Ekurhuleni Growth & Development Strategy 2025

Ekurhuleni
METROPOLITAN MUNICIPALITY

VISION

The smart, creative and developmental city

MISSION

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

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

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Corporate Values

- Performance Excellence
- Integrity
- Community Centredness
- Transparency
- Co-operative Governance

Strategic Priorities

- Good governance
- Urban renewal
- Poverty alleviation
- Local economic development and job creation
- Prevention of HIV/Aids
- Safety and security
- Community participation

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Foreword Executive Mayor

Clr Duma Nkosi
Executive Mayor

Although we have made significant strides towards the improvement of people's lives in South Africa since the first democratic elections in 1994, many challenges remain. While much has been done in Ekurhuleni, much more still needs to be done to grow and develop our city and our people.

We have a vision of being the smart, creative and developmental city – that is our destination, but to arrive at our destination we need a roadmap. The Growth and Development Strategy 2025 will be our roadmap, guiding our actions and showing us the way during the next 20 years.

The GDS 2025 reflects not only the thinking of the Municipality's leadership, but also captures the inputs of our many development partners and stakeholders. Every citizen in Ekurhuleni can make a contribution to its development and it is our hope that the ideals expressed in the document will be embraced by all.

The GDS 2025 will form the basis of all our medium and short-term planning and will guide our policy and our budget as we seek to implement our mandate, to make Ekurhuleni a better place in which to live, work and play – a place where progress is the norm and where people can enjoy the fruits of our young democracy.

DUMA M NKOSI
EXECUTIVE MAYOR

Ekurhuleni Metropolitan Municipality.

FOREWORD CITY MANAGER

The Growth and Development Strategy 2025 presents a new strategic milestone in the development of Ekurhuleni.

Since the establishment of the Ekurhuleni Metropolitan Municipality in December 2000, a number of strategic development processes have been developed, that has assisted the Metro in establishing itself as one of the major urban metropolises in the country. Many of these strategic development processes were, however, initiated in the absence of a single over-arching development strategy.

The Growth and Development Strategy 2025 now puts Ekurhuleni in a much stronger position to deal with important social, economic and physical development challenges. The GDS 2025 will assist the Metro in deploying scarce resources in a more focused and co-ordinated manner, which in turn will strengthen the service delivery capabilities of the municipality.

Sustainability is key to the longterm improvement of the quality of life of all our citizens. This can only happen if the municipality has a clear understanding of what needs to be done. The Growth and Development Strategy 2025 is the vehicle that will ensure compliance with this developmental requirement.

The alignment of the Integrated Development Plan (IDP) with the Growth and Development Strategy 2025 is the next important step in ensuring the implementation of the Growth and Development Strategy 2025, a process that has already started. Ekurhuleni is looking forward to a continued partnership with our key external role-players in this regard.

Let us all embrace the Growth and Development Strategy 2025 to ensure Ekurhuleni does become the smart, creative and developmental city.

PAUL MASEKO
CITY MANAGER
Ekurhuleni Metropolitan Municipality

PAUL MASEKO
CITY MANAGER

THE GDS IS A STRATEGY, NOT A POLICY DOCUMENT, FOR ALL SECTORS OF SOCIETY

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SECTION 1 INTRODUCTION

BACKGROUND

The amalgamation of 11 East Rand local authorities into the Ekurhuleni Metropolitan Municipality [EMM] took place during the final phase of local government rationalisation and transformation in South Africa in 2000. The establishment of a single local authority to replace a number of previously independent local authorities, each with its own distinct developmental needs, agenda and work culture, raised a host of developmental and administrative challenges, not least of which is the challenge to formulate a uniting vision and strategy pertaining to the development of the area as a whole over the medium to long term.

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

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

With the above in mind, the EMM embarked on a process to formulate a long–term development strategy. During 2004 research was undertaken on national and international best practice examples, as well as on key success factors relating to city development strategies. This led to a strategy being formulated in early 2005.

"We have inherited the past, we can create the future."

Thabo Mbeki, President of South Africa

THE STRATEGY FORMULATION PROCESS

The strategy formulation process 'kicked off' with a Mayoral Committee workshop on 29 January 2005, during which it was resolved to name the strategy the "Ekurhuleni Growth and Development Strategy [GDS], 2025", as well as proposed 2025 development agenda. These initial guidelines were taken forward by a GDS Steering Committee comprising the senior management of the Municipality, supported by a Political Oversight Committee of MMCs.

By late May 2005 the Steering Committee produced a draft GDS, which was further debated and refined during a Mayoral 'indaba' early in June 2005. In June a roadshow was also held during which the draft GDS was introduced to and discussed with the broader community, including national and provincial government, major service providers, adjacent local authorities, the private sector and civil society.

A final GDS document was prepared and submitted for Council approval in July. The GDS 2025 was approved by the EMM Council on 25 August 2005.

THE AIM AND PURPOSE OF THE GDS

The GDS is a strategy, not a policy document, for all sectors of society. It is not just a local government strategy, but is intended to build a common vision and purpose across traditional barriers between government, the private sector and civil society.

The GDS provides a framework and point of reference for all the EMM's plans, policies and strategies in its various areas of operation. The broad development strategies and targets contained in the GDS will be further contextualised and refined in the IDP and in the various sectoral strategies and policies of the Metro.

DOCUMENT STRUCTURE

Section 2 of the document deals with a broad contextual and sectoral analysis of Ekurhuleni, as well as an overview of the wider policy framework within which the GDS is situated.

Section 3 of the document provides an overview of the existing strategic direction of the EMM.

Section 4 of the document deals with the 2025 development agenda.

Section 5 of the document takes the strategy into the implementation realm – dealing with issues relating to good governance and effective implementation.

Section 6 of the document outlines the monitoring, evaluation and review mechanism.

EKURHULENI HAS A NETWORK OF ROADS, AIRPORTS, RAIL LINES, TELEPHONES, ELECTRICITY GRID AND TELECOMMUNICATIONS THAT RIVALS THAT OF EUROPE AND AMERICA

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SECTION 2 STATUS QUO ANALYSIS

EKURHULENI IN CONTEXT

The Metropolitan Municipality of Ekurhuleni was established in 2000. It covers a vast area from Germiston in the west to Springs and Nigel in the east. Ekurhuleni is one of six Metropolitan Municipalities resulting from the restructuring of local government. The former local administrations of nine towns in the East Rand – Alberton, Benoni, Boksburg, Brakpan, Edenvale/Lethabong, Germiston, Kempton Park/Tembisa, Nigel and Springs – were amalgamated into the new Metropolitan Municipality, along with two other councils – the Khayalami Metropolitan Council and the Eastern Gauteng Services Council.

Ekurhuleni has a total land area of ±2 000km^2 that accommodates a total population of ±2.5 million (Census 2002). This constitutes 5.6% of the national population and makes up 28% of Gauteng's population. The population density is approximately 1 250 people per km^2, making Ekurhuleni one of the most densely populated areas in the country and province. By comparison, population density in Gauteng is 513 people per km^2 and 38 people per km^2 in the country.The Ekurhuleni Metropolitan economy is larger and more diverse than that of many of the smaller countries in Africa, including all the countries in Southern Africa. It accounts for nearly a quarter of the Gauteng economy, which in turn contributes over a third of the national GDP. Ekurhuleni contributes ±7% to the country's spending power and ±7.4% to the nation's production. In most respects – per capita income, unemployment, poverty, average wages and other indicators of human development - it is similar to the rest of Gauteng. However, there is one important structural difference: many of the plants for production of goods and commodities are located in Ekurhuleni. Manufacturing in Ekurhuleni accounts for just under 20% of the GDP of Gauteng. In Ekurhuleni itself, manufacturing accounts for some 28% of total production. Because of the largest concentration of industry in the whole of South Africa (and in Africa), Ekurhuleni is often referred to as "Africa's Workshop".

The downside of the manufacturing sector is that globalisation has a definitive impact on the structure of production and on the demand for labour. Ekurhuleni, although not benefiting from direct capital

investments as a result of the automotive sector developments in the country, continues to play the role of the workshop of the economy, with production of structural steel and fabricated metal products, serving as inputs into other areas' economies. Annual economic growth in Ekurhuleni has recorded a pickup in the period 1998 to 2003, and has been almost double the rate of the national manufacturing growth rate.

The economically active population is 52% compared to 38% nationally. Household income and per capita income exceed the national average by 10% and 33% respectively. The percentage of people living in poverty nationally is 49%, compared to 29% in Ekurhuleni.

Ekurhuleni has a network of roads, airports, rail lines, telephones, electricity grids and telecommunications that rivals that of Europe and America – a first world infrastructure supporting a well established industrial and commercial complex.

Ekurhuleni can in fact be regarded as the transportation hub of the country. The municipality is home to the Johannesburg International Airport (JIA), the busiest airport in Africa. The JIA services the entire continent and links to major cities throughout the world. Similarly, many of the world's leading airlines fly into the JIA. Some 14 million passengers pass through this airport each year. In addition, a number of smaller domestic airlines connect the JIA with cities throughout South Africa. South Africa's largest railway hub is in Ekurhuleni [Germiston] and links the city to all the major population centres and ports in the Southern African region. A number of South Africa's modern freeways and expressways connect Ekurhuleni to other cities and provinces. The Maputo corridor development, South Africa's most advanced spatial development initiative, connects Ekurhuleni with Mozambique's capital and largest Indian Ocean port. Direct rail, road and air links connect Ekurhuleni to Durban, South Africa's largest and busiest port.

During the period 1995 to 2005, the Gauteng government made strategic investments in upgrading some of the ageing road networks linked to the industrial hub to promote the movement of goods and services. The Blue IQ projects, situated within Ekurhuleni, include the Wadeville-Alrode Industrial Corridor with linkages to the largest logistical hub, the City Deep Container terminal, the planned Gautrain rapid rail link to Johannesburg and Tshwane and the JIA Industrial Development Zone [IDZ]. The latter aims to cluster light manufacturing, more especially in beneficiation, and to develop an aero space park.

The EMM's annual budget is in the region of R11 billion, of which ±R1 billion is being budgeted annually for capital projects in line with the priorities set in the Integrated Development Plan [IDP]. The bulk of this expenditure is dedicated to upgrading facilities and infrastructure backlogs that were caused by apartheid.

BROAD OVERVIEW

Visioning, goal-setting and planning for the future without a clear knowledge and understanding of the present situation, as well as those factors which may influence development, is a futile exercise. The GDS 2025 follows a landscape approach; describing the status quo in terms of three broad development landscapes, as follows:

- Physical development which encompasses aspects such as the current settlement pattern and land uses, transportation links and infrastructural services, as well as the physical environment;
- Economic development which encompasses economic productive activity and aspects related to the sustainable development of the area; and

The main challenge for the future will be to work towards the eventual creation of an integrated and equitable city

- Social development which encompasses the human element, including the socio-economic profile of the area and the provision of housing, basic infrastructure and other community services.

The GDS 2025 development vision, agenda and strategy will be encapsulated within the above-mentioned 3 development landscapes, firstly defining where we are now, secondly articulating where we want to be in 20 years from now, and finally formulating strategies to attain our vision and agenda.

Physical Development Status Quo

Settlement Pattern and Land Use

In terms of land use, Ekurhuleni comprises three main components, namely:

- A central, east-west orientated mining and industrial activity belt which served as the core around which the nine towns were established;
- Residential developments surrounding the above-mentioned activity belt; and
- Rural/agricultural areas to the north-east and, in the central portion, to the south of the Metro.

Four major concentrations of historically disadvantaged communities exist in the area. All of these communities are situated on the outskirts of the main urban area and are in the areas furthest removed from where the bulk of job opportunities are situated. These four communities are Tembisa, the Katorus complex, the Kwatsaduza complex and the Daveyton/ Etwatwa complex.

Together they accommodate approximately 65% of the total population of the Metropolitan area, of which 24% are situated in the Katorus complex, 14% in the Tembisa and Kwatsaduza complexes respectively, and approximately 12% in the Daveyton complex.

The existing settlement pattern represents the typical apartheid planning structure where the residential areas are situated on the periphery of the urban area, followed by a vacant buffer area, followed by industrial development which was intended to provide job opportunities, and which is then linked to the main economy via the rail and road network.

The mining belt was historically the core around which the various towns and settlements were established. In total nine towns developed in the vicinity of the mining belt with Germiston, Boksburg, Benoni, Brakpan, Springs and Nigel being part of the mining belt itself while Edenvale, Kempton Park and Alberton developed adjacent to it. The Metro has an evenly distributed, multi-nodal structure with no single, dominant node of activity.

Due to past mining activities, large parts of the mining belt are vacant. Numerous mining related development constraints exist within this area, such as slimes dams and mine dumps, shallow undermining, radon emissions and so on. However, some of the areas offer substantial opportunities for infill development within and adjacent to the mining belt, between the central activity corridor and the marginalised township areas on the periphery.

The CBDs and the surrounding inner city core areas (including the older industrial areas), are all to a greater or lesser extent characterised by urban decay and deterioration of the physical environment. During the last decade a number of large informal settlements have also developed in the mining belt, in close proximity to the CBDs and older industrial areas. Many of these settlements do not have even rudimentary services and large parts of them are situated on land that is unsuitable for housing due to various mining related development constraints.

There is a huge difference between the development standards in the previously disadvantaged township areas on the urban periphery and the previously white areas closer to the urban core. Although the closing of this gap has been a development focus of the municipality during the preceding 10 years, it still remains huge.

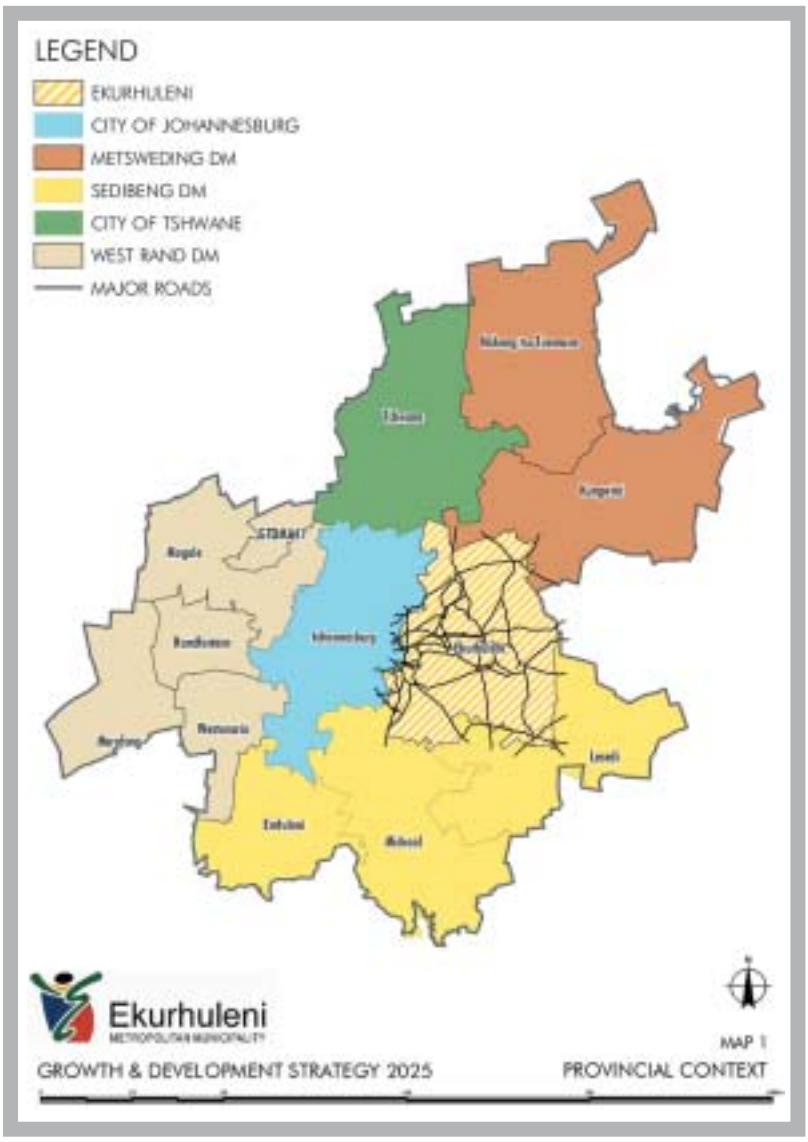
Ekurhuleni is unique in the sense that it lacks a clear identity and primary core area. All the other Metropolitan areas in South Africa developed around a primary core area or CBD, which gives identity to these centres, nationally and even internationally. Examples of these are Cape Town, Nelson Mandela, Durban, Johannesburg and Tshwane. Over time these Metropolitan areas have developed multi-nodal structures, but the core areas still remain dominant and lend character to these areas. The EMM is different in the sense that it currently has a multi-nodal structure, comprising of the nine CBDs of the formal local authorities, as well as other decentralised nodes, such as the East Rand Mall and Bedfordview.

The municipality lacks a primary core, which lends character and identity to the Metro. This newly established institutional area was never planned as a single

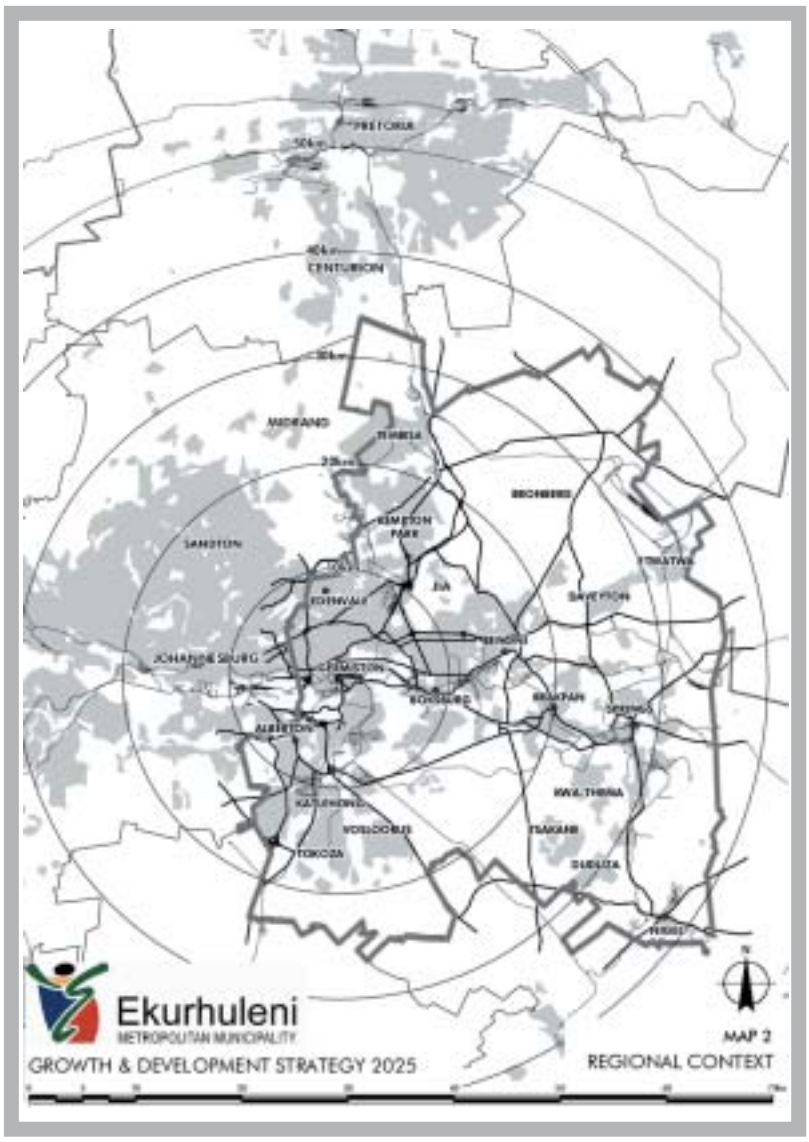
functional unit as the nine different local authorities in the past focused on their own interests. With the establishment of the EMM it is now necessary to start creating a distinctive identity for the Metropolitan area.

