



2025/2026 DRAFT INTEGRATED DEVELOPMENT PLAN

2025/26 IDP (DRAFT)



PREPARED IN-HOUSE BY: THE IDP UNIT
WEST RAND DISTRICT MUNICIPALITY
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LIST OF ABBREVIATION

AC	Audit Committee
AFS	Annual Financial Statements
AGSA	Auditor General South Africa
AIDS	Acquired Immunodeficiency Syndrome
AQMP	Air Quality Management Plan
CBD	Central Business District
CRP	Comprehensive Rural Development Programme
CCTV	Closed Circuit Television
CFO	Chief Financial Officer
CPF	Community Policing Forum
CPI	Consumer Price Index
CPTR	Current Public Transport Record
CoGTA	Cooperative Governance and Traditional Affairs
DALRRD	Department of Agriculture, Land Reform and Rural Development
DBSA	Development Bank of Southern Africa
DDM	District Development Model
DHC	District Health Council
DEA	Department of Environmental Affairs
DITP	District Integrated Transport Plan
DLECC	District Law Enforcement Coordinating Committee
DRT	Department of Roads and Transport
DWAFF	Department of Water Affairs Fishery and Forestry
ECDC	Early Childhood Development Centre
EOC	Emergency Operations Centre
EMT	Emergency Medical Technician
EMS	Emergency Medical Services
EMF	Environmental Management Framework
EHP	Environmental Health Practitioners
FPA	Fire Protection Association
GCIS	Government Communication and Information System
GDLG&H	Gauteng Department Local Government & Housing
GDP	Gross Domestic Product
GDS	Growth and Development Strategy
GDARD	Gauteng Department of Agriculture Rural Development
GEYODI	Gender, youth and people living with disability
GFA	Gauteng Funding Agency
GIS	Geographic Information System
GRAP	Generally Recognized Accounting Practice
GTSS	Gauteng Tourism Sector Strategy
HIV	Human Immunodeficiency Virus
H&SD	Health and Social Development
IDC	Industrial Development Corporation
IDP	Integrated Development Plan
ICT	Information Communication Technology
IGR	Intergovernmental Relations
IMATU	Independent Municipal and Allied Trade Union
ISPMTT	Intervention Support Projects Monitoring Task Team
IT	Information Technology
ITS	Information Technology Support
IWMP	Integrated Waste Management Plan
KPA	Key Performance Area
KPI	Key Performance Indicator

LED	Local Economic Development
LM	Local Municipality
LTA	Local Tourism Association
MFMA	Municipal Financial Management Act, Act No. 56 of 2003
MHS	Municipal Health Services
MIG	Municipal Infrastructure Grant
MMC	Member of Mayoral Committee
MOA	Memorandum of Agreement
MPAC	Municipal Public Accounts Committee
MSA	Municipal Systems Act, Act No. 32 of 2000
MSIG	Municipal Service Infrastructure Grant
MTREF	Medium Term Revenue Expenditure Framework
NDPG	Neighbourhood Development Partnership Grant
NDP	Neighbourhood Development Programme
NDP	National Development Plan
NEMWA	National Environmental Management Waste Act
NEMA	National Environmental Management Act
NGO	Non-Governmental Organization
NT	National Treasury
NYS	National Youth Services
OPCA	Operation Clean Audit
PAC	Performance Audit Committee
PCF	Premier's Coordinating Forum
PHC	Primary Health Care
PIER	Public Information Education Relations
PMS	Performance Management System
RMC	Risk Management Committee
RTO	Regional Tourism Organization
SALGA	South African Local Government Association
SAMWU	South African Municipal Workers Union
SANS	South African National Standard
SANTACO	South African National Taxi Council
SAPS	South African Police Services
SEF	Social Employment Fund
SETA	Skills Education Training Authority
SEZ	Special Economic Zone
SLPs	Social Labour Plans
SO	Strategic Objective
SPLUMA	Spatial Planning and Land Use Management Act
Stats SA	Statistics South Africa
TB	Tuberculosis
TEDA	Township Economic Development Act
TOD	Transit oriented development
TOLAB	Transport Operating Licence
UIFW	Unauthorised, Irregular, Fruitless, Wasteful Expenditure
WHBO	Construction Company in terms of Company's Act
WRDM	West Rand District Municipality
WRTS	West Rand Tourism Sector Strategy
WRFLH	West Rand Freight and Logistics Hub

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FOREWORD BY THE EXECUTIVE MAYOR

It is a privilege to serve you during a pivotal moment in our district's journey—a time of both great challenges and tremendous opportunities.

