

REPORT 5

EMFULENI LOCAL MUNICIPALITY

2015 LED STRATEGY

**FINAL STRATEGIES, PROGRAMMES AND
PROJECTS**

INDEX

| | |
|---|----------------|
| 1. Introduction | Page 3 |
| 2. Pillars of the LED strategy | Page 3 |
| 3. Vision | Page 4 |
| 4. Approaches of the LED strategy | Page 4 |
| 5. Roles and responsibilities in LED planning and implementation | Page 5 |
| 6. Key developmental partners and officials | Page 7 |
| 7. SWOT analysis | Page 8 |
| 8. Comparative advantages | Page 9 |
| 9. The game changers | Page 9 |
| 10. Main strategies | Page 12 |
| 11. Base line indicators | Page 49 |
| 12. Conclusions | Page 49 |

1. INTRODUCTION

AppLED, the applied economic development entity of the NWU, Vaal Campus, was appointed in mid-2014 to formulate the LED Strategy. The LED Strategy process for the Emfuleni Local Municipality consisted of 5 stages namely:

- Report 1: Policy analysis status quo
- Report 2: Socio-economic analysis
- Report 3: Community survey report (Including Sebokeng and Tshepiso areas)
- Report 4: Economic modelling and strategic sectoral analysis
- Report 5: Final Strategies, programmes and projects (This report)

The first four reports formed the foundation and the information base for the final report which contains the final strategies for implementation. The total package of report should not be read in isolation as they form a functional unit.

This final report includes aspects such as pillars of the local economy, the vision, SWOT analyses, comparative advantages and the detailed strategies for implementation. The strategy has a 10 years forward looking vision. The various strategies with associated programmes and projects have both short and long term time frames. The implementation by all stakeholders will determine the success of the strategy. This report provides the final strategies with programmes and projects for implementation.

2. PILLARS OF THE LED STRATEGY

The following pillars of Economic development have been identified for the local economy:

- **Support local economic sectoral development:** Sectors that need to be supported include manufacturing, tourism, transport, and housing. These sectors need to focus on growth and maximization of forward and backward linkages.
- **Job creation initiatives:** All strategies need to be focused on job creation. Aspects of importance include skills development, governmental initiatives such as the EPWP and the setting-up of a massive interns programme.
- **Small Business Development:** The development and strengthening of incubators, training centres, job creation centres, mentor programmes, entrepreneurship development and informal sector development support.

- **Service delivery:** Improved capacity, good governance, partnership building, infrastructure development and the creation of an enabling environment.
- **Improved quality of life:** Reduction of poverty, provision of basic needs, improved safety nets and food security.

3. VISION

The vision of the LED strategic planning process is based in information in reports 1 to 4 and also this final report. The vision is a description of the ideal or preferred economic future of the local region. The vision is what we are aiming to achieve over the long term. The vision for the Emfuleni region is as follows: **”The creation of a diversified local economy, which is focused on the creation of jobs and improved quality of life. All economic initiatives should include pro-development and pro-poor programmes which are balanced and integrated. We strive to be the Golden Vaal River region, providing opportunities to all its residents”.**

4. APPROACHES OF THE LED STRATEGY

The following approaches and principles should form the basis for the local LED strategies:

- A balance must be achieved between “pro-poor” and “pro-growth” initiatives.
- The implementation of strategies must lead to improvement in quality of life for all, especially the poor.
- The strategies must alleviate poverty and a total onslaught on poverty is required, focussing on all the components of poverty.
- Poverty should be reduced by means of business development, SMME support and providing a safety net for the poor by means of a basic needs approach. Entrepreneurial development will eventually lead to the creation of jobs, which is the ultimate goal of the LED strategy.
- The strategy must focus on the economic, physical and social components of the local environment.
- Local uniqueness, knowledge and resources must be optimized.
- The creation and improvement of diversity, stability, sustainability, specialist clusters and partnerships are of key importance.

- The strategies need to be implemented by means of projects, which in turn must be implementable, with clearly defined and measurable deliverables. The projects must be outcome-based.
- Projects and programmes must have short, medium and long term outcomes, but short term “quick wins” are of key importance to create interest, support and confidence in the process. Short term successes must be marketed.
- LED implementation success rests heavily on “local champions”. “Local champions” could include local politicians, local officials, local business people and local community members.
- Local competitive advantages must be optimized.

5. THE ROLES AND RESPONSIBILITIES IN LED PLANNING AND IMPLEMENTATION

5.1. The National and Provincial Government:

National and Provincial Government have the following roles to play within the region regarding local economic development:

- Provide strategic leadership;
- Provide broad policy guidelines;
- Create conducive and supportive environment for implementation;
- Ensure multi-sectoral engagement;
- Develop incentives;
- Improve local skills and capacity; and
- Monitor and evaluate performance.

5.2. Sedibeng District Municipality

The district municipality has the following roles to play within the region regarding economic development:

- The **co-ordination** of economic strategies and actions within the region.
- **Support** local municipalities in terms of skills training and capacity building.
- **Facilitation** of orderly development of the region in line within spatial planning and environmental principles.
- Formulate **policies and implementation plans** to stimulate economic development.

- Act as a **developer** if a gap is left by local business regarding economic opportunities.
- Ongoing **research and analysis** of local economic conditions and providing local municipalities and local business with recent data for effective planning and adaptation and amendment of plans.
- Regional wide **strategic planning** in terms of institutions, services and investment planning.
- Create an **enabling environment** for economic development.
- Ensure a single **vision with cohesion** between all stakeholders, including the private sector.

5.3. Emfuleni Local Municipality

The role of the municipality is to:

- Attract and stimulate: Investment, business and industry through marketing actions.
- Lead: By means of local leadership, political stability, good governance and spatially grounded economic planning.
- Build and enable: Through skills development, entrepreneurship, and participation and information provision.
- Circulate: Local partnership formation, linkage of formal and informal business and “buy local” campaigns.
- Facilitate and coordinate efforts between developmental stakeholders.

5.4. Business Community

- Commit to the implementation of strategies in partnership with government.
- Participate in institutions and activities in implementation.
- Provide project ideas.

5.5. Local Communities

- Participate in institution structures.
- Assist in the formulation and implementation of community projects.

5.6. Role of officials in LED

- Ensure economic and social development is prioritized in municipal plans such as the IDP and budget.
- Create awareness for the benefits of LED in the local area.
- Conduct local economic research and regeneration studies including strategies.
- Ensure interdepartmental collaboration and capacity between municipal departments.
- Establish an LED forum including all the partners of LED (business, government and local communities) in order to mobilize efforts and resources.
- Build and maintain socio-economic database to inform decision-making, including an early warning system.
- Identify and market new economic opportunities.
- Create an enabling environment for businesses to prosper.
- Improve the quality of life of all people, especially the poor through enhancing economic opportunities and providing in the basic needs of all.
- Ensure strong partnerships between LED partners.
- Ensure sectoral development and clustering of economic activities based on comparative advantages.
- Manage implementation and monitoring of LED programmes and projects.

5.7. Role of councillors in LED

- Monitor the functionality of the LED unit.
- Promote the benefits and principles of LED to local communities.
- Identify LED programmes and projects.
- Ensure all municipal activities are linked to LED.

6. KEY DEVELOPMENTAL PARTNERS AND OFFICIALS (IMPLEMENTATION AGENTS)

6.1. Key Developmental Partners

The successful implementation of an LED plan is dependent on co-operation between all spheres of government, the private sector and communities. The following developmental partners are listed in no particular order:

- Local business chambers;
- Department of Trade and Industry (DTI);
- Industrial Development Corporation (IDC). The IDC focus on assistance and support in agro-industries, chemical products, green industries, health care, ICT, metal, transport, machinery, mining, logistics, textiles, clothing, tourism and venture capital;
- Independent Development Trust (IDT);
- SEDA;
- GEP;
- Afrikaanse Handels Instituut (AHI);
- NAFCOG;
- SAFCOG;
- Rand Water Foundation;
- SALGA;
- DBSA;
- NDA;
- MITTAL;
- SASOL (Chem-City);
- Other large and small businesses;
- All applicable National and Provincial Departments;
- All municipal departments;
- All others stakeholders not listed above.

6.2 Key Municipal Officials

LED is “everybody’s business”, including all levels of government, the local communities and business people, as LED is a cross-cutting issue. The following municipal officials are vital in the implementation of LED:

- District Municipality: The Mayor, Speaker, all councillors on the LED portfolio committee, Ward Councillors, and LED unit officials led by the relevant LED manager. All departmental managers also need to link projects to LED. CDW’s are also of key importance in the implementation of LED. The proposed development agency will also play a key role in implementation of the LED plan.
- Local Municipalities: The Mayor, Speaker, all councillors on the LED portfolio committee, Ward Councillors, LED unit officials led by the relevant LED manager. All departmental managers need to link projects to LED. CDW’s are of key importance in the implementation of LED.

7. SWOT ANALYSIS

The following city wide strategic SWOT analysis is provided:

- **Weaknesses and threats:** Capacity of service delivery and municipal services, municipal income, political instability, capacity of infrastructure, limited public transport systems, high levels of pollution (air, water, surface, esthetical), rapid industrial decline, high levels of unemployment, lack of marketing, large mono-land use townships, “backyard squatting, slow land-use processing rate, global negative impact on steel industry and the future of the industry.
- **Strengths and opportunities:** Relative compact urban structure, large population with large markets, already established nodes and corridor structure, a wide range of quality community facilities, improved partnership formation, strong retail sector, availability of vacant land for development, strong demand for housing, the Vaal River, tourism development, cross boundary integration and collaboration, improved diversification of economy, cooperatives, concentrated compact agriculture, local heritage and history.