In conclusion it can be stated that Ekurhuleni, due mainly to the legacy of apartheid, is a spatially fragmented, inequitable city. This is by no means a unique situation – in fact, all major urban centres in South Africa suffer to a greater or lesser extent from this fate. The main challenge for the future will be to work towards the eventual creation of an integrated and equitable city where opportunities and choices are maximized for all sectors of the population of the city.

PROVINCIAL CONTEXT



REGIONAL CONTEXT



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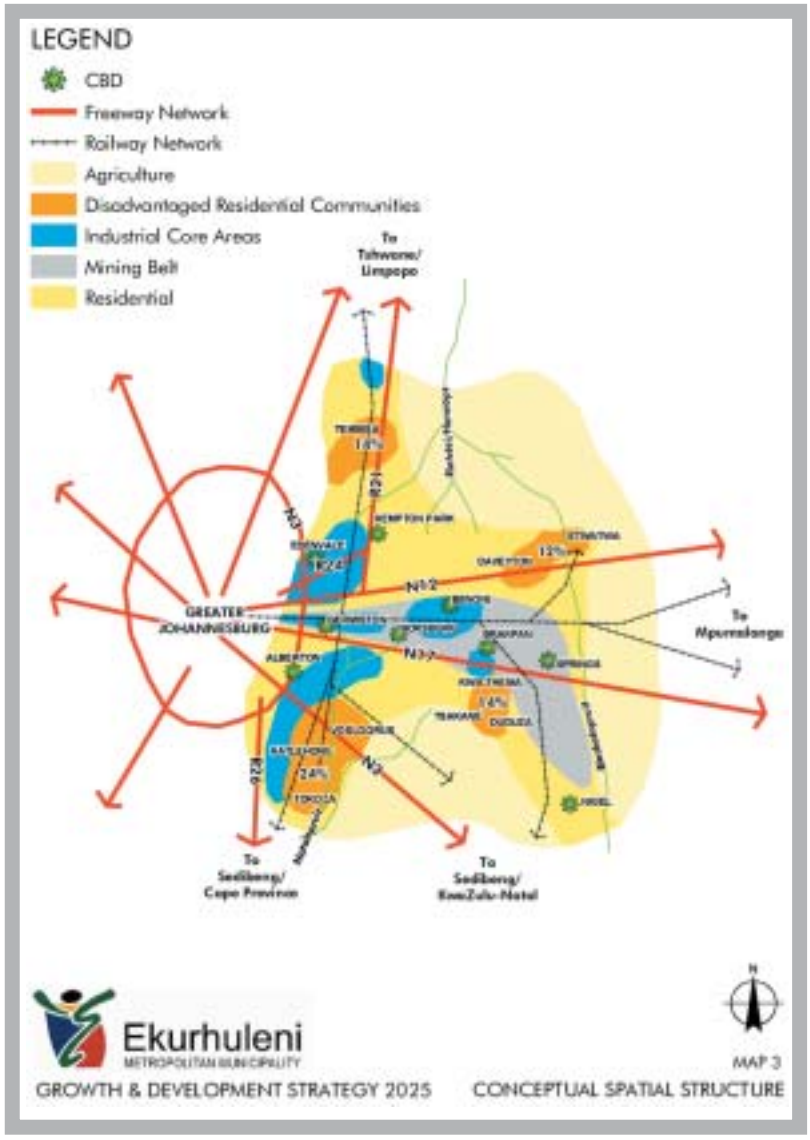
Conceptual Spatial Structure



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The total road network consists of approximately 8320 km of roads

Transportation Linkages and Facilities

The EMM is well served with an excellent road and rail network linked to both provincial and national networks. Some of the major road network linkages, such as the N3, N12, N17, R21 and R24, form part of the road network which includes one of the busiest interchanges in the country, namely Gillooly's Interchange. The Geldenhuys Interchange also forms an important linkage to the city of Johannesburg.

Approximately 360km of freeways are located within the EMM area, while the provincial road network amounts to approximately 1 300km, which also includes stretches of freeway. Although congestion is mostly experienced on the national and provincial road network, in terms of the extent and volumes, unacceptable congestion levels are also experienced on a wide variety of Metropolitan routes. Approximately 11% of the road network offers worse levels of service than the minimum acceptable levels. Large parts of the planned provincial road network remain unbuilt, which places undue pressure on the existing freeway system and on the major municipal routes.

The total road network consists of approximately 8 320km of roads. Approximately 22% of this road network is still gravel roads, which represents the bulk of backlogs with regard to tertiary roads.

As far as the current condition of the road network is concerned, 25% of the existing tarred network has a poor or even worse surface condition, 12% of the existing tarred network is experiencing structural problems and 62% of the gravel road network has a poor or even worse surface condition.

The EMM area is well served with a rail network and linkages to Johannesburg, Tshwane and the rest of Gauteng and South Africa. There is also a strong rail network supporting the manufacturing industries in the municipal area, with railway sidings provided in most cases. There is a fairly extensive network of commuter rail lines, although the stations are not always accessible to the communities who make use of trains.

Increasing dispersal of economic activity away from the main centres is threatening the viability of commuter train services. Overall, there is a shift from trains and buses to minibus taxis while car usage is growing year by year. Wits Metro rail is the only rail operator to operate commuter services in the EMM area. Line capacity utilisation ranges from 15% to 89%, while passenger seat capacity utilisation is ±75%. From a rail perspective the Germiston station is one of the busiest hub and modal transfer facilities in the country.

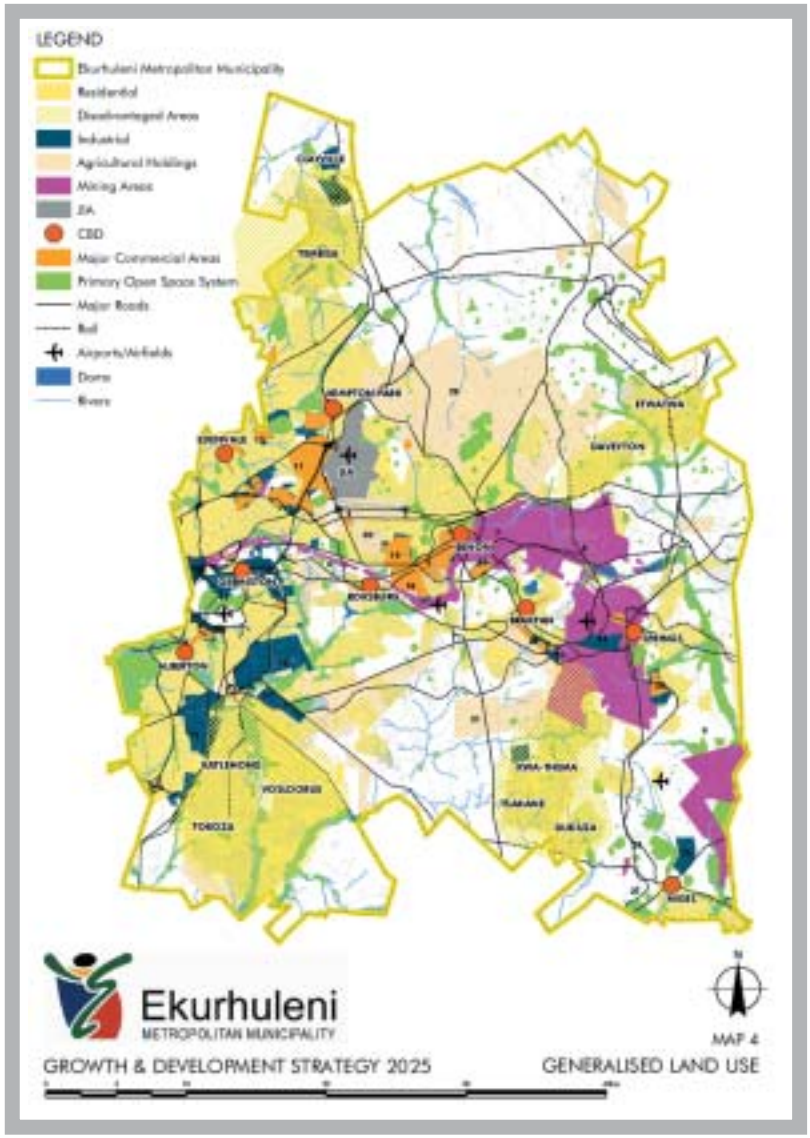
The Johannesburg International Airport [JIA] is the air transport hub of Southern Africa, carrying over 14 million passengers each year. The JIA is arguably the biggest airport in Africa, and therefore represents a major opportunity for the Metro if properly integrated into the wider planning and development arena. The airport is a fast growing enterprise, managed by the Airports Company of South Africa [ACSA]. Another airport situated within the EMM area is the Rand Airport in the southern region. A number of smaller airports are also present within the municipal area, like the Brakpan, Springs and Dunnottar Airports.

In all, there are some 313 buses operating in the peak period in the EMM area. These buses operate ±830 trips over 560 routes and carry approximately 37 000 passengers per day in the morning peak period. On average, the bus service utilisation is 82%.

Minibus taxis are by far the most popular mode of public transport in Ekurhuleni. There are approximately 11 000 minibus taxis operating in the EMM area, carrying approximately 335 000 passengers per day. Except for isolated cases, the supply of minibus taxi services generally exceeds the demand. This overtrading, coupled with a flat fare structure, contributes to poor financial viability amongst minibus taxi operators.

One of the biggest challenges in terms of transport is the creation of appropriate and applicable linkages between the various nodes within the EMM area in such a manner as not to repeat planning disparities of the past. Currently the linkages are mostly related to the creation of transportation corridors moving the majority of the people from the peripheral areas where they live to their work places in the core mining belt area.

Generalised Land Use



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Engineering and Trading Services Infrastructure

Electricity distribution

The existing urban areas within the Metro are reticulated and served by the municipality. Selected urban areas in the north and south fall within the Eskom supply area, as well as the farms and agricultural holdings outside the urban areas, which are also mostly served by Eskom. The municipality currently distributes electricity to approximately 280 000 domestic, 5 000 industrial and 15 000 business customers. A further approximately 156 000 customers situated within the boundaries of the Metro are supplied directly by Eskom.

The electricity infrastructure in the urban areas, particularly in the CBDs and industrial areas in and around the mining belt, is ageing and subject to frequent maintenance and even replacement. Industries within the Metro identified electricity breakdowns as one of the major constraints to future development in the area.

As far as the provision of new infrastructure is concerned, there is currently a backlog of ±100 000 new dwellings awaiting electricity services. This backlog is increasing every year.

Potable Water Supply

Potable water is supplied to the EMM by Rand Water. The water is distributed by the municipality through a network of main supply pipelines, reservoirs and distribution pipelines. Potable water is distributed to approximately 660 000 domestic, 6 400 industrial and 1 600 business customers.

The backlog of potable water services to potential customers/users that do not have access to water is estimated at ±45 000 connection points. This backlog is mostly situated within and around the previously disadvantaged township areas and in the informal settlements in the mining belt.

In the central part of Ekurhuleni the area around the mining belt is characterised by old infrastructure, which needs continuous maintenance and upgrading. Some of this old infrastructure has already caused major environmental and economic problems in the area due to upgrading which is overdue.

Stormwater

Due to the flatness of large parts of Ekurhuleni, provision for stormwater runoff is expensive and problematic in places. Serious backlogs are present within the system and the current focus is concentrated on dealing with problematic areas. With the increased focus on the environment, integrated planning and sustainable development, stormwater planning is becoming more important.

One of the biggest challenges with regard to stormwater management is to promote the service as a full and equal engineering service in its own right - no longer to be viewed as a road related service.

Sewerage

The treatment of wastewater is undertaken by the East Rand Water Care Company [ERWAT]. The total average volume of wastewater treated by ERWAT [Ekurhuleni portion] is estimated at 600ML a day.

As in the case of water provision, there is a substantial backlog in the provision of waterborne sewerage connections, while the sewerage system in the central, older parts of Ekurhuleni is in need of ongoing maintenance and upgrading to prevent possible spillages, which could have a severe impact on the integrity of the environment.

Solid Waste Disposal

An estimated 1.2 million tons of refuse is collected annually and disposed of at various landfill sites throughout the metropolitan area. Landfill sites which are used on a daily basis by the municipality include Platkop, Rietfontein, Weltevreden, Rooikraal and Simmer and Jack. An estimated 580 000 points are serviced on a scheduled basis. A total of 35 mini disposal sites and 8 transfer stations are also operated by the municipality. Litter picking services are also provided in the CBDs, industrial areas, along main routes and city entrances on a regular basis. Littering and illegal waste dumping remains a serious problem within the Metropolitan area. Due to the long-term impact of landfill sites, strategies for waste minimization over the long term need to be formulated and implemented.

Environmental Management

Major Environmental Constraints

The following major environmental constraints occur within Ekurhuleni:

- **The Dolomite Areas**

Dolomitic conditions occur in the southern parts of the Metropolitan area, in and around Katorus, as well as in the northern parts around the R21 freeway and eastwards of it. Apart from the doline and sinkhole formation risks that occur in bad dolomitic zones, the ground water pollution potential in dolomitic areas is also regarded as high.

- **Mining-related Environmental Problems**

Mining activities in the East Rand created a host of environmental problems and constraints within Ekurhuleni, including shallow undermined land subject to possible subsidence, numerous mine dumps and slimes dams causing visual and air pollution, radon emissions, unrehabilitated mining land and shaft areas, and so on.

- **Informal Settlements**

A large number of informal settlements have established in Ekurhuleni during the last decade. These settlements are subject to a range of environmental problems associated with a lack of basic services like unhygienic conditions, fire risks, smoke pollution and health problems.

- **Industrial Activity**

A range of industrial areas closely associated with the mining activities developed within the Ekurhuleni Metro area. There are about 7 major concentrations of industrial activity within the Metro area, of which four lie directly adjacent to the Greater Johannesburg Metro, in the Kempton Park and Germiston areas, and the other three more centrally around Boksburg and Benoni and to the east around Brakpan and Springs and Nigel in the south. A number of environmental problems occur especially around the older industrial areas, like air and noise pollution, derelict buildings, visual pollution and so on.

Significant air pollution hazard risks are posed by toxic gas installations within the EMM and the neighbouring municipality of Johannesburg. These are chlorine from NCP Chloorkop and ammonia from Modderfontein. Sulphur-burning operations in Kempton Park also pose toxic risks to the community.

- **Siltation, Erosion and Water Pollution**

Most of the siltation, erosion and water pollution problems in the area occur in the previously disadvantaged areas and in the disturbed mining areas in the mining belt. The main contributors to these problems are informal settlements below the 100-year floodlines, insufficient stormwater management, discharge of effluent into the water bodies, untreated sewerage, illegal sandworks, illegal dumping and other mining belt influences.

- **Illegal Dumping of Normal and Hazardous Waste**

A great deal of illegal dumping takes place in low-lying areas and in the mining belt. Most of the land within the mining belt is privately owned and the rehabilitation and environmental management in these areas will be the joint responsibility of the private landowners, the Department of Minerals and Energy and the Local Authority.

- **Deterioration of cultural landmarks**

Many old buildings of historic interest are falling into ruin. Historically important settlement sites in places like the Meyersdal koppies are not being preserved as heritage sites. Red data flora species are also not being protected in that area.

- **Conflict between economic development and environmental sensitive areas**

There are areas with strongly competing land use demands in respect of its location on major arterial routes, which is ideal for corridor development, but also has high potential for agriculture, or are environmentally sensitive, despite the negative impacts experienced from the urbanised surroundings. This conflict is exacerbated by conflicting mandates at different spheres of government.

Environmental Opportunities

The most valuable environmental assets and opportunities in the EMM are as follows:

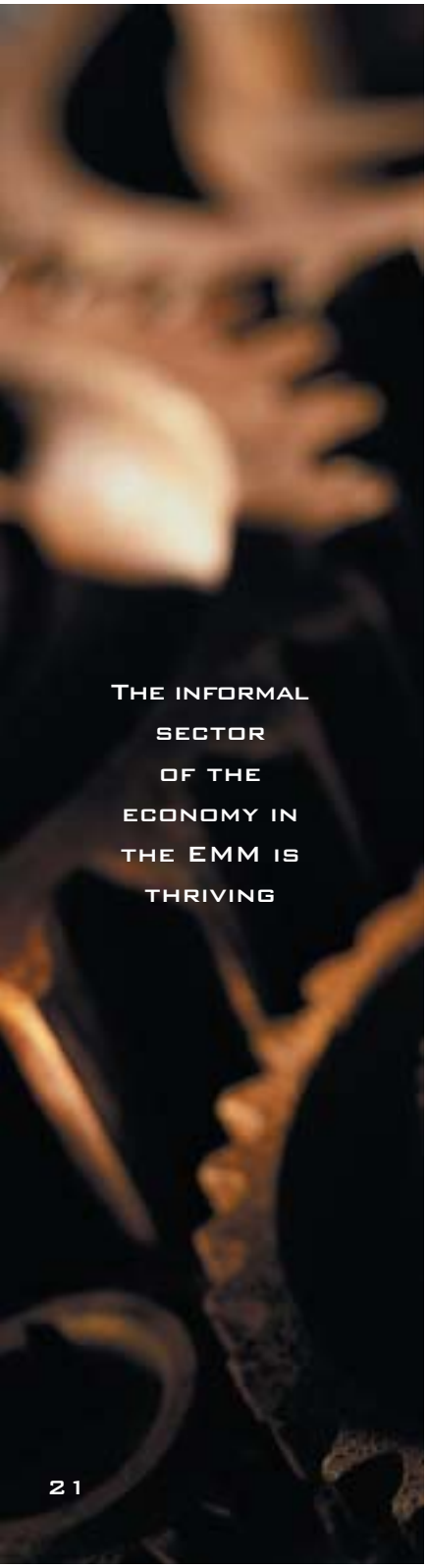
- **The various rivers, streams and water bodies**

A number of streams run through the EMM area, of which the Natalspruit, the Blesbokspruit and the Kaalspruit are the most important. The low-lying areas and riparian zones along these streams are regarded as extremely important. Some very valuable vlei systems, riparian vegetation and fauna occur in these areas and most of the highly sensitivity areas within the Metro occur below the 100-year floodline. The Blesbokspruit Wetlands, north of Nigel, is a RAMSAR site and, linked with the Marievale Bird Sanctuary forms an internationally renowned bird sanctuary. The wetlands in the Blesbokspruit and the Natalspruit play an important role in purifying water emanating from the mining belt.

