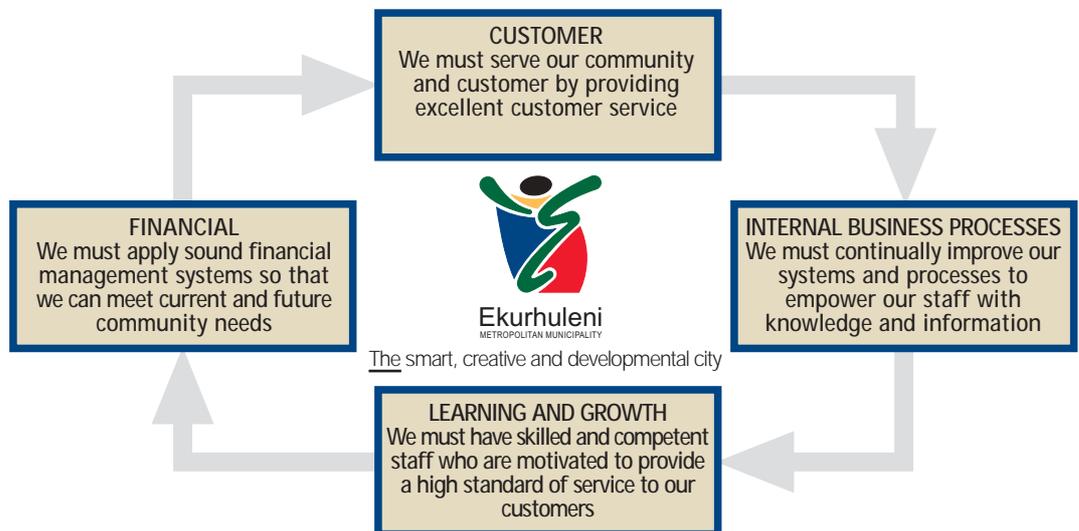
To ensure that the EMM meets its organisational performance objectives and standards, a Performance Management Policy and System has been implemented for all section 57 employees with a fixed term employment contract. The employment contract of each individual has been linked to a performance agreement. Once organisational objectives and targets have been set, it is cascaded down to the relevant departments and individuals.

The diagram below illustrates the link between EMM organisational performance management and individual performance management.

The objectives of implementing a Performance Management System and process for the EMM are as follows:

- To develop an open relationship between managers and employees;
- To encourage and reward good performance;
- To link the GDS 2025, IDP and the budget to service delivery and individual performance;
- To assist individuals to develop their potential;
- To achieve sustainable improvements in service delivery; and
- To fulfil the requirements of the Municipal Finance Management Act 56 of 2003 and the Municipal Systems Act 32 of 2000.

EMM - KEY FOCUS AREAS



Scorecard terminology and principles were used in the EMM's strategic perspective to define the following 4 areas of focus to be included in the performance management process:

- Customers;
- People;
- Processes; and
- Finance (budget).

The following diagram highlights the link between the focus areas and the Ekurhuleni Vision Statement.

Political oversight happens through the Performance Management Steering Committee. The committee meets on a regular, bi-monthly basis to discuss issues of performance management and to give political and strategic guidance.

Added to this is a remuneration committee that has been established to manage the reward system for Section 57 employees, based on a scientific model. The committee consists of the City Manager and senior politicians.

The latest performance assessments of individuals completed for 2004/2005, reflects the performance profile of the EMM as 74% and is based on the sum of the individual performances per cluster, department and region.

The EMM follows the principles of good performance management and benchmarks with other institutions on a regular basis to keep abreast of new developments.

The principles are:

- The objectives must be SMART;
- The system must support our value drivers;
- It must be a consultative and participative process with clear rewards or consequences;
- It must include a combination of outcomes, outputs and inputs;
- It must be motivational;
- It must be formalised, logical, fair, systematic and documented;
- It must facilitate growth; and
- It must promote regular review and feedback.

Measuring and reporting performance and the results of all our efforts will lead to the improvement of service delivery.

OUR APPROACH TO CREDIT CONTROL

An indigent policy addressing the needs of indigent residents has been approved and implemented. The policy is aimed at assisting residents in paying for municipal services.

The registered indigent households within the community now benefit from social relief granted by the Metro through the remission of assessment rates (land valued up to R15 000) and the solid waste tariffs (first tariff category).

Our approach to indigent residents is indicative of the Metro's commitment to supporting those who have been disadvantaged in the past by ensuring that they have access to basic levels of essential services.



Registered indigent households within the community now benefit from social relief granted by the Metro.



Enhancing Service Delivery

Ekurhuleni is committed to support the government's mandate of fighting poverty and underdevelopment and to enhance service delivery on a local level.

In response to the President's call to provide free basic services to all communities in South Africa, the EMM implemented free basic services to all municipal serviced households within Ekurhuleni. We are proud that the EMM provides 6 kilolitres of free water and 50 kilowatt of electricity free per month.

The influence that this has on the quality of life of especially the poorest of the poor in our community cannot be overemphasised. The EMM's fight against poverty and underdevelopment has benefited greatly from the provision of free basic services.

Our delivery with regard to providing infrastructure has a major impact on the lives of all who live in Ekurhuleni. The equitable provision of water services, electricity services and solid waste services still remains our highest priority. During the past five years steady progress has been made in this regard.

CUSTOMER CARE

The EMM is earnest in its efforts to put systems in place that will facilitate improved customer service and will result in improved levels of payment for services rendered. This requires effective policy making and management with regards to credit control and also the establishment of Customer Care Centres (CCCs) that support the Batho Pele principles (People First) and ensures that our services are easily accessible.

To ensure consultation, courtesy, access to information, redress, openness and transparency, Customer Care Centres must bring council service provision closer to the people to ensure the flow of information and communication.

The establishment of Customer Care Centres is an opportunity for our administration to be more responsive to the needs of the community.

Plans are in place to implement Customer Care Centres in 17 identified areas within the Ekurhuleni region.

The progress to date on the roll out of the CCCs are as follows:

- Branding and signage: The branding designs of the CCCs (both interior and exterior) have been developed and in some areas the exterior signage has already been upgraded. The Tembisa CCC will serve as the first pilot project, and is scheduled for completion in the 2004/5 financial year;
- Renovations and upgrades were recently completed at the Kwa-Thema CCC;
- An amount of R5 million was made available in the current capital budget for the construction of new CCC building;
- Call taking centres to support the concept of accessible services are still in the planning stages;
- The introduction of a Customer Complaints Management System will enable the EMM to record and monitor the progress of complaints made by EMM customers;
- All CCCs are connected to the Venus financial system and the e-mail system of the EMM. Connectivity to other systems was made possible through the Intranet that is available to all CCCs;
- Relevant training of front line staff will be conducted to ensure staff are equipped to deal with all customer interactions in line with the Batho Pele prin

Free basic services to all municipal serviced households in Ekurhuleni.

Training for front line staff will be conducted to ensure staff are equipped to deal with all customer interactions.



CHAPTER THREE
Fighting Poverty & Underdevelopment while enhancing Service Delivery

Uniform statements are now rendered to all customers, enabling payments at third party points.

- Provincial Multi-purpose community centres were established at the Tembisa, Thokoza, Daveyton and Tsakane CCCs. Good progress was made in co-ordinating the management and services rendered by the MPCCs. Rental agreements are updated on a regular basis and negotiations concerning Service Level Agreements (SLA's) are currently underway; and
- The first phase of a study determining the current status and service levels rendered by the various CCCs has been completed. It is envisaged to expand this study to include customer satisfaction and services needed at CCCs.

The most urgent challenges for the effective operation of the CCCs is the design of the organisational structure and ensuring correct staffing levels to deliver on the expectations of the customers. To this end, an institutional review process embarked upon by the EMM is a vital exercise, to streamline operations of one stop service delivery.

CUSTOMER SERVICE TAKEN TO NEW HEIGHTS

A newly adopted operational guideline will direct the way in which our largest electricity customers are managed. This elite group of customers is defined as those with an electricity demand in excess of 1 MVA of electricity per month. The guideline prescribes better and higher-level interaction with these very specialised customers and aims to improve service delivery.

The council has also adopted a power quality management system, as prescribed in the National Electricity Regulator's Directive on Power Quality. Very significantly, this gives large customers access to well-defined procedures according to which all complaints related to power quality need to be handled.

Ekurhuleni decided to implement the requirements of this directive in a manner deserving of its importance to business and industry. The process involves acquiring the advice of experts in the field of power quality, assessing the total electricity network and recommending the exact sites where measuring instruments need to be placed.

The focus remains to bring service delivery closer to the customer with the opening of additional pay points as implemented in Sub C in Esangweni Section, Tembisa.

The rates hall of the Civic Centre in Tembisa has also been upgraded. An amount of R750 000 was spent to extend the rates hall with 18 service cubicles. New computers and air conditioners have been installed and the aesthetics of the rates hall upgraded.

To further improve convenience, uniform statements are now rendered to all customers, enabling payments at third party points such as the SA Post Office. This was made possible by the implementation of a uniform billing system.





Procurement of Goods and Services

Added to this was the conversion from the conventional payment mode to prepayment mode for electricity. The prepayment mode helps the community to monitor and control their electricity consumption, which also leads to an overall decrease in usage.

Effective credit control of payment for services is vital to the survival of the EMM. We will have to improve our monitoring and tracking systems on all residential and business accounts. Those who can pay must pay, and we must find sustainable ways to support those that cannot pay.

PROCUREMENT POLICIES

One of the major focuses of the EMM is the economic empowerment of our communities.

Through use of an affirmative procurement policy our tender processes make it mandatory to address job creation and the use of local labour in the procurement of goods and services by the EMM. This is a key element in ensuring that new jobs are created, controlled and sustained in our region.

Our current policies have enabled direct job creation in road construction and upgrading projects, tourism, agricultural co-operatives and environmental projects.

The EMM's key role, however, is not that of direct job creation, but rather of creating an enabling environment for economic growth among small, micro and medium enterprises (SMME's), which leads to job creation.

To this end we have entered into discussions with major financial institutions, as the availability of finance is a vital ingredient of SMME development.

INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICES

Essential, basic services have been made more readily accessible to many of those who have not had access to these services in the past:

- Free basic services to communities, excluding areas where ESKOM supplies the services:
 - 6 Kl water (± R107 million per annum)
 - 50 KW electricity (± R63 million per annum)
 - Free waste collection services to informal settlements (± 60 000 service points);
- New services (connection points) to consumers:
 - Electricity - 24 000 points (± R45 million)
 - Solid waste - 8 200 services (± R4 million per annum)
 - Water services - 13 616 points (± R16,5 million);
- Capital invested for new services and upgrading of existing infrastructure:
 - Electricity - R370 million
 - Solid Waste - R78,5 million
 - Water Services - R134,4 million.

Our current policies have enabled direct job creation in road construction and upgrading projects, tourism, agricultural co-operatives and environmental projects.





CHAPTER THREE
Fighting Poverty &
Underdevelopment
while enhancing
Service Delivery

Bringing drinking water to areas that had previously not been serviced.

The investment of National Consolidated Municipal Infrastructure Programme (CMIP) grants played a major role in infrastructure development. In 2001/2002, the national government made R48 million available for capital projects to address the backlog in infrastructure. Unfortunately, R24 million was redirected due to under-expenditure, but the 2002/2003 grant of R55 million was spent within the financial year.

These funds were mainly utilised for projects involving roads, transportation, civil works and water services throughout Ekurhuleni in order to render equitable and sustainable services to all citizens. A new allocation of R77 million came into effect in 2003, which further supported the endeavours of the EMM to improve the lives of our community.

PROVIDING CLEAN WATER

Access to clean drinking water is essential. Through our continued efforts, the EMM has made great progress towards ensuring that the water needs of all communities within our region are met. Bulk water mains were provided to bring drinking water to areas that had previously not had any such water and to increase the volume of drinking water to areas where development had increased the demand beyond the capacity of the existing water network.

Water networks were also provided to bring drinking water to developed stands. The existing water networks were extended to bring drinking water to areas that had

previously not been serviced. Existing networks were expanded and improved accordingly.

Further water networks were provided to bring drinking water to communities within informal settlements. Many informal settlements have grown over time within the Ekurhuleni area. Some informal settlements had been serviced in terms of drinking water provision, but many still lacked these services. As a result of the amalgamation of the 11 administrations, economies of scale have allowed for funds to be directed towards settlements without any drinking water.

The following settlements have received drinking water: Thintwa, Holomisa, Bluegumview, Never-Never, Emlotheni, Home Seekers, Umthambeka, Khayelitsha, Vus'umuzi Overflow, Winnie Mandela, Margaret Zuma, Madelakufa and Tswelopele 8 (Duduza).

The only settlements not yet effectively addressed are those on privately owned land. However, the EMM has provided water tanks to these areas in the interim.

At Ekurhuleni we test our drinking water on a regular basis. The drinking water quality is of the highest standard.

One of the main challenges we are faced with is the maintenance of the newly installed services. We are faced with a high staff turnover, which results in experience and knowledge leaving with the people.

