



20 $\frac{24}{25}$

INTEGRATED DEVELOPMENT PLAN

POLITICAL LEADERSHIP 2021 - 2026

POLITICAL MANAGEMENT TEAM

Speaker of Council:
Cllr Sibongile Soxuza



Chief Whip:
Cllr Bennett Jantjie

Executive Mayor:
Cllr Siphso Radebe



MMC Finance and Revenue
Cllr Hassan Mosola Mako



MMC Shared Services
Cllr Mpho Serapelo



MMC Agriculture Local Economic
Development Planning and Tourism
Cllr Mbuyiselo Kantso



MMC Human Settlement
Cllr Maphiso Molepo

MEMBERS OF THE MAYORAL COMMITTEE



MMC Public Works
Cllr Tumi Mochawe



MMC Infrastructure Planning
and Development
Cllr Alfredo Sandamela



MMC Sport, Recreation, Arts and Culture,
Library, Information Services,
Parks and Cemeteries
Cllr Sehlahe Mahlasela



MMC Health and Social
Development
Cllr Regina Makgala Lesaoana



MMC Public Safety
Cllr Raditsela Elias Mokoena



MMC Environment
Management and Planning
Cllr Jonas Radebe



EXECUTIVE COMMITTEE (EXCO)



Mr Mothiba Mogofe
Chief Operational Officer



Mr. April Ntuli
Municipal Manager



Mr Mpfareleni Maseanoka
Chief Financial Officer



Ms Laura Mabunda
Chief Audit Executive



Mr TTE Msibi
Executive Director:
Shared Services



Mr Thendo Masia
Executive Director:
Economic Planning and
Human Settlement



Mr Madoda Besani
Chief Director: Metsi-a-Lekoa



Ms Jacqueline Mathabathe
Chief Risk Officer.



Mr Ernie Strydom
Acting Executive Director:
Public Works



Mr. Thembela Nxumalo
Acting Executive Director:
Infrastructure Planning & Development



Mr Aaron Makhubo
Acting Executive Director:
Community Services



COUNCILLORS 2021-2026

POLITICAL MANAGEMENT TEAM



Speaker of Council:
Cllr Sibongile Soxuza
(Ward 44)



Executive Mayor:
Cllr Siphso Radebe
(Ward 21)



Chief Whip:
Cllr Bennett Jantjie
(Ward 30)

MEMBERS OF THE MAYORAL COMMITTEE



MMC Finance and Revenue
Cllr Hassan Mosola Mako
(Ward 37)



MMC Shared Services
Cllr Mpho Serapelo
(Ward 14)



MMC Agriculture Local Economic
Development Planning and Tourism
Cllr Mbuyiselo Kantso
PR



MMC Human Settlement
Cllr Mapiiso Molepo
(Ward 35)



MMC Public Works
Cllr Tumi Mochawe
(Ward 41)



MMC Infrastructure Planning
and Development
Cllr Alfredo Sandamela
PR



MMC Sport, Recreation, Arts and Culture,
Library, Information Services,
Parks and Cemeteries
Cllr Sehlang Mahlasela
PR



MMC Health and Social
Development
Cllr Regina Makgala Lesaana
(Ward 23)



MMC Public Safety
Cllr Raditsela Elias Mokoena
(Ward 19)



MMC Environment
Management and Planning
Cllr Jonas Radebe
PR



CLLR Y MOTI (ANC)
WARD 02



CLLR ME MOGORO (ANC)
WARD 03



CLLR MH RORO (ANC)
WARD 06



CLLR NG NDWANDWE (ANC)
WARD 07



CLLR NS PHALA (ANC)
WARD 08



CLLR SJ SEFATSA (ANC)
WARD 11



CLLR MD MOKOLOPO (ANC)
WARD 12



CLLR ME MOHALE (ANC)
WARD 13



CLLR T ZINYANA (ANC)
WARD 16



CLLR M SIKUSULA (ANC)
WARD 17



CLLR TM KHOZA (ANC)
WARD 18



CLLR VR RAMOSHABA (ANC)
WARD 20



CLLR SC ZITHA (ANC)
WARD 22



CLLR RM HLAXANE (ANC)
WARD 24



CLLR MA TSHABALALA (ANC)
WARD 29



CLLR SJ NAAIPO (ANC)
WARD 31



CLLR KP LIUTLILENG (ANC)
WARD 32



CLLR MM TLADI (ANC)
WARD 25



CLLR TL LEKHEMA (ANC)
WARD 26



CLLR AD MOKOENA (ANC)
WARD 27



CLLR PC DAVIDS (ANC)
WARD 28



CLLR MP MOSIA (ANC)
WARD 40



CLLR JS MOCHAWA (ANC)
WARD 41



CLLR MA DONDOLO (ANC)
WARD 33



CLLR ST MOKOENA (ANC)
WARD 34



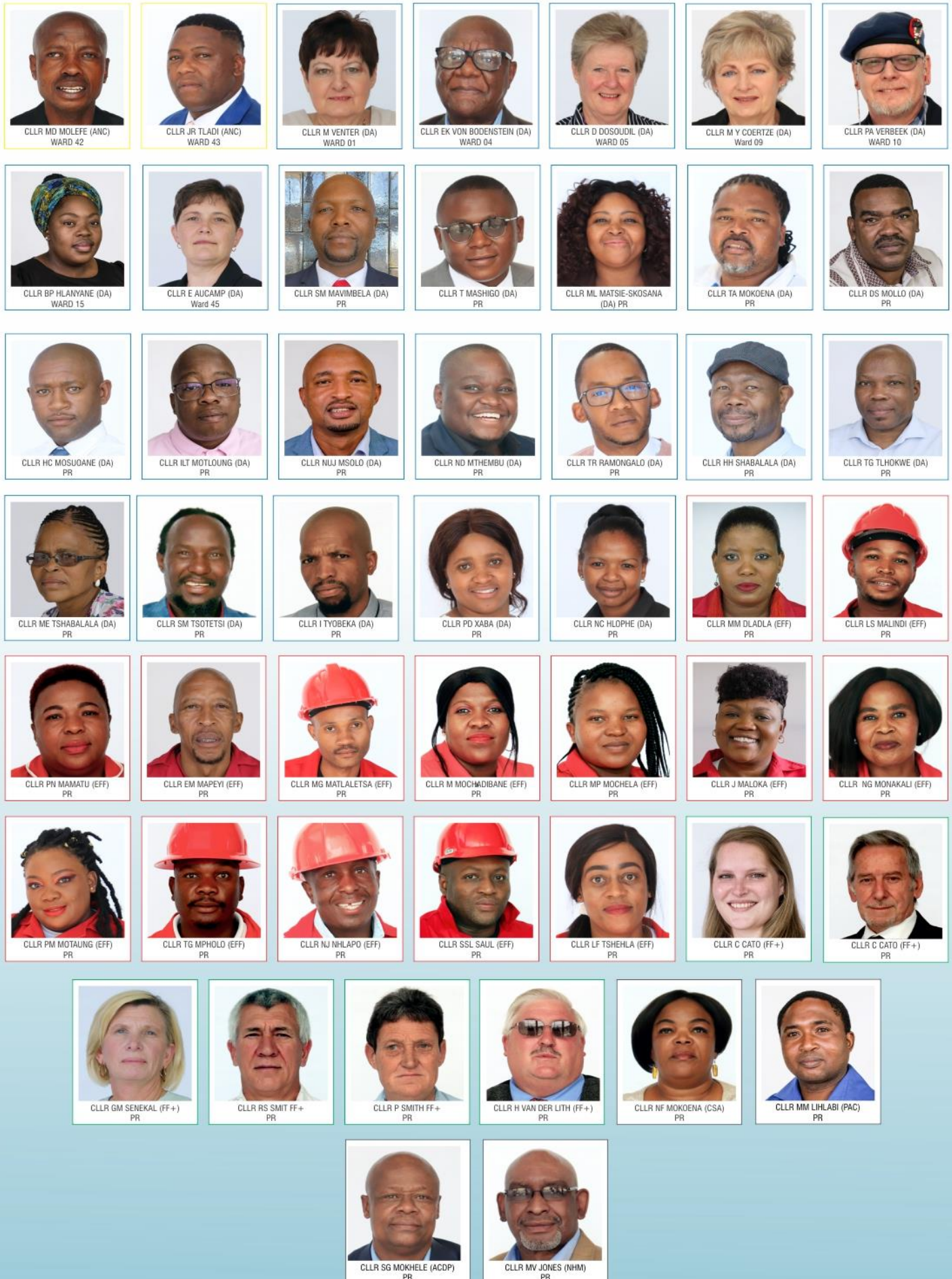
CLLR MR MG KODISANG (ANC)
WARD 36



CLLR PJ NHLAPO (ANC)
WARD 38



CLLR AS LEKELETSAME (ANC)
WARD 39



May The Souls of Cllr. Mkhumbeni, & Staff Members Who Passed Away During The Year Under Review Rest in Eternal Peace!!

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ABBREVIATIONS

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

HOD	Head of Department
HR	Human Resources
HRD	Human Resource Development
ICT	Information Communication Technology
IDP	Integrated Development Plan
IGR -Act	Intergovernmental Relations Act
IMCI	Integrated Management of Childhood Illness
INEP	Integrated Electrification Programme
IPU	Integrated Power Unit
ISCOR	Iron and Steel Corporation
IT	Information Technology
IWEX	Industrial Waste Exchange
IWMP	Integrated Waste Management Plan
KM	Kilometers
KPA	Key Performance Areas
KPI	Key Performance Indicator
KV	Kilovolts
LDV	Light Delivery Vehicles
LED	Local Economic Development
LG	Local Government
LGBTIQ	Lesbian, Gay, Bisexual, Trans and Gender Diverse, Intersex & Queer
LGWSETA	Local Government Water SETA
LRAD	Land Redistribution for Agricultural Development Programme
MAYCO	Mayoral Committee
MEC	Member of the Executive Committee
MFMA	Municipal Finance Management Act
MHS	Municipal Health Services
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MPCs	Multi-Purpose Centers
MISA	Municipal Infrastructure Support Agent
MSA	Municipal Systems Act, Act 32 of 2000
MTREF	Municipal Term Revenue Expenditure Framework
MSS	Municipal Support Services
MVA	Megavolt Ampere
NDPG	Neighborhood Development Partnership Grant
NER	National Electricity Regulator
NFPA	National Fire Protection Association
NGOs	Non-governmental Organizations
NHM	New Horizon Movement
NQF	National Qualifications Framework
NRS	National Regulator Services
NSDP	National Spatial Development Perspective
NT	National Treasury
NWMS	National Waste Management Strategy
O&M	Operations and Maintenance
OPEX	Operational Expenditure
PA	Patriotic Alliance
PAC	Pan African Congress
PaC	Performance Audit Committee
PC	Personal Computer
PD	Previously Disadvantaged
PGDS	Provincial Growth and Development Strategy
PHC	Primary Health Care
PJEC	Principal Job Evaluation Committee
PMS	Performance Management System
PMTCT	Prevention of Mother to Child Transmission
PMU	Project Management Unit
POPs	Persistent Organic Pollutants
PS	Public Safety
PS & CD	Public Safety and Community Development
SCADA	Supervisory Control and Data Acquisition
SDR	Sedibeng Rural Development
SOEs	State Owned Entities
SERO	Socio Economic Review and Outlook
TEDA	Township Economic Development Act
TISH	Townships, Informal Settlements & Hostels
UISP	Upgrade of Informal Settlements Programme



Cllr Siphso Radebe
Executive Mayor

FOREWORD BY THE EXECUTIVE MAYOR, *CLLR. SIPHISO RADEBE*

According to section 56 of the Municipal Structures Act, no 117 of 1998, the functions of an executive mayor are the following. The Mayor must:

- Identify the needs of the municipality
- Review and evaluate those needs in order of priority
- Recommend to the municipal council strategies, programmes and services to address priority needs through the integrated development plan (IDP), and the estimates of revenue and expenditure, taking into account any applicable national and provincial development plans, and
- Recommend or determine the best way, including partnership and other approaches, to deliver those strategies, programmes and services

to the maximum benefit of the community.

The focus areas contained in this document remain a critical guide to the work of the 5th Administration in transforming the Municipality and in the provision of basic services in an efficient and sustainable manner.

These focus areas are as follows:

- Positioning the Municipality as a high performing organisation;
- Ensuring financial viability and sustainability of the Municipality;
- Ensuring efficient service delivery and infrastructure development within the Municipality;
- Ensuring sustainable spatial planning and economic development, and
- Striving to ensure public safety and social transformation.

The area of financial performance remains a great concern to the Municipality. This is mainly due to a deficit which arose in the 2022/23 financial year as a result of high depreciation charges which were prompted by, among others: the municipalities' ageing infrastructure, bulk charges due to high water and electricity distribution losses; high financial costs due to the Eskom and Rand Water debt, the overspending on the budget as well as the low collection rate of 76% as at mid-year against the targeted collection rate of 80% as per debt relief.

The service delivery performance of the municipality continues to encounter

challenges and as a result poses a serious threat to social cohesion and stability in the sub-region. These challenges persist despite multiple attempts and many years of provincial government intervention and assistance. The municipality received a qualified audit opinion by the Auditor General of South Africa as a result of Assets namely property, plant and equipment. However, there has been vast improvement on matters relating to compliance with laws and regulations, financial management and predetermined objectives.

The administrative instability and weakness remain the ultimate concern of this political administration, however we are confident that the filling of senior management positions will address most of the shortcomings in the municipality. We take cognizance of the upcoming provincial and national elections in the year 2024 and urge all represented political parties to remain focused and steadfast in an endeavour to turn around both the non-financial and financial performance of the municipality.

The country continues to witness a paradigm shift in the political landscape with a state of instability and uncertainty in all coalition-led municipalities with constant changes in political leadership. However, the Emfuleni Local Municipality coalition government has remained intact, focused and resilient in resolving and tackling challenges of service delivery. The Coalition government of the municipality is in no illusion that the problems engulfing the Municipality can be resolved instantly. It does however believe that more effort, determination and resoluteness provide hope to save the area from further deterioration and demise. The current administration has tightened its oversight function and legislative mandate on the administration and service delivery.

The Municipality has in the past and will continue to engage other spheres of government to improve its revenue collection; furthermore, it will also ensure the reduction

of distribution losses on water and electricity due to their material risk towards its very survival.

The actual results of the trading services indicate that they are not profitable; this is particularly the case with water and refuse removal services. This view is supported by the assessment which was carried out by the GPT which found that these services were neither profitable nor sustainable.

The municipal leadership has intensified community and sectoral engagements to ensure that various stakeholders are active participants in resolving challenges facing the area. The declining manufacturing activities in our area and the ongoing load shedding have a negative impact on employment prospects and revenue for the Municipality. The steel industry, which is the biggest role player in the local economy, is already forecasting a reduced demand for the steel in the next three years. The Special Economic Zone (SEZ) for our region remains a beacon of hope for the future of our people and the Municipality. The activities linked to SEZ are expected to take off the ground during the current financial year. The municipal activities will be positioned to ensure that all activities of SEZ requiring our support do receive our unwavering support to ensure that they succeed.

They therefore play a crucial role in determining its failures or successes. The focus of this financial year will, among others, be: addressing the persistent poor performance culture, lack of accountability as well as irregular work attendance by employees. It is important to note labour related issues are central in the provision of services by the Municipality as well the maintenance of a positive public image. The political and administrative leadership notes that the aforementioned issues will be addressed and achieved in partnership with labour unions.

Systems of internal control have been put in place and a concerted effort will be exercised in boosting the morale of the workers in the

institution in order to enhance performance in the municipality. This will be achieved through the attendance of all outstanding labour issues as well as the provision of much needed tools of trade. Our approach to service delivery will seek to re-skill and up-skill all our internal employees as opposed to relying on external service providers. This reliance on external service providers has a tendency of rendering our employees redundant while at the same time they continue to earn a salary. The building of ethical, capable and developmental local government will be the key driver in stabilizing municipal administration in the country.

The complexity of ELM situation requires new methods of responding to challenges, to which creativity and Innovation will become key to bringing about new ideas and technologies to keep up with the rapid speed of transformation when old systems of doing things struggle to acclimatize. As service delivery continues to deteriorate, ELM residents have begun to take matters into their own hands. The organized community structures, individual communities and businesses are approaching the Office of the

Executive Mayor not only to complain but to offer or suggest solutions for their challenges. In harnessing and consolidating these initiatives, the Municipality has signed memoranda of understanding with private companies, institutions of higher learning and non-governmental organizations.

These joint efforts between the Municipality, business and the community will be important towards the achievement of social cohesion and the improvement of the quality of life for our residents. In adapting to the technologically changing society in which we live, I will be propelling the ELM to a vision of a Smart City wherein service delivery will be improved through technology and innovation.

These joint efforts between the Municipality, business and the community will be important towards the achievement of social cohesion and the improvement of the quality of life for our residents. In adapting to the technologically changing society in which we live, I will be propelling the ELM to a vision of a Smart City wherein service delivery will be improved through technology and innovation



Mr. April Ntuli
Municipal Manager

EXECUTIVE SUMMARY BY THE MUNICIPAL MANAGER,

MR. APRIL NTULI

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

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

Through this Integrated Development Plan document, we envisage to

Previous financial year we did make a commitment to address the following:

- a. Infrastructure development
- b. Heightened service delivery
- c. Building a habitable environment for our employees for an increased productivity
- d. Stabilising our finances and enhancing revenue
- e. Enhance performance and accountability

We have given an elaborate report in our 2023/2024 financial year, on all the pillars as mentioned above. We might not have performed well due to known financial constraints but we continue to live up our commitment made to the people of Emfuleni.

Service delivery

We are well ahead with our plan to ensure that we build capacity for Metsi -a- Lekoa to be able to redress the 63% water loss that we are currently experiencing in and around the Municipality, putting an end to sewer spillage that is caused by decaying underground infrastructure and shortening our turnaround time for responding to both water and sewer spillages in our townships. This we aim to do through a utility model.

We have since partnered with Rand Water to establish the Special Purpose Vehicle which will be stand - alone section 78 utility. It will have its own governance structure, budget and programs aimed at addressing the water and sanitation which has become an albatross the economic growth of our glorious Municipality resulting in high unemployment as we are unable to attract the investors due to infrastructure challenges

Electricity

This matter has been ceased with the courts of our land for some time until the courts agreed that indeed the disagreement between Emfuleni and Eskom remains an inhibiting factor towards service delivery to our people especially noting the perennial power outage which is equally affecting business continuity leading to revenue loss by companies that exist in and around the Municipality.

The courts directed for Emfuleni and Eskom to find each other and develop sustainable working relations to enable service delivery. Municipality is to appoint Eskom as its electrical agency that will be able to collect and address infrastructure maintenance so as to roll back the power outages as a result of non-maintenance of the electrical infrastructure. We are well ahead in our weekly engagements with Eskom to find long-lasting solutions to better our city.

Waste management

We have noted with concern that we have not been able to collect waste weekly according to our schedule owing to fleet challenges. We have taken a resolve to procure waste fleet to enable us to live according to our contractual agreement. This decision is taken realising the filth in our city and we want a clean city in a true spirit of Bontle-ke-Botho. We have called for an accelerated procurement process as we view this to be an urgent matter of concern.

Roads and storm water

Our revenue base has limited our quest to overhaul the Municipal Road infrastructure hence our call for payment of rates and taxes to enable us to drive service delivery. With all the financial challenges faced by the Municipality we continue with our pothole patching program, the provincial government has intervened to our plight by committing 40 roads in Emfuleni, this is the continuation of the 2021/22 financial year initiative. The program will be launched on the 7th February 2024.

Creating a habitable environment for employees

Keeping true to our commitment of creating an environment sufficiently conducive for our employees to exhibit their talent and ability, we have accelerated the appointment of senior managers. The process to appoint all the Executive Directors is way ahead as advertisements, short listing, interviews and assessments have been concluded and we are only awaiting to present the report to Council for final appointment.

Operation Clean Audit

We have been clear from 2023/24 financial year that the year was to get our house in order in terms of reducing the findings, 2024/5 we will run for unqualified audit opinion then clean audit by 2025/6. This will take serious commitment from us but we are willing to sweat and have sleepless nights just to ensure that we go back to glory days as the Municipality. We understand that it is through clean audit that we will be able to boost investor confidence and have more investors in our Municipality leading to economic growth and job creation. We have a weekly Audit Working Group that ensures that we become pragmatic with our intentions.

Financial stability

We have built systems that will redress our state of finance and indeed the systems appear to be working as we slowly stabilise on revenue generation; we have clear payment plan for our major creditors i.e. Eskom and Rand water, we have a clear manageable expenditure through developed procurement plans, we have reduced our creditors list.

These are but some of the programs in place to help the Municipality recuperate. We continue to make a call for our communities to pay for services rendered and in an event that we have household that qualify for our indigent policy then they must visit our Indigent department to register as such.

Our updated roadmap for the future is now complete and the exact route for the next five years is well articulated in the IDP document but this like any other Municipal undertakings is intended to be done in partnership with our communities as the Municipalities cannot pull it on its own but through the collaboration with its residents and the organised business.

In our recent drive we have been meeting with business community individually at their plants and the Municipality is humbled by the commitment displayed to rekindle the partnership between the Municipality and Business. It is through such partnership that our dream to turn Emfuleni Local Municipality

to a home and a Municipality of choice will not be a far-fetched but a realisable dream. We are on course and through a consensus with our communities we shall conquer and reposition Emfuleni as a Municipality of choice and a cradle for human kind.

This IDP document is not like any other that is just a good-to-read but rather a scientific and strategic policy document that outlines our intention to develop our Municipality and its people. It can only become a reality if we elect disregard anything that can deter us but opt for working together as the community of Emfuleni, Civil society and Business community to build our Municipality

CHAPTER 1

1

INTEGRATED DEVELOPMENT PLANNING

INTRODUCTION

It is a great pleasure of the 5th Administration of Emfuleni Local Municipality to welcome you to our reviewed 2024/2025 Integrated Development Plan (IDP), Budget and Spatial Development Framework (SDF). To make sure that you are also part and share our passion for our municipality and to implement its plans, we invite you to embrace and strengthen our social compact with you, as well as invite you to partake in all our activities which will be unfolding throughout the financial year. 2024/2025 is dedicated to service delivery.

Chapter 8 of the National Development Plan (NDP) Vision 3 in its opening statement says, “*Where We Live & Work Matters*”. The NDP statement is in support of the Constitution of the Republic as it dictates to municipalities *to deliver many of the services people use in their daily lives*. Our reviewed 2024/2025 IDP therefore is an important tool to position the municipality to meet those obligations. This IDP has considered the 2022 Census to make our planning even more informed.

It remains our wish that our communities and stakeholders will find our plans to be responsive to their aspirations. We also encourage our communities to read our IDP with the Annual Report that was approved by Council on the 30th January 2024, Item number A4988 and can be found in our website, www.emfuleni.gov.za along with other important documents of the municipality.

As we move forward to the future of Emfuleni, a consideration is made and emphasis is made on bottom-up planning to build sustainable communities, which the municipality refers to as Ward- based Approach to active delivery to a more multi-centric model. The model will see the incorporation of Asset Based Community Development (ABCD) and community based planning into the analysis phase of the IDP. Asset Based Community Development is a way of thinking and an approach to development which focuses on strength, abilities, opportunities, talents and gifts as a foundation or starting point for community development. In essence it recognises people as assets and involves development from the inside out.

As we welcome you on the journey to build a world-class river city, we look up to your partnership and wish that our communities and readers will find the 2024/2025 IDP and Budget responsive to their aspirations.

LEGISLATIVE FRAMEWORK

As prescribed in Section 34, the purpose of the Integrated Development Planning is faster and more appropriate delivery of services. On an annual basis, municipalities are required to review how they have performed against the pre-determined objectives obtained in the Integrated Development Plan (IDP). This is a form of institutional performance review and will inform how the municipality adjusts its focus and operations in order to meet targets.

Local government is also described as an animal of statutes. In addition to section 34 of the Municipal Systems Act (MSA), there is a number of other statutes that govern our sphere of government, and as well as their IDPs such as the following:

Constitution of the Republic of South Africa: Section 7(1) of the 1999 Constitution guarantees the establishment of democratic elected local government, whose objects are as follows, to provide democratic and accountable government for local communities, to ensure the provision of services to communities in a sustainable manner, to promote social and economic development, and to promote a safe and healthy environment. The Constitution also places municipalities in South Africa at the epicentre of essentials basis public services such as electricity and water;

National Development Plan, (NDP): The NDP, adopted by cabinet as a long term and plan for the economy is seen as a guiding document for South Africa. It was released in 2011 and positioned as a blueprint for tackling South Africa's challenges.

District Development Model, (DDM):The DDM is aimed at transforming the economy and improving the quality of life of people by enhancing cooperative governance.

Municipal Finance Management Act, 56 of 2003:

Motto, Vision, Mission & Value Statements

The motto, vision, mission and value statement were amended during the review of the 2023/2024 IDP and Budget. The process undertaken complied with Regulation 3 of the Municipal Systems Act, and the reviewed IDP was approved by a sitting of Council on the 30 May 2023, item number: A4878. The amended motto, vision, mission and value statements are as follows; -

Motto: *Vaal River City: The Cradle of Human Rights*

Vision: *A Smart Vaal River City*

Mission: *To build a modern integrated city through responsive, effective, efficient and sustainable municipal services in a smart accountable, reliable and transparent manner*

Values: *Subscribe to the Batho-Pele principles as well as bring responsive, discipline, accountability, transparent, respectful and honest*

Summary of the 2023/24 IDP & Budget Integrated Process Plan

All municipalities in the country are required by the Municipal Systems Act 32 of 2000 to submit to the Office of the MEC of CoGTA a Council approved IDP & Budget within ten days (10) days after its approval. Emfuleni Council approved its IDP and Budget on the 30 May 2023, and a copy was submitted to the MEC on the 05 June 2023. The law also requires that the MEC should upon receiving the IDPs and Budgets, write back and present his assessments.

CoGTA MECs Comments on the 2023/2024 IDP & Budget



ASSESSMENT OF THE EMFULENI LOCAL MUNICIPALITY (ELM) REVIEWED 2023/2024 INTEGRATED DEVELOPMENT PLAN IDP AND BUDGET BY THE MEC OF COGTA.

NO	ISSUES RAISED BY THEMEC	RESPONSIBLE DEPARTMENT/ CLUSTER	RESPONSES BY CLUSTER DEPARTMENT
1.	OVERALL CREDIBILITY OF THE 2023/2024 IDP		
1.1	The Gauteng Department of Cooperative Governance and Traditional Affairs (GCOGTA) acknowledges and appreciates the submission of the 2023-24 Integrated Development Plan (IDP) on 5 June 2023, six (6) days after its adoption by Council on 30 May 2023, in accordance with the Municipal Systems Act No. 32 of 2000 (MSA).	Integrated Development Plan (IDP).	The IDP department continues to rely on the municipal approved IDP & Budget Process Plan to guide all the municipal activities. Adherence to timeframes remains our priority hence the submission of the Final IDP 2023-24 was possible on the prescribed time in accordance to the Municipal Systems Act No.32 of 2000.
1.2	In terms of Sections 28 and 29 of the MSA, a municipality must follow a prescribed process when reviewing and/or amending an IDP. Furthermore, key activities and deadlines for the process must be set out in a Time Schedule adopted in terms of Section 21 of the Municipal Finance Management Act 56 of 2003 (MFMA).	Integrated Development Plan (IDP).	Section 28 states that, each municipal Council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its IDP. The municipality has consulted the communities through appropriate mechanisms, processes and procedures established in terms of Chapter 4. Furthermore, the municipality has provided the identification of all plans and planning requirements binding on the municipality in terms of national and provincial legislature.
1.4	The municipality's IDP indicates that there were no objections received during the consultation with the local community as required in Section 28(2) of the MSA. Based on this , there is no need to institute any action in terms of Section 32(2) of	Integrated Development Plan (IDP) & Budget.	The consultation process was advertised on local newspapers and the actual consultation was conducted at various regions to cater all 45 wards. There were no objections received regarding municipal plans and priorities.



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NO	ISSUES RAISED BY THE MEC	RESPONSIBLE DEPARTMENT/ CLUSTER	RESPONSES BY CLUSTER DEPARTMENT
	the MSA, against the municipal IDP process.		
1.5	<p>Emfuleni Local Municipality is commended for the thorough responses it has provided to the previous 2022/23 MEC comments in the current IDP review. Furthermore, it is noted that the Municipality is in the process of reviewing some of its sector plans, Gauteng COGTA will mobilise support from custodian GPG departments to assist the municipality to update some of the sector plans that are due for review</p>	<p>Integrated Development Plan (IDP)</p>	<p>The MEC comments should serve as a guide to all municipalities for the realisation of a credible IDP document; hence the responses were treated as a priority. The support from GPG departments is necessary and the municipality welcomes that.</p>
1.6	<p>It is however noted that the reviewed 2023-24 IDP contains a different vision to the one outlined in the 2022-26 IDP. Changes are further noted in the strategies (or strategic objectives) of the municipality's IDP. While these amendments to the IDP are welcome, the motivation behind the changes is unclear – which is critical as this is an in-year review of the 5-year IDP. Due to this lack of clarity in the IDP, the Department is unable to determine whether Regulation 3 of the Local Government: Municipal Planning and Performance</p>	<p>Office of the Municipal Manager</p>	



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NO	ISSUES RAISED BY THEMEC	RESPONSIBLE DEPARTMENT/ CLUSTER	RESPONSES BY CLUSTER DEPARTMENT
	<p>Management Regulations (2001) has been complied with or not.</p>		
1.7	<p>Regulation 3 stipulates that the municipality should ensure that the proposal for amending the IDP is accompanied by a memorandum that sets out the reasons for the proposal. Furthermore, the amendment must be aligned to Section 27 District Framework of the MSA. The decision to amend must be in accordance with the rules and orders of Council. The Council should ensure that the following have been complied with:</p> <ul style="list-style-type: none"> • All members of Council must be given reasonable notice; • The proposed amendment has been published for public comment for a period of at least 21 days in a manner that allows the public an opportunity to make representations with regard to the proposed amendment; • The municipality that considers an amendment must consult in terms of Sections 5 and 6 of Regulation 3 and take all 	<p>Office of the Municipal Manager</p>	



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NO	ISSUES RAISED BY THEMEC	RESPONSIBLE DEPARTMENT/ CLUSTER	RESPONSES BY CLUSTER DEPARTMENT
	<p>comments submitted before it takes a final decision on the proposed amendment .</p>		
1.8	<p>Should the municipality therefore fail to submit the necessary credible evidence as outlined above to ascertain compliance with the requirements of Regulation 3, the municipality will be obliged to revert to its original 5-year IDP vision and strategies until such time that it can demonstrate compliance to Regulation 3 in making the said amendments to its IDP.</p>	<p>Office of the Municipal Manager</p>	
2.	<p>IDP ASSESSMENT AND OBSERVATIONS</p>		
2.1	<p>In terms of process, the current MEC comments were compiled in conjunction with the primary custodians and drivers of the IDP Key Performance Areas (KPAs), including GPG departments, SALGA and the National Department (DWS). The municipality is hereby commended for developing a user-friendly document that is coherent in its compilation particularly on the following key performance areas (KPAs):</p>		
2.1.1	<p>It is noted that Emfuleni's IDP is silent on efforts geared towards the implementation of the Township Economic Development Act (TEDA). As a provincial imperative, the implementation of TEDA will aid the Municipality to consolidate its township economy efforts with support from Province. To this effect, a TEDA roadshow has been politically resolved</p>	<p>Local Economic Development (LED)</p>	<p>ELM has finalized the development of TEDA BY-LAWS. The by-laws will be circulated to various departments for comments before any submission to council for final approval. The By-laws are now being reviewed by the Legal Department, awaiting the final document from the Legal department. Once the document is received from the Legal department the workshop will be organised to introduce the by-laws to the relevant stakeholders</p>



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NO	ISSUES RAISED BY THEMEC	RESPONSIBLE DEPARTMENT/ CLUSTER	RESPONSES BY CLUSTER DEPARTMENT
	at the Gauteng Department of Economic Development's MEC/MMC 4th Quarter Political IGR to enhance further collaboration between the Municipality and the Province.		
2.1.2	It is noted with appreciation that the municipality has made strides in the development of its Tourism Strategy – which was approved by EXCO in March 2022. The municipality is urged to fast track the process of adopting the Tourism Strategy at Council to enable implementation. As part of giving effect to the strategy, it is further recommended that the municipality consult the Gauteng Tourism Authority (GTA) regarding local tourism business support.	Local Economic Development (LED)	Noted. The Tourism strategy has already been tabled in both Committees and Sections 80, on 22 September 2023 and thereafter Section 80 Committee members will be work shopped on the strategy. The department is still waiting for the Cllr to be workshopped and the Strategy be forwarded to Mayco and Council for approval.
2.1.3	It is further noted that Emfuleni Local Municipality has made positive strides in concluding its Local Economic Development strategy, which was approved by its EXCO in March 2022. It is noted that this LED strategy was scheduled for approval by Council by the end of 2022/23 financial year. The municipality is urged to	Local Economic Development (LED)	Noted Once the LED Strategy is approved, it will be submitted together with the IDP as requested. The strategy is not yet approved by the LED Section 80 committee.