There is also a unique occurrence of pans in the Metro area. Most of these pans are regarded as unique and sensitive. Potential bullfrog habitats and some sensitive vlei vegetation occur in and around some of the pans.

- **Ridges such as the Klipriviersberg and Primrose Hill, with its high aesthetic and ecological values**

The eastern part of the Klipriviersberg and the Primrose Hill fall within Ekurhuleni. Some sections within these areas have high biodiversity and contain a number of red data fauna and flora species. In addition, these ridges have high visual qualities, which must be protected from unsympathetic urban development. The areas are unique and have significant potential for eco-tourism development that should be developed to benefit the region as a whole.



- Agricultural potential

Ekurhuleni has areas with significant agricultural potential, which should be regarded as an important resource, not only to the Metro, but to the Gauteng Province as a whole. Areas with high agricultural potential outside the urban edge should be protected, and bio-agriculture or permaculture should be promoted in these areas. Opportunities for urban agriculture also exist in close proximity to most of the marginalised township areas.

Conclusion: Physical Development Key Focus Areas

The following main issues emanating from the physical landscape status quo analysis will be the focus of the Ekurhuleni GDS 2025:

- Ekurhuleni lacks a clear city identity and should find innovative ways of creating a unique identity for itself;
- Ekurhuleni is a spatially fragmented, inequitable city;
- Many areas in the city have poor transportation linkages and mobility is low;
- Many areas in the city have ageing and poorly-maintained trading services infrastructure and many communities have inadequate access to basic services;
- Ekurhuleni is characterised by large areas of degraded environment [such as old mining and industrial areas]. However, some unique environmental opportunities such as the wetlands have also been identified;
- Many areas in the city are decayed and are in need of urban renewal, but at the same time present an opportunity to capitalise on existing infrastructure to build vibrant urban communities; and
- Current ICT infrastructure is inadequate to accommodate the rapid technological growth which is required.

Economic Development Status Quo

Outputs

Economic output in Ekurhuleni in the year 2002 amounted to ±R44.5 billion, contributing ±7.4% of total production and ±6.9% to the national employment in South Africa. The Metropolitan area's gross value added per capita output was ±R17 783.00, which exceeds the national average of R13 140.00.

From the above it is clear that Ekurhuleni has a significant and large local economy. The biggest contributor to the local economy is the manufacturing sector (contributing ±27.5% of gross value added output). Industry in Ekurhuleni is concentrated on the metals, chemicals, machinery and equipment as well as plastic products sub-sectors, reflecting its origins in the East Rand as a support base for the local mining operations. Other important sectors in the Ekurhuleni economy are finance, commercial services, trade and transport. The primary sectors (agriculture and mining) play a very small role in the current economy of the Metro.

Although the manufacturing sector has declined in the last decade relative to the other sectors in Ekurhuleni, the local economy is still relatively concentrated on this sector. Ekurhuleni is probably more exposed to the vagaries of globalisation than many other urban areas, as its production base is more concentrated on goods and less on services. In Ekurhuleni the manufacturing sector bears the brunt of the adjustment to the worldwide economy. This is the major reason why the demand for labour in the formal employment sector in the Metropolitan area is forecast to hardly grow, up to 2006.

Productive economic activity is concentrated in the Wadeville/Alrode industrial complex and the areas adjacent to the JIA. The Springs area has recorded a steady growth over the past six years. The transport and manufacturing sectors grew substantially over the period 1998 to 2003.

Over the period 1998 to 2003 Ekurhuleni's formal economy grew by an estimated average of 3% per annum. This is in line with the national averages and has consequences for the prosperity of the area, pointing to a possible increase in poverty and unemployment since population growth is higher than economic growth.

Ekurhuleni increased its exports from 24.3% in 1996 to 27.1% of Gross Value Added (GVA) output in 2002. However, one should bear in mind that many manufacturing operations have head offices in Johannesburg and other Metro areas, while the production plants are located in Ekurhuleni, which necessitates one to interpret the national trade estimates with circumspection. Some of the trade estimates obtained for Ekurhuleni may well be on the conservative side.

Labour Absorbtion

By the end of 2006 it is estimated that 55% of the economically active population either will be unemployed or be employed in the informal sector. The importance of the informal sector as a major employer will increase in the next number of years. The mainstreaming of these activities to integrate into the economy will assume greater importance.

The modern economy does not have sufficient capacity to absorb all the new entrants into the labour market. The economy's absorption of labour is very low and the unemployment rate will increase for the nation as a whole as well as within the Metropolitan areas, including Ekurhuleni.

The informal sector of the economy in Ekurhuleni is thriving. While it is easy to dismiss this survival activity in the economy as temporal and unsustainable, an investment of quality and universal services, skills training and resources in the various sectors will result in more serious attempts to create sustainable opportunities in the economy, especially to realise broad based black economic empowerment and the development of a viable small business sector.

Less than half the population of Ekurhuleni is economically active, and of the economically active population an average of ±40% is unemployed. Informal employment makes up between 10% and 20% of the total employment in the Metropolitan area. Manufacturing makes a significant contribution to employment – 22.9% compared to the 14.5% national average. The household sector is also an important source of employment [10.7%] in Ekurhuleni. The unemployment rate of females in Ekurhuleni is estimated at ±51.8%, much higher than the estimated 31.8% amongst males.

Although the supply of labour in Ekurhuleni may be sufficient in numerical terms, it is important to note the existence of a dichotomised labour market within the area, comprising what can be termed 'insiders' and 'outsiders'. The insiders are those equipped with the necessary and relevant skills, while the outsiders (to a large extent also females) are those without skills. This emphasises the need to have the 'right' skills and development of human capital through literacy and training programmes as an extremely important aspect of the future economic development of the area.

The likely impact of HIV/Aids on the local economy will be significant, in line with national trends. It is likely that the disease will have a major impact on the supply of labour in the foreseeable future. Furthermore the care required for infected people and orphans will place a huge burden on the social and health sectors and on the economy as a whole.

OPPORTUNITIES

The Ekurhuleni economy reflects a number of opportunities:

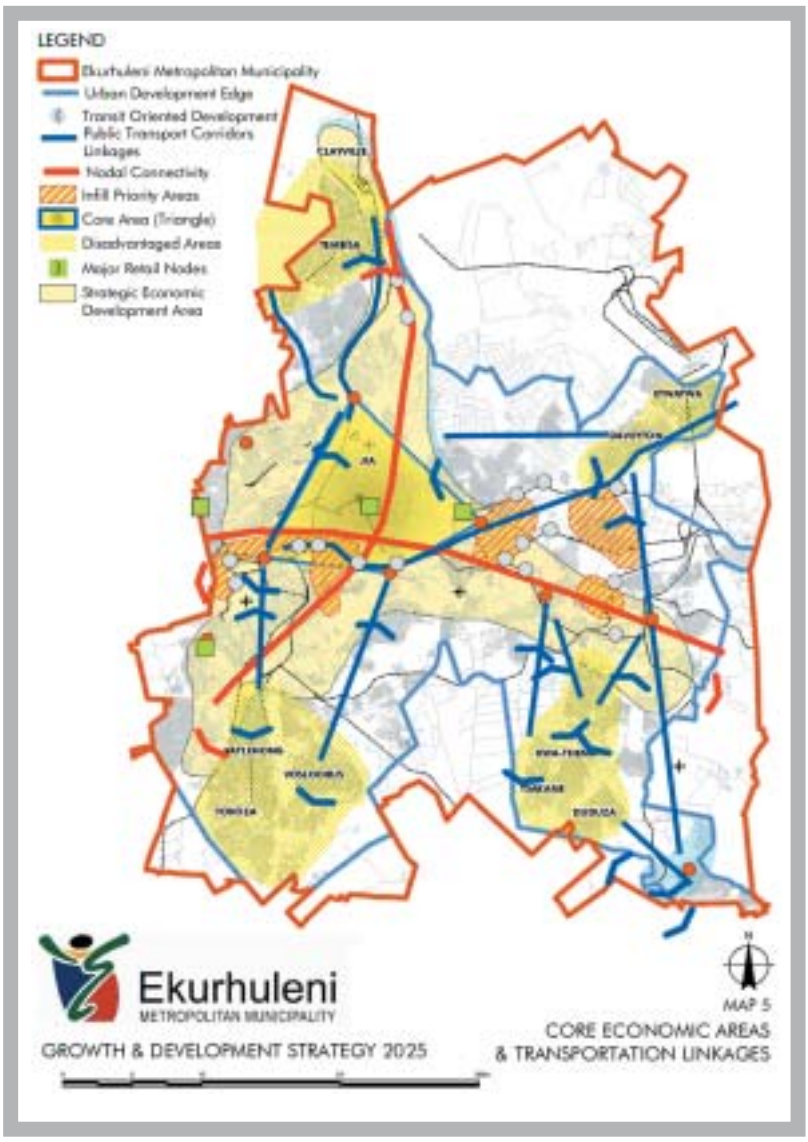
- Industries that have a substantial presence were identified as plastics, heavy metal and metal fabrication as well as mining capital equipment. In this respect, the SETA for Manufacturing, Engineering and Related Services (MERSETA) has developed priority programmes with respect to building competitiveness and for re-skilling these industries. These interventions over time will support the absorption of skilled labour and bring about job creation. A national casting technology centre for the continued development of the metal industry has been established in the IDZ precinct and an aerospace network has been set up to promote the manufacturing for the future. These initiatives are linked to the national Advanced Manufacturing Technology Strategy aimed at consolidating the base of manufacturing to be globally competitive;
- The decentralising of manufacturing by way of channeling and process support is linked to co-operatives development as well as the development of small and medium businesses. The Manufacturing Advice Centre and the municipality have championed this work. Linkage centers set up by the Chambers of Commence have led to a spread in the procurement opportunities of the private sector to emerging local businesses;
- The Johannesburg International Airport (JIA) is situated in Ekurhuleni, and the N12 Johannesburg Maputo Corridor also runs through the Metropolitan area. Both the airport and the freeway create certain specific economic opportunities. These include logistics and transport, business tourism, and high-tech, high value added manufacturing. The promotion of export of locally produced goods from this entry point is one of the distinguishing features of the local economy, to serve as a feeder to the national economy;
- Ekurhuleni's area of jurisdiction includes some of the most fertile and highest potential agricultural land in Gauteng. Specific opportunities pertaining to intensive agricultural production and food processing and packaging exist. The choices that have to be made, are between further industrialisation and promoting sustainable development; and
- Rehabilitating the degraded mining land in the region is an opportunity linked to property development as well as the possibilities of considering new and innovative approaches to sustainable development.

Conclusion: Economic Development Key Focus Areas

The following issues emanating from the economic development status quo analysis will be the focus of the Ekurhuleni GDS 2025:

- The local economy requires a greater degree of sustainable diversification;
- As elsewhere in South Africa, unemployment is high, and policies to promote labour absorption and job creation will be of crucial importance to the future of the city;

Core Economic Areas & Transport Linkages



- The improvement of skills levels to attract and support local economic growth is of critical importance;
- Ekurhuleni is a gateway into Africa and opportunities for tourism promotion and development locally should be taken advantage of;
- No city can survive without new investment (in physical, economic and social infrastructure) and investment promotion and facilitation will therefore be a key focus area; and
- The greatest portion of the wealth in the city is still in the hands of a small elite, and broad-based economic transformation as well as entrepreneurial activity will therefore be promoted at every opportunity.

Social Development Status Quo

Socio-Economic Profile

Nearly a third of the approximately 2.5 million people living in Ekurhuleni live in poverty. Currently unemployment is estimated at ±40%, which is unacceptably high. Many people are forced to resort to desperate measures in order to merely survive. The majority of the people below the poverty line live on the urban periphery,

far from mainstream job opportunities and urban amenities, and in informal settlements without basic services. In total, approximately 98% of all the people in Ekurhuleni that live below the poverty line are Africans.

Although the Ekurhuleni community has a fairly high literacy rate (±84%), technical skills levels are low and not a good fit for the skills demands of the local economy in the area. The prevalent lack of skills and the low local economic growth rate has entrenched the cycle of poverty, deprivation and violence.

Malnutrition, especially amongst children, remains a severe challenge, while a high rate of HIV/Aids and other poverty related diseases such as TB is experienced, especially in the peripheral townships and informal settlements. Health services within Ekurhuleni are rendered by the Gauteng Province, the Metro and the private sector. The Metro is primarily responsible for basic healthcare and runs a total number of 109 clinics (4 community health centres, 74 fixed clinics, 20 satellite clinics and 11 mobile clinics), throughout its area of jurisdiction. A high degree of functional integration with provincial health services has been achieved.

Crime and domestic violence, including violence against women and children, are at unacceptably high levels, especially in some of the marginalised and poverty-stricken areas.

Provision of Housing and Basic Services

There are approximately 112 informal settlements in Ekurhuleni, comprising approximately 134 000 informal units (shacks) in total. The current backlog (units without access to the four basic services) in the Metro is estimated at approximately 170 000, taking into account backyard shacks as well (these figures are currently in the process of being verified through formal counts). These numbers do not take into account the growth in demand over the next 20 years. Influx into the urban areas will continue into the future.

Although all the informal settlements are provided with emergency water and are in the process of being provided with sanitation facilities, they do not have permanent and adequate access to the four basic services (water, sanitation, electricity and social services). Many of these settlements, or parts of them, are also situated on land which is not suitable for housing purposes and may even be dangerous, like low-lying areas within the floodlines of rivers and spruits, land which is underlain by high risk dolomitic formations and land which has been undermined at shallow depths.

The availability and price of suitable land for the supply of subsidy-linked housing close to the urban core areas is a problem and will necessitate a re-think regarding housing typologies and densities. Also, the design of most current subsidy-linked houses is not energy efficient and needs to be modified.

Although a large number of subsidy linked serviced stands (±80 000) and houses (±72 000) have been provided in Ekurhuleni during the last decade, the rate of housing delivery is falling far short of the demand. Furthermore, most of the subsidy-linked townships thus developed are situated in the peripheral urban areas and are monofunctional residential areas without any variety in housing options and typologies, and without the necessary social infrastructure to create sustainable communities.

By 2025, Ekurhuleni aims to have a high level of safety and security evidenced by a drastically reduced crime rate

The challenge is thus not only the number of houses to be provided, but equally the creation of human settlements and communities which are sustainable. Housing should, therefore, be provided in the right locations, provide more choices in terms of typologies and tenure, give access to economic opportunities, and provide the necessary social amenities and ultimately lead to improved quality of life.

Public Safety

Ekurhuleni, like all other major cities and Metropolitan areas in South Africa, has an unacceptably high crime rate. The Metropolitan Police Service assists the SAPS, who plays the leading role in terms of crime prevention and crime fighting in Ekurhuleni. The core functions of the Metropolitan Police Service are traffic law enforcement, crime prevention, municipal bylaw enforcement and social crime prevention.

Major disaster risks in Ekurhuleni include the airports, various freeways, major roads and rail lines, the various gas and fuel pipelines running through the area, risks relating to old mining operations, dolomite and the various informal settlements.

Parks, Sport and Recreation, Arts and Cultural Facilities

Many of the parks in the Metro are undeveloped or poorly maintained. Green areas are disjointed and fragmented and no central theme connects the previous East Rand towns. Natural areas are poorly protected and a conservation plan needs to be compiled. A large number of wetland areas, pans, dams and streams exist, which can serve as the back-bone of an open space system.

The backlog of sport and recreation facilities in the previously disadvantaged areas is slowly being caught up. The municipality currently provides 28 stadiums, 84 community halls, 33 swimming pools and ±85 other sport facilities throughout the Metro. Many of these facilities are, however, degraded and in need of upgrading and renovation.

There are currently 42 library service points, one library under construction in Tembisa West, and an IDP backlog of 16 facilities. The backlog in the previously disadvantaged areas is being addressed by the planning and construction of one new library service point every 2.5 years.

Although Ekurhuleni has a rich cultural heritage, the municipality's role in promoting arts and culture is still very much in its infancy with major challenges being:

- **Facility Development**
- Equitable distribution of facilities throughout all regions
- Development of at least one cultural park per region;
- Conversion of ordinary halls to cater for arts and culture related programmes; and
- Providing at least one arts and culture facility per region.
- **Social Development**

Develop community participation and enrichment programme

- Establish heritage societies, art forums, language communities and geographical names committees;
- Develop programmes to promote arts, culture and heritage; and
- Programmes to celebrate commemoration days.

Conclusion: Social Development Key Focus Areas

The following issues emanating from the social development status quo analysis will be the focus of the Ekurhuleni GDS 2025:

- The levels of poverty and unemployment in Ekurhuleni are unacceptably high, and need to be addressed in a sustainable way;
- Many people in Ekurhuleni still live in informal settlements without adequate access to engineering and social infrastructure, and the creation and promotion of sustainable human settlements is therefore an important priority;
- High levels of HIV/Aids and other poverty-related disease are experienced in the poor communities and access to healthcare is inequitable;
- The crime rate is unacceptably high and a higher level of safety and security for the inhabitants of the city will be pursued; and
- The city is characterised by inadequate and inequitable provision of, and poorly-maintained parks, sport/recreational facilities, public places and cemeteries.

Develop programmes to promote arts, culture and heritage

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"The best way to predict the future is to create it."

Peter F Drucker, management consultant / author

POLICY CONTEXT

The Ekurhuleni GDS 2025 is set within the context of the national and provincial policy frameworks, goals and challenges and is also aligned with the long-term development strategies of adjacent local authorities. As such, the Ekurhuleni GDS 2025 is specifically informed by, amongst others:

The National Spatial Development Perspective [NSDP]

The NSDP position that social objectives can best be achieved by focusing on economic growth and that infrastructure investment should hence focus on sustainable areas, which are those with development potential, will influence the spatial allocation of investment capital in Ekurhuleni.

The 2014 National Government Strategy and Plan of Action

The Ekurhuleni GDS 2025 outlines the specific contributions that the EMM will make towards the various goals and targets set by National Government, like to halve unemployment and poverty levels by 2014.

The Gauteng GDS

The 5 strategic objectives identified in the Gauteng GDS must also be pursued at local government level. These are:

- Provision of social and economic infrastructure and services that will build sustainable communities and contribute to halving poverty;
- Accelerated, labour-absorbing economic growth that increases per annum and that will create long-term sustainable jobs and contribute to halving unemployment;.
- Sustainable development;
- Enhanced government efficiency, co-operative governance; and
- Deepening participatory democracy, provincial and national unity, as well as citizenship.

Discussion Document: Building Gauteng as a Globally Competitive City-region

The EMM will support the development of economic clusters, business linkages and spatial coalitions within the wider Gauteng region, and as such the Ekurhuleni GDS 2025 will contribute to a holistic vision of development in Gauteng in order to increase its global competitiveness.

Joburg 2030 and Tshwane's City Strategies

The Ekurhuleni GDS 2025 recognises the importance of co-operation within Gauteng and seeks to pursue strategies and policies which will be in support of the growth and development of the region as a whole.

In terms of existing local policies and strategies in Ekurhuleni, the Ekurhuleni GDS 2025 is informed by all strategic work which has taken place during the past 5 years and primarily by the IDP and its various sectoral strategies/plans.