In conjunction with the high staff turnover, we are faced with limited funds to carry out maintenance work, which does affect our reticulations. This is a problem area, and we need to address it earnestly.

The physical inspections of our customer audit project have been completed, and the data is in the process of being verified by the Finance department. This process will ensure that we have an accurate, up to date meter database for billing purposes.

SEWER SERVICES

Projects were undertaken to serve newly developed areas and to increase the capacity of existing sewer mains as well as to provide sewer networks to serve developed stands.

The sewer systems were also provided to various previously disadvantaged townships. Some isolated areas within Ekurhuleni were still burdened with the sewer bucket system. Funding to commence with the eradication of sewer buckets in Ekurhuleni was commenced with in the 2002/2003 budget of the council.

A contractor was appointed for the first phase, consisting of approximately 300 households. The provincial government has provided a grant for the second phase through its water and sanitation programme. It is the national government's policy that services of at least a basic level be provided to communities in order to ensure that the sewer bucket system can be eradicated totally.

Communities making use of sewer systems in Ekurhuleni now experience a healthier environment. This also uplifts those communities and improves their dignity and quality of life.

Various strategic documents have been developed, such as the Water Services Development Plan and a Uniform Operational Budget. These have been undertaken in order to ensure that sustainable services can be delivered more effectively and efficiently.

There is a current drive towards introducing ecological sanitation within the informal settlements. This, however, is a mammoth task and challenge to the council, due to the high densification of these settlements. Space will have to be created in order to provide a sanitation facility (toilet) per household effectively.

SOLID WASTE SERVICES

Solid waste services have been provided over the past two-and-a-half years with only minor operational interruptions. The operational budget in this regard was R470 million.

Apart from rendering an efficient service, we have been able to undertake various projects in order to improve service delivery and bring about a more equitable delivery of services.

One of the most important resultant benefits was the investigation, implementation and provision of 8 200 new solid waste services.

A groundbreaking project undertaken is the methane gas project at the Weltevreden disposal site in Brakpan. The aim of this project is to develop alternative energy sources and thus enable savings on the operational budget. This ties in with the EMM's commitment to finding sustainable solutions to providing services to the people of Ekurhuleni.

Another project that strives to create sustainable environmental solutions is the waste recycling project that was initiated by establishing paper pick-up points in the region. This project is important because it also enables the community to become involved in the environmental initiatives of the EMM.

In order to improve services to the community, 12 new refuse collection vehicles were purchased at a cost of R12.5 million. This was necessary because the old waste collection fleet was extremely uneconomical to run.



To improve services to the community, 12 new refuse collection vehicles were purchased.





CHAPTER THREE
Fighting Poverty &
Underdevelopment
while enhancing
Service Delivery

A healthier
environment for
the people of
Ekurhuleni.

A new cell development for waste disposal was completed to improve our capacity to deal with increased waste. Refuse bins were provided to new developments, clean-up campaigns were initiated and a strategy to deal with illegal dumping was initiated. These initiatives all ensure a cleaner and healthier environment for the people of Ekurhuleni.

Landfill projects:

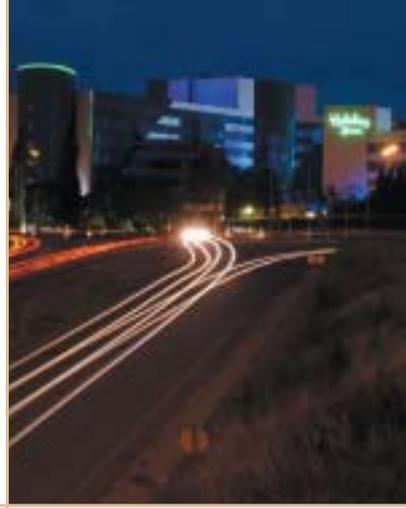
- Rehabilitation of the Sebenza waste site at a cost of R7 million;
- Rehabilitation of the Nigel waste site at a cost of R12 million;
- Development of the Nigel transfer station at a cost of R11 million;
- Cell and storm water development at Platkop at a cost of R7 million;
- Upgrade of Rooikraal Phase III at a cost of R7 million;
- Rehabilitation of the Southern Dumping Site at a cost of R3,3 million;
- Purchasing of land at Simmer and Jack at a cost of R6 million; and
- Rietfontein cell and storm water management at a cost of R8 million.

Operational projects:

- Some 4 856 additional service points have been installed in the Eastern Region since June 2003, which allows for additional income of R2,3 million per annum;
- A total of 10 627 additional service points have been levied after completion of the first phase of a departmental audit on services rendered versus services levied in the Eastern Region, with a R4,96 million per annum additional income;
- The average annual tonnage of refuse removed in the Eastern Region is 204 000;
- Transfer Stations in the Northern Region have been upgraded at a cost of R1,2 million;
- Operational challenges currently faced in the Northern Region are 171 vacancies, which are currently substituted by means of casual workers. In addition, the vehicle fleet is on average 13,5 years old, which will impact negatively on service delivery and increase the expenditure on maintenance;

4 856 additional service points have been installed in the Eastern Region since June 2003, which allows for additional income of R2,3 million per annum.





Access to Electricity

- The Bedfordview Solid Waste Division took over the cleaning of Rose Acres in March/April 2005. A massive cleanup was organised. After the cleanup six 10m³ containers were supplied to the area and removal is conducted once a week. Difficulty has been experienced as Roll On vehicles are not always available to do the service;
- Two thousand 240 litre containers were delivered to Bedfordview Solid Waste; and
- Refuse removal calendars are distributed with the municipal accounts on an annual basis.

EQUITABLE PROVISION OF ELECTRICITY

Free basic electricity

An agreement regarding the provision of free basic electricity was successfully concluded with Eskom in June 2005. This means that an additional 140 000 households within the Ekurhuleni boundaries, but supplied by Eskom, now have access to 50 kilowatt-hours of free electricity on a monthly basis.

Prepayment electricity

The very popular method of using electricity in the prepayment format is reaching significant levels in Ekurhuleni. Almost 100 000 customers already make use of this service, with the various associated benefits.

A new online vending system will be installed during the last quarter of 2005 and will soon create tangible benefits for our customers. The new backbone system will be enhanced by 3rd party vending as soon as practically feasible.

Tembisa is already expanded by ABSA 24-hour vending, and the same concept will soon become a reality in the Eastern Regions suburbs of Kwa Thema, Geluksdal and Langaville.

Electricity Tariffs

Ekurhuleni is actively striving towards facilitating the appropriate environment, which will afford our business and industrial customers the best possible factor conditions to compete nationally and globally. The Metro aims to do this by means of a set of competitive tariffs based on sound business principles, underpinned by excellent service.

At the same time, domestic tariffs are contained to levels comparing very favourably to those charged by other South African municipalities, and even those of our electricity supplier, Eskom.

The 2005 electricity tariffs were increased with the same percentage as announced by Eskom (4,1%), with the exception of an additional 0,8% levy, the proceeds of which go towards creating a special maintenance fund. This fund will not affect the level of current or future provisions made on the normal maintenance and capital budgets. Finances accumulated in this fund will be used for critical maintenance in our endeavour to ensure a high level of power quality, which is seen as a critical element in providing our business and industry customers with the opportunity to compete favourably.

Almost 100 000 customers already make use of pre paid electricity.





CHAPTER THREE
Fighting Poverty &
Underdevelopment
while enhancing
Service Delivery

206 high mast
 lights have been
 erected and over
 100 kilometres of
 streets illuminated
 within the
 Ekurhuleni area.

The National Electricity Regulator, in a tariff approval letter dated 31 March 2005, stated.

“that the NER Board has carefully considered the EMM’s pro-active and professional approach to tariff setting and the approval process and had commended the Metro for it”.

Customer Audit to improve Billing and revenue

The successful full-scale customer audit is a colossal project undertaken by Ekurhuleni to ensure that revenue is collected in a manner fair to both the utility and the customer. The project entailed the visiting of every stand inside Ekurhuleni borders and recording metering data. The billing system data is then reconciled with data obtained from each metering point.

In a South African context this is the first project of its kind and will clearly create a proven procedure for other utilities in Africa, and the rest of the world, to follow. Ekurhuleni is confident that the full-scale customer audit will lead to improved service levels, as well as provide customers with accurate service accounts.

The significance of the project was highlighted when Ekurhuleni received an international award for “Best revenue enhancement project in Africa/Asia” early in 2005.

Service Promotion

Energy efficiency is being communicated through various creative mediums, including the printed media, to ensure education and awareness. A number of pamphlets and booklets have been designed and are distributed amongst the communities of Ekurhuleni. These pamphlets deal with electricity safety, copper theft, tariff choices, certificates of compliance and the costs associated with electricity consumption.

Apart from supplying free basic services to all serviced residences and the implementation of a uniform tariff structure, approximately 24 000 new electrical connections have been provided within the Ekurhuleni area since December 2000. Almost all of these new connections were done in previously disadvantaged areas.

Additionally, to make electrical connections accessible to even more residents, we have approved that low cost electricity connections be made without any initial outlay of capital by the community. This achievement makes electricity available to many households that would have been unable to afford it in the past.

In terms of street lighting, 206 high mast lights have been erected and over 100 kilometres of streets illuminated within the Ekurhuleni area since 5 December 2000. This project was undertaken solely in previously disadvantaged areas and will play an important role in combating crime and preventing accidents.

The steady progress in terms of providing services to communities that have previously been neglected, further highlight the fact that there is still much work to be done with regard to improving the quality of life of the people of Ekurhuleni.

Our priority for the future is to ensure that all previously disadvantaged communities receive services as soon as possible, and that current services are maintained and upgraded on a continuous basis.

Other Highlights:

- The new-substation for the Johannesburg International Airport (JIA) was completed during the term; and
- An excellent start has been made with the restitution of the electrical network in Kwa-Thema and approximately 20% of the consumers have been provided with new services, complete with prepayment meters.

Other aspects that will have to be addressed, include the theft of electricity cable for copper, the reduction of illegal dumping, the improvement of customer care initiatives and the problem of illegal service connections. A major priority for Ekurhuleni is addressing the problem of illegal connections, as these threaten the sustainability of service provision.

PARTNERSHIPS FOR SUSTAINABLE HOUSING DELIVERY

Addressing the housing backlog in Ekurhuleni, is yet another huge challenge in the region, and the problem is further compounded by the fact that we have a high concentration of growing informal settlements.

This backlog requires us to take urgent steps to address the provision of adequate housing within the EMM. This is not limited to building houses only, but can also include rapid land release programmes.

Our housing strategy and implementation programme has to date been characterised by accelerated delivery despite the huge

challenges we face in attaining our mission to facilitate, provide and encourage integrated, habitable, stable, public and private subsidised residential developments to ensure viable communities through effective, efficient and accessible service delivery levels.

Ensuring that everybody living in Ekurhuleni has access to adequate shelter is indeed a challenge. Many proactive steps have been taken with the purpose of creating an environment that lends itself to ensuring that this will be achieved in the shortest possible time.

These include the compilation of a strategic plan that is aligned with the Millennium Development Goals, detailing actions required and time frames for delivery. An IDP has also been compiled and is reviewed on a yearly basis to indicate delivery over the next five years based on the housing backlog and the available resources, to address the need.

Currently the backlog in informal units is estimated at 151 000 shacks in 104 informal settlements. The region also has 22 hostels, of which some have and others still need to be upgraded into affordable rental units and self-contained units. In some cases hostels will be demolished to make place for urban re-design and urban redevelopment of the areas. There is also a need for social housing for the sectors of the community that would qualify for a subsidy but do not necessarily want to be the owner of residential property.

The focus of the EMM is, therefore, to correct imbalances through the formulation and implementation of policies; the planning and implementation of projects with the main aim to upgrade informal settlements to address the need; the facilitation and promotion of affordable rental housing; and the provision of effective support services to manage grant funding, the budget and the administration of beneficiaries.



Currently the backlog in the informal units is estimated at 151 000 shacks in 104 informal settlements.



Ekurhuleni
METROPOLITAN MUNICIPALITY



CHAPTER THREE
Fighting Poverty & Underdevelopment while enhancing Service Delivery

The emphasis in the immediate future will be on the delivery of serviced sites with a house.

In summary, 25 886 stands have been serviced with water and sanitation, 21 424 houses have been constructed, 477 hostel units converted to family units and 620 social housing units built between the period December 2000 to June 2005.

Programmes being implemented at present include the following:

- The finalisation of projects by providing services, houses and the registration of ownership to 31 000 properties;
- The establishment of 11 (operational) and 5 (in process of establishment) Housing Support Centres for the delivery of 8 500 houses through the Peoples' Housing and Community Builders Programmes in the next budget year; and
- The formulation of a social housing strategy for the EMM and the identification of the projects for accelerated implementation. The council approved the creation of an EMM Housing Development Company for the delivery of social housing projects.