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NO	ISSUES RAISED BY THEMEC	RESPONSIBLE DEPARTMENT/ CLUSTER	RESPONSES BY CLUSTER DEPARTMENT
	submit a copy of the Council-approved strategy together with the subsequent IDP review.		
2.2.1	It is noted that the municipality is in the process of finalising the development of a new SDF for its area (as funded by the Department of Agriculture, Land Reform and Rural Development). Gauteng COGTA participated in the process of drafting the SDF through the project steering committee and one-on-one engagements. To this end, it is anticipated that subsequent IDP submissions to the Department will contain a copy of the new SDF as well as appropriately summarising it within the IDP.	Land Use Management (LUM)	Noted. The new SDF 2024 and summary thereof will be submitted together with the IDP as requested.
2.2.2	As part of the above process and strategic spatial responses in the IDP, a full contextualisation of the National Spatial Development Framework as approved by Cabinet in 2022 required.	Land Use Management (LUM)	
2.2.3	With regards to the implementation of Sustainable Drainage Systems (SUDS), the Municipality – working with the District, is advised to	Public Works (PW)	



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NO	ISSUES RAISED BY THEMEC	RESPONSIBLE DEPARTMENT/ CLUSTER	RESPONSES BY CLUSTER DEPARTMENT
	<p>identify and work on its Sustainable Drainage Systems as a means of mitigating against flash floods that may occur in its municipal area. The absence of this is often noted during heavy rains and the impact is clear on residents as well as infrastructure. It is therefore recommended that the Municipality and District work collaboratively with the Gauteng Department of Agriculture and Rural Development to implement SUDS effectively.</p>		
2.3	SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT		
2.3.1	<p>To proactively effect spatial transformation, the National Department of Human Settlements (DHS) declared in March 2020 that a total of 26 Priority Human Settlements and Housing Development Areas (PHSHDA) in Gauteng have been gazetted. DHS has identified two (2) PHSHDAs which are Evaton/Sebokeng and Vereeniging/Vanderbijlpark. At the centre of these PHSHDAs is the drive to enable residents to live closer to areas of economic activities and social amenities such as schools, health facilities and job</p>	Housing & LED	<p>Mega Project identified as follows:</p> <ul style="list-style-type: none"> • Boiketlong Corridor • Johandeo Corridor • Vaarl River City • Vaal SEZ



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NO	ISSUES RAISED BY THEMEC	RESPONSIBLE DEPARTMENT/ CLUSTER	RESPONSES BY CLUSTER DEPARTMENT
	<p>opportunities as well as access to adequate accommodation. In the implementation of this spatial targeting policy, Development Plans or Integrated Implementation Programmes need to be compiled within the PSHDAs, which will in turn create a project pipeline for potential future human settlement projects. The PSHDAs and the accompanying Development Plans are meant to serve as a blueprint for the municipal Housing Sector Plan in so far as the spatial direction of future human settlements is concerned.</p>		
2.3.2	<p>In the final IDP submission to COGTA, Emfuleni's IDP does not contain the Housing Sector Plan but reflects a brief section on Human Settlements. The need for Housing Sector Plans arises from a concern that in most municipalities, the IDP process inadequately addresses issues related to the provision of housing. The municipality is urged to include the Housing Sector Plan in the subsequent IDP submission.</p>	Housing	Sector Plan is part of Housing District Municipality.
2.4	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT		



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NO	ISSUES RAISED BY THEMEC	RESPONSIBLE DEPARTMENT/ CLUSTER	RESPONSES BY CLUSTER DEPARTMENT
2.4.1	<p>It is important that where there are issues raised by the Auditor General (AG), a summary thereof should be provided in the IDP, along with strategies to address them. While Emfuleni LM obtained a qualified audit opinion in the 2021/22 financial year, which is for two (2) consecutive years, it has not provided such a summary in the IDP. It is appreciated that the Municipality aims for good governance and the IDP states that management plans to timeously respond to the Audit Action Plan, monitoring progress on a monthly basis, including quarterly reports to the Audit Committee. It is envisaged that these measures will resolve the outstanding findings raised by AG during the previous financial years to avoid reoccurrences.</p>	<p>Finance & Internal Audit</p>	<p>The Municipality obtained a qualified audit opinion for the 2021/2022 audit. Implementation on the Auditor-General's findings also seem to have moved at slow pace; however, it should be noted that 63% of audit findings were resolved while 36% were in progress/partially resolved and 1% not yet resolved.</p>
2.4.2	<p>As part of efforts to eradicate Unauthorised, Irregular, Fruitless and Wasteful expenditure (UIF&W), Emfuleni's IDP does not make reference to the role of MPAC in addressing UIF&W expenditure. The municipality is urged to</p>	<p>Office Of the Speaker & Finance</p>	<p>A UIF & W strategy has been prepared with the assistance of the Gauteng COGTA and approval by Council when Budget for the 2024/25 MTREF is tabled in Council.</p>



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NO	ISSUES RAISED BY THEMEC	RESPONSIBLE DEPARTMENT/ CLUSTER	RESPONSES BY CLUSTER DEPARTMENT
	include the UIF&W Expenditure Reduction Plan, which is aimed at eradicating UIF&W in the IDP to communicate to the public their efforts in dealing with the UIF&W expenditure going forward and consequence management.		
2.4.3	The municipality's projected cost coverage is at 0.0 months. The same situation prevails in the 2024/25 and 2025/26 financial years, demonstrating that the municipality does not have the ability to meet its monthly fixed expenses from the projected cash over the MTREF period. The liquidity ratio of 0.1 is projected for 2023/24 below the industry norm of 1:1, indicating that the municipality should first collect outstanding debtors in order to meet all liabilities. The ratio outcome increases to 0.2 for the two outer years. There is a greater need to address the financial position of the municipality to ensure its viability.	Finance	Council has approved the restructuring of the statement of Financial Position (Balance sheet) on the basis of the formation of the special purpose Vehicle (SPV) and the municipal's participation in the ESKOM debt relief. The following measures should improve the performance and ratio's of the municipality: <ol style="list-style-type: none"> 1. The formation of a Special Purpose Vehicle (SPV) 2. Continued participation in the ESKOM Debt Relief Program in terms of MFMA Circular 124. 3. Implementation of resolutions of the EXCO Lekgotla of March 2024
2.5	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT		
2.5.1	Emfuleni Local Municipality is recognised for the establishment of its Youth Advisory Centres. It is	Office Of the Executive Mayor & Social Development	



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NO	ISSUES RAISED BY THEMEC	RESPONSIBLE DEPARTMENT/ CLUSTER	RESPONSES BY CLUSTER DEPARTMENT
	<p>envisaged that these will inspire and fuel a new sense of hope and optimism among young people within the municipal area towards a better future. In advancing this initiative, the municipality is urged to ensure that any training and job opportunities that may arise target this designated group, among others.</p>		
2.5.2	<p>In light of the above, however, Youth Forums are not operating at their full potential. This is due to a lack of resources and capacity. To this end, it is vital for the municipality to allocate resources and consider collaborations to close the current gaps.</p>	<p>Office Of the Executive Mayor & Social Development</p>	
2.5.3	<p>It has further been observed that gender initiatives, Gender-Based Violence and Femicide (GBVF) and persons with disabilities programmes are only planned and implemented under the Municipality's Social Development unit. The municipality should be guided by the GBVF pillars as well as the National Strategic Plan (NSP) indicators to plan and implement the intervention programmes.</p>	<p>Social Development</p>	



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NO	ISSUES RAISED BY THEMEC	RESPONSIBLE DEPARTMENT/ CLUSTER	RESPONSES BY CLUSTER DEPARTMENT
3.	CROSS-CUTTING ISSUES		
3.1	<p>Standard Transfer Specifications Project: The Standard Transfer Specification (STS) is the global standard for the transfer of electricity and other utility prepayment tokens. It secures message protocol that allows information to be carried between a point-of-sale (POS) and a prepayment meter and is currently finding wide application in electricity metering and payment systems. Municipalities use the STS technology in their electricity and water utilities business to measure and charge water and electricity. All prepayments' meters using the STS will stop dispensing electricity on 24 November 2024, thus presenting a significant risk to the service levels, sales and revenue collection of all municipalities to end user customers in the electricity utilities business. The prepayment meters will stop accepting new credit tokens, and will then stop dispensing electricity after the existing credits are used up. Any tokens generated after this date and utilizing the 24-digit</p>	<p>Electrical Department</p>	<p>The Department has started with communication on TID roll out to the communities and councillors with aim of implementation as of beginning of October. Then target is 3000 meters per month.</p>



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NO	ISSUES RAISED BY THEMEC	RESPONSIBLE DEPARTMENT/ CLUSTER	RESPONSES BY CLUSTER DEPARTMENT
	<p>token identifier (TID), calculated on base date 1993, will be rejected by the meters as being old tokens as the TID value encoded in the token will have reset back to zero.</p> <p>Thus, there is a need to put in place a proper plan and structures that will manage this risk, thereby ensuring that municipalities perform the TID rollover for each and every prepayment meter by November 2024. This requires substantial time, effort and resource loading on the part of municipalities, thus making it imperative that the remedial action process commences as a matter of urgency. The current status of the STS prepayment meter reset project (dashboard monitored by SALGA on a quarterly basis) in Gauteng shows that only the City of Ekurhuleni has managed to reset 5447 meters with 325 745 meters outstanding, with the remaining municipalities yet to start the fore-said process. To this end, SALGA continues to collect data from municipalities on a quarterly basis by means of an online questionnaire, and continues to engage its</p>		



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NO	ISSUES RAISED BY THEMEC	RESPONSIBLE DEPARTMENT/ CLUSTER	RESPONSES BY CLUSTER DEPARTMENT
	<p>partners – Eskom, SANEDI, STS Association and others – to identify the support measures they can offer to municipalities.</p>		
3.2	<p>Water quality in municipalities: From a bulk provision point of view, water and sanitation remains a challenge. This includes the quality thereof, as could be seen in the recent Hammanskraal cholera outbreak. To this effect, the national Department of Water & Sanitation has therefore reintroduced the Green Drop programme to continuously assess the performance of Waste Water Treatment facilities in municipalities as they are the main contributors to poor water quality. Gauteng has shown improvement, in particular the City of Ekurhuleni. Furtherwork is however required to bring the status to compliance levels.</p>	<p>Metsi-a-Lekoa</p>	<ul style="list-style-type: none"> • Through Section 63 intervention, Rand Water as an implementing agent provides for Process Advisory, Operation, maintenance and Laboratory service in respect of Emfuleni’s Water Treatment process. It provides Water treatment chemicals to Vaaloewer Water Treatment Works. These chemicals (ultra floc and chlorine gas cylinder) are utilized on a daily basis for water purification • Water quality sampling is done on monthly basis. ELM collects 21 samples from water taps around Emfuleni water network, the samples are then send to Rand Water laboratory for analysis. The water sample points consist of the following: <ul style="list-style-type: none"> • Reservoir VDBP • BophelongErf 1835 • Vaal Mall • Car wash SE3 • Sharpville Clinic • Oscar Vereeniging • River square mall • Four ways Three rivers • Reservoir three rivers • Vaal candy • Vaal informal • Beverly Hills Mall



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NO	ISSUES RAISED BY THEMEC	RESPONSIBLE DEPARTMENT/ CLUSTER	RESPONSES BY CLUSTER DEPARTMENT
			<ul style="list-style-type: none"> • Vaal gate • Vaal plant • Eskom palm springs • Palm spring mall • Evaton Council Offices • Sebokeng WCW • Sebokeng Mall • Sebokeng WCW • Sebokengclinic hospital <p>All sample points needs to comply with SANS 241 of Drinking Water standards. Determinants tested on the ELM network are as follows;</p> <ul style="list-style-type: none"> • Standard Plate count • Coliforms • E.coli • Ph • Turbidity • Free Chlorine <ul style="list-style-type: none"> • Through Section 63 intervention, Rand Water as an Implementing Agent provides for Process Advisory, Operation, maintenance and Laboratory service in respect of Emfuleni's Wastewater Treatment Works. Namely: Leeuwkuil, Rietspruit&Sebokeng WWTW's • The Wastewater Quality monitoring is required by Water Use License-National Water Act,1998 (Act No 36 of 1998)- of Section 21F of the Act- Discharging Waste or Water Containing Waste into a Water Resource Subject to the conditions set out in Appendices I & II



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NO	ISSUES RAISED BY THEMEC	RESPONSIBLE DEPARTMENT/ CLUSTER	RESPONSES BY CLUSTER DEPARTMENT
3.3	<p>Bulk infrastructure delivery: Whilst municipalities have made progress in quantifying their bulk infrastructure needs, the biggest hurdle in meeting the demands is funding for the delivery of the projects. This applies to both metros and local municipalities. Initiatives are in place by the Department's Infrastructure Technical Support Unit to identify a practical approach to funding bulk infrastructure delivery in municipalities. This work is undertaken jointly with municipalities, MISA, the DBSA as well as Provincial Treasury.</p>	<p>Infrastructure Planning and Development (IPD)</p>	
3.4	<p>Energy Crisis: Assessments undertaken to identify potential interventions by municipalities to counter loadshedding have revealed that only the Metros are planning for a mixed energy supply whilst local municipalities continue to focus on Eskom electricity supply for the energy needs of their communities. Midvaal Local Municipality is making strides to attain an energy mix albeit limited by financial constraints. Municipalities are urged to advance their planning efforts towards a mixed</p>	<p>Electrical Department</p>	<p>The Department is investigating the options that are available so that a suitable energy strategy can be selected for feasibility study.</p>



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NO	ISSUES RAISED BY THEMEC	RESPONSIBLE DEPARTMENT/ CLUSTER	RESPONSES BY CLUSTER DEPARTMENT
	<p>energy supply in their respective. The Department is available to support municipalities in this regard.</p>		
3.5	<p>Premier's Elevated Priorities: During the introduction of the new cabinet in October, the Premier decided to elevate five priorities in the Growing Gauteng Together (GGT2030) action plan. These elevated priorities are:</p> <ul style="list-style-type: none"> • Economic recovery and reconstruction; • Strengthening the battle against crime, corruption, vandalism, and overcoming lawlessness; • Changing the living conditions in townships, informal settlements and hostels; • Prioritisation of the health and wellness of people; and • Strengthening the capacity of the state. <p>It is envisaged that greater service and infrastructure delivery as well as increased engagement with citizens and various sectors of society will be realised through the implementation of the above priorities. For instance, the Gauteng Department of Human Settlements is expected to accelerate the</p>	<p>LED, LUM and Human Settlements</p>	



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NO	ISSUES RAISED BY THEMEC	RESPONSIBLE DEPARTMENT/ CLUSTER	RESPONSES BY CLUSTER DEPARTMENT
	<p>building of houses in townships, transforming all hostels to become habitable, releasing serviced land to young people to build their own houses and improving the quality of lives of people living in Townships, Informal Settlements, and Hostels (TISH). The Gauteng Department of Infrastructure Development will ensure the completion of incomplete infrastructure projects and accelerate infrastructure delivery in TISH areas. Whereas the Gauteng Department of Co-Operative Governance and Traditional Affairs is mandated to support municipalities by managing the coalition governments in Gauteng's municipalities and ensuring their stability. The support and cooperation by the Municipality towards the realisation of these elevated priorities in your municipal area will be appreciated.</p>		
4.	IDP MONITORING AND SUPPORT		
4.1	<p>As part of efforts to elevate the standard of IDPs in the Province, Gauteng COGTA will initiate measures towards improved support to municipalities throughout the current IDP</p>	<p>Integrated Development Plan (IDP)</p>	<p>COGTA's managers forum is a positive initiative in assisting the municipalities in elevating the standards of IDPs. However, in an effort to elevate the IDP standard, it should be noted that the IDP remains a public document. Therefore it should be less technical to cater the level of all communities</p>



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NO	ISSUES RAISED BY THEMEC	RESPONSIBLE DEPARTMENT/ CLUSTER	RESPONSES BY CLUSTER DEPARTMENT
	<p>review cycle. To this end, municipalities are also urged to timeously indicate to the Department the specific areas in which they need support.</p>		<p>without unnecessary compromising the quality and ultimately it should be a living document.</p>
4.2	<p>The Department will further provide hands on support and assist municipalities to mobilize sector departments. Moreover, the Department will be developing profiles for municipalities in line with the latest Stats SA census data in the coming months. Together with the economic profiles being developed in partnership with the Department of Trade and Industry, it is envisaged that municipalities will use this information in the process of reviewing their respective IDPs and DDM One Plans.</p>	<p>Integrated Development Plan (IDP)</p>	<p>All the efforts are necessary and welcomed. The profiling of the municipalities will assist all planners and stakeholders and municipalities should be part of the process in every step because they understand their respective areas better.</p>
4.3	<p>In relation to the coordination and mobilisation of provincial support and monitoring to municipalities, the role of MEC for Local Government is outlined and amplified in Section 31 (c) of the MSA 2000. As part of actualisation of this legal imperative, the following support is mobilised by Gauteng Provincial Government to municipalities:</p>	<p>IPD</p>	



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NO	ISSUES RAISED BY THEMEC	RESPONSIBLE DEPARTMENT/ CLUSTER	RESPONSES BY CLUSTER DEPARTMENT
4.3.1	Gauteng COGTA has several initiatives aimed at supporting the fast-tracking of implementation of infrastructure programmes within municipalities. These include the Provincial Capex War Room and the War Room on Fast Tracking Infrastructure Programmes, which are constituted by municipalities and sector departments to advance performance on infrastructure grants. This structure convenes bi-monthly.	IPD and Monitoring & Evaluation	
4.3.2	In addition to the above, the Department provides Technical Support to municipalities to strengthen capacity in the built environment departments. Amongst others, this is done with the intention to support municipalities in the preparation of Project Business Plans for securing the necessary infrastructure funds and the development of Capital Expenditure Frameworks; support the review development and implementation of Infrastructure Asset Management as well as sector master plans.	Infrastructure Planning and Development (IPD)	
4.3.3	The Department has established OPCA PCC as an advisory committee to advise	Internal Audit	





ASSESSMENT OF THE EMFULENI LOCAL MUNICIPALITY (ELM) REVIEWED 2023/2024 INTEGRATED DEVELOPMENT PLAN IDP AND BUDGET BY THE MEC OF COGTA.

NO	ISSUES RAISED BY THEMEC	RESPONSIBLE DEPARTMENT/ CLUSTER	RESPONSES BY CLUSTER DEPARTMENT
	municipalities on how to resolve issues raised by the Auditor General.		
4.3.4	Regarding UIF&W, the Department will deploy additional capacity to assist the municipality with the strategies on how to deal with the Unauthorised, Irregular, Fruitless and Wasteful expenditure (UIF&W) in the current financial year.	Finance	A UIF & W strategy has been prepared with the assistance of the Gauteng COGTA and approval by Council when Budget for the 2024/25 MTREF is tabled in Council.
4.3.5	The Gauteng Department of Economic Development's (GDED) Inclusive Economies roadshow will be rolled out within the municipality as part of efforts to further expand on the role and importance of the Township Economic Development Act (TEDA).	Local Economic Development (LED)	Noted. ELM will be part of the road shows and assist the process in whatever ways it can. An assessment of local SMME's is being done to identify their needs and restrictions and Red Tape they encounter in doing business. Department of Small Businesses and agencies (SEDA and SEFA) are being engaged in contributing in the local initiatives of assisting local SMME's with the township economic development focus, workshops have been convened. Also the roadshow has not been done with the Gauteng Department of Economic Development's (GDED)
4.3.6	The GDED, through the Gauteng Enterprise Propeller (GEP) and its Inclusive Economy Unit, is to strengthen support to the municipality towards the development of local enterprises.	Local Economic Development (LED)	Noted. This assistance will be highly appreciated.
4.3.7	Implementation of the District Development Model: COGTA in collaboration with OOP and GPT (as the Centre	Integrated Development Plan (IDP)	High unemployment rate, local economic development and infrastructure were some of the key issues raised during public consultation



ASSESSMENT OF THE EMFULENI LOCAL MUNICIPALITY (ELM) REVIEWED 2023/2024 INTEGRATED DEVELOPMENT PLAN IDP AND BUDGET BY THE MEC OF COGTA.

NO	ISSUES RAISED BY THE MEC	RESPONSIBLE DEPARTMENT/ CLUSTER	RESPONSES BY CLUSTER DEPARTMENT
	of Government) will continue to monitor progress of the long-term projects earmarked for implementation within the municipal space. Therefore, continued support and participation of the municipality in the existing intergovernmental DDM-Technical structures remains critical.		process. The DDM will unlock most of the regions socio-economic challenges. Therefore, continued support and participation is crucial.
5.	RECOMMENDATIONS		
The following recommendations are made to the Municipality and progress on these will be assessed amongst others, in the next IDP, the municipality: -			
5.1	Should advance its efforts and support towards the implementation of the Township Economic Development Act (TEDA) in its area.	Local Economic Development (LED)	Noted, affected policies/plans/by-laws on land development and economic activities to be reviewed. Currently the municipality is reviewing its Strategies, policies and By-laws. Awaiting approval from LED Section 80 on the draft LED & Tourism strategy, Informal trading & Outdoor advertising policies. Legal department is busy reviewing all the municipal By-laws
5.2	Needs to fast track the process of adopting its Tourism Strategy at Council.	Local Economic Development (LED) & Tourism	The Tourism strategy has already being tabled in both Committee and Section 80 Committee members on policies including on the Strategy began. LED Section 80 committee referred the Strategy. The committee requested the workshop before they approve the draft strategy.
5.3	Should submit a copy of its Council-approved LED Strategy to the Department.	Local Economic Development (LED)	Noted. The LED strategy already approved by EXCO and is tabled for section 80 on the 22 September 2023, Section 80 Committee members first session of policies workshop affecting the subject strategy began. Workshop




  <small>Vaal River City, the Cradle of Human Rights</small>			
ASSESSMENT OF THE EMFULENI LOCAL MUNICIPALITY (ELM) REVIEWED 2023/2024 INTEGRATED DEVELOPMENT PLAN IDP AND BUDGET BY THE MEC OF COGTA.			
NO	ISSUES RAISED BY THE MEC	RESPONSIBLE DEPARTMENT/ CLUSTER	RESPONSES BY CLUSTER DEPARTMENT
			has not been done yet with LED Section 80 committee.
5.4	Consults the Gauteng Tourism Authority (GTA) regarding local tourism business support.	Local Economic Development (LED) & Tourism	There are consultation between the Gauteng Tourism Authority and the municipality through the district regarding local tourism business support where businesses are consulted for their training and capacity needs.
5.5	Must include a summary of issues raised by the AG, especially those that hinder the municipality from achieving a clean audit or are recurring. The municipality should include the UIF&W Expenditure Reduction Plan in the IDP.	Internal Audit	
5.6	Should ensure contextualisation of the National Spatial Development Framework (NSDF) as part of the SDF review and spatial responses in the IDP.	Land Use Management (LUM)	Noted
5.8	Is urged to include the Housing Sector Plan in the subsequent IDP submission.	Housing	Sector Plan is part of Housing District Municipality.

The 2024/2025 IDP & Budget development process leading to the adoption of the IDP & Budget

The below figure indicates the process that was followed in developing the 2024/2025 IDP and Budget. The process is drawn from the IDP & Budget Integrated Process Plan which was approved by Council on the 31 August 2023, *Council Item No.: A4898*.

Figure 1: Process leading to the adoption of the 2024/2025 IDP & Budget

		
DATE	ACTIVITY	PARTICIPANTS
07 August 2023	Pilot Training DDM	CoGTA, SALGA and IDP Municipal Officials
18 July 2023	Joint Planning Session COGTA	CoGTA, SALGA and IDP Municipal Officials
25 July 2023	IDP & Budgets Steering Committee	Mayco, PMT, representatives of political parties in Council, Exco and IDP Officials
25 July 2023	EXCO	EXCO Members & IDP Officials
26 July 2023	Sedibeng DDM Meeting	Sedibeng District Mayco, COGTA and IDP Managers/Assistant managers
July 2023	IDP Manager's Forum	IDP Officials, COGTA & SALGA
17 August 2023	One Plan Project Engagement	CoGTA, SALGA and IDP Municipal Officials
22 August 2023	DDM Briefing meeting with municipalities	CoGTA, SALGA and IDP Municipal Officials
13 September 2023	Sedibeng progress meeting	CoGTA, SALGA and IDP Municipal Officials
21 September 2023	Sedibeng DDM Quarterly Progress	CoGTA, SALGA and IDP Municipal Officials
27 September 2023	Sedibeng DDM one Plan review	COGTA Sedibeng District
12 – 27 October 2023	IDP & Budget Public Participations	Emfuleni Local Municipality
22 November 2023	3 rd Quarter COGTA meeting	COGTA and Municipalities
27 November 2023	One Plan – Workshop	
28 November 2023	IDP Political Steering Committee and Stakeholders Engagement	Sedibeng District and Emfuleni Local Municipality
04 December 2023	EXCO – Makgotla reports	EXCO and IDP Officials
23 January 2024	Quarter 4 IDP Manager's Forum	COGTA & IDP Managers
26 January 2024	Cross Provincial Planning	COGTA & Municipalities
29 January 2024	Inter Municipal Planning	COGTA & Municipalities
02 February 2024	Findings on Emfuleni IDP	COGTA & Emfuleni Local Municipality IDP staff
18 March 2024	Exco Meeting	Emfuleni Municipality
19 March 2024	Briefing Session with the EM & MM	Emfuleni Local Municipality

		
DATE	ACTIVITY	PARTICIPANTS
19 March 2024	IDP & Budget's Political Steering Committee Meeting	
20 March 2024	Performance Audit Committee Meeting	Performance Committee
25 March 2024	Mayoral Committee Meeting	Mayoral Committee
27 March 2024	Council Sitting – to approve draft 24/25 IDP & Budget	Council
09 – 25 April 2024	2024/25 IDP, SDF & Budget Public Participation program	Emfuleni Local Municipality
11 – 12 April 2024	Mayoral Committee Lekgotla	PMT & EXCO
16 – 16 April 2024	2024/25 IDP, SDF & Budget Councillor's Workshop	Councillors
21 April 2024	IDP & Budget's Political Steering Committee	Mayoral Committee
21 April 2024	Performance Audit Committee Meeting	
27 April 2024	Mayoral Committee Meeting	Mayoral Committee
30 May 2024	Council sitting - to approve the Final IDP & Budget	Council

A People's Parliament requires an institution that prioritises Legislations that seeks active engagement with the public, and that is receptive and responsive to the needs of the people. The Municipal Systems Act's Section 19 provides that even though municipalities encourage communities to actively participate in its affairs, it remains the job of the municipalities to ensure the communities' involvement.

The Emfuleni Local Council approved the Public Participation schedule at its meeting that was held on the 27 March 2024.

Figure: The April 2024 IDP & Budget Public Participation Programme as adopted by Council

No.	Clustered Wards	Dates	Venue	Time
1.	18, 29, 37, 38, 39, 42, 44	09 April 2024	Mafatsane Hall	16H00 till late
2.	19, 20, 24, 26, 40, 41, 43	11 April 2024	Bafokeng Primary School	16H00 till late
3.	2, 17, 27, 28, 30, 31, 33, 32, 34, 35, 36	16 April 2024	Saul Tsetetsi Hall	16H00 till late
4.	6, 7, 23, 25	18 April 2024	Bophelong Community Hall	16H00 till late
5.	1, 15, 16, 21, 45	23 April 2024	Banquet hall, Vereeniging	16H0 till late
6.	4, 5, 9, 10	25 April 2024	Mayors Parlour Vandebijlpark/Tent	17H00 till late
7.	22, 11, 12, 13, 14	30 April 2024	Rhoda Yende Hall	16H00 till late
8.	3 & 8	02 May 2024	Boipatong Community Hall	16H00 till late

IDP & Budget Public Participation Comparative Studies

Figure 2: IDP & Budget Public Participation Comparative Studies

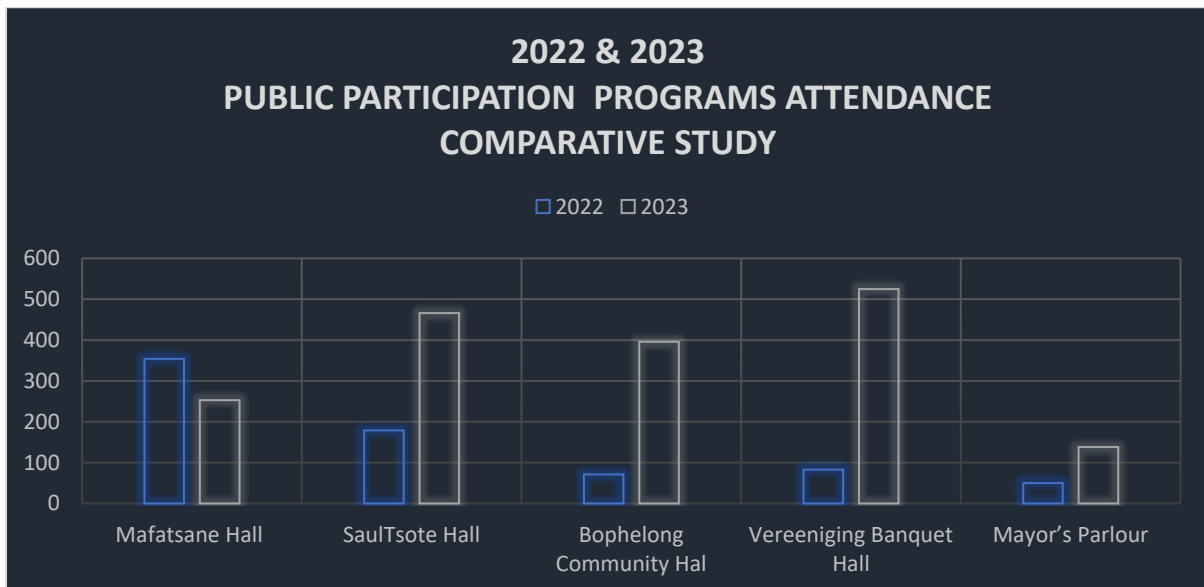
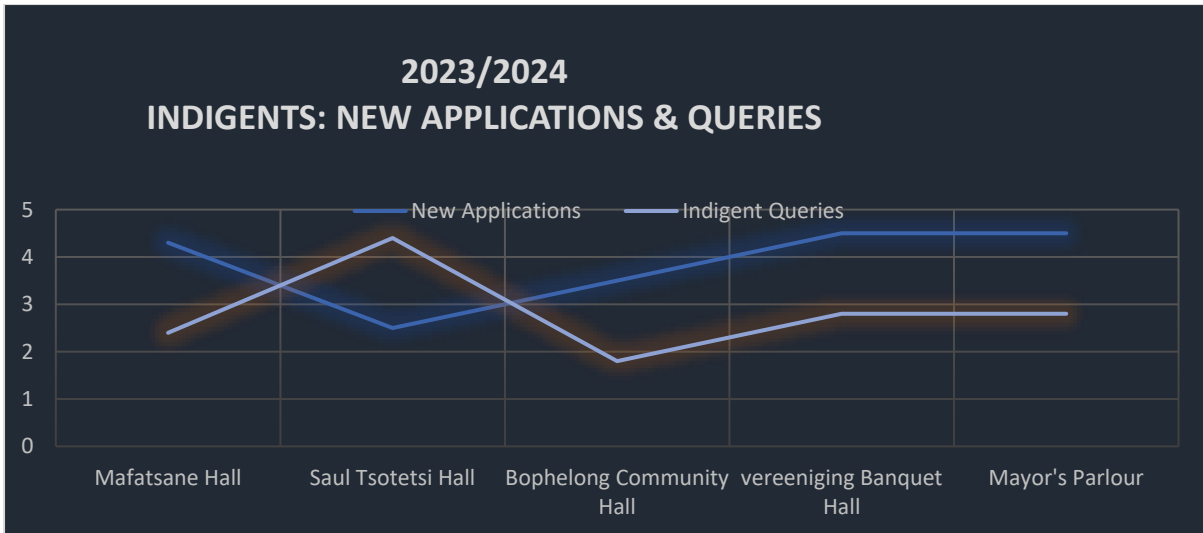



Figure 3: Attendance by community members to the public participation meetings



IDP & Budget Public Participation Meetings Outcomes

PUBLIC WORKS		
COMMON CHALLENGES	ISSUES RAISED	AFFECTED WARDS
 Water		

Progress made to-date on Issue Raised by Ward Councillors On the 2022/2026 IDP & Budget

Figure 1: Priority List Tables Glossary

TABLE GLOSSARY	
DESCRIPTION	DEFINITION
Pre-Planning Phase	The process of developing sufficient strategic information with which can address risk and decide to commit resources to maximize the chances for a successful project.
Planning and Design Phase	Aims to develop strategies to achieve the objectives described in the Initiation Phase. This includes programming and feasibility, schematic design, design development, and contract documents.
Identification phase	The preliminary appraisal of a potential project. The aim is to decide whether a feasibility study should be undertaken and, if so, to define the project objectives and the ground rules for the study
Operational - ongoing	Refers to up and running work or activities which are continuing without termination or interruption
Rehabilitation – ongoing	Assisted improvement of the condition of a property/project from deteriorated or substandard to good condition
Implementation - ongoing	The execution or practice of a plan, an ongoing situation has been happening for quite some time and seems likely to continue for some time in the future

Source: Government Technical Advisory Centre, version 4.0, 2022

Figure 2: Progress on 2022/2023 Ward Councillors Priority List

WARD 1	RESPONSIBLE CLUSTER	PROGRESS
Weekly household removal. Mini recycles substations in the ward in order for job creation with private sector's investment.	Public Works	
Upgrade of all electrical substations within infrastructure as well as upgrading of electricity upgrade.	Public Works	
Ring-feed cables needs to be sorted out which has been changed and overloading the system currently.	Public Works	
Replacement of main cables needed as well as areas where substations experience constant regular off power problems due to old infrastructure and overloaded use of infrastructure.	Public Works	
Secure a back-up transformer for Ward 1 back again – (previous one has been removed to Vanderbijlpark and not replaced). Moving electrical lines and infrastructure from back of properties to front in streets.	Public Works	
Installation of Solar streetlights with motion detection to reduce load on current electrical bill, as well as for safety and crime prevention.	Public Works	
Repair all water leaks in whole of ward 1 and implement maintenance plan for replacement of water pipes.	Metsi-a-Lekoa	
Secure services regarding proper water pressure in Ward 1.	Metsi-a-Lekoa	
Service and Maintenance of Fire Hydrants	Metsi-a-Lekoa	
Repair all potholes in Ward 1.	Public Works	
Cleaning of Storm water drains - Hydro-blasting.	Public Works	
Road signs and road marks is critical.	Public Works	
Attend to the sewerage infrastructure in the Ward in all areas – especially Proper where sewer streaming into the Klipriver and Vaal River and Sugarbush river.	Metsi-a-Lekoa	
Address Sewer pump stations not operating in ward and also collapsed sewer pipeline.	Metsi-a-Lekoa	
Addressing infrastructure in Ext 1 and 2 running in the back of properties of residents and blocked manholes overflowing into premises regularly.	Metsi-a-Lekoa	
Opening of all sewer lines properly with a structured programme.	Metsi-a-Lekoa	
Moving of sewer infra-structure from back of properties to front of streets.	Metsi-a-Lekoa	
Regular cutting of grass.	Community Services	On-going with budget constraints
Removal of illegal dumping and cleaning of pavements and parks.	Public Works	
Cleaning and maintenance of Riverfront – at Klipriver, Vosloo Park and Sam Gross Park.	Community Services	Purchase order for Three River have been obtained. Service provider busy with other areas.
Pruning of trees where electrical wires are running through as well as around all streetlamps in Ward 1.	Community Services	On-going and complains are attended to as and when requested [challenge with Cherry picker truck]
Addressing and action steps of illegal dwellings and rooms.	Community Services	
WARD 2	RESPONSIBLE CLUSTER	PROGRESS

Hostel development- sebokeng hostel.	ED &HS	
Refurbishment of Zone 20 Main Road- Zone 20 Phase 1.	IPD	
Tarring of Roads in Zone 14- Sebokeng Zone 14.	Public Works	
Development of Park facilities in Zone 14.	Community Services	It was developed and vandalized
Installation of Streetlights in Zone 17 Sebokeng Zone 17.	Public Works	
Development of Sports Facilities in Zone 17 and Parks.	Community Services	No Budget allocation
Building of Canals in Zone 20- Phase 1.	IPD	
Installation of High mast lights in Sebokeng Hostel (3-5).	Public Works	
Building of Primary School in Zone 20- Phase 1.	IPD	
RDP houses for the Ward 02.	EDP&HS	
Refurbishment of Zone 17 Streets.	Public Works	
WARD 3	RESPONSIBLE CLUSTER	PROGRESS
Construction of Dr Nkomo, Mamelodi, Letsie and Sicqau Streets.	IPD	
Fixing of Highmast lights,	Public Works	
Installation of sewer pipes.	Metsi-a-Lekoa	
Sporting facilities.	Community Services	Bpipatong Stadium caters for both ward 3 and ward 8
WARD 4	RESPONSIBLE CLUSTER	PROGRESS
Increase the capacity of the sewage system to prevent sewer spillage,	Metsi-a-Lekoa	
Stopping of water leaks. Continuous water and sewer leaks.	Metsi-a-Lekoa	
Fixing of street lights.	Public Works	
Street light in all of ward 04 dysfunctional.	Public Works	
Disintegrated streets in SE4, SE6, Bedworthpark and River bend Gardens.	Public Works	
Curbing of illegal dumping with enforcement of By-Laws at Mario Milan and within Bedworthpark.	Community Services	Regular patrols conducted, inconsistent waste removal remains a source and a challenge that leads to illegal dumping.
Pruning of overgrown trees.	Community Services	On-going budget constrains
Cutting of grass for the entire ward.	Community Services	On-going budget constrains
Overgrown grass in SE4, SE6 River bend and Bedworthpark.	Community Services	Purchase order for Bedworth park has been obtained. Service provider busy with other areas. Awaiting purchase order for SE6 and SE4
Consistent waste removal.	Public Works	
Road resealing.	Public Works	
Irregular waste removal the rest of ward 04.	Public Works	
Illegal dumping at Maria Milani and within Bedworthpark.	Public Works	
Attend to bypassed meters to correct billing system.	Public Works	
WARD 5	RESPONSIBLE CLUSTER	PROGRESS
Sewer pipelines in ward 5 to be replaced/repared.	Metsi-a-Lekoa	
Sewer pipelines to be flushed every 6 months.	Metsi-a-Lekoa	
In light of the fact that National Treasury is going to allocate R7 billion to the repair and upgrade of the sewer works to repair and upgrade the pumps and water treatment plants in Emfuleni, it makes sense that maximum benefit will be to have the pipelines that feed the plants, working at optimal performance.	Metsi-a-Lekoa	