WE ARE FOCUSED ON SOCIAL, ENVIRONMENTAL AND ECONOMIC REGENERATION OF OUR CITY

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"You don't just stumble into the future. You create your own future."

Roger Smith, CEO of GM

SECTION 3 VISION, MISSION, CORE VALUES & STRATEGIC PRIORITIES

VISION, MISSION AND CORE VALUES

Strategic work undertaken by the EMM since 2000 as part of the IDP formulation process includes the development of a vision, mission and core organisational values, while certain strategic priorities were also identified by the organisation.

Vision

The strategic focus of the Ekurhuleni GDS 2025 is to build on the vision of the Ekurhuleni Metropolitan Municipality:

The Smart, Creative and Developmental City.

Mission

As a way of forging ahead towards achievement, a mission statement was developed based on this vision. The mission statement is as follows:

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

Core Values

In pursuing the above-mentioned vision and mission the EMM is committed to uphold the following core values:

- **Performance Excellence**

Through excellent teamwork we strive to continuously improve our skills, processes and systems. Our service will be responsive, professional and of a high quality.

- **Integrity**

Displaying honesty, respect, dignity and care in our work and eradicating all forms of unfair discrimination and corrupt practices. Taking ownership of all we say and do towards everyone around us.

- **Community Centeredness**

Based on the principles embodied in Batho Pele, we grow respect through involving communities and ensuring development. The people we serve and represent come first.

- **Transparency**

Ensuring that all stakeholders have access to relevant information that enhances partnerships.

- **Co-operative Governance**

As a municipality we will initiate, implement and evaluate legislation and programmes with other spheres of government.

STRATEGIC PRIORITIES

Seven strategic development priorities were identified by the EMM and a number of them are already being addressed by means of Mayoral Special Projects. These strategic priorities include the following:

- Promoting Good Governance;
- Fighting Poverty and Underdevelopment;
- Urban Renewal;
- Job Creation;
- Safety and Security;
- Partnership against HIV/Aids; and
- Enhancing Public Participation.

The above-mentioned strategic priorities can be regarded as the mandate of the current Council and they are accommodated and further enhanced in the GDS 2025.

The Smart, Creative and Developmental City

Ekurhuleni Vision

SECTION 4 GROWTH AND DEVELOPMENT 2025 AGENDA

High quality, well-maintained equitable services throughout the urban areas

PRINCIPLES UNDERLYING THE AGENDA

All strategies, programmes and actions pursued by the municipality must be measured against the following four macro principles:

Productive City

Will the agenda promote general productivity and result in increased levels of wealth in the Metro?

Inclusive City

Will the agenda promote inclusiveness in terms of decision-making and governance and equitable sharing of the social benefits of life in the Metro?

Sustainable City

Will the agenda result in sustainable settlement patterns and the utilisation of resources?

Well-governed City

Will the agenda be in line with and contribute to good governance and the deepening of democracy in the Metro?

STATUS QUO AND DEVELOPMENT AGENDA SYNOPSIS

A brief synopsis of the status quo and the 2025 development agenda (where we wish Ekurhuleni to be) pertaining to each GDS focus area is provided in tabular format on the next page:

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PHYSICAL DEVELOPMENT	KEY FOCUS AREA	STATUS QUO	2025 AGENDA
	Clear City Identity	• Nine CBDs; • No clearly identifiable core area; and • No central theme.	A well-developed and vibrant core economic area, which imparts a unique character and identity to Ekurhuleni.
	Spatial Development	• Large vacant land parcels in the mining belt area around the urban core; • Low development densities; and • Historically disadvantaged communities situated on the urban periphery.	An integrated and equitable city.
	Roads & Transport	• High levels of congestion on national and provincial road network and freeway interchanges; • Large parts of the planned provincial road system not built; • Inadequate linkages between certain nodes in the EMM; • 22% of the municipal road network still gravel; • Good rail network – underutilised; and • Lack of integrated public transport nodes/systems.	High quality, integrated and well-maintained transportation infrastructure, integrated public transport systems, ensuring a high degree of mobility and choices to commuters.
	Services Infrastruture	• Services infrastructure in the core areas of the municipality is old, inadequately maintained and subject to frequent breakdowns; and • Infrastructure backlogs are experienced in the previously disadvantaged township areas and informal settlements.	High quality and well-maintained services, equitable services throughout the urban areas.
	Environmental Management	• Environmental degradation due to mining activities, urbanisation and industrialisation; • Environmental problems include dolomite, mining, informal settlements, industry, pollution; and • Environmental opportunities include rivers and wetlands, ridges, agricultural potential.	A substantial increase in the general quality of the environment.
	Urban Renewal	• Decaying inner-city and poorly performing urban areas.	Functional, sustainable, and attractive urban areas.
	ICT Infrastructure	• Inadequate infrastructure (e.g. broadband) to accommodate potential demand, especially in high-tech hubs, such as around JIA.	Productive and resourceful application of ICT.

THE GROWTH OF THE CORE ECONOMIC DEVELOPMENT AREA SHALL BE SUPPORTED BY AN ADEQUATE INFRASTRUCTURAL INVESTMENT PROVISION PROGRAMME

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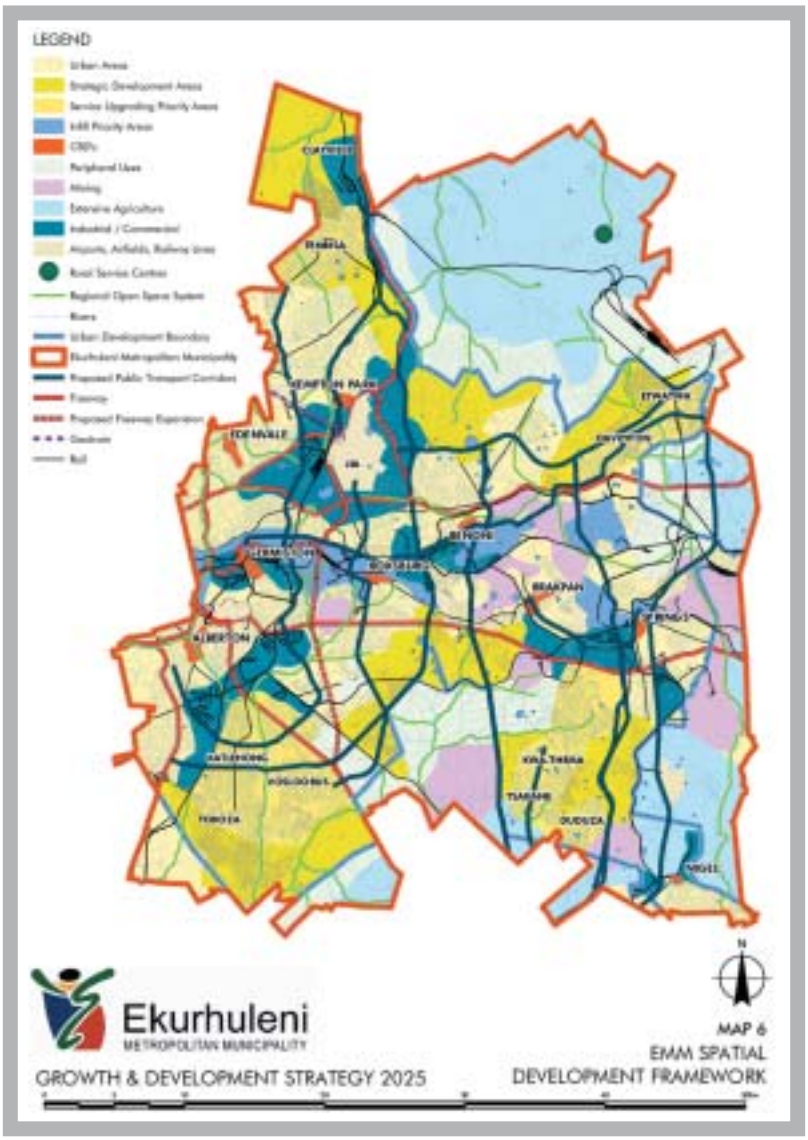
ECONOMIC DEVELOPMENT

KEY FOCUS AREA	STATUS QUO	2025 AGENDA
Economic Diversification	• Local economy dominated by the manufacturing sector.	A diversified local economy able to meet local needs, support sustainable development and adapt to changes in accordance with global demands and shifts.
Job Creation	• Current unemployment rate of ±40%.	Unemployment to be reduced by half by 2014 and by half again by 2025 based on the unemployment figures of 2004
Skills Development	• Literacy rate of 84%; • Technical skills levels are low and not a good fit for the skills demands of the local economy; and • Low computer literacy.	A skilled community exhibiting capabilities in self–reliance, innovation and continued re-skilling to meet the needs of a growing economy
Tourism Promotion	• JIA is a gateway into Africa; • Opportunities for business and retail tourism; and • Klipriviersberg, Wetlands and Bird Sanctuaries.	To promote the economy of the region, create jobs and a safe and secure environment, by establishing a tourism destination of choice
Investment Promotion	• Varying levels of investment throughout the Metro; and • Opportunity to attract entrepreneurs.	Increased inward investment in skills and technology, property and sustainable development
Economic Transformation	• Skewed distribution of wealth and resources.	An inclusive, wealth-generating economy.

SOCIAL DEVELOPMENT	KEY FOCUS AREA	STATUS QUO	2025 AGENDA
	Poverty and Unemployment	• ±30% of the local population live in poverty; • Current unemployment rate is ±40%; and • Majority of people below the poverty line live on the urban periphery, far away from job opportunities and social amenities.	In line with the national objective, the aim is to halve poverty in the next 10 years up to 2015, and to halve it again in the following 10 years, up to 2025
	Human Settlements	• Current housing backlog: 134 000 shacks in informal settlements and 36 000 backyard shacks. Overcrowding. Influx to continue; • Many informal settlements situated on land not suitable for housing; • Past subsidy schemes resulted in monofunctional, non-sustainable areas; and • Scarcity of well-located land suitable for housing development.	All people in Ekurhuleni to be housed in integrated and functional sustainable human settlements
	Healthcare and Facilities	• High rates of HIV/Aids and other poverty related diseases such as TB. • High rate of infant and child malnutrition.	Equitable healthcare and facilities across all sectors of society – substantially reduced rates of poverty-related disease
	Safety and Security	• High crime and domestic violence rates. • Various disaster risks, e.g. the airports, gas pipelines, old mining areas, etc.	A high level of safety and security – a drastically reduced crime rate
	Parks, Sport and Recreational Facilities	• Parks and sport facilities are generally poorly maintained. • Underprovision in previously disadvantaged areas. • Green areas are fragmented, disjointed – no central theme.	Ekurhuleni to have world-class parks, sport and recreational facilities

EMM Spatial Development Framework



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PHYSICAL DEVELOPMENT AGENDA AND STRATEGY

Key Focus Area: Clear City Identity

- **2025 Agenda:**

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

- **Strategic Imperatives and Guidelines**

A core economic development area has already been identified – the triangular area broadly between the CBDs of Kempton Park, Germiston, Boksburg and Benoni. This identified triangle will receive priority in terms of public investment in new development and in maintenance of the existing infrastructure, without neglecting other areas.

The influence of the JIA and the potential spin-offs from the adjacent Blue IQ projects (Gautrain and IDZ) will be maximised by means of further infrastructural investment.

A number of urban regeneration projects will be launched in the triangle, of which the proposed Germiston Government Precinct will be the first.

A range of financial incentives to promote development of and investment in the area will be implemented.

The growth of the core economic development area shall be supported by an adequate infrastructural investment provision programme.

Key Focus Area: Spatial Development

- **2025 Agenda:**

An integrated and equitable city.

- **Strategic Imperatives and Guidelines**

As a first step in moving towards an integrated city, the urban edge as demarcated in the SDF should be seen as an important tool. The prevailing pattern of outward urban growth and expansion should be redirected inwards. However, the conflict between Gauteng provincial policies with regard to the conservation of high potential agricultural land within the urban edge needs to be resolved.

Infill development and densification will be promoted at all times. In this regard developable vacant land in and around the urban core, especially land parcels owned by government, will be identified and prioritised for public sector development initiatives, like human settlement development with housing subsidy funding. Such development will contribute much to the more cost-effective utilisation of existing bulk services infrastructure.

The SDF will be refined to a much more detailed level in order to provide detailed guidance to development agencies regarding their development options. Detailed development planning of the core urban areas in and around the mining belt will receive priority.

The central parts of the East Rand mining belt are not as easily accessible as their northern and southern fringes along the N12 and N17 freeways respectively. One of the major strategies to promote development in the core mining belt areas will be to ensure better accessibility, and in this regard the development of parts of the planned provincial freeway system such as PWV 13, 14 and 15 will be actively promoted. Existing engineering, social and administrative infrastructure in these areas will also be maintained and upgraded where necessary to make it more attractive for developers.

The rehabilitation of the old, degraded mining areas is one of the priorities of the EMM and the Hloekisa Special Mayoral Project to remove slimes dams/mine dumps and deal with environmental rehabilitation has already been launched – this project will not only result in the general upgrading of the environment, but will also release developable land parcels.

One of the major existing impediments to sustainable development in the core areas is the presence of informal settlements. The EMM will seek to formalise or move all informal settlements before 2014. The challenge will be to speed up delivery of affordable houses to at least 20 000 units per year.

Private sector developers will be rewarded for investing in the core mining belt areas, especially in the core economic development triangle – a range of development incentives will be put in place to promote development here. Mining belt land that is unsuitable for residential use will be put to use in other productive ways such as urban agriculture.

Urban renewal of CBD areas will restore these centres to vibrant communities with access to refurbished infrastructure and safe living conditions. Slum formation will be avoided.

Private sector developers will be rewarded for investing in the core mining belt areas

One of the most effective ways of ensuring more equitable urban development and more choices to all is the promotion of development corridors. Two major potential corridors have been identified in Ekurhuleni, namely an east-west corridor along the N12 and N17 freeways, and a north-south corridor along the R21 freeway.

Integration of the former black townships into the urban mainstream will be pursued by means of various programmes, including the promotion of local job opportunities, the formalisation of informal settlements and innovative housing solutions.

Key Focus Area: Roads & Transport

- **2025 Agenda:**

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

- **Strategic Imperatives and Guidelines**

Although much land use and transportation planning has already been done, this planning has not been fully integrated. The EMM will undertake an integrated land use/transportation plan for its entire area of jurisdiction during the 2005/2006 financial year, which will be reviewed on an annual basis in terms of legislative requirements.

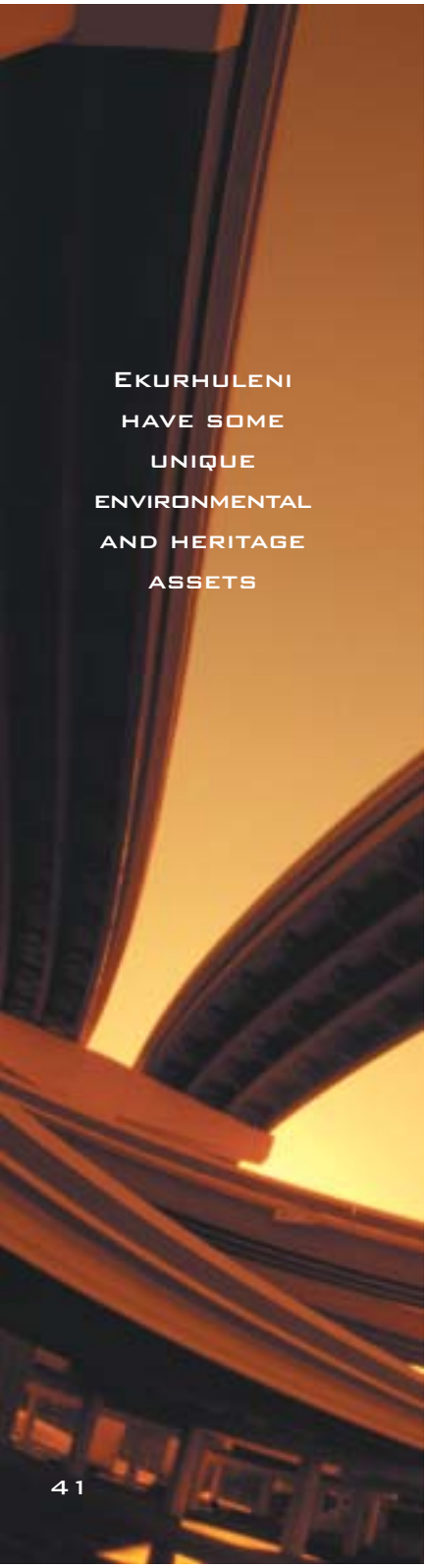
The EMM will, as far as allowed within the municipality's competency, lobby for funding and endeavour to facilitate the extension and upgrading of the existing freeway and provincial road system in order to ensure better access, more mobility and the construction of critical links. Major east-west and north-south connections through the mining belt will be specifically promoted and should be built before 2025. The aim is to reduce, within the financial means of the EMM, the kilometers of the road network experiencing saturation levels higher that 90%, with 10% by 2025.

The EMM will continue to improve its own streets and intersections through maintenance, construction and traffic engineering management. Specific emphasis will be placed on the upgrading of the roads infrastructure and tarring of gravel roads in the peripheral township areas, while maintenance of existing roads, especially in the high growth economic core areas, will also be prioritised. Existing kilometers of gravel roads needs to be reduced by at least 800km based on the 2005 baseline information. The existing tarred network needs to be rehabilitated and maintained in order to reduce the percentage of the road network in a poor condition to below 5%. The above, however, should be considered within the financial ability of EMM.

A focused developmental approach will be adopted in the provision of new infrastructure for economic growth and priority areas. The aim is to direct development in an orderly fashion ensuring the long-term growth strategies as contained in the SDF are achieved.

Although the private car is currently the most common mode of transport, it is not cost-effective and will not be sustainable over the long term. It also contributes significantly to air pollution. The EMM will therefore take active steps to promote public transport and to strengthen the mass transit system, including the following:

- Promote residential densification along existing rail commuter and other major transport corridors, and also promote the development of new corridors like the R21 corridor;



- Promote more effective taxi and bus services; and
- Ensure the integration of public transport systems by developing intermodal facilities and expanding commuter options.

The target is to reduce the travel times and the travel distances of commuters by between 10 and 15% by 2025, which will also result in a reduction of air pollution.

Alternative modes of transport such as walking and cycling will also be promoted. Planning and design of new developments should provide for pedestrian and cycling options.

The JIA, Rand Airport, Gautrain and other potential extension options to the rail network should be fully integrated into the existing transport (and spatial) system in a responsible manner, which will promote a harmonious developmental environment.

Key Focus Area: Services Infrastructure

- **2025 Agenda:**

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

- **Strategic Imperatives and Guideline**

Well-maintained trading services will attract investment and development to the EMM, and the municipality will therefore ensure that it allocates adequate resources for maintenance and to prevent degradation of existing trading services.

The maximum and most cost-effective utilisation of existing bulk services capacity will be sought by promoting infilling and densification in selected areas of the Metro, notably the core urban areas in and around the mining belt – this will tie in with the strategies to ensure a compact, integrated and equitable city.