The commitment of the housing department to deliver is reflected in the IDP whereby it is intended to deliver approximately 86 000 serviced stands with houses, 16 000 houses (backlog) and 15 000 rental units over the next 5 years with the financial support of the national subsidy grants and the Gauteng Housing Development Agency.

It is also the intention to convert some of the hostels into approximately 750 self-contained units while others are to form part of urban redevelopment projects.

An important shift in housing is delivery through the upgrading of informal settlements, densification and social housing projects. The emphasis in the immediate future will be on the delivery of serviced sites with a house and the involvement of the beneficiaries in the building of their own homes through the Peoples' Housing Process or Community Builders Programme.

This will allow for the delivery of formal residential areas instead of serviced informal settlements. The densification model also allows for choice in housing typology and lifestyle.

Emphasis will also be placed on delivery of social housing (medium and higher density housing developments with rental as an option). This will form part of urban regeneration, but will also create a typology of housing for those with needs other than ownership or a single standing residential stand. It will also help alleviate the pressure on vacant land for low-density residential developments.

The EMM aims to form a partnership for sustainable housing delivery with communities. We will continuously strive to realise this through active participation in the community, other governmental departments, organisations, funding organisations and those that can contribute to the building of our communities and not only houses.

The "Top 20" programme of government, which is implemented in Ekurhuleni, is specifically aimed at the creation of



Infrastructure Delivery



sustainable human settlements through delivering on the backlog of social amenities and services that exist in the old pre 1994 historically disadvantaged towns.

Land Restitution

The EMM has concluded a memorandum of understanding with the Regional Land Claims Commissioner. In terms of this, we have committed ourselves to assisting the Commissioner in finalising the claims received within the Ekurhuleni area and are in the process of facilitating the provision of 1 800 stands to claimants.

The EMM will also assist in identifying suitable land for restitution purposes in cases where it is not feasible to restore the original land to the claimants.

INFRASTRUCTURE DELIVERY

Equitable Roads and Stormwater Infrastructure

The EMM faces a great challenge in providing equitable roads infrastructure for the people of Ekurhuleni. Such infrastructure increases the ease of movement and thus plays an important role in the day-to-day living of each and every community within Ekurhuleni. It is also of central importance to economic activity and growth within the region.

The legacy of adequate roads infrastructure being only provided to a select few is being addressed, and vast improvements have been effected throughout Ekurhuleni. It is envisaged to eradicate the existing backlog of gravel roads of some 1 800 kilometres within the next 10 years.

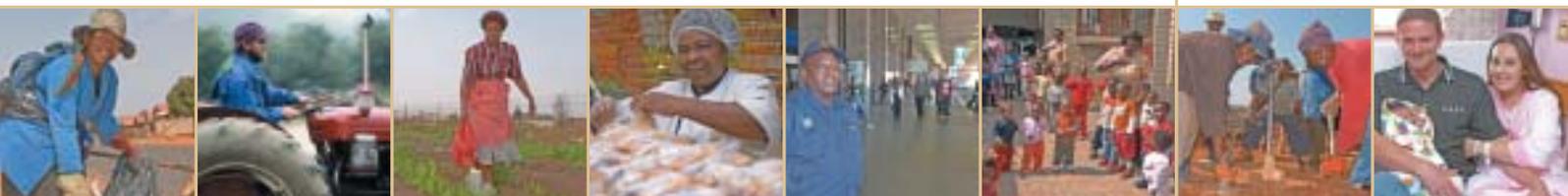
Apart from the need to provide equitable provision of road infrastructure, the present road infrastructure network requires constant maintenance and proper management. Among the challenges we also face, is the need for many stormwater upgrades to be completed. The estimated net present value to construct the present backlog and maintain the present road and stormwater infrastructure assets is estimated as follows:

- Provision of equitable road infrastructure - R 3 billion;
- Maintenance and rehabilitation of present roads - R 1,3 billion; and
- Provision of equitable stormwater infrastructure – R 700 million.

Service Delivery Challenge

The department has successfully embarked on an ambitious “walk-a-ward” campaign in which councillors and officials visited each of the 88 wards in Ekurhuleni on foot. The objectives of the programme being among others to familiarise the portfolio councillors and officials with the area of Ekurhuleni; to ensure the portfolio councillors, officials and the community (in particular the ward committees) get to know each other; and, to expose the portfolio committee to the conditions the communities live under, in order for them to relate to these conditions. Prior to the visit, communities highlighted the most critical problems they experienced in questionnaires and during the walk-a-ward those problem areas were visited.

“Walk-a-ward” campaign involved councillors and officials who visited each of the 88 wards in Ekurhuleni on foot.





CHAPTER THREE
Fighting Poverty & Underdevelopment while enhancing Service Delivery

Road construction and upgrading projects to a total value of R554 million have been completed.

Upon conclusion of the programme, all problems raised and those observed on site were captured with the proposed solution and any immediate interventions required.

In this very 'hands on' manner, officials were confronted with the difficulties and service delivery challenges faced by the communities that do not have equitable services. This allowed for a deeper introspection and willingness to rise up to the challenge.

The walk-a-ward programme is currently under consideration for Impumelelo, an award which seeks to recognise innovativeness and best practices. From the 'walk-a-ward', service delivery requirements were prioritised in order to ensure a sustainable future for Ekurhuleni's citizens and stakeholders as part of the "we'll continue listening" programme.

The service delivery challenges identified from the walk-a-ward and IDP process, have been taken head-on over the past five years and, through an effective project management system, capital expenditure levels have been increased to above 90 percent per annum.

Yet another success was the turnkey project, called "Faka Imali Uzobona", which saw a record 60-kilometres of tertiary roads built in the townships within a period of six months.

Under this programme consortiums were appointed to design and construct the roads on a tight schedule, whereas normally consultants would design and then call for tenders for construction – a process that takes a long time before implementation. Of the total value of the contract of some R90 million, more than 25% of the overall earnings were retained by the community. The total cumulative person days of jobs created was more than 54 000 person days which included some 67 local sub-contractors, 1 067 people trained with 33% accredited training. This project is a success story which will be continued in future to ensure the service delivery challenges of the region are met.

Investment In New Projects For Roads and Stormwater

There is currently a large backlog of road infrastructure amounting to approximately 1 800 kilometres of tertiary roads within the previously disadvantaged areas of Ekurhuleni. The transformation and provision of equitable roads infrastructure within these areas will require large amounts of resources to redress. The Metro is committed to facing this challenge by finding innovative mechanisms to ensure that the equitable provision of infrastructure is provided within these areas.

A record 60-kilometres of tertiary roads were built in the townships within a period of six months.





Roads and Stormwater

Road construction and upgrading projects to a total value of R554 million have been completed, which created jobs to the value of some R129 million. A total of some R880 million has been invested in new infrastructure projects for roads, stormwater and public transport.

A total of 540-kilometres of road within the Ekurhuleni area has been tarred since 5 December 2000. This includes 20 kilometres of access roads that now link townships to major routes. Previously, the residents of these communities were forced to make use of sub-standard roads, and now benefit greatly from increased ease of movement. Three-quarters of all newly tarred roads are situated within previously disadvantaged areas and will impact hugely on the quality of life of these communities. Members of the community now have improved access to their homes, places of work and community facilities such as schools. Roads are also no longer totally impassable during rainy seasons.

In order to further improve living conditions in previously disadvantaged communities, the stormwater system in the Phola Park informal settlement was upgraded to prevent flood damage and loss of life. Stormwater drainage at Eastleigh Spruit has also been upgraded, necessitated by the occasional flooding of a main CBD link road.

This upgrade benefits the community through improved safety, improved property values and increased ease of movement. It will also benefit economic activity.

In Winnie Mandela Park, a project was undertaken to improve public transport routes and the stormwater drainage system. This resulted in increased mobility for public and private transport and improved stormwater management. This will also reduce the risk of flooding and possible damage to property and loss of life.

The EMM has also embarked upon a Public Private Partnership (PPP) with the then Caesar's Gauteng, now known as Emperor's Palace. This partnership ensured service delivery and sustainable development through a quick and visible programme. The project provided for walkways to be built in Tembisa using labour intensive methods, within a period of two months. The Metro provided strategic direction and assistance towards the project whereas all appointments and payments were done directly by Caesar's Gauteng, which enabled a fortnightly payment of contractors. The total project value was R2.9 million, of which R1.7 million was spent on developing the skills of 25 emerging contractors. The success of this PPP has prompted the Metro to seek future sustainable PPP ventures of this kind by rolling out this programme throughout the entire Ekurhuleni, with Thokoza being the next target area.

540-kilometres of road within the Ekurhuleni area have been tarred since 5 December 2000.





CHAPTER THREE
Fighting Poverty &
Underdevelopment
while enhancing
Service Delivery

22 new buses
 contributed to a
 saving of
 approximately 22%
 to the entire
 municipal bus fleet's
 maintenance costs.

A link road between Alberton and City Deep, signals the completion of the Alberton Ring Road West project. The link road entailed a 1.4 km dual carriageway, sound barrier, pre-cast wall fence and various associated stormwater structures. This project provides a by-pass for heavy vehicles, reduces the stop start movements, reduces travel times, delays, pollution and increases road utilisation. This R46.3 million, multi-year project was completed and officially opened in June 2005

The construction of the Northern Access Road for Katlehong (Phase 1) required the construction of a road-over-rail bridge and 280 meters of the dual carriageway road, providing access to Roodekop ext. 31. This was the first phase of the planned link road (in total 1.84km) linking Heidelberg Road in the North to the Lamula / Motheo road intersection (Mandela Park) in the South. The bridge had to be constructed safely and within the time constraints, while keeping one of the two railway lines open at all times. The project cost amounted to R 9.7 million and was completed in August 2004.

In 2001, the development and formalising of 13 500 sites in the Palm Ridge informal settlement required the development of roads and stormwater masterplans and the phased implementation thereof. Initially, all roads were constructed as gravel roads, with stormwater being accommodated on the roads and in open drains.

In 2003, a phased programme of upgrading of the gravel roads to surfaced road standards and the construction of the associated formal stormwater system commenced, starting with the major access routes. To date 8.1 kilometres of stormwater drainage has been constructed. The cost of the entire project, thus far, amounts to R37.25 million.

The completion of the K123 road which entails 2 kilometres of road, fence and various associated stormwater structures is the main link road between the Wadeville industrial node and the N3/Kathorus area. This important link road provides an improved linkage for the Wadeville industries with freeways as well as providing improved access to and from the Kathorus area to the Wadeville area and further north into the Germiston area. This link resulted in reducing travelling time and cost for workers in the Kathorus area to the various industrial nodes. The total cost of the project amounted to R28.5 million.

Construction of the Atlas Road and JIA Interchange on the R21-north was completed in June 2005. The project will ensure that access to the JIA is drastically improved, creating an important corridor for the fledgling tourism industry and movement of goods and services. The cost for this project amounted to R213 million.

The following other major roads and stormwater projects were completed:

- The upgrading of the intersection at Modder B and Daveyton;
- The construction of the final phase of the K90;
- Boksburg - East Rand Mall to Rondebult;
- The widening of Black Reef;
- Additional access to Tembisa from P38-1;
- Building of Winnie Mandela Taxi Rank;
- The widening of Eissellen;
- Construction of Barwa in Kwa Thema;
- Pedestrian walkways in Slovo Park, Kwa Thema;
- Upgrading of stormwater Deep Levels in Kwa Thema;
- Construction of Pooa, Duduza;
- Construction of major stormwater drainage in Wattville; and
- Construction of major stormwater drainage in Chris Hani, Daveyton.

The following projects will be addressed in the near future:

- Construction of K86, north of Daveyton;
- Construction of Laversburg bridge in Nigel; and
- Construction of bridges over the Natalspruit for additional access to Katlehong.

This increased mobility for the residents of the disadvantaged areas allows for further integration and access to the economy and wealth of Ekurhuleni.

Municipal Bus Service

The municipal bus service with depots in Germiston and Boksburg operate a total fleet of 75 buses, mainly on a scheduled basis and also render special hire services.

As part of an effort to deliver better services to passengers, 22 of the older buses were replaced during the past year. This was necessitated by the fact that some of the older buses were more than 30 years old and also because 13 buses were destroyed in a devastating fire at the Boksburg depot during August 2003. It is estimated that the 22 new buses contributed to a saving of approximately 22% to the entire municipal bus fleet's maintenance costs. Due to more advanced technology, it is expected that the new buses will further save costs due to improved fuel consumption. A programme to brand all buses in a uniform livery is currently in progress and should be completed early in 2006. The passenger demand increased considerably during the past financial year, to such an extent that the total demand cannot be satisfied, given the limited number of buses available. The expansion of the bus services therefore needs to receive serious attention in the near future.

Public Transport Operations

A number of new public transport facilities have been provided within the EMM operational area like Kingsway-, Reedville-, Welgedacht-, Bakerton-, and Winnie Mandela Taxi Ranks. A number of public transport facilities have also been upgraded as part of the maintenance programme, aimed at ensuring that these facilities meet an acceptable, uniform standard.