Currently there is an amount of approximately R1, 150, 000.00 allocated to Ward 5 on the capital budget for refurbishment of the SE2 swimming pool. However, there is no provision made to maintain the swimming pool once refurbished as the monthly cost of chemicals and gardening is not on the maintenance budget. There is rarely enough money to buy chemicals for the upkeep.	Community Services	
Please adjust budget for refurbishment of the swimming pool to replace/refurbish/upgrade all DP boxes in ward 5 and secure (bracket) the DP boxes from theft.	Community Services	
Once that is complete and funds remain, replace all broken street lights and also consider installing solar lights (estimate price from a private contractor R2 100.00/light installed).	Public Works	
WARD 6	RESPONSIBLE CLUSTER	PROGRESS
Refurbishing of pavement road between EXT 1,4,5 and 6.	Public Works	
Construction of Helen Joseph in EXT12.	IPD	
Construction of Kopana street in Ext 13.	IPD	
Completion of Thomas Nkobi Road in Ext 9 and 10.	IPD	
Construction of water channel in EXT5 & 6.	IPD	
Upgrading of all Stormwater in ward 6.	Public Works	
Upgrading of Bophelong north sub-station, cables must be underground.	Public Works	
Fixing of Apollo lights.	Public Works	
Additional of transformers in every extension.	Public Works	
Upgrading of sewer system.	Metsi-a-Lekoa	
Maintenance of main pipes.	Metsi-a-Lekoa	
Sports grounds to be maintained.	Community Services	No access to a grader
Construction of sport Centre	Community Services	Project to be included in the IDP
Construction of health facility (Clinic Ext 14).	Provincial Government	
Mobile clinic for human settlement Marikana.	IPD	
Weekly household refuse removal.	Public Works	
Removal of illegal dumping sites.	Public Works	
Grass cutting throughout the ward.	Community Services	
Construction of dumping sites (wheel bins).	Public Works	
New housing development.	ED & HS	
Construction of police station.	IPD	
WARD 7	RESPONSIBLE CLUSTER	PROGRESS
Renovation of extension 16 hall and installation of electricity.	IPD	
Reseal of Mandela Road.	Public Works	
Refurbishing paving road.	Public Works	
Reseal Mofolo street.	Public Works	
Reseal mathews street.	Public Works	
Reseal Dube street.	Public Works	
Reseal Mqhayi street.	Public Works	
Renovate Bophelong library.	Community Services	No budget allocation.
Mass lights and install mass lights in Marikana.	Public Works	
Construct Easy Poee road.	IPD	
Construct Thabo Mbeki road.	IPD	
WARD 8	RESPONSIBLE CLUSTER	PROGRESS
Demolition/Development of Old Beer Hall.	IPD	

Building (Moshoeshoe street).	IPD	
Walkway Bridge Ext 2 to Frikkie Meyer Main Road.	Public Works	
Extension of Tarred Road to Ext 2 Moshoeshoe Street.	Public Works	
Tarring of Batlounge Street and	Public Works	
Development of Batlounge Park.	Community Services	No budget allocation.
Refurbishment of all Parks in CW4 Vanderbijlpark.	IPD	
WARD 9	RESPONSIBLE CLUSTER	PROGRESS
Weekly household refuse removal.	Public Works	
Upgrade of electrical substations in SW 1 and SE 7.	Public Works	
Attend to the sewerage infrastructure in the Ward, especially SW 1 and SE 7.	Metsi-a-Lekoa	
Repair the concrete channel in SE 7.	Public Works	
Remove illegal dumping sites in Ward 9.	Public Works	
Repair all the potholes in Ward 9.	Public Works	
Installation of Solar Streetlights with motion detection to reduce load on current electrical bill, as well as to reduce theft.	Public Works	
Mini recycles stations for every block.	Public Works	
Employ homeless people to earn an income with private sector's investment.	Mayor's Office	
Pruning of trees around all streetlamps throughout the Ward.	Community Services	On-going with Budget constraints.
Grass cutting throughout the Ward.	Community Services	On-going with budget constraints
Clean storm-water drains throughout the Ward, especially in Helena Lochner Street, SW 1. Rikkie Postma Street, SW 1 (near Pinedene School) and Andries Potgieter Blvd, SE 7 (near the VUT)	Public Works	
WARD 10	RESPONSIBLE CLUSTER	PROGRESS
Upgrading and maintenance of all electrical substations.	Public Works	
Upgrading and maintenance of all green street boxes.	Public Works	
Implement 3x bays at Vanderbijlpark town Substation on Curie Blvd.	Public Works	
Total overhaul of all street lights.	Public Works	
Maintenance of all open spaces.	Community Services	On-going with budget constraints
Alternative use of all open public spaces. Total resealing of roads in CW 5 (top section).	Public Works	
Weekly waste collection.	Public Works	
Fixing of potholes.	Public Works	
Removal/pruning of trees in CE1 and all areas.	Community Services	On-going with budget constraints
Low-cost housing audit in CW5.	EDP&HS	
Business development of women and youth in CW2/CW5/CW1/CW4 based on the implementation of a Public-private-partnership (PPP)	EDP&HS	
Correct monthly billing (no estimates/actual meter readings).	Finance	
Write-off historical residential debt.	Finance	
Vendor data base: community support for electricians and plumbers.	Supply Chain	
Main sewerage pipeline replacement in CW5 and CW6	Metsi-a-Lekoa	
Amend By-Laws: flexi time	Community Services	
Amend implementation Super By-Law Unit Absconded property policy – inclusion into municipal low-cost housing.	Community Services	

Amend Eskom load shedding schedule with an even distribution of the load shedding over all areas of Vanderbijlpark	Public Works	
WARD 11	RESPONSIBLE CLUSTER	PROGRESS
Tarring of Pitseng and Uranium Streets	IPD	
Electrification of Tshepiso North Ext. 4	Public Works	
Installation of playground equipment	IPD	
Storm water system to be ungraded at Garden street	Public Works	
Sewage system to be ungraded at Garden street	Metsi-a-Lekoa	
Street naming,	Public Works	
Sidewalks paving at Anton Stegman and Nckel Street	Public Works	
Renovation of tennis, basketball and netball courts.	Community Services	On-going with budget constraints
WARD 12	RESPONSIBLE CLUSTER	PROGRESS
Do grass cutting and tree pruning in Phelindaba/Kissington and build public park.	Community Services	Service provider is currently busy there
Pave/Tar no name street passing in front of Re Tswelapele Clinic in Phelindaba	Public Works	
Supply and install storm water pipes in a trench next to Phelindaba shops and shut the trench.	Public Works	
Build a public park with outside gym	Community Services	Park was created by GDARD with the outside gym and was totally vandalised
Build a park at Dhloomo Dam with outside gym.	Community Services	Park was created by GDARD with the outside gym and was totally vandalised
Clear and shut illegal dumping in inner Putswastena. Fence site and prepare it for food gardening.	Public Works	
Clear and shut dumping site near Roman Catholic Church.	Public Works	
Fence site and build a public park.	Community Services	No budget allocation.
Clear dumping site between Lebowa Primary School and Roman Catholic Church.	Public Works	
Build a public park with an outside gym. Do grass cutting in front of Lebowa Primary School. Prepare site and build multipurpose Sports Centre.	Community Services	No budget allocation.
Finish the Mbatha Street construction.	IPD	
WARD 13	RESPONSIBLE CLUSTER	PROGRESS
Tarring and grading of gravel roads.	Public Works	
Patching of potholes	Public Works	
Grass cutting and maintaining of parks	Community Services	Contractors are currently busy cutting grass,
Installation of high mast lights next to Tswelo Pele School, Kgomoco Primary School and next to Presbyterian Church and Jehovah Witness of God Church.	Public Works	
Fixing Street lights	Public Works	
Removal of illegal dumping.	Public Works	
Weekly waste removal.	Public Works	
Challenges of ESKOM load shedding.	Public Works	
Replacement of Sewer Leads.	Metsi-a-Lekoa	
Cleaning of Storm Water drainage.	Public Works	
WARD 14	RESPONSIBLE CLUSTER	PROGRESS
Gravelling of un-tarred streets.	Public Works	
Attending clean water leaks.	Metsi-a-Lekoa	

Patching of potholes.	Public Works	
Ben Pitsi Street tar-road construction.	IPD	
Machobane Street tar road construction.	IPD	
Dhlamini Street storm water realignment.	Public Works	
Solar high lights masters.	Public Works	
Tea-Tea Street create 3 speed humps.	Public Works	
Samuku street create 2 speed humps.	Public Works	
Weekly collection of waste	Public Works	
Monthly grass cutting	Community Services	On goinh with buget constraints
Maintenance of Vuka Cemetery	Community Services	Awaiting purchase order
Swimming Pool maintenance every week	Community Services	Maintenance schedule in place but tools of trade available for work to be done.
Sports ground maintenance	Community Services	Maintenance schedule in place but no tools of trade available for work to be done.
George Thabe Stadium maintenance.	Community Services	Maintenance schedule in place but no tools of trade available for work to be done.
WARD 15	RESPONSIBLE CLUSTER	PROGRESS
Reopening of the library.	Community Services	The Library is being handed over on the 12 March 2024
Maintenance of community parks.	Community Services	Purchase order has been obtained
Streets lights.	Public Works	
Reopening of the swimming pool.	Community Services	Project handled by IPD and no hand over to the department has been made as yet.
Road-markings.	Public Works	
Revamping of the mall.	IPD	
Free toilets at the mall (Mark park).	Shared Services	
Building sporting facilities.	Community Services	Project handled by IPD and no hand over to the department has been made as yet.
Building of the taxi rank.	IPD	
Electricity cuts to be managed (install prepaid for household individuals).	Public Works	
Sewer and waste to be upgraded.	Metsi-a-Lekoa	
Constant grass cutting.	Community Services	On-going with budget constraints
Streets lights in all streets (crime prevention).	Public Works	
Constant refuse removal.	Public Works	
Recruitment of patrollers (especially at night).	Shared Services	
Utilizing of open spaces for youth (skills and development).	Shared Services	
Business opportunities for youth and people living with disabilities.	Shared Services	
Constant cleaning awareness campaign in ward 15(Vereeniging).	Public Works	
Functional SAPS.	Community Services	Escalated to the office of the District Commissioner.
Speed humps in selected	Public Works	
WARD 16	RESPONSIBLE CLUSTER	PROGRESS
Fixing of street lights.	Public Works	
Road resealing.	Public Works	
Grass cutting and pruning of trees.	Community Services	Various areas already been cut and purchase order has been obtained.
Curb water leakages.	Metsi-a-Lekoa	
Cleaning of storm water drainage system.	Public Works	
Covering of manholes.	Metsi-a-Lekoa	
Establishment of parks on designated areas.	Community Services	No budget allocation

Proper billing and receiving of rates & taxes accounts.	Finance	
Completion of Rust Ter Vaal Stadium.	IPD	
Upgrading of cemetery.	Community Services	Refer to IPD
Completion of Rus Ter Vaal High School.	IPD	
WARD 17	RESPONSIBLE CLUSTER	PROGRESS
Upgrading of roads.	Public Works	
Visible policing.	Community Services	Escalated to the office of the District Commissioner
Upgrading of Sporting facilities.	Community Services	No budget allocation
Grass and tree cutting.	Community Services	On-going with budget constraints
Tarring of roads –Eskom village main.	Public Works	
Tarring of roads –zone 20 Phase (Main Road)	Public Works	
WARD 18	RESPONSIBLE CLUSTER	PROGRESS
Construction of Miller Road.	IPD	
Construction of Selbourne Road.	IPD	
Construction of Hunt Road.	IPD	
Construction of a road surrounding St John church – Small Farms.	IPD	
Construction of a clinic.	IPD	
Construction of a library.	IPD	
Construction of Community Hall.	IPD	
Fixing of high mast lights.	Public Works	
Grading of sports fields.	Public Works	
WARD 19	RESPONSIBLE CLUSTER	PROGRESS
Roads for Pavement Ramotshewa roads to Magasela Primary school, Roads to Phahamang Primary School, Thipenyane street, Molotshwa street & Mashinini street	Public Works	
Tare roads.	Public Works	
Renew roads.	Public Works	
Resealing roads: Mokoena street, Twayi street, Moleko street and Letebele Road	Public Works	
Construction: Evaton north stadium.	IPD	
Storm Water: Corner Moleko and Moabi street, Sterling road and Sthebe street	Public Works	
Grading of Roads: All Roads in the ward need grading.	Public Works	
Sundowns grounds and Conti grounds	Community Services	No budget allocation
Humps: Sterling and Rabotapi Road, Buffalo road & Twayi street.	Public Works	
WARD 20	RESPONSIBLE CLUSTER	PROGRESS
Construction of Begonia Street.	IPD	
Construction of Rose Street.	IPD	
Resurfacing of Eagle, Chestnut.	Public Works	
Repairing of high mast lights.	Public Works	
Enhancement of water pressure in Section I, J and K.	Metsi-a-Lekoa	
WARD 21	RESPONSIBLE CLUSTER	PROGRESS
Construction of Mary St Mary Street.	IPD	
Fixing of High mast Lights.	Public Works	
Construction of Tshepong Street passing at the clinic.	IPD	
Tarring of road next to the school.	Public Works	
WARD 22	RESPONSIBLE CLUSTER	PROGRESS
Community hall.	Community Services	No Budget allocation

Sidewalk at Govan Mbeki Road.	Public Works	
Tarringroad: Govan Mbeki Drive.	Public Works	
Tshepiso south 1 High mast light.	Public Works	
Street names in the ward.	Public Works	
Upgrading of Tshepiso c.	IPD	
WARD 23	RESPONSIBLE CLUSTER	PROGRESS
Transformers or big transformer.	Public Works	
Transformers to be installed in empty poles.	Public Works	
Fix Stormwater drainage in 1179 Thema Street Bophelong (This Road need Investigation).	Public Works	
Bathokwa and Bafokeng Street needs Road.	Public Works	
All Street lights need to be functional.	Public Works	
Bophelong community hall need lights and maintenance.	Community Services	
WARD 24	RESPONSIBLE CLUSTER	PROGRESS
Road's construction/street: (Pansy street is one of my priorities) it's a street passing near chief Bambatha primary school.	IPD	
storm water drains: (Pansy street is one of my priorities) it's a street passing near chief Bambatha primary school.	Public Works	
Clinic.	Community Services	Clinics are the competency of the Provincial Department of Health. The matter will be referred to the department so that they can plan and budget for building of a clinic.
Library.	Community Services	No Budget allocation
Installation of electricity by our community hall.	Electrical	
Barricade our community park.	Community Services	No Budget allocation
Electrification of our community hall.	Electrical	
Tarring of the roads in Ext 11, Ext 2, Graceland and Ext 7 Evaton west.	Public Works	
Grading of the roads in Ext 2 Evaton west.	Public Works	
Repairing of high mast lights in the entire ward24	Public Works	
WARD 25	RESPONSIBLE CLUSTER	PROGRESS
Roads in Polokong.	Public Works	
Housing project in Polokong.	EDP&HS	
Sport complex.	Community Services	No Budget allocation
Housing project in Barrage and Vaaloever squatter camp	EDP&HS	
Taxi rank for Polokong.	IPD	
WARD 26	RESPONSIBLE CLUSTER	PROGRESS
Construction of main road from Golden highway to Pilanesberg Road.	IPD	
Grading of streets.	Public Works	
Repairing Highmast lights.	Public Works	
Construction of a clinic in 4206 Kopano street.	IPD	
Construction of school.	IPD	
Electrification of the community hall.	Community Services	Refer to Facilities / Electrical department
WARD 27	RESPONSIBLE CLUSTER	PROGRESS
Youth Centre Ext 15	Community Services	
Sports Centre Ward 27.	Community Services	No Budget allocation
Sekhulilekile Street.	IPD	
Construction of Main entrance Street to Matotomane.	IPD	
Construction of Nkosi Street.	IPD	
Tarring of all roads.	Public Works	
Building of old age home	Community Services	Not applicable to the Cluster

WARD 28	RESPONSIBLE CLUSTER	PROGRESS
Construction of Beverly Hills Phase 4 Kentucky Street.	IPD	
Construction and tarring of Hollywood Road from Easton Road to Florida Street Beverly hills.	IPD	
Construction and tarring of San Francisco Road, Beverly Hills Ext 07.	IPD	
Construction and tarring of a road in Sonderwater (Entrance towards other parts of Sonderwater becomes consistently difficult especially during rainy seasons).	IPD	
Upgrading of storm water and drain system in Mojaho. Street Ext 11.	Public Works	
Construction of V Drain to ease overflowing of water in Eastern road after heavy rain, Beverly Hills.	IPD	
Installation of High Mast Lights.	Public Works	
Installation of High Mast Lights.	Public Works	
Fixing of street Lights in Beverly Hills Phase 1.	Public Works	
Upgrading of existing main outfall sewer on the Sonderwater sewer pipeline.	Metsi-a-Lekoa	
Upgrading of Sewer Pipeline in Beverly Hills Phase 1.	Metsi-a-Lekoa	
Feasibility Study on the construction of Multipurpose Recreational facility in Beverly Hills (Phase 1).	IPD	
Feasibility study on construction of a Health Facility (Clinic) in Extension 11 Evaton West	IPD	
WARD 29	RESPONSIBLE CLUSTER	PROGRESS
A clinic.	IPD	
A Rehab centres.	IPD	
Library.	Community Services	No budget allocation.
The houses.	EDP&HS	
A high mass light (Apolos).	Public Works	
Electricity.	Public Works	
Entire Roads names: Evatonroad, Selborne road, Moloi church road and Charmbelein road.	Public Works	
Sports centre.	IPD	
Sewerage pipes replacement.	Metsi-a-Lekoa	
Toilets.	Shared Services	
WARD 30	RESPONSIBLE CLUSTER	PROGRESS
Road resealing: Storm water catch pit cleaning.	Public Works	
Sewer.	Metsi-a-Lekoa	
Illegal dumps.	Public Works	
Waste removal.	Public Works	
Road marking maintenance.	Public Works	
Gravel Roads maintenance.	Public Works	
Potholes patching.	Public Works	
Grass cutting.	Community Services	
Repairs of High mast and street lights.	Public Works	
Tarring of main streets and around schools.	Public Works	
Erecting speed humps in golden Highway.	Public Works	
Maintenance of parks.	Community Services	
Storm water (concrete and ravel canals pipes) Golden Highway next to Zone 16.	Public Works	
Building of the second phase.	IPD	
Deregistration.	IPD	
Electrification of remaining houses.	Public Works	
Sewer challenges.	Metsi-a-Lekoa	
Illegal dumping.	Public Works	

Water leaks.	Metsi-a-Lekoa	
WARD 31	RESPONSIBLE CLUSTER	PROGRESS
Fixing of street lights.	Public Works	
Fixing of two high mast lights in LebohangMahata street Zone 10 Ext 1.	Public Works	
Construction of three streets at Zone 10 railway area and two street at Zone 14.	IPD	
Road resealing for the entire ward.	Public Works	
Construction of a speed hump in Moshoeshoe	Public Works	
Sports field next to BP garage	Community Services	No Budget allocation
Construction of a library next to Lebohang center street.	IPD	
Extension and upgrading of the existing clinic because is too small	IPD	
WARD 32	RESPONSIBLE CLUSTER	PROGRESS
Tarring of Ntja, Mangope and Segoete Streets. Tarring of the main street Zone 24.	Public Works	
Grading of all gravel roads in ward 32.	Public Works	
Attend to potholes, road markings and speed humps.	Public Works	
Grading of Sports ground	Public Works	
Conduct grass cutting.	Community Services	On-going with budget constraints
Building of clinic at Lekashu school.	IPD	
Building/contraction of storm water channel between zones 13 and 24, between Kora ground and Mangope Street.	Public Works	
Attend to sewer spillages at zone 13 shops.	Metsi-a-Lekoa	
WARD 33	RESPONSIBLE CLUSTER	PROGRESS
Construction of Serogolestreet to join Mandela Square.	IPD	
Construction of Mpangevastreet.	IPD	
Construction of drainage system on houses next to Engine garage.	IPD	
Construction of Kanana Street.	IPD	
Paving of Matanzima Road.	Public Works	
Stormwater pipes at A-Z next to Presbyterian church at Poto Street.	Public Works	
Road resealing.	Public Works	
Fixing of high mast and Street lights.	Public Works	
WARD 34	RESPONSIBLE CLUSTER	PROGRESS
Construction of Masiza street, Zone 12.	IPD	
Construction of Makeleng Street, Zone 12.	IPD	
Upgrading of Zone 11 Stadium.	Community Services	Refer to IPD
Paving all passages.	Public Works	
Maintenance of High Mast Lights.	Public Works	
Providing Wheelie bins.	Public Works	
WARD 35	RESPONSIBLE CLUSTER	PROGRESS
Zone 10, Construction of street behind Sasol Garage (The is no street name).	IPD	
Construction Jwalaboholo Street in Zone 11.	IPD	
Construction of Ntjapedi Street in Zone 11.	IPD	
Construction of Boleu Street in Zone 11.	IPD	
Construction of Thuto Street in Zone 13.	IPD	
Fixing of high mast lights.	Public Works	
Construction of Bosiustreet.	Public Works	
Completion of Zone 11 mini park, next to Mogogodi School.	IPD	
Provision of Skip bins and dust bins.	Public Works	

WARD 36	RESPONSIBLE CLUSTER	PROGRESS
Completion of a storm water channel.	IPD	
Naming of streets.	Public Works	
Resuscitation of the golf course.	Community Services	No budget allocation
Sports courts.	Community Services	No budget allocation
Repairing of vandalized high mast lights.	Public Works	
Library.	Community Services	No budget allocation
Tar or paving roads.	Public Works	
Repairing of vandalized mass lights.	Public Works	
Park.	Community Services	Vandalized
Naming of streets all in Zone 10 Ext 2.	Public Works	
For Zone 12, Tar or paving road Sehopotso secondary school street.	Public Works	
Repairing of vandalized mass lights.	Public Works	
Tar Road (main road).	Public Works	
Clinic.	Community Services	Clinics are the competency of the Provincial Department of Health. The matter will be referred to the department so that they can plan and budget for building of a clinic.
Police Station in Waterdal.	Community Services	Escalated to the office of the District Commissioner Office.
For Boiketlong - Sport courts.	Community Services	No <u>budget allocated</u>
For Boiketlong - School.	Community Services	Municipality doesn't work on private property.
WARD 37	RESPONSIBLE CLUSTER	PROGRESS
Construction of Itsooseng, Baloi, Toto, Hlabirwa Street all in zone 7.	IPD	
Replacement of high mast lights throughout the ward.	Public Works	
WARD 38	RESPONSIBLE CLUSTER	PROGRESS
Construction of ezendimevstreet between Zone 7B and Zone 3 next to Spar.	IPD	
Construction of sebe street next to Chota and Ghetto.	Public Works	
Repairing of high mast lights.	Public Works	
WARD 39	RESPONSIBLE CLUSTER	PROGRESS
Construction of Van Schalkwyk Road.	IPD	
Construction of Hlakubele Street.	IPD	
Paving of passage from 9701 to 9623 in Eatonside.	Public Works	
Installation of solar geysers in Eaton side.	Public Works	
Construction of a new clinic in Eatonside.	IPD	
Upgrading of sewer pipes.	Metsi-a-Lekoa	
WARD 40	RESPONSIBLE CLUSTER	PROGRESS
Construction of outstanding RDP houses in Lakeside Ext 4.	ED & HS	.
Repairing of high mast lights.	Public Works	
Tarring on entrances at main streets from house number 244 to 235.	Public Works	
Storm water on entrances at main streets from house number 244 to 235.	Public Works	
Side Walk paving Ester Mazibuko Road (Zone 3).	Public Works	
Tarring of street from 604083, 604037 and 602004.	Public Works	
Tarring of street as from house no. 591038 to 572025 (Zone 3).	Public Works	
Tarring of road with pavement next to number 1	Public Works	
Grading of sports field	Community Services	No access to a grader
Fixed poles Zone 3 and Zone 6 EXT 5.	Public Works	
Fixed all high mast lights Zone 3 and Zone 6 EXT 5.	Public Works	

Maintenance of Stormwater drainage Zone 3 and Zone 6 EXT 6 & EXT 5.	Public Works	
Speed humps need to be fixed at Zone 3 and Zone 6 EXT 5.	Public Works	
Letsatsi Power Station a fence needed to close the building as its dangerous to the community.	Public Works	
WARD 41	RESPONSIBLE CLUSTER	PROGRESS
Removal of illegal dumping at Corner Adams and Easton roads.	Public Works	
The constant waste pickups will ease pressure and be helpful in fighting illegal waste dumping	Public Works	
Grating of Ward Road and Wright Road	Public Works	
Electricity supply remains a big problem and we have six non-working transformers in the area, some of them it is now seven years	Public Works	
The removal of pit toilets at coloured school (situated at Ward Road) is very important and hygienically.		
The electricity transformer near Ekujuleni Primary school, which affects the 54sections	Public Works	
Constant pickup of waste will assist to ease the pressure of illegal waste dumping	Public Works	
Grass cutting removal at the sports ground	Community Services	On-going with budget constraints
Illegal dumping removal at the sports ground	Public Works	
Fixing of Apollo lights to enhance brightness during night hours, it will also reduce crime	Public Works	
Water logged houses near the stadium in the section of 5420 and 5430	Metsi-a-Lekoa	
Increasing of water supply pressure to reach other areas	Metsi-a-Lekoa	
Sewerage system blockages is also a main problem in the area	Metsi-a-Lekoa	
Pothole closing at Esther Mazibuko street	Public Works	
Sports ground grass cutting and illegal dumping removal	Community Services	On-going with budget constraints
The constant waste removal will ease the pressure on illegal dumping	Public Works	
Intense grass cutting at block 1, block 7 and block 4	Community Services	On-going with budget constraints
Potholes closing at Mopholosi Secondary School Road	Public Works	
Street lights fixing	Public Works	
High pressure system that unblocks sewerage system is needed for the line of house no.495 and the line of house no. 1497 and the replacing of sewerage pipes is very urgent, they have been reported to Metsi-a-Lekoa and nothing has been done	Metsi-a-Lekoa	
Perceiving very well this basic service delivery mini-report, we can conclude by saying the illegal dumping, potholes and sewerage challenges are main and needs a very serious attention in all three areas	Public Works	
WARD 42	RESPONSIBLE CLUSTER	PROGRESS
Paving of Wright Road.	Public Works	
Paving of Fourth Avenue.	Public Works	
Construction of the unfinished U Road.	IPD	
Construction of a pedestrian bridge.	IPD	
WARD 43	RESPONSIBLE CLUSTER	PROGRESS
Fixing of Highmast lights.	Public Works	

Upgrading of Evaton Cemetery	IPD	
Construction of ward road	IPD	
Construction of Flamingo Street	IPD	
Installation of Stormwater drainage including sidewalks	Public Works	
Fixing of potholes	Public Works	
Drainage System for Lombard Road	Metsi-a-Lekoa	
WARD 44	RESPONSIBLE CLUSTER	PROGRESS
Tarring of Micardo, Buffalo & Durban Road.	Public Works	
Fixing of High mast lights and all street lights of Adams Road.	Public Works	
Patching of potholes in Cradock Road, Sterling Road & Hamilton Road	Public Works	
WARD 45	RESPONSIBLE CLUSTER	PROGRESS
Fixing of potholes/re-tarring of roads.	Public Works	
Repair streetlights.	Public Works	
Cutting of grass and pruning of trees.	Community Services	On-going with budget constraints
Attendance to water leaks.	Metsi-a-Lekoa	
Lastly sports facilities.	Community Services	On-going with budget constraints

Source: Emfuleni Local Municipality, IDP 2022-2026

Progress on Additional Councillors' priority List for 2023/2024

Figure 3: Progress on Additional 2023/2024 Councillor's Priority List

WARD 12	RESPONSIBLE CLUSTER	PROGRESS
Tarring street passing Retswelapele clinic heading east ,turning,south at white city houses facing Phelindaba graveyard and turning right and heading west between Kissington and Phelindaba into Ramokhoase street.	Public Works	
Install storm water drains and pave walkways.	Public Works	
Supply and install high mast lights in Kissington x2	Public Works	
Finishing the ECD and allow local NGOS/NPOS to utilize it	IPD	
Modify the Kissington sports centre and supply appropriate equipment	IPD	
Revisiting Tshebetso Primary School(now closed) and turn it into a youth centre for skills development	IPD	
Refurbish the tennis courts at DHLOMO DAM PARK and supply and install outside gym	Community Services	Vandalised
Building a old age centre on the vacant land behind Uncle Sam's garage	IPD	
Finishing Mbatha street and paving the walkways (Mbatha str should turn right at the shops and ends at the <i>Fora_ea_Lesotho</i> church into Hulwana Avenue)	IPD	
Utilize the vacant land at Thabeng in Sea Point to build a multipurpose centre.	IPD	
Clear illegal dumping site between the Roman Catholic Church and Lebowa Primary School.	Public Works	
Then Erect a public park with a outside gym	Community Services	No Budget allocation
Tarring/Paving Madisa street	Public Works	

Supply skip bins at illegal dumping hot spots 1. Sea point (Thabeng) 2. Inner Putswastene 3. Mareka street	Public Works	
WARD 16	RESPONSIBLE CLUSTER	PROGRESS
Completion of Rus ter Vaal Secondary School	IPD	
Completion of Rus ter Vaal Stadium Construction	IPD	
Completion of Rus ter Vaal Primary School Construction	IPD	
WARD 17	RESPONSIBLE CLUSTER	PROGRESS
<u>Eskom village, zone 14</u> 1. Tarring of the main road 2. Storm and water drainages 3. Upgrading of the communality hall 4. Reconnection of the high mast light 5. Constantly collection of waste 6. Upgrading of Masohoung flats	1. Public Works 2. Public Works 3. Community Services 4. Public Works 5. Public Works 6. IPD	Refer to IPD
<u>Sebokeng hostel</u> 1. Upgrading of Sebokeng hostel 2. Upgrading of recreational hall 3. Installation of high mast light between plaza and Thabong mall 4. Replacement of all sewer pipes within hostel	1. IPD 2. Community Services 3. Public Works 4. Metsi-a-Lekoa	Refer to IPD
<u>Kwa-masiza hostel</u> 1. Upgrading of Masiza hostel 2. Installation of electricity 3. Installation of high mast light 4. Upgrading of soccer grounds 5. Constantly collection of waste	1. IPD 2. Public Works 3. Public Works 4. Community Services 5. Public Works	Refer to IPD
<u>Zone 20, phase 2</u> 1. Tarring of the main road 2. Installation of high mast light 3. Playing grounds for kids 4. Construction of speed humps along golden highways 5. Constantly collection of waste 6. upgrading of sewer sub station	1. Public Works 2. Public Works 3. Community Services 4. Public Works 5. Public Works 6. Public Works	No budget allocation.
<u>Golden gardens</u> 1. Tarring of main roads 2. Installation of high mast light 3. Constantly collection of waste 4. Construction of multipurpose cultural service centre 5. Construction of speed humps along golden highway	1. Public Works 2. Public Works 3. Public Works 4. Community Services 5. Public Works	No Budget allocation
<u>Sebokeng ext. 28</u> 1. Installation of electricity 2. Tarring of main roads 3. Upgrading of Kwa-masiza stadium 4. Installation of high mast light 5. Constantly waste collection	1. Public Works 2. Public Works 3. IPD 4. Public Works 5. Public Works	
<u>Ward general proposals:</u> 1. Implementation of approved IDP 2021/22 (2. Upgrading or maintaining of zone 15 stadium 3. Rename of streets and public facilities	1. M&E 2. IPD 3. Public Works 4. Public Works 5. Community Services	

4. Upgrading of Sebokeng Eskom sub station	6. Public Works	No budget allocation
5. Maintaining of agric. Park next to Thabong mall	7. Metsi-a-Lekoa	
6. Removal of waste pumping throughout the ward		
7. Sanitation challenges throughout the ward		
8. High rate of unemployment lead to crime activities		
WARD 31	RESPONSIBLE CLUSTER	PROGRESS
Construction of the street near Diphahloleng	IPD	
Construction of Streetsin railway section	IPD	
Streets naming	Public Works	
WARD 40	RESPONSIBLE CLUSTER	PROGRESS
Streets naming	Public Works	
Construction of the last Street of Zone 3 (from house no. 604085 till house no. 530001)	IPD	
WARD 41	RESPONSIBLE CLUSTER	PROGRESS
Streets naming.	Public Works	
Construction of the last Street of Zone 3 (from house no. 604085 till house no. 530001)	IPD	
Construction of Ekujuleni Primary School Street	IPD	
Side Walk paving Ester Mazibuko Road (Zone 3).	Public Works	
Tarring of street as from house no. 591038 to 572025 (Zone 3).	Public Works	
Water logged houses near the stadium in the section of 5420... and 5430.	Public Works	
Potholes closing at Mopholosi Secondary School Road.	Public Works	

CHAPTER 2

1

2023/2024 MIDYEAR PERFORMANCE REPORT

PURPOSE

This chapter is based on the 2023/2024 Mid-year Performance for the period covering July 2023 to December 2023. It discloses and accounts on the results of the assessment of the actual achievements against the quarterly projections of performance indicators and performance targets. These performance indicators and targets were identified and recorded in the Organizational Service Delivery and Budget Implementation Plans (O-SDBIPs) for the 2023/2024 Financial Year.

LEGISLATIVE BACKGROUND

The Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) defines a “service delivery and budget implementation plan” as a detailed plan approved by the mayor of a municipality for implementing the municipality’s delivery of municipal services and which must indicate service delivery targets and performance indicators for each quarter.

The performance management system described in the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) – section 38 to 49 thereof determines the monitoring, measurement, evaluation, and auditing of information recorded in terms of the Service Delivery and Budget Implementation Plan. Section 52(d) of the MFMA requires that the Executive Mayor table a report on the performance of the municipality to Council within 30 days after the end of the quarter.

In compliance with these legislative directives the 2023/2024 Midyear Performance Report is based on the outputs of the 1st and 2nd Quarter performance assessment of service delivery and budget performance indicators, targets and projections that were approved by the Executive Committee, Mayoral and Council.

THE 2023/2024 MIDYEAR ORGANIZATIONAL PERFORMANCE ASSESSMENT RESULTS

One of the core components of the Integrated Development Plan and the Performance Management System is the setting of appropriate performance indicators with regard to the municipality's development priorities and objectives (s.26 and s.41, MSA). The initiation point and planning of performance management are therefore found in the Integrated Development Plan. The 2023/2024 Integrated Development Plan was approved by the Municipal Council in June 2023. Subsequent to the approval of the IDP and Budget, the Executive Mayor also approved the 2023/2024 Service Delivery and Budget Implementation Plan in June 2023.

2023/2024 MID-YEAR PERFORMANCE RESULTS

Finance and Revenue

Financial key performance indicators are used to track, measure, and analyse the financial health status of the municipality. The municipality during the 2023/2024 midyear reporting period planned to achieve 13 targets. Following the review of the performance information, 3 indicators were achieved and 10 indicators were not achieved. The main reason for non-achievement of these targets was the fact that certain PoEs were not submitted for performance management assessment purposes. Only PoEs for Creditors department and Supply chain management was submitted. The non-submission of information has led to an incorrect reflection of the performance of Finance and Revenue departments for the first two quarters. Positively, the municipality made progress on implementing some of the deliverables for the cost containment plan. Milestones were also realised in addressing the historical debt, 47% was achieved instead of 10%. The 2022/2023 Annual Financial Statements were submitted accordingly to Auditor General of South Africa.

Infrastructure Planning and Development (Grants)

The municipality was unsuccessful on the spending of the Municipal Infrastructure Grant, Neighbourhood Development Grant and Expanded Public Works Programme Grant. The municipality has been negatively affected by the attachment of the conditional grant by Rand Water and Eskom since April 2023 resulting in projects being suspended since April 2023 to date. During the 2023/2024 FY, the municipality has only managed to spend 7% towards salaries of PMU staff and projects which only resumed in November 2023 due to construction projects being suspended by the contractors owing to the attachment of the bank account rendering the municipality unable to honour payments.





Public Works

a. Electricity

Of the 7 key indicators, 1 indicator was partially achieved, 5 indicators were not achieved and 1 indicator had no projection. The main reason for non-achievement of these indicators was attributed

to non-payment of service providers to carry out the work, non-availability of meters on stock, community protests in some communities and large power users refusing access of municipal officials.

The results are as follows:

 Prepaid meter installation	-	358 instead of 6000
 Smart meter installation	-	259 instead of 5953
 Online metering for large power users	-	8 instead of 40
 Token Identified prepaid meters rolled out	-	0 instead of 12000

b. Roads and Storm-water

Roads and storm-water department planned 3 key indicators (cleaning of concretes canals and pipes, patching of potholes and gravelling of roads).

The target for cleaning of concrete canals and pipes as well as gravelling of roads were not achieved due to unavailability of hired plant. The target for patching of potholes was achieved.

As reported in the First Quarter Performance Report, upon conducting physical verification and combined quality assurance (with Internal Audit and Monitoring and Evaluation Department) on the sample on this function, the assurance team could not verify the actual performance information submitted. This has impacted the midyear assessment as the first quarter reported information was not considered.

c. Waste Management

Waste Management function consisted of 4 key indicators of which were due for measurement for midyear reporting period. 2 of these targets were achieved and 2 were not achieved. The Waste Management strategy was developed and approved by GDARD. The target of 50% for the collection of waste for identified routes on the schedule (not all areas but specific to the schedule) was not achieved. However, it is worth noting that the measurement for this key indicator will be reviewed at midyear. There is a risk of submitting unreliable and inaccurate performance evidence. The department relies solely on estimates provided by the truck driver. Consequently, verification is difficult to achieve. The Performance Management Department also recommends the speedy installation of tracker or fleet management system that can be used to verify reported information. The target relating to the removal of mini dumps was also not achieved. 29242m³ was collected out of the projected 40000m³. The non achievement was attributed to lack of vehicles and personnel.