As far as the upgrading of services is concerned, the focus will be on ensuring equity – the township areas and informal settlements will receive the bulk of the capital budget until this goal has been achieved.

Access to engineering services for the high potential economic developmental zones, will also be promoted in a responsible and proactive manner to ensure that proper direction and support are provided for these high economic core zones.

Water savings and alternative, more sustainable sources of energy will be explored and implemented where feasible.

The following targets in respect of service provision will be pursued:

- All households to have access to potable water by 2008;
- All households to have access to basic sanitation facilities by 2010;
- All bucket systems serviced by Ekurhuleni to be eradicated by June 2006;
- Free basic water policy implemented by June 2005;
- Free basic sanitation policy implemented by 2010; and
- All households to have access to electricity by 2012.

Key Focus Area: Environmental Management

- **2025 Agenda:**

A substantial increase in the general quality of the environment.

- **Strategic Imperatives And Guidelines**

Environmental degradation due to mining activities, urbanisation and industrialisation are major problems in the EMM.

Environmental upgrading will be a major focus of the Metro in the years to come and will include the following initiatives and projects:

- An environmental policy for the Ekurhuleni Metropolitan Municipal area;
- A State of the Environment reporting system that will report on the progress made or not made in terms of environmental indicators;
- The Hloekisa mine dump and environmental rehabilitation programme in the mining belt;
- The establishment of partnerships with the major private sector land-owners and mining title-holders in the mining belt – working towards a joint vision in terms of the future development of the area;
- Upgrading the accessibility to the existing CBDs and old industrial areas in order to promote urban renewal and new development; and
- Instituting a range of other urban renewal initiatives.

Ekurhuleni has some unique environmental and heritage assets worthy of protection and strategies in this regard will include the following:

- A biodiversity strategy;
- Strategy for the preservation and sustainable utilisation of streams, water bodies and wetlands;
- A Metro-wide open space plan;
- Enforcement of the urban edge to protect high-potential agricultural land; and
- Heritage and tourism development and promotion.

All future development in Ekurhuleni will take place within the parameters set by the Environmental Management Framework (EMFs), and in this regard EMFs for the entire Ekurhuleni area will be completed by 2006.

Other environmental strategies will include the following:

- An Air Quality Management Plan;
- A Resource Management Strategy;
- The promotion of cleaner production technologies; and
- The promotion of energy-efficient building designs and alternative energy sources (e.g. solar heating).

The Urban Renewal approach of the EMM thus has a responsibility to look not only at existing inner-city or Central Business Districts, which remain a key focus of the economy of the region, but also at related "Urban Economy Areas" that are performing poorly

Another strategy indirectly related to the environment will be the elevated priority given to stormwater management in all aspects of service delivery. The aim is to ensure that property and life is protected, whilst the effect of erosion is minimised, the water quality from runoff is maintained within acceptable parameters, the natural watercourses are protected and so on.

Key Focus Area: Urban Renewal

- **2025 Agenda:**

Functional, sustainable, and attractive urban areas

- **Strategic Imperatives and Guidelines**

Traditionally, urban renewal, as a distinct activity, has tended to focus on the upgrading of inner-city areas that have been subject to decay and neglect. The challenges facing South African cities in general, and Ekurhuleni in particular, however, have required the development of an approach to urban renewal that addresses the regeneration of a broader spectrum of poorly performing urban areas. The urban renewal approach of the EMM thus has a responsibility to look not only at existing inner-city or Central Business Districts (CBDs), which remain a key focus of the economy of the region, but also at related "Urban Economy Areas" that are performing poorly. These include areas of social and economic concentration within marginalised or 'excluded' settlements, industrial areas and strategically located yet under-developed areas such as the mining belt.

The first area of focus relates to the development of a longer term Urban Renewal Strategy for the EMM area with clear programmes, strategies and projects that can be implemented within the EMM over time, and the development of an appropriate institutional vehicle that can ensure the effective implementation of the Strategy. This Strategy is to be finalised by August 2005.

The second focus is on providing a co-ordinating and strategic advisory role to public and private sector developments that may contribute to the broader process of urban renewal, and on facilitating incremental project scale interventions, such as streetscape upgrades and clean-up campaigns, that result in visible delivery.

Specific programmes and projects to be pursued include:

"I hope that our achievements in life shall be these - that we will have fought for what was right and fair, that we will have risked for that which mattered, and that we will have given help to those who were in need that we will have left the earth a better place for what we've done and who we've been."

Chris Hani 1994

- Institutional and inter-departmental co-ordination with regard to service delivery and intervention in Urban Economy Areas, and the identification of an appropriate institutional arrangement for the co-ordination and implementation of Urban Renewal programmes and projects;
- The enhancement of Land Use management and spatial development strategies for Urban Economy Areas;
- The enhancement of the role of the Public Environment in Urban Economy Areas through appropriate design interventions and ongoing maintenance;
- The identification and initiation of strategic public investments in Urban Economy Areas, such as infrastructure, housing as well as economic and social facilities; and
- Guiding and directing strategic private sector investments in Urban Economy Areas, and facilitating private sector access to mechanisms such as City Improvement Districts (CIDs), tax incentives and funding sources.

Key Focus Area: ICT Infrastructure

- **2025 Agenda:**

Productive and resourceful application of ICT.

- **Strategic Imperatives and Guidelines**

Insufficient telecommunications infrastructure and services will seriously hamper sustainable economic growth within Ekurhuleni and it is therefore of the utmost importance that the EMM actively lobbies for improvement of local services.

In this regard the EMM will:

- On an ongoing basis liaise and co-operate with ICT providers (Telkom and others), as well as major players in the local ICT industry to ensure improvement in services;
- Lobby for broadband infrastructure provision to selected priority high-tech hubs (e.g. the JIA and surrounds); and
- Work closely with the City of Johannesburg and Tshwane Metropolitan Municipalities in promoting the smart province concept and attracting ICT development and investment to the region as a whole.

ECONOMIC DEVELOPMENT AGENDA AND STRATEGY

Key Focus Area: Economic Diversification

- **2025 Agenda:**

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

- **Strategic Imperatives and Guidelines**

Ekurhuleni's economy and strength lies in the comparative advantage of the manufacturing sector. A skilled workforce accommodated close to the manufacturing base, supports this. The availability of raw material and good transport linkages are the added advantage. Viable approaches to industrial development must see the multiple levels on which it occurs. Industrial protection with respect to import parity pricing and other regulatory mechanisms are national programmes with implications at a local level. Facilitating improvements linked to these programmes is one role that the municipality can play.

Further industrialisation would require a greater diversification of the economy into value added manufacturing and beneficiation – sustainable manufacturing, inroads into the new quadrant of the economy – ICT industries, as well as attempts to realise sustainable development. Smart industries include both the high end and the low end of the value chain. Value added processes before

exports, by way of processing and packaging, are considerations for the further development of the agricultural sector. Recycling, reuse, renewable energy and organic food production as well as aquaculture are key components to ensure sustainable development. The ICT sector has potential to absorb and reskill labour, as well as to bring in new aspects to infrastructure such as optic fibre, wireless communications and bandwidth. These are key drivers to improved global trade and leveraging of the new aspects of IT enabled distribution and production. Within sustainable manufacturing, the promotion of cleaner technologies is the key to sustainable development.

The finance sector of the regional economy needs to consider access to finance for the unbanked as well as saving credit unions. It is savings amongst all in the economy that will help to ensure an adequate level of payment for services and a growth path in the regional economy. Furthermore, this aspect helps to short-circuit the debt trap in which the poor find themselves. The Co-operative Banking Act will support regulating this sector in a more effective manner.

The services sector of the economy must and should respond to HIV/Aids and care work; as well as childcare and early childhood education. These aspects have a direct link to social development and longer-term sustainability. In the services sector the challenge also exists to commercialise home skills such as cleaning, catering and domestic skills through the development of co-operatives. These services can be driven in a sustainable manner using the World Cup 2010 programmes as an effective link to tourism.

Economic sectors and industries, which will be promoted include:

- **Secondary Sector:**
- Manufacturing: both advanced technology processes as well as labour intensity. Transport and logistics industries will be aligned to support the manufacturing base. The presence of the JIA, Rand Airport, the N12 and N3 freeways and the City Deep container terminal provide opportunities for the continued development of this industry to support exports. The overall development of manufacturing will be lead by competitiveness within the industry;
- Construction: the EMM will promote and facilitate the localisation of supply chains in infrastructure development by harnessing the EPWP and the MIG grants;
- The Services Sector will be broadened to support tourism, sports development and cultural development as well as smart services needed for the development of the ICT industry; and
- Finance Sector development will be expanded to include informal savings mechanisms to grant micro loans to entrants into the economy, thereby promoting the development of a vibrant small business community.
- **Primary Sector:**
- Agricultural Sector: A significant percentage of the high-potential agricultural land in Gauteng falls within Ekurhuleni. Intensive agriculture through mixed land use, beneficiation of agricultural produce as well as organic food production and aquaculture will be encouraged and agricultural exports will be promoted; and

- Mining Sector: Within the life cycle of mining, responsible mining will be promoted. Small-scale mining opportunities will be created as part of the Hloekisa project and the rehabilitation of mining land will be aimed at unlocking the value of land for sustainable uses.

Key Focus Area: Job Creation

- **2025 Agenda:**

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

- **Strategic Imperatives and Guidelines**

Labour market forces are outside the direct mandate of local government. However, local government can play a significantly influential role in facilitating an environment where labour absorption takes place.

Leveraging of the National Skills Development Strategy linkages needed in the core and dominant industries can be effectively facilitated by local government to grow the economy and bring about an environment of re-skilling the supply of labour to meet the demands for labour. The EMM will pursue the following specific course of actions:

- Alignment of the national programmes and interventions on skills development to the identified growing needs of the local economy taking into account new sites for economic activity and the mainstreaming of informal economic activity where possible;
- Creating a climate which is conducive to entrepreneurial activities and promoting entrepreneurial skills development and training;
- Encourage and facilitate specific manufacturing Human Resource Development (HRD) through the identification and development of core capabilities, technology needs analyses and programme initiation, and the development of supply chain measures required to create viable local industries;
- Link the pool of labour to the Local Labour Centres;
- Encourage the development and implementation of workplace skills plans and HIV/Aids Plans in businesses;
- Arrange for the development of labour-intensive public works programmes to build and maintain local infrastructure; and
- Monitor local employment generation as part of the procurement supply chain process.

Key Focus Area: Skills Development

- **2025 Agenda:**

A skilled community exhibiting capabilities in self–reliance, innovation and continued reskilling to meet the needs of a growing economy

- **Strategic Imperatives and Guidelines**

One of the most important requirements for sustainable local economic growth is an appropriately skilled local work force which can support existing economic activity and attract and generate new economic activity. An equally important requirement for sustainable economic activity is a large cohort of entrepreneurs willing to start and grow businesses. Although education and training is not a local authority competency, the EMM will contribute by means of the following programmes and initiatives:

- The EMM will feed input regarding the local needs and priorities into the national skills development strategy as well as the priority programmes of the various SETAs;
- Ongoing analysis of the economy will inform on the gap between supply and demand for skills required to boost competitiveness in the various sectors of the economy;
- Entrepreneurial skills development for co-operative and startup businesses as well as holistic skilling of labour on the EPWP will be encouraged as a key requirement for the mainstreaming and formalisation of the second economy;
- Library services will be an important part of the EMMs skills development strategy. In order to achieve our vision of an information-empowered and developed community, the focus will be on innovative and dynamic ways of cognitive and skills development. The challenge is to provide 24 hour access to services by means of virtual reference libraries and automated circulation services;
- The EMM will lobby for tertiary learning institutions and research and development facilities to support the growing economy; and
- The EMM will ensure that skills transfer forms part of its procurement policy.

Key Focus Area: Tourism Promotion

- **2025 Agenda:**

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

- **Strategic Imperatives and Guidelines**

The JIA, as a major gateway into Africa, will feature prominently in the promotion and development of the local tourism industry. In this regard the following initiatives will be pursued by the EMM:

- Business tourism and the development of international offices and conference facilities linked to the airport will be promoted;
- The development of a shopping destination at Germiston station and shopping routes to cater for the African shopper will be promoted. ACSA will be encouraged to extend their duty free shopping facilities to cater specifically for products; which may not be easily obtainable elsewhere in Africa. A more direct linkage between the East Rand Mall shopping node and the airport will be provided via Route K90, especially if the proposed new midfield airport terminals are to be built, while the possibility of a rail link between the proposed Gautrain Rhodesfield station and the East Rand Mall will also be investigated. Other major shopping malls such as Eastgate and Benoni Lakeside Mall will also be actively promoted; and

Create a climate which is conducive to entrepreneurial activitiesand promote entrepreneurial skills development and training

- The development of a craft manufacturing and business park aimed at the international and domestic market from the JIA will be promoted. Partnerships have already been established with Dept. Of Trade & Industry (DTI) and Tourism Enterprise Programme (TEP).

The above-mentioned strategic initiatives will be underpinned by a functional information system and by a positive attitude towards our visitors and fellow citizens.

Developmentally there will be a definite focus on the creation of tourist routes and facilities in the previously disadvantaged areas, and on the further development and marketing of the various wetland areas, notably the Marievale Nature Reserve/Bird Sanctuary. A number of other tourist routes (like retail, arts/crafts and music, mining) will also be promoted.

The EMM will promote and lobby for the establishment of a regional tourism organisation as well as the development of a gateway information centre at the JIA.

Key Focus Area : Investment Promotion

- **2025 Agenda:**

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

"Great things are not done by impulse, but by a series of small things brought together."

Vincent Van Gogh, painter 1853-1890

- **Strategic Imperatives and Guidelines**

The provision of quality services at affordable, competitive prices, prompt, efficient service and a safe, secure environment will be the primary tools at the disposal of the EMM to promote ongoing investment and development. Good governance is of crucial importance to attract investment and development, and to this end the EMM will endeavour to be more effective, to cut down on red tape procedures and to eliminate corruption. Business permissions need to be tailored to the needs of the changing economy and in this respect innovation is needed to streamline the processes of local government.

The following will be achieved:

- Ongoing identification of greenfield development areas for investors;
- The maintenance of existing infrastructure;
- Effective information dissemination;
- Immediate service to potential investors and developers with respect to business permissions;
- Reliability and accessibility of existing services; and
- EMM will develop effective 'one-stop information shops' as part of its "Customer Care Centre" concept.

Key Focus Area: Economic Transformation

- **2025 Agenda:**

An inclusive, wealth-generating economy.

- **Strategic Imperatives and Guidelines**

Economic growth will not be sustainable as long as the vast majority of wealth remains in the hands of a small elite. The EMM will therefore actively promote broad-based transformation of the local economy by instituting a range of measures, including the following:

- The EMM's procurement policy will have a preferential bias towards local businesses achieving the BEE codes and practices, eco-friendly production, labour intensity in methods and a percentage target for start-up business and co-operatives;
- Business development conducted in the local economy through the Business Linkage Centres and agencies will be encouraged, promoted and monitored;
- Industry clusters will be assessed to ensure that competitiveness and business channels are in place, thereby ensuring the link between big and small businesses;
- The Informal Sector of the economy will be constantly assessed and supported through various means (skills development, facilities, special charges) to enter into the formal economy;
- The Expanded Public Works Programme (EPWP) will be extended to support skills development initiatives linked to municipal services and maintenance of infrastructure;

- Ongoing assessments of EMM assets to leverage these and promote BBBEE will be undertaken (Council Property, Fresh Produce Market, Council Vacant Land);
- Bylaws will be constantly reviewed to ensure that the regulations fit in with the demands of a changing economy;
- The building of local development capital will be monitored and harnessed as inward investments where possible; and
- The training, assistance, monitoring and mentoring of emerging entrepreneurs will be promoted as key components of any strategy to foster wider participation in the formal economy.

Social Development Agenda and Strategy

Key Focus Area: Poverty and Unemployment

- **2025 Agenda:**

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

- **Strategic Imperatives and Guidelines**

Economic growth alone will not necessarily solve the problem of unemployment in Ekurhuleni. Economic growth during the first 10 years of democracy in South Africa did not go hand in hand with more jobs – in fact, the formal economy shed jobs during this period as the South African economy adjusted to international competition. If the poverty alleviation and employment targets as set out above are to be met, sustainable job creation in excess of new entrants into the labour market needs to be pursued.

One of the root causes of joblessness and the inability of people to find employment, is the lack of the 'right' skills. Although people may have certain skills, these skills may not necessarily be in demand by the local economy. Another root cause is the low number of entrepreneurs in the South African society who are willing to create work opportunities for themselves and others. Although many would like to try, they lack the right skills and knowledge to get started. The EMM's strategy pertaining to skills development is set out elsewhere in this document.

Public investment initiatives and public works programmes can play a significant role in decreasing poverty and unemployment. In this regard the EMM will:

- Actively lobby funding from higher tiers of government (national and provincial) and from other sectors for such initiatives and programmes; and
- Pursue initiatives and programmes which will be sustainable and yield downstream advantages, like the enhancement of skills levels, opportunities for small-scale business establishment and further job creation. The facilitation of small-scale mining opportunities as part of the Hloekisa mine dumps rehabilitation programme is a good example.

Sustainable urban agriculture and small-scale farming initiatives will be targeted as an important mechanism to ensure food security for the poorest of the poor in every neighbourhood where the poverty stricken live and in every school in the EMM where children are hungry. The EMM will undertake massive training programmes to educate urban farmers on how to farm sustainability.

The EMM will provide ongoing local support to government in terms of its social development programmes and grants.

Key Focus Area: Human Settlements.

- **2025 Agenda:**

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

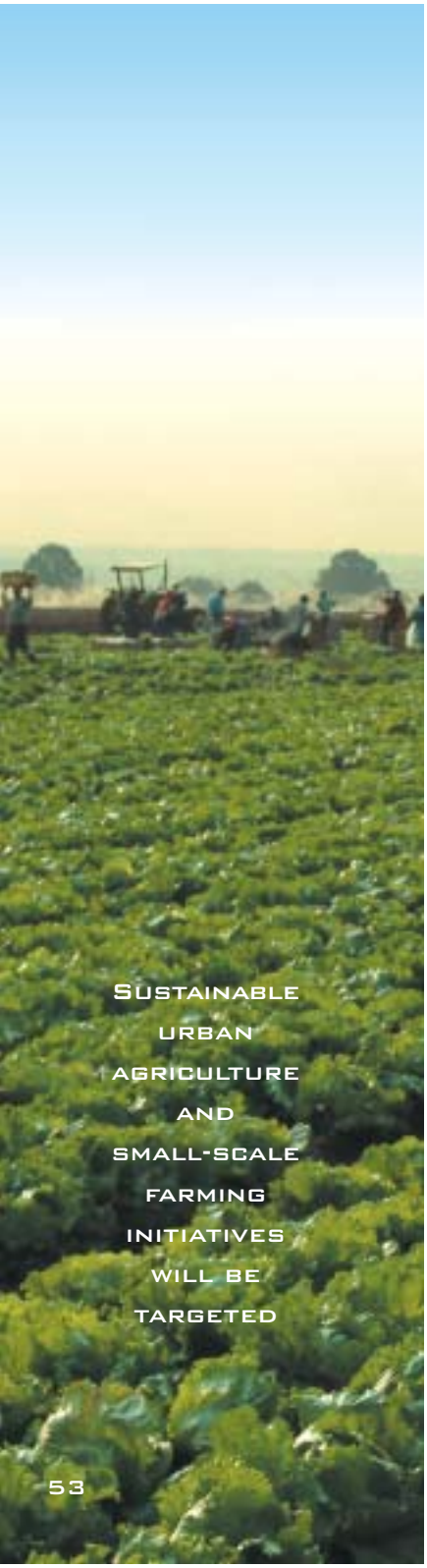
- **Strategic Imperatives and Guidelines**

In order for the current backlog of ±134 000 informal structures in informal settlements and ±36 000 backyard shacks (figures in process of being verified) to be eradicated, these stands/properties need to be created in excess of new stands or properties to cater for the population growth rate in the Metro.