Together, we will craft a vision of a West Rand we can all take pride in, a region that is resilient, prosperous, and united.

I undertake and commit to lead this municipality with humility and a resolute determination to act as a catalyst for transformation. My pledge is unwavering: I will dedicate my heart, mind, and energy **to addressing the pressing needs of our district and to unleashing the untapped potential that lies within our communities.**

Let me take a moment to acknowledge the invaluable contributions of my predecessors and acknowledge achievements, we are also acutely aware of the challenges we face—challenges that demand our immediate attention and decisive action. These include:

1. Addressing service delivery gaps to ensure basic needs are met for every resident.
2. Enhancing financial viability to secure the municipality's long-term stability.
3. Strengthening regional collaboration for shared growth and prosperity.
4. Revitalizing distressed mining towns and unlocking their economic potential.
5. Driving economic growth and creating job opportunities.
6. Rebuilding and modernizing our aging infrastructure.
7. Fostering social cohesion and unity within our diverse communities.

These issues are not insurmountable. They represent opportunities for innovation, collaboration, and bold leadership. Together, with your active participation and support, we can turn these challenges into steppingstones toward a thriving and vibrant West Rand.

Today, we stand at the dawn of a transformative era, ushered in by the formation of the Government of National Unity (GNU). Emerging from the historic 2024 general elections, the GNU symbolizes a new chapter of inclusive governance, one defined by collaboration, shared vision, and a unified commitment to overcoming the challenges of our time.

This moment calls for bold leadership, decisive action, and a renewed focus on building a South Africa that is united, prosperous, and equitable. Guided by the principles of the Statement of Intent and the National Development Plan, the GNU has set forth strategic priorities that are crucial to addressing inequality, reducing poverty, and fostering economic growth. These priorities—***Inclusive Growth and Job Creation, Reducing Poverty and Tackling the High Cost of Living, and Building a Capable, Ethical, and Developmental State***—are not just national imperatives; they are the cornerstone of our work here in the West Rand.

Unification of the West Rand Municipalities. A critical step in achieving these goals is the unification of our municipalities within the West Rand. By fostering stronger collaboration and alignment among our local governments, we can create a cohesive regional strategy that amplifies our collective potential.

This unity is not only a symbol of our shared purpose but also a practical mechanism to streamline service delivery, leverage resources effectively, and accelerate development across the district.

Strengthening the WRDM's Role as a Coordinating Structure: The West Rand District Municipality (WRDM) will strengthen its role as a central coordinating structure, ensuring that our regional planning and implementation efforts are aligned with national and provincial priorities. As the

bridge between local municipalities and the broader government framework, the WRDM is uniquely positioned to facilitate collaboration, drive innovation, and ensure accountability. This role is pivotal to realizing the GNU's vision and transforming the West Rand into a model of regional integration and progress.

Restoring District Powers and Functions: In our quest to restore the full powers and functions of the district, we reaffirm our commitment to a governance model that empowers the WRDM to act decisively and effectively. This restoration is not merely administrative—it is fundamental to achieving our development objectives. It will enable us to better coordinate regional initiatives, manage critical infrastructure projects, and drive economic growth with the authority and resources required to succeed.

Reclaiming Leadership in the District Development Model: The West Rand has a proud legacy of pioneering the District Development Model (DDM). Five years ago, our Regional Planning Framework laid the foundation for the DDM, positioning our district as a trailblazer in integrated planning and development. Today, we recommit to this legacy, with the ambition to reclaim our position as a best-practice leader in DDM implementation.