Utilities and Strategic Projects

a. Water and Sanitation

The water and sanitation function comprised 13 key indicators,

No PoE was submitted from the Water and Sanitation Cluster for the second quarter assessment period. This has consequently negatively impacted the midyear performance score and not provided a true reflection on the performance of the cluster and the municipality.

Community Services

a. Social Cohesion

For the 2023/2024 midyear reporting, 20 social cohesion programs were planned and 27 were realised successfully. The municipality through the Sports and Recreation department in collaboration with various stakeholders organised the indigenous games, chess, book reading and many more.

b. By-Laws

The municipality planned to implement 50% plan with specific reference to By-law development and enforcement. To this end only 25% of the By-law enforcements inspections were undertaken. The portfolio of evidence for this target was not sufficient to make a conclusion and is suggestive to the fact that the work is not done.

c. Indigent Register

The municipality intended to provide indigent subsidy to deserving beneficiaries, consequently by updating the Indigent Register and submitting to Council. This was not achieved during the second quarter. The performance information submitted during the first quarter does not indicate how many new applications were received and which of the current register have been reviewed. Consequently, this poses a risk of unreliable, inaccurate and lack of completeness of performance information. A workshop had been conducted for the user department to mitigate against this risk.

d. Turn-around time to attend the fire and rescue incidents

The municipality was able to meet 69% of the targeted 60% of total calls received within the turn-around time of 23 minutes to attend fire and rescue incidents around the municipality's area.

e. Community Safety Programs and inspections to National Environmental Health norms and standards

32 Community safety programs were planned, and 43 were successfully realised. In terms of Environmental Health Regulation 88 the municipality is mandated to carry out inspections on public premises to ensure compliance. 1000 inspections were targeted during the midyear reporting period, 365 inspections were conducted.

f. Parks and Cemetery

The municipality purposed to implement 70% of parks and cemeteries total work planned for midyear. To this end 127% was achieved.

g. Environmental Inspection

It is the mission of the municipality to have a clean, healthy and well protected environment that allows for good quality living for all members of the municipal community. As result, during the midyear review, the municipality planned to achieve 280 of the inspections. Consequently, the

portfolio of evidence for this target was not sufficient to make a conclusion and is suggestive to the fact that the work is not done.

Infrastructure Planning and Development

The continued attachment of the municipal bank accounts has significantly affected the key indicators under projects. This has greatly impacted on key service delivery areas of the municipality. This is also reflected on the 7% achievement of grand spending for the first half of the financial year.

Economic Development

The municipality has 9 key indicators intended to develop and enhance SMMEs, attract tourist in the region, provide a framework for outdoor advertising and informal trading etc. Of these 9 key indicators, 2 targets were achieved and 5 targets were not achieved, 1 was partially achieved and 1 was not due for assessment. The targets relating to building plans applications adjudicated, land use enforcement, informal trading and outdoor advertising policies were not achieved, whereas the review of the Spatial Development Framework progressed as planned.

Organizational Development

10 Organizational Development's key indicators were targeted during midyear. 2 key indicators were achieved and 8 key indicators were not achieved. The municipality made progress on the implementation of the workplace skills plan and ultimately meeting the expenditure target of 40% by achieving 61%. The dispute register has been achieved from the planned 20% the municipality achieved 40%. The targets on appointment of key positions and adherence to employment equity on appointed positions were not met. Fleet management progress is lagging behind and the targets are said to be reviewed during the midyear process of adjustment due to poor performance. Finally, the Facilities Maintenance Plan was not implemented as planned.

Governance and Public Participation

25 key indicators were planned to realise good governance, public participation and accountability. 14 were achieved, 6 were not achieved and 5 were not due for review. Signed performance agreements for Municipal manager and managers directly accountable to municipal manager 2023/2024 were concluded as planned. 2022/2023 Annual Performance Report (APR) was submitted to the Auditor-General of South Africa (AGSA) by end-August.

Development of a corporate communication plan is lagging behind. Integrated Development Plan strategy was not held as planned during the second quarter. Public participations and ward committee meetings were held. The progress on the implementation of the Internal Audit Plan was made, as result 7 audit reports were issued to this account as planned.

OVERALL ASSESSMENT OF PORTFOLIO OF EVIDENCE

The performance information must be valid, accurate, useful and complete to substantiate reported and achieved performance. The completeness of information enables one to come to an informed decision, so lack of adherence to this request, will affect the municipal overall performance. To this end, some of the key indicators performance information were not considered due to lack of reliable, accurate, usefulness and completeness of performance information. There is continued lack of

adequate oversight and quality assurance at the Cluster level, as result the performance evidence submitted does not give assurance for the work done.

Organizational performance results in terms of the regulation 805 for performance management at local government level.

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

Rating	Score	Level of Performance
1	0 -74%	Target not Achieved
2	75 – 99%	Target Partially Achieved
3	100- 129%	Target Achieved
4	130- 149%	Target Achieved Above Projection
5	150%	Excellent Performance

ORGANIZATIONAL PERFORMANCE PER KEY PERFORMANCE AREA

In line with the Municipal Performance Management Regulation 805 criteria (above) for measuring performance, the 2023/2024 Midyear Organisational Performance Achievement of Emfuleni Local Municipality is calculated at **53%**.The following table depicts the 2023/2024 Midyear Organizational Performance Results, as such the Municipal Performance during the 2023/2024 Midyear Performance is not satisfactory.

Summary per Key Performance Area	Quarter 1 Performance	Quarter 2 Performance	Midyear Performance
KPA 1	48%	26%	35%
KPA 2	59%	34%	43%
KPA 3	38%	57%	56%
KPA 4	50%	41%	41%
KPA 5	88%	101%	90%
Overall Performance	57%	51%	53%

CHAPTER 3

Municipal Overview

Emfuleni Local Municipality: Socio-Economic Outlook

This chapter is based on the overview of the municipality and its space of jurisdiction. The data used and appear in our 2024/2025 IDP is sourced from the Statistics South Africa (*Stats SA*) Census 2022 results which were released on the 02nd of February 2022. Other sources used in the compilation of the document include the Gauteng Province Socio-Economic Review & Outlook (SERO).

Censuses provide reliable data at various levels of planning, essential in helping to monitor development programs and are also fundamental for informed planning, policy-formulation and decision-making in various sectors as governments and its spheres and entities address socio-economic and service delivery challenges. South Africa has had four Censuses in 1996, 2001, 2011 and 2022 since the dawn of its democratic dispensation.

About Emfuleni

Emfuleni is a *Zulu* and *Ndebele* word meaning the river. Emfuleni local Municipality as thus derives its name from the mighty Vaal, Klip and Suikerbosrand Rivers which are all located within and crosses its space. Emfuleni is one of the three local constituent municipalities within Sedibeng District Municipality, which in the past was known as the Vaal Triangle. Lesedi and Midvaal are the other two constituent municipalities within the Sedibeng District. It is one of the few category “B” municipalities in the country, and as indicated above shares municipal executive and legislative authority in its area with Sedibeng District Municipality which is a category “C” municipality.

About Emfuleni’s Population

It is also home to a population of 945 650.

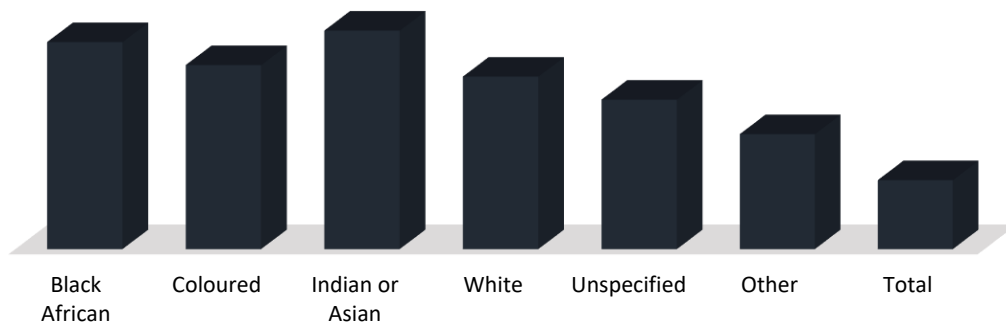
Census 2022 by the Statistics SA refers to Gauteng province as the most populous in South Africa. The province’s population increased from 12.3 million in 2011 to 15.1 million in 2022 – a growth rate of 23.0% in the intercensal period. The province had 5,3m households by the date of the release of the 2022 Census – an increase from the 3.9 million recorded in 2011 and it is the only province in the country with a higher proportion of males than females. Males constituted 50.5% of the total population while 49.5% were females. More than 40.8% of children aged 0 – 4 years in Gauteng received the Early Childhood Development Education (ECDE) at a crèche or education centre.

Of the 1,190 688 Sedibeng population, the Emfuleni Local accounts for 945 650. This makes Emfuleni the biggest municipality within the district of Sedibeng.

Population group

Population group	Number
Black African	
Coloured	9 451
Indian/Asian	
White	
Other	
Unspecified	
Total	

Source: Census 2022



Source: Census 2022

Location

Our municipality is located on the south of the Gauteng province and Johannesburg.

The Map of Emfuleni



Historical Perspective

Emfuleni has a very rich history in South African politics that is traced from Vereeniging, one of its major cities which hosted the signing of the peace treaty which brought to an end the second Boer War on 31 May 1902. It was also in one of its major townships known as Sharpeville where over sixty-nine black peaceful protestors marched against oppressive laws were killed by the National -Party (NP) government and over 180 were left maimed on March 21, 1960 in what is to date known referred to as the biggest massacre of Sharpeville. The anniversary of the Sharpeville Massacre is remembered in the country as Human Rights Day and by the world as the International Day for the Elimination of Racial Discrimination.

On the night of the 12th of January 1991, more than thirty (30) mourners were killed at a night-vigil held in a tent in Sebokeng, also one of the townships constituting Emfuleni. Boipatong, located outside Vanderbijlpark was attacked by a group of about three hundred men from the Kwa Madala Hostel in what came to be known as the Boipatong massacre, and in response, the ANC withdrew from the negotiations. Two years after the democratic election of 1994, Mr. Nelson Mandela, the founding president of the Republic of South Africa signed into law the Constitution at a ceremony held in Sharpeville on the 10th of December 1996.



In the picture on the left







Mr. Yunus Chamda, *former Speaker & Municipal Manager of Emfuleni*, Mr. Matamela Cyril Ramaphosa, *President of the RSA*, and Mr. Nelson Rolihlahla Mandela, *founding President of the RSA*.

Key Social Demographics Characteristics

EMFULENI DEMOGRAPHICS		
ITEM	DESCRIPTION	2024/2025
Municipal area		987.45 km ²
Population size		945 650
Main Employers in the area		(National/Provincial Government, Municipalities, Cape Gate, Arcelor Mittal, and hospitality industries.
Unemployment Rate in the area of Emfuleni		56.2%
Total number of municipal employees		2206
Total Number of Registered Voters		Registered Voters as at 03 March 2024:360,892 (Source: IEC) https://www.elections.org.za/pw/StatsData/Voter-Registration-Statistics
Interesting facts/Main attractions in the area of Emfuleni		Home to the Sedibeng District Municipality and several Historical Heritage Sites, Vereeniging and Vanderbijlpark city centres. Also home to Vaal University of Technology (VUT), North West University (NWU) and Sharpeville that marked the signing of South Africa's Constitution. Every winter more Vaal venues align themselves with the best South African wine Estates.

EMFULENI DEMOGRAPHICS		
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Total Number of Registered Voters		Registered Voters as at 03 March 2024:360,892 (Source: IEC) https://www.elections.org.za/pw/StatsData/Voter-Registration-Statistics
Total Municipal Budget		R 8,236,219,808 which is Municipal Own Revenue of R 6,852,037,653 or 83% and Government Grants and Subsidies of R 1,384,182,155 or 17% of total revenue

SOCIO-ECONOMIC INDICATORS		
ITEM	DESCRIPTION	2023/2024

Total Households			297 910
Access to basic services			<p>For formal dwellings the census figure for Emfuleni is 90,3%.</p> <p>Census 2022 uses Flush toilets than Hygienic Toilet – Therefore, couldn't verify the estimates due to use of different terms.</p> <p>From Census 2022 Piped Water inside dwelling (80,4%), then piped water in the yard is 16.7%</p> <p>Census 2022 focuses on the use of electricity (electricity for lighting, for cooking...) than Electrical connection – Therefore, couldn't verify the estimates due to use of different terms.</p>
Population growth rate average			2.6%
Poverty Rate			48.5%
Government transfers and subsidies as a % of total revenue			13.3%
Quality of Life			57%

Education			School Attendance (5 – 24 years) 211 970
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GINI Coefficient

Poverty & Inequality

Between 2014 and 2021, the proportion of people living below the various poverty lines increased in all district's locals. In 2020, about 27.9 per cent of people in Sedibeng were living below the food poverty line compared with 19.3 per cent in 2014. According to the findings of the GCRO multidimensional poverty study, service delivery is the key factor in poverty reduction in the region.

The trends on income inequality shows a GINI Coefficient of over 0.60 indicating that district and the locals have one of the severe level of inequalities in the country in 2021. Sedibeng had a GINI coefficient of 0.635 a slight decline from 0.645 in 2020. The GCRO cites migration as one of the explanatory variables for both poverty and inequality in the province.

Human Redevelopment

Health

There are three (3) public hospitals of Sebokeng, Johan Heynes and Kopanong that are located within the space of Emfuleni.

Households

There were just over 5.3 million households in Gauteng province in 2022 and which is an increase from the 3.9 million recorded in 2011. An average household size in the province has decreased from 3.1 persons per household in 2011 to 2.8 persons.

Kind of Dwellings

Formal and Informal dwellings

By 2022, the majority of households in the province resided in formal dwellings whilst 11.0% lived in informal dwellings.

Education

43.0% of persons aged 20 years and older in the Gauteng province had completed secondary education in 2022. Sedibeng consist of 264 039 people in school attendance between the ages of 5 – 24 years. Whilst Emfuleni constitutes about 211 970 of people between the same age of 5 – 24 years, this translates to 22% of Emfuleni’s population.

Key Service Delivery Demographics Characteristics

Access to Services

Like Emfuleni, many municipalities have struggled with revenue collection amid low levels of economic activity and high unemployment.

Housing

Despite improvements, access to formal housing is not 100% across the locals.

Water

In 2022, 94.2% of households in the province of Gauteng had access to piped-water in the dwelling or in the yard, whilst 96,8% in Sedibeng and 97,1% in Emfuleni.

Flush-Toilets

Also in 2022, 89.7% of households in Gauteng had flush-toilets as their main toilet facility, whilst Sedibeng had 95, 3 and Emfuleni stats were 95, 2%.

Electricity & Gas

The proportion of Gauteng households using gas for cooking increased sharply between the last two censuses, from 3.1% in 2011 to 32.0% in 2022. In Sedibeng and Emfuleni the stats in 2011 were 3,4% and 2,6% respectively, then in Sedibeng and Emfuleni 28,2%, and 27,2% respectively in 2022.

81.1% of households in Gauteng owned a TV set in working conditions by 2022. House with access to the internet increased sharply from 46.4% in 2011 to 86.4% in 2022. Internet access via cell phone was the most common source of internet for most households.

Refuse Removal

Households in Gauteng who have their refuse removed by local authorities decreased from 88.3% in 2011 to 85.0% in 2022. There has been a slight decrease in provision of refuse removal across the district.

EXECUTIVE CLUSTER

Offices of the Political Management Team (PMT) & Municipal Manager

This section covers reports of the clusters of the municipality which are mentioned here below. In the section

The 2024 Mayoral and Exco Strategic Makgotla by the Executive Mayor (EM) and Municipal Manager (MM) both pointed out to the municipality's resilience which has proven to have surpassed any form of challenges it has encountered and that we are now looking in history and admire how we emerged from serious dark cloud that could have devoured us. Amongst the problematic areas which were identified by the 2024 Makgotla that require management to roll up their sleeves and fix the plane whilst on air are listed here below:-

- ✚ Eskom & Rand Water debt;
- ✚ Revenue collection;
- ✚ Service delivery;
- ✚ AG findings;
- ✚ Grant expenditure;
- ✚ Developing a pragmatic Economic Development Plan and a developmental Spatial Development Framework;
- ✚ Smart and Measurable Organizational SDBIPs;
- ✚ Review of the Service Delivery Model;
- ✚ Review of the Micro Organizational Structure;
- ✚ Implementation of consequence management;
- ✚ Developing a developmental relation with the organized labor;

In going back to the basics, the municipal's focus in 2023/24 has been on reconstruction and development and making the IDP becomes a working document that served as a developmental compass and a pragmatic program. Council & Political Management Team (PMT) through the oversight committees – (*Section 79s & Section 80s*), Exco are committed in making the IDP realistic.

All the governance structures such as the Ward Committees and IDP & Budget Political Steering Committee. Meetings and activities of Council, Mayoral Committee and Ward committees have been functioning properly in accordance with legislations. In the year under review, we had a People's Assembly which was held on the 7 December 2023 where Ward Committee members were awarded Certificates of Excellence. A Councillors workshop was also held in April 2023.

The municipality is also continuing to make progress in addressing the Eskom issue through the Debt Relief Program and abiding to the timelines by National Treasury to ensure that we address deficiencies. The process of the establishment of the Special Purpose Vehicle (SPU) is far ahead with the progress report in line with the Council resolutions. In 2023/24 financial year we did better and need to increase the tempo and rhythm in terms of the austerity measures and revenue collection as we still remain with the service delivery backlog.

Our bank attachment by Rand Water and the schedule 6B have hamstrung our development progress in our grant expenditure and we are in engagements with CoGTA to find the resolve to the schedule 6B matter. The issue of the unspent money has to become a matter of the past given our efforts as an institution to capacitate the Infrastructure and Planning Development (IPD) cluster, known in the past as the Projects Management Unit (PMU). Since the previous Lekgotla, we have brought stability in the senior management (Exco) by filling the following critical posts:-

No	Name	Designation
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1.	Mr. Mpfaraleni Maseanoka	<i>Chief Financial Officer (CFO)</i>
2.	Mr. Tulani Msibi	<i>Executive Director: Shared Services</i>
3.	Mr. Thendo Masia	<i>Executive Director: Economic Development & Planning</i>
4.	Mrs. Laura Mabunda	<i>Chief Audit Executive (CAE)</i>
5.	Mrs. Jacqueline Masemola	<i>Chief Risk Officer (CRO)</i>
6.	Mr. Mthunzi Mthwalo	<i>Head: Legal Services</i>

The work is underway to ensure that we finalize the appointment of the outstanding positions within Exco, fill the strategic positions with urgency. The issue of the review and finalization of the Service Delivery Model, the review of the Micro Organizational Structure, functional telephones system, an e-system of recruitment, finalization of the Action lists for Council, PMT, Mayco & Exco as it is important to keep track of our resolutions, issue of habitable working environment as the current state of affairs is not ideal and desirable, finalizing the Fleet Management Strategy in order to accelerate service delivery as our core function, finalizing the outstanding labor cases and accelerating the reduction of the litigation register should be on top of our agenda during this year.

In the Economic Planning & Development and Human Settlement cluster we have set for ourselves the following targets:-

Functional LED Strategy, MPT to accelerate the development proposals, align our Spatial Development Framework (SDF) with the Land Audit in order to wow investment to our municipality in the quest to reduce the alarming unemployment rate of +50% in our space,

Prime on the agenda of the Finance cluster is to up the revenue, by accelerating the smart meter installation and extend it to new areas such as Lethabong, identify other areas to install meters such as zone 10 X1-3 (Ward 36), Zone 14 (ward 31), Beverly Hills (Ward 28), West side park (Ward 30) & zone 6 (ward 38), electricity and water meter audits in areas such as Bophelong, Vereeniging and Tshirela/Boipatong should be accelerated through the political intervention as the matter was properly raised with the Political Management Team (PMT).

In the Finance cluster will have engagements with Economic Planning & Development, Community Services and commit them towards revenue enhancement. The capacitation of our By-Law Department is going to be accelerated in the quest for revenue enhancement. The establishment of the Customer Care Center and residents are now promised a functional Integrated Customer Care Center (1 stop window).

The issue of the registration of the established townships by the department of **Human Settlement** will be finalized as it has been dragging for some time and it remains one of the inhibiting factors towards revenue enhancement measures as we cannot bill areas such as Tshepong, Zone 24.

The municipality has now committed to improve and get unqualified audit opinion in 24/25 whilst gunning for clean audit in 2025/26. The appointment of the new Performance Audit Committee and Financial Disciplinary Board will be an enabler in this regard.

On **Metsi-A-Leakoa**, engagements with the Department of Water Services (DWS) and Rand Water on the issue of water loss in the Municipality that has increased from 63% to 65%. This is worrying indeed and it needs serious attention from the three institutions.

The role played by CoGTA and Gauteng Provincial Treasury in supporting the municipality through section 154 also goes a long way. The strategic relations we have established with Development Bank of South Africa (DBSA) and South African Local Government Authority (SALGA) is beginning to serve as a nudge towards this bold move of achieve the full implementation of the IDP by the end of current administration term of office.

Social Development & Finance Clusters

Social Development Cluster

This is one of the clusters in Emfuleni and it comprises of a number of departments which are listed below. Social Development (SD) is multi-disciplinary in nature cutting across all sectors driven by social work services. Social workers are a cornerstone of the developmental approach that guide and shape the department. SD renders social work services to various target groups, namely children, families, women, youth, older persons and people with disabilities, Programs are conducted in line with the National calendar of events e.g. (365) 16 days of activism of no violence against women & children, older persons programs, child protection week etc.

Legislative Framework

Social Development

The various pieces of legislation applicable to the work of the Cluster and its department include some of the following:-

- The Constitution of RSA (108 of 1996);
- The Children's Act 38 of 2005;
- The Social Service Professions Act, 1978;
- The Prevention and Treatment of substance abuse 70 of 2008;
- The Domestic violence Act 116 of 1998;
- The Older Persons Act of 2006;
- The White paper on Social Welfare of 1997;
- The Social Assistance Act 13 of 2004;

Health & Social Development

These are some of the pieces of legislations governing Health & Social Development:-

- The Constitution of the Republic of SA 1996;
- The National Health Act 61 of 2003;
- The Municipal Structures Act 117 of 1998;
- The Foodstuffs, Cosmetic and Disinfectant Act 54 of 1972;
- The National Air Quality.

Health & Social Development

- The Constitution of the Republic of SA 1996;
- The National Environmental Management Act 107 of 1998;
- The Environmental Conservation Act 73 of 1989;
- The Protected areas Act 57 of 2003;
- The Biodiversity Act 10 of 2004;
- The National Air Quality Act 39 of 2006;

Environmental Health

The function includes provision of comprehensive environmental health services to enable the community in living a healthy and hazard free environment. The MHS is composed of nine (9) elements or focus areas which are the mandate of ELM;

The elements include:

- Foodcontrol, Vector control, Disposal of the Dead, Water Quality monitoring, etc.
- functions of EHPs is to do inspections, ensure compliance and issue COCs;
- EHPs are currently assisting in the Mayors Cleaning Campaign by doing inspections within the community;

Environmental Management

Environmental Management prevents pollution, ecological degradation, promote conversation and secure ecologically sustainable development.

Environmental Management Strategic Focus

Strategic Focus Areas

- test vehicle emissions, education & awareness;
- compliance monitoring and enforcement;
- site inspections, attend to complaints;
- environmental education; and,
- commemoration and awareness on environmental days.

Key strategic focus areas of the Social Development Cluster

- Verification and registration of indigent households;
- Verification of indigent status for burial applicants;
- Indigent Ward based campaigns;
- Providing counselling & psycho-social support; and
- Awareness and prevention; HIV & AIDS, Drug and substance abuse, Domestic violence, Child abuse & neglect, Old aged abuse, Mental Health etc.

Sport & Recreation Resolutions

- to strive for professional standards in the provision of resources and services for sport and recreation;

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

Libraries

The 1996 changes included the library as an exclusive provincial competence in Schedule 5(A) of the Constitution of the Republic of South Africa (Act No 108 of 1996). This means that the provincial library services are still responsible for creating the legislative framework for the provision of public/community library services. Furthermore, there is no national legislation assigning responsibility for delivery of the function, as the Municipal Structures Act does not include public/community libraries as one of the functions of local government. Certain Provinces have old ordinances mandating municipalities to provide library services, and some provinces are in the process of drafting new legislation. However, the old ordinances do not take cognizance of the three types of municipalities, and the sharing of functions between district and local councils.

Arts & Culture

- Scouting new talents;
- Development of new artists through workshops;
- Profiling well established artists through events;
- Creating a conducive environment for local artists;
- Coordination of Geographical name change processes;
- Facilitation of the language Policy as mandated by National Arts and Culture;
- Events Management – Assisting organizers to present professionally run events, and ensuring safety at events; and,
- Coordination of Vaal River Carnival Programs.

The Key Strategic Focus for Community Services

The Sport and Recreation is divided into three sections namely which are as follows:-

- Sports Development, Recreational Facilities and Sports facilities;
- Arts and Culture; and,
- Library and Information System.

The Key Strategic Focus for Sport & Recreation

The focus is placed on some of the following areas of importance;

- Promote Sport and Recreation Activities and its facilities
- Promote Arts and Culture Activities and its facilities
- Promote Library and Information services and its facilities

Activities and Challenges experience by the Social Development Cluster

Retracing our steps since the 2023/3034 Mayco Lekgotla Resolutions

The following are some of the resolutions agreed to be the Exco and Mayoral Committees Strategic Makgotla of the respectively. This section therefore, deals with the progress and challenges experienced in implementing these resolutions:

Section 139 & 154 Interventions Progress

The Gauteng Executive Council took a decision to invoke section 139(1)(b)9c and 5(a) of the Constitution of RSA in 2019 and imposed the Financial Recovery Plan (FRP). Section 154 Intervention has since lapsed in August 2022.

Indigent Management Programme

The Indigent Household Policy was reviewed in 2023/2024. There are 90606 indigent households in the municipal database at the moment with the number increasing. Properties valued at R310, 000 and above are verified by Social Development staff members of the municipality, Field workers & Social workers. The municipality contracted *Backto Front* (BTF) service provider to assist with credit check of all indigent applicants. Emfuleni provides assistance with indigent burials/paupers to community members who cannot afford to bury their families and,

- 85 Indigent burials & 43 pauper burials were finalized 2023/2024;
- An amount of R1 048, 000 allocated for indigent burials.

Amongst the challenges we have encountered during the year under review, we count the following:-

Challenges

- Poor sectoral collaboration and integration between Social Development and Finance on Indigent policy review, program implementation and customer care for indigent clients;

GEYODI

The GEYODI Program objective and mainstreaming has critical functions that include the following:

- ensuring integration of IDP and SDIBP's processes and strategic planning;
- coordinating and facilitate performance reports on GEYODI programs from all departments;
- building capacity of civil structures and organisations through training and development;
- Establishment of GEYODI will consist of coordinators that represent the municipality in driving internal and external programs;
- Gender will ensure programs that address Women, LGBTI, in established Women fora;
- HIV/AIDS will ensure that awareness campaigns and monthly calendar activities take place; and,
- Youth has to ensure proper functioning of Youth Centres, regular youth programs and campaigns which are also aligned to those of the mayors;

Challenges

- GEYODI is supposed to have six coordinators of programs (Gender, Youth, HIV/ AIDS, Disability, & Older persons) and there are currently two officials remaining;
- The municipality has a challenge on placement of GEYODI unit to a relevant department and SALGA proposed placement of GEYODI to be in MM's office.

Social Development Challenges

Major Challenges	Reasons	Proposed Interventions
Shortage of Staff and out dated Computers;	Posts not filled and non-replacement of computers due to constraints with cash-flow;	Improve turnaround times for filling of posts especially the grant funded positions; Decentralise a dedicated HR official to the cluster; Develop a SOP for the filling of vacancies specifically indicating the time frame for each process involved;
Shortage of offices, vehicles and equipment;	Insufficient or no budget for replacement or maintenance;	Provide sufficient <i>Opex</i> and <i>Capex</i> ; Calibrate the Noise Level Meter as per SANS;
Short fall payments of Sedibeng District Municipality;	Financial constraints in Sedibeng District Municipality;	Sedibeng District Municipality to make provision for sufficient budget allocation; High level and political intervention required;
IT and Telephone connectivity remains a serious challenge;	Lack of Budget;	IT to provide a reliable and dependable Network and VoIP system.

Major Challenges	Reasons	Proposed Interventions
Inadequate Primary Health Care (PHS) Services	Non-finalisation of provincialisation of Primary Health Care Services;	Filling of critical vacancies. Maintain and repair mobile & fixed clinics. Provide medical equipment for mobile & fixed clinics. High level discussions with the Gauteng Department of Health to find a way forward with provincialisation.
IT system and equipment is not readily available to verify indigent applications and for complaints.	Lack of ELM -Budget	A system that is linked to other departments e.g. SASSA, Home Affairs and SARS to verify all the indigent applications and to communicate effectively internally and externally.
Professional registration fees for social workers & Environmental Health Practitioners	Lack of Budget	ELM to provide budget

Addressing Environmental Health Challenges

- critical staff shortage - Staff to population ratio not meeting required national standards (1: 10 000) currently stands at 1: 48 150. This will lead to an increasing of health risks to the community.

Status of aspects in the field of work, which is of concern

- Shortage of tools of trade (personnel and vehicles)
- Noncompliance with the National Norms and Standard in terms of the staff and training
- Neglect of compliance inspections at industrial premises, medical waste generators, crèches, child minders, old age homes, etc.
- Monitoring and investigation of unlicensed food traders.
- Uncontrolled sale of harmful and hazardous agricultural products on the street,

Key Programs/ Projects	Progress to Date	Budget Allocated	Expenditure to Date	Required Interventions
Conducting Environmental Health Inspections	1500 premises inspected	None	-	Allocation of budget/ vehicles & staff shortage to be addressed
Verification of indigent households for property value above R310 000	1210 Indigent households registered & verified	None	-	Allocation of budget/ vehicles & staff shortage to be addressed
Verification of Indigent burial applications	100% of indigent burial applications verified	None	-	Additional funding/ budget indigent burial
Social development programs (campaigns)	4 social development programs conducted	None	-	Allocation of budget/ Staff shortage and resources to be addressed

Implementation of the Financial Rescue Plan (FRP)

Credit Control & Debts Collection

Key activity: Review current Traffic Management System (TMS) and procure in Integrated Traffic Management System (ITMS);

Progress: Implementation of 25 hours overtime;

Procurement of services in line with SCM Policy and FRP;

Strategy 8

Secure Electrical Infrastructure;

Key activity: Installation of an alarm system and Secure Electrical Infrastructure;

Key activity: Installation of CCTV cameras.

Implementation of the Financial Rescue Plan (FRP)

Security of Council Assets

Key activity: Formulate and implement a comprehensive security plan.

Lack of Suitable Storage/ Impoundment Facilities

Key activity: Procure and develop suitable storage facilities.

Disaster Management

- Council resolved to place both Disaster and Events Management at Fire & Rescue;
- the purpose of Safety at Sports is to provide for measures to safeguard the physical well-being and safety of persons and events held at stadiums, venues, etc;
- disaster Management is about co-ordination which seeks to reduce or avoid the potential losses from hazards, assure prompt and appropriate assistance to victims of disaster and achieve rapid and effective recovery;
- disaster Risk is magnified by Climate Change: it can increase the hazard while at the same decreasing the resilience of households and communities;
- to date both Disaster and Events Management are not catered in the latest Council's approved Organogram;
- no additional resources i.e. budget and personnel were allocated to carry out its obligation;
- given the challenge as indicated above Fire and Rescue managed to develop both Disaster Management Plan as per the provision of the Act and Events Management Policy;
- no additional resources i.e. budget and personnel were allocated to carry out its obligation; and,
- given the challenge as indicated above Fire and Rescue managed to develop both Disaster Management Plan as per the provision of the Act and Events Management Policy.

Challenges facing Public Safety

MAJOR CHALLENGES	REASONS	PROPOSED INTERVENTIONS
Payment of Back Office Service Provider.	The Back Office Service Provider invoices have not been paid for months and the service provider informed that they find it difficult to maintain the service standard without money.	Commitment from the Finance Department to pay the Back Office invoices within 30 days.

MAJOR CHALLENGES	REASONS	PROPOSED INTERVENTIONS
	All roadside operations are stopped and no section 54 summons will be generated due to non payment.	
Filling of Critical Vacancies	The current staff shortage is 75% in the Municipal Courts causes capacity constraints. Critical vacancies such as Supervisors, Prosecutors, Warrant Officers, Snr. Clerks and Admission of Guilt clerks need to be filled. There is a continuous lack of funding to fill critical vacancies since the inception of the Municipal Courts in 2006.	Funding should to be provided for the filling of critical vacancies. Council must implement the proposed organizational design structure. The Department Human Resources must fast track the filling of the advertised positions. The Department Human Resources must advertise the remaining two Admission of Guilt Clerks positions.
Slow progress on the filling of funded vacancies.	It takes unnecessary long to fill funded positions.	Department Human Resources needs to fast track advertising and interview processes pertaining to the filling of funded positions.
Timely payment of Supplier accounts.	Suppliers refuse to quote, supply, or to work for the municipality due to outstanding payment of their invoices. Essential stationery such as speed point paper rolls, filing boxes, lever arch files, staples, black pens, etc. cartridges and toner for office equipment such as printers, scanners, copiers, and fax machines cannot be procured. Case records need to be archived for audit purposes.	Demand Management must sustain stock levels in stores. Supplier invoices should be paid within 30 days of submission thereof to the Creditors Department.

MAJOR CHALLENGES	REASONS	PROPOSED INTERVENTIONS
Over expenditure on overtime and acting due to non-filling of vacancies for	No budget for filling of vacancies.	Budget to be allocated for vacancies
Critical vacancies not filled.	No budget allocation for vacancies.	Allocation of budget for critical vacancies
Vehicles and equipment in poor condition.	Budget for patrol vehicles centralized to fleet department.	Fleet department to prioritize traffic department when allocating vehicles
Indigent Management Programme	Indigent Management Programme	Indigent Management Programme
Shortage of offices	Poor project management by PMU. Traffic department building in Evaton stands vacant to date.	PMU to prioritize the project of Traffic department building in Evaton
Adversity in implementation of programs	No budget allocation for programs	Capex budget for programs to be approved by Budget Office
Maintenance of traffic building	Budget for furniture centralized to Facilities Department	Facility Department to prioritize traffic department with refurbishing and maintenance of offices/ Finance Portfolio Committee.
Lack of Office Furniture	Budget for furniture centralized to Facilities Department	Facility Department to prioritize traffic department with procuring/allocating office furniture.
Lack of Roadblock equipment	Insufficient budget allocation for roadblock equipment,	Approval of requested budget by budget office,

MAJOR CHALLENGES	REASONS	PROPOSED INTERVENTIONS
Loss on rental money and services	Sharing of premises with Sedibeng	Sedibeng to pay rental and services
Communication Tools	Payment of Vodacom Contract is still outstanding	Timeous payment of

MAJOR CHALLENGES	REASONS	PROPOSED INTERVENTIONS
No firearm training for Officers	Lack of shooting range Lack of ammunition	Insufficient budget for fire arm training for ammunition
No efficient internal system of capturing of accident forms	Lack of support from PMU	PMU to follow up on contract
Loss of revenue	Lack of roadblock equipment Parking Meter System not implemented due to infrastructure issues (Roads) Lack of vehicle pound	Capex Budget approval Roads to provide budget and lead fixing and maintenance of road infrastructure where parking meters will be installed. Benchmark with relevant local municipalities, provide report to Council and request budget for establishing a pound.
Lack of access to council resolutions and Lekgotla report	No reports received from relevant parties.	Reports to be made available to relevant department.