The backlog in housing units is even bigger, as many beneficiaries are settled in areas with formal access to water and sanitation through the Essential Services Programme but still need to be provided with a housing unit. The EMM's goal is to eradicate this backlog by 2014 in line with the UN Habitat Millennium goals and the Delivery Goals put forward by the Provincial MEC for Housing. This is, however, not where the challenge ends. The aim is not only to provide serviced stands and housing units, but to develop sustainable human settlements – places that provide secure living environments and where everyone will have access to the services and goods produced by society. The EMM's further goal is thus to create sustainable human settlements by providing in all social and engineering infrastructure by 2025.

In order to attain the above-mentioned goals, the EMM will pursue the following broad strategic thrusts:

- Infilling and densification will be prioritised. The emphasis will be on development closer to the urban cores where job opportunities and social amenities are more available and accessible than on the urban periphery. Denser settlements, offering a range of housing typologies and tenure options will be provided, resulting in a wider range of choices and opportunities and in more cost-effective utilisation of bulk infrastructure and services. Urban regeneration in the CBDs will focus on the provision of high density housing units;
- The provision of housing should go hand in hand with integrated infrastructure planning and development. This includes engineering as well as social infrastructure. The backlog in the previously disadvantaged areas needs to be addressed as well as delivery in newly developed areas to ensure the creation of sustainable human settlements;



- To give further impetus to the ideal of sustainability, the development of mixed income human settlements with quality structures and services will be promoted through the specific development of strategically located Council owned properties. Flagship developments could be Farrarmere, Leeuwpoort and the Old Brakpan Location. Great emphasis will be placed on quality, both in terms of planning and design and in terms of the product to be delivered. Settlements must be planned and developed in such a way that a functioning property market is created in subsidised housing;
- Emphasis will also be placed on life cycle provision within all developments, tenure options and maintenance of amenities and services to ensure ongoing sustainability;
- Specific attention will also be given to the creation of affordable rental accommodation through the conversion or demolition of existing hostels, the formalisation of that part of the existing housing stock consisting of backyard shacks and institutional housing projects; and
- The five-year targets in support of the above will be as follows:

- 2005-2010: The eradication of the services backlog
- 2010-2015: The eradication of the housing unit backlog including the formalisation of backyard shacks
- 2015-2020: The eradication of the social amenities backlog
- 2020-2025: Maintenance of human settlements and provision for growth.

Key Focus Area: Healthcare and Facilities

- **2025 Agenda:**

Equitable healthcare and facilities across all sectors of society-substantially reduced rates of poverty–related disease.

- **Strategic Imperatives and Guidelines**

There is a clear link between the relative prosperity of communities and their general level of health. Poor communities without adequate access to nutrition, shelter and basic services are exposed to a range of health risks. The best way to fight disease is to reduce poverty and to ensure increased access to shelter and basic services such as potable water, sanitation and electricity. The EMM's long-term strategies pertaining to economic growth, poverty alleviation, the building of sustainable human settlements and the

"For those who have seen the earth from space, and for the hundreds and perhaps thousands more who will, the experience most certainly changes your perspective. The things that we share in our world are far more valuable than those which divide us."

Donald Williams

provision of basic services, will all have an impact on the general levels of health and reliance on the public health sector. Currently, approximately 80% of the population uses the public health sector, while 20% uses the private health sector. It is envisaged that, with the increased prosperity in the region by 2025, this ratio could be reduced to 60%/40%.

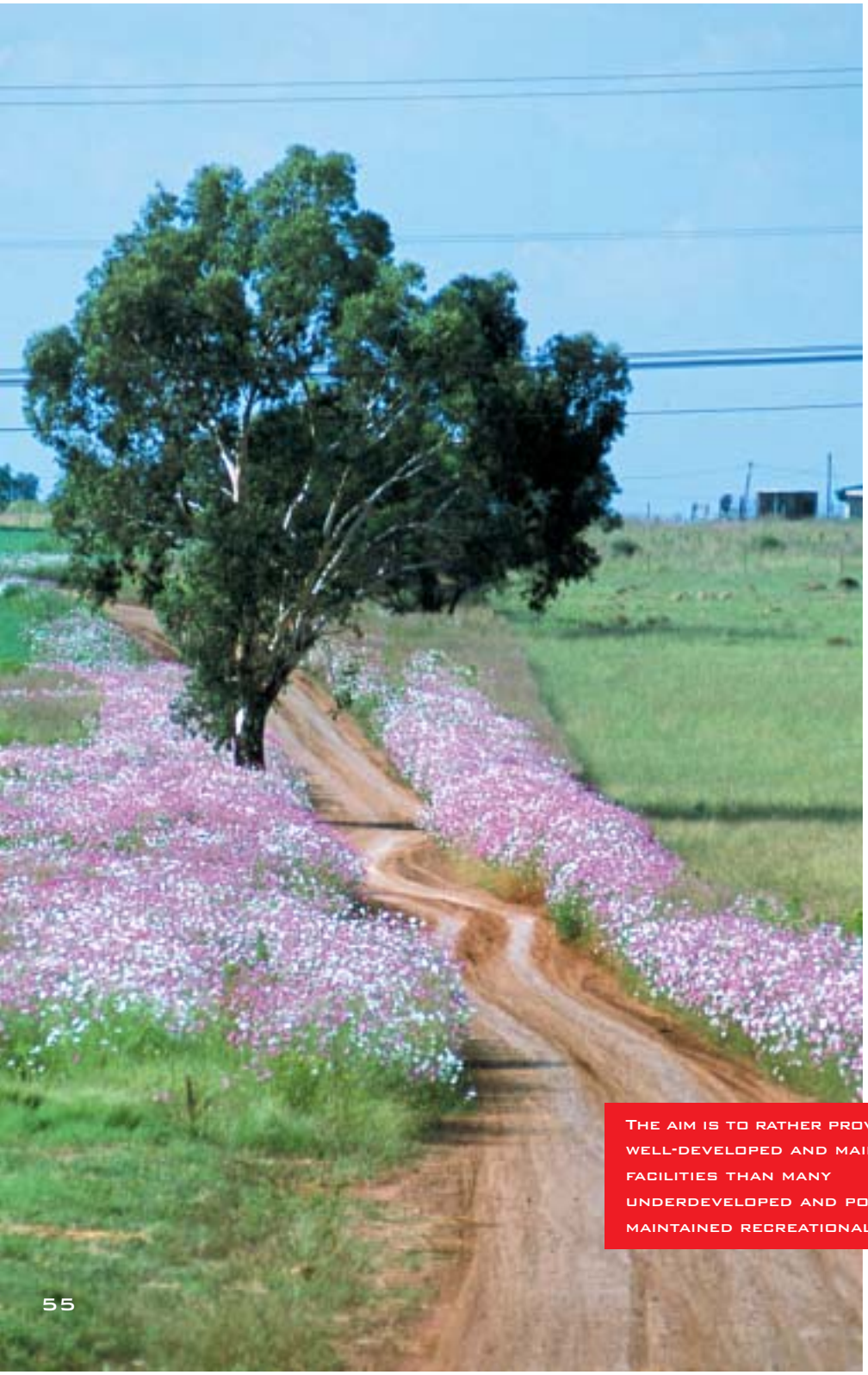
On the institutional side the EMM will continue to pursue closer co-operation and co-ordination between all role players in the health sector (national, provincial and local government, private sector) and endeavour to ensure that delegated mandates are accompanied by the necessary funding and resources.

The EMM will ensure better access to primary healthcare in its area of jurisdiction by:

- Building/developing more facilities where needed and properly resourcing these facilities;
- Ensuring access to communities in the sparsely-populated rural hinterland (fixed and mobile clinics);
- Extending operating hours in certain instances; and
- Entering into strategic partnership with other community organisations (e.g. schools).

Critical to the success of the primary health care programme, is the level of community awareness and involvement, requiring ongoing investment in national and local campaigns, media exposure, community education, etc.

The new Health Act, Act 61 of 2003, places the competency of providing Municipal Healthcare Services with local government. Ekurhuleni embraces the responsibility to ensure a safe and healthy environment by providing a competent Environmental Health service. Health nuisances of all kinds are addressed in both a reactive as well as a proactive manner.



Local Government is also constitutionally required to provide Social Development in a developmental fashion. This places emphasis on developing people; and the community to become self-reliant. EMM has taken up the challenge and already engages the community in a participative way to develop themselves in close association with Non-Profit Organisations (NPOs), Faith Based Organisations (FBOs) and Community Based Organisations (CBOs).

Key Focus Area: Safety and Security

- **2025 Agenda:**

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

- **Strategic Imperatives and Guidelines**

There is a correlation between the socio-economic profile of communities and the safety and security risk in such communities – poor communities are exposed to more crime and to higher risks in terms of general safety and security than affluent communities. The EMM's long-term strategies pertaining to economic growth and poverty relief is therefore relevant to this sector.

The aim is to rather provide fewer, well-developed and maintained facilities than many underdeveloped and poorly-maintained recreational facilities

Community education and involvement is fundamental to effective policing, emergency services and disaster management and the EMM

will continue to promote this by means of various programmes. The EMM will also, on an ongoing basis, pursue closer co-operation and co-ordination between all role players in the safety and security sector.

A range of programmes and initiatives will be undertaken by the EMM, amongst others, the following:

- The establishment/development of precinct Metro police stations, a training academy, an air wing unit and high-technology back-up;
- The alignment of local disaster management to provincial and national frameworks, the installation of CCTV surveillance systems coupled with rapid response units, the upgrading of radio communications networks and the implementation of disaster management regulations;
- The modernisation of the emergency fleet; and
- The elimination of fraud and corruption.

Key Focus Area: Parks, Sport and Recreational Facilities

- **2025 Agenda:**

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

- **Strategic Imperatives and Guidelines**

In order to maximise cost-effective development and maintenance, parks and sport and recreational facilities should be clustered in strategic localities. The aim is to rather provide fewer, well-developed and maintained facilities than many underdeveloped and poorly-maintained ones. Multi-functional sport and recreational nodes should be developed in areas which are accessible to the poorest and least mobile communities in the Metro while those smaller nieghbourhood parks which are retained by the EMM should be maintained with local labour as part of local job-creation programmes.

With regard to sporting facilities, the successful staging of international events, in particular the 2010 Soccer World Cup tournament, is a key priority. To this end the EMM will work closely with the various organising bodies. It is furthermore the vision of the EMM to have at least one international standard facility per sporting code by 2025.

As far as parks and recreational facilities are concerned, selected existing well-developed and maintained regional facilities will be further upgraded and extended to become flagship facilities (e.g. Germiston Lake area, Benoni Bunny Park and Boksburg Bokkie Park).

A regional open space system will be developed, predicated mainly on the natural features in the region, such as the various streams, dams, pans, wetlands and ridges in the Metro. In this regard, both the Natalspruit and the Blesbokspruit and a variety of pans provide opportunities to develop unique, major, water-based park systems in some of the previously-disadvantaged areas on the urban periphery.

The EMM will focus on the aesthetic upgrading of high-visibility areas, such as the main entrances to the city, areas abutting the freeways and main arterials, and the area around the JIA, which can be regarded as one of the major gateways into Africa. A common theme unique to Ekurhuleni will be found in the street landscaping and signage throughout the Metro, binding all the diverse parts together.

As far as cemeteries are concerned, the EMM will proactively develop more cemeteries, while simultaneously promoting alternative burial methods such as cremation.

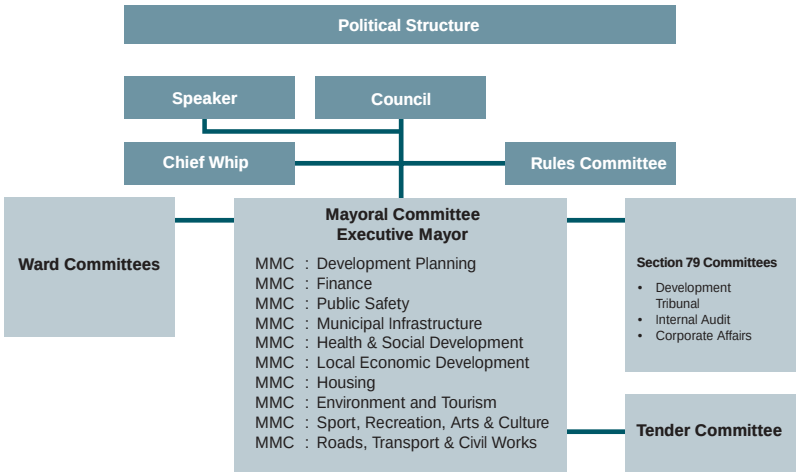
POLITICAL AND ADMINISTRATIVE STRUCTURE

The Ekurhuleni Metropolitan Municipality has been constituted in terms of the Local Government Municipal Structures Act, 117/1998, as a Category A municipality. It has a mayoral executive system which allows for the exercise of executive authority through an Executive Mayor in whom the executive leadership of the municipality is vested and who is assisted by a Mayoral Committee. The Municipal Council comprises of 175 councillors, of whom 88 councillors represent the 88 municipal wards and 87 councillors are elected as proportional representatives. The Council meets once a month.

A Mayoral Committee with the Executive Mayor as the chairperson and 10 councillors, who are chairpersons of portfolio committees, have delegated powers and meet twice a month.

The Tender Committee, Development Planning Tribunal as well as the Corporate Affairs Committee have decision making powers as contained in the system of delegated powers.

EXECUTIVE AUTHORITY THROUGH AN EXECUTIVE MAYOR IN WHOM THE EXECUTIVE LEADERSHIP OF THE MUNICIPALITY IS VESTED AND WHO IS ASSISTED BY A MAYORAL COMMITTEE



Note: MMC Member of the Mayoral Committee

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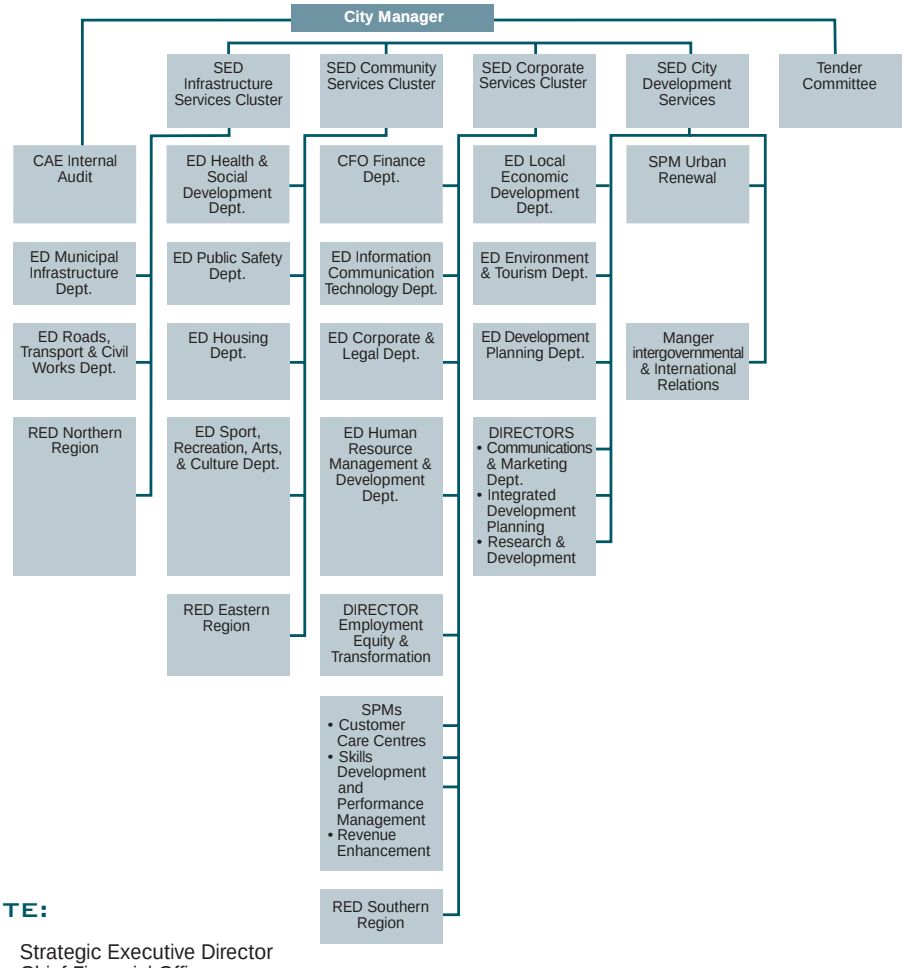
Administrative Structure



NOTE:

SED Strategic Executive Director
CFO Chief Financial Officer
ED Executive Director
RED Regional Executive Director
CAE Chief Audit Executive
SPM Strategic Project Manager

The above mentioned structures are currently being re-assessed and may be amended in the near future

TRANSPARENCY REFLECTS WHETHER OR NOT STAKEHOLDERS OBTAIN A TRUE PICTURE OF WHAT IS HAPPENING INSIDE THE ORGANISATION

The Portfolio Committees are chaired by members of the Mayoral Committee and, in terms of the delegated powers, these committees make recommendations to the Mayoral Committee, take certain resolutions and have the political oversight in their relevant departments.

The following diagrams reflect the political and administrative structure of the EMM at present.

GOOD GOVERNANCE PRINCIPLES

The EMM will adhere to, amongst others, the following principles pertaining to good governance:

Leadership

Sound political and management leadership is required to steer the EMM towards the fulfillment of its vision, mission and the desired GDS outcomes.

Service Delivery

Better service delivery through the principles of Batho Pele will underpin all activities which the EMM are engaged in, or are planning to embark upon.

Discipline

Corporate discipline is a commitment by the EMM's senior management to adhere to behaviour that is universally recognised and accepted to be correct and proper. This encompasses the EMM's awareness of, and commitment to, the underlying principles of good governance, particularly at senior management level.

Transparency

Transparency is the ease with which an outsider is able to make meaningful analysis of the EMM's actions, its economic fundamentals and the non-financial aspects pertinent to the organisation. This is a measure of how good management is at making necessary information available in a candid, accurate and timely manner – not only the audit data but also general reports and press releases. It reflects whether or not stakeholders obtain a true picture of what is happening inside the organisation.

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Independence

Independence is the extent to which mechanisms have been put in place to minimise or avoid potential conflicts of interest that may exist, such as dominance by a strong chief executive. The decisions made, and internal processes established, should be objective and not allow for undue influences.