We aim to set the standard for how the DDM can be used to deliver on the GNU's priorities. By embedding this model into our governance structures and aligning it with our strategic goals, we will demonstrate its potential to drive sustainable development, enhance service delivery, and create opportunities for all.

Alignment of the West Rand with GNU Priorities: Our alignment with the GNU's strategic priorities reflects our shared vision for a better future:

1. **Inclusive Growth and Job Creation:** Our region's motto, "*Green is the New Gold*," embodies our commitment to sustainability and innovation. By transitioning from a reliance on mining to diversified industries, including agro-processing, tourism, and green technologies, we will create jobs and attract investments.
2. **Reducing Poverty and Tackling the High Cost of Living:** Addressing basic service delivery challenges, enhancing infrastructure, and collaborating with agricultural stakeholders are key to improving livelihoods and ensuring food security.
3. **Building a Capable, Ethical, and Developmental State:** Through digital transformation, enhanced governance, and a focus on transparency, we will restore trust in leadership and build a government that serves its people with integrity.

Key Actions for the West Rand

- **Infrastructure Renewal:** Collaborating with national and provincial stakeholders to rehabilitate roads, water, and sanitation systems, thereby creating a foundation for economic development.
- **Economic Diversification:** Transitioning to labor-intensive industries, fostering public-private partnerships, and leveraging our geographic and resource potential to drive growth.
- **Community Empowerment:** Strengthening local economies through community-owned initiatives in food processing and retail, as well as targeted efforts to reduce unemployment and improve social cohesion.

A Call to Unity and Action : The formation of the GNU serves as a powerful reminder that unity is our greatest strength. As the West Rand District Municipality, we are committed to leading by example, demonstrating how collaboration, innovation, and determination can transform our communities.

Let us embrace this new era with purpose and resolve. Together, we will reclaim our position as a leader in regional development, set the benchmark for DDM implementation, and create a West Rand that is a beacon of hope, opportunity, and excellence for South Africa.

Operational Focus and Strategic Execution: While the GNU's key priorities—driving inclusive growth, alleviating poverty, and fostering a capable state—set the overarching agenda, we remain committed to addressing the additional 12 National Outcomes that underpin a balanced and thriving West Rand. Realizing both strategic and operational goals requires discipline, focus, and a clear execution plan. To that end, we will adopt the following principles to guide our efforts of:

1. Strengthening Community Trust and Engagement: Our communities often view municipalities as the sole face of government, which can lead to confusion about the distinct roles of local, provincial, and national structures. This misunderstanding fuels frustration and disillusionment. We must redefine our relationship with residents by improving communication, fostering transparency, and engaging openly. By clarifying our mandate and aligning with broader government initiatives, we can build trust, manage expectations, and deliver services that truly resonate with our people.

2. Streamlining for Greater Impact: To maximize our effectiveness, we must transform the way we work by creating a more agile and responsive municipal structure. This will involve consolidating resources and simplifying processes to ensure that every department operates efficiently. By doing so, we will channel our energy and resources into delivering meaningful results for the West Rand.

3. Embedding Accountability as a Core Value: Good governance starts with accountability. We will create a culture where transparency and responsibility are embedded at all levels of our administration. Through robust performance monitoring and transparent evaluation processes, we will ensure that individuals and teams align with our shared goals. This culture of accountability will drive excellence and ensure that every action contributes to the progress of our region.

4. Driving Growth Through Skills and Productivity: A thriving economy depends on a skilled and productive workforce. We will invest in training and upskilling initiatives to empower our people and unlock their potential. This will include fostering collaborative relationships with labor unions to build mutual trust and shared accountability. By prioritizing productivity and skills development, we can accelerate economic growth and enhance the livelihoods of all West Randers.

5. Building Unity Across Political Lines: Progress requires collaboration, even in the face of political differences. I am committed to working constructively with all political stakeholders to achieve shared goals for the benefit of our residents.