8. COMPARATIVE ADVANTAGES

The region has many comparative advantages which need to be optimized and marketed. These advantages include:

- A strategic locality in close proximity of the Johannesburg and East Rand Economic functional regions.
- The Vaal River, which is internationally renowned is located in the region. This asset has not been developed to its full capacity in terms of tourism and transportation.
- The specialization and agglomeration advantages of the local steel industry.
- The specialization and agglomeration advantages of the chemicals, plastics, petroleum industries.
- Existence of international hotels and facilities.
- Existence of world renowned history sites, cultural sites and arts.
- Availability of land for development and agriculture.
- Low traffic congestion and relative well developed road infrastructure.
- Relatively large labour supply, although with low skills levels.
- Generally well developed infrastructure if compared to other municipal areas.
- Low fixed and variable costs (rental and services).

9. THE GAME CHANGERS

In order to revitalize the local economy through LED initiatives, an integrated process needs to be followed. All programmes and initiatives need to be implemented, from small projects to large flagship projects. However, the local region really demands huge game changers programmes to revitalize the ailing local economy. These game changer programmes need to be planned and implemented by government and local business. Examples of proposed game changers programmes which are critical for the successful revitalization of the economy of region, are:

- **Game changer no 1: The planning and construction of the regional sewer and water treatment works.** This programme will allow especially residential development to take place. Residential development has virtually come to a standstill in the region due to no capacity for sewer. Both low cost affordable housing and higher income housing projects are affected.

Massive housing development allows for a dynamic injection of economic activity in any economy and also allows for skills development and improvement of quality of life. The regional sewer system will also contribute to the cleaning up of the local river system, which in turn will support tourism development.

- **Game changer no 2: The development of the Vaal River in addition to the River City initiative.** The proposal is based on the use of the Bangkok river for tourism and transport. The Vaal River should be seen as the centre of the region and not the boundary of the region. The river should be developed with a number of unique stops or piers for local, Gauteng, Free State and international tourist (in that order). A layout should include a long term plan which include the river from Three Rivers to Vaal Oewer. The initial phase could include the area from the Rivera Hotel to Stonehaven with stops at Riverside Sun, NWU and Emerald Casino. Each at the 6 piers should have unique features to attract tourists to the area such as accommodation, restaurants, wine routes, entertainment, arts and culture, adventure activities, shopping etc. The concept of Cape Wine routes should also be incorporated. The river should also be used for transport and subsidised transport operators should be accommodated. All initiatives need to link to township economies.
- **Game changer no 3: Public transport development programme.** Public transport in the region lags behind that of the Johannesburg region. Improvements are needed regarding local bus linkages, trains and water transport. Massive infrastructure development is needed. The future linkage to the Gautrain is also a requirement to link the region with Johannesburg via a rapid rail system. Such as system will allow the region to grow.
- **Game changer no 4: The development of a Special Economic Zone (SEZ)** linked to logistical centre is needed. Such a SEZ will allow the revitalization of the local industrial sector. Land is already earmarked.
- **Game changer no 5: Job creation centre:** This centre is proposed and has a number of benefits for job creation in the region. The centre will serve as a waiting area for unemployed people. While people are waiting to the allocated a job, people will be trained in specific skills in the centre. Both technical and business skills will be provided. Local academics and business people will be involved in the training. People will be able to wait at the centre with the required facilities available. The centre management will also scan people for criminal records and certify skills as obtained. Business and the public in general would then be informed of the centre as the place to visit to find trained and reliable workers. Such centre should be located in the Sebokeng/Sharpville region.

- **Game changer 6: Large scale housing projects:** If the bulk infrastructure capacity supply is resolved, massive housing projects will become developmental possibilities. Low cost housing projects should be based on the “people’s housing project” principles allowing skills development and income opportunities. Higher income developments along the river will create large numbers of jobs and a huge demand exists for all levels of housing.
- **Game changer no 7: Regional environmental improvement programme:** This programme could include air pollution improvement, water quality improvement of local rivers, aesthetical clean up. This will allow the improvement of the image of the region and result in economic development.

10. AIN STRATEGIES

10.1. Strategy 1: Institutional capacity, governance and service delivery (including infrastructure)

Successful LED strategies and implementation is dependent on efficient co-operation between the partners in the LED environment namely the public sector, private sector and local communities. This strategy has the aim to ensure functional institutional structures at all levels within the local environment, internally and externally. Local leadership in LED is important with good relations between officials and councillors. The LED unit must be one of the drivers of LED implementation and therefore the local “champions”, with support from senior management and councillors. Municipalities must ensure high quality and intensive participation from local communities and local business. The principles of good governance need to be adhered to such as transparency and accountability. Partnership creation is important for regional unity and cohesion. Collaborations between government and private sector must be achieved which could lead to better understanding of needs and better responsiveness by government. Cross-border collaboration with neighbouring municipalities are important for economic development, especially with the Northern Free State region. The spatial integration of the region and all its communities are also important. In order for the region to grow, integrated marketing and branding are needed, with improvement in main entrances to the region. The local higher education institutions should be more involved in all aspects of LED such as capacity building and research. An overall LED forum needs to be established to coordinate all activities with an operational management structure. This structure should comprise of

members from government, business, communities and higher education and must monitor and evaluate implementation of all LED initiatives.

Infrastructure remains a huge challenge in a growing economy and developing region. Local municipalities are under pressure to supply services and semi-government institutions such as Eskom are continuously working on plans to increase capacity. In 2012 the South African Government adopted the National Infrastructure Plan. The plan has the following aims: transform the economic landscape while simultaneously creating significant numbers of new jobs, and strengthen the delivery of basic services. The plan also supports the integration of African economies. Many challenges still exist regarding infrastructure and some of the major challenges are to improve to huge backlog regarding services in the poor and rural areas. During 2014 a rapid initial assessment of the municipality was completed and the following was found:

- Main access roads are well developed and include major routes such as the N1, R59, R42, R82 etc.
- Secondary access roads are in poor condition.
- Internal roads are generally in poor condition.
- Entrances to main towns need improvement.
- There are major bulk service capacity problems and backlogs.

The Emfuleni Municipal area has many opportunities regarding development, however without infrastructure availability and upgrade this opportunity might be lost. The following weaknesses and threats regarding infrastructure:

- Loss of new investment in the form of new developments;
- River pollution due to lack of sewer capacity and maintenance of pump stations;
- Loss of water due to old and under maintained water pipes.
- Electricity theft in informal areas.

The Emfuleni Municipal area has the following potential risks regarding infrastructure development:

- Damage to tourism sector if persistent sewer leaks continue.
- Non-payment of service remains a risk.

- Load-shedding affect business development.
- Lack of capacity will lead to lack of development.

As part of the creation of an enabling economic environment, the provision of physical developmental infrastructure is important. This strategy should focus on hard infrastructure such as roads, electricity networks, water provision, sewer systems, storm-water, and communication infrastructure. Infrastructure capacity allows for economic opportunities. Lack of capacity is a stumbling block for economic development. The provision of infrastructure must also be linked to provision of basic services to the poor. The district with municipalities, don't have integrated master services plans.

Programmes and projects (capacity, coordination and partnerships):

- Strengthening of the LED unit at the municipality in terms of capacity, skills and position in the municipal structure. The LED unit needs to have at least a manager with LED officers with skills in economic development including basic LED understanding, sectoral analysis including manufacturing, tourism, agriculture, informal trade, small business development, and marketing and development of the poor community in terms of safety nets, basic needs, food security, and quality of life. Additional LED field workers need to be appointed per functional municipal area. Skills training are required for all LED officials. The LED unit needs to be located “close” to the municipal manager in terms of the organigram and physical locality. This will allow for LED “authority” and improved monitoring and controlling. The LED unit needs to have integration with the IDP unit, and the PMU unit. Such locality will allow cross-departmental LED implementation. LED is “everybody’s business”, not only that of the local LED unit.
- Introductory LED skills training for all councillors and senior officials to create improved awareness.
- Community Development Workers (CDWs) are a key component of LED implementation. Such officials need to be more involved in the LED units and need specialized LED training.
- Ward committees, in conjunction with CDWs need to be fully operational and have to be trained in the basic concepts of LED.
- Municipal LED committees: LED portfolio committees need to be fully functional with regular meetings, driven by the LED unit.
- Municipal LED cross-cutting committees: To be established and led by the municipal manager including the HOD's and LED unit.

- A LED unit must be able to give support and assist local communities and businesses with info, research (niche markets, export advice) and support regarding opportunities and access to finance.
- The establishment of an integrative workgroup between the LED unit, housing unit and the town planning section. Spatial planning initiatives such as the SDF need to be part of implementation.
- A local LED forum: Such structure needs to have regular meetings to consider all LED related issues within the municipal area with external stakeholders and role players.
- Provision of an enabling environment (12 factors from report 1).
- Relaxation of development control regulations to allow SMME's to develop must be implemented.
- A procurement and tender support process be formulated to ensure that local businesses benefit even more than currently is the case.
- All government LED related programmes must be analysed and maximized at a local level. Such programmes with possible assistance must be compiled in a summarised format in a booklet format.
- Improved co-ordination structures to ensure integrated economic and spatial planning with municipalities including all surrounding municipalities.
- Compilation of marketing, tourism and investment plans. Focus on competitive advantages (agriculture, mining, manufacturing and tourism) to attract, remain and expand businesses. Also the formulation of incentives regarding land, tax rebates, etc. linked to IDZs.
- Annual "early warning" (EWS) surveys to determine the needs of local businesses and local people.
- Compilation of an annual events calendar.
- Support existing business chambers in the area.
- Facilitate the establishment of a community organizations forum including all NGO's in order to support community projects.
- Identify key businesses and do a road show to improve relations.
- Identify key private sector role players for large scale project based LED projects such as MITTAL, Sasol, Eskom, NWU, VUT, DTI etc.
- Include businesses, formal and informal in the LED forum.
- Arrange regular business engagement events.