Accountability

Individuals or groups in the EMM who make decisions and take actions on specific issues, need to be accountable for their decisions and actions. Mechanisms must exist and be effective to allow for accountability. These provide stakeholders with the means to query and assess the actions of the Council and its committees.

Responsibility

With regard to management, responsibility pertains to behaviour that allows for corrective action and for penalising mismanagement. Responsible management would, when necessary, put in place what it would take to set the EMM on the right path.

Fairness

The systems that exist within the EMM must be balanced in taking into account all those that have an interest in Ekurhuleni and its future. The rights of various groups have to be acknowledged, respected and balanced against each other.

The EMM implemented the following measures to ensure that the ethics and practices of corporate governance are deepened within its structures:

Audit Function

The EMM has established a distinct audit function, which in its practice adheres to the prescripts of the Institute of Internal Auditors (IIA), which is the professional body that governs Internal Audit in the country. In addition, the Directorate of Internal Audit in Ekurhuleni Metropolitan Municipality also borrows from guidelines of the King II report on Corporate Governance, the Municipal Finance Management Act and COSO guidelines on risk Management. These guidelines form the cornerstone of good governance within the institution.

Fraud Hotline

The EMM has established an anti-corruption hotline, which is also resident within the Directorate of Internal Audit.

External Audit

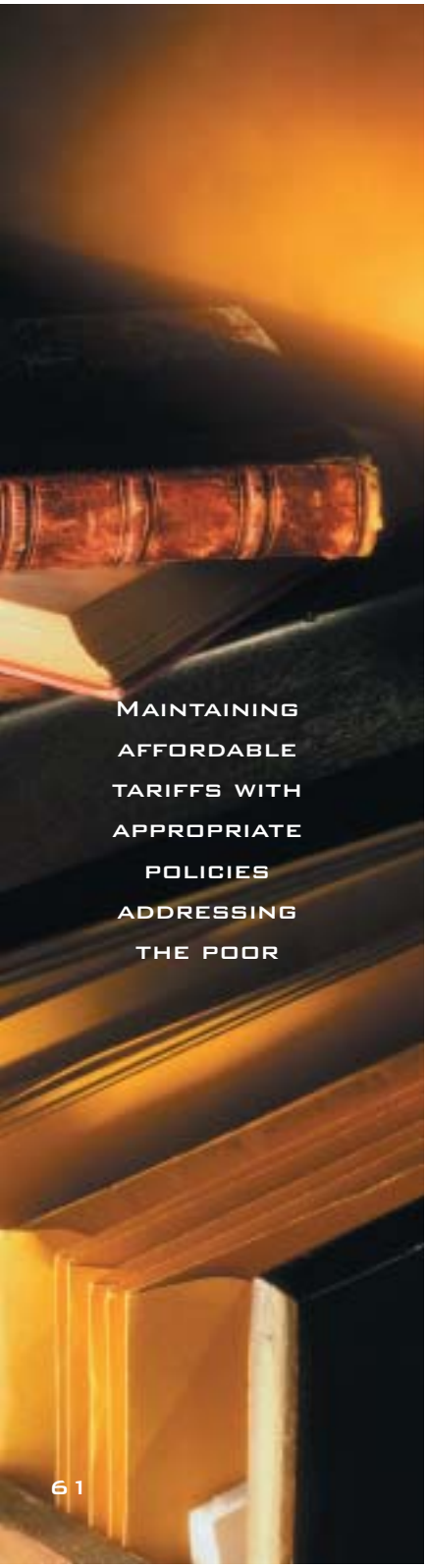
The EMM as a public institution is audited by the office of the Auditor General as prescribed by the Constitution of the Republic of South Africa. However, the relationship between the EMM and the Auditor General is cascaded to lower levels through the participation by members of the Auditor General's office in structures of the EMM such as the Audit Committee and others.

This ensures that the Office of the Auditor General deepens their understanding of the operations of their client, thereby offering advice on an early basis rather than on an historic basis.

Risk Management

The Municipal Finance Management Act and other best practices on this subject such as the King II report on Corporate Governance require that an institution like the EMM conduct risk assessment workshops on a yearly basis so that it will be able to prioritise allocation of resources to the best interest of the organisation.

Through the risk profile of the organisation, Internal Audit drafts its audit plan for the year. This practice insures that the work of Internal Auditors be directed by the needs of the organisation.



"When I look into the future, it is so bright it burns my eyes."

Oprah Winfrey, American TV personality, producer, actress, author

The Rules Committee

The Rules Committee oversees compliance by councillors with the Code of Conduct as well as matters referred or related to the Standing Orders By-Laws and acts as a Disciplinary Committee for Councillors. The Rules Committee also ensures that proper procedure is followed in Council's decision-making processes.

Municipal By-Laws

The Municipal Code (By-Laws) as well as the Register of Tariffs applicable within the EMM are kept, maintained and updated in terms of the relevant legislation.

Delegation of Powers

A system of delegation of powers within the legislative framework is maintained in the Register of Delegation of Powers that maximises administrative and operational efficiency but still provides adequate checks and balances to ensure the retaining of responsibility and accountability. Policies and procedures approved by the EMM are maintained in the Policy Register.

Public Participation

Public Participation is managed on the ward level with established ward committees in all 88 wards that ensure governance to the lowest level. Various other mechanisms have been created to ensure liaison with other stakeholders.

Legal Compliance

The legislative framework within which local government operates contains national and provincial legislation as well as local legislation in the form of by-laws. It also contains regulatory or directory national, provincial and local prescripts and policies.

Local government functions as an independent sphere of government and the essence of its status is entrenched in the supreme legislation of our country, namely our constitution.

In the execution of its functions and achievement of the GDS all stakeholders, and specifically the EMM, must ensure that all its actions comply with National and Provincial legislation as well as ensure compliance with its own by-laws and policies.

National legislation directed at local government specifically:

Constitution of the Republic of South Africa, Act 108 of 1996 (specifically chapter 7 dealing with local government);

Local Government: Municipal Structures Act 117 of 1998;

Local Government: Municipal Systems Act 32 of 2000;

Local Government: Municipal Finance Management Act 56 of 2003; and

Local Government: Municipal Property Rates Act 6 of 2004

National legislation directed at standards of Governance:

This is National legislation that have application in the manner in which governance must take place.

A few examples:

Constitution of the Republic Of South Africa, Act 108 of 1996 (not only the Chapter dealing with Local Government, but the whole Constitution in general);

Promotion Of Access To Information Act 2 of 2000(/Sapl4);

Promotion Of Administrative Justice Act 3 of 2000(/Sapl4); and

Promotion Of Equality And Prevention Of Unfair Discrimination Act 4 of 2000(/Sapl4).

National legislation of general application:

All other National legislation has application in the functional areas of operation of the different departments of the Council. Each department must identify the legislation that is applicable to the execution of its functions.

Examples:

National Health Act 61 of 2003;

Housing Act 107 of 1997;

Electricity Act 41 of 1987;

South African Police Service Act 68 of 1995; and
National Water Act 36 of 1998.

Provincial legislation:

Example:

The Rationalisation of Local Government Affairs Act, 10 of 1998.

National and Provincial Regulations:

Regulations that are promulgated under National and Provincial Legislation is a part of such legislation and must be complied with to the same extent.

A more comprehensive list of applicable legislation is available on request.

Ekurhuleni Legislation:

These are all the by-laws of Ekurhuleni that control the relationship with the inhabitants of Ekurhuleni. Each department must ensure that the by-laws that control its functions in relation to the inhabitants of Ekurhuleni, are regularly updated and adhered to.

FINANCIAL PRINCIPLES

Long term financial sustainability:

The long-term financial sustainability of the Metro must be ensured by applying sound financial principles. Multi-year budgeting is one of the methods that must be applied. The funding of future year capital budgets, as well as the impact of the capital budgets on future year operating budgets, must be determined for the medium to long term. Departments are to budget for their projects through project cycles, being the feasibility study, planning and design and implementation phases in different financial years, unless the project planning and implementation can be completed within a twelve-month period.

Feasibility studies, general planning and master plans are to be funded from the operating budget. Only plans that can be linked directly to a specific asset can be funded from the capital budget. Feasibility studies must be conducted to ensure that all programmes and projects embarked upon do not negatively affect the future financial sustainability of the Metro.

Revenue Enhancement:

Revenue Enhancement relates to actions taken to:

- Expand the revenue base;
- Increase collections;
- Reduce costs; and
- Create an environment which enhances growth, development and service delivery.

Increased municipal income is a prerequisite for the effective implementation of the GDS, and the EMM will have to formulate and implement a comprehensive strategy pertaining to revenue enhancement and protection.

Treasury Management:

The cash resources of the Metro must be managed not only in the short term, but also in the medium to long term. The main components to consider are the following:

- Long term financing strategy;
- Investment Strategy; and
- Management of Daily Cash.

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Resource allocation using a balanced approach:

Resource allocation must support the GDS focus areas. There must be a balance between investment in new infrastructure and maintenance of existing assets. Operating expenditure must be limited to income that can be realistically collected.

Furthermore, the allocation of funds for the capital budget must be allocated between physical services (municipal infrastructure), social services, city development services and corporate services in an equitable manner to ensure that a balanced environment is created.

Maintaining affordable tariffs with appropriate policies addressing the poor:

Maintaining affordable tariffs will contribute to the economic development of the Metro by attracting investment.

Policies must adequately address provision of free basic services to all, and in addition to the free basic services, support to the indigents with regards to other services.

Sound financial practices in line with legislation (e.g. Municipal Finance Management Act (MFMA), Local Government Systems Act, etc.).

All financial policies must support National legislation. Roles and Responsibilities, delegations, and so on must be addressed.

Supply Chain Management to support national and local priorities and to be in line with applicable legislation and policies.

Policies must be in line with National legislation. Furthermore, the following must be addressed in the supply chain management process:

- Broad Based Black Economic Empowerment;
- Promotion of SMMEs; and
- Utilisation of entities within the borders of the EMM.

Asset Management

The managing of the assets of the EMM must address the following:

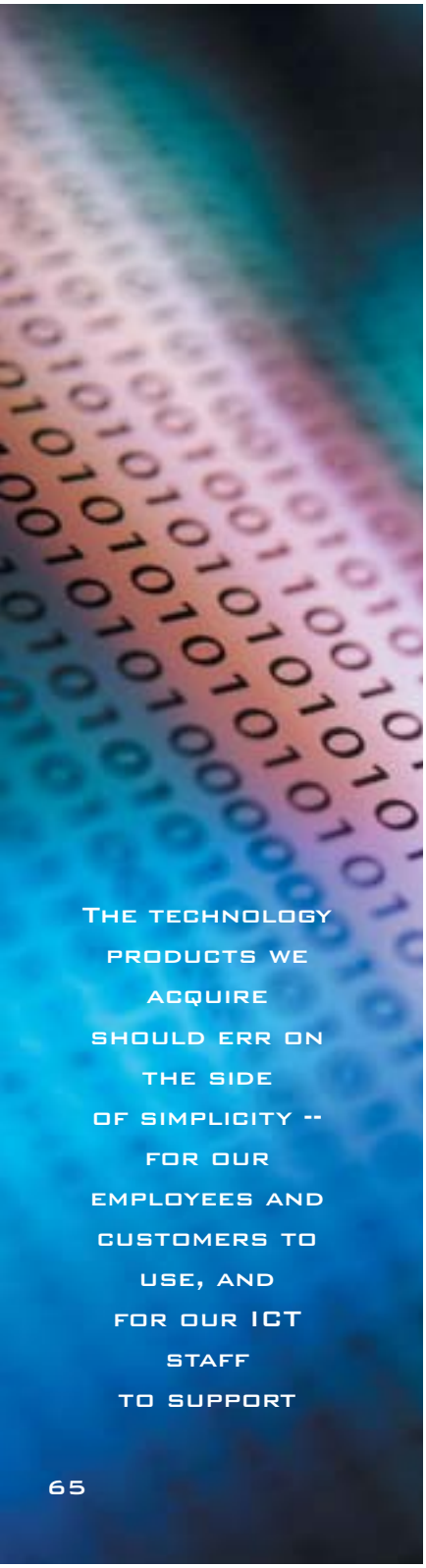
- Safeguarding of assets;
- Maintenance of assets in terms of an approved maintenance programme; and
- Replacement of assets in terms of an approved replacement programme.

The implementation of the above must be done in a manner that will ensure the sustainable delivery of municipal services.

Human Resources Principles

Human resource management within the EMM is guided by the following principles:

- The total cost to company value of the human resource budget should not exceed 30% of the total operational budget of the EMM;
- The human resource planning of the EMM should be aligned with and supported by career and succession programmes;
- Employment equity and workplace transformation will be promoted as pivotal in all human resource planning and activities;
- The furtherance of harmonious employee and organised labour relations through proper communication and consultation in terms of the relevant legislation;
- Organisational structures and practices must be aligned to and supportive of departmental IDPs and service delivery priorities; and
- The workplace skills plan should be needs driven and aligned to training and development priorities.



"When you deplore the conditions in the world, ask yourself, am I part of the problem or part of the solution?"

Source unknown

ICT PRINCIPLES

General Principles

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

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

Technology Principles

- Technology investments should improve service delivery and/or staff effectiveness;
- Information technology purchases will conform to EMM technology standards;

- Technology should be shared to the greatest extent possible;
- The technology products we acquire should err on the side of usefulness to our workers or customers rather than their attractiveness to technical specialists; and
- The technology products we acquire should err on the side of simplicity -for our employees and customers to use, and for our ICT staff to support.

Data Principles

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

Application Principles

- Sharing: There are certain business applications and technologies that are common across divisions-inventory, budgeting, accounting, billing systems and so on. These should be commonly developed and shared among departments. Access to these systems will be provided on a 'local' level so as to avoid redundant effort by our staff and our customers;
- Buy versus build: Where possible, the EMM will purchase pre-packaged, 'off-the-shelf' software applications rather than building systems from scratch. Customisation of pre-packaged software should, to the greatest extent possible, be minimised in order to reduce costs;
- Minimise complexity and leverage the proficiency of our people by selecting, promoting, and supporting a limited number of (translatable/convertible) products for common commercial applications (like word processing, spreadsheets, databases, e-mail); and
- We will encourage and invest in applications that reduce the cost to corporate citizens and individuals doing business with the EMM.

People Principles

- We will design information and communication systems that provide our customers a single point of entry into our organisation so they can deal with us simply and predictably.
- Employees are such an important asset that they will receive the training necessary to achieve proficiency in the use of technology or information systems. No investment will be made in technology without a parallel investment in training so our people can use that technology effectively.
- Recruitment and retention: The EMM recognises the value of our ICT support staff. We will recruit and retain qualified information technology professionals by offering competitive compensation, appropriate classifications, continuous technical education programs and project management training.

KEY FOCUS AREA OUTCOMES AND MILESTONES

SPECIFIC OUTCOMES AND MILESTONES HAVE BEEN SET FOR EACH GDS FOCUS AREA.

THESE WILL BE FURTHER REFINED IN THE IDP

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ORGANISATION PRINCIPLES

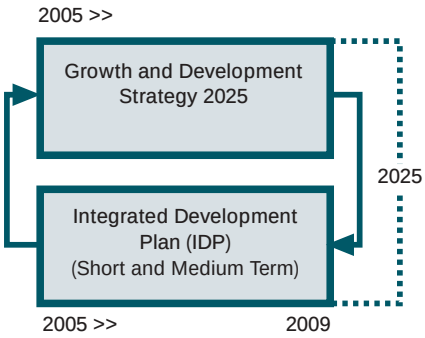
- Our Information and Communication Technology Advisory Panel (ICTAP) sets the corporate agenda for information, communication and technology management, and recommends priorities and resources for accomplishing the EMM's technology and information management business.

GDS IMPLEMENTATION MECHANISM

The implementation of the GDS agenda will take place through the IDP. The objectives and KPI targets in the IDP should be aligned with the GDS 5 year milestones – this realignment will take place during the 2005/6 IDP review cycle.

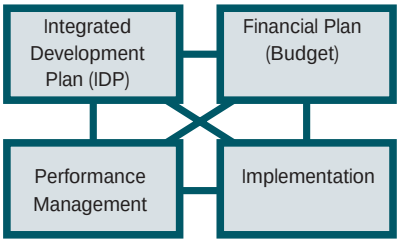
The linkage between the GDS and IDP is shown schematically in the side panel:

The IDP, in turn, determines the budget, which, together with detail performance management targets, will ensure implementation of projects and service delivery, as schematically indicated :



The IDP and budget alignment process leads to the Service Delivery and Budget Implementation Plan (SDBIP).

IDP and Budget Alignment



KEY FOCUS AREA OUTCOMES AND MILESTONES

Specific outcomes and milestones have been set for each GDS focus area, as indicated hereunder. These will be further refined in the IDP.

	KEY FOCUS AREA	2025 AGENDA	OUTCOMES AND MILESTONES
PHYSICAL DEVELOPMENT	**Clear City Identity**	A well-developed and vibrant core economic area which imparts a unique character and identity to Ekurhuleni.	An identified core economic area: • Area identified in 2004 to be prioritised in terms of development. Increased development and investment in the core economic triangle of Ekurhuleni: • Gautrain construction and related development adjacent to the JIA. • Successful development of the R21 corridor. • Successful development of the Government Precinct in Germiston. • Subsidy-linked housing development in the mining belt.
	Spatial Development	An integrated and equitable city.	Improved accessibility and mobility throughout the metropolitan area. • Strong east-west corridor along the N12 / N17 freeways and north-south corridor along the R21 freeway. • Areas of urban desity – infill development on vacant and underutilised land between the urban core and the peripheral township areas. • A managed and respected urban edge.
	Roads & Transport	High quality, integrated and well-maintained transportation infrastructure, integrated public transport systems, ensuring a high degree of mobility and choices for commuters.	Effective and integrated planning and implementation: • Integrated Transport Plan in place by 2007. • Transport Authority established by 2009. • Road Agency established by 2012. High quality integrated and well-maintained infrastructure: • Roads building programme in place by 2006. • Current backlog of gravel roads to be eradicated in 2015.

KEY FOCUS AREA OUTCOMES AND MILESTONES

Specific outcomes and milestones have been set for each GDS focus area.

These will be further refined in the IDP

	KEY FOCUS AREA	2025 AGENDA	OUTCOMES AND MILESTONES
PHYSICAL DEVELOPMENT	**Roads and Transport (continued)**	High quality, integrated and well-maintained transportation infrastructure, integrated public transport systems, ensuring a high degree of mobility and choices for commuters.	Additional freeways built : • Upgrading R21 and R24 for additional capacity and lanes by 2010. • PWV 13/14 built by 2020. • PWV 15 built by 2025. A strategic network of public transport corridors providing sub-regional linkages; Improved usage of public transport services: • Taxi recapitalisation by 2010. • Modal integration for public transport to Gautrain by 2010. • Bus services to cover all areas in Ekurhuleni by 2015. • Transport information centre established by 2020. • Start building additional rail linkages by 2020. • Modal transfer facilities provided at all stations by 2025. More use of non-motorised transport: • Pedestrian and bicycle-strategies in place by 2007.
	Services Infrastructure	High quality and well-maintained equitable services throughout the urban areas.	Well-maintained services in all areas. • All maintenance backlogs to be eradicated by 2010. All communities to have equitable access to services: • All people to have access to potable water by 2008. • All people to have access to basic sanitation services by 2010. • All people to have access to electricity by 2012.