Where we find alignment, we will unite to deliver impactful solutions. Where disagreements arise, we will engage in respectful dialogue to find the best path forward for the long-term success of our region. This inclusive approach will strengthen governance and ensure that we remain focused on delivering progress and prosperity.

6. Partnering with the Business Community for Economic Transformation

A vibrant and sustainable economy cannot be built by government alone. We must forge strong

relationships with the business community, fostering trust and collaboration to unlock the full potential of Public-Private Partnerships (PPPs). These partnerships will be critical in driving economic transformation by attracting investments, creating jobs, and developing innovative solutions to address our region's challenges. By working hand-in-hand with businesses, we can leverage their expertise, resources, and networks to accelerate growth and build a thriving economy that benefits all West Randers.

A Commitment to Progress and Innovation: By rebuilding trust with our communities, transforming our internal processes, championing accountability, investing in our people, and fostering unity, we will shape a West Rand that is dynamic, resilient, and forward-thinking. Together, we can achieve not just the GNU's strategic priorities, but a comprehensive set of outcomes that empower our communities and uplift our region.

Let us rise to this challenge with courage and determination, ensuring that every action we take contributes to building a brighter, more sustainable future for all West Randers.

To achieve the transformative vision we have outlined, I choose a path of change from within—a commitment to strengthening the robustness and soundness of our internal administrative and political processes. These processes are the foundation upon which we will build success, enabling us to create the impact our communities deserve.

This journey requires us to confront challenges with open, constructive dialogue, always keeping our focus on the economic, political, and socio-economic growth of the West Rand. I will place a high emphasis on performance planning, monitoring, and evaluation to ensure accountability at every level of governance. We must recognize that we exist to serve our people, and in doing so, we must embrace an objective, transparent approach that allows us to be held accountable for our actions.

As we chart this new course, we must not shy away from reflecting on and correcting the mistakes of the past. This is how we will unlock the decade of hope and aspiration that lies before us. A shared future, built on integration, cooperation, and the real participation of our communities, is not just a possibility—it is a necessity. Together, we can build a West Rand that every citizen feels proud to call home.

Ald D.S Thabe

Executive Mayor

FOREWORD BY THE MUNICIPAL MANAGER

The Integrated Development Plan (IDP) is a legislative requisite in terms of the Constitution, White Paper on Local Government and Municipal Systems Act of 2000 (Act No: 32 of 2000) and is a plan which supersedes all plans in providing a municipality with an approach on how to achieve its strategic agenda for sustainable development and growth.

The 2025/26 IDP marks the third review of the approved 2022/23-2026/27 IDP, for which extensive consultation at a district and local level was done. The local municipalities continue to promote participatory governance through embarking on public consultation meetings, wherein the public's needs and aspirations are sourced for implementation over a five-year period. The West Rand District Municipality (WRDM) also continues to foster participatory governance, through structures such as the Integrated Development Planning Representative Forum affording the different stakeholders (Public/Private Sector/Government Departments etc.) an opportunity to participate and contribute towards the development of the West Rand Region.

This IDP has identified strategic objectives and priorities which have been aligned with those of National and Provincial government to ensure a coordinated approach in addressing the current socio-economic challenges faced by the West Rand Region. Furthermore, different programmes and projects on basic services and infrastructure projects; economic development; spatial planning and human settlement have been identified and will be implemented through a joint venture between the concerted efforts from the municipalities, different government departments and private sector. The latter will also result in the creation of job opportunities and improve the lives of the communities within West Rand. The WRDM remains dedicated to work towards improving the state of economy of the region and as such has resuscitated the Mining Forum. The forum has been established with an intent to improve the state of economy of the West Rand Region, through implementation of Social Labour Plans (SLPs) which seeks to address some of the community needs as raised during public participation.

The issue of powers and functions remains a major challenge for the WRDM. However, WRDM Council and Management commit to deliver services to the best of their ability. This IDP will be implemented through the Service Delivery and Budget Implementation Plan (SDBIP) that will be approved by the Executive Mayor in line with the provisions of the Municipal Management Finance Management Act, 56 of 2003. The implementation of the SDBIP is a priority for the management, whereby the management has adopted a new principle “doing things right the first time” and this principle continues to improve the overall performance of the WRDM. The latter is evident from the “Clean Audit” that has been obtained by the WRDM for the 2023/24 financial year.