A study to determine the state of readiness of all taxi rank facilities within the EMM area, with respect to the national taxi re-capitalisation initiative, is to be rolled out soon. In accordance with this study it is estimated that approximately R18 million will be required to upgrade some of the older taxi ranks in order to fit the larger, re-capitalised taxi fleet.



The interchange on the R21-north was completed in June 2005 creating an important corridor for the fledgling tourism industry and movement of goods and services.





CHAPTER THREE
Fighting Poverty & Underdevelopment while enhancing Service Delivery

The new Council Chamber is a state-of-the-art facility.

Public Transport Planning

In order to comply with the stipulations of Part 7 of the National Land Transport Transition Act, Act 22 of 2000, the EMM has successfully completed a Current Public Transport Record, an Operating Licenses Strategy, a Rationalisation Plan, a Strategic Integrated Transport Plan (ITP), as well as a Rail Plan for the EMM area of responsibility.

Dolomite Risk Management Plan

There is a vast area of underlying dolomitic conditions in Ekurhuleni. In co-operation with the Council for Geosciences, the EMM has identified all the areas affected by dolomitic conditions. This was found to be more than 40% of the geographical area of Ekurhuleni. A proper Dolomite Risk Management Plan (DRMP) has been developed to manage the risk involved. Through the four committees involved in the DRMP, the EMM ensures that future township developments take place under safe conditions and that the necessary precautionary measures take place when services are provided in dolomitic areas.

Building Control

Approximately 15 000 building plan submissions and some 6 200 inspections of projects to the value of ±R500 million were completed in the 2003/2004 and 2004/2005 financial years. The Metro is currently drafting building by-laws to effectively enforce the implementation of the act through available municipal courts and related legal entities and to develop an Electronic Building Plan Management System (EBPMS), to shorten

the period for approval of plans and to improve the service to developers and contractors.

The control and management of the applications for outdoor advertising signs, posters and bill boards, was developed by the Metro in consultation with the advertising community and industry. We are in the process of drafting by-laws in this regard.

Asset Management and Maintenance

The Metro is the proud owner of buildings to the value of ±R2 billion. To maintain these assets properly and in a cost effective and scientific manner, the Metro is in the process of procuring a purpose developed Building Maintenance Management System (BMMS). The BMMS will enable officials to plan, budget and control the facilities in a provisional manner.

The underpinning of the Boksburg Civic Centre is but one of the many projects undertaken to maintain the existing building infrastructure. The project, to the value of R8.1million, entailed the installation of piles under the existing footings of the Civic Centre. One hundred footings were underpinned under the main building of the Boksburg Civic Centre.

New Council Chambers

The Ekurhuleni Metropolitan Municipality's Council Chamber in Germiston was officially opened on 1 October 2004.

The new Council Chamber is a state-of-the-art facility which befits an organisation with an annual budget of approximately R11 billion





Local Economic Development

and a staff complement of 14 500, serving a customer base in excess of 2,5 million residents. In this venue, the people of Ekurhuleni, at last have a venue that is properly representative of the legislative and executive authority vested in the local authority.

Construction commenced on 23 January 2004 and the project was completed on 30 September 2004. The all-inclusive project budget amounted to R22 175 769.81. The lower (chamber) level seats a total of 216 people, making provision for seven podium seats, 14 mayoral committee seats, 169 seats for councillors and 24 seats for senior management officials. The upper (gallery) level seats a total of 156 people, providing extensive space for wheelchairs, 138 fixed public seats and a press gallery of 18 seats. The new council chambers, heralded a new era for the local authority and the people of Ekurhuleni.

FACILITATING AND PROMOTING LOCAL ECONOMIC DEVELOPMENT

Facilitating and Promoting Agriculture

The establishment of the Vlakfontein-Sizanani Co-operative in 2003 illustrates our emphasis on community development and economic empowerment. The project is aimed at ensuring that the beneficiaries of land reform and land care programmes gain maximum advantage from their land.

This project was able to provide 36 permanent, sustainable jobs through a co-operative form of ownership in the agricultural sector. Some 631ha of land is being productively used by the co-operative.

It utilises agricultural methods and techniques to ensure the involvement of locals in food production. Projects of this nature allow people to work together towards their own empowerment and self-reliance.

To expand this vision and to further develop the agricultural sector in Ekurhuleni, a joint programme with the province and national government was set up in 2003. Emerging farmers have been supported to harness the high yielding agricultural land. In addition, the participation of women and the youth in co-operative ventures has been encouraged. A total of 9 council-owned agricultural tracts of land comprising just over 800ha has been made accessible to co-operatives in Ekurhuleni. Alongside this, a programme to build food security through supporting small food gardens and homestead gardens is also in place. In addition, an intervention to identify, access and protect government land with high yielding agricultural potential is in place.

In taking the programme to develop broad based empowerment and to build food security further, the EMM has restructured the Fresh Produce Market. The first black agent was appointed in 2004. The diversification and expansion is aimed to make the market more accessible to local producers and consumers. An advisory board for the Fresh Produce Market has been set up with the producers, agents and buyers providing strategic guidance to the EMM, thereby involving key role players of the agricultural sector in local economy development.

A programme to build food security through supporting small food gardens and homestead gardens is in place.





CHAPTER THREE
Fighting Poverty & Underdevelopment while enhancing Service Delivery

There is a pilot project to link the Department of Labour's local labour centres to unemployed people and match them to jobs

Improving Access to information and re-skilling the economy

Through a partnership with the business chambers, two new business linkage centres have been established in Germiston and Boksburg using the model of the existing Springs business linkage centre. The business linkage centres harness the procurement opportunities of established business for the benefit of new and emerging local businesses. The municipality has linked these linkage centres to SETA for tender advice accreditation and to the further education and training colleges for overall monitoring of quality and standards.

In partnership with the Borough of Lewisham and with funding from the Commonwealth Local Government Good Practices Scheme, a pilot project to link the Department of Labour's local labour centres to unemployed people and match them to jobs has been devised. This programme will improve the capacity of ward committees to interact with government services and build linkages to local employers.

The establishment of information centres in seven libraries in 2003 is an indication of our drive to facilitate the EMM's commitment to the provision of quality and accessible information to grow the local economy. This project comprised the redressing of backlogs in the provision of facilities, the retraining of staff to use the latest techniques and the provision of information to citizens.

The seven libraries are Reiger Park Library (Boksburg), Spruitview Library (Germiston),

the Phomolong Career Centre (adjacent to Tembisa), Jerry Moloi Library (Benoni), Kwa-Thema Library (Springs), Duduza Library (Nigel) and Tsakane Library (Brakpan). These libraries are situated in the most densely populated areas of Ekurhuleni.

Tender advisory services, skills development programmes on business development, safe mining methods and financial management are run in these centres through partnerships with the banks, Telkom and government agencies. The Gauteng Economic Propeller is considering extending its services to people through this programme. The programme to link all libraries with the Internet is well underway and bodes well for e-procurement and e-business.

BEE targets for municipal procurement have been set and are being monitored to access the impact on the local economy. The EMM has signed up as a member of Proudly South Africa to encourage local buying.

Participatory Democracy and Upgrading Economic Infrastructure

A series of consultative meetings with street traders took place during 2004 in flashpoints and over-traded areas. This resulted in a programme wherein the municipality facilitated the organisation of street traders to provide better services to their clientele. An upgrade of facilities and development of trader markets has commenced. In this, a partnership with Intersite has helped to integrate economic planning and passenger transport planning.





Co-operative Industrial Hives

A strategic plan to link the MIG funding to the learnerships of SETA for emerging contractors, to involve unemployed and indigent households and to facilitate the re-skilling of locals has been devised. This aims to support the municipal capital investment programmes to intervene in a focused manner on the second economy.

In 2002 and 2003 an amount of R500 000 from the Local Economic Development (LED) fund was invested in micro-enterprise development of 67 potential businesses, by developing business plans. Minor renovations to existing buildings at Club 2000 in Tsakane were carried out and improved technology for existing 15 micro-enterprises was sourced. A marketing and distribution outlet and a development committee were also set up. Sixteen newly established and innovative businesses were supported.

The Co-operatives Industrial Hives Programme

During 2003 a catalytic project, the Co-operative Industrial Hives Programme, created 12 new economic nodes. The economic nodes are in densely populated areas namely Daveyton, Langaville, Thembisa, Thokoza, Kathlehong, Wattville, Duduza, Kwa Thema, Etwatwa and Vosloorus. Just over R10 million was invested in renovating old unused government buildings for this programme. In the process of carrying out the renovations, a range of local emerging contractors were engaged and supported to improve their business processes.

The Co-operative Industrial Hives programme extends over 53 wards in Ekurhuleni.

A total of 25 co-operatives in manufacturing were established and registered. Set up and start-up funding amounting to R3,5 million was provided through the LED fund for the project. The 25 co-operatives are housed in 12 industrial hives throughout Ekurhuleni. These hives will assist to develop new economic nodes thereby assisting in reversing apartheid's spatial planning.

The co-operatives are involved in light manufacturing and local production for local needs. A total of 275 sustainable livelihoods have been created through this programme. As the co-operative grows, the number of sustainable livelihoods will increase. The co-operative's productive activities cover a vast range within manufacturing: clothing production, condom manufacturing, food production and food packaging, production of household chemicals, construction, road markings, steel production, wood work and recycling.

The 25 co-operatives are being further capacitated through the National Skills Fund. Mentoring and funding for equipment was secured for the co-operative industrial hives through the LED programme "Partnerships for Sustainable Development". The Labour Job Creation Trust as well as local banks supported this programme.

An extension to the programme has been spurred on by the province especially to stimulate the far eastern region. In this phase a construction contractors network linked to the co-operative industrial hive in Duduza has been set up.

Co-operatives are involved in light manufacturing and local production for local needs.





CHAPTER THREE
Fighting Poverty &
Underdevelopment
while enhancing
Service Delivery

Evidence has shown that Ekurhuleni is the best performing municipality in terms of manufacturing.

Facilitating Mining

A focus on the life cycle and sustainability of the mining sector has led to sound relations between government, labour and the mining houses. This partnership has facilitated a project to unlock the value of mining land in Ekurhuleni and to consider means to reduce the costs of doing business for mining particularly linked to the pumping of underground water in the mines. This programme is linked to realising the Mining Charter and economic transformation. A key aspect of this programme was to formalise the informal miners through a partnership with the Department of Minerals and Energy.

Work on rehabilitating mine dumps has commenced and will lead to downstream beneficiation as well as the unlocking of valuable land for the future.

Interventions in manufacturing

To keep abreast with the plans and challenges facing industries, research has been conducted into the state of industry in Ekurhuleni since 2002. This work has informed national and provincial government policies and strategies as well as our own local economic strategy. In 2003 an industrial policy for Ekurhuleni was adopted. This policy was a joint effort emanating from a co-operative agreement with the Corporate Industrial Strategy Unit based at the

University of Witwatersrand and the LED department. Extensive and in-depth research on the state of industry in Ekurhuleni was undertaken in partnership with academics from the universities, research and development experts from Mintek and the CSIR, the MERSETA and national and provincial government. The key outcome has been a national pilot on competitiveness in the manufacturing sector.

The findings of the research indicate that industry in Ekurhuleni has performed much better than in the country as a whole in recent years. Manufacturing output growth has averaged 7.3 percent per annum since 1999 and employment growth has averaged 3.3 percent per annum. This reflects the centrality of Ekurhuleni to the national and provincial economies, and the impetus provided by improved local demand. Evidence in the figures has shown that Ekurhuleni is the best performing municipality in terms of manufacturing.

We have been informed through the research that there have been increased levels of investment in new machinery, higher spending on training, and improved production capabilities. These were the key factors for the growth and employment generation that came about.



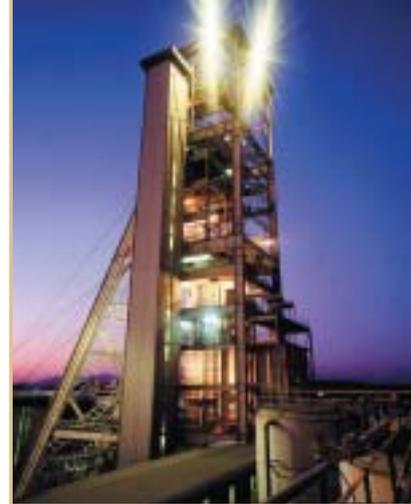
Local firms' investment and training expenditures jumped in 2004 compared to the previous year. This investment in human development is closely related to an increased employment trend. The main driver has been improved domestic demand.

On both manufacturing and employment, Ekurhuleni recorded, by far, the highest growth rates of any municipality. The employment figure, in particular, reflects the more labour-intensive industries concentrated in Ekurhuleni. To support long-term sustainable employment generation we should pay attention to these industries and to what they need to bolster ongoing improvements in their competitiveness.