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PHYSICAL DEVELOPMENT	KEY FOCUS AREA	2025 AGENDA	OUTCOMES AND MILESTONES
	Services Infrastructure (continued)	High quality and well-maintained equitable services throughout the urban areas.	More sustainable disposal of solid waste: Comprehensive waste minimisation strategy [including recycling] to be in place by 2007. Improved stormwater management: • Stormwater Masterplan to be in place by 2007. • Stormwater system backlogs to be eradicated by 2020.
	Environmental Management	A substantial increase in the general quality of the environment.	A clearly defined and functional open space network: • Open space plan to be finalised by 2007. • 50% of open space system to be developed by 2015. • 100% of open space system to be developed by 2025. All development to be guided by an EMF: • EMFs for the entire Ekurhuleni area to be in place by 2006. Measurable decline in land, water and air pollution: • Pollution monitoring systems to be in place by 2010. Measurable increase in the utilisation of alternative energy sources: • Strategy to be in place by 2010. Substantial environmental improvement in the mining belt: • Implementation of Hloekisa project to commence by 2006. • All mine dumps/slimes dams with economically viable mineral content to be removed by 2025. • All other mine dumps/slimes dams to be rehabilitated to acceptable standards by 2025.

Specific outcomes and milestones have been set for each GDS focus area.

These will be further refined in the IDP

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	KEY FOCUS AREA	2025 AGENDA	OUTCOMES AND MILESTONES
PHYSICAL DEVELOPMENT	**Environmental Management (continued)**	A substantial increase in the general quality of the environment.	Integrated and sustainable protection of natural resources: • Wetland conservation strategy and programme to be in place by 2007.
	Urban renewal	Functional, sustainable, and attractive urban areas.	• Normalisation of urban economy areas reflected through minimal vacancy rates, high investor confidence and high demand for expansion. Quality public environment guiding, promoting and sustaining private investment and development expansion in urban economy areas. Supportive institutional capacity, commitment and approach. By 2010: - Basic prerogatives for implementation in place: - Service delivery, security, incentives, land use support, initial catalysts. - Administrative structure in place ensuring accountability and support. - PPPs in place. - Development agency in place. By 2015: - Committed public investment framework and programme. - Committed large-scale private investments. - Measurable and sustainable growth in urban economy areas.
	ICT Infrastructure	Productive and resourceful application of ICT.	World-class ICT infrastructure in support of the Gauteng "Smart Province" vision and economic growth in Ekurhuleni. • Institutional structure to support/ accommodate external ICT focus by 2006. • 100% Synergy and connectivity with our development partners, including government, by 2010.

ECONOMIC DEVELOPMENT

KEY FOCUS AREA	2025 AGENDA	OUTCOMES AND MILESTONES
Economic Diversification	A diversified local economy able to meet local needs, support sustainable development and adapt to changes in accordance with global demands and shifts.	Sustainable growth in a variety of local economic sectors. By 2010: - A range of Government incentives to be in place. - A measurable increase in "Smart Industries" [Aerospace, I.T., Logistics, Plastics, Agro-processing]. By 2015: - A measurable increase of exports into Africa.
Job Creation	Unemployment to be reduced by half by 2014 and by half again by 2025 based on the unemployment figures of 2004.	Reduced unemployment. • EMM Job summit to be held in 2006. • 50% reduction in unemployment by 2015. • 75% reduction in unemployment by 2025.
Skills Development	A skilled community exhibiting capabilities in self–reliance, innovation and continued re-skilling to meet the needs of a growing economy	Improved mechanisms and programmes to impart skills: • EMM Centre of Excellence to be established by 2006. • Mentoring programme for project management and technical skills to be implemented by 2007. • Institute of Technology to be established by 2010. • Ongoing strengthening of ties with Educational Institutions. Improved Skills: • Measurable increase in the percentage of the population which is technically and scientifically skilled by 2015. • Adult illiteracy wiped out by 2020.

A HIGH LEVEL OF SAFETY AND SECURITY A DRASTICALLY REDUCED CRIME RATE

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	KEY FOCUS AREA	2025 AGENDA	OUTCOMES AND MILESTONES
ECONOMIC DEVELOPMENT	**Tourism Promotion**	To promote the economy of the region, create jobs and a safe and secure environment, by establishing a tourism destination of choice.	Development of tourism facilities: By 2010: - Making the most of opportunities created by the Soccer World Cup. - African Shopping Hub, Craft Market and Wine Emporium developed. - Business tourism facilities around the JIA. Increased tourism: • Ekurhuleni to be the preferred sporting/cultural/heritage destination by 2015. • Business tourism to increase by 50% by 2020.
	Investment Promotion	Increased inward investment in skills and technology, property and sustainable development.	Increased levels of public and private investment in all areas: By 2010 : - A range of government investment incentives to be in place. - Measurable increase in effective service delivery and information dissemination through "Customer Care Centre" implementation. - CIDs in place. From 2015 onwards: - Measurable increase in investment in strategic priority areas such as the mining belt.
	Economic Transformation	An inclusive, wealth-generating economy.	Greater participation in the formal economy by all sectors of society. • Strategy to leverage EMM assets to ensure BBBEE to be in place by 2007. • Enabling procurement policy to be fully implemented by 2008.

SOCIAL DEVELOPMENT	KEY FOCUS AREA	2025 AGENDA	OUTCOMES AND MILESTONES
	Poverty and Unemployment	In line with the national objective, the aim is to halve poverty in the next 10 years up to 2015, and to halve it again in the following 10 years, up to 2025.	Improvement in skills levels: • All milestones as set out under the "Key Focus Area : "Skills Development" are relevant. Reduction in unemployment: • All milestones as set out under "Key Focus Area : "Job Creation" are relevant. Poverty relief and other social programmes: • Integration to be achieved between all initiatives/programmes and institutions driving such initiatives/programmes, by 2010.
	Human Settlements	All people in Ekurhuleni to be housed in integrated and functional sustainable human settlements.	• Upgrading/formalisation of all informal settlements, including the eradication of the basic services backlog, to be achieved by 2012. • Housing backlog [including the formalisation of backyard shacks] to be eradicated by 2015. • Social amenities backlog to be eradicated by 2020.
	HealthCare and Facilities	Equitable healthcare and facilities across all sectors of society–substantially reduced rates of poverty–related disease.	• Functional partnership achieved and maintained with all social institutions in EMM by 2010. • Measurable increase in community-based HIV/Aids programmes by 2010. • Acceptable access to Primary Healthcare and social development services by all communities [including rural communities] by 2015. • 50% reduction in maternal and child-under-five mortality rates by 2015. • Environmental pollution levels to be in line with internationally accepted standards by 2015. • Extending operating hours to 24 hours in all health centres and large clinics by 2025.

	KEY FOCUS AREA	2025 AGENDA	OUTCOMES AND MILESTONES
SOCIAL DEVELOPMENT	**Safety and Security**	A high level of safety and security – a drastically reduced crime rate.	By 2010: • Pro-active management of disasters in accordance with an integrated and comprehensive Disaster Management Plan. • Elimination of civil disobedience by means of various community–based programmes and drives. By 2015: • 50% Reduction in serious and violent crimes. • 50% Reduction in fatalities and injuries due to occupational, domestic and road accidents.
	Parks, Sport and Recreational Facilities	Ekurhuleni to have world-class parks, sport and recreational facilities.	By 2010: •Upgrading of 4 stadiums in Ekurhuleni to world-class level. By 2015: • Reclamation of our African identity through arts, culture and heritage. By 2025: • Equitable provision of facilities to all communities in Ekurhuleni. • 100% of the Metro-wide open space system to be developed and maintained.

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A skilled community exhibiting capabilities in self-reliance, innovation and continued reskilling to meet the needs of a growing economy

A PLAN THAT HAS THE VISION OF ITS PEOPLE AT HEART

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"The beauties of the world are best seen by those who strive to reach them."

Source unknown

SERVICE DELIVERY CONCEPT

The current EMM service delivery concept is one of Service Delivery Regions (SDRs) and Customer Care Centres (CCCs). This concept, specifically the Service Delivery Regions, is currently being re-assessed as part of the institutional review, and may change in future. The Municipality is divided into three Service Delivery Regions (North, South and East) with 88 wards in total.

- The Southern Service Delivery Region consists of Germiston, as the regional centre, Tokoza, Katlehong, Vosloorus, Alberton and Boksburg. The established industrial nodes of the Southern Region are Alrode and Wadeville;
- The Northern Service Delivery Region includes Kempton Park as the regional centre, Tembisa and parts of Benoni, Edenvale and Bedfordview. The economic hub of this region is the JIA and R21 corridor; and
- The Eastern Service Delivery Region consists of Springs as the regional centre, Nigel, Kwa-Thema, Tsakane, Duduza and Brakpan as well as Etwatwa-Daveyton area.

In order to ensure quality service delivery, Customer Care Centres (CCCs) have been established throughout the municipality to ensure that the EMM applies the principles of Batho Pele (people first).

The CCCs will be instrumental in making the EMM more accessible to communities. It is intended that these centres should function as one-stop information and problem resolution centres where members of the community can be quickly assisted without unnecessary red-tape procedures.

The functions of CCCs will be to:

- Ensure consultation;
- Provide access to information;
- Be responsive to the needs of communities;
- Deal with complaints handling; and
- Receive suggestions from communities.

The main focus of the CCCs is to bring Service Delivery closer to the customer and they will be supported by a sound customer management system.

STAKEHOLDER ALIGNMENT AND PARTICIPATION

The solutions to many of the critical development issues in Ekurhuleni lie outside the ambit of the local government mandate and a joint, co-operative and integrated approach to the implementation of the GDS is therefore of the utmost importance – the GDS must be owned and embraced by all the development stakeholders in the area, not only by the municipality.

The main stakeholders with which strategic partnerships will be sought include the following:

- National government;
- Provincial government;
- SALGA National and Gauteng;
- SA Cities Network;
- Service providers Airports Company of SA (ACSA), ESKOM, Rand Water, and so on;
- Utilities (ERWAT, Rand Airport, and the like);
- Private Business; and
- Civil Society.

As far as international relations are concerned, the EMM will build on its existing partnerships with Lewisham in the UK and Harbin in China.

INTEGRATED MARKETING COMMUNICATIONS

The new local government framework places onerous requirements on municipalities to actively communicate in a reciprocal way with customers, voters and citizens. It is absolutely imperative to develop systems and processes to ensure that appropriate messages, mediums and techniques have been put in place.

The strategic framework for Ekurhuleni Metropolitan Municipality Communications is a direct link with the communication programmes and priorities of the National and Provincial government. It also takes the strategic direction of the Council into account and has been developed with the collective input of all key stakeholders within the organisation and in line with relevant legislation.

Focusing on communication with both internal and external target audiences is critical to the principles of transparency and democracy within the municipality. This ensures that all stakeholders are actively involved and informed in the planning process of the municipality.

PROMOTING THE GDS 2025

Public Participation

Critical to the success of the achievement of the GDS 2025 is the public participation process. Key stakeholders need to be engaged in the process to ensure that there is ownership and support of the City strategy. Furthermore this participation encourages citizens to understand the complexities of the problems as well as some of the challenges in solving those problems.

The strategy must be seen as not just a municipal plan, but rather a plan that has the vision of its people at heart. The municipality as the key driver in the process must be seen as responsible for creating the enabling environment in achieving the vision of its citizens. Citizens must be

"Decisions are only the beginning of something. When someone makes a decision he is, in fact, plunging into a powerful current that carries him to a place he had never dreamed of when he made that initial decision."

Paulo Coelho

identified as key role players taking action towards improving their own lives. This is really what the partnership seeks.

Public engagements will play a vital role in refining the strategy once the draft framework is in place. The GDS 2025 framework will be consulted with all stakeholders through structured workshop sessions. Included amongst those stakeholders will be:

- National and Provincial government departments;
- Business in the Ekurhuleni region;
- Parastatals;
- NGOs and CBOs; and
- Ward Committees and councillors.

> *"The best job goes to the person who can get it done without passing the buck or coming back with excuses."*
>
> Napoleon Hill, motivational writer

To ensure that the strategy is really working towards improving the life quality of our people, active consultation will assist in the refinement and further enhancement of the strategy to ensure it is in line with the needs and vision of the people of the region.

COMMUNICATION

It is envisaged that, once the strategy framework is developed, detailed plans to implement and guide development will have to be developed. Further refinements will have to be done on a continuous basis as changes in the environment occur.

A communication strategy will be one of the key elements of the GDS 2025 process. This will outline clear objectives, define target audiences, develop messages and themes to be communicated and also identify channels/mediums of communication.

The success of any new programme/ project requires a proper communication plan. All Ekurhuleni citizens need to be excited and take ownership of the plan. A critical challenge for any communications plan will be to sustain the excitement over the next 20 years. One of the key levers will be to continuously create hype around some of the 'wins' that are visible. In short, encourage communities to celebrate the successes of the strategy with the Metro.

Timing in communicating information is vital and needs to be aligned to the critical path of the GDS framework.

MARKETING PLAN

Marketing and the successful outcome of the long-term strategy go hand in hand.

On the one hand the GDS should guide quite firmly what marketing directions should be taken to ensure achievement of the objectives. At the same time marketing research may, in time to come, give rise to changing course that will allow EMM to achieve its objectives.

A strong marketing plan will therefore be critical in the implementation section of the GDS 2025. This plan will detail directing investment in line with the vision of the strategy and the key areas identified. Professional and aggressive marketing tactics need to be utilised in our effort to compete for investor interest.

As indicated, the success of implementation requires investment from the private sector and; as such, creating investor confidence in the region and a developer friendly enabling environment are viewed as critical to the success of the plan.

Marketing will focus on investment promotion and facilitation in line with the key areas identified in the GDS 2025.

There is a need for cooperation, not just in goal setting and prioritization, but also in the implementation and monitoring of this Strategy

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SECTION 6 MONITORING, EVALUATION & CONTROL

GENERAL PRINCIPLES

Holding the view that the GDS is a City Plan, rather than a Plan for the Ekurhuleni Metropolitan Municipality, there is a need for co-operation, not just in goal setting and prioritisation, but also in the implementation and monitoring of this Strategy.

GDS results and targets are generic and broad in nature, for which annual targets will be set through the IDP process.

Detailed indicators for each focus area in terms of the GDS will be reflected in the individual strategic plans of departments.

The effective implementation of the GDS, led by the Ekurhuleni Metropolitan Municipality and involving meaningful participation of all sectors of society will result in:

- An increase in the general productivity of the city and increased levels of wealth;
- More inclusiveness in terms of decision making and governance and equitable sharing of the social benefits of life in the city;
- More sustainable settlement patterns and utilisation of resources; and
- Better governance and the deepening of democracy in the city.

The Ekurhuleni Metropolitan Municipality will ensure that the appropriate monitoring and evaluation systems and processes are established and functioning towards continuously assessing achievements of the above-mentioned results, monitoring progress and documenting inadequacies when and if they arise. These will be refined and perfected as informed by the realities and feedbacks from our implementation experience.

The system and processes will be designed in a manner that will allow us to regularly gauge progress in respect of our time frames or time-bound, quantitative and qualitative indicators.

It is envisaged that regular review of the GDS will be done to engage all the stakeholders about progress on the one hand and their respective involvement on the other hand. This will also ensure that GDS is not seen as a once-off event, but as a living framework that guides our planning, governs the interface amongst all stakeholders and helps steer the collective capabilities within our communities for the betterment of all.

MEASURING IMPLEMENTATION OF GDS MILESTONES

The implementation of the Growth and Development Strategy will be weighed up against the Milestones set for each of the different Focus areas.

The Milestones, as reflected in the different Focus Areas, stretch over 5 year cycles. These different cycles will be broken up into Key Performance Indicators as part of the Integrated Development Plan process which is the short to medium term plan (5 year) of the Municipality. In this process, indicators will be set for the Organisation, which should also support Provincial and National KPIs.

As the IDP is the implementation vehicle of the GDS, the indicators formulated will cascade down, through the IDP to various Departmental plans and strategies, into performance agreements. Through this process, the individual performance of management can be measured to ensure that the EMM stays on track in achieving the Milestones set in the GDS.

MONITORING

Monitoring will take place on a continuous basis to measure KPIs and performance targets. A quarterly assessment process through the PMS is in place. It will provide information to management on the implementation of different projects and provide for evaluation whether implementation is proceeding as it should.

EVALUATION

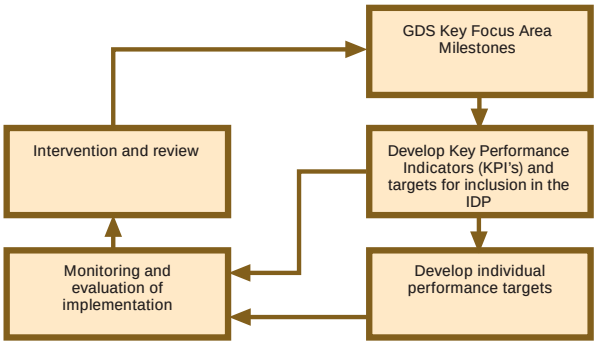
Evaluation is an activity, which is designed to measure whether or to what extent the development objectives are being achieved. It will measure the extent to which outcomes identified in the GDS are achieved.

REVIEW

Review entails adjustments and revisions, which are based on the monitoring and evaluation of information gathered on implementation. These results will provide adjustments and corrective measures that are fed back in the planning process, to re-inform project planning, design and implementation.

The process of monitoring, evaluation and review of the GDS outcomes and milestones through the IDP, is schematically illustrated hereunder.

SCHEMATIC ILLUSTRATION: MONITORING, EVALUATION AND REVIEW



CONCLUSION

We have a vision of being the smart, creative and developmental city – that is our destination, but to arrive at our destination we need a roadmap. The Growth and Development Strategy 2025 will be our roadmap, guiding our actions and showing us the way during the next 20 years.

WHAT DOES IT ALL MEAN?

Ekurhuleni
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GLOSSARY & SUPPORTING DOCUMENTATION

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

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

SUPPORTING DOCUMENTS

United Nations Human Development Report, 2003 – Millennium Goals

National Spatial Development Perspective

2014 National Government Strategy and Plan of Action

Gauteng GDS, 2005

Discussion Document: Building Gauteng as a Globally Competitive City-Region

Joburg 2030

Tshwane City Strategy

Ekurhuleni Integrated Development Plan, 2005

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Ekurhuleni Strategic Integrated Transport Plan, 2003

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Ekurhuleni Water Services Development Plan, 2002

Ekurhuleni State of the Environment Report, 2004

Ekurhuleni NSDR Environmental Management Framework, 2005

Ekurhuleni LED Policy, Strategy & Implementation Framework

Ekurhuleni Housing Integrated Development Plan, 2005

District Health Plan for Ekurhuleni, 2003

Ekurhuleni Disaster Management Policy

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

President Thabo Mbeki
South Africa

Ekurhuleni Metropolitan Municipality
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