The municipality continues to work collaborately with the national and provincial government departments to give effect to the District Development Plan (DDM) with an intent to accelerate service delivery through the implementation of different projects in local municipalities. The district will continue to provide the local municipalities with support to enable them to perform their functions and ensure service delivery within the region to give effect to the vision of the municipality (Integrating district governance to achieve a better life for all).

M.E Koloi
Municipal Manager

SECTION A: 1. VISION, MISSION AND CORE VALUES

The WRDM Vision, Mission and Values were affirmed by Council in May 2022, subsequent to a strategic planning session held in February 2022, in line with Section 26(a) of Municipal Systems Act 32 of 2000, which stipulates that an integrated development plan must reflect the municipal council's vision for the long term development of the municipality. Transparency and Accountability were also added to the core values of the municipality, in order to capture the sceptre of the whole Good Governance.

VISION:

Integrating District Governance to achieve a better life for all

MISSION:

To provide an integrated and excellent developmental district governance system in the West Rand

SLOGAN:

Green is the new **Gold**

CORE VALUES

-  Service excellence;
-  Pride;
-  Integrity;
-  Responsibility;
-  Transparency;
-  Accountability;
-  Innovation; and
-  Teamwork

1.1 WEST RAND DISTRICT MUNICIPALITY CONTEXTUALISATION

The West Rand District Municipality (WRDM) is a Category C municipality located in the west of the Gauteng Province and consists of three local municipalities namely: Mogale City Local Municipality, Merafong City Local Municipality and Rand West City Local Municipality. It is a home to the famous Cradle of the Humankind World Heritage Site and is about 50 minutes from OR Tambo International Airport. It borders the North West Province and accessibility is easy from all major Gauteng centres. This region is a great base from which to explore the fascinating and ancient part of South Africa. The West Rand Region has a rich and diverse landscape with the lovely Magaliesberg Mountains forming the backdrop. Towns in the region include Krugersdorp, Randfontein, Westonaria and Carletonville. Each of these is in easy reach of the peaceful countryside well known for its warm hospitality.



Spatial context

Merafong's historical development is closely-knit with the discovery of rich gold deposits in the early 1930s. Fochville is the oldest town in the region, and was declared a town in 1951. The town Carletonville was named after Guy Carleton Jones, an engineer from the Gold Fields Ltd mining company, who played a prominent role in the discovery of the West Wits gold field, of which Carletonville forms a part. The mining company decided, in November 1946, to establish the town. Carletonville was proclaimed in 1948 and attained Town Council Status on 1 July 1959. Formerly a cross-border municipality, the entire municipality was transferred to the North West Province

following the abolition of cross-border municipalities by an amendment to the South African Constitution in 2005. The municipality was part of the North West Province from 2005 to 2009, when it was reincorporated into the Gauteng Province by another amendment to the Constitution, following often-violent protests in the township of Khutsong.

An urban concentration is found in the south-eastern part around Krugersdorp and Kagiso. The Krugersdorp CBD is the main business, social and administration centre and fulfils a regional function. The areas around Krugersdorp are established middle-to-high income residential areas with the full range of urban amenities, services and facilities. The areas to the south of Krugersdorp, namely Kagiso, Azaadville and Rietvallei (referred to as the Kagiso complex), are predominantly disadvantaged settlements with more limited access to service and facilities. The Kagiso complex is physically separated from Krugersdorp's urban areas by an extensive mining belt that runs roughly in an east-west direction through the area. In the 2015/16 annual report of Mogale City, it was indicated that the municipality has 99 urban formal settlement.