Programmes and projects (infrastructure)

- Monitor, construct, improve and maintain key infrastructure required by businesses to support and increase the entrepreneurial activity in the region. This should include, but not be limited to infrastructure in certain corridors where trading has high potential and infrastructure is required by start-up businesses, especially fully equipped sites, at a reasonable rent price.
- Compilation of services masters plans for the municipal area. Prioritization of identified projects which have the largest impact on economic development, job creation and improvement of quality of life.
- The regional sewer and water works are key for the development of the area.
- Waste to energy programme.
- Research on provision of best practice rural, “off-the-grid” electrical networks and eventual implementation of such systems in rural areas in need of electricity.
- Increase access to renewable energy sources in order to reduce the dependence on oil and coal-based sources of energy.
- Develop and implement labour intensive energy related initiatives that use biomass from alien plants.
- Provide communities with solar water heaters to minimise the use of coal and paraffin-based heating systems.
- Training of people to maintain and install solar heating systems.
- Provide incentives for measures to reduce, recycle and re-use waste material.
- Develop community groups that recycle household waste. These groups can be subdivided into those that collect plastics, metal and paper, which can be sold to recycling plants (those involved would earn income from the projects) and those that collect household vegetable waste for conversion into compost, which can be used in community food gardens.
- Establish a group of community workers that visits local communities and educates them on the importance of keeping local water sources healthy and pollutant free. These groups should provide education on the effect on the community itself in terms of halting the spread of water-borne diseases and the effect on the environment in terms of preserving soil quality.
- Establish community groups to remove alien trees and manufacture furniture from the timber.
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| Strategy 1: Institutional capacity and service delivery | | | | | | | |
|--|---|--|---|---------------------------|--|--|--|
| No | Programme/project description | Type and term of programme or project | Implementation agent and partners | Approximate budget | Base line | Performance achievement and scope | Notes |
| S1.1 | LED regional Forum (Including tourism forum) : Integration and coordination of economic development of the region including Southern Gauteng and Northern Free State | Quick win and ongoing. | AppLED: NWU, DMM Emfuleni LM, LED Manager Sedibeng DM and LED Manager Fezile Dabi DM. | R 100 000 annually | No regional forum exists. | Establishment of forum with at least 2 meetings per annum. | Over all coordination of economic activities in the region. |
| S1.2 | Planning and construction of regional sewer and water purification system | GAME CHANGER and long term | Provincial government, Emfuleni LM, Sedibeng DM, local business chambers | R 5 billion | No sewer and water provision capacity | Massive low cost (5000 units) and higher income (3000 units) connected and removal of pump stations | Housing development and environmental clean-up. Must lead to skills development and job creation |
| S1.3 | Improved and integrated public transport system: included rapid bus system, rail extension and Gautrain linked to the Vaal region. | GAME CHANGER and long term | Provincial government, Emfuleni LM, Sedibeng DM, local business chambers. | R 2 billion | Limited public transport | World class transport system to support especially the poor and long distances | Assist in spatial integration |
| S1.4 | Integrated marketing and branding strategy (include tourism marketing for example annual events calendar) | Annual and ongoing | Emfuleni LM, Sedibeng DM, Local business chambers, NWU: AppLED. | R 300 000 per annum | Limited marketing | Comprehensive marketing plan with a focus to improve the image and attract visitors and investors to the region. | Begin to change the negative image of the region. |
| S1.5 | Improve main entrances to the region. | Quick wins | Emfuleni LM | R 300 000 | No base line | Develop 6 access points into the region as part of marketing of the region. | Part of marketing. |
| S1.6 | Master plans for all engineering services | Quick wins | Emfuleni LM, DBSA | R 2 million | Limited plans in place | Complete full scale master plans for all services | Ensure services development and capacity over the long term |
| S1.7 | Strengthening of the Emfuleni LM LED unit (restructuring and skills training) | Quick win | DMM Emfuleni LM, NWU: AppLED | R 50 000 | LED unit operational but needs restructuring | Fully operational LED unit with capacity | Establish a model unit for optimal economic development |
| S1.8 | LED skills training: Officials, councillors, CDW's, ward | Quick wins | DMM Emfuleni LM, NWU: AppLED | R 150 000 | Limit LED skills exist | Training of all officials, councillors, | LED training on a large scale |

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| | committees | | | | | CDW, and ward committees | |
| S1.9 | LED research and provision of an enabling environment, for example annual Business “Early Warning System”. | Quick wins and ongoing | DMM Emfuleni LM, NWU: AppLED | R 150 000 | Limited LED research undertaken | Research to assist economic development | Ensure the business community is satisfied |
| S1.10 | Relax development control regulations to assist development | Quick win | DMM Emfuleni LM | NA | Long application process | Short and cost effective application processes. New LUMS allow for simplified processes | Assist small business development |
| S1.11 | Improved relationship with all business chambers in the region | Quick win | DMM Emfuleni LM, AppLED: NWU | NA | Limited relationship and partnership | Strong positive partnerships with all business organizations | Partnerships are needed for implementation of the strategy |
| S1.12 | Waste to energy programme | | | | | | |
| S1.13 | Solar installation and maintenance programme | | | | | | |
| S1.14 | Re-cycling programme | | | | | | |
| S1.15 | Removal of alien tree for fire-wood and furniture programme | | | | | | |

10.2. Strategy 2: Township economy revitalization

This initiative is a priority within the LED overall strategy and has also been declared by the Premier of Gauteng as a priority. The strategy is integrated with all 7 other strategies as part of the LED strategy. The revitalization of townships in the region is critical for the economic development of the region in total. The recent policy statements did not provide details regarding township revitalization, but the following aspects are listed as potential programmes and projects in the region.

- Improved spatial between townships and economic nodes by improved public transport and development of nodes and corridors.
- Accelerated entrepreneurship development including technical and business skills training.
- Establishment of business incubators and job centres.
- Assist with start-up funding/finance.
- Link small businesses to government projects and service delivery.
- Set-up SEZ close to townships for accelerated industrial and manufacturing opportunities.

- Assist informal traders with infrastructure at selected and identified localities. Informal traders and services should focus on repairs, carpentry, metal work, crafts, bars, and beauty salons.
- Promote and develop township tourism activities (arts, culture, heritage routes).
- Housing development by local people (people housing projects) leading to skills development and formation of small businesses.
- Infrastructure projects by local people leading to skills development and formation of small businesses.
- Development and encouragement of retail, and community facilities in townships.
- Development of mini-markets.
- Develop concentrated agri-projects such as hydroponics and urban agriculture projects.

| Strategy 2: Township economic revitalization | | | | | | | |
|--|--|---|--|----------------------------|--|---|---|
| No | Programme/project description | Type and term of programme or project | Implementation agent and partners | Approximate budget | Base line | Performance achievement and scope | Notes |
| S2.1 | Improved spatial integration between townships and economic nodes: improved public transport (bus, taxi and trains) and corridor and nodal development with focus on township corridors and node linkages within the developmental triangle | Long term and ongoing (potential to be upgraded to GAME CHANGER). | DMM Emfuleni LM, LED Manager Sedibeng DM and AppLED: NWU. | R 3 Billion over 10 years. | Poor integration, transport and corridor/nodal development | Rapid affordable transport system, support integration of townships and towns | Over all coordination of economic activities in the region. |
| S2.2 | Youth entrepreneurship and internship development programme: technical and business skills training (also link to government and service delivery) | Quick win and ongoing | DMM Emfuleni LM, LED Manager Sedibeng DM and AppLED: NWU, VUT, all business chambers. | R 1 million per annum | Limited opportunities currently exists | Training of 200 youths annually | Youth development |
| S2.3 | Integrated incubator and job creation skills centres: NWU incubator, VUT innovation centre, Mittal steel centre, Chem-City and new job centre. | Quick win and ongoing | DMM Emfuleni LM, LED Manager Sedibeng DM and AppLED: NWU, VUT, all business chambers. | R 3 Million per annum | Limited integration and opportunities | Opportunities for 500 incubatees. | Small business development |
| S2.4 | Assist with start-up funding/finance/grants | Quick win and ongoing | DTI, DMM Emfuleni LM, LED Manager Sedibeng DM and AppLED: NWU, VUT, all business chambers. | R 100 Million per annum | Limited opportunities accessed. | Access made easier with spending of R100 million per annum | Business development |

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| S2.5 | Infrastructure and facilities to informal businesses and traders, including training and research | Quick win and ongoing | DTI, DMM Emfuleni LM, LED Manager Sedibeng DM and AppLED: NWU, VUT, all business chambers. | R 5 Million | Limited infrastructure and facilities | Provide facilities at all approved localities for informal businesses | Small business development |
| S2.6 | Develop township tourism (Including tours, routes regarding liberation, struggle and heritage and arts and crafts development) | Quick win and ongoing | DTI, DMM Emfuleni LM, LED Manager Sedibeng DM and AppLED: NWU, VUT, all business chambers. | R 10 million | Limited tourism development in townships | Full scale tourism routes with integrated facilities in townships at international standard | Tourism development and small business development |
| S2.7 | Infrastructure improvement programmes by local people including skills development | Quick win and on going | DBSA, DTI, DMM Emfuleni LM, LED Manager Sedibeng DM and AppLED: NWU, VUT, all business chambers. | R 100 million per annum | Poor infrastructure and limited opportunities in townships | Projects creating 5000 jobs per years and large scale skills training | Infrastructure and small business development |
| S2.8 | Development of community facilities such as retail (incl mini-markets), health, education and sports and recreation facilities (community facility development research required) | Quick wins and ongoing. | DMM Emfuleni LM, LED Manager Sedibeng DM and AppLED: NWU, VUT, all business chambers. | R 50 million per year | Limited opportunities | All community facilities provided over 10 years | Community development |
| S2.9 | Development of concentrated agri and hydroponics projects | Quick wins | GDARD, Rand Water, DMM Emfuleni LM, LED Manager Sedibeng DM and AppLED: NWU, VUT, all business chambers. | R 50 Million | Limited opportunities | Set up 5000 urban food gardens, agri cooperative and a commercial hydroponics plant, creating 300 jobs | Food security |

10.3. Strategy 3: Revitalization of manufacturing sector with improved linkages to agriculture

The manufacturing sector is a key for economic development and has been the dominating economic sector of the local economy for decades and still is. The region is still to a large extent dependant on the steel industry and more diversification is needed. The sector is internally dominated by Acelor Mittal, which has been declining in terms of production and jobs. The manufacturing sector is in need of revitalization. The sector is in need of marketing, investment promotion and incentive packages. The focus should also be, within the current economic climate to, make all effort to retain existing industries and especially the protection of Mittal.