Achievements

Conducted 16 road blocks Issued traffic fines; conducted community safety audits in 27 wards; developed a Community Safety Plan (CSP); Established a joint VUT planning committee through the Community Safety Forum (CSF) to coordinate integrated efforts to promote safety at institutions of higher learning and to reduce incidents of crime affecting student at both private and campus student accommodation; Conducted substance abuse awareness campaigns; Established Community Police Forums in partnership with SAPS; trained Scholar Patrol Schools (SPS) within the jurisdiction of the municipality; Conducted 1 firearm training; conducted AARTO Refresher Course; Conducted child in traffic education campaign; Conducted scholar patrol training;

Key Strategic Focus Area for 2024/2025

The Strategic Focus Areas include the following:-

- filling of critical vacancies;
- acquiring of Traffic Law Enforcement Equipment (Speed Machines, trailer, Accident Capturing System) and Contravention Management System;
- firearm training (acquiring budget for establishing our own shooting range,
- capacitation of Personnel/ training;
- Evaton/Sebokeng
- Precinct (PMU);
- approval of Safety plan by Council and approval of budget for Community Safety Forum (CSF) programs;
- crime Prevention through environmental design (CPTED) focusing on Municipal infrastructure;

- community safety audits focusing on GBV and Substance abuse;
- youth Crime Prevention Summit;
- reduction of road carnages.
-

The Department of By-Law Development & Enforcement

Challenges

The following remains some of the challenges experienced by the By-law Enforcement and Development Department;

- Lack of office space, plant and equipment and tools of trade;
- Lack of suitable storage for impounded goods;
- Shortage of staff;
- Lack of vehicles and has no equipment needed for by-law enforcement;
- Lack of capital and operational budget makes it difficult to sustain projects e.g. purchase tools of trade etc and operations.

The Remedial Actions Implemented/To Be Implemented

The actions include the following amongst other:-

- provision of adequate office space as well as tools of trade such as pc/laptops as well as printing facilities;
- identification and provision of adequate storage and pound space;
- urgent approval of proposed organisational structure by shared services;
- adequate budget allocation both capital and operational;
- provision of motor vehicles to assist in enforcement of by laws. Community services have been provided with specifications of vehicles needed.

Together with our strategic law enforcement and state partners, we intend to focus heavily on law enforcement through joint operations on:

- illegal businesses and tuck shops;
- illegal immigrants; and
- encroachment on properties as well as building control contraventions like student houses.

Parks & Cemeteries

Update on Implementation of the Strategic Lekgotla Resolutions 2023/24

LEKOTLA RESOLUTIONS	PROGRESS TO-DATE	CHALLENGES	INTERVENTIONS REQUIRED
National & social cohesion through development of cemeteries management Plan and addressing the issues	No progress	This objective was found unacceptable by the communities because of cultural beliefs;	The objective should be removed from the FRP as per the recommendations of the Section 80 held on

of shortage of burial space through recycling of graves older than 30 years;			the 12 September 2019;
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Section 139 & 154 Interventions Progress Lekgotla Resolutions Progress To-date

Challenges and Interventions Required

- 3.5.1 National and social cohesion
- Through development of the cemeteries management plan and addressing the issue of shortage of burial space through recycling of graves older than 30 years - no progress - This objective was found to be not acceptable to the community due to the cultural and religious beliefs;
- This objective should be removed from the FRP as per the recommendations of the joined section 80s meetings held on the 12 September 2019.

Key Community Services Strategic Focus Area

Mentioned here below, are some of the identified focus areas:-

- providing an aesthetically pleasing and maintained green environment that is sustainable and promoting healthy living environment that caters for the needs of Emfuleni Local Municipality community;
- ensuring the provision of quality arboriculture and horticultural services to the municipality; and,
- providing an aesthetically pleasing and maintained green environment that is sustainable and promoting healthy living environment that caters for the needs of Emfuleni Local Municipality community.

Shared Services

This section deals with some of the activities undertaken by the Shared Services Cluster of the municipality. It also discusses some of the plans the departments within the cluster will embark on in addressing some of the challenges experienced during the year under review.

Addressing High Vacancy Rate

Human Resource (HR) is depended on user departments to submit compliant requests for recruitment processes to start, but budget availability is a critical element. HR is currently recruiting but dealing with a backlog of 5 years. HR needs at least 6 months to break-even with the backlog if all factors stay stable. Approximately 470 vacancies were advertised in the last 7 months. Processing and appointments are ongoing in relation to the vacancies advertised in line with Municipal Staff Regulations. The speed at which appointments can be made is prescribed by national regulations and policies that must be adhered to.

Employee verification conducted through the service of *AIA Consulting Firm* appointed by COGTA. The Municipality has put a programme in place to fill vacant positions with particular focus on critical positions. All employees on job level 2 - 3 as well as Senior Managers are taken for competency

assessment. This is done as and when the Municipality fills manager's positions. All Human Resource (HR) Policies have been developed and subjected to a review process.

The section 139 intervention did not negatively affect the labour relations environment at the municipality, though staff in general was not adequately informed and/or consulted. As part of the intervention, *Kirchmanns Attorneys* is assisting in reducing disputes cases and the support in terms of Section 154 was received from Provincial CoGTA.

Creating Partnerships with Academic Institutions

Human Resource Training embarked on this exercise years ago as part of its prescribed mandate. Accordingly, ELM Training Section have regularly met with major institutions of higher learning in Sedibeng District i.e. VUT, Sedibeng TVET, NWU etc. The development of additional networking partners is an ongoing process.

Review of Policies

All Human Resource (HR) Policies have been subjected to a review process since 2022 and 2023.

This was especially necessitated by the promulgation of the Municipal Staff Regulations (MSR) in September 2021. The Municipal Staff Regulations is aiming to standardized HR systems, processes & policies across all 257 municipalities in RSA. Reviewed HR Policies are awaiting Council approval since these have been presented at EXCO, LLF and Section 80 Committee of the Shared Services.

Organizational Structure Review & Departmental Capacitation

Consultations on review of the proposed post establishment (positions) were conducted with Head Clusters/ Departments. Reviewed number of positions has been captured, with few outstanding Departments, i.e. Risk Management, Political Offices. Functions for each Department on the organisational structure to be captured as prescribed by Municipal Staff Regulation.

- dependencies to finalise micro organisation structure –
- accounting Officer to give directive on inclusion/ exclusion of Water & Sanitation and electricity on the proposed organisational structure;
- alignment of political offices (number of positions) to Municipal Staff Regulation;
- finalisation on Job Level; and
- lack of software to design structure – currently using “illegal software” which its blocked from time to time;

Organizational Development

Macro organizational structure has been approved by Council after the quality assurance conducted by AIA Consultants Firm appointed by Provincial COGTA. AIA conducted quality assurance on the first draft of micro-organizational structure and it has been circulated and discussed with Clusters/ Departments to review the number of the proposed positions. Change Management Strategy was developed and Change Management Champions were appointed as part of section 139 intervention. Ethics Strategy was developed and Ethics Champions were appointed and trained as part of section 154 intervention.

Review of Organizational Structure

Macro (high level) organizational structure has been approved by Council. Proposed micro-organizational structure has been developed, however the number of proposed post establishment (positions) has to be reviewed due to budget constraints. Finalization on the review of proposed positions is still outstanding on few Departments, i.e. Risk Management, Political Offices.

Section 139 & 154 Intervention Progress

Maintenance tender to be concluded before April 2024 and repairs to be prioritised thereafter. GDARDE delivered 9 Compactors, 9 Tippers, 6 Hook trucks, 3 FEL and 3 TLB in August 2021. This contract to expire end of March 2024. Extension thereof is under consideration by GDARDE. The Municipality's reliance on plant hire will be reviewed phased out with the following interventions in place:-

- procurement of 9 compactors (MIG and ELM funded);
- conclusion of Maintenance tender - March 2024;

Information Communication Technology

- through section 139 intervention ICT strategy has been developed and approved by Council;
- through section 139 intervention ICT Security Policy was developed and approved by Council;

Legal Services

- the Legal Department was assisted by COGTA to comply with Section 116 of the MFMA;
- upon investigation it was discovered that a number of our Service Level Agreements were not complying with provision of Section 116 of the MFMA;
- the necessary amendments were made with regards to the respective contracts as per the directive from COGTA;

Leadership, Governance & Productivity

Leadership

- leadership is aligned to the IDP as a strategic document of the ELM;
- identify core skills of leadership, teamwork, communication, regular departmental reports and management meetings;
- prioritisation of problem-solving interventions;
- SWOT analysis;

Governance

- high standard of Ethical culture;
- enhanced performance;
- policy review and Implementation;
- competence, proactive approach in developing skills for management and employees to execute their duties;
- accountability;
- administrative justice and Fairness;
- adherence to Policies and Legislative framework;

- PR Create sustainable and an enabling environment in the ELM for effective, efficient and economic culture;
- filling of vacancies;
- ensure the availability of tools of trade;
- mitigate labour disputes;
- finalisation of Micro Organisational structure;

Consequence Management & Financial Prudence

- draft Consequence Management Policy completed;
- the functioning of the Disciplinary Board shall be guided by the Consequence management Policy and its Terms of Reference;
- currently, financial misconduct and any other form of misconduct are probed in terms of the Disciplinary Code Collective Agreement of the Local Government Sector;
- disciplinary Processes against Senior Management, are instituted in term of the Local Government: Municipal Systems Act, no. 32 of 2000 and Municipal Staff Regulations;
- disciplinary cases that are currently being probed in the LR department are twenty-four (24) in total;
- fourteen (14) of these cases are relating to financial misconduct and are inclusive of *Compario* matters. The rest relate to various misconducts;

Interventions to counteract the high rate of non-operational vehicles are underway and include, inter alia,

- assessment of all fleet (conducted by the municipal insurer);
- licensing, De-registration of obsolescent fleet;
- acceleration of mechanical repairs through SCM deviation process;
- review of the Fleet Management Policy;
- roll-out of the Vodacom Fleet Management System (Tracker);
- payment and release of fleet items with various service providers;
- security Measures at the Fleet Yard;

Progress on the implementation of the 2023/2024 ITC, digitalization, Systems Integration

- currently ELM does not have digitalisation programme. This is the competency of the province;
- the intention is to digitalise the municipality's systems also usage of the e-commerce in payments of council accounts;

Progress on the implementation of the Records Management

- all committee officials have been trained on new file plan as per implementation program;
- all reports to Council and committees now have new file plan numbers;
- secretaries to be trained on file plan in March 2024;
- 47 officials from all clusters to be trained by Provincial Archives on basic records management on 12-13 March 2024;
- engagement with SALGA on EDMS resulted in representative from Northern Cape having created folders in accordance with file plan;
- folders to be transferred to EDMS once procured;

Strategic Focus Areas for 2024/2025 IDP

Objective 1: High Performing Municipality is realised through the following Outputs:-

- finalize ELM Micro Organisational Structure;
- implement major Projects - SPV, Electricity Agency Agreement and District Development Model;
- budgeted priority critical vacancies filled as prescribed by Municipal Staffing Regulations;
- funded Training Plan and *Adhoc* programs budget spent to ensure that employees are capacitated;
- employment equity targets achieved as per the EE plan;
- fleet Purchased as per business plan to improve service delivery;
- fleet Management Strategy developed and approved by Council;

Strategic Focus Areas for 2024/2025 IDP

IDP Objective 2: To improve the Organizational Efficiency with competent, skilled workforce, enhance service delivery and reduce operational costs through the following:-

- vehicles are repaired/maintained within 90 days;
- reduction of labour cases / disciplinary cases in the current labour disputes register;
- potential and other existing cases of job levels adjustments addressed;
- consequence management matters expeditiously addressed;
- internal bargaining regime improved;
- development and implementation of Facilities Maintenance Plan to promote productivity in the workplace and maximise maintenance budget (building maintenance, safety and accessible facilities, building occupancy, etc.);
- monitoring reports on overtime are submitted

ELECTRICITY

Electricity department legislation includes the Electricity Amendment Acts 1989;1994;1995 and the Electricity Regulation Act 2006. Electrical department is providing electricity to all the customers that are within the license area as issued by NERSA. Electricity department's vision is to have an uninterrupted electricity supply to customers and working public lights to improve safety and quality of life of ELM community. Recent

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

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

Item	Quantity
Primary substations	38

Secondary substations	636
Miniature substations	505
High voltage cables (m)	80,488
High voltage overhead lines (m)	88,782
Low voltage cables (m)	1210,445
Low voltage overhead lines (m)	635,782
Streetlights	24 500
High mast lights	662
Traffic lights	124
Household with Prepaid electricity meters	70 089
Bulk Meters connected on-line	1391
Conventional electricity meters	13635

As of mid-term of financial 2022/2023, there are 70 089 active meters in the system. Some of the meters can only be verified through field audits. The municipality is embarking in auditing the electricity prepaid meters to verify the actual electricity number of meters, as it's suspected that some of the houses could have duplicates where by meters were physically replaced and never removed on the system. The municipality has allocated 6% of the total revenue generated from electricity sales have been budgeted for the maintenance of the existing infrastructure. A total of 345 houses were electrified in Tshepong Phase 3 in the 2022/23 financial year.

Achievements for 2023

- 3 power transformer refurbished
- 5000 Meter audits
- Tshepong Substation construction

Electricity Distribution Losses

FINANCIAL IMPACT OF ELECTRICITY LOSSES FOR 2022/ 2023

EMFULENI LOCAL MUNICIPALITY				Average cost per kWh purchased for financial year, excl. VAT and interest.
THE FINANCIAL IMPLICATIONS OF ELECTRICITY LOSSES FOR 2022/2023				1,408
		% value	Units purchased in kWh	Purchase value in Rand
1	Total 12 months rolling kilowatt-hour (kWh) units purchased from Eskom and other suppliers, incl Independent Power Suppliers	100%	1 882 317 639	R2 650 974 701,91
2	Loss component	% value	kWh units lost	Cost in Rand at X c/kWh (rolling 12 months)
	Total loss (technical and non-technical)	22,2%	417 874 516	R588 516 383,82
3	The total kWh unit losses above consist of the following 2 components			
			kWh units lost	Cost in Rand at X c/kWh (rolling 12 months)
3a	Loss that cannot be reduced caused by grid related factors (technical, or uncontrollable)	9% est	169 408 588	R238 587 723,17
3b	Loss that can be reduced caused by external factors (non-technical, or controllable)	13,20%	248 465 928	R349 928 660,65
Notes: Line 3b indicates "controllable" losses. OPEX and CAPEX funding to be applied to reduce the losses.				
The Rand value of losses are determined at the annual average c/kWh value of bulk purchases.				
This format is used once per annum for the annual report. The standard electricity losses was done every month.				
The once-off annual snapshot value of the Energy Balance (or losses) will be taken soon after the monthly credit meter read end-June values are available.				

CHAPTER 4

STRATEGIES

In this chapter we outline our IDP & Budget strategies as adopted by Council. These are the strategies which are guiding the municipality in advancing its work and dealing with challenges facing its communities.

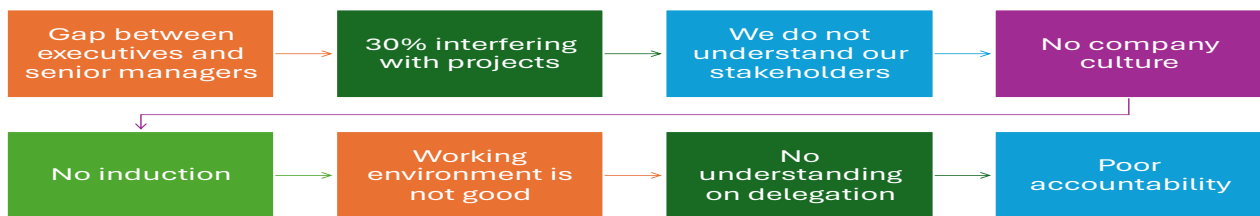
MISSION & VISION STATEMENTS
VISION
<i>A Smart Vaal River City.</i>
MISSION
<i>To build a modern integrated city through responsive, effective, efficient and sustainable municipal services in a smart accountable, reliable and transparent manner.</i>
Values
Values: Subscribe to the Batho-Pele principles as well as bring responsive, discipline, accountability, transparent, respective and honest
Motto
Vaal River City: The cradle of Human Rights.

STRATEGIC PILLARS	PRIORITIES
High Performing Municipality	<ul style="list-style-type: none"> • Good Governance • Deepening Democracy • Institutional Capacity
Financial Viability And Sustainability	<ul style="list-style-type: none"> • Revenue Enhancement • Expenditure Management
Service Delivery And Infrastructure Development	<ul style="list-style-type: none"> • Revenue Protection • Integrated Basic Services & Management

STRATEGIC PILLARS	PRIORITIES
Spatial Planning And Economic Development	<ul style="list-style-type: none"> Local Economic Development Spatial Transformation
Public Safety And Social Transformation	<ul style="list-style-type: none"> Nation Building and Social Cohesion Public Safety Environmental health Services



Challenges



TOWARDS AN IMPLEMENTATION PLAN



DDM PROJECTS

1. Implementation of catalytic projects.
2. Leverage from strategic partners.



REVENUE MANAGEMENT

1. Revenue strategy
2. Community engagement



PROJECT MANAGEMENT

1. Return on Investment per project, per ward.
2. Water master plan gantt chart



COMMUNITY SERVICES

1. By-law assessment
2. Illegal landfill sites
3. Illegal foreigners
4. Indigent register vs equitable share
5. Lack of resources
6. Burial sites
7. Storage space for confiscated goods
8. GEYODI
9. Unfunded mandates
10. Air quality

CHAPTER 5

PROJECTS

Projects prioritization process

The projects are first identified through the IDP processes and where after Council then sit on the prioritization process. The budget is allocated on the projects that are prioritized, and once the budget is allocated, the service providers are appointed to do the designs.

Once the designs are done service providers for construction gets appointed. Due to budget constrains it is not always the case that the designed project immediately go into construction but they take precedence in the forthcoming financial year

Achievement for the period under review

The bank attachment was uplifted and as a result we were able to appoint the service providers for designs, supervisions and constructions. The capacity of the department was improved by appointing more technical staff for the rolling-out of the projects.

Challenges experienced by the department

- Bank attachments;
- Withdrawal of contractors due to the above; and,
- Delays in the unrolling of schedule 6B;

No.	PROJECT DESCRIPTION	AFFECTED WARDS	COORDINATES	START DATE	SOURCE OF FUNDING	IMPORTANT NOTES
	Asset Management Plan	All Wards	26°41'39.9"S 27°50'06.6"E	07-Sep-22	MIG	Implementation
	ELM: Construction and upgrading of Thomas Nkobi Drive in Bophelong - Phase 2	Ward 6	26°40'56.3"S/27°47'07.9"E	29-Sep-24	MIG	Design
	Construction of Lake Side Proper Block 4 (34th and 35th) Street	Ward 41	26°31'16.78"S/27°52'03.23"E	06-Feb-23	MIG	Construction

No.	PROJECT DESCRIPTION	AFFECTED WARDS	COORDINATES	START DATE	SOURCE OF FUNDING	IMPORTANT NOTES
	Construction of Ironside Road 1 Stormwater and Paved Sidewalks	Ward 21	26°32'02.2"S/27°53'24.7"E	18-Jul-24	MIG	Design
	Construction of storm water pipes – Malebogo, Mamelodi and Dr. Nkomo streets	Ward 8	26°40'27"S/27°50'43"E	31-Mar-26	MIG	Preplanning
	Tarring of main road ext4 Evaton west	Ward 26	26°30'52.6"S/27°49'44.0"E	TBC	MIG	Preplanning
	Tarring of Ntja Street	Ward 32	26°34'26.9"S/27°49'59.1"E	31-Mar-26	MIG	Preplanning
	Little Rock Street Evaton west	Ward 27	26°32'27.8"S/27°48'39.3"E	31-Mar-27	MIG	Preplanning
	Upgrading of multiple roads in Johandeo	Ward 25	26°35'59.8"S/27°48'33.5"E	TBC	MIG	Preplanning
	Tarring of Raboroko street in Sharpeville	Ward 12	26°40'54.3"S/27°53'06.8"E	31-Mar-26	MIG	Preplanning
	Roads and Stormwater infrastructure in Sharpeville, SV 74Street	Ward 13	26°40'54.1"S/27°52'28.4"E	31-Mar-27	MIG	Preplanning
	Stormwater management projects across Bophelong	Ward 6	26 41'17,6"S/27 47'25,8"E	TBC	MIG	Preplanning
	Tarring of Begonia Street in Palm Springs	Ward 20	26 29' 55"S/27 50' 1.53E	31-Mar-25	MIG	Preplanning
	Tarring of Micardo Street in Evaton	Ward 44	26 31' 41"S/27 51' 47"E	31-Mar-25	MIG	Preplanning
	Tshepong Phase 1 Main Road	Ward 21	26°32'43.3"S/27°54'03.7"E	31-Mar-25	MIG	Planning
	Construction of Kentucky Street	Ward 28	26°32'00.4"S/27°49'23.6"E	31-Mar-25	MIG	Planning
	Construction of Hollywood Road	Ward 28	26°32'13.5"S/27°49'10.5"E	31-Mar-25	MIG	Planning
	Upgrading of Moshoeshoe road – Phase 2A1	Ward 17	26°36'23.1"S/27°50'42.8"E	31-Mar-25	NDPG	Design

No.	PROJECT DESCRIPTION	AFFECTED WARDS	COORDINATES	START DATE	SOURCE OF FUNDING	IMPORTANT NOTES
	Upgrading of Houtkop road – Phase 2A2	Ward 17	26°36'30.6"S / 27°50'52.5"E	TBC	NDPG	Preplanning
	Construction of Feeder Road 3A5	Ward 17	26°36'07.2"S / 27°50'50.7"E	TBC	NDPG	Preplanning
	Construction of Feeder Road 3A7	Ward 17	26°36'13.8"S / 27°50'27.9"E	TBC	NDPG	Preplanning
	Construction of Feeder Road 5C1	Ward 17	26°36'10.2"S / 27°50'12.1"E	TBC	NDPG	Preplanning
	3c1, vehicular & pedestrian bridge crossing west/east over two railway lines, north of station @ 120m x 14m	Ward 17	26°35'58.4"S / 27°51'10.4"E	TBC	NDPG	Preplanning
	3c2, vehicular & pedestrian bridge crossing west/east over two railway lines, south of station @ 120m x 14m	Ward 17	26°36'32.3"S / 27°51'15.0"E	TBC	NDPG	Preplanning
	3c3, 2 x vehicular & pedestrian bridge crossing north/south over railway lines, north of station @ 80m x 12m	Ward 17	26°36'03.8"S / 27°51'05.4"E	TBC	NDPG	Preplanning
	3c4, vehicular & pedestrian bridge crossing north/south over railway lines, west of Moshoeshoe road. @ 120m x 14m	Ward 17	26°36'23.0"S / 27°51'10.1"E	TBC	NDPG	Preplanning
	3c5, 2 x pedestrian bridge crossing north/south over railway lines, south of station @ 50m x 5m	Ward 17	26°36'17.1"S / 27°51'01.7"E	TBC	NDPG	Preplanning
	3b1 - length - 500m, pedestrian path between railway and existing hospital (south of railway)	Ward 17	26°36'19.3"S / 27°50'48.2"E	TBC	NDPG	Preplanning

No.	PROJECT DESCRIPTION	AFFECTED WARDS	COORDINATES	START DATE	SOURCE OF FUNDING	IMPORTANT NOTES
	3b2 - length - 450m pedestrian path east of existing hospital (south of railway and proposed pedestrian Bridges)	Ward 17	26°36'23.6"S / 27°51'06.6"E	TBC	NDPG	Preplanning
	3b3 - length - 200m, pedestrian path between train station and railway (north of railway and proposed pedestrian bridges)	Ward 17	26°36'20.2"S / 27°51'10.9"E	TBC	NDPG	Preplanning
	Upgrading of Rusterval Cemetery	Ward 16	26 34' 15"S/27 56' 58"E	29-Aug-24	MIG	Procurement
	Upgrading of Nanescol Cemetery	Ward 7	26 42' 56"S/27 44' 12"E	17-Aug-24	MIG	Design
	Construction of a Multipurpose Recreational Facility in Palm Springs (Phase 2)	Ward 20	26 29' 39"S/27 50' 20"E	28-May-27	MIG	Preplanning
	Refurbishment of zone 3 stadium	Ward 40	26 31' 37"S/27 52' 3.92"E	TBC	MIG	Preplanning
	Refurbishment of Boipatong stadium	Ward 8	26 40' 5,36"S/27 50' 49,33"E	TBC	MIG	Preplanning
	Refurbishment of Lakeside stadium	Ward 41	26 31' 10,73"S/27 52' 11,56"E	TBC	MIG	Preplanning
	Refurbishment of zone 15 stadium	Ward 17	27 35' 57,48"S/27 50' 44,59"E	TBC	MIG	Preplanning
	Upgrading of Zone 11 stadium	Ward 34	26 34' 21"S/27 51' 5.3"E	TBC	MIG	Preplanning
	2b1, small new pavilion: 1000 spectators @0,6m ² per spectator with change rooms, ablution, storage	Ward 17	26°35'44.5"S/27° 50'22.2"E	TBC	NDPG	Preplanning
	Various Sewer Projects Three Rivers, Three Rivers East, & Leeuhof - Phase 2	Ward 1	26°39'32.6"S/27° 59'31.3"E	28-Feb-24	MIG	Construction

No.	PROJECT DESCRIPTION	AFFECTED WARDS	COORDINATES	START DATE	SOURCE OF FUNDING	IMPORTANT NOTES
	Upgrading gravity outfall sewer: Union Street	Ward 15	26°40'46.0"S/27°55'58.2"E	08-Nov-22	MIG	Construction
	Gravity sewer line from Houtkop and Unitaspark north of Leeuwkuil WWTW to PS3D - Phase 2	Ward 54	26°39'04.7"S/27°54'56.9"E	10-Nov-23	MIG	Construction
	Upgrading of existing main outfall sewer on the Northern Area (Evaton&Sebokeng)	Ward 27	26°33'48.9"S/27°48'58.1"E	31-Mar-24	MIG	Construction
	Gravity sewer line from industrial through Boipatong / Tshepiso to PS4	Ward 3, 11 & 12	26°40'15.0"S/27°51'07.9"E	01-Mar-23	MIG	Construction
	Replacement of bulk sewer - Bonane from Vanderbijlpark to Rietspruit	Ward 7, 25	26°42'34.7"S / 27°47'43.1"E	TBC	MIG	Preplanning
	Bulk water supply from Tshepiso to Sharpeville (W&S)	Ward 12, 14 & 22	26°40'23.9"S/27°51'35.0"E	03-Jun-24	MIG	Design
	Water supply to Western areas and Vaaloewer outside urban edge	ward 7 & 25	26°41'54.8"S/27°43'43.3"E	30-May-24	MIG	Planning
	Bulk water supply from Evaton Reservoir to Dadeville	Ward 21 & 36	26°34'01.6"S/27°52'52.7"E	03-Jun-24	MIG	Design
	Bulk water supply from Unitas Reservoir to Sonlandpark	Ward 43, 44 & 28	26°35'31.3"S/27°53'20.7"E	TBC	MIG	Preplanning
	Construction of water pipeline from Lethabong to Houtkop	Ward 45	26°37'04.3"S/27°54'23.7"E	TBC	MIG	Preplanning
	Construction of bulk water supply from Houtkop to Unitaspark	Ward 45	26°38'58.0"S/27°54'07.0"E	TBC	MIG	Preplanning
	Investigate and develop new general	Ward 21	26°34'10.5"S / 27°52'57.2"E	03-Feb-25	MIG	Design

No.	PROJECT DESCRIPTION	AFFECTED WARDS	COORDINATES	START DATE	SOURCE OF FUNDING	IMPORTANT NOTES
	landfill sites (Yakani Landfill)					
	Construction of Water Reservoir in Evaton	TBC	TBC	30-Nov-25	MIG	Preplanning
	Construction of Water Reservoirs in Sebokeng	TBC	26°35'00.6"S / 27°52'26.9"E	30-Nov-25	MIG	Preplanning
	Bulk water supply from Johandeo to Evaton	25,27,28,30	26°36'00.9"S / 27°49'05.9"E	29-Jan-26	MIG	Preplanning
	Construct Palm Spring as a Landfill Site (Phase 2)	26	26°29'32.1"S / 27°49'45.5"E	01-Jun-25	MIG	Preplanning
	Construction of new Pump station Vanderbijlpark	TBC	TBC	TBC	RBIG	Preplanning
	Construction of new Pump stations Vereeniging	15	TBC	TBC	RBIG	Preplanning
	Gravity Pipeline Refurbishment	All	TBC	TBC	RBIG	Preplanning
	Installation New Outfall Sewer Savanna City	TBC	TBC	TBC	RBIG	Preplanning
	Leeuwkuil WWTW Refurbishment	12	26°40'20.3"S / 27°53'45.9"E	TBC	RBIG	Preplanning
	Leeuwkuil WWTW Upgrade	12	26°40'20.3"S / 27°53'45.9"E	TBC	RBIG	Preplanning
	Pump station Refurbishment	All	TBC	TBC	RBIG	Preplanning
	Rietspruit WWTW Refurbishment	25	26°40'20.4"S / 27°53'46.1"E	TBC	RBIG	Preplanning
	Rietspruit WWTW Upgrade	25	26°40'20.4"S / 27°53'46.1"E	TBC	RBIG	Preplanning
	Rising main Refurbishment	All	TBC	TBC	RBIG	Preplanning
	Sebokeng WWTW Refurbishment	27	26°34'28.5"S / 27°48'58.6"E	TBC	RBIG	Preplanning

No.	PROJECT DESCRIPTION	AFFECTED WARDS	COORDINATES	START DATE	SOURCE OF FUNDING	IMPORTANT NOTES
	Sebokeng WWTW Upgrade	27	26°34'28.5"S 27°48'58.6"E	TBC	RBIG	Preplanning
	Basic Sewer to Agricultural Holdings/Farms	All	TBC	TBC	TBC	Preplanning
	Basic Sewer to Informals	All	TBC	TBC	TBC	Preplanning
	Bulk Outfall Sewer Vlakfontein to Leeuwkuil WWTW	45	TBC	TBC	TBC	Preplanning
	Installation new Pump Station Bedworthpark	4	TBC	TBC	TBC	Preplanning
	Installation new Rising Main Bedworthpark Pump Station to Leeuwkuil WWTW	4,12	TBC	TBC	TBC	Preplanning
	Refurbishment and upgrading of Pump station	All	TBC	TBC	TBC	Preplanning
	Refurbishment and upgrading of Sewerage pipe work in ELM	All	TBC	TBC	TBC	Preplanning
	Refurbishment and upgrading of Sewerage WWTW's in ELM	All	TBC	TBC	TBC	Preplanning
	Refurbishment of Scada/Telemetry Pump stations, Reservoirs and WWTW	All	TBC	TBC	TBC	Preplanning
	Replacement of clay/concrete sewer pipes	All	TBC	TBC	TBC	Preplanning
	Upgrade Sewer Infrastructure ELM (feasibility studies)	All	TBC	TBC	TBC	Preplanning
	Upgrading and Refurbishment of Sewer Manholes	All	TBC	TBC	TBC	Preplanning
	Upgrading Existing Sewers North Areas	All	TBC	TBC	TBC	Preplanning

No.	PROJECT DESCRIPTION	AFFECTED WARDS	COORDINATES	START DATE	SOURCE OF FUNDING	IMPORTANT NOTES
	Upgrading of the Sewer Rising Mains	All	TBC	TBC	TBC	Preplanning
	Basic Water Supply to Agricultural Holdings	5, 7, 23, 25	TBC	TBC	TBC	Preplanning
	Bulk water supply from Evaton to Beverly Hills	45,	TBC	TBC	TBC	Preplanning
	Bulk water supply from Evaton to Sebokeng	37, 38, 39, 29, 42, 44, 43, 20, 19	TBC	TBC	TBC	Preplanning
	Bulk water supply from Sonlandpark to Dadaville	43, 44, 29	TBC	TBC	TBC	Preplanning
	Bulk water supply from Tshepiso to Powerville&Bedworth park	21, 37	TBC	TBC	TBC	Preplanning
	Bulk water supply from Vanderbijlpark Reservoir to Mantevrede	5, 7, 23, 25	TBC	TBC	TBC	Preplanning
	Bulk water supply from Vanderbijlpark Reservoir to Vaaloewer	7, 25	TBC	TBC	TBC	Preplanning
	Bulk water supply from Vlakfontein to Dadaville	21, 36, 45	TBC	TBC	TBC	Preplanning
	Bulk Water Supply to Rissiville	TBC	TBC	TBC	TBC	Preplanning
	Bulk Water Vanderbijlpark Reservoir to Airport	7, 25	TBC	TBC	TBC	Preplanning
	Construction of new Unitaspark Reservoir	11, 15, 16, 45	TBC	TBC	TBC	Preplanning
	High level Towers Evaton 2.2MI	TBC	TBC	TBC	TBC	Preplanning
	High level Towers Sebokeng 2.2MI	TBC	TBC	TBC	TBC	Preplanning
	Refurbishment of 525mm diameter steel	TBC	TBC	TBC	TBC	Preplanning

No.	PROJECT DESCRIPTION	AFFECTED WARDS	COORDINATES	START DATE	SOURCE OF FUNDING	IMPORTANT NOTES
	pipe Sebokeng to Evaton					
	Replacement of AC pipes	All	TBC	TBC	TBC	Preplanning
	Replacement of Steel pipes	All	TBC	TBC	TBC	Preplanning
	Reservoir (West of Vanderbijlpark to Vaaloewer 10MI)	8	TBC	TBC	TBC	Preplanning
	Reservoir @ Three Rivers 1 x 10MI & Booster Pump station	1	TBC	TBC	TBC	Preplanning
	Reservoir @ Vanderbijlpark 2 x 27MI	8	TBC	TBC	TBC	Preplanning
	Upgrade Sharpeville Reservoirs	14	26°41'18.3"S / 27°51'43.9"E	TBC	TBC	Preplanning
	Upgrade Three Rivers Reservoirs	1	26°39'13.3"S / 28°00'51.8"E	TBC	TBC	Preplanning
	Vaaloewer Water Treatment Plant Upgrade Phase 2	25	26°44'08.1"S / 27°35'36.6"E	TBC	TBC	Preplanning
	Water Conservation and Demand Management Program/Projects	All	TBC	TBC	TBC	Preplanning
	Water Meter replacement program (Households & Business/Industrial)	All	TBC	TBC	TBC	Preplanning
	Water Services Development Plan	All	TBC	TBC	TBC	Preplanning

CHAPTER 6

Executive Summary: Draft Budget 2024/25 MTREF Period

Revenue

The proposed total revenue budget for the 2024/25 financial year is R 8,236,219,808 which is Municipal Own Revenue of R 6,852,037,653 or 83% and Government Grants and Subsidies of R 1,384,182,155 or 17% of total revenue.

This is an increase of only R 99,715,197 or 1% on the approved adjustments budget of R 8,136,504,611 notwithstanding proposed increases of 4.9% on general revenue and 5.9% and 10.74 on water and electricity revenue. This is due to non-performing revenue which was adjusted downward and the reduction in the Municipal Infrastructure Grant (MIG) allocation. The indicative amount in terms of the 2023 Division of Revenue Bill 2023 (DOR bill) was R212,855,000 while only an amount of R160,793,000 was gazetted in terms of the 2024 DOR bill.

The proposed total expenditure budget amounts to R 8,236,219,808; operational budget R 8,082,968,662 or 98% and a capital budget of R 153,251,146 or 2% of total expenditure. The capital budget is limited to the amount of grants received.

The draft budget proposes a collection rate of 79% each year of the MTREF period.

Municipal own revenue is disclosed **net of indigents subsidies and revenue foregone in terms of the Tariffs Policy** that are granted in terms of the Policy on Free Basic Services.