In terms of overall spatial structure, Rand West City has three distinct separate precincts: the urban residential and economic core, the mining precinct and agricultural land. The west of Rand West City is characterized by extensive farmland and agricultural holdings containing a rural residential node known as Badirile. The Rand West City Local Municipality is characterised by dispersed urban structures consisting of various urban areas and mining villages spread across the entire municipal area. The rural areas consist of a large number of farms, as well as agricultural holdings. There is very limited scope for new development north of the ridge due to dolomitic conditions. The established settlements e.g. Westonaria, Simunye, Bekkersdal and Venterspost cannot be expanded / can only be expanded in a very limited way.

The strategic location of the WRDM in relation to the Gauteng Province creates a huge potential for the agriculture sector to grow and stimulate economic development in the region. The advantage held by farmers within the West Rand is their close proximity to the largest consumer market of perishable goods in South Africa (i.e. City of Tshwane and City of Johannesburg), coupled with the fact that the region has areas with good to excellent agricultural potential. Furthermore, the region possesses the potential to develop agro-processing within its borders, as the majority of required resources are available. Mining is still a very important economic sector in the West Rand, both in terms of production and employment and its influence in the economy of the West Rand is still to be felt for many years to come. Therefore it's critical that the mining sector be used as a catalyst for developing other economic activities within the region.

SECTION B: 1.2 DEMOGRAPHIC PROFILE OF THE MUNICIPALITY (SITUATIONAL ANALYSIS)

1.2.1 Population profile

Demographic statistics are essential for planning in both the country and its regions. The West Rand District population is 6 percent of the Gauteng Province's total population which makes it the least populated region in the province, with less than million residents.

Table 1: West Rand Population Size and Growth in West Rand

Table 1 below shows the population for the West Rand District between 2011 and 2022 as expounded by the 2022 StatsSA census and it is the lowest compared to Sedibeng and the metros. The West Rand District's population remains below a million mark, with the highest being Mogale City and the lowest being Merafong City.

Municipality	Population Size		Rank
	2022	2011	
West Rand	998 466	821 191	n/a
Mogale City	438 217	362 618	1
Rand West City	334 773	261 053	2
Merafong City	225 476	197 520	3

Source: Statssa, Census 2022

Table 2 depicts population groups and gender which assists to explain current dynamics based on historical population settlement patterns.

Population groups					
	1996	2001	2011	2016	2022
Black	503,130	586,440	650,029	660,179	853,000
White	130,517	132,815	136,987	148,062	102,910
Coloured	15,489	17,628	20,503	21,153	28,061
Indian	5,720	7,078	9,411	9,201	12,019
Other	4,720	NA	3,887	NA	2,476
Total	659,577	743,961	820,817	838,595	998,466

Population and Gender						
	1996	2001	2011	2016	2020 [†]	2022
Males	385,125	399,745	428,057	434,602	484,630	505 187
Females	274,452	344,215	392,760	403,993	429,840	493 279
Population density (persons/ha)	0.72	1.82	2.01	2.05	2.24	2.44
Total Population	659,577	743,961	820,817	838,595	915,661	998 466