Some key statistics for the Emfuleni manufacturing sector include:

- A location quotient of 2.61 in 2013 (2.48 in 2000) indicating strong specialization in the sector and a comparative advantage.

- The sector's contribution to employment has decreased from 28.0% in 2000 to 19.9% in 2013.
- The metal's sub-sector is still dominant, providing in 53.1% of all jobs in the manufacturing sector, with fuel and chemicals the second largest job provider at 11.1%.

The sector has strong backward linkages with agriculture, mining and other manufacturing activities, and strong forward linkages with manufacturing, construction, trade and services. The region has specific comparative advantages in the steel industry namely:

- The largest steel industry agglomeration in SA.
- Low traffic congestion.
- Open developable land.
- Cheap labour.
- Infrastructure
- Lower overhead costs such as rental and services costs.

For many years the Sasolburg, Vanderbijlpark, Vereeniging region was known as the "Vaal-Triangle". The region was and still is renowned for its strong steel and metals industry with Arcelor Mittal as the leading firm, as well as the petro-chemical industry driven by Sasol. The regional economy of the "Vaal-Triangle" is still heavily dominated by these two mega industries. It is estimated that up to 80% of manufacturing production activities emanates from these two operations. In recent times, both firms have however been under pressure and have contracted in terms of economic activities such as employment and production. Recent newspaper articles have even indicated that Arcelor Mittal could close down in "9 months". These reports were however proven to be incorrect, and Mittal is not planning to close-down, but is in a process of restructuring to be more competitive. The global steel and metals industry is extremely competitive and Mittal struggles to compete with modern industries in China and elsewhere regarding pricing and quality. In addition, the South African government is currently investigating the possibility of the establishment of a mega steel factory in South Africa, which will compete with the Mittal operation in the Vaal-Triangle. There is no doubt that Mittal has a massive impact on the local economy and that the firm will have to be modernize to compete locally and globally to survive and to continue to drive local economic development in the Vaal. The impact of the steel and metals industry in the Emfuleni area is significant with both backward and forward linkages. The industry is responsible for approximately 86% of all exports, although large imports also occur.

In terms of jobs, the manufacturing sector provides for 19.9% of all jobs with the steel and metals sub-sector providing 9.4% of all jobs in the area. The metals industry is by far the most important value added industry in the Vaal with a value of R 6.742 billion in 2013 and contributes approximately 35% to GGP. Mittal specifically supports 380 local suppliers with expenditure on these local suppliers of R1.5 billion. As part of Mittal's social responsibility programme, R 40 million was spent on housing, health facilities and education in 2013. A total of 8700 jobs are provided by Mittal at the Vanderbijlpark and Vereeniging operations of which most is permanent employees. Mittal therefore employs approximately 5.6% of all formal jobs in the Emfuleni area. From the above figures, it is clear that Mittal and the steel industry need to be protected as it play a significant role in the economy.

In order for the local economy to grow, a strong manufacturing sector is a requirement as this sector is still the foundation for economic growth. The knowledge sector including the services and support sectors have been expanding, but it is the manufacturing sector that drives real growth and which allows other support sectors such as construction to expand. The local economy also needs to further diversify with the growth of other sectors. A key sector is the tourism sector as it attracts people to the area and acts like an export sector. The tourism sector been growing and in 2013 contributed 7.7% of GGP. Partnerships between government and local business need to be strengthened with government providing an "enabling environment" for local business to prosper. Government also needs to shift its focus to the Vaal-Triangle. The region has been neglected for decades, with large scale investments and infrastructure being made in the rest of Gauteng. The Vaal region is in dire need for massive intervention projects by government such as the regional sewer system to improve sewer capacity, public transport upgrades and the establishment of a Special Economic Zone (SEZ) in conjunction with a logistical hub.

The NSDP states that the region has competitive advantages regarding the production of high value and diversified goods in fuel, rubber, electronics for export, and can focus on labour intensive production close to transport routes. In terms of the NGP the focus should be on manufacturing, the green economy as job drivers with enhanced value chains and value added production. The NDP indicates increased focus on exports, relaxing of regulations, improved skills base and availability of finance for business development. IPAP (DTI) supports labour intensive developments and skills development initiatives, incentives, cluster development with improved value chains, and support for industries such as automotives, green economy, metals, plastics, chemicals, rail equipment, agro-processing, clothing and textiles, leather and footwear. The DTI has identified industrialization of the key economic

development driver with incentives, SEZ establishment and export promotion. The Gauteng Economic Growth Strategy identified the same sub-sectors as IDT for development but added furniture and all value added industries.

Industry is under pressure due to global markets, China exports, energy crisis, transport cost, labour cost, and quality of raw coking coal. Higher exchange rates could assist exports. A new steel mill is planned by IDC at various alternative localities which will be in competition with Mittal. Rail infrastructure is required to improve transport alternatives. The main strengths in the sector is its high levels of development as a significant industrial region in SA, and a settled industrial region. Threats include global pricing and competition and the fact that the sector is declining. Opportunities include improved linkages to other sectors and export possibilities. The potential exists for re-industrialization of the region by means of incentives, infrastructure, deregulation of labour and developmental laws, and improved competitiveness.

The region is not well known for agriculture, but the potential exists for small-scale farming and agro-processing due to the well-developed manufacturing nature of the region. Agriculture plays an important role in economic development and poverty alleviation, although it only provides for less than 1% of all employment. Some agricultural land exists in the northern and eastern parts of the region. Land reform a total of 40 farms are in the process of being transferred to beneficiaries as part of the agricultural hub area. District Land Committees (DLC) have been established as supported in the NDP section 6. Limited agricultural land exists in the region and the sector has been steadily declining over the last two decades. The sector only contributed 1.4% of GGP in 2013. The sector is however still important for job creation, export, linkages with manufacturing and food security in the region. The use of high-tech methods are needed such as hydroponics. Agriculture can play a major role in poverty alleviation. 1800 food gardens already exist in the townships at households, schools and community gardens. The sector only contributes 0.8% of total labour force in the region. Agriculture is also a major priority for all policy documents as analysed and is usually linked to rural development and agro-processing in the NGP and NDP. In the NDP specific activities are listed and agriculture is a priority in terms of commercial farming and small scale farming. Agriculture is one of the job drivers as part of the NGP. The NDP lists food processing, beverages, irrigation, linkage of commercial farmers with small farmers, access to markets, land reform and technology as major factors. Agriculture currently plays a limited role in the local economy and that is not expected to change over the next decade or so. Small scale farming, cooperatives and urban agriculture must assist in poverty alleviation in the poor township areas. Some limited

agricultural land exists mainly in the northern and eastern parts of the municipal area. The sector can play a role in import substitution and the focus should be on high-tech processes such as hydroponics. The sector should play a larger role in household income and food security, agro-processing and poverty alleviation projects. Urban food gardens and urban agriculture are major potential projects at the household level, and at schools. Urban agriculture has many benefits including the expansion of the local economic base, job creation, entrepreneurship, food security, and greening of the area and allows for savings. Potential and opportunities also include cooperatives, linkage to manufacturing, development of new products, close to Gauteng markets, improved usage of Vereeniging fresh produce market, and urban agriculture.

Programmes and Projects (Manufacturing specific)(SEZ discussed in a separate strategy)

- **Protect and retain existing manufacturing industries.** Develop a business retention and attraction strategy (EWS and marketing of existing industries).
- **Support and strengthen the manufacturing sector.** As this industry is well established, the focus should be on providing support and promoting the development of downstream industries, value-added products and diversification. There is a significant need for linkage and development of the agro-processing industry (focus on food beverages). Agro-processing involves any action taken by manufacturing activities to convert primary agricultural products (raw products) into consumable commodities (value added products). Provision of incentives through DTI, IDC, DBSA and Gauteng Provincial Administration. Sub-sectors that need to be focused on include auto-motive production and parts, green industry (renewable energy, re-cycling and waste management), metals, plastics, rail equipment, clothing, furniture, machinery and equipment.
- **Allocate land and infrastructure to production activities.** Conduct an investigation into the availability of land, factories and buildings that can be made available for production and economic activities. The possible available land should be land that cannot be used for housing and agriculture due to pollution or other locality factors. Vacant buildings or factories identified should be made available to support industries. Massive infrastructure projects such as sewer, water and electricity services, roads and rail must be implemented which will lead to large scale job creation and skills development.
- **Research and development to enhance underperforming industries and support productive industries.** Establish a research group to conduct research in order to identify those industries with the greatest potential for growth and to locate the

causes of underdevelopment or stagnant growth in other industries. Focus on existing demand products and services, export focus and niche markets.

- **Fostering an enabling environment for the development of SMMEs.** Provide incentives to new businesses to locate near major industrial centres in order to establish and populate industrial clusters for the agro-processing and petro-chemical industries (clustering and specialization).

Skills training programme including youths and artisans. Enhancing the skill sets of local communities would expand the human capital base for local industries. This sector is a “job driver” sector from the NGP policy. **Programmes and projects (agriculture and agro-processing specific):**

- **Revitalize existing agricultural projects**, such as hydroponics at Tshepiso and Sebokeng Zone 7, Sebokeng Industrial park Zone 10.
- **The compilation of a regional agricultural development plan, investigating all vacant land with agricultural potential and allocation of specific uses and alternative ownership possibilities.**
- **Accelerate the set-up of food gardens (Urban Agriculture)** as a mass roll-out to households.
- **Revitalization of the fresh produce market in Vereeniging.**
- **Development of mini-markets.**
- **Establish agri-support centres and agri-villages in the area, including cooperatives.** Initiate a skills development plan to transfer the required knowledge to start-up and established farmers. Initiate a research program with free-of-charge annual information outputs that will inform prospective or established farmers on agricultural specific matters to improve and strengthen their farming operation. Provide mentoring and coaching programs to relevant upcoming farmers by local experienced commercial farmers, as well as external service providers. Assist and facilitate in the sourcing and the availability of funding for farming equipment and other resources required to operationalize a farming setup. Facilitate effective communication and networking with relevant farming suppliers and potential customers, as well as among farmers, to create a support structure within their farming community. Develop and support current emerging farmers to enable them to increase their operational output to increase labour force demand.