Table 1 - Budget Summary Table

Description	2023/24	2024/25 to 2026/27 MTREF		
		Adjustments Budget (incl. of virements)	Proposed Budget 2024/25	Proposed Budget 2025/26
<i>Rands</i>				
Municipal Own Revenue	6,821,159,352	6,852,037,653	7,504,719,552	8,231,401,046
Transfers and contributions (incl. capital transfers)	1,315,345,259	1,384,182,155	1,518,814,155	1,603,342,155
Total Revenue	8,136,504,611	8,236,219,808	9,023,533,707	9,834,743,201
Operational Expenditure	7,645,789,785	8,082,968,662	8,816,304,795	9,619,951,901

Description	2023/24	2024/25 to 2026/27 MTREF		
	<i>Rands</i>	Adjustments Budget (incl. of virements)	Proposed Budget 2024/25	Proposed Budget 2025/26
Capital Expenditure	490,714,826	153,251,146	207,228,912	214,791,300
Total Expenditure	8,136,504,611	8,236,219,808	9,023,533,707	9,834,743,201
Surplus / (Deficit)	-	-	-	-

Operational Revenue

Table 2 - Projected Operational Revenue

	2023/24 Adjustments Budget (incl. of virements)	Draft Budget 2024/25	Draft Budget 2025/26	Draft Budget 2026/27
Revenue By Source				
Exchange Revenue				
Service charges - Electricity	3 717 874 665	3,610,722,767	4,106,836,075	4,671,115,352
Service charges - Water	991 314 909	1,039,408,053	1,100,733,128	1,165,676,383
Service charges - Waste Water Management	322 935 401	363,241,202	379,950,297	397,048,061
Service charges - Waste management	229 282 678	229,623,758	240,186,451	250,994,841
Sale of Goods and Rendering of Services	49 369 331	37,681,453	39,414,800	41,188,466
Interest earned from Receivables	128 135 392	110,121,028	115,186,595	120,369,992
Interest from Current and Non-Current Assets	88 550	15,295,393	15,998,981	16,718,935
Rental from Fixed Assets	17 447 516	17,614,703	18,424,979	19,254,103
Licence and permits	156 956	428,525	448,237	468,408
Operational Revenue	5 105 255	11,825,799	12,369,786	12,926,426
Non-Exchange Revenue				
Property rates	1 209 708 024	1,271,215,729	1,329,691,652	1,389,527,777
Fines, penalties and forfeits	131 395 614	131,395,614	131,395,614	131,395,614
Transfers and subsidies – Operational	1 138 956 259	1,230,931,009	1,311,585,243	1,388,550,855
Interest	18 345 061	13,463,630	14,082,957	14,716,690
Total Revenue	7 960 115 611	8,082,968,662	8,816,304,795	9,619,951,901

The proposed operational revenue represents an average increase of only **+1.54%** in the 2024/25 financial year; and increases of **9.07%** and **9.12%** in the outer two years of the MTREF.

This is as a result of the revenue upward adjustments due to tariff increases and downward adjustments due to non-performance in the 2024/25 financial year.

Table 3 – Operational Revenue Growth over the MTREF

	Proposed Budget 2024/25	%	Proposed Budget 2025/26	%	Proposed Budget 2026/27	%
Revenue By Source						
Exchange Revenue						
Service charges - Electricity	3,610,722,767	45%	4,106,836,075	47%	4,671,115,352	49%
Service charges - Water	1,039,408,053	13%	1,100,733,128	12%	1,165,676,383	12%
Service charges - Waste Water Management	363,241,202	4%	379,950,297	4%	397,048,061	4%
Service charges - Waste management	229,623,758	3%	240,186,451	3%	250,994,841	3%
Sale of Goods and Rendering of Services	37,681,453	0%	39,414,800	0%	41,188,466	0%
Interest earned from Receivables	110,121,028	1%	115,186,595	1%	120,369,992	1%
Interest from Current and Non-Current Assets	15,295,393	0%	15,998,981	0%	16,718,935	0%
Rental from Fixed Assets	17,614,703	0%	18,424,979	0%	19,254,103	0%
Licence and permits	428,525	0%	448,237	0%	468,408	0%
Operational Revenue	11,825,799	0%	12,369,786	0%	12,926,426	0%
Non-Exchange Revenue		0%		0%		0%
Property rates	1,271,215,729	16%	1,329,691,652	15%	1,389,527,777	14%
Fines, penalties and forfeits	131,395,614	2%	131,395,614	1%	131,395,614	1%
Transfers and subsidies – Operational	1,230,931,009	15%	1,311,585,243	15%	1,388,550,855	14%
Interest	13,463,630	0%	14,082,957	0%	14,716,690	0%
Total Revenue	8,082,968,662	100%	8,816,304,795	100%	9,619,951,901	100%

The largest operational revenue items (excluding capital transfers) are:

- electricity revenue at 45%;
- property rates at 16%;
- operating government grants at 15%; and
- water revenue at 13%.

Revenue from electricity, property rates, government grants and water are the main income items for the MTREF period as can be seen on the table “Table 9 - Percentage Growth in Revenue by Main Revenue Source”.

Operating grants and transfers amount to R 1,271,215,729 in the 2024/25 financial year and increase to R 1,329,691,652 in the 2025/26 financial year and R 1,389,527,777 in the 2026/27 financial year.

Expenditure

Operational Expenditure

Table 4 – Projected Operational Expenditure

Expenditure by Type	Adjustment Budget 2023/24	DRAFT Budget 2024/25	DRAFT Budget 2025/26	DRAFT Budget 2026/27
<i>Cash items:</i>				
Employee Costs	1,420,440,236	1,527,754,034	1,614,985,762	1,702,944,456
Remuneration of councillors	70,192,387	65,145,272	68,793,407	72,577,044
Bulk Purchases: Eskom	2,440,770,290	2,616,461,381	3,052,845,817	3,473,442,611
Bulk Purchases: Rand Water	1,046,294,277	1,191,194,636	1,285,075,120	1,384,494,552
<i>Office Admin Costs</i>				
Inventory consumed	58,985,357	21,767,984	22,808,561	23,841,530
Contracted services	371,330,023	508,503,517	524,879,962	533,867,153
Transfers and subsidies	2,600,000	2,200,000	2,200,000	2,200,000
Operational costs	155,066,210	148,196,935	153,898,668	160,529,629
Operating leases	15,000,000	15,000,000	15,000,000	15,000,000
<i>Non-cash items:</i>				
Depreciation	600,680,871	600,680,864	600,680,864	600,680,864
Debt Impairment	1,464,430,134	1,386,064,038	1,475,136,634	1,650,374,062
Total Operational Costs	7,645,789,785	8,082,968,662	8,816,304,795	9,619,951,901

The following graph gives a breakdown of the main expenditure categories for the 2024/25 financial year:

Graph 1 – Main expenditure items

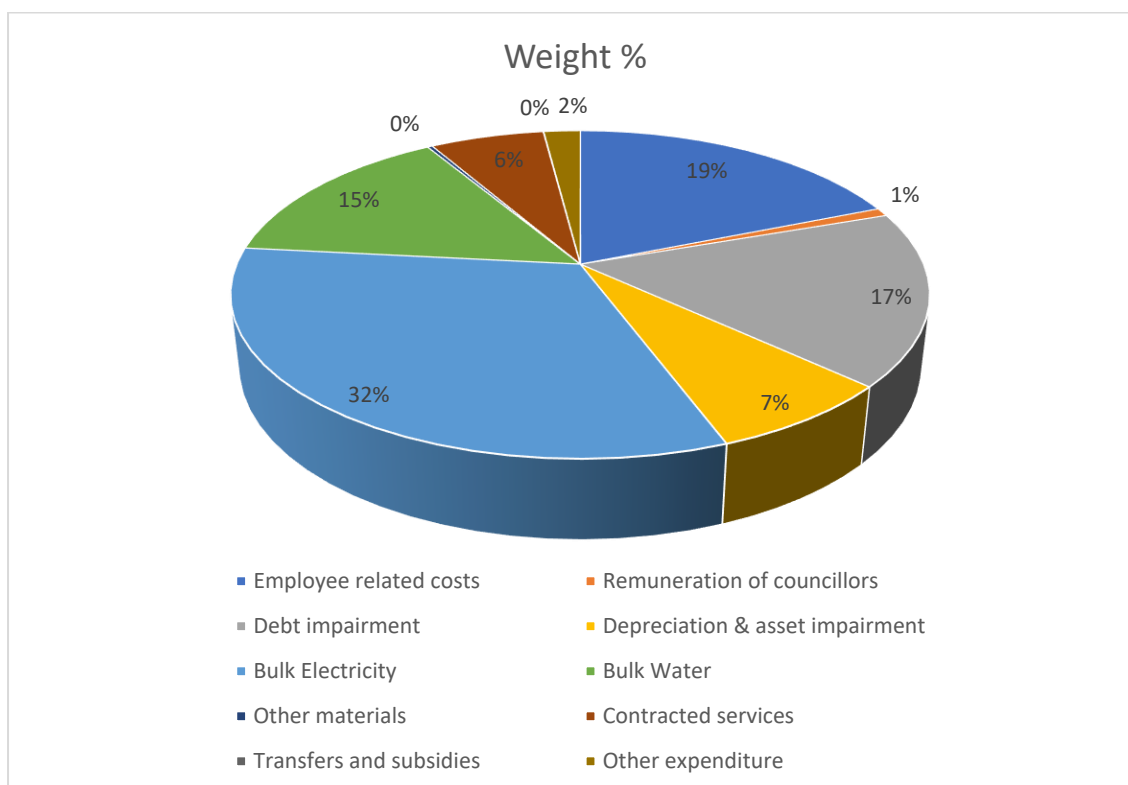


Table 5 - Expenditure Growth over the MTREF

Expenditure by Type	DRAFT Budget 2024/25		DRAFT Budget 2025/26		DRAFT Budget 2026/27	
Cash items:						
Employee Costs	1,527,754,034	19%	1,614,985,762	18%	1,702,944,456	18%
Remuneration of councillors	65,145,272	1%	68,793,407	1%	72,577,044	1%
Bulk Purchases: Eskom	2,616,461,381	32%	3,052,845,817	35%	3,473,442,611	36%
Bulk Purchases: Rand Water	1,191,194,636	15%	1,285,075,120	15%	1,384,494,552	14%
Office Admin Costs						
Inventory consumed	21,767,984	0%	22,808,561	0%	23,841,530	0%
Contracted services	508,503,517	6%	524,879,962	6%	533,867,153	6%
Transfers and subsidies	2,200,000	0%	2,200,000	0%	2,200,000	0%
Operational costs	148,196,935	2%	153,898,668	2%	160,529,629	2%
Operating leases	15,000,000	0%	15,000,000	0%	15,000,000	0%
Non-cash items:						
Depreciation	600,680,864	7%	600,680,864	7%	600,680,864	6%
Debt Impairment	1,386,064,038	17%	1,475,136,634	17%	1,650,374,062	17%
Total Operational Costs	8,082,968,662	100%	8,816,304,795	100%	9,619,951,901	100%

Free Basic Services: Basic Social Services Package

A consumer qualifying for indigent support must receive the subsidies as determined annually during the preparation of the municipality's budget. The municipality has a challenge of controlling consumption of water services by indigent households and policy amendments may be necessary to ensure controlled consumption and accounting for free basic services.

The following subsidies are applicable in terms of the Policy on Access to Free Basic Services:

Table 6 - Indigent Subsidy Suite

Service	Subsidy	Applicable Section
Water and Sanitation	6kl including Basic Charge; A subsidy equal to the flat rate for un-metered households.	Section I (2)
Electricity	50kWh of electricity per month.	Section I (1)
Refuse Removal	As provided for in the budget and depending on the tariff for the financial year.	Section I (3)
Property Rates	As provided for in the budget and as determined by Council from time to time.	Section I (5)
Market Related Rental	Subsidy up to the maximum of 60% of the payment of site rental.	Section I (6)

In terms of Section I.2 of the policy:

- In the case of un-metered services, the subsidy will be equal to the flat rate tariff applicable for that financial year. The assumed consumption per household per month is currently 15kl. This is higher than the unit of measurement used by the National Treasury to determine the Equitable Share for the municipality. The 15kl is also lower than the average consumption of the un-metered households which was determined at 36 kl per household per month in the last study conducted.

In terms of Section K.1 of Policy on Access to Free Basic Services the amount of subsidization will be limited to the amount of the equitable share received on annual basis.

The main criteria for qualification for the receipt of free basic services in terms of Section E of the policy are as follows:

- Relief may within the financial ability of the municipality be allocated to owners or tenants of residential premises and not exceeding the Market Value of R300 000 or amount as from time to time determined by the council (E.1); and
- The total gross income of all occupants been determined by the council from time to time. [Currently this amount is deemed to be equal to the amount received by two state pensioners as annually approved by the South African Government as part of that year budget plus R2 000 (E.2).

Other conditions are set in sub-sections E.2 to E.9 of the Policy.

Capital Expenditure

Table 7 – Capital Grants over the MTREF

Name	2023/2024	2024/2025	2025/2026	TOTAL
Direct Allocations				
NATIONAL ALLOCATIONS				
Municipal Infrastructure Grant (MIG)	148,251,146	206,228,912	212,791,300	567,271,358
Integrated National Electrification Programme (Municipal) Grant		14,000,000	14,000,000	28,000,000
Neighbourhood Development Programme Grant (NDPG)	5,000,000	1,000,000	2,000,000	8,000,000
Sub-Total - National Allocations	153,251,146	221,228,912	228,791,300	603,271,358
TOTAL CAPITAL GRANTS	153,251,146	221,228,912	228,791,300	603,271,358

Table 8 – Capital Budget Funding Over the MTREF

Funding	2024/25 R	%	2025/26 R	%	2026/27 R	%
Internal (Own Funding)	0	0%	0	0%	0	0%
External (National and Provincial Grants)	153,251,146	100%	221,228,912	100%	228,791,300	100%
TOTAL CAPITAL BUDGET	153,251,146	100%	221,228,912	100%	228,791,300	100%
National Grants	153,251,146	98%	232 212 247	100%	236 731 250	100%
Integrated National Electrification Programme	0		14,000,000		14,000,000	
NDPG	5,000,000		1,000,000		2,000,000	
Municipal Infrastructure Grant	148,251,146		206,228,912		212,791,300	
TOTAL CAPITAL BUDGET	153,251,146	100%	221,228,912	100%	228,791,300	100%

Table 9 – Capital Budget Per Cluster

Cluster	2024/25	%	2024/25	%	2026/27	%
Public Works-Electricity	0	0%	14,000,000	7%	14,000,000	7%
Infrastructure Planning and Development – PMU	148,251,146	100%	206,228,912	93%	212,791,300	93%
Infrastructure Planning and Development – PMU	5,000,000		1,000,000		2,000,000	
TOTAL	153,251,146	100%	221,228,912	100%	228,791,300	100%

Additional Information on Allocations

The following indirect capital grants were allocated to Emfuleni but will be implemented on behalf of Emfuleni by other spheres of government. Completed projects / assets will then be handed over to Emfuleni L.M. for capitalisation.

The indirect grants amount to R 1,883,394,000 for the MTREF period:

Table 10 – Indirect Grants

Name	2023/2024	2024/2025	2025/2026	TOTAL
NATIONAL ALLOCATIONS				
Indirect Allocations				
Municipal Infrastructure Grant	38,309,000	-	-	38,309,000
Integrated National Electrification Programme (Eskom) Grant	47,000	11,369,000	254,000	11,670,000
Neighbourhood Development Partnership Grant (Technical Assistance)	100,000	100,000	100,000	300,000
Regional Bulk Infrastructure Grant	556,863,000	615,037,000	661,215,000	1,833,115,000
TOTAL	595,319,000	626,506,000	661,569,000	1,883,394,000

Table 11 – Capital Projects List

Project Description	2024/25	2025/26	2026/27
WASTE SPECIALISED VEHICLES	2,813,877.50	3,900,312.50	-
R:UPGRADING OF NANESCOT CEMETERY	3,846,705.00	-	-
R:UPGRADING OF RUSTERVAAL CEMETERY	8,183,835.00	-	-
N:BULK WATER SUPPLY-EVATON TO DADEVILLE	19,156,928.00	26,275,064.00	45,586,983.00
N:CONSTRUCTION OF LAKESIDE BLOCK A ROAD	2,000,000.00	-	-
SEWER LINE-3 RIVERS; 3 R-EAST & SOLPARK	18,000,000	5,000,000	-
CONST NEW MLTI PUR RCTION FACIL PMSPRGS	-	-	1,000,000
CONST IRONSID ROAD&STORMW - PVD SIDEWALK	15,547,178	9,528,422	-
UPGR UNION STR BULK SEWER IN VEREENIGIN	1,500,000	-	-
INVESTIGATE & DEV NEW LANDFILL SITES	5,342,950	20,298,152	13,568,750
SEWERLINE FROM INDUS; BOIP /TSHEP TO PS4	30,209,940	-	-
SEWER LINE HOUTKOP & UNITASPAK TO PS3D	1,000,000	-	-
BULK WATER FROM TSHEPISO TO SHARPEVILLE	16,288,773	27,060,050	35,295,000
WATER SUPPLY WESTERN AREARS & VAALOEWER	1,596,190	14,000,000	39,240,567
N:CONSTRUCTION OF THOMAS NKOBI	13,085,120	3,472,830	-
CONSTRUCTION OF WATER RESERVOIR EVATON	1,000,000	5,000,000	8,000,000
CONSTRUCTION OF WATER RESERVOIR SEBOKENG	1,000,000	5,000,000	5,500,000
BULK WATER SUPPLY JOHANDEO TO EVATON	1,000,000	5,394,082	10,000,000
CONST PALM SPRING LANDFILL SITE(PHASE 2)	1,100,000	5,000,000	9,500,000
TARRING OF RABOROKO STREET SHARPEVILLE	-	800,000	9,000,000
LITTLE ROCK STREET EVATON WEST	-	-	600,000
CONSTRUCTION OF SV74 STREET SHARPVILLE	-	-	500,000
TARRING OF NTJA STREET	-	500,000	6,000,000
ROAD & STORMWATER DR NKOMO STR	-	1,000,000	15,000,000

Project Description	2024/25	2025/26	2026/27
CONSTRUCTION OF KENTUCKY STREET	700,000	6,000,000	-
CONSTRUCTION OF HOLLYWOOD ROAD	800,000	19,000,000	-
TSHEPONG PHASE 1 MAIN ROAD	800,000	17,000,000	-
TARRING OF BEGONIA STREET PALM SPRINGS	800,000	8,000,000	-
TARRING OF MICARDO STREET IN EVATON	500,000	9,000,000	-
ASSET MANAGEMENT PLAN(WATER&SANITATION)	200,000	-	-
PROCUREMENT OF PMU VEHICLE	379,650	-	-
UPGRADING OF MOSHOESHOE ROAD PHASE 2A1	5,000,000	1,000,000	2,000,000
INEP	-	14,000,000	14,000,000
	153,251,146	207,228,912	214,791,300

CHAPTER 7

Executive Summary Spatial Development Framework

Introduction

Emfuleni Local Municipality is one of three local municipalities in the Sedibeng District Municipality in the Gauteng province. Emfuleni is tied into the rest of Gauteng via two north-south corridors that are aligned along the N1 and the R59 freeways, respectively. These corridors also link Emfuleni to areas such as Orange Farm, Soweto, Meyerton and Germiston. The N1 corridor is paralleled by a commuter railway line, which links Vereeniging to the Johannesburg CBD via Sebokeng and Orange Farm. The municipality borders four other local municipalities in Gauteng and borders the North West province and the Free State province. The Vaal River forms the southern boundary of Emfuleni. It also forms the boundary between Gauteng and Free State Province.

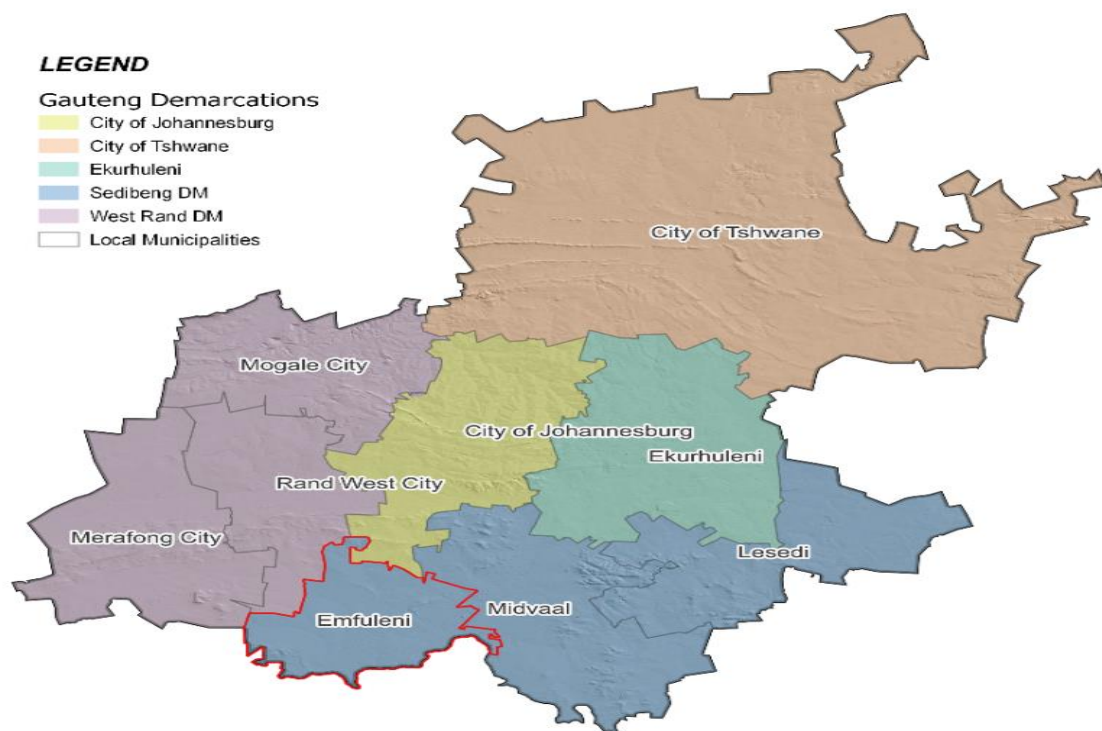
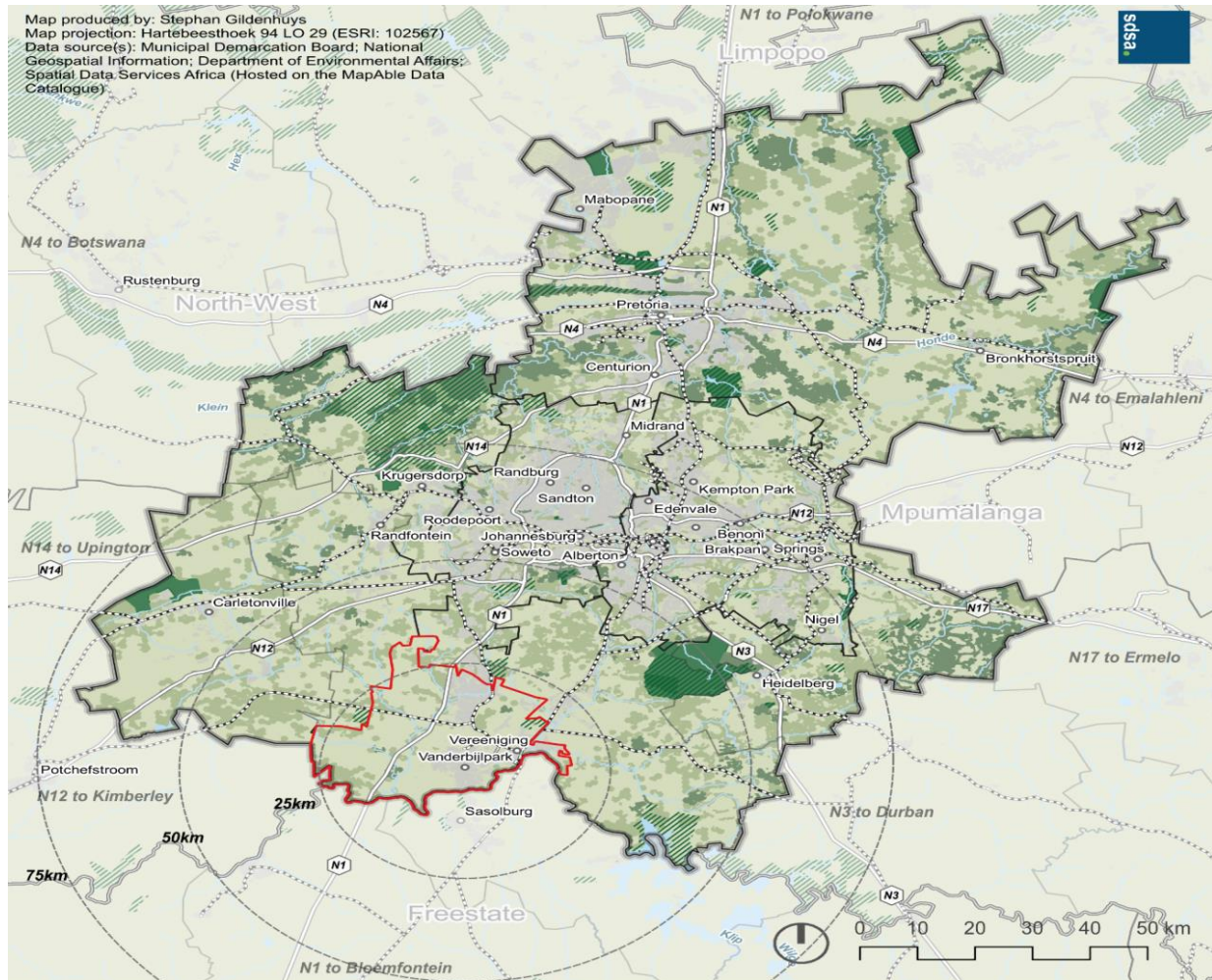


Figure 1: Gauteng Provincial Demarcation

Emfuleni is rural, mainly to the west of the N1 freeway, comprising smallholdings and farmland. In contrast, Emfuleni is urban, mainly east of the N1 freeway.

The eastern half of Emfuleni includes (amongst others) Evaton, Sebokeng, Vanderbijlpark Boipatong, Bophelong, Sharpeville, Vereeniging and Three Rivers. Mittal Steel is located in the centre of Emfuleni, between Sebokeng and Vanderbijlpark. This industrial facility is one of Gauteng's most extensive heavy industrial facilities.

Map 1: Emfuleni Local Municipality Regional Context



LEGEND

Towns & Cities

- Major Towns & Cities

Major Transport Features

- Railway Line
- National Road

Boundaries

- ▭ Emfuleni Boundary
- ▭ Local Municipalities
- ▭ District Municipalities
- ▭ Gauteng Province

Man Made Features

- ▭ Developed Land

Natural Features

- ▭ Major Hydrological Features
- ▭ Protected Areas
- ▭ Conservation Area
- ▭ Irreplaceable Area
- ▭ Important Area
- ▭ Agriculture and Open Space

Emfuleni Vision

Emfuleni Vision 2035 defines the desirable direction and outcome of Emfuleni Local Municipality's future growth. It provides specific development objectives and a spatial vision that is in line with the overarching objectives of SPLUMA. Each objective is further expanded with specific strategies to achieve the development vision.

The Emfuleni Vision 2035 development agenda aims to improve how urban and rural areas develop to increase the efficiency, sustainability, and investment potential of all areas, improve the conditions in which people live and conduct their daily lives, and protect valuable resources from irresponsible consumption.

This developmental agenda finds expression in numerous national and provincial legislation and policy documents. Therefore, to ensure legitimacy, the Emfuleni LM SDF was formulated within the parameters of South Africa's Constitutional and Spatial Planning institutional framework. In addition, the SDF is also affected by existing local strategic planning documents, such as the Integrated Development Plans, that direct the development of the district and local municipalities.

Spatial Development Concept

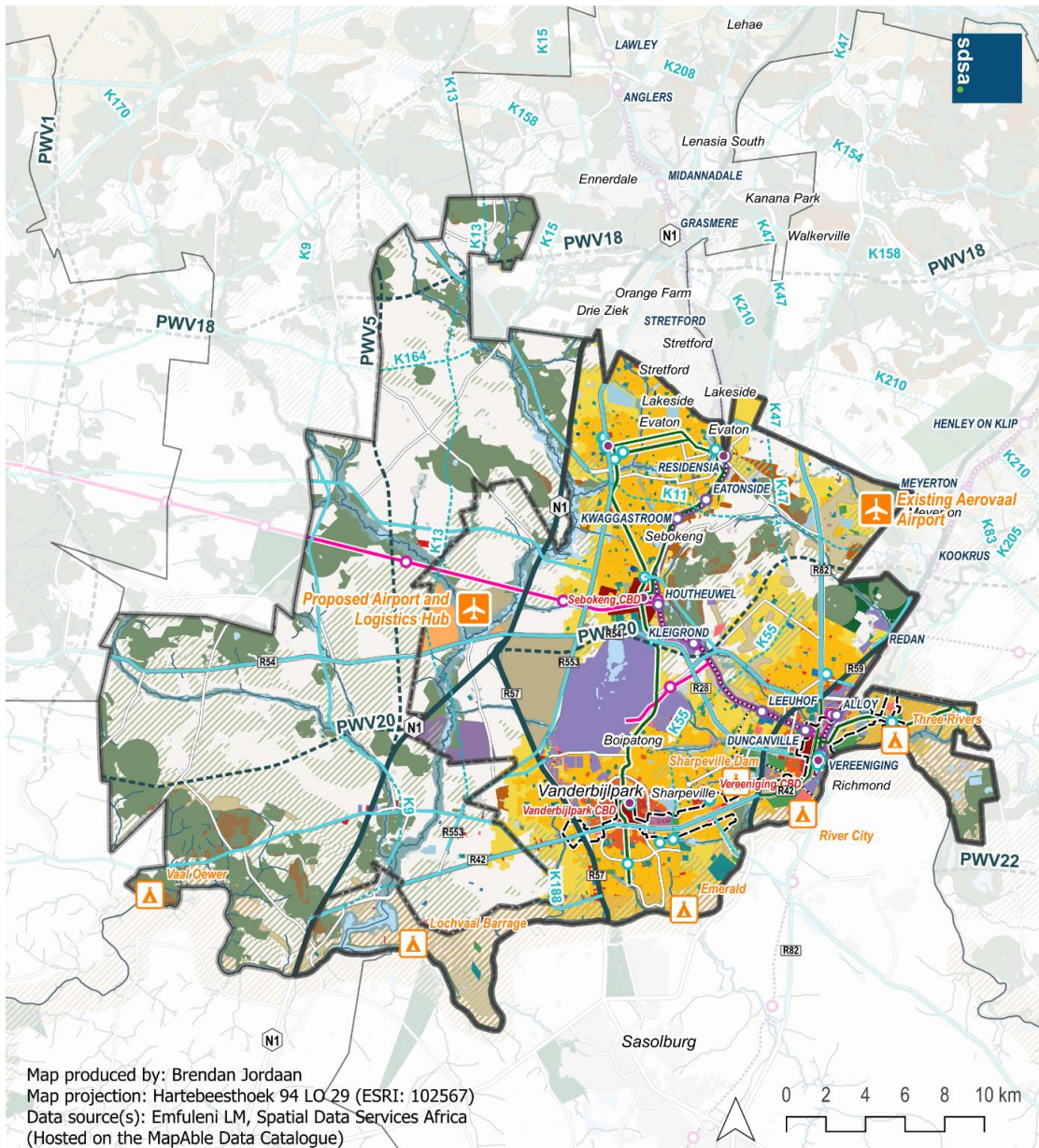
The spatial development concept provides strategic guidance for the spatial structuring of the municipal area. The development concept is essential to achieving the objectives.

Defining the municipality's spatial concept requires a clear, rational, and consistent methodology. The methodology that was adopted for this purpose relied on multi-criteria GIS analysis supported by two specific technical tools to achieve the desired results. A transact approach was used in developing the current ELM SDF concept. The process was quantitative and evidence-based.

A transact approach is based on criteria such as land use and registration, density/intensity and agricultural suitability. It serves as a basis for both spatial planning and land use management on a regional and local scale. This approach enables decision-makers to adapt each zone in the transacts what is locally appropriate. This approach holds some of the answers to some shortcomings of how spatial planning is approached in South Africa. A transact approach is also compatible with SPLUMA.

The Six transact areas, which are also called Functional areas that will be adopted are named as follows: Urban Core, Urban Centre, General Urban, Urban Periphery Rural and Natural.

Map 2: Emfuleni SDF Spatial Vision 2035



Based on the ELM’s regional context, a development concept is proposed that aims to strengthen the role of Emfuleni area as the Southern anchor of the Gauteng urban conurbation. Ten (10) interrelated

objectives support the framework. These objectives form the foundation of the vision and present the criteria for success. These objectives are:

Land Use framework

The land use framework aims to present a simple layer of codes and principles that align with current legislation while providing flexibility for new growth patterns to emerge according to changing economic conditions.

Land use framework strategic approach

Objective: To achieve a compact, vibrant, urban environment, focusing higher density mixed-use development in strategic locations and existing nodes and transforming or re-establishing them into hubs of activity.

Land use policy

Advocate land use planning and employ zoning tools that enhance neighbourhood liveability by improving walkability and increasing access to amenities, goods, and services.

Strategy

- Encourage compact development at key activity nodes, incorporating mixed-use and multi-family housing development types and integrating community facilities and amenities.
- Consider inducements such as fast-tracking approvals and incentive zoning in nodal areas to foster desired “smart growth” development.

Rationalise land-use patterns to promote economic efficiency and sustainability.

Strategy

- Promote compatibility between adjacent land uses, particularly concerning minimizing conflicts between residential and industrial land uses that harm neighbourhood liveability and threaten long-term economic growth.
- Promote land uses that encourage activity
- Allow potential higher-density mixed-uses in proximity to strategic nodes and transit hubs by practising strategic land banking.

Figure 2: Land Use Mix Ranges

FA	Land Use Mix Range		
	Residential (%)	Office (%)	Retail/Commercial (%)
Urban Core	30 – 50	0 – 55	5 – 65
Urban Centre	25 – 60	5 – 40	5 – 40
General Urban	60 – 90	2 – 30	5 – 20
Peri-Urban	80 – 90	2 – 10	5 – 15
Rural	N/A	N/A	N/A
Natural and Protection Area	N/A	N/A	N/A

Growth Management Framework

This component is intended to direct new development within the municipality to ensure that the vision to transform the urban structure can be realised through applying density parameters and densification approach guidance.

Built form and densification strategic approach

Objective: To achieve a guiding approach to growth management and densification within the municipality appropriate to the existing structure and context.

Built form and densification policy

Protect and enhance the character of established nodes.

Strategy

- Ensure contextually appropriate development within established neighbourhoods by maintaining density and land use standards that reflect each neighbourhood's character and location.
- Improve the attractiveness of residential neighbourhoods by eliminating nuisances, redeveloping problem properties, and enforcing maintenance standards. Improve the image and aesthetics of nodal areas and upgrade public and private realms.

Strategy

- Reduce visual blight, encourage rehabilitating deteriorating structures, demolish severely dilapidated buildings, and remove demonstrably non-conforming uses and structures.
- Promote higher-order or regional land uses based on Functional Area context.
- Activate neighbourhood and community nodes through commercial rehabilitation and infill development. Promote new and redevelopment based on the principles of “Smart Growth.

Strategy

- Encourage infill development to activate commercial sites and promote the highest and best use of land.
- Promote mixed-use development at key activity nodes, integrating commercial and residential.
- Enable more convenient access to local goods and services by improving transit and pedestrian connectivity between commercial shopping areas, residential neighbourhoods and employment zones.

Figure 3: Density Parameters

FA	Density and Height				
	Min FAR	Max FAR	Min Height	Max Height	Density (du/ha)
Urban Core	0.5	2		6	80 - 150
Urban Centre	0.3	1.5		4	40 – 80
General Urban	0.2	0.5		3	15 – 40
Peri-Urban	0.1	0.35		2	1 - 15
Rural	N/A	N/A	N/A	N/A	<5
Natural and Protection Area	N/A	N/A	N/A	N/A	N/A

Nodal and Economic Framework

The nodal and economic framework sets out nodal and employment typologies to support development. It provides a hierarchy of nodes and a range of economic-related development typologies, including retail, mixed-use, office, light and heavy industrial uses. These typologies will support local development while enhancing the Emfuleni LM's regional competitiveness.

Nodal strategic approach

Objective: To create a vibrant, sustainable, and interconnected nodal hierarchy throughout the municipality, promoting economic growth, social cohesion, and environmental stewardship.

Nodal and economic policy

Establish a hierarchy of nodes and encourage mixed-use development

Strategy

- Identify a hierarchy of nodes, each with its role and function

- Promote mixed-use, high-intensity activity and higher-density residential development in nodal areas based on their role and function.
- Enable more convenient access to local goods and services by improving transit and pedestrian connectivity between nodal areas, residential neighbourhoods and employment zones.
- Cluster facilities in nodal areas can serve as the heart of communities and promote social interaction.

Revitalise existing nodes

Strategy

- Identify existing centres in the municipality that require revitalisation and create a plan for their redevelopment. Give particular attention to revitalising the Vanderbijlpark and the Vereeniging CBDs.
- Encourage the preservation and reuse of existing buildings to create a sense of place and history within the municipality.
- Reduce visual blight, encourage rehabilitation of deteriorating structures, demolition of severely dilapidated buildings, and remove demonstrably non-conforming uses and structures.
- Encourage the development of public spaces within existing centres, such as parks and plazas, to create a sense of community.
- Activate neighbourhood and community nodes through commercial rehabilitation and infill development.
- Nodes should show a large degree of public investment in infrastructure, public space, and social services.

Transport and Corridor Framework

The transport and corridor framework provides strategies and concepts for improving the efficiency of moving people and goods in the municipality and the larger region. The framework identifies strategic corridors and public transport elements and guides to support development.