Higher rates of growth are projected for the next five years with the increased capital spending by government and utilities. To harness this there is an urgent need to get skills development in the fast lane. We have engaged with the Department of Labour and the SETA's to support this process. Our approach is to facilitate an environment conducive to sustainable manufacturing. We have lobbied national government on the pricing regime for inputs on behalf of the industries in the area. We have also taken up an approach to bring Research and

Development closer to the needs of our area through the facility, the National Casting Technology Centre. Three industry clusters on foundries, plastics and mining capital equipment have been established.

The LED programme in Ekurhuleni has been hailed as a living example of the implementation of the national policy guide on LED.



Investment in human development is closely related to an increased employment trend.



Metropolitan Police

The EMM is focused on ensuring community safety under a wide variety of circumstances. These include road safety, medical emergencies, disasters and fire fighting and prevention. In addition, this is one of the most visible services that the EMM renders.

EKURHULENI METROPOLITAN POLICE DEPARTMENT (EMPD)

The Ekurhuleni Metropolitan Police Department (EMPD) was established in January 2002, incorporating auxiliary services such as research and development (policing research, best practice models, legislative compliance and trends) and projects and events (CAPEX projects and funerals and events protocol).

The general quality of life in Ekurhuleni has improved markedly as the EMPD has worked in partnership with the community, other metropolitan police departments and the South African Police Service (SAPS) in order to ensure zero tolerance of crime.

Fighting the carnage on the roads of Ekurhuleni is a very important component of the EMPD's daily activities. It has embarked upon programmes such as Arrive Alive in consultation with the Department of Public Transport, Roads and Works (GAUTRANS), and there has been some investment in technology for law enforcement purposes. Joint venture agreements were entered into with service providers to expand camera law enforcement operations more effectively and efficiently. The EMPD actively participates at the Chiefs Forum (legislative compliance) and interacts regularly with the MEC: Community Safety to strengthen relationships with other Law Enforcement Agencies.

Three EMPD Regional Head offices were opened in the previously unutilised council offices of Vosloorus, Kwa-Thema and Tembisa in order to make services more accessible to the communities of Ekurhuleni. Further evidence of the commitment to Batho Pele (People First) is the total of 18 precinct stations that have been established.

In order to increase the level of service in the region, professionally trained units have been established and are fully operational:

- The Canine Unit serves to protect the community through bomb detection and drug detection;
- The Accident Unit employs scientific methods to investigate accidents;
- The SWAT Intervention Unit serves as a reaction force and responds to all serious crime complaints;
- The EMPD is about to enter into a memorandum of agreement with Crime Intelligence (SAPS), and a Crime Intelligence Unit has been established to ensure that serious crime such as syndicates, hi-jackings and robberies are minimised effectively;
- The Public Order Police Unit was established to stabilise and restore public order during unrest situations and strikes that are of a violent or non-violent nature; and
- A VIP Protection Unit was established to ensure effective and proper deployment of personnel when protecting dignitaries.

The prioritising of service delivery and therefore budget, places continued pressure on the EMPD to protect and secure the service delivery infrastructure.

In addition to the creation of these special units, 150 new EMPD members have been recruited in 2002. The increased numbers of personnel will raise the level of service provided to the community through higher visibility and a resultant reduction in crime.

An EMPD Training Academy was established in Kwa Thema to facilitate all relevant training needs within EMM. Numerous members have qualified as accredited facilitators and assessors.

The Demilitarisation Programme (Mayoral Project) is driven by the office of the Chief of Police with the aim of engaging ex-combatants into learnerships and future employment by approaching host employees to accommodate them in the above-mentioned programme.

18 EMPD Precinct
Stations have been
established.



CHAPTER FOUR
Creating Safer
Communities

In order to develop our capacity to deal with disasters, 8 fire fighting vehicles were acquired at a cost of R12,8 million.

The EMM was the first municipality to obtain accreditation as a government institution (firearms). We created an integrated firearms database, which is supported by an electronic backup system.

Municipal courts were established in Boksburg, Kempton Park and Elsburg. The EMPD successfully integrated 9 traffic contravention systems into one. The centralisation of functions was implemented to save costs to council and improve service delivery. A hub for the serving of summonses was established in Elsburg and a hub for the processing of camera prosecutions was established in Kempton Park. This results in efficiency in the administration of court processes, cost savings with regards to the procurement of equipment and better supervision over staff.

The White Paper on Safety and Security (In Service of Safety: 1999 – 2004) places a considerable emphasis on social crime prevention issues which every municipality must address in its area of jurisdiction. To meet this mandate the Social Crime Prevention Unit was established. The unit engages in School Safety Programmes, Social Crime Prevention Awareness Programmes, Firearms Amnesty Campaigns, Road to Safety Programmes, Child Prostitution Awareness Programmes, and Safety Homes for street kids.

Further, training sessions have been conducted at schools, churches, retirement homes and businesses on a wide range of topics, such as driver education, crime awareness and anti-hijacking. Such initiatives are most beneficial as they lead to improved co-operation between the EMPD and the community.

A Public Liaison Unit has also been established, which deals with taxi violence and other taxi related issues, hostels, Community Police Forums as well as sector policing. Memoranda of understanding have been signed with hostels and a code of conduct signed with taxis.

EMERGENCY SERVICES

The EMM has entered into an interim memorandum of agreement with the Department of Health of the Gauteng Provincial Government. This agreement ensures that emergency services delivered are in line with the standards of the Gauteng Provincial Health Department.

Emergency medical services is an exceedingly important aspect of community health and safety, and ambulance services are the community's access to emergency medical services. The EMM is continuously striving to meet the set necessary norms and standards, which will lead to improved and

New ambulances were received from the Gauteng provincial government as replacement of old ambulances.





Emergency Services

more equitable service rendering based on response, skills levels and the number of ambulances per capita.

As part of our obligation to provide the Ekurhuleni community with cost-effective, quality emergency services, our tariffs and fees have been standardised. A decision was also made to cancel fees for pregnant women, registered indigents and charity organisations as well as in the case of declared disasters. This initiative will make emergency services available to many people who might not previously have been able to afford it.

New ambulances were received from the Gauteng Provincial Government as replacement for 4 old ambulances and deployed as follows:

- Eastern Region – 30;
- Northern Region – 23; and
- Southern Region – 17.

The new fleet has contributed immensely to the reduction of downtime as well as to the improvement of reliability and service delivery.

In order to develop our capacity to deal with disasters, 8 fire fighting vehicles were acquired at a cost of R12,8 million to ensure improved response times in especially rural and underdeveloped areas. The design of the vehicles is such that they can be utilised effectively in informal settlements and other densely populated areas.

The response capabilities of our fire fighting units is improving with the continuous refurbishment and upgrading of all our 27 fire stations.

The facilities in these previously disadvantaged areas were not originally designed as fire stations, but it is now part of the IDP to upgrade all these facilities to further enhance service delivery.

The construction of a fire station in Tembisa has been finalised, and its location within the community it serves will lead to better response times in emergencies. New fire stations are currently being constructed at Daveyton and Etwatwa.

Olifantsfontein is a high-risk area, and historically services to this area were rendered from Halfway House. We are proud to announce that the re-establishment of a fire station at Olifantsfontein in order to render an effective service to the residential and business community has also been completed

The council has also consolidated the emergency services by-laws of all the 9 erstwhile councils, which will also see a uniform approach in dealing with violators. Emergency services in the erstwhile Benoni council, which was outsourced for 13 years, have been re-integrated into the EMM's emergency services, thereby ensuring uniformity in service delivery throughout the Metro.

A Public Education, Information and Relations unit was launched in 2004. The function of the unit is to create greater awareness amongst the communities by educating the communities on fire and life safety matters. The previous response areas of various fire stations have been revamped to reflect wide operations instead of operations based on erstwhile councils.

Re-establishment of a fire station at Olifantsfontein to render an effective service to the residential and business community has also been completed.





CHAPTER FOUR
Creating Safer
Communities

One number for
 Life Threatening
 and one number
 for Service
 Emergencies.

Disaster Management

In terms of the Disaster Management Act, Act 57 of 2002, the following were implemented to comply with relevant legislation:

- The establishment and implementation of a Municipal Disaster Management Framework;
- The establishment of a Disaster Management Advisory Forum;
- The establishment of a Disaster Management Centre; as well as the
- Appointment of the Head of the Disaster Management Centre.

The regulations of disaster management volunteers have been gazetted in order to enable municipalities to promote the recruitment, training and participation of volunteers in disaster management in the EMM.

A Disaster Management Mutual Assistance Agreement for the EMM with neighbouring municipalities has been compiled and will be implemented in due course.

A Risk and Vulnerability Assessment Project for the EMM has commenced. The Disaster Management Plan for the EMM is being updated on a regular basis. The clarification of primary and secondary roles and

responsibilities for all departments in the EMM are in process and will be implemented during January 2005.

Three Regional Dispatching Centres were established to facilitate dispatching of resources to life threatening and service emergencies within the respective regions and to improve service delivery to the community.

A Centralised Metropolitan Call Taking Centre was established to facilitate centralised reporting of Life Threatening and Service Emergencies and to give effect to the relevant legislation of the 112 Emergency Act and Disaster Management Act, Act 57 of 2002, thus reducing the 37 current emergency numbers in use to one number for Life Threatening and one number for Service Emergencies.

An awareness campaign of the new emergency telephone number will be launched during November 2005 to make the community aware of the changes and the intended improvement in service delivery.

The radio communications at the EMM is currently being upgraded to assist with metro wide operational communications to enable the relevant departments to improve service delivery and turnaround times.



LICENSING SERVICES

The focus is on easing licensing procedures for the community of Ekurhuleni. This has been done by implementing the first Drive-Thru licensing renewal facility in the country in the Kempton Park area.

The result will be shorter processing time and the prevention of long queues for licences. This initiative is a first that might lead to a nationwide trend. The Drive-Thru facility allows the community to licence a vehicle within 45 seconds. This is an excellent example of the improved service delivery that we strive to implement throughout Ekurhuleni.

Additional license renewal points were also opened in the following previously disadvantaged areas to obviate long travelling distances to facilities:

- Tembisa;
- Vosloorus;
- Tsakane;
- Kwa-Thema;
- Daveyton;
- Thokoza;
- Katlehong; and
- Reiger Park.

Satellite drivers licence renewal centres were opened in Boksburg, Bedfordview and Springs.

These centres are located in places that are within easy reach of members of the public, for example, in shopping malls. This is in line with rendering a service that is accessible.

The Alberton Testing Station has been reopened after being closed for the past two years as a result of non-compliance with the National Road Traffic Act 93 of 1996. During the closure of this station, members of the public had to travel to other areas for this essential service. We are proud to indicate that we now comply fully with all relevant laws and regulations.

Three Regional Dispatching Centres were established to facilitate dispatching of resources to life threatening and service emergencies and to improve service delivery to the community.

Health & Social Development

Access to healthcare is a basic human right supported by the constitution. It is with this aim in mind that the EMM embarked on a Clinic Building and Upgrade Programme (CBUP) to ensure accessibility of healthcare. Health facilities were erected to ensure the availability of healthcare, especially in the areas of Ekurhuleni that did not have sufficient healthcare infrastructure before 2000. The following health facilities were built during the past five years:

- Kingsway Clinic - Benoni;
- Kwa-Thema Ext 3 Clinic - Springs;
- Rondebult Clinic - Germiston;
- Daveyton East Clinic - Benoni;
- Lucky Mkhwanazi Clinic - Brakpan;
- Daveyton Main Clinic Phase 2 - Benoni; and
- Calcot Dlephu Clinic - Brakpan.

The devolution of curative care, the control of chronic diseases, pharmaceutical services and the control of HIV and AIDS necessitated the extension to existing health facilities. Extensions to the building structures were made at the following clinics:

- Barcelona Clinic - Benoni;
- Sead Clinic - Nigel;
- Moleleki Clinic - Germiston;
- Tswelopele - Boksburg;
- Lethabong - Benoni;
- Simunye Clinic - Brakpan;
- Zonkizizwe - Germiston;
- Thembisa Health Care Centre - Kempton Park;
- Olifantsfontein Clinic - Kempton Park;
- Sunrise Clinic - Germiston;
- Daveyton Main Clinic - Benoni;

- Spartan - Kempton Park;
- Elsburg Clinic - Germiston;
- Alra Park Clinic - Nigel;
- 1st Avenue Clinic - Springs;
- Payneville Clinic - Springs;
- Duduza Clinic - Nigel;
- Winnie Mandela Clinic - Kempton Park;
- Itireleng Clinic - Edenvale;
- Erin Clinic - Kempton Park;
- Esangweni Clinic - Edenvale;
- Etafeni Clinic - Kempton Park;
- Phenduka Clinic - Alberton;
- Boksburg North Clinic - Boksburg;
- Bedfordview Clinic - Germiston; and
- Poly Clinic - Boksburg.

A major achievement for the Department of Health and Social Development was the appointment of a Chief Pharmacist who is responsible for ensuring drug management of a high quality at health facilities. A proper drug management system and good pharmacy practices were implemented at all health facilities.