- **Construct, maintain and improve key agricultural infrastructure.** Ensure that the transport and irrigation infrastructure in the region is adequate. Provide easy access to an offset area (market) to enable farmers to sell their goods in their local community.
- **Improve the utilization of agricultural land use.** Research all the different types of agricultural land (i.e. soil potential) in the region to understand and facilitate the highest potential output that will yield the highest return on a piece of land, via a specific agricultural operation. Advising, facilitating and supporting start-up and commercial farmers in operationalizing farming activities that will complement the agricultural land characteristics of a region to ensure its increased utilization.
- **Accelerate the implementation of land reform.**
 - Create awareness among specific target groups, especially black youth, to choose the agricultural sector as a career opportunity with support from an agri-business incubator in a specific area.
- **Develop and improve on value adding processes in agro-processing.** Identify and create a demand (a market within the region) for agricultural outputs that could be processed into down-stream sellable products for the region and for export. Facilitate the research and implementation of highly efficient and demand driven operational processes that can deliver export (to other regions in South-Africa) products at prices that can compete with globalization.

| Strategy 3: Manufacturing and agricultural linkages | | | | | | | |
|--|---|--|---|---------------------------|---------------------------|---|---|
| No | Programme/project description | Type and term of programme or project | Implementation agent and partners | Approximate budget | Base line | Performance achievement and scope | Notes |
| S3.1 | Industrial retention programme | Quick win and ongoing. | DMM Emfuleni LM, LED Manager Sedibeng DM, AppLED (Research), DTI | R 50 000 | No such programme exists. | Analysis and research and visit at least 5 industries in distress per annum | Ensure industries are supported. |
| S3.2 | Marketing, branding, investment attraction | Quick win and ongoing | DMM Emfuleni LM, LED Manager Sedibeng DM, AppLED (Research), DTI | R 100 000 per annum | No such process exists | Marketing strategy and investment attraction plan | Revitalization of the industrial sector |
| S3.3 | Towards final products and value added and export promotion programme (focus on DTI focus sectors such as automotives, green economy, metals, plastics, chemicals, agro, rail equipment, clothing, and footwear) | Quick win and ongoing | DTI, DMM Emfuleni LM, LED Manager Sedibeng DM, AppLED (Research), VUT | R 100 000 | No such programme | 3 workshops with industries per year | Export promotion and innovation and revitalization. |
| S3.4 | Skills development programme | Quick wins and ongoing | DTI, DMM Emfuleni LM, LED Manager Sedibeng DM, AppLED (Research), | R 500 000 | No such programme | Training 2000 people per annum | Ensure the correct type of training is |

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| | | | VUT | | | | provided. |
| S3.5 | Revitalization of failed industrial and agro-development projects in townships | Quick win | DTI, DMM Emfuleni LM, LED Manager Sedibeng DM, AppLED (Research), VUT | R 3 million | No process in place | Projects up and running in 12 months | Township revitalization. |
| S3.6 | Compilation of an agricultural development plan including land audit, potential, and land reform | Medium term | GDARD , DMM Emfuleni LM, LED Manager Sedibeng DM, AppLED (Research), VUT | R 300 000 | No plan in place | Plan completed in 6 months | Agricultural development |
| S3.7 | Revitalization of fresh produce market | Quick win | GDARD , DMM Emfuleni LM, LED Manager Sedibeng DM, AppLED (Research), VUT | R 1 million | No plan in place | Fully operational and sustainable in 12 months | Small business development |
| S3.8 | Establish an agriculture incubator and training centre and including agro-processing development and support | Quick win and ongoing | GDARD , DMM Emfuleni LM, LED Manager Sedibeng DM, AppLED (Research), VUT | R 10 million | No plan in place | Fully operational in 2 years | Agricultural development |

10.4. Strategy 4: Tourism development support and improved environmental quality

The Vaal River is internationally recognized and should be the main tourism marketing feature in the region. The river is the centre of all socio-economic activities in the region. In the modern, globalized world, tourism is recognised as one of the largest, fastest growing and dynamic economic sectors attracting external economic activities. Many developing countries and regions have managed to grow their economies and increase economic participation through the development of local tourism. Tourism is seen as a regional development tool for new local economic activities. Globally, and especially in developing countries, tourism is seen as a significant tool to promote economic development, and alleviate poverty as an alternative to industrialization. Tourism has proven to be an alternative for economic growth allowing for diversification of the local economy, attracting foreign exchange investment leading to an improvement of balance of payments, regional development, creating employment and income and stimulating domestic household consumption. Many advantaged and benefits of tourism have been identified and they include:

- Increased participation of community and other stakeholders in the area;
- Alleviation of poverty, inclusion of low skilled people and labour intensity;
- Assist in diversification of economy;
- Attract foreign investment;

- Export industry;
- Increases domestic consumer consumption and expenditure;
- Improves quality of life;
- Economic growth;
- Easy to start a business;
- Easy to enter the market;
- Support small businesses;
- Leads to improved services, infrastructure and communication networks;
- Strong cross sectoral linkages and multipliers effect.

The Emfuleni municipal area has many opportunities regarding tourism development of which the most important features are the following:

- Vaal River;
- Wedding and conference resorts and venues;
- Golf Courses;
- Various academic institutions;
- Shopping Malls;
- Heritage and cultural background;
- Well established existing facilities;
- Good road links to the area;
- Supportive and well established business community and business chamber.

The Emfuleni Municipal area has the following weaknesses and threats regarding tourism development:

- Pollution (water and air);
- Area not being well known and well marketed;

- Neglected roads and infrastructure and poor transport;
- Crime;
- Lack of integrated marketing
- No information centre exists;
- Lack key attractions.

The Emfuleni Municipal area has the following potential risks regarding tourism development:

- Pollution of the air and river create a huge risk for tourism development and promotion to fail.
- If tourism policies are successful and large number of people are visiting the area, lack of infrastructure could become a risk if not managed correctly.

The municipal area is well located with significant natural features, historical richness and amenities allowing for tourism development. Huge potential still exists for areas to benefit from tourism. Natural features such as the Vaal River, allow for latent potential. Types of tourism opportunities include small town rural tourism, cultural/historical tourism, eco and adventure tourism, agri-tourism, arts and craft tourism and battlefields tourism. Tourism as an economic sector is also identified as a “job driver” in terms of the NGP policy.

Tourism has shown growth in the study area over the last decade. Total trips to the area have increased from 250 000 trips in 2000 to 480 000 trips in 2013, relating to an overall growth in trips of 88%. Domestic tourism has however declined while international tourism has shown strong growth. Tourism spending has shown a 312% growth from 2000 to 2013, while tourism’s contribution to total GDP has increased to 7.7%. Taking this into consideration it can be seen that the area has potential to grow its tourism sector.

The following policy recommendations are proposed:

- Create an enabling environment for tourism to expand;
- Provide access to funding for small business to promote tourism;
- Provide training for people within the tourism sector;
- Focus on domestic and foreign markets;

- Protect the environment and limit pollutions;
- Provide infrastructure and also maintain current infrastructure;
- Create marketing and partnership plans for the area;
- Ensure capacity building (institutions and infrastructure);
- Create events that can market the area;
- Create strong economic sector linkages, forward and backward (retail, agriculture, transport, construction);
- Improve coordination between various stakeholders;
- Stop crime and corruption;
- Promote domestic weekend and day trips;
- Reduce unnecessary regulation and red tape;
- Provide data;
- Provide grants and incentives for promotion of tourism activities.

Programmes and projects:

- Establishment of a fully operational Vaal Tourism Agency as part of the LED forum;
- The Vaal River game changer programme.
- Compile a tourism strategy including aspects such as branding, improved signage, tourism website with data base of all facilities, tourism routes, and calendar of annual events in collaboration with tourism operators.
- Establish tourism information centres in collaboration with tourism operators and business chambers.
- Provide training to tourism operators and assist with improved grading to tourism operators.
- Establish and strengthen the co-ordination of ensuring a clean Vaal river system with Gauteng Province by means of clean-up operations and monitoring systems.
- Introduce clean-up operations with support from Department of Environmental Affairs including paper clean-up and removal of alien plants and trees.
- Provide structures to support tourism such as parking, stalls and toilets.
- Develop a tourism map indicating cultural assets, main attractions etc.

- Development of functional liberation, struggle and heritage tours as part of specific township revitalization.
- Complete an early warning system (EWS) annually for tourist facilities and operators.
- Identify and support possible tourism attractions in the local townships and train community members to make sellable crafts and products to sell at local tourist attractions and facilities.
- Involve the relevant governmental sector departments.
- Establish a research centre/group to conduct research in order to identify those tourism activities with the greatest potential for growth.
- Public facilities such as sport stadiums, parks, and communal areas must be maintained to a high quality and in a sustainable manner.
- Facilities such as Emerald Casino, Ice Rink (Vereeniging), Barnyard Theatre (Vereeniging), Bon Hotel and golf facilities should be added to municipal website with proper links.
- Allow corporate business to be involved in the process as partners/sponsors.
- **Tourism Entrepreneurial and SMME development and support. Establish a business incubator (Business Support Centre) in the Emfuleni LM (Vanderbijlpark – VUT, NWU).**
- Transfer the relevant skills and educational components to upcoming entrepreneurs to increase their probability of success and to ensure that these businesses increase in size to stimulate job demand.
- Provide mentorship and coaching programs by making use of institutions of higher education, current successful business owners and professional business coaches.
- Facilitate the availability funding at the various stages of the business life cycle, especially tailored for individuals with no net asset value.
- Construct or provide a facility where entrepreneurs can access tools and equipment i.e. a desk with internet access, copier and fax, other IT equipment, secretarial services, boardroom accessibility etc., at a subsidized (not for free) cost to assist entrepreneurs in the start-up phase of the business life-cycle.
- Cultivate a culture of entrepreneurial support and motivation among local entrepreneurs to increase their business networking capability and therefore access to business opportunities.
- Youth training programmes.