Transport and corridor strategic approach

Objective: To establish a functional and efficient hierarchy of roads and corridors within the municipality that prioritizes the movement of people and goods, promotes sustainable transportation options, and enhances the overall liveability and accessibility of the community

Transport and corridor framework policy

Establish a hierarchy of corridors to enhance connectivity between identified activity nodes and improve linkages with surrounding areas.

Strategy

- Develop a movement network in the municipality that supports the spatial development focus areas and enables land use and transportation integration.
- Maintain a legible roadway hierarchy that distinguishes between local and regional movement routes.
- Identify key multimodal corridors and advocate for their improvement as community corridors that support transit and alternative modes of travel.
- Promote development along the activity spine that links Vanderbijlpark and Vereeniging.
- Protect land designated for future PWV and K-routes and avoid illegal land occupation in these areas.

Promote the use of public transport and non-motorised transport.

Strategy

- Improve and expand pedestrian facilities, initially focusing investment on developing key movement corridors and community corridors connecting activity nodes.
- Provide comfortable transit stops at central activity nodes, including seating, shelter, and system maps.
- Introduce wayfinding elements to better orient visitors and natural movement in and around the municipality, especially important transit hubs such as taxi ranks.
- Engage with PRASA to facilitate and prioritise the rehabilitation of commuter railway lines and stations.

Urban Open Space Framework

The overall concept relies on the area's existing open space to expand its natural resources. Hydrological corridors comprising flood ways and flood plains become publicly accessible green linkages, working in conjunction with pedestrian-friendly streetscapes to connect public parks and other green resources.

Urban open space strategic approach

Objective: To achieve attractive, vibrant, and safe environments for walking, cycling and recreation.

Urban open space policy

Expand the open space network to incorporate and protect natural resource areas and provide additional active and passive recreational areas.

Strategy

- Establish physical linkages with the broader regional open space network, particularly strengthening open space connections.
- Extend the community's green linkages, encouraging planting of indigenous species for all public open spaces, including greenways, parks, and streetscapes.

Establish continuous greenbelts along major drainage channels to mitigate flooding and extend recreational activities.

Strategy

- Create continuous, publicly accessible greenbelts/greenways at a minimum, incorporating all lands undevelopable due to flooding restrictions.
- Investigate the opportunity to use storm water retention ponds as green amenities, providing an additional scenic and passive recreational resource.
- Avoid any development or illegal settlement in flood zones. Provide diverse recreational opportunities while achieving an equitable distribution of parks and recreation facilities throughout the municipality.

Strategy

- Explore opportunities for shared facility use, such as public and private school sites for various youth recreational programs.

- Incorporate recreational facilities and communal open space within new residential development or with the substantial rehabilitation and repositioning of existing residential complexes.
- Acquire vacant and underutilised parcels for development and use as recreational parks, prioritising properties strategically located to address underserved residential populations.
- Program activities and events for public parks and recreation facilities to help address community needs and encourage public use.

Social and Community Facilities Framework

The social and community framework identifies key development strategies to improve the overall use of social facilities in the area and determines the future number of key facilities required based on the development capacity of the municipality. It also indicates areas that might require these facilities based on expected growth.

Social and community facilities strategic approach

Objective: To achieve a full range of community resources, incorporating the facilities and space required to meet the social, educational, and recreational needs of the existing and anticipated population.

Social and community facilities policy

Maximise and upgrade community facilities to address gaps in the provision of vital social services, equitably meeting the needs of the municipality's residents.

Strategy

- Give priority to underserved neighbourhoods for funding new and upgraded community facilities.
- Take full advantage of existing community facilities by accommodating multiple community development activities and programs, for example, advocating shared use of underutilized school sites.
- Facilitating better access through, as far as practically possible, locating facilities along community corridors and ensuring safe access to these facilities through providing quality non-motorised transport (NMT) connections.
- Cluster social and community facilities in nodal areas to improve accessibility for residents.

Human Settlements Framework

The framework identifies housing typologies that are most suited to each of the functional areas. It also provides guidelines and strategies for dealing with informal settlement upgrading and other housing projects in the municipality.

Human settlement strategic approach

Objective: To achieve a wide variety of housing types and sizes to accommodate diverse lifestyles and varying income levels for the future.

Human Settlements Policy

Preserve neighbourhood integrity and enhance the community's image by building economic and social stability.

Strategy

- Reduce visual blight, encourage rehabilitating deteriorating structures, demolishing severely dilapidated residential buildings, and removing demonstrably non-conforming uses and structures.
- Activate neighbourhood and community nodal areas through commercial rehabilitation and infill development. Improve the quality of life for area residents through active investment in neighbourhoods, including measures to turn around declining residential areas.

Strategy

- Advocate a comprehensive community development approach, attracting new investment and residential development while pursuing measures that promote community involvement and do not require "brick and mortar."
- Steer new housing developments and resources for housing rehabilitation toward sites likely to stabilize marginal and declining neighbourhoods. Expand the range of housing choices available to existing and prospective residents while increasing home ownership.

Strategy

- Utilise various programs, tools, and incentives to encourage new housing construction and rehabilitation, including affordable and market-rate products.
- Encourage upgrades to deteriorate multi-family housing stock as a viable means of providing quality, affordable rental options.

- Explore mixed-use and mixed-income development opportunities and projects targeted for major activity nodes and priority transit stations.

Table 1: Housing space requirement

Land uses	No of units	% of total land	No of stand required	Area included in project (ha)
Residential	15 816	65.8%	12 065	519.0
Single Res: Low Income	6 785	21.5%	6 785	169.6
Single Res: Med Income	3 554	20.3%	3 554	159.9
Single Res: High Income	1 222	9.3%	1 222	73.3
Medium Dens: Low Income	1 629	5.2%	204	40.7
Medium Dens: Med Income	355	1.5%	47	11.8
Medium Dens: High Income	1 173	5.9%	188	46.9
High Dens: Low Income	0	0.0%	0	0.0
High Dens: Med Income	489	0.8%	26	6.5
High Dens: High Income	611	1.3%	41	10.2

Environment, Conservation and Tourism Framework

The environment, conservation and tourism framework identifies key typologies related to these aspects and guides how to treat these areas in terms of development. Protecting natural resources and strengthening tourism development are critical aspects of realising Emfuleni's future development vision.

Environment and conservation framework strategic approach

Objective: To develop and implement a comprehensive spatial plan that balances human development needs with the preservation and protection of natural resources and biodiversity, with the ultimate goal of achieving a sustainable and resilient environment and mitigating the impact of climate change.

Environment and conservation policy

Proactively identify areas of potential conflict between development proposals and critical and sensitive environmental areas.

Strategy

- The natural open space system should be protected from intrusive, irresponsible and ad hoc developments that damage these areas' ecological integrity and visual quality. These include urban development, mining activities and agriculture.
- A continuous open space system must be developed in the municipality. This means that in certain areas where natural open space is currently affected by activities, the municipality must intervene to ensure that ecological corridors can be created and function appropriately.
- The focus should be placed on resources allocated to those consolidated natural open space areas where long-term ecological sustainability can be achieved.

Mitigate the impact of climate change

Strategy

- Develop and implement strategies for protecting natural and built infrastructure from the impacts of climate change.
- Promote sustainable land use and development practices that reduce greenhouse gas emissions and increase resilience to climate change impacts.
- Encourage conservation and restoration of natural systems, such as wetlands, that provide valuable ecosystem services, including carbon sequestration, water regulation, and biodiversity conservation.

Protected areas



Description: Formal Protected Areas and Protected Areas pending declaration under NEMPA.
Land use: Maintain natural land. Rehabilitate degraded areas to a natural or near natural state and manage for no further degradation. Conservation and associated activities.

Important and irreplaceable areas



Description: Areas required to be maintained in a natural or near natural state to meet targets for biodiversity patterns (features) or ecological processes. Cultivated landscapes retain importance for supporting threatened species.

Tourism Development Strategic Approach

Objective: To enhance the municipality's tourism potential by creating a cohesive and attractive destination by developing diverse and sustainable tourism offerings, improving infrastructure and amenities, and promoting cultural and natural heritage resources.

Tourism framework policy

Encourage sustainable tourism development through the conservation and protection of natural and cultural heritage resources.

Strategy

- Identify and protect the municipality's critical natural and cultural heritage sites for tourism development.
- Prioritise the development of sustainable infrastructure and facilities for tourism, such as low-impact accommodation options
- Utilise and promote the potential of the Vaal River as a corridor for tourism development and recreation activities.
- Enhance the environmental quality of the Vaal River by removing and curbing alien plant species invasion, rehabilitating degraded water courses and wetlands, and planting indigenous vegetation to enhance recreation areas along the river. Develop diverse tourism offerings to cater to different market segments and attract a broader range of visitors

Strategy

- Identify and develop tourism products and services that cater to different market segments, such as adventure and cultural tourism.
- Encourage the development of eco-tourism and agro-tourism to preserve natural and cultural heritage.
- Promote a variety of uses next to the Vaal River to ensure activities for a variety of users improve accessibility and connectivity to enhance the municipality's tourism potential

Strategy

- Improve accessibility and connectivity to tourism areas by investing in transportation infrastructure and public transport systems.

- Create a comprehensive transportation system that connects key tourism sites and destinations within the municipality.
- Improve linkages to the Vaal River to prevent the exclusive use of the river to only those that reside next to it.

River city



Description: The Vereeniging River City is an abandoned heavy industrial area located on the Vaal River, with access to the Vereeniging CBD. The site is highly accessible through the region's strategic road network and the Johannesburg-Vereeniging commuter railway line. The site is envisaged as a new extensive mixed-use development.

Three rivers



Description: Three Rivers is a residential area located on the Vaal River. It has direct access to the river, providing it with tourism potential. The area's characteristics make it suitable for day-tourist facilities (e.g. restaurants and curio shops) and weekend-tourist facilities (e.g. guesthouse accommodation). A means of improving the area's tourist potential would be to establish a better link between the Three Rivers regional node and the Vaal River.

Sharpeville



Description: The Sharpeville Memorial, with its signing of the Constitution and the Peace Treaty of 1902, has the potential to attract day visitors and tourists from Gauteng and abroad to the Emfuleni region. Emphasis should therefore be placed on the ongoing development of this historical site. Such initiatives would draw day visitors and overseas tourists, which will encourage the growth of the local tourism sector and help diversify the local economy.

Emerald City



Description: The Emerald Casino was established to promote tourism development within Emfuleni. It has only been able to do so to a certain extent. To enhance the role of this facility, it is proposed that the casino product be re-evaluated to determine how to utilise this tourist resource better. For example, the better utilisation of its riverfront can be explored. The Emerald Casino is the only casino in Gauteng with a natural waterfront.

Lochvaal Barrage



Description: Lochvaal Barrage is a tourist area under development pressure involving the conversion of agricultural holdings along the Vaal River into higher-density residential development. These higher-density residential developments are mostly intended for weekend tourists from other parts of Gauteng. It is important to treat development in the area so that it does not negatively affect the scenic quality of the area.

Vaal Oewer



Description: Vaal Oewer is situated within a scenic natural environment characterized by mountainous topography. This picturesque environment can form the basis for eco-tourism activities. This requires eco-tourism facilities, such as camping sites, hiking trails and guesthouse accommodations. The natural environment must be conserved within this part of the Municipal Area to ensure the long-term sustainability of the Vaaloewer tourism potential.

Rural Development Framework

Large parts of the Emfuleni LM are rural, and activities in this area relate to agriculture.

Therefore, leveraging these activities to promote economic development in the area is essential. This should be done by improving access to basic services and infrastructure while protecting high-potential agricultural land. In addition, the nature of rural development in the area also creates the opportunity for new agriculture-related industries.

Rural development framework strategic approach

Objective: To promote sustainable and equitable rural development in the municipality by enhancing economic opportunities and improving all residents' access to basic services and infrastructure, focusing on empowering rural communities and promoting inclusive growth.

Rural development policy

Promote economic development in rural areas.

Strategy

- Encourage the development of small businesses and entrepreneurship in rural areas, including agribusiness and value-added processing support.
- Facilitate the development of market linkages between rural producers and urban consumers to increase economic opportunities and improve food security.
- Invest in infrastructure, such as roads and telecommunications, to support economic development and increase access to markets and services. Improve access to basic services and infrastructure

Strategy

- Expand access to basic services, such as water, sanitation, and electricity, in rural areas to improve health and quality of life.
- Invest in rehabilitating and maintaining rural roads to improve mobility and accessibility.

Infrastructure Framework

The infrastructure framework guides the municipality's equitable and sustainable infrastructure provision through effective spatial planning and development. The framework also sets out service levels appropriate for various land uses and determines the impact of future service demand. This is done the measure the requirements in terms of infrastructure to accommodate future growth while promoting what is financially feasible for the municipality.

Infrastructure framework strategic approach

Objective: To ensure equitable and sustainable infrastructure provision within the municipality through effective spatial planning and development, leveraging public and private resources, to improve quality of life and support economic growth.

Infrastructure policy

Increase access to basic services for all residents.

Strategy

- Implement a needs-based approach to infrastructure planning and service delivery, prioritizing areas with the highest levels of need.
- Encouraging public-private partnerships to expand access to basic services, particularly in underserved areas.
- Building capacity within the municipality to plan, implement, and manage infrastructure projects effectively and sustainably. Promote sustainable infrastructure development

Strategy

- Encouraging the use of green infrastructure solutions, such as renewable energy sources, water conservation measures, and sustainable transportation options.
- Establishing standards and guidelines for sustainable infrastructure development and operation, including environmental and social impact assessments.
- Encouraging community participation and collaboration in infrastructure planning and development to promote ownership and long-term sustainability.

- Encourage private development that makes use of sustainable technologies that does not put the council's infrastructure under more pressure.
- Strengthening partnerships between the municipality and service providers to improve service delivery coordination and delivery.
- Implementing performance monitoring and evaluation systems to measure infrastructure investments' impact and ensure services are being delivered efficiently and effectively.
- Encouraging innovation and the use of technology to improve the delivery of services, such as using digital platforms to provide services and integrate data to make informed decisions.

CHAPTER 9

MAINSTREAMING OF CROSS CUTTING ISSUES

This chapter deals with mainstreaming. It aims at identifying issues in the municipality and those affecting most vulnerable groups in society and integrates their human rights needs into plans, implementations, monitoring, and evaluations.

Cross Cutting Issues within Emfuleni Local Municipality

The Office of the Executive Mayor, supported by the Emfuleni Department of Social Development is leading in addressing the issues of *homelessness, disaster Management, 365 Days of Activism, disability, gender, HIV/AIDS, Youth, etc. in our space of Emfuleni.*

Homelessness

Homelessness is a scourge which is greatly affecting the Gauteng Province with no exception to Emfuleni Local Municipality. Laid bare was the plight of homeless people during the pick of Covid 19 pandemic in 2020. By May 2021, over five hundred (500) homeless people had received assistance from Emfuleni Local Municipality in a form of being housed in temporary homeless shelters (Saul Tsotetsi and General Smuts), referral and connections to attend drug and substance abuse rehabilitation or reunification with family.

Despite the closure of temporary shelters for homeless people, the Municipality discovered the need for a responsive and comprehensive approach to homelessness in the area. Thus, inter-sectoral collaboration with the Department of Social Development at District and Provincial levels has been taking place in order to tackle the challenge homelessness.

Among the key activities of this inter-sectoral initiative is the need to conduct research on homelessness in the province. To this end, the provincial Department of Social Development has recently conducted very successful research on this issue of homelessness across the province. Emfuleni Municipality's Social Development was a stakeholder participant in the study and assisted in terms of mobilizing the required participants and resources.

Emfuleni Municipality's Social Development also participated in workshops and meetings on homelessness with the provincial department during the 2022/2023 financial year. In year 2022, the Gauteng MEC for Social Development came to open park homes in SAVF, a non-governmental NGO in Vanderbijlpark for homeless people. Currently SAVF is the only known temporary shelter for homeless people within Emfuleni. Social Workers constantly make referrals and assist with placement of homeless people at the shelter.

Without any doubt, Emfuleni Municipality does need to re-look at a possibility of having a drop-in centre or homelessness shelter. This centre or shelter could help in housing and catering for needs of

homeless people in the region. Such centres/shelters do exist in other municipalities, such as City of Johannesburg, City of Tshwane and the City of Ekurhuleni. The Department's future plans for year 2023/2024 and 2024/2025 will focus on homelessness as it is in urgent need of attention from the Municipality.

The municipality has formulated a working partnership with relevant stakeholders to deal with the issues pertaining to homelessness people. There have been programs provided to the people living on the streets, which educate them on life skills and substance abuse. The provincial department of social development have provided a mobile bus which is accessible to the homelessness people to receive food, toiletries and blankets. The mobile bus is situated at the hotspot's areas in Vereeniging. There are a shower facility and a kitchen where food is prepared for the homelessness people. The municipality is always collaborating with all the relevant stakeholders in order to serve our community and deliver services to the needy people.

Disability

A focus of social development programmes for people with disabilities is to increase awareness of disability, as well as identify and address the needs of people with disabilities. In order to meet the needs of people with disabilities, community advocacy, skill development, and preventing abuse and neglect are included in programmes. Through Social Development, people with disabilities have been able to get wheelchairs, receive indigent burial and subsidy grants, and to access disaster relief grants and other benefits when they need them.

Status of Employees with Disabilities

Level	Number	Male	Female
4	0	0	0
5	1	0	1
6	1	1	0
7	2	1	0
8	1	1	0
9	3	2	1
10	2	2	0
11	1	1	0
12	3	1	2
14	4	2	2
15	2	2	0
16	9	5	4
Total	38	18	10

Challenges

People living with disability face several challenges and as such they are more disadvantaged in comparison to those without any form of disability. Discrimination and exclusion from numerous socio-economic programmes are some of the challenges faced by people living with disabilities. Challenges faced by people living with disabilities listed are; Unemployment, Inability to access sustainable and affordable community facilities and services, and Service providers/construction projects not employing people with disabilities.

Most of the organisations which provide assistance for people with disabilities have collapsed due to financial constraints. There is a need of financial training of organisation before they are allocated with funding.

Gender

Due to gender inequality and having men being preferred in the workplace, women have been greatly affected by gender-based violence and financial exclusion. Our Social Development programme is educating and informing the community about gender-based violence, femicide, and other challenges faced by women. These challenges could be overcome through ensuring that women can be on par with their male counterparts in so far as socio-economic development is concerned. There must be equality between men and women. As part of the fight against inequality, women are trained in finance management, skills development, and psycho-social and economic development.

Women are also educated and empowered on gender issues through programs. The gender coordinator has ward-based programs which covers all the wards within the municipality. ELM is not working alone to fight the scourge of gender-based violence. There are stakeholders that are involved and the NPOs.

HIV/AIDS

Coordinating internal and external action, reducing the number of new infections and impact of the epidemic on individuals, families and communities are the primary goals of the HIV/AIDS task team. There used to be an HIV/AIDS Council in Emfuleni Local Municipality. Attempts to re-establish such a body collapsed due to inconsistency of leadership in the Municipality. It would take an active involvement of the political leadership in the area to revive the idea of having such a Council. HIV and AIDS awareness, prevention as well as research are part of the HIV and AIDS programme of the ELM's Social Development. These are aimed at tackling HIV/AIDS awareness in wards, targeting teens and the youth. According to the Department of Health (2020) this target group is the one that is mostly impacted by the HIV and AIDS pandemic. Through its HIV and AIDS education and training programmes, ELM's Social Development has trained and educated workers from HIV and AIDS counselling and testing organizations. Through engaging a variety of clients, including children, youth, adults as well as vulnerable groups such as women, prostitutes, etc., Social Development continuously plays a critical role in preventing HIV and AIDS. Enrolled in 2022/2023, will be HIV and AIDS awareness and prevention in all 45 wards of the Municipality.

There are HIV/ AIDS ward based educators which are responsible for educating community members about HIV/aids programs. The coordinators are also doing door to door campaigns and community awareness programs. The ward-based educators collaborate with other stakeholders to extend the programs in all the wards within the municipality.

Youth

Youth Forums

Youth Forums are critical in addressing matters and issues affecting the youth. These Forums could play a crucial role in the identification of centres and programmes which could help address all the challenges and problems faced by the youth. Financial resources are required in order to equip and run Youth Forums. Budgeting for Youth Forums in the future will be needed to enable their smooth and efficient running.

Establishment of Local Units

Lack of resources and capacity is preventing Youth Forums from functioning optimally. In order to close existing gaps, it is necessary to allocate resources and explore partnerships. As the Youth Development Centres fall within the National Youth Development Agency's mandate and it has the capacity to operate in this area and as such the Agency was approached to manage these centres. At this point, the process is still in its infancy and there are still a few difficult negotiations still to be conducted.

Youth Advisory Centres

This initiative will inspire and fuel a new sense of hope and optimism among the young people in this district for a better future. Sedibeng District Municipality will coordinate the 3 local municipalities, with the Youth Centres and NYDA partnering together. With the aim of coordinating all local youth programs, NYDA signed a service level agreement with Sedibeng in January 2019. Additionally, they resumed responsibility for remunerating staff in Youth Advisory Centres. It is consistent that they are paying for the salaries of seven staff members. Youth Advisory Centres' future viability will depend on their negotiations with the NYDA.

It is the responsibility of Youth Advisory Centres to keep track of the profiles of the youth who visit their centres on a continuous basis. With limited resources, walk-ins at these centres always welcomed. Due to the high unemployment rates in areas such as Boipatong, Tshepiso and Sharpeville intensive consultations and outreach programmes were conducted in these areas. These consultations and outreach programmes revealed the following findings:

1. There is a severe economic downturn in the area where the Youth Advisory Centres operate.
2. It is more common for women, primarily young women, to visit the centre in these areas.
3. It is mainly unemployed visitors who are regular at these centres.
4. Low levels of formal education are prevalent among many of the regulars at these centres.
5. There is a lack of relevant skills for the labour market among many of the regulars at these centres.
6. In addition, these regular visitors lack the necessary business knowledge.

7. The regular visitors at these centres also lack self-esteem.

Programmes for youth development are crucial in combating the high unemployment rate and other challenges facing the youth. It is precisely for this reason that most of the programmes of Social Development are aimed at addressing the psycho-social and economic challenges facing the youth in the area. In light of the increase in HIV and AIDS infections among the youth, there are plans to engage the youth on such issues. These plans are more focused on HIV and AIDS awareness and prevention. As a result of the high youth unemployment rate of over 60 percent, Social Development intends to provide young people with entrepreneurship skills programmes aimed at educating them on finance management, business starting, and self-sustainability.

General Deliverables for Designated Groups

The purpose of this section will be to provide general deliverables for certain groups, such as women, children, youth, elderly, and ex-combatants. In order to benefit the designated groups, SDM guides its deliverables by various policies. Since ELM is aligned with the District, it is expected that it adheres to the same deliverables. These deliverables are listed below as Youth Development Policy; Ex - combatant Policy; Gender Policy; Pro - poor Policy; and Gender Equity Policy.

These have also been categorised as follows:

- Training and job opportunities

Ensure that training and job opportunities that may arise will target designated groups.

Continue with looking at regional sewer works for opportunities; EPWP; BnM (people used in demonstrating technique); and greening initiatives (SDM role to assist local labour and communities in getting involved in national and provincial programmes); and

- Greening and cleaning.
- Ownership - Facilitate ownership options for designated groups in:

Urban renewal projects;

Industrial Waste Exchange Programme;

Land release; and

Concrete targets and mechanisms will be set at BBBEE Summit planned for second half of this year.

- *Poverty alleviation and social development.*

The social work profession plays a major role in social development as a multi-disciplinary profession. Development is guided and shaped by social workers, who are key to the developmental approach. Children, women, families, older persons, and persons with disabilities are just a few of the target groups Emfuleni Social Development serves. A variety of social programs are offered to these groups, including socioeconomic, moral regeneration, empowerment, and poverty reduction programs. The Emfuleni community have been educated and informed about child abuse and how to protect and prevent children from becoming victims of physical, sexual, emotional, and financial abuse. To prevent child abuse, door-to-door campaigns, educational materials, workshops, and meetings were conducted as part of prevention and early intervention.

Youth Crime Prevention

Public Safety through the Community Safety Forum undertook several programmes aimed at promoting crime prevention in the area and to build resilience of community towards the fight against drug abuse have been set up. These programmes are being carried out in collaboration with relevant Local NGOs.

The Department also conducted the identification of drug abuse hideouts/ abandoned buildings as crime hotspots and completed community safety survey focusing on substance abuse by Identifying conditions of physical and social environment that provide opportunity for the use or trade in drugs. We are currently processing the statistics relating to these hideouts, hotspots, and abandoned buildings.

We further participate in an annual anti-gangsterism Interaction and Intervention Exhibitions (Cycle Tour) led by community corrections under the theme *“Don’t be a Fool, Crime is Not Cool”* by visiting three schools within Emfuleni with the aim of promoting school safety and youth crime prevention. Creating awareness on the dangers of drug abuse and promote the local drug action plan aimed towards reduction and eradication of drug abuse.

To offer students the opportunity to consider their future and interact with various avenues of employment, training and/or further education we conducted a Career Exhibition under the theme *“Let’s make education fashionable”*

Build capacity of community to fight against gangsterism and promote resilience of youth.

Achievements

The VUT joint planning committee was established by stakeholder through the Community Safety Forum to coordinate integrated efforts to promote safety at institutions of higher learning and to reduce incidents of crime affecting student at both private and campus student accommodation

As part of the safety plan under the program school safety, there was facilitation and supporting of school safety and school search programs at various primary and high schools in Sebokeng and Evaton by the Community Safety Forum coordinated by Public Safety.

As part of the social development strategy, programmes are provided to target groups that will enhance their socioeconomic, moral, and empowerment status as well as reduce poverty. In relation to the above-mentioned community support programme, the following statistics have been collected:

Indigent household programme and indigent /pauper burials:

94 000 indigent households with properties not exceeding R300, 000 have been identified and registered under the indigent programme. The program of indigent household is to assist community members who cannot afford to pay municipality rates and taxes. The department has been struggling to verify more indigents due to lack of resources in the municipality. There is also indigent burial program which is provided by Social Development to assist community members who cannot or unable to bury their families. Below are some of the other related programmes undertaken by the Department during the period under review.

- The municipality conducted 160 indigent and pauper burials for community members who were unable to afford burials.
- In schools, there have been substance abuse and drug awareness programmes. School-based substance abuse prevention programmes aimed at eradicating substance uses among learners were set up.
- Over 130 practitioners from ECDs were recruited to attend Matthew Goniwe School of governance training in ECD education.
- Held were ward-based indigent campaigns aimed at educating and promoting registration and reviewing of the indigent programme in Vereeniging, Bophelong, Evaton and Sebokeng. The indigent programs are ongoing.

Besides working with the Provincial Department of Social Development, ELM has established a working relationship with non-governmental organizations and non-profit organizations to address child abuse issues. The month of June is the time for child protection programmes. School programmes are conducted to raise awareness about trafficking and abuse of children and substance abuse.

Deliverables for Different Designated Groups

Women	<ul style="list-style-type: none"> ● In order to increase women's participation in greening programmes, we must identify and assist them in gaining access to training opportunities. ● Provide women with leadership programmes. ● Women empowerment programmes and projects to enhance women's standing within ELM. ● Use social work methods such as casework, group work, and at different levels of care to implement a skills development program for women.
Youth	<ul style="list-style-type: none"> ● Workplace learning as a communication tool for youth. ● Assuring alignment with NYDA's mandate through negotiations to continue this program under its own banner. ● Participate in the Regional Sewer, EPWP, and BnM programmes, as well as the Greening programme. ● Ensure accessibility and connectivity of the Youth Advisory Centre. ● Work with SDM and NYDA on a variety of projects. ● As part of the development agenda, skills development programs for youth should be implemented.
People with disability	<ul style="list-style-type: none"> ● A sheltered employment program for persons with disabilities.

	<ul style="list-style-type: none"> • The use of interpreters. • Participate in regional sewers, EPWPs, <i>BnMs</i>, and greening programmes. • Each Municipality building has an accessible entrance. • Uplifting programmes for people with disabilities through social development methods / programmes.
Children	<p>Healthy lifestyle programme, promoting healthy eating and physical activity in children.</p> <p>Educating teens about sexuality aims to discourage them from experimentation with sexuality at an early age.</p> <p>Through child protection services and programs, we create a heaven of safety for children.</p> <p>Educate children between the ages of 7 and 14 on drug abuse and prevention.</p> <p>By providing early childhood development training, increase the capacity of care givers.</p> <p>Whenever possible, ensure that child headed households are accommodated in urban renewal projects.</p> <p>Continue to educate schoolchildren about environmental issues.</p> <p>The expansion of mass participation programs in sports.</p> <p>Child abuse and neglect can be prevented through awareness and prevention.</p> <p>Ensure the safety and security of children in accordance with the Children's Act 38 of 2005 through social work intervention.</p>
Elderly	<p>As a form of stimulation and relaxation, elders are used for oral history, sourcing resources in the form of shelter, tea gardens, and creating videos.</p> <p>The elderly will participate in sports (golden games, choral competitions, and aerobics) as part of active aging programmes.</p> <p>Kharigude programme for elderly education should be implemented.</p> <p>A training programme for the elderly on HIV/AIDS.</p> <p>Implementation of programmes aimed at benefiting the elderly in accordance with the Older Persons Act in collaboration with the Provincial DSD.</p>

People infected and affected by HIV and AIDS	<ul style="list-style-type: none"> • Increasing the number of HIV/AIDS ward committees and training them. • The establishment of an ELM HIV/AIDS Council that is consistent. • The committees of Sect.80 are expected to receive regular reports. • Programmes designed to raise awareness and prevent HIV and AIDS among teenagers and young people.
Ex-combatants	<ul style="list-style-type: none"> • Develop SMMEs and provide support to ex-combatants and designated groups. • Establish concrete targets for empowering ex-combatants and designated groups. • Participate in all Regional Sewer, EPWP, BNM, and Greening programmes.

Disaster Management

On Wednesday 15 February 2023 the ELM area received a lot of rain resulting in localized flooding in the Evaton and Palm Springs areas. Sedibeng Disaster Management took a leading role in assisting the distressed communities. On Thursday 16 February 2023 a JOC was established at Evaton Fire Station to coordinate the response actions. Sedibeng DM was taking a lead in the proceedings again seeing that Emfuleni's Disaster Management is not functional, reason for it is that the one person that was seconded to Disaster Management from Operations went on medical pension on May 2022 and was never replaced, people are not interested in acting in that position because of certain financial challenges.

On Saturday 18 February 2023 ELM received lots of rain again resulting in localized flooding in more areas than in the previous days. JOC members together with Sedibeng DM work hand in hand to assist and take care of the communities in need.

Relocation took place where necessary, blankets and mattresses were distributed by Sedibeng DM and food parcels were given out. Roads and Storm Water Department started repairing roads and clearing out storm water drains where such were needed. The JOC meeting is still taking place for report back and future planning.

9.1.8 Arts & Culture

Due to the harsh reality that the municipality is facing financially, Arts & Culture continues to depend on partnerships. We have more than 6 years with zero budget to serve our community.

- Establishment of Vaal Creative Network:

During the Vaal River Carnival (September 2023) the Arts & Culture Unit hosted Vaal Creatives Indaba where Vaal artists came to meet and engage the Executive Mayor and MMC: SRACLIS and to unpack the status quo.

An interim committee was established, where key industry genres were represented. The VCN continue to advocate for local creatives and they meet every Wednesday at Eldorado Arts Centre.

- Emfuleni Language Policy

Our Intergovernmental Relations with the Gauteng Provincial department of SACR and PANSALB mandate is to ensure that all government departments adhere to the use of all official languages especially when dealing with its community.

CHAPTER 10

This chapter is referred to as the integration chapter. In the chapter we are highlighting all projects brought about by the national, provincial governments' sector departments, including the State Owned Entities (SoEs)/parastatals and businesses in Emfuleni. We are also highlighting some of the strategies, plans and policies which were passed Council.

Policies, Strategies & Plans adopted by Council during the Year under Review

POLICY NAME	COUNCIL ITEM NUMBER	RESPONSIBLE CLUSTER	EFFECTIVE DATE	ALIGNMENT TO MUNICIPAL STRATEGIES
Sabbatical Leave Policy	A4954	Shared Services	28 September 2023	
Horticulture Machinery and Equipment Manual and Replacement Policy	A4946	Public Safety & Community Services	28 September 2023	

Vaal Special Economic Status Update: Reigniting the birthplace of industrialisation in South Africa

Land Availability: Phase 1 Parcels

Following Phase 1 of the development which was undertaken on land parcels across Sedibeng's local constituent municipalities of Lesedi, MidVaal and our municipality, portion 2 & 3 of Farm Rietspruit 583 IQ – a 697ha in extent and municipality owned was identified. This parcel is being prioritised because there is an investor that is been secured and is committed to locate on them with 2024.

Investments earmarked for Emfuleni

No.	Investment	Description	Status	Timeline
1.	Mitochondria Energy Company	<ul style="list-style-type: none"> Manufacturing of fuel cells R4.3 billion over 4 years 450 direct jobs Black industrialist 	<ul style="list-style-type: none"> Bankable feasibility study completed Financial close partial achieved with a US-based funder for 20 million 	<ul style="list-style-type: none"> Commence fencing of site in March 2024 EIA approval in May 2024 Commence construction in June 2024

No.	Investment	Description	Status	Timeline
			dollars (50% of phase 1 requirement) <ul style="list-style-type: none"> • IDC and DBSA financial close imminent 	
2.	ESWAMOSI	<ul style="list-style-type: none"> • Chlor-alkali plant • H2 production plant. H2 power generation plant, fuel cell refill exchange, H2 storage and trading; • R1,5 billion • ELM site location • New DDI investment • 175 direct jobs • Black Industrialist 	<ul style="list-style-type: none"> • Bankable Feasibility study to be completed in March 2024 • Bankable Feasibility study in progress (75% completion) • Financial close expected September 2024 	<ul style="list-style-type: none"> • Commence fencing of site in March 2024 • Break ground in October 2024
3	Libalele Energy/Uzile Energy	<ul style="list-style-type: none"> • Manufacturing of green ethanol • Agrivoltanics • R1.5 BILLION • ELM site location • New DDI Investment • 400 direct jobs • Black Industrialist 	<ul style="list-style-type: none"> • Bankable Feasibility Study to commence in January 2024 	<ul style="list-style-type: none"> • Break ground in FY2025/26
4	Gauteng Boat Building Park	<ul style="list-style-type: none"> • Boat building hub • R800 million • ELM site location • New DDI investment • 290 direct jobs • Black Industrialist 	<ul style="list-style-type: none"> • Bankable Feasibility study in progress (CIP application under review) 	<ul style="list-style-type: none"> • Break ground FY2025/26
5	RRS Trade & Investment	<ul style="list-style-type: none"> • Solar Farm (200 MV) and solar panel assembly plant. • R2,4 billion • ELM Site Location • New DDI & FDI (China) investment • 650 direct jobs • Black Industrialist 	<ul style="list-style-type: none"> • Bankable Feasibility Study still pending 	<ul style="list-style-type: none"> • Break ground in FY2025/26

Investments earmarked for Emfuleni

The EIA and township establishment is underway. Specialist studies are currently being undertaken and will be completed before midyear of 2024. The challenge has been the graves that are discovered in different parts of the land parcels which will then cause a delay in the process. Subsequently, to discussions with SANRAL and Gauteng Department of Roads and Transport (GDRT), additional work, including the roads master plan amendment and roads network computer modelling is required placing constraints on overall project budget. The budget implications are being assessed with the aim to develop a solution to securing the additional funds required.

	Original	Revised
EIA approval	December 2023	May 2023
Township Planning Township Proclamation	End March 2024	Spt. 2024
Regulation 92 clearance for construction commencement	January 2024	May 2024
Construction commencement – Fencing	October 2023	March 2024
Construction Commencement – Internal Bulk Services	January 2024	June 2024
Construction Commencement – External Bulk Services	January 2024	June 2024
Construction Commencement – Tenant Top Structure and Services	January 2024	June 2024

Energy Security – Immediate Priority

Energy Security SPV Establishment is being explored with IDC and DBSA

Total Investment Interest for AMSA land

- ❖ SGH2 Energy Global, LLC (SGH2) a Solenta Group Company in partnership with Caelum Financial Services for the establishment of a Green Ammonia/Hydrogen Facility valued at R 4, 22 billion. Additional requirement of 50ha for the establishment of a 30MW Solar Farm valued at R 550 million;
- ❖ RRS Trade and Investments in partnership with China Energy for the establishment of a Solar Plant Manufacturing Facility valued at R 600 million. Additional requirement of 200ha for the establishment of 100MW Solar Farm valued at R 1, 8 billion;
- ❖ Libalele Energy in partnership with uZile Energy for the establishment of a Green Methanol Plant valued at R 1, 8 billion. Additional requirement of 50ha for the establishment of 30MW Solar Farm.