All primary healthcare nurses/community health nurses have been issued with Section 38A permits, which authorise them to perform the duties of nurse practitioners including the following functions:

- Physically examine any person;
- Diagnose any physical defect, illness or deficiency in any person;
- Keep prescribed medicines and supply, administer or prescribe them as appropriate; and
- Promote family planning.

Seven health facilities erected to ensure availability of health care.



CHAPTER FIVE
Building Sustainable
Communities

A complaints management system was implemented to ensure that client dissatisfaction is addressed.

Women's health was promoted by the extension of antenatal care for expectant mothers at more health facilities within the EMM. The provision of this service grew significantly to cover 80% of fixed facilities. This component of maternal healthcare is closely linked to the availability of Prevention of Mother to Child Transmission services (PMTCT) of HIV.

The provision of vitamin A supplement to small children is a positive drive, which has been implemented to increase the immunity of children and their resistance to illnesses and infections.

The Integrated Management of Childhood Illnesses (IMCI) component of healthcare is a relative new approach that ensures the comprehensive management of childhood illnesses.

The rights of patients according to the Batho Pele principles are observed. A complaints management system was implemented to ensure that client dissatisfaction is addressed. Community health committees, together with ward councillors, play a major role in identifying and reporting of complaints.

A vigilant disease outbreak response team ensured that the EMM dealt with the sporadic measles outbreak during April to June 2005. The outbreak was monitored on a weekly basis to report the suspected and confirmed measles cases. Most of these cases were imported cases from other districts. During September 2005 there was an outbreak of

Typhoid fever in the Delmas area in Mpumalanga, which borders EMM in the north. Some of the suspected Typhoid cases are from Delmas, while some reside in EMM. Seven of the confirmed cases are persons residing in EMM.

Community participation was enhanced by providing training to over 100 ward committee members in basic research and health information systems. Research conducted in the department was presented at the annual Ekurhuleni Research Conference and some papers were presented at the Prakash Vallabh Provincial Research Conference where two papers won first prize (2004) and second prize in 2005.

The department is embarking on the introduction of a computer-based patient management system, which is currently being piloted at two clinics namely Kemston Clinic and Bonaero Park Clinic.

The environmental health practitioners conducted inspections and tested over 1 485 food samples to ensure public food safety and issued 80% of formal food premises with Certificates of Acceptability.

Over 85% of council premises and vehicles comply with the no smoking policy and health education campaigns were held throughout Ekurhuleni.

Fourteen air-monitoring stations are in operation to monitor the air quality in Ekurhuleni and more than 38% of noise complaints have been resolved.



Social Development

Regular water sampling is undertaken throughout Ekurhuleni, and an intensive rodent control programme has been implemented.

Social development projects

The directorate provides for the following target oriented programmes:

- Local plan of action for women and children;
- Local plan of action for the elderly and people with disabilities;
- Youth and men development; and
- Indigent registration.

A pilot study in conjunction with all EMM departments and NGO's was conducted on the needs of children and a Children's Summit was held. Awareness campaigns on domestic violence were conducted in all three service delivery regions.

A successful Summit for the Elderly was held with over 150 persons attending the event. The policy on people with disabilities was adopted with intense participation of the target population.

Annual youth school programmes are held covering various topics of interest to the youth. The rising suicide rate demanded anti-suicide campaigns necessitating that several workshops were held. Three workshops were held to address the issues that men face culminated in the formation of a tilling co-operative.

Tamboekiesfontein farm was tilled, and during the 2004 season yielded 269 tons of maize. The maize was processed into a food supplement to feed vulnerable individuals. The effort to eradicate poverty saw the establishment of 200 community vegetable gardens.

The mayoral household food security programme had been implemented in all the service delivery regions during 2005, with the objective of creating community nutrition awareness and income generating projects towards poverty eradication to meet the 2014 target.

As part of poverty alleviation, the indigent registration process has benefited 68 298 persons, 27 360 of whom are pensioners, 961 people with disability and 35 705 were unemployed. These indigent persons also benefit from exit programmes to promote self-reliance.

The contribution of the Health and Social Development Department to moral regeneration was the establishment of the Ekurhuleni Religious Forum (Ekref). The Ekref was launched during 2004 and is an active community group, making major strides in addressing social evils throughout Ekurhuleni.

The mental health of the community is taken care of in terms of the Mental Health Act which provides for acute and chronic care at both the clinics as well as in the community.



The effort to eradicate poverty saw the establishment of 200 community vegetable gardens.





CHAPTER FIVE Building Sustainable Communities

Food parcels are distributed to people living with HIV/AIDS.

Fighting the HIV/AIDS epidemic

The global pandemic has not spared the citizens of Ekurhuleni. The scourge is being fought in terms of the National HIV/AIDS Policies at two levels namely:

- The community at large, and
- A workplace AIDS programme.

As part of our efforts to ensure community participation 47 ward forums have been launched. Nine hundred and forty seven community members and 25 employees were trained on HIV/AIDS and related diseases. Voluntary counselling and testing services were introduced during November 2003. Currently these services are available at all health facilities.

The prevention of mother to child transmission services was implemented in 2004 in all the health facilities where antenatal care is provided. This service prevents unborn babies from contracting HIV from their HIV positive mothers. To date 68% of all health facilities render the service.

Post-exposure prophylaxis is a service that is rendered to victims of sexual assault, where anti-retroviral treatment is provided to prevent HIV transmission after sexual assault.

Tuberculosis/HIV collaboration services (HAST: HIV/AIDS and Sexually transmitted infections) were introduced to ensure proper management of HIV positive and tuberculosis patients, due to the fact that these two

infections usually co-infect the same person. An intensive review and the implementation of a corrective action campaign were implemented and the cure rate for tuberculosis in the EMM is currently at 67%.

The antiretroviral therapy programme was introduced to the communities in 2004 and currently is provided at the following facilities in Ekurhuleni:

- Natalspruit Hospital;
- Tambo Memorial Hospital;
- Far East Rand Hospital;
- Daveyton Main Clinic; and
- Tembisa Hospital.

All people living with HIV/AIDS are encouraged to affiliate to a support group, which is linked to the clinic they attend. The department through the clinics oversees the formation of such support groups and gives them support and referrals where necessary.

Personnel at health facilities give support to orphans of PLWHAs and refer them to relevant services.

The department works closely with non-governmental organisations that provide home-based care to the community. Over the past two years this service has progressed considerably. This service helps the communities to cope with their sick loved ones who cannot be accommodated at the hospitals.

Philani nutritional supplement is given to all the people who are immuno-compromised. This includes people suffering from Tuberculosis, HIV/AIDS, cancer and other chronic conditions. Food parcels are distributed to people living with HIV/AIDS. The creation of food gardens are also encouraged within the communities to promote self sustainability.

SPORT, RECREATION, ARTS AND CULTURE
Sport and Recreation

Sport has an uncanny ability to bring people together. When people unite in support of their teams, they learn to appreciate diversity. In this regard, the creation and maintenance of sports facilities can play a vital role in community building.

The upgrading of the Willowmoore Park Stadium to the level of being suitable to host international events is a major milestone for Ekurhuleni. The hosting of international events can be greatly beneficial to the community by bringing business and tourism to the area within which the sport facility is located.

The third phase of improvements to the Katshehong Stadium and the Sethokga Sport Park has been completed and the Ebuhleni swimming pool has been opened. Improvements have also been made to the Tswelopele and Phomolong sport parks.

The following flagship/social investment programmes were conducted during the period in question:

- The EMM successfully hosted the Provincial Masakhane Championships during the latter part of 2004. The EMM also had the highest number of representatives in the Gauteng team for the SA Games during the month of September 2005;
- The Mayoral Soccer Challenge grows from strength to strength;
- The annual Ekurhuleni Games;
- The Kiddies Olympics; and

- The Mayoral Achievers Awards in which all the top achievers in Ekurhuleni were honoured.

The Metro made significant progress with regard to the upgrading of facilities (especially the proposed 2010 World Cup Venues) as well as addressing the backlog in relation to facilities in general.

The most notable of these new developments are:

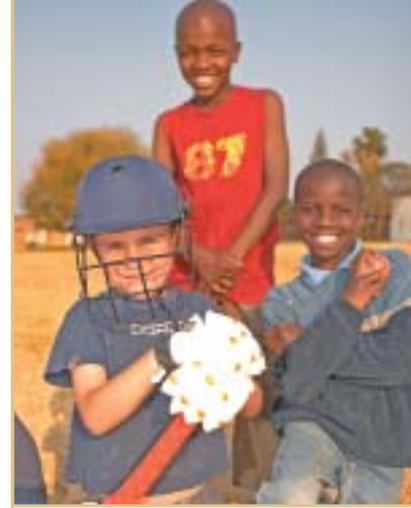
- New Swimming Pools in Etwatwa, Kwa Thema and Thokoza;
- Multi Purpose Centres in Greenfields (Completion Imminent) and Duduza;
- Upgrading of the Katshehong, Vosloorus and Makhulong Stadia; and
- Upgrading of Informal Soccer Fields.

The department of Sport and Recreation established a forum consisting of key stakeholders, being the Gauteng Department of Education, Provincial Government Sport and Recreation, Ekurhuleni Sports Council and the EMM.

Libraries offer vital recreational opportunities

Libraries are significant, as they offer life-long learning opportunities that lead to skills and personal development. Libraries also offer vital recreational opportunities.

In terms of improving library facilities for the previously disadvantaged communities of Ekurhuleni, new facilities for the Jerry Moloi Library and Phomolong Career Centre were completed. A bigger building was purchased for the Dunnottar Library and the Kwa-Thema Library was upgraded. The Primrose, Isaac Mokoena and Katshehong libraries are in the process of being upgraded. A new library for Tembisa West is nearing completion and a new library for Olifantsfontein and peripheral areas is in the planning stage.



Libraries are significant, as they offer life-long learning opportunities that lead to skills and personal development





CHAPTER FIVE
Building Sustainable
Communities

Parks contribute to
the beautification
of the
environment.

The core media collection of most of the libraries has been expanded, with special emphasis on libraries in the previously disadvantaged areas.

The accessibility of libraries was improved by the unification of the Library IT system, allowing residents of Ekurhuleni to lend media at any library service point in the Ekurhuleni region. Students especially, benefit from this development.

Libraries contributed significantly in improving the quality of life of the Ekurhuleni community through the provision of information, the support of formal and non-formal education and cognitive recreation. Educational development programmes that are designed to enhance a culture of reading and stimulate social, emotional and cognitive development, were presented at all library service points, reaching thousands of children in our community.

Metro parks beautify the environment

Parks contribute to the beautification of the environment and offer places of leisure and recreation to the community. In order to provide the community with adequate recreational facilities, the Sedibeng Multi-

purpose Park was developed and the Bunny Park in Benoni upgraded. In addition, the town entrances of Tembisa, Duduza, Alberton and Germiston have been beautified through greening programmes. Strict records are kept of all complaints regarding Metro Parks services in order to devise strategies to improve services to the community.

Metro Parks depots have been upgraded to improve the overall image of these facilities within the council

In 2001 all uniform tariffs, by-laws, policies and IDP objectives were developed for the entire region.

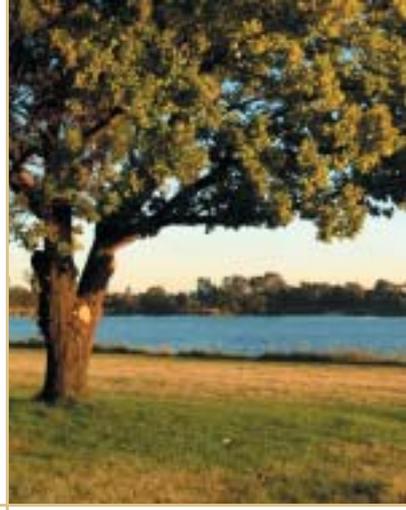
Notice boards at park facilities were improved to promote environmental awareness. At cemeteries these boards indicate relevant information and tariffs on the particular cemetery.

Further, a turn-around strategy for the maintenance of grass cutting and cemeteries has been undertaken.

A complete review of audits has been initiated for parks, open spaces and cemeteries. The purpose of this exercise is to establish a norm for all maintenance activities.

The "Fruit Tree Planting Project" had as its goals; contribution towards food security; job creation; aesthetical enhancement and climate enhancement.





Enhancing the Environment

Arbor day/week

In 2002 the EMM was awarded the ARBOR CITY AWARD, a competition from National Water Affairs, IERM and Total, which evaluates a council on tree planting and good management.

Arbor Day is an annual Ekurhuleni event and is categorised as one of the Mayor's projects.

In pursuit of the quest for "high impact, high visibility" projects, Metro Parks initiated the "Fruit Tree Planting Project" in previously disadvantaged areas. The initiative was launched on the 11th June 2005 in ward 1 in Tembisa.

The "Fruit Tree Planting Project" had as its goals; contribution towards food security; job creation; aesthetical enhancement and towards climate enhancement.

Interest has been shown in this initiative by other stakeholders, such as the Provincial Department of Agriculture, Conservation and Environment, and the NGO, Food and Trees for Africa.