- Facilitate accessibility to specialized professional services at a reasonable cost, for example, legal and audit services.
- Set-up a SMME desk.
- Facilitate and support continuous research and monitoring in the district, through institutions of higher education, into entrepreneurial activities and the factors/variables that influence business performance in the district. This is crucial information that will be used to increase the probability of success of start-up businesses.
- Train CDWs to play a key role.
- Amend relevant rules and developmental control regulations to facilitate the lowering of entry barriers into a market by start-up entrepreneurs.
- Establishment of a regional tourism forum, linked to the local LED forum, the District LED forum, and local business chambers.
- Research and development.
- Relaxation of land use regulations.

| Strategy 4: Tourism development and environmental improvement | | | | | | | |
|--|--|--|--|---------------------------|---------------------------------------|---|--|
| No | Programme/project description | Type and term of programme or project | Implementation agent and partners | Approximate budget | Base line | Performance achievement and scope | Notes |
| S4.1 | Development of Vaal River as a tourism route with transport and unique stops (see more detail on page 10) | GAME CHANGER and long term. | Gauteng Tourism, AppLED: NWU, DMM Emfuleni LM, LED Manager Sedibeng DM and LED Manager Fezile Dabi DM. | R 1 billion | No significant tourism route exists.. | Phase 1: 6 piers. Phase 2: 4 additional piers Phase 3: 5 additional piers. | Massive injection of tourism in region, job creation and subsidies. |
| S4.2 | Environmental clean-up programme: Focus on air pollution, water pollution and aesthetical clean- up of region (linked to all other game changers) | GAME CHANGER and long term | Provincial government, Emfuleni LM, VUT, NWU and Sedibeng DM. | R 1 billion | Poor environmental quality | Improved pollution levels. | Change the image of the region for accelerate development of the region. |
| S4.3 | Tourism incubator: providing skills training, business support, mentorship, finance support, grading support, including youth development. | Medium term and ongoing | Gauteng tourism, local business chambers, DMM Emfuleni LM, Sedibeng DM, AppLED NWU, VUT | R 1 million per annum | Limited support for tourism | Rapid growth and support for tourism development. Support at least 20 tourism businesses per year. | Tourism development |
| S4.4 | Tourism research and development (including EWS for tourism facilities on a bi-annual basis) | Quick win and ongoing | Gauteng tourism, local business chambers, DMM Emfuleni LM, Sedibeng DM, AppLED NWU, VUT | R 100 000 per annum | Limited research | Intensified tourism research by for example AppLED: NWU | Tourism development |

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| S4.5 | Establish tourism info centres in major nodes including townships | Quick wins and ongoing | Gauteng tourism, local business chambers, DMM Emfuleni LM, Sedibeng DM | R 200 000 per annum | Only 1 centre operational | Add 2 centres within 12 months | Tourism development |
| S4.6 | Clean rivers and rubbish clean-up programmes | Quick wins and ongoing | GDARD, Gauteng tourism, local business chambers, DMM Emfuleni LM, Sedibeng DM | R 100 000 per annum | Poor water quality and poor aesthetical appearance of region | Do clean-up campaigns throughout the year. Monitor water quality. | Improved environmental quality and image of the region. |

10.5. Strategy 5: Small business development, job creation initiatives and skills development (including informal business development, entrepreneurship and youth support)

The support and development of the informal sector in all areas should be encouraged, to provide economic opportunities at a lower skills and education level. Entrepreneurial activity in a region is one of the most important job creation tools available. The municipalities have control over an extensive list of factors they could influence to stimulate increased entrepreneurial activity to accelerate job creation. It is therefore extremely important in a region that a focused effort be placed on the development, support and stimulation on entrepreneurship. The region's households have retail expenditure potential of R3.0 billion per annum and net inflow of spending of R300 million per annum. Retail trade accounts for 64% of income for informal traders. Retail dominate the informal sector and requires diversification. The informal retail sector is dominated by convenience goods such as tuck and spaza shops, fruit and veg, snacks, general food. This low income trade means income and expenditure is just circulated within the poor community and do not bring new wealth and investment to the area, leading to a subsistence economy. It does not attract new income into the community from other markets. This type of retail does not generate much benefit to the community. A total of 27% of informal activities are involved in personal services such as salons, shoe repairs, day care etc. Only 5% of informal businesses are involved in construction activities as builders due to lack of skills, regulations in sector and business management. Huge opportunities exists for this sector in construction, plumbing and electricians. Only 5% are involved in transport and vehicle repairs. Opportunities exist for delivery, freight services, repair centres. Opportunities exist for tourism activities such as lodging, tour operators, transport, travel agents, site attractions, conference. In 2009, at total of 7648 small (5344) and informal business (2304) existed. Vereeniging and Vanderbijlpark CBDs, Sebokeng and Boipatong houses most of the small and informal businesses.

Stumbling blocks in informal trade include unfair competition, lack of funding, lack of facilities, a need for inexpensive space, market access, supply, transport of goods, safety, marketing, high operating costs. Proposals for improvement and opportunities: provide formal and permanent facilities for traders in high volume localities, facilitate grouping of traders in cooperatives, identify facilities for traders outside townships and assist, promote craft industry for local unique products, provide early learning facilities and day care facilities for use by service providers, cluster facilities, provide storage space, management plan for trade in selected sensitive areas, capacity building , training, assistance from SEDA, assist with loans and finance, market opportunities exist in fast food, catering and restaurants businesses, initial capital investment assistance, manufacturing incubators, processing cooperatives such as dairy and livestock, hydroponic projects. Manufacturing opportunities include wood making, furniture, stonework, product assembly. Local government could provide support in terms of:

- Marketing, training, warehousing, transport, and finance.
- Linkages to “big business”.

Small business development is a priority in all the major national to local policy documents. In the NGP, NDP, GEGS small business development and entrepreneurship is a job driver. All of the policies also have a focus on incubator development in the townships. Specific projects include jobs development incubators, tourism opportunity support, SMME support system, local finance support and access, and entrepreneurship development. Existing but neglected projects include the industrial hive in Bophelong and the hydroponic project. Opportunities exists for the following types of small businesses to develop in the region:

- All value added activities such as bottling and drying of goods.
- Building contracts as plumbers, brick-layers, electricians etc.
- Urban agriculture.
- Hair stylists.
- Food and catering.
- Crèches/nursery schools (early childhood development)
- Wood and metal work such as doors, frames, fencing, coffins, furniture and gates.
- Clothing and sewing
- Garden services

- Tourism, curios, guesthouses, tours, transport, local art work, etc.

Programmes and projects

General

- Growth of SMME's and cooperatives through linkage and location of trading zones to formal trading areas. Providing capacity, support centre, training and facilities.
- Diversification of sectors of involvement of SMMEs and cooperatives in sectors such as agriculture, catering and construction.
- Improved enabling environment (12 factors).
- Facilitate coops and finance for small business.
- Ongoing research and updated data base.
- Support centre should include mentorship, training, referrals, creating awareness, policy development and information sessions, linkages with formal businesses, procurement assistance.
- Provide access to facilities, identify trading areas.
- Provide technical and business skills by setting-up small business support centre.
- Encourage and allow home based businesses.
- Entrepreneurial and SMME development and support.
- Develop internship programmes for local youths.
- EPWP delegated to local businesses for implementation in the youth, infrastructure, environment, social services, and cooperatives.
- Promotion of the youth job subsidy implementation.
- Development of an unemployment data base linked to the proposed job centre.

Establish a business incubator (Business Support Centre, locality in townships).

- Transfer the relevant skills and educational components to upcoming entrepreneurs to increase their probability of success and to ensure that these businesses increase in size to stimulate job demand.
- Provide mentorship and coaching programs by making use of institutions of higher education, current successful business owners and professional business coaches.
- Facilitate the availability funding at the various stages of the business life cycle, especially tailored for individuals with no net asset value.
- Construct or provide a facility where entrepreneurs can access tools and equipment i.e. a desk with internet access, copier and fax, other IT equipment, secretarial services, boardroom accessibility etc., at a subsidized (not for free) cost to assist entrepreneurs in the start-up phase of the business life-cycle.
- Cultivate a culture of entrepreneurial support and motivation among local entrepreneurs to increase their business networking capability and therefore access to business opportunities.
- Facilitate accessibility to specialized professional services at a reasonable cost, for example, legal and audit services.
- Set-up a SMME desk.

Establish a research and monitoring (EWS) program

- Facilitate and support continuous research and monitoring in the region, through institutions of higher education, into entrepreneurial activities and the factors/variables that influence business performance in the district. This is crucial information that will be used to increase the probability of success of start-up businesses.
- Train CDWs to play a key role.

Empower and support black business creation and development

- Create entrepreneurial awareness among specific target groups, especially black youth, to influence them to consider being an entrepreneur as a possible career option.
- Set-up support to allow home-industries to grow and move to incubator and finally to own business.
- Formulation of township and black informal and formal business policy.

Relaxation of rules and regulations (red-tape)

- Amend relevant rules and developmental control regulations to facilitate the lowering of entry barriers into a market by start-up entrepreneurs.