Rand Water Section 63 Successes & Challenges

Successes	Challenges
35 vehicles purchased for Metsi-a-Lekoa	
1 TLB purchased for Water Treatment Works	3 TLBs are still outstanding for Sebokeng, Evaton, and Vereeniging, 1 excavator, water tankers, and a crane truck or tipper truck
5 PRVs were serviced in Vereeniging area	Some PRVs still need to be serviced and replaced i.e. in Waterdal - 4 350mm PRVs need to be replaced and other PRVs on the distribution and water network need to be serviced and replaced
Process controller deployment to assist in operating the Vaaloewer WTW has taken place.	Vaaloewer Water Treatment Works generator is still outstanding
Monthly water quality sampling at Vaaloewer WTW and Emfuleni water network system	
Purchasing of water treatment chemicals at Vaaloewer WTW	
Process controller(NQF Level 2) training in progress	
Vanderbiljpark Reservoir inlet pipe repair (Ø1075mm) and valve replacements	Only two pipe leaks reported in January 2024 are still outstanding(Ø1075mm inlet steel pipe and a bypass pipeline)
Purchasing of plumbing tools	A list of outstanding tools was submitted to RW (no progress to date)
Purchasing of plumbing material	Few materials received. A list has been submitted to purchase more material for water section

Successes	Challenges
	Attending o Water daily reported complaints is still a challenge in section 63 intervention. 1 team was allocated for both Sanitation and Water; the team can't attend to daily water network complaints, i.e. water department TLB is being shared with RW sanitation team and other sections, they don't have water pumps and other required material for repairs on the pipelines. Turnaround time is very poor.
	The Ø675mm (2km) pipe replacement in Zone 12/Small farm and Zone 7 is still outstanding(no progress)
	The 20 Water valves situated in Zone 10 that need to be replaced are still outstanding.
	Water Conservation and Demand Management project tender is still outstanding.
	Office and tools/equipment storage containers for the Foreman are still outstanding
Pump stations no. 8, 9, 10, 2A, and 2 has been upgraded and operation	
8 x sewer pump stations are fully operational	
Sebokeng Waste Water Care Works inletworks has been upgraded	
Module 3 PST has been cleaned	
Sebokeng Waste Water Care Wors Caroucel pump station has been upgraded and 80% completed at Leuwkuil Waste Water Treatment Works (LWWCW)	Rand Water procurement process is very slow
LWWCW inletworks has been upgraded and 90% completed	
The chlorine plant at Rietspruit Waste Water Care Works (RWWCW) is 90% complete	
Main substations are in the process of refurbishment and to be completed end of February 2024	
Procurement of ICT resources like laptops, printing machines, and computers has been completed	Some of the items like the mouse still outstanding. Rand Water to fast-track the finalisation of the ICT policy, and arrange insurance and bar-coding of all the delivered equipments.
All employees have received their PPE's	

**Progress on Short-Term interventions to Improve Effluent Quality Compliance, under Section 63
Intervention at the three Waste Water Care Work**

Repair Project	Procurement status	Appointed Contractor	Kick-Off Meeting date	Current project status	Estimated completion date
Leeuwkuil Inlet works	PO issued	Molebedi	21-Dec-22	Repairs progress: 100% complete Refurbishment/Repairs and Installation of: Mechanical Coarse Screen+ Conveyor, Grit Classifier, Grit Blower+ Compressor & Pipework & Fine Screen	28-Sep-23
Leeuwkuil BNR	PO issued	Sox	13-Sep-23	Progress at 15%,Scope of Work under review by the contractor	March-24
Leeuwkuil Chlorine system	PO issued	Molebedi	13-Sep-23	Progress at 20%,Contractor striped old Equipment, for installation of new Equipment	Feb-24
Leeuwkuil Settling tanks	PO issued progress	Sox	13-Sep-23	Progress at 15%, The Contractor still busy with his own assessment	March- 24
Rietspruit Inlet works	PO issued	Molebedi	21-Dec-22	Repair progress: 100% complete. Awaiting the contractor to commission the deggritter system	Oct- 23
Rietspruit BNR	PO issued	Pheladi Noko	1-Feb-23	100% Complete. Awaiting restoration of power to “hot “test the equipment with load.	March-24

Repair Project	Procurement status	Appointed Contractor	Kick-Off Meeting date	Current project status	Estimated completion date
Sebokeng Module 5	PO issued	Spancer	21-Dec-22	Repair progress:75% Outstanding repairs include: Installing PST Bridge wheel and bridge motor, and repairing the scrapper.	March 24
Sebokeng Module 3,4 & 5 chlorine system	PO issued	Rodecon engineering	21-Dec-22	100% complete: Awaiting for the contractor to test the new system installed.	Feb 24
Rietspruit Sub-station	PO issued	Dakalo Langa	23 Jan-24	0%,Contractor Not yet started	March 24

Power Supply, Restoration					
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UPDATE 

40 ROADS EMFULENI

REHABILITATIONS

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 • The Gauteng Department of Roads and Transport (GDRT) is reconstructing 40 roads in the Emfuleni Local Municipality under the Sedibeng District. The length of the project length is 66.5km as of the 09th of February 2024.
- 
 • The project includes resealing with a 14mm bitumen-rubber (S-R) single seal where applicable and the milling off the failed areas.
- 
 • These 40 roads are located mainly in township areas including:
 - Sebokeng, Sharpeville, Palm Springs, Boipatong
 - Smallfarm, Bonane township, Tshepong, Vereeniging, Evaton, Sandlandpark, Vereeniging, Three Rivers and Vanderbijl Park amongst others.




CHAPTER 11

This chapter is dedicated to developments surrounding the District Development Model (DDM) in Sedibeng. The Sedibeng District Municipality (SDM) approved the Sedibeng District Development Model (DDM)/One Plan through its sitting of Council. This was followed by Emfuleni Local Municipality which also discussed and approved the Sedibeng DDM/One Plan at its Council sitting of the 25 January 2022, *Council Item Number, A4641*.

ALL DIRECTIONS POINTING TOWARDS THE 2nd PHASE OF THE SEDIBENG DISTRICT DEVELOPMENT MODEL (DDM)

Supporting the implementation of the DDM

The District Development Model in Gauteng

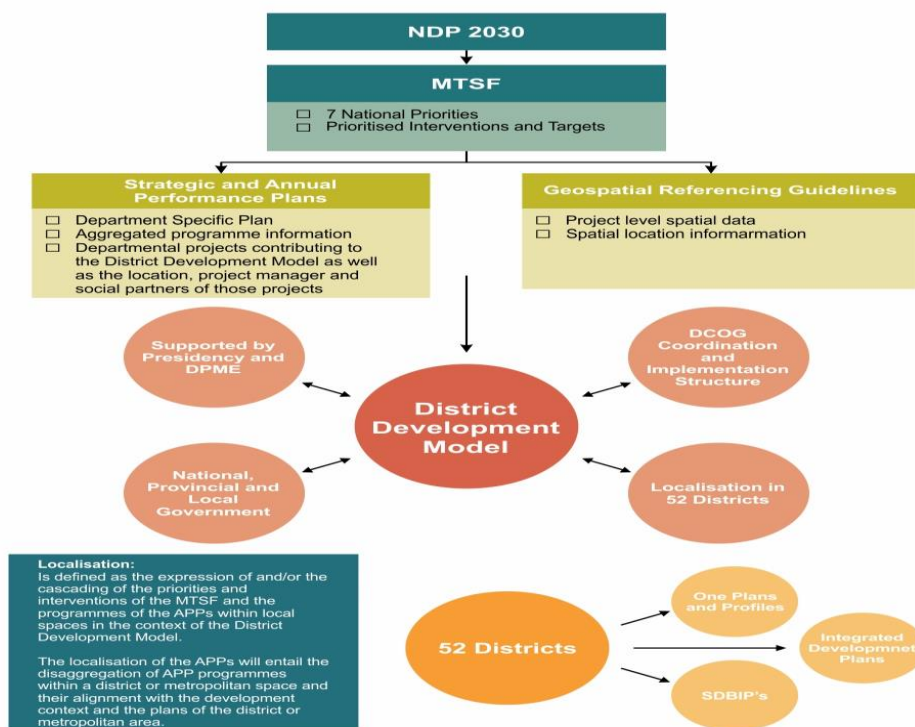


Figure 16: Localisation of the MTSF and APPs within the DDM

Introduction & Institutionalization of the District Development Model (DDM)

The DDM is an intergovernmental approach focusing on all the fifty-two (52) district and metropolitan spaces as IGR impact zones. This is for more effective joint planning, budgeting and implementation over multi-year planning and electoral cycles. With the District Development Model (DDM) now firmly rooted within the space of Sedibeng District, working in silos and lack of coherence in planning and implementation is now a thing of the past. Emfuleni has embraced the DMM by passing a policy which has empowered the Executive Mayor and Municipal Manager to lead their committees at District DDM's political and administrative teams. With the new Model, the elaborate and detailed annual operational plans of all stakeholders will draw from the One Plan with the Emfuleni's space.

In a move to escalate the DDM to new heights, the Department of Cooperative Governance and Traditional Affairs (CoGTA), and supported by South African Local Government Association (SALGA) is hard at work to decentralise the capacity to support IGR coordination by establishing district/metro coordination hubs. Local government will lead at the committees and work closely with the established coordination hubs.

The District Development Model's main objectives

Amongst some of the District Development Model's main objectives are:

- a) To focus on the district or metropolitan spaces as the appropriate scale and arena for intergovernmental planning and coordination.
- b) To focus on the 44 districts and 8 metropolitan spaces as developmental spaces (IGR Impact Zones) and strategic alignment platforms for all three spheres of government.
- c) To produce a spatially integrated single government plan (as an intergovernmental compact) that's guides and directs government-wide strategic investment spending, project delivery and accountability for each district and metropolitan space.
- d) This approach reinforces outcomes-based IGR systems where there is a systematic IGR programme and processes associated with the formulation and implementation of a single government plan. This is a significant shift from a highly negotiation approach to alignment of plans to regulated cooperative governance's One Plan.
- e) To take development to communities as the key beneficiaries and participants in what government does.

The key Principles of the DMM

Amongst its key principles we count the following:-

1. The DDM was approved as an operational model for improving Cooperative Governance aimed at building a capable, ethical Developmental State, including improving and enhancing the state of Local Government.
2. It is an all government and Society Approach providing a method by which all three spheres of government and state entities work in unison in an impact-oriented way, where there is

higher performance and accountability for coherent and effective service delivery and development outcomes

3. It is critical that the DDM also incorporate initiatives and interventions to deal with Gender Based Violence and Femicide as guided by the National Strategic Plan (NSP) on Gender Based Violence and Femicide (GBVF) and the Framework on Gender-Responsive Planning, Budgeting, monitoring, Evaluation and Auditing (GRPBMEA).
4. The One Plan will guide and improve the spatialisation and reprioritization of programmes and budgets of all three spheres of government over the short, medium and long-term according to the outcomes, targets and commitments expressed.

Emfuleni Local Municipality's Presidential Oversight Visit

The Deputy President visited our municipality on the 12th of April 2023, with an intention to follow-up and track progress in the implementation of commitments that were made during the President's Imbizo of the 12 of August 2022. A further visit was undertaken by the President on the 26th of October 2023 focussing on Water and Sanitation.

The Imbizo took place within the context of the DDM which aims to catalyse section 154 of the Constitution to successfully achieve the objectives of local government as outlined in section 152. This section of our IDP seeks to update communities and stakeholders on progress in implanting the commitments made during the Presidential Imbizo and the Deputy President's follow up visit of August 2022 and April 2023, respectively.

Key Commitment's Progress report to-date

- ✚ Work is already underway to deal with evictions to address **illegal occupation of land** through implementation of court orders in the Sedibeng District Municipality with stakeholders including Offices of the Sheriffs, SAPS, Metropolitan Police and relevant municipalities. Emergency committee have also been established in Sedibeng and as a result, land invasion has been in the decline. These are supported by the employment of a 24-hour Anti-land Invasion Tactical Unit;
- ✚ On poor infrastructure in hostels, the province has pronounced that immediate action is needed to improve living conditions in **townships, informal settlements and hostels (TISH)** as a priority. A service provider has been appointed through the Upgrading of Informal Settlements Program (UISP) to assess challenges and interventions required for in the hostels of KwaMasiza, Boipatong, Sebokeng and Sharpeville and to-date,
 - The enumeration was concluded in May 2023;
 - Survey to determine areas of upgrading/relocation and additional structures, including the assessment of beneficiary qualification for low housing, rental and/or bonded are underway;
- ✚ The **Primary Health Care (PHC)** services will address the healthcare needs of the growing catchment population of Sebokeng Zone 17. Construction was completed in November 2020, electricity connections completed in December 2022 and the building handed over in February

2023. Given that this facility is a replacement of the old one, there were unfortunately no new posts that were available;

- ✚ On the **Vereeniging Fresh Produce**, the fixing of public toilets and the roller doors is underway. Since the visit by the deputy president, the Department of Agriculture and Rural Development (DARD) has further enlisted the project with the Development Bank of South Africa (DBSA) to also implement some of the needed renovations;
 - The start of the work delayed due to a payment dispute with DBSA PSP who undertook condition assessment work beyond the approved scope without proper approvals of the GDRADE and GPT; however the dispute was since resolved;
 - GDARDE will proceed with cold-rooms in-house and other works which includes lighting, roof repairs, fence and security monitoring CCTV will be undertaken through the DBSA;

Medium to long term interventions

- ✚ Additional work to determine the cost of rebuilding a new market was also done resulting with an estimated amount of R490m;
- ✚ The **Sedibeng Rural Development** has reserved 64h and looking into further 500ha. Once the hand issue is finalised, suitability assessment to determine whether the land has high agricultural potential value will be conducted;
- ✚ **Higher Education and Training** is still collating with all colleges and assessing tier capacity to offer artisan training. It must be noted that artisan demand is employer-driven and colleges respond to the requests of the employers to train in a particular trade. The program will be finalised for around October 2023 for approval in the following academic year;
 - The Department of Higher Education to lead a process of facilitating government's partnerships with the private sector in the **provision of accommodation for learners in TVET colleges**;
 - **Scholar transport** is fully functional and the appointment of new contractors was since concluded. The issue of late payments of service providers has also been resolved;
- ✚ On **Eskom and Rand Water**: Challenges on Rand Water R 888 225 719 70, and Eskom R 6.3 billion remain high on the risk radar as the municipality's account are in arrears and where payments plans are in place- there is no consistency in adhering to the payment on monthly basis;
- ✚ On **Vereeniging Intermodal Facility**: Phase one (1) construction as complete which include renovations of ablution facilities on the Northern Taxi Rand, fencing and installation of access gates on the Southern Taxi Rand, asphalt surface for the whole area, paving in the PRASA entrance and island, hawker-stalls, shelter for the loading area.
- ✚ Construction of the Vaal River City Interchange (K174/R42)

Rolling out the Second (2nd) Phase of the Sedibeng DDM

The Sedibeng municipality is a starting point for consolidating the understanding of community needs with its three constituent local municipalities of Emfuleni, Lesedi and MidVaal.

The National Development Plan (NDP) and National Spatial Development Framework (NSDF) remain the anchor reference points to ensure that all three spheres of government appropriately address strategic government priorities.

The rolling out of “a new integrated district – based approach to effectively address our service delivery challenges, and localise procurement and create jobs, that promotes and supports local businesses, and that involves communities, was important. The Sedibeng DDM implementation is part of the institutionalisation of a programmatic IGR approach and is taken to mean and entail both immediate and short-term actions as well as medium to long-term actions and fitting into a logical framework.

It is in the context of the DDM that the Sedibeng District serves as a strategic alignment platform for all three spheres of government where a single Government Plan - as an Intergovernmental Compact, for each space guides and directs all strategic investment spending and project delivery and forms the basis for accountability.

Turning the Corner towards the Second Phase – Process towards the DDM 2nd Phase

Gauteng CoGTA initiated a review process in September 2023 in response to the assessment conducted by the National One Plan Quality Assurance Panel (NQAP). The Sedibeng One Plan was rated at 2.1 out of 3.0.

The following comments were made by the NQAP members on the district One Plan in relation to Sedibeng:

- The plan was well structured and covered all areas, however, there were some areas that require improvement.
- The process of the development of the One Plan was not compliant to the DDM guidelines. It is clear that this plan was put together from existing plans and was not an outcome of a predetermined One Plan development process.
- The One Plan lacked details in the diagnosis part of it that gives the situational analysis of the district, which will give clear goals, outcomes, and targets. There was no vision statement provided.
- The District One Plan mentions all Transformation Focus Areas but did not explicitly cover them all.
- The Sedibeng One plan was developed well although the focal areas were not flowing according to the guideline however the information is well elaborated. Projects are fully indicated with budget allocations.

The below table outlines some of the activities and programmes undertaken during the FY 23/24;

District and Provincial Review Time Lines

In summary the process plan or roadmap discussed and agreed was:

Review Process Milestones	Timelines
1. Initiative One Plan Review Process	September 2023
a) Presentation of the DDM One Plan roadmap for endorsement by the DDM Technical Steering Committee	

b) Identification of anchor teams for review of district/metro One Plans	
2. Updating of One Plan profiles across the 5 regions a) Address recommendations from the National One Plan Quality Assurance Report b) Collate district/metro profiles i.e., SDSA, DTIC economic profiles	November 2023
3. Updating the long-term strategies and implementation commitments in One Plans across the 5 regions (November 2023)	November 2023
4. Conduct thorough audit (refine/filter/add) of long-term/catalytic projects for inclusion in reviewed One Plans (November 2023)	November – December 2023
5. Present draft reviewed One Plan to DDM technical steering committee / existing municipal structures (November 2023)	28, 29 and 30 November 2023
6. Present Draft reviewed One Plans to municipal stakeholder fora (November 2023)	November 2023 – March 2024
7. Publishing of draft One Plans for public comment (January – Feb 2024)	February 2024
8. Submission of final district/metro One Plans to municipal Councils for endorsement (February – March 2024)	February – March 2024
9. Submission of final One Plans to National DCOG (March 2024)	March 2024

DDM Prioritised Projects

Project 1: Inner City Urban Regeneration of Vereeniging

Project Team Recommendations on taking the project forward: Take forward (through early stage)

Project 2: Address Revenue Losses – Water & Electricity

Project Team Recommendations on taking the project forward: Potential Development Assistance Duplication & Governance Risks

Gauteng Government & National Sector Departments Projects in Emfuleni

Department of Health

Affected Wards	Project / Programme Name	Project Description	Project Status	Project Start Date	Project End Date	Source of Funding
27	Boitumelo Clinic	Replacement of Existing Clinic: Contractor was terminated	Stage 5 Works	25 March 2013	15 April 2027	HFRG

Affected Wards	Project / Programme Name	Project Description	Project Status	Project Start Date	Project End Date	Source of Funding
45	Kopanong Hospital - Electro	Electro-Mechanical	Stage 1 Initiation	1 April 2019	31 March 2027	Equitable Share
	Sedibeng clinics- electro	Electro-Mechanical	Stage 1 Initiation	1 April 2023	31 March 2027	Equitable Share
10	Johan Heyns CHC	Prohibition notice from Department of Labour. Refurbishment is required.	Identified	Not Indicated	Not Indicated	Equitable Share
45	Kopanong 300 ICU Beds	New or Replacement Assets	Stage 7 Close Out	12 June 2020	31 May 2024	Equitable Share
17	Sebokeng Hospital	Completion works as from 2018	Stage 7 Close Out	Not Indicated	Not Indicated	HFRG
45	Kopanong Hospital	Planned, statutory and preventative maintenance	Stage 5 Works	1 April 2024	31 March 2027	Equitable Share
17	Sebokeng Forensic Mortuary	Planned, statutory and preventative maintenance	Stage 5 Works	1 April 2024	31 March 2027	Equitable Share
17	Sebokeng Hospital	Planned, statutory and preventative maintenance	Stage 5 Works	1 April 2024	31 March 2027	Equitable Share
10	Sedibeng District CHCs	Planned, statutory and preventative maintenance	Stage 5 Works	1 April 2024	31 March 2027	Equitable Share
01	Sedibeng District Clinics	Planned, statutory and preventative maintenance	Stage 5 Works	1 April 2024	31 March 2027	Equitable Share
15	Sedibeng District Office	Planned, statutory and preventative maintenance	Stage 5 Works	1 April 2024	31 March 2027	Equitable Share

Affected Wards	Project / Programme Name	Project Description	Project Status	Project Start Date	Project End Date	Source of Funding
15	Sedibeng EMS	Planned, statutory and preventative maintenance	Stage 5 Works	1 April 2024	31 March 2027	Equitable Share
02	Sebokeng Zone 17 Clinic - HT	Health Technology	Not Applicable	1 April 2024	31 March 2025	HFRG

Department of Education

Affect ed Wards	Project / Programme Name	Project Description	Project Status	Proje ct Start Date	Proje ct End Date	Source of Funding
26	Evaton West SS (No EMIS yet) SW	Brick and Mortar School	Turn key project Procurement Concluded Stage 1 Initiation	2023-02-05	2026-04-05	BFI
16	Rust-Ter-Vaal SS 700400673 SE	Constructio n of a Brick and Mortar Replaceme nt Secondary School on a new site	Stage 5 Works	2016-03-17	2027-12-31	EIG
15	General Smuts High SS 700330126	Major refurbishm ent works	Stage 3 Design Developme nt	2020-02-14	2029-03-31	EIG
10	Laerskool Frikkie Meyer PS 700320093 SW	Refurbishm ent and fencing	Stage 7 Close-Out	2019-07-19	2025-12-31	EIG
08	Laerskool Noordhoek PS 700320127 SW	Replaceme nt and upgrades	Stage 3 Design Developme nt	2020-02-14	2030-12-31	EIG

Affect ed Wards	Project / Programme Name	Project Description	Project Status	Proje ct Start Date	Proje ct End Date	Source of Funding
25	Ramosukula SS 700321372 SW	Conversion of an ordinary Primary School into a Full ICT School	Stage 3 Design Development	2018-07-13	2030-07-31	EIG
10	HOËRSKOOL Vanderbijlpark SS 700320044 SW	Refurbishm ents and Repairs	Stage 2 Concept	2022-03-15	2029-05-31	EIG
05	LaerskoolParksig PS 700320143 SW	Structural and Electrical Repairs	Stage 4 Design Documenta tion	2020-02-14	2025-03-05	EIG
38	Jordan SS 700320671 SW	Conversion of 34 classrooms into smart rooms, replacemen ts and repairs	Stage 2 Concept	2018-02-05	2027-05-31	EIG
08	Tshirela PS 700321653 SW	Major refurbishm ent works	Stage 2 Concept	2020-02-14	2025-03-05	EIG
15	Vereeniging Gymnasium SS 700330209 SE	Rehabilitati on of School	Stage 5 Works	2017-08-03	2030-05-31	EIG
16	Maintenance of ECDs: Government Owned	Maintenanc e of Institution to a safe environmen t	00. Ongoing	2024-04-01	2026-03-31	EIG
17	Maintenance of ECDs	Maintenanc e of Institution to a safe environmen t	00. Ongoing	2024-04-01	2027-03-31	ECD Maintenance Grant

Department of Social Development

Affected Wards	Project / Programme Name	Project Description	Project Status	Project Start Date	Project End Date	Source of Funding
12	Sharpeville ECD and Aged Day Care	Construction of Early Childhood and Community Facility for Older Persons	Stage 5: Works	03-May-10	31-Mar-27	Equitable Share
15	Sedibeng Region Refurb	Rehabilitation of Office accommodation	Stage 5: Works	12-Aug-16	31-Mar-27	Equitable Share
15	Sedibeng Regional Office Service Points	Infrastructure Maintenance and Repairs Buildings	Stage 5: Works	01-Apr-19	31-Mar-27	Equitable Share
23	Bophelong Social Integrated facilityMain	Infrastructure Maintenance and Repairs Buildings	Stage 5: Works	07-Mar-14	31-Mar-27	Equitable Share
15	Emergency Maintenance - Sedibeng Region	Maintenance of Institution in cases of emergencies	Stage 5: Works	01-Apr-20	31-Mar-27	Equitable Share
15	Sedibeng Region Main	Infrastructure Maintenance and Repairs Buildings	Stage 5: Works	06-Dec-13	31-Mar-27	Equitable Share
15	Occupational Health and Safety Sedibeng Region	Upgrading of Facilities to a safe environment	Stage 5: Works	01-Apr-24	31-Mar-27	Equitable Share

Department of Human Settlements

Affected Wards	Project / Programme Name	Project Description	Project Status	Project Start Date	Project End Date	Source of Funding
25	Johandeo Phase II (Golden Highway Mega)	Top Structure Construction	Stage 5: Works	01-Apr-19	31-Mar-28	Human Settlements Development Grant
16	Rust ter Vaal (3500)	Top Structure Construction	Stage 5: Works	01-Mar-19	31-Mar-28	Human Settlements Development Grant
36	Sebokeng Ext. 28 - walk up-phase 3	Top Structure Construction	Stage 5: Works	01-Apr-20	31-Mar-28	Human Settlements Development Grant

Affected Wards	Project / Programme Name	Project Description	Project Status	Project Start Date	Project End Date	Source of Funding
29	Evaton Renewal Programme (Evaton Mega)	Top Structure Construction	Stage 5: Works	01-Jul-21	31 Jul 2028	Human Settlements Development Grant
30	3 R West Side Park (Sebokeng Ext.21) Phase 1	Top Structure Construction	Stage 5: Works	01-Apr-21	31-Mar-28	Human Settlements Development Grant
31	3 D Langkuil Portion 77 - Phase 1	Top Structure Construction	Stage 1: Initiation/ Pre-feasibility	01-Apr-21	31-Mar-28	Human Settlements Development Grant
27	3 D Sebokeng Ext 30- Phase 2 Walk up	Top Structure Construction	Stage 5: Works	01-Apr-20	31-Mar-28	Human Settlements Development Grant
28	3 D Impumelelo Extension 4- Phase 1	Top Structure Construction	Stage 5: Works	01-Apr-20	31-Mar-28	Human Settlements Development Grant
32	3 D Sebokeng Ext 32- Mega Project - Phase 1	Top Structure Construction	Stage 2: Concept/ Feasibility	01-Apr-20	31-Mar-28	Human Settlements Development Grant
17	3 D Golden Gardens Topstructures/Backyard -phase 4	Top Structure Construction	Stage 5: Works	01-Apr-14	31-Mar-26	Human Settlements Development Grant
08	Sicelo shiceka Erf 56 Phase1	Top Structure Construction	Stage 2: Concept/ Feasibility	01-Oct-23	31-Mar-28	Human Settlements Development Grant
41	5 AA Evaton Urban Renewal Project - Ablution and Sanitation - Phase 1	Top Structure Construction	Stage 2: Concept/ Feasibility	01-Apr-25	31-Mar-28	Human Settlements Development Grant
42	5 AA Evaton Urban Renewal Project - Technical Support - Phase 1	Top Structure Construction	Stage 2: Concept/ Feasibility	01-Apr-25	31-Mar-28	Human Settlements Development Grant

Affected Wards	Project / Programme Name	Project Description	Project Status	Project Start Date	Project End Date	Source of Funding
19	Evaton North-Phase 1	Top Structure Construction	Stage 2: Concept/ Feasibility	01-Mar-22	31-Mar-26	Human Settlements Development Grant
36	3 D Lethabong-Set Square - Phase 2	Top Structure Construction	Stage 5: Works	01-Apr-16	31-Mar-28	Human Settlements Development Grant
11	Polomiet (Tshepiso Phase 3)	Informal Settlement Upgrading Programme	Stage 5: Works	01-Apr-22	31-Mar-27	Informal Settlements Upgrading Partnership - Provinces
22	Soul City	Informal Settlement Upgrading Programme	Stage 5: Works	01-Apr-22	31-Mar-27	Informal Settlements Upgrading Partnership - Provinces
03	France Informal Settlement	Informal Settlement Upgrading Programme	Stage 5: Works	01-Apr-22	31-Mar-27	Informal Settlements Upgrading Partnership - Provinces
17	Sebokeng Unit 17+C7	Informal Settlement Upgrading Programme	Stage 5: Works	01-Apr-22	31-Mar-27	Informal Settlements Upgrading Partnership - Provinces
23	Bophelong (Stalin)	Informal Settlement Upgrading Programme	Stage 5: Works	01-Apr-22	31-Mar-27	Informal Settlements Upgrading Partnership - Provinces
27	Boitumelo	Informal Settlement Upgrading Programme	Stage 5: Works	01-Apr-22	31-Mar-27	Informal Settlements Upgrading Partnership - Provinces
07	Kromdraai	Informal Settlement Upgrading Programme	Stage 5: Works	01-Apr-22	31-Mar-27	Informal Settlements Upgrading Partnership - Provinces
12	Kwa Brown	Informal Settlement Upgrading Programme	Stage 5: Works	01-Apr-22	31-Mar-27	Informal Settlements Upgrading Partnership - Provinces
12	Piels Farm	Informal Settlement Upgrading Programme	Stage 5: Works	01-Apr-22	31-Mar-27	Informal Settlements Upgrading Partnership - Provinces
36	New Village	Informal Settlement Upgrading Programme	Stage 5: Works	01-Apr-22	31-Mar-27	Informal Settlements Upgrading Partnership - Provinces
33	Sebokeng Unit 20	Informal Settlement Upgrading Programme	Stage 5: Works	01-Apr-22	31-Mar-27	Informal Settlements Upgrading Partnership - Provinces

Affected Wards	Project / Programme Name	Project Description	Project Status	Project Start Date	Project End Date	Source of Funding
08	Cape Gate	Informal Settlement Upgrading Programme	Stage 5: Works	01-Apr-22	31-Mar-27	Informal Settlements Upgrading Partnership - Provinces
22	HlalaKwaba fileyo	Informal Settlement Upgrading Programme	Stage 5: Works	01-Apr-22	31-Mar-27	Informal Settlements Upgrading Partnership - Provinces
36	Boiketlong (Quaggasfontein)	Informal Settlement Upgrading Programme	Stage 5: Works	01-Apr-22	31-Mar-27	Informal Settlements Upgrading Partnership - Provinces
27, 28	Sonderwater under	Informal Settlement Upgrading Programme	Stage 5: Works	01-Apr-22	31-Mar-27	Informal Settlements Upgrading Partnership - Provinces
18, 33	Kanana K11 Informal Settlement	Informal Settlement Upgrading Programme	Stage 5: Works	01-Apr-22	31-Mar-27	Informal Settlements Upgrading Partnership - Provinces
28	N1 Off Ramp	Informal Settlement Upgrading Programme	Stage 5: Works	01-Apr-22	31-Mar-27	Informal Settlements Upgrading Partnership - Provinces
37, 38	Sebokeng zone 7	Informal Settlement Upgrading Programme	Stage 5: Works	01-Apr-22	31-Mar-27	Informal Settlements Upgrading Partnership - Provinces
16	Rust-tervaal	Informal Settlement Upgrading Programme	Stage 5: Works	01-Apr-22	31-Mar-27	Informal Settlements Upgrading Partnership - Provinces
36	Lethabong. Sebokeng 28&30	Informal Settlement Upgrading Programme	Stage 2: Concept/ Feasibility	01-Apr-24	31-Mar-28	Informal Settlements Upgrading Partnership Grant
26	Mining Informal Settlement	Informal Settlement Upgrading Programme	Stage 5: Works	01-Apr-20	31-Mar-28	Informal Settlements Upgrading Partnership Grant
25	Bergsig Informal Settlement	Informal Settlement Upgrading Programme	Stage 5: Works	01-Apr-20	31-Mar-27	Informal Settlements Upgrading Partnership Grant
25	Devon Informal Settlement (Mahomed Farm)	Informal Settlement Upgrading Programme	Stage 5: Works	01-Apr-20	31-Mar-28	Informal Settlements Upgrading Partnership Grant

Affected Wards	Project / Programme Name	Project Description	Project Status	Project Start Date	Project End Date	Source of Funding
23	Bophelong (Chris Hani) (on PHDA)	Informal Settlement Upgrading Programme	Stage 1: Initiation/ Pre-feasibility	26-Jan-22	31-Mar-27	Informal Settlements Upgrading Partnership - Provinces
13	Sharpeville (Libya)	Informal Settlement Upgrading Programme	Stage 5: Works	01-Apr-22	31-Mar-27	Informal Settlements Upgrading Partnership - Provinces
28	Sonderwater (935)	Informal Settlement Upgrading Programme	Stage 5: Works	01-Apr-22	31-Mar-27	Informal Settlements Upgrading Partnership - Provinces
11	Tshepiso North Ext. 3	Informal Settlement Upgrading Programme	Stage 5: Works	01-Apr-22	31-Mar-27	Informal Settlements Upgrading Partnership - Provinces

Department of Roads & Transport

Affected Wards	Project / Programme Name	Project Description	Project Status	Project Start Date	Project End Date	Source of Funding
06	Bophelong Public Transport Facility	Alterations to Completed Intermodal Facility	Initiation	Not Yet Available	Not Yet Available	Equitable Share
4,12	Vaal River City: Construction of new interchange and access roads on the R42 (Barrage Road) in Vereeniging	Special Projects - Infrastructure - Vaal River Interchange	Construction	17 August 2022	22 February 2025	Equitable Share
15	Vereeniging Intermodal Public Transport Facility	Construction of Intermodal Public Transport Facility	Tender	01-Mar-24	30-Mar-25	Equitable Share
17	D2150 from P73/1 (Golden Highway) and Link Road Approximately 3.3km – Orange Farm	D2150 from P73/1 (Golden Highway) and Link Road Approximately 3.3km – Orange Farm	Initiation	Not Yet Available	Not Yet Available	Equitable Share
08	R59 Pedestrian Bridge	R59 Pedestrian Bridge	Initiation	05 February 2021	04 July 2025	Equitable Share

Affected Wards	Project / Programme Name	Project Description	Project Status	Project Start Date	Project End Date	Source of Funding
	(Ntirhisano Project)	(Ntirhisano Project)				
05, 11	R82 phase 3 between Road D1073 (Walkerville) and K164 (De Deur)	Upgrading of road R82 phase 3 between Road D1073 (Walkerville) and K164 (De Deur)	Construction	01 July 2022	30 July 2025	Equitable Share
4&12	BMS 3 - Designs for rehabilitation of bridges (Vereeniging & Benoni Regions) (Construction)	BMS 3 - Designs for repairs and maintenance of bridges (Vereeniging Region)	Tender	19 November 2019	30 March 2025	Equitable Share
25, 26	P156/3 (R42) from D2563 to the N1 Vanderbijlpark, approximately 8.5km (Design, Land Proclamation and Construction)	P156/3 (R42) from D2563 to the N1 Vanderbijlpark, approximately 8.5km (Design, Land Proclamation and Construction)	Initiation	Not Yet Available	Not Yet Available	Equitable Share
04	Rehabilitation of existing P155/1 (R57) from N1 to Free State border in the Sedibeng approximately 15.5km	Rehabilitation of existing P155/1 (R57) from N1 to Free State border in the Sedibeng approximately 15.5km	Initiation	Not Yet Available	Not Yet Available	Equitable Share

Department of Sport, Recreation, Arts and Culture

Affected Wards	Project / Programme Name	Project Status	Project Start Date	Project End Date
27	Boitumelo Community Library	Stage 5: Works	01-Apr-18	31-Mar-25
27	Boipatong Community Library	Stage 7: Close out	02-Mar-15	30-Jun-24
25	Mullerstuine Community Library	Stage 2: Concept/ Feasibility	02-Nov-20	31-Mar-26

16	Rust Ter Vaal Community Library Phase 2	Stage 4: Design Documentation	01-Apr-22	31-Mar-26
16	Rust Ter Vaal Community Library Phase 2	Stage 4: Design Documentation	01-Apr-22	31-Mar-26
16	Rust-ter-Vaal Community Library	Stage 5: Works	02-Mar-17	31-Jul-24

Department of Infrastructure Development

Affected Wards	Project / Programme Name	Project Description	Project Status	Project Start Date	Project End Date	Source of Funding
04	Vaal Dam	General Building maintenance	On-going	01 April 2021	31 March 2025	Equitable Share
15	Sedibeng Regional Office	General Building maintenance	On-going	01 April 2021	31 March 2025	Equitable Share