Fruit trees were distributed to the community of various wards to plant and maintain the trees themselves. These initiatives create an exciting partnership with the community towards common goals.

Cemeteries and Alternative Burial Methods

The burial of a loved one is a very sensitive and highly diversified issue. Cultural and religious needs have to be respected and cemeteries have to be maintained and

progressively developed. In this regard, the Boksburg Regional, Vlakfontein and Tamboekiesfontein cemeteries have been developed, and 13 cemeteries across the EMM have been upgraded. These upgrades include the provision of electricity, landscaping, fencing, ablution facilities and roads. Specific examples are the Illiliba/Mooifontein Cemetery, the Thokoza/Schoeman Cemetery, Geluksdal, Tsakane and Kwa-Thema Cemeteries in the eastern region as well as all the inactive and active cemeteries.

A system was developed to evaluate the standard of cemeteries in general and to distinguish between an active cemetery and inactive cemetery and to categorise them as A, B or C depending on the level of developments.

It has become necessary to investigate alternative burial methods due to a general shortage of land for burial space. Two new cremators have been ordered for the Lala Ngoxolo Crematorium. A programme was designed to promote cremations as an alternative to in-ground burials.

Various facts have led to an increase in the mortality rate. This is placing tremendous pressure on the EMM to provide sufficient burial space. Land suitable for the conventional in-ground burials is very limited. Cremations are a financially lucrative option.

Cultural and Religious needs have to be respected and cemeteries have to be maintained and progressively developed.





The cultural park will include a cultural village, amphitheatre and narrative centre.

Arts, Culture & Heritage

The Arts, Culture and Heritage division, have been successful in implementing programmes aimed at furthering the development of arts, culture and heritage as well as to use such programmes to contribute towards social cohesion and enrichment, thus positively positioning Ekurhuleni with other major cities in South Africa.

Arts, culture and heritage programmes and projects have in the main, been influenced by political priorities and departmental and functional objectives. The performance areas and challenges faced by the division during the period under review include the following:

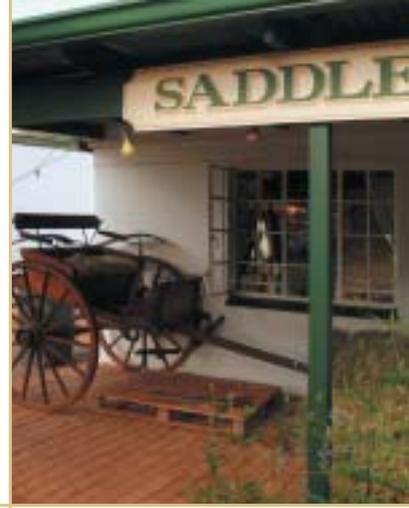
- Promoting heritage and historical memories through all forms of remembrances;
- Establishing partnership with stakeholders to develop programmes;
- Providing facilities on an equitable basis throughout the three regions of the EMM;
- Creating vibrancy through arts, culture and heritage programmes and minimising idleness and criminal activity in the community;
- Contributing to an informed and economically viable community through arts, culture and heritage projects;
- Increasing community interests and participation in art and cultural enrichment programmes;
- To increase education and training programmes for a better understanding of the generic meanings of arts, culture and heritage;

- To identify, list and develop heritage sites in the entire Ekurhuleni area; and
- Creating jobs through facility development and optimal utilisation of all the community art centres under the control of the EMM.

To date the Metro has successfully implemented the following programmes and projects:

- Plans are at an advanced stage to build two new cultural parks in Wattville (Eastern Region) and Tembisa (Northern Region). The development in Wattville is aimed at rehabilitating the cemetery in which the late O.R. Tambo has been buried and to bring dignity befitting the grave of one of South Africa's great leaders. The park at Leeupan is to include a narrative centre, commemorative structures and facilities for exhibitions to contribute towards local economic development. The park in Tembisa is situated in Emkhathini section and is dedicated and proposed to be named after the late Thami Mnyele (artist and liberation activist) whose remains were recently exhumed from Botswana and reburied in Tembisa. The cultural park will include a cultural village, amphitheatre and narrative centre. Renovations to two existing art centres in Daveyton (Eastern Region) and Katlehong (Southern Region) will be finalised. A new art centre will also be established in Tembisa;
- Research has been conducted to determine and list sites with heritage significance in the previously disadvantaged areas. Plans are underway to apply for grading of these





Spatial Planning

heritage resources. Programmes have been developed to appreciate in particular the African intangible heritage. Community cultural theatres have been launched providing opportunities for traditional dance and song to be appreciated by Ekurhuleni communities and visitors alike;

- Important days on the South African calendar, in particular 24 September (Heritage Day) have been commemorated to remind us of the significance and importance of culture and heritage; and
- Numerous theatre productions and community development programmes targeting all ages were promoted and used as instruments of change towards a peaceful environment. These include productions such as Umoja, Place of Rock and many more which entertained full audiences at the Springs Theatre. Gospel music choirs participated in the gospel festival staged at the Boksburg Stadium and a music festival was held at the Germiston Lake Park to campaign against women and child abuse. Jazz sessions were held at various outdoor facilities as well as art exhibitions and workshops.

Good city planning is critical

The lives of all the citizens of Ekurhuleni are affected by the way we plan our city - where development takes place and what form that development takes.

One of our most noteworthy achievements was the approval of our spatial strategic document, a Comprehensive Metropolitan Spatial Development Framework. This

framework places high emphasis on the development of a compact city through urban reconstruction.

The new Spatial Development Framework is focused on redressing inequalities through transforming Ekurhuleni into a single spatial entity marked by unified development. The planning of the development of Ekurhuleni is of central importance for Ekurhuleni to realise its vision of being, the smart, creative and developmental city. The regional spatial frameworks and further the local spatial frameworks are being formulated in alignment with the objectives of the metropolitan framework.

The local spatial frameworks and precinct plans like the Edenvale Southern and Northern Precinct Development Plans are aimed at creating a residential area that offers the community an integrated living space with economic, social and housing facilities as well as services and security. Another example is the R21 Corridor Development Framework which has posed challenges for both provincial environmental concerns and Ekurhuleni's need to create jobs through development of properties.

Stemming from the strategic spatial framework, special projects were identified. This included a study for the development of the economic development triangle; the study of the development corridors as well as the retail study. There are other projects that have to be implemented with the support of the service departments.

The new Spatial Development Framework is focused on redressing inequalities through transforming Ekurhuleni into a single spatial entity marked by unified development





CHAPTER FIVE Building Sustainable Communities

Previously disadvantaged areas are being included into the existing town planning scheme areas.

Further, development policies and activities are most visible since they have a direct impact on the way Ekurhuleni develops and functions. A number of land use policies have been finalised and include policies on street naming, taverns, second dwellings, spaza shops and so on. Awareness campaigns were held in the three regions to promote the policies and to educate the residents of Ekurhuleni on the processes involved in planning.

Since 5 December 2000 we have focused on creating an enabling environment by ensuring that development applications are dealt with efficiently and effectively. A tracking system has been put into place to ensure that applications are handled efficiently. A system of addressing backlogs has also been put into place, which includes ensuring that applications submitted to the council are complete from the onset.

Previously disadvantaged areas are being included into the existing town planning scheme areas and a process plan is also underway to create a uniform scheme for the entire metropolitan area.

This was brought about by, amongst others, the development of a Spatial Development Framework for the EMM and the integration and finalisation of systems of delegation and sub-delegations for processing applications. The Development Planning Portfolio Committee and Development Tribunal are also included in these delegations and

functions in terms of the provisions of the applicable legislation.

A number of development planning inspectors have been appointed and are located in the three regions. Close to 400 illegal users have been identified and are in the process of being followed up through instructions to the owners to rectify the matters and where required, to institute legal proceedings against the owners. The inspectors have also received training on planning principles as well as peace officer training.

An integrated Geographic Information System (GIS) has been developed with spatial coverage of the entire municipality. The first phase of the GIS integration was the creation of a consolidated spatial database for the EMM. To achieve this the various available cadastre data sets were consolidated into a single cadastre database. After the cadastre database was consolidated, the other core GIS data sets such as street centrelines, ward boundaries, town planning data, environmental data, service networks, and so on were incorporated into the GIS. The integrated GIS improves storage and management of both spatial and attribute data within the municipality, and is an excellent tool for data dissemination to all stakeholders. To complete the integration process an intranet GIS Viewer was developed for information dissemination throughout the organisation.

The ability of the GIS to dynamically link and integrate other functional systems is being harnessed by projects such as the linking of the financial system with the GIS. This, together with the ongoing development and maintenance of GIS data sets and applications will enhance the functionality of the GIS within the organisation. The GIS is continuously being extended to improve access to spatial information and support decision-making processes.

Further, projects like the upgrading of the Endayeni Shopping Centre were undertaken as a result of an urgent need for a retail shopping facility for the previously disadvantaged area of Lethabong. The upgrade will not only make shopping easier and more accessible to citizens, but will also create much-needed employment, as well as assist in supporting small, medium and micro enterprises (SMMEs).

Environmental Management is crucial

The environment is our most valuable asset because we depend on it for sustenance and survival.

Infrastructural development at the Blesbokspruit/Grootvallei Nature Reserves has consisted of the installation of signage and floodlights and a further 500 metres of fencing. These upgrades will lead to greater safety for individuals visiting the area and play a major role in the successful management of the wetlands and the existing environmental education centre.

The centre is available for the community to use free of charge, seven days a week. The value of environmental education should never be underestimated, as it ensures that future generations will be better equipped to focus on sustainability, when managing the environment. The work done in this field has led to the creation of 16 part-time jobs, infrastructure for a permanent security official and an educator from the community.

A further focus is on the creation of educational and awareness material to make

the community more aware of our responsibility to conserve the environment. In this regard, educational items such as environmental notebooks, pens, pencils, posters as well as materials bearing specific wetland information and the importance of preservation, have been published and made available to learners.

Learners take these items home and in this way the information reaches a larger section of the community. These actions targeted approximately 70 000 learners, and the material is also made available at clinics and libraries.

Environmental Initiatives

The department mobilised wards and participated in the Bontle ke Botho Clean and Green Campaign since 2001 and won an amount of R1,2m of which R875 000 has been allocated towards environmental management projects. The money won by the EMM will be utilised for recycling and greening projects.

Celebration of days of Environmental Importance:

- The World Environment Week Celebrations included a visit to an Eskom power station, exhibitions and the launch of Bontle ke Botho which was attended by the MEC: Agriculture, Conservation and Environment;
- The Environment and Tourism department in partnership with the Sport, Recreation, Arts and Culture Department celebrated Arbor Day on 3 September 2004;
- World Wetlands Day was celebrated on 18 February 2005 at Siluma Regional Park; and
- National Water Week was celebrated with schools participating in the poster design and poetry competition. Schools and learners won prizes and trips to various sites such as the National Weather Centre in Pretoria and ERWAT.



National Water Week was celebrated with schools participating in the poster design and poetry competition



Ekurhuleni
METROPOLITAN MUNICIPALITY



CHAPTER FIVE
Building Sustainable
Communities

An air quality management plan has been developed and approved by the council.

Community Development Projects

We have achieved the following:

- Through the Rand Water-Siluma View Project, the Siluma Wetland has been rehabilitated and short-term employment created through the Zivuseni project. This has ensured that the department's objective of protecting and rehabilitating wetlands is achieved;
- The Kaalspruit Clean-up Campaign was held in ward 1 to clean the Kaalspruit. Also, a project on homestead gardens has been introduced and a permaculture project within the ward is in the pipeline;
- The department has initiated the Ekurhuleni Environmental Forum to enhance and capacitate all stakeholders on environmental management issues, and create a platform for communication on all environmental matters; and
- The Mayoral Wetlands Project was initiated to create regional park projects associated with wetlands in the three regions of Ekurhuleni. The key objective being to rehabilitate the wetland areas and to promote environmental literacy through environmental education centres. The project total cost is R21 million. An amount

of R942 000 has been spent in the 03/04 budget. R1,2 million has been spent in the 04/05 budget year for the fencing of Leeupan consolidated with the O R Tambo Memorial Precinct, and a further R6,3 million has been budgeted for the financial year 05/06.

State of the Environment Report

The EMM has completed its first state of environment report, which is a tool to measure changes in the environment, to increase awareness of environmental problems and provide a foundation for effective decision making.

Environmental Management Policy Development

The policy statement forms the basis through which the EMM will develop the legal framework which will enable it to incorporate environmental issues in their projects and policies and employ environmentally sustainable practices.

Environmental Impact Management

In order to institutionalise sustainable energy approaches and practices, the department compiled the state of energy report which has been approved by the council.



Subsequent to that, the EMM developed its first draft of the energy and climate change strategy.

As part of sustainable development, the department completed an energy audit of the Germiston Civic Centre and EMM Head Office. Grant funding has also been received from ICLEI for retrofitting of council buildings and retrofitting and conversion of petrol vehicles to LP Gas.