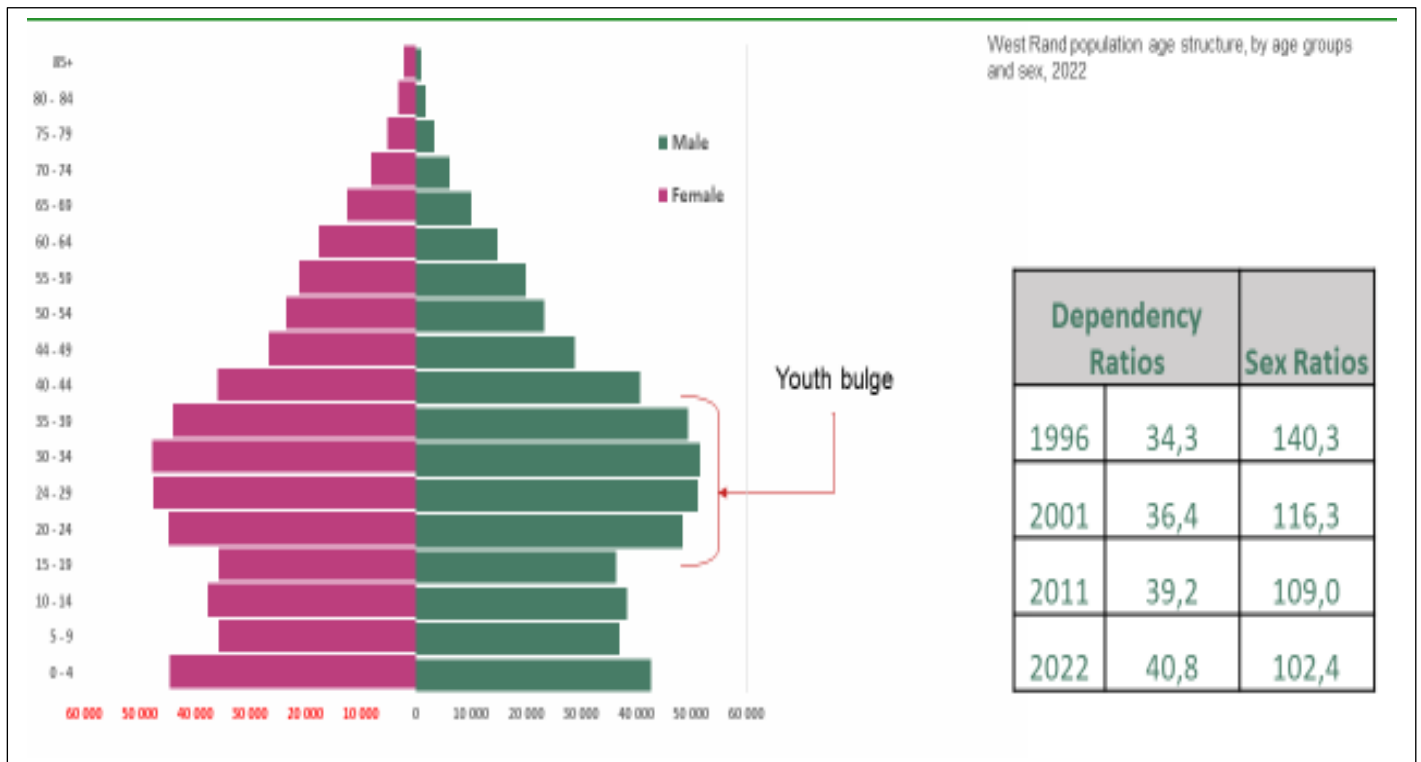
Table 3 in considering age groups, the 20 to 65-year cohort is very significant. The male-female ratio in this age group is important. As explained above male absenteeism or a male surplus is a good proxy for migrant labour. Furthermore, the number of women in this age group also indicates the expected number of households in an area.

<u>Age groups census 2011-2022</u>					
	0-4	5-14	15-34	35-60	60+
2011	78 305	119 858	317 539	252 762	52 726
2022	87 339	148 917	363 429	313 155	85 524

Table 4 Language groups display very strong spatial patterns in South Africa. These patterns and distributions have ramifications for education, labour markets, and labour relations. Its impact on the demand for community services, infrastructure and social facilities are, however, not significant for the planner.