Create “buy-local” awareness

- Create an awareness campaign for the region in which local businesses, especially large enterprises, are sensitized and motivated to procure inputs in their local district.
- Formulate municipal tender support processes to ensure that local businesses benefit.

| Strategy 5: Small business development and job creation | | | | | | | |
|---|---|---------------------------------------|---|---|--|--|--|
| No | Programme/project description | Type and term of programme or project | Implementation agent and partners | Approximate budget | Base line | Performance achievement and scope | Notes |
| S5.1 | Youth interns programme: Involve all major partners from government, business and higher education | Quick win and ongoing. | DTI (funder), Business Chambers, AppLED: NWU, VUT management, DMM Emfuleni LM (funder), LED Manager Sedibeng DM (funder). | R 100 000 annually (operations and management only) | No formal internship programme exists. | Establishment of forum and establishment of 300 interns. | Youth internship leads to permanent jobs. |
| S5.2 | Intensified Government job creation programmes (EPWP) with youth focus and implementation by business chambers | Quick wins and ongoing | National, provincial and local government, Dept of Public Works (funder), Business chambers, DMM Emfuleni LM | R 500 Million | EPWP not effective | Involvement of large numbers of youths, 50 000 per annum for next 10 years, in infrastructure, green economy, etc. | Programme includes work and skills development |
| S5.3 | Support local business and “buy-local” campaigns | Quick wins and ongoing | DMM Emfuleni LM (funder), LED manager Sedibeng DM, all business chambers | R 100 000 annually | No effort currently | 4 Campaigns annually | Buy and spend local. |
| S5.4 | Establishment of a jobs and skills centre (incubator) in township region including support, mentorship, information, referrals, linkages to big business, procurement, training in business and technical skills and facilities (more detail on page 11) | GAME CHANGER and quick win | DTI (funder), Business Chambers, AppLED: NWU, VUT management, DMM Emfuleni LM (funder), LED Manager Sedibeng DM (funder). | R 5 Million | No such facility | A jobs and skills centre as waiting and training area for unemployed and can accommodate 1000 people. | Assist unemployed with opportunities to jobs and skills. |

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|-------------|---|------------------------------|---|-----------|---------------------------|---|----------------------------|
| S5.5 | Provision of Permanent facilities for informal traders | Quick win | DTI, local business chambers, DMM Emfuleni LM | R 500 000 | Limited facilities | Provision of facilities for 100 informal businesses | Small business development |
| S5.6 | Assist small business people and start-up businesses with funding and finance | Quick win and ongoing | SEDA, DTI, local business chambers, DMM Emfuleni LM | NA | Limited finance allocated | Finance for 50 small businesses per annum | Small business development |
| S5.7 | Research and development by means of EWS and monitoring of informal businesses | Quick win and ongoing | AppLED: NWU, VUT, DMM Emfuleni LM | R 100 000 | Limited info available | Annual surveys and research reports with policy development | Small business development |
| S5.8 | Relaxation of development control regulations to allow home-based businesses | Quick win | DMM Emfuleni LM | NA | Local controls to strict | Amendment of local town planning scheme | Small business development |
| S5.9 | Development of an unemployment data base | Quick wins | DMM Emfuleni LM | NA | No data available | List available within 6 months | Job creation |

10.6. SEZ / Logistical and transportation hub (inland industrial development and port)

Cluster development has been used in various localities globally for successful economic development. A cluster development could be described as a geographically concentrated designated area with a network of industries which are supported through special arrangements and incentives not available elsewhere, that buy and sell, use the same suppliers, share markets, use shared specialized infrastructure, and benefits from agglomeration advantages. A cluster development is based on a geographic concentration of industries which leads to competitive advantages for industries located in the cluster. The types of clusters include health, IT, Transport, government, manufacturing (IDZ), renewable energy, arts and culture, retail, and tourism. The establishment of a Special Economic Zone (SEZ) is cluster development. More benefits of SEZ's are accelerated industrial development, improved coordination, a tool for implementation of incentives, skills development, technology development, investment promotion, research and development, logistics, incubation, 1 stop shop concept and infrastructure. SEZ's are a policy focus area of government and managed by DTI.

The proposed site in the region as earmarked is located adjacent to the N1 freeway and the existing Mittal plant, is 986ha in extend and ready for development and close to rail and N1 freeway. Incentives need to be provided to new businesses to locate near major industrial centres in order to establish and populate industrial clusters for the agro-processing and petro-chemical industries

(clustering and specialization). New industrial parks to be established in the area can facilitate the transition to cluster activities along major activity corridors. The provision of infrastructure and services capacity are minimum requirement. Establishment of a special cluster as a SEZ in cooperation with Mittal and other large industries in the area, with also linkages with Sasol Industries is listed as a game changer project.

The transport and logistics economic sector is a major support sector for most other sectors. The sector is not well developed in the region and the potential exists for extension of the sector to the benefit of the total economy. The proposed Vaal Logistics Hub integrated with a SEZ is of critical importance for the revitalization of the Vaal economy. In terms of transport of goods and services in SA, road transport is preferred to rail with 88% of all freight transported via road transport. Although road transport is significantly more expensive than rail, businesses are prepared to pay more for better services. Road transport is also preferred in the local region due to the above reasons and the fact that rail services are not readily available. The exports of the Vaal region indicates that 70% of outputs are destined domestically in South Africa and 30% internationally. The import of goods indicate that 74% originate from within South Africa and the rest internationally.

The case of the proposed Logistical Hub located in the region.

- The local industrial node is one of the largest in the country and within close proximity to the Gauteng markets with strong road and rail connectivity.
- The industrial/manufacturing sector dominates the local economy and revitalization is required. The logistical hub (integrated management of goods flows), which forms part of the transport sector, could assist in this process. The logistics hub will ensure effective transport and distribution of goods. The transport sector is currently underdeveloped and the potential exists for extension of the sector. This extension will allow for the further diversification of the sector.
- The need for revitalization is needed due to a diminishing manufacturing sector, high levels of unemployment and poverty.
- The key aspects of logistics in the region are cost effectiveness, time effectiveness, scaling up, and more frequent deliveries.
- The goals of the logistical hub are to improve logistics in the region, achieve a significant shift from road to rail freight transport and to link businesses in spatial clusters and value chains.
- The proposal will require significant upgrades in infrastructure in specifically roads and rail.

- Stakeholders in the planning and development of the logistics hub include Emfuleni Local Municipality, Sedibeng District Municipality, Gauteng Provincial Government (Economic Development Department, Department of Roads and Transport), Transnet, DBSA, IDC, DTI, NWU and VUT, major businesses such as Mittal and Sasol and the local business chambers.
- The proposed hub will require major investments and subsidies from government and business.
- The logistical hub will impact positively on supply chain systems in the region and support the implementation of innovative ideas. The project will contribute to the economy in that it will create a more effective business environment, improve supply chains and creation of added value by transport businesses, and assist in removing barriers and bottlenecks.
- An integrated transport system needs to be provided with the re-development of the rail system.
- The components of the logistics hub/SEZ include a Transnet container depot, an industrial special economic zone and a possible freight airport on the long term.
- A task team needs to be established to complete an economic feasibility study, business plan, regional logistics and SEZ analysis and formulation of comparative advantages.

Transport and logistics has strong linkages to all economic sectors, but specifically to industrial development. The potential exists to maximize the potential through the extension of the sector in support of the local industrial sector. The logistics hub as proposed is seen as the catalyser for this development. The extension of this sector could lead to job creation, growth in GDP. The main strength of the sector is its strong linkages with the rest of Gauteng Province. Opportunities include the upgrade and extension of public transport to a “BRT-level”, improved services to manufacturing regarding rail and road, and the eventual creation of jobs in the sector. Weaknesses and threats include poor infrastructure, poor maintenance and the levels of availability of rail services in the region.

Programmes and projects:

- Establish the SEZ/Logistics hub cluster development for improved specialization (game changer).
- Develop incentive scheme with partners such as DTI and IDC including tax, export support, VAT scheme, capital investment, cheap affordable land, delegated customs control. Target businesses with comparative and competitive advantages.
- Promote the culture of value added industries and innovation support.

- Improved public transport provision for improved service delivery and spatial integration by means of an integrated transport plan. The plan should include rail development regarding local rail and the Gautrain, rapid bus services and taxi services.

| Strategy 6: SEZ/Logistical and transportation hub | | | | | | | |
|--|--|--|--|---------------------------|--------------------------|---|---|
| No | Programme/project description | Type and term of programme or project | Implementation agent and partners | Approximate budget | Base line | Performance achievement and scope | Notes |
| S6.1 | Development of SEZ/logistical hub including infrastructure development and incentive policy (locality close to Mittal and Townships along the N1) | GAME CHANGER and long term. | Establish a task team: National government Departments, DTI, DMM Emfuleni LM, LED Manager Sedibeng DM, MITTAL, SASOL, DBSA, AppLED: NWU, VUT, Local business chambers. | R 1 billion | No such facility exists. | Establishment of a SEZ transport specialization, including rail system. | Massive impact on economic development of the region. |
| S6.2 | Research and development regarding cluster development, innovation support and value-added industry development | Quick win and ongoing | AppLED: NWU and VUT | R 300 000 | No activities | Annual research report and innovation workshops | Economic development |

10.7. Strategy 7: Large scale housing development

For this strategy to have maximum impact on the local economy, all low cost housing projects should have maximum participation and skills development. The LED strategy has a pro-poor / pro-development balance and therefore not only low cost housing projects should be facilitated, but also medium and high income housing projects. Housing is a key input in economic, social, and civic development. Housing provision is seen as a major catalyst for LED. Housing projects must lead to economic opportunities and upliftment. Many housing-related activities contribute directly to achieving broader socioeconomic development goals. Housing investment is a major driver of economic growth. Better data permits more precise estimates in developed countries, but the same overall effect is true in developing countries. Lending for housing helps develop primary and secondary financial markets. Worldwide and especially in low-income countries, housing construction creates job opportunities for migrants to cities. Legalization of informal settlements and registration of housing and other real property helps “unlock” fixed capital for productive investment and builds local property tax bases (The World Urban Forum III, 2006). Housing can be seen as a driver of economic development due to the following reasons:

- Macro-economic impacts of housing account for a significant portion of annual GDP;
- Housing generates expenditures outside the housing sector;
- Housing projects improve skills.
- Housing and real estate asset classification leads to greater market efficiency, stability, and liquidity
- Housing construction in low-income neighbourhoods is a stimulus to creation of small businesses;
- People are more likely to use their homes as places of employment;
- Cultural and personal value of housing;
- Micro-finance for housing that may be bundled with loans for business development.