An air quality management plan has been developed and approved by the council. It is currently in the implementation phase.

Four air quality monitoring stations have been commissioned and are fully functional, reporting on ambient air quality within the EMM. A tender for two more stations has been initiated and the process for the appointment of the contractor is at the final stage.

An Environmental Management Systems Policy Statement has been developed and approved by the Council

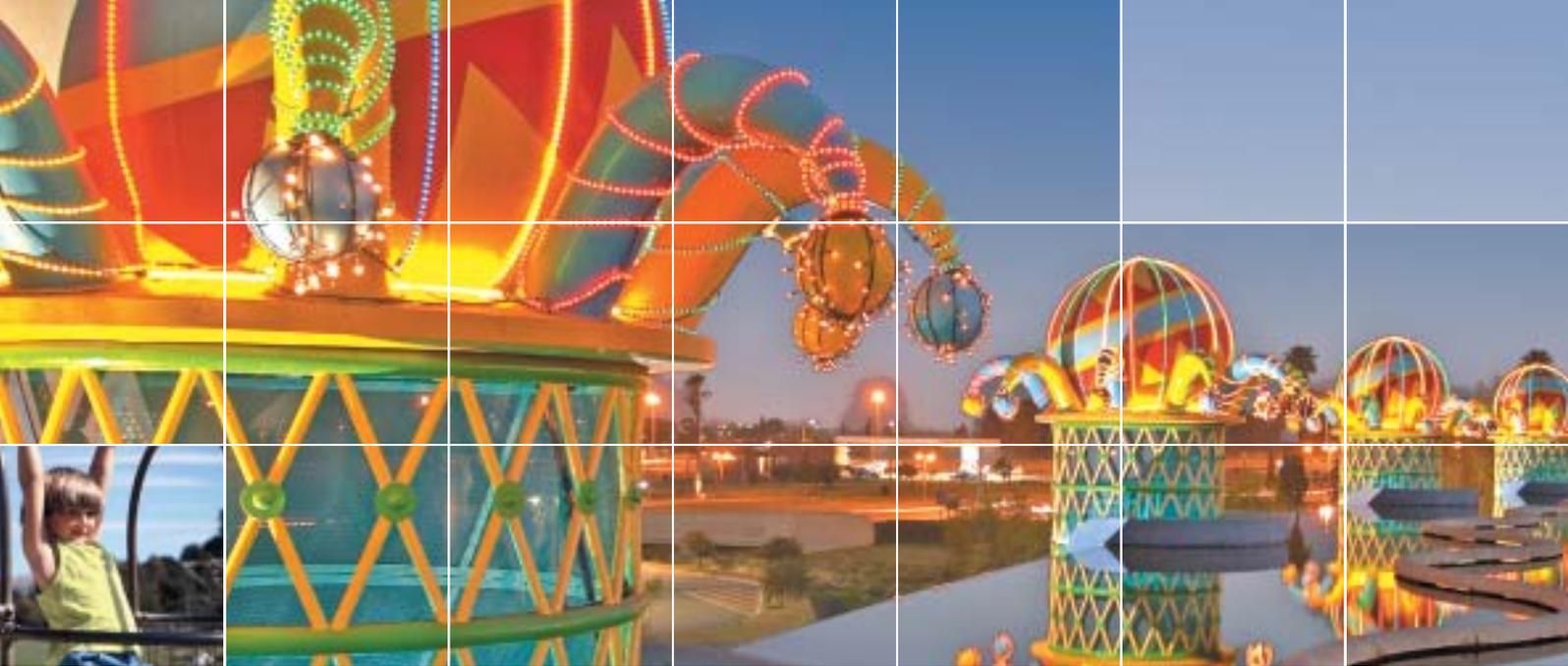
Tourism stimulates the Economy

Tourism continues to play a critical role in stimulating our local economy.

We have committed ourselves to a vigorous campaign to boost the tourism sector because of its strategic importance to our efforts to create jobs in the region.

There is a growing interest in the tourism sector in Ekurhuleni. We continue to encourage communities and all stakeholders in the tourism sector to ensure that we bring new investments into this growing industry. Economic growth and job creation lie at the centre of our tourism strategy.





CHAPTER FIVE
Building Sustainable
Communities

Fifty-nine tourism
scholars and
students studying
travel and tourism
and residing in
Ekurhuleni have
received practical
training.

Projects implemented

To date we have implemented a number of arts and culture projects:

- The Ma Afrika Event, which contributes to realising the objectives of the New Partnership for Africa Development (NEPAD);
- The Tourism Framework was adopted and is being implemented;
- The Tourism Marketing Plan was adopted and is being implemented;
- A number of theme routes (e.g. Gold Route, Art Deco and Wetlands) and geographical tourism routes (Tembisa, and Kathorus) have been established. Brochures for these routes are being published;
- An Ekurhuleni Tourist Map was published;
- A Regional Tourism Audit of facilities and services in Ekurhuleni has been completed;
- A Regional Tourism Brochure and CD have been published and include information on accommodation, eco-tourism, adventure, shopping, entertainment, conferencing, amongst other facilities;
- A Gauteng Tourism CD featuring Ekurhuleni is to be launched in November 2005;
- Thirty tour guides from previously disadvantaged communities have been trained;
- Eighteen small and micro tourism businesses ranging from restaurants, shebeens, pubs, tour operators and tourism students from the Kathorus area have been trained;
- Active participation in local, national and international tourism trade and consumer shows. Private, public partnerships were established and over 30 000 tourism generic brochures and educational material were distributed to the tourism industry and local and visitor sectors;
- Four tourism students have completed their 6 months internships with us. All four students have subsequently been employed in the private sector, with one student having joined the Tourism Division as a Tourism Officer;
- Fifty-nine tourism scholars and students studying travel and tourism and residing in Ekurhuleni have received practical training via active participation in projects and programmes of the department. Ten have received full time employment to date in the private sector;
- An interim Tourism Marketing Forum comprising various sectoral role players has been formed;



- A Tourism Youth Initiative Programme, which aims to ensure that the youth who wish to enter the tourism industry are encouraged to become tourism entrepreneurs, has been initiated. Annual programmes are being implemented, such as the Tourism Youth Summit in which over 200 youth participated; and
- Various awareness, capacity building and safety programmes have been conducted. Over 20 000 community members have been involved in these initiatives to date.

In order to strengthen the tourism chain and improve networking, a number of strategic partnerships were formed. Amongst others, links were established with the Cape Winelands District Municipality and Cape Town Routes Unlimited, the Department of Labour, the Department of Education the Gauteng Tourism Authority, South African Tourism, National Department of Environmental Affairs and Tourism, and ACSA.

18 small and micro tourism businesses ranging from restaurants, shebeens, pubs, tour operators and tourism students from the Kathorus area have been trained

Looking to the Future

During the past five years we have made definite progress in enabling the people of this region to enjoy the fruits of liberation and democracy. We have seen substantial improvements made in providing healthcare, building houses and providing water, electricity and sanitation.

The fruits of our work that began in 1994 are beginning to be visible throughout Ekurhuleni. We have laid a solid foundation and are on course to improving the lives of our communities.

As we celebrate the change in our communities, we are also aware of the many challenges we still face. Our fight against poverty and underdevelopment needs to be further intensified. Our responsibility as a sphere of government is to ensure that the quality of life of all that live and work in Ekurhuleni is improved

We will continue to engage in both progressive and meaningful discussions with our communities to shape a clear path from which governance and development will draw guidance and direction. The council will continue to pursue and encourage community participation programmes to ensure our plans are in line with community needs.

We have a responsibility to contribute to the process of transforming the lives of our people from the conditions of abject poverty and underdevelopment.

In our fight against poverty, racism and underdevelopment, we are committed to ensuring that equitable service delivery becomes the norm in Ekurhuleni and, as is clearly evident from this report, we have taken significant strides towards making this a reality.

The actions of the EMM have, to date, improved the lives of many, most notably those that have been neglected in the past.

Although a strong foundation has been laid, we will have to be focused and committed to ensure that we remain on track in the

transformation of the EMM and our communities.

Some of the challenges that still continue to face us include:

- Continuously developing and revising long-term growth and development strategies;
- Alignment of the budget (specifically the operational budget to the IDP);
- Ward-based planning;
- Implementing strict credit control;
- Accelerating and improving service delivery;
- Urban regeneration/renewal;
- Improving community/stakeholder participation;
- Ward committee support;
- Facilitating economic and social development;
- Job creation; and
- Improving inter-governmental relations and aligning policies to provincial and national government.

With regard to these challenges, we are proud to have already put processes and systems in place that will serve as a strong basis to start addressing them. We are also confident that, in partnership with our communities, we will address these challenges with the strong leadership and quiet determination that is required.

We see these not as insurmountable obstacles or problems but rather as challenges we are eager to meet as we remain steadfast in our commitment to delivering our best to the benefit of the people of Ekurhuleni.

Ekurhuleni has made significant advances towards being a truly integrated community. As your municipality, we can boldly say we have done our best since you gave us the mandate in 2000 to govern this region. Our work over the past five years clearly demonstrates our unwavering commitment to creating a better life for all.

We remain steadfast in our commitment to delivering our best for the benefit of the people of Ekurhuleni.



GLOSSARY
of terms

ABET	Adult Basic Education and Training
AIDS	Advanced Immune Deficiency Syndrome
ANC	African National Congress
BBBEE	Broad-Based Black Economic Empowerment
BEE	Black Economic Empowerment
BFES	Benoni Fire and Emergency Services
BMMS	Building Maintenance Management System
CAPEX	Capital Expenditure
CBD	Central Business District
CBO	Community Based Organisation
CCC	Customer Care Centre
CCTV	Closed-Circuit Television
CETA	Construction Education and Training Authority
CID	City Improvement District
CLF	Consolidated Loans Fund
CMIP	Consolidated Municipal Infrastructure Programme
COJ	City of Johannesburg
COT	City of Tshwane
CSIR	Council for Scientific and Industrial Research
DMC	Disaster Management Centre
DMCC	Disaster Management Co-ordinating Committee
DPLG	Development Planning and Local Government
DPSA	Department of Public Service and Administration
DRMP	Dolomite Risk Management Plan
DTI	Department of Trade and Industry
ECC	Emergency Control Centre
EGSC	Eastern Gauteng Services Council
EIA	Environmental Impact Assessments
EMF	Environmental Management Framework
EMM	Ekurhuleni Metropolitan Municipality
EMPD	Ekurhuleni Metropolitan Police Department
ERWAT	East Rand Water Care Company
GAMAP	Generally Accepted Municipal Accounting Practice
GAUMAC	Gauteng Manufacturing Advice Centre
GAUTRANS	Gauteng Department of Transport
GDAC	Germiston-Daveyton Activity Corridor
GDACEL	Gauteng Department of Agriculture, Conservation, Environment and Land Affairs
GDS	Growth & Development Strategy
GGP	Gross Geographic Product
GIS	Geographic Information System
GKPI	General Key Performance Indicator
HIV	Human Immunodeficiency Virus
HR	Human Resources
ICLEI	International Council for Local Environmental Initiatives
ICT	Information Communications Technology
IDP	Integrated Development Plan(ning)

What does it all mean?

IDZ	Industrial Development Zone
IERM	Institute of Environmental and Recreation Management
IMCI	Integrated Management of Childhood Illness
INCA	Infrastructure Finance Corporation
INEP	Integrated National Electrification Project
IT	Information Technology
ITP	Integrated Transport Planning
JIA	Johannesburg International Airport
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
LIS	Library and Information Services
LUMS	Land Use Management System
MAC	Manufacturing Advice Centre
MEC	Member of the Executive Committee
MERSETA	SETA for Manufacturing, Engineering and Related Services
MFMA	Municipal Finance Management Act
MI	Municipal Infrastructure
MIG	Municipal Infrastructure Grant
MMC	Member of the Mayoral Committee
MPCC	Multi Purpose Community Centre
MVA	Mega Volt Ampere
NEPAD	New Partnership for Africa's Development
NER	National Electricity Regulator
NGO	Non Governmental Organisation
PIER	Public Information Education Programme
PLWHA	People Living With HIV/Aids
PMS	Performance Management System
PMTCT	Preventing Mother To Child Transmission
PPP	Public-Private Partnership
R&D	Research & Development
RED	Regional Executive Director
SAPS	South African Police Services
SDC	Service Delivery Centre
SDF	Spatial Development Framework
SDR	Service Delivery Region
SED	Strategic Executive Director
SETA	Sector Education and Training Agency
SMART	Satisfaction/Management style/Accountability /Recognition/Timeous feedback
SMME	Small, Medium and Micro Enterprise
STI	Sexually Transmitted Infection
TB	Tuberculosis
UDB	Urban Development Boundary
VOIP	Voice Over Internet Protocol
WAN	Wide Area Network
WOMAD	World of Music, Arts & Dance

“ We are not being arrogant or complacent when we say that our country, as a united nation, has never in its entire history, enjoyed such a confluence of encouraging possibilities. ”

President Thabo Mvuyelwa Mbeki