Programmes and projects

Institutional development (internal and external structures)

Successful LED strategies and implementation is dependent on efficient co-operation between the partners in the LED environment namely the public sector, private sector and local communities. This strategy has the aim to ensure functional institutional structures at all levels within the local environment, internally and externally.

- The establishment of an integrative workgroup between the LED unit, housing unit and the town planning section. Spatial planning initiatives such as the SDF need to be part of implementation.
- A local LED forum: Such structure needs to have regular meetings to consider all LED related issues within the municipal area including housing development.
- Set-up co-ordination structures to ensure integrated economic and spatial planning with municipalities including Sedibeng District Municipality.
- Facilitation and support for major housing projects such as the River City Project, township development projects (Boiketlong, Evaton and Golden Highway) and CBD projects as well as the possible housing projects surrounding the Higher education facilities including student housing.

Monitoring of illegal “backyard” dwellers and prevention of illegal land invasions

- Due to lack of informal housing many owners rent out “shacks” to backyard dwellers. This adds additional pressure on the service network and also becomes a health and safety issue. These “backyard” dwellers either need to be relocated or in the case of no alternative location, proper services, sanitation and refuse facilities need to be provided.
- Illegal land invasions create developmental risks and should be prevented by means of ongoing monitor.

Upgrade of services to informal settlements

- Lack of proper services within informal settlements remains a problem.
- Community leaders and councillors are urged to identify opportunities where existing services can be enhanced.
- Local communities can be trained and informed on how to properly use and look after services provided in their communities.

Establishment of a human settlement plan

The availability and readiness of developable land underpin any successful housing programme. The following sub-strategies are proposed as part of the human settlement plan.

- Identifying new portions of land for formal and informal development.
- Acquiring land that is already occupied by informal settlement illegally (if possible).
- Well-located land for affordable housing remains a challenge. Identify land for informal settlements that are in close vicinity to facilities and job opportunities.
- Acquiring land that is already occupied by informal settlement illegally (if possible).
- Identify infill sites for new developments within the existing communities.
- Supply more affordable housing in the gap market. Gap market comprises people earning between R3 500 and R15 000 which is too much for state assistance yet too little to really partake in private market.
- Urban renewal. Additional investment in economic and social infrastructure, human resource development, enterprise development, the enhancement of the development capacity of local government and poverty alleviation.

Ensure the housing database is up-to-date

- Create a database will all beneficiaries of the housing programme and include a proper system for people on waiting lists to determine the status of their applications.

Create a Human Settlement Call Centre

- Create a call centre that can assist people with the following: Housing database enquiries; Housing finance related queries; and general housing-related queries.

| Strategy 7: Housing development | | | | | | | |
|---------------------------------|--|--|---|--------------------|--------------------------------------|--|---|
| No | Programme/project description | Type and term of programme or project | Implementation agent and partners | Approximate budget | Base line | Performance achievement and scope | Notes |
| S7.1 | Establishment of a active workgroup between the LED unit, housing unit and spatial planning unit | Quick win and ongoing. | DMM Emfuleni LM, LED Manager Sedibeng DM. | NA | Improve current structure. | Operational working group with monthly meetings. | Over all coordination of economic activities in the region. |
| S7.2 | Facilitation of massive housing projects including low income and high income projects (River City, SE developments, and township developments) | GAME CHANGER and ongoing long term programmes | Department of Housing, DMM Emfuleni LM, LED Manager Sedibeng DM, local business chambers. | NA | Limited coordination | Massive coordination | Over all coordination of economic activities in the region. |
| S7.3 | Monitoring and prevention of back-yard squatting and illegal land invasions | Quick win and ongoing | Department of Housing, DMM Emfuleni LM, LED Manager Sedibeng DM, local business chambers. | na | Limited management | Improved management and prevention | Land use control |
| S7.4 | Ongoing upgrade of informal settlements | Quick win and ongoing | Department of Housing, DMM Emfuleni LM, LED Manager Sedibeng DM, local business chambers. | na | Slow process of upgrades | Accelerated upgrades | Economic development |
| S7.5 | Formulation of a human settlements development plan | Long term plan | Department of Housing, DMM Emfuleni LM, LED Manager Sedibeng DM, local business chambers. | na | No integrated management plan exists | Comprehensive plan | Massive and rapid housing development |

10.8. Strategy 8: Improvement of quality of life (focused in the poor section of the community)

Reports 2 and 3 of the LED strategy clearly indicated the huge poverty problem in the region. More than 50% of households live below the poverty line and large scale unemployment exists. The overall average income is also below the Provincial averages. By definition, social development describes actions taken to reverse negative social outcomes such as crime, poverty, illiteracy and unsustainable economic growth and development. Social development is essential for the upliftment of local communities as it places people at the centre of development strategies. As such, LED strategies should be aimed at enhancing the standards of living within the region. In order to identify the strategies applicable to the Municipality, a Community Facility Assessment must be conducted to determine the needs of the community with regard to healthcare facilities, access to welfare services, access to basic services such as water and sanitation, education facilities (primary, secondary and adult education) and social interaction. The basic needs approach is of key importance and includes aspects such as housing, water, sewer, electricity, clothing, food and education.

Programmes and projects

Provide sustainable food sources (food security, urban food gardens and community agri projects)

- Empower the communities to produce subsistence food gardens in order to supplement basic food provision and enhance environmentally friendly techniques.
- Establish food gardens (linked to social development) that not only enhance environmental awareness but also provide basic food for communities.

Provision of basic needs and social development

- Conduct a Community Facility Assessment. A needs analysis must be conducted in order to identify the gaps inherent in the provision of the basic needs of the community. Only once the status of this has been determined can projects tailor-made to the region be identified. These projects will also differ across the municipality, as each region will have varying degrees of service provision and basic needs.

- Improve existing community development projects. Identify and improve existing community development projects and involve local CDWs to assist in the development of these projects within all regions.
- ECD and adult education facilities. Training centres can be established within each municipality in order to provide basic adult literacy and life-skills courses or skills training in the dominant economic activity of the region. These workshops/courses can be facilitated by local industries in order to enhance the available skills base for the industry.
- Provide community facilities. Provide community facilities such as sports and recreational centres, health and education facilities as well as multi-purpose centres and community centres such as town halls.
- Develop community urban food gardens. These can be established in areas where communities are struggling to obtain basic food. These projects can be linked to enhancing the green economy of the region, as well as community-led development.
- Identify and improve existing community development projects and involve local CDWs to assist in the development of these projects within all regions.
- Training centres can be established within each municipality in order to provide basic adult literacy and life skills courses or skills training in the dominant economic activity of the region. These workshops/courses can be facilitated by local industries in order to enhance the available skills base for the industry.
- Develop youth welfare programmes.
- Maximize social-welfare safety nets such as housing subsidies, grants.

| Strategy 8: Improvement of quality of life | | | | | | | |
|---|---|---|---|----------------------------|---|---|------------------------------|
| No | Programme/project description | Type and term of programme or project | Implementation agent and partners | Approximate budget | Base line | Performance achievement and scope | Notes |
| S8.1 | Food gardens and community agri projects including hydroponic projects | Quick win and ongoing. | GDARD, DMM Emfuleni LM, LED Manager Sedibeng DM, AppLED: NWU, VUT. | R 500 000 annually | Limited projects for food security implemented | Establishment of 5000 food gardens and at least one community agri project per township | Improved food security. |
| S8.2 | Conduct a community facility and basic needs assessment (from this plan the gaps in the system will be identified and provided on a structured planning process) | Quick win and long term implementation | Provincial government, DMM Emfuleni LM, LED Manager Sedibeng DM, AppLED: NWU, VUT. | R 500 000 | Limited info exists for master planning purposes | Detailed plan completed within 6 months | Community development |
| S8.3 | Training centres for youths, adults and ELC's | Medium term | Provincial government, DMM Emfuleni LM, LED | R 500 000 per annum | Limited facilities | Establishment of centres in all | Community development |

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|-------------|---|-------------------------------|---|----------------------------|---------------------------------|---|------------------------------|
| | | | Manager Sedibeng DM, AppLED: NWU, VUT. | | and training exist | townships | |
| S8.4 | Intensified youth welfare programmes | Quick wins and ongoing | Provincial government, DMM Emfuleni LM, LED Manager Sedibeng DM, AppLED: NWU, VUT. | R 500 000 per annum | Limited efforts in place | Access to assistance to the youth population | Community development |

11. BASE LINE INDICATORS

11.1 Basic indicators to assess progress and success of the LED plan include:

- Number of people trained per year;
- Number of jobs, formal and informal, created per year;
- Amount of capital spending on major infrastructure per year;
- Provision of basic services to poor communities.
- Number and value of business plans submitted.
- Population growth, economic growth indicators.
- Number of houses built.
- Perceptions of services delivery.

11.2 Monitoring agents:

The LED Strategy implementation monitoring agents will include the DMM of Emfuleni Local Municipality with support from the LED manager of the Sedibeng District Municipality and the AppLED: NWU. Quarterly reports will be submitted to the Municipal Manager's office progress of implementation.

12. CONCLUSIONS

LED is "everybody's" business. The implementation of the LED Strategy will be the test for the success of the plan. Implementation will be a team effort with local champions taking the lead. The team include government, private sector and local communities. The region has the latent potential and natural resources to develop in an economic sustainable manner, with opportunities for all. This strategy caters for all with a basic needs approach within an enabling economic environment with promotes small business and

entrepreneurial development. The strategy has been compiled within the frameworks of the NGP and NDP and is based on successful submission and obtaining of government and donors funding to revitalize economic projects.