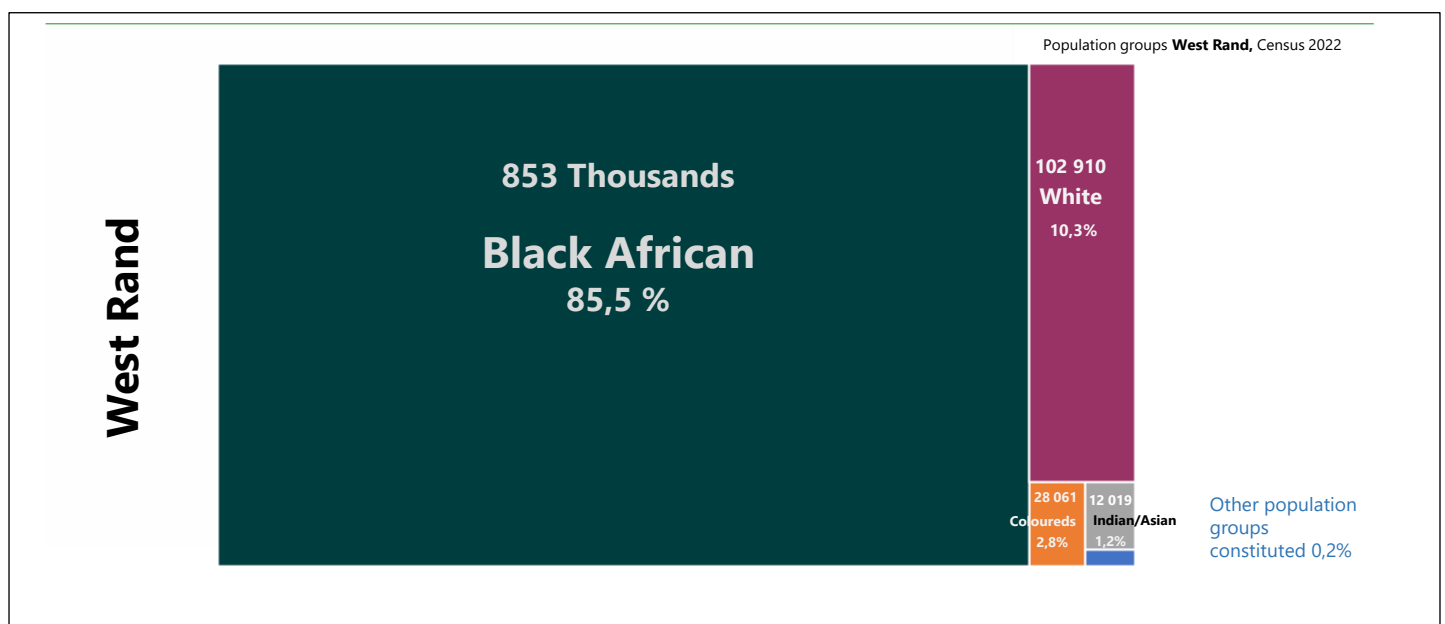
<u>Language groups</u>				
	1996	2001	2011	2016
Afrikaans	120,711	125,507	135,707	139,234
English	33,334	36,664	53,317	43,636
Ndebele	1,127	2,940	8,484	4,133
Sepedi	16,279	23,259	24,611	24,562
Sesotho	76,348	85,258	86,537	86,330
SiSwati	10,919	10,216	7,290	6,475
Tsonga	44,203	38,193	41,843	38,806
Tswana	171,494	214,740	219,109	265,103
Venda	4,979	9,185	11,545	10,850
Xhosa	110,834	123,014	119,512	118,382
Zulu	53,608	64,614	72,435	76,601
Other	15,742	10,369	40,427	24,483
Total	659,577	743,961	820,817	838,595

The majority of people living in West Rand District are youth



Source: Statssa Census, 2022

At 85, 5% the **Black African** population group constitutes the largest proportion of West Rand's population, followed by **White (10,3%)** and **Coloured (2,8%)**.



Source: Statssa Census, 2022

1.2.2 Household characteristics

Population numbers relate to the demand for community and or social facilities. On the other hand, households determine the demand for infrastructure and housing. Furthermore, many planning indicators are measured using household sizes and densities.

1.2.2.1. Households, size and density

Table 4 Households are usually assessed in the context of the total population. This gives rise to density ratios and household size. The total number of households is always an important factor in determining the overall demand for infrastructure services and housing. Household density is an important indicator of settlement efficiency and plays an important role in urban planning and development strategies. Household size has an impact on the extent of consumption of goods and services. One should note that housing support strategies have affected household formation to the extent that there are often different rates of change between households and populations. The basic household profile for the assessment area is shown in the table below.

	Total households, size and density				
	1996	2001	2011	2016	2022
Total households	152,514	282,867	266,907	330,572	356 530
Household density (households/ha)	0.17	0.69	0.65	0.81	0.87
Ave household size	4.32	2.63	3.08	2.54	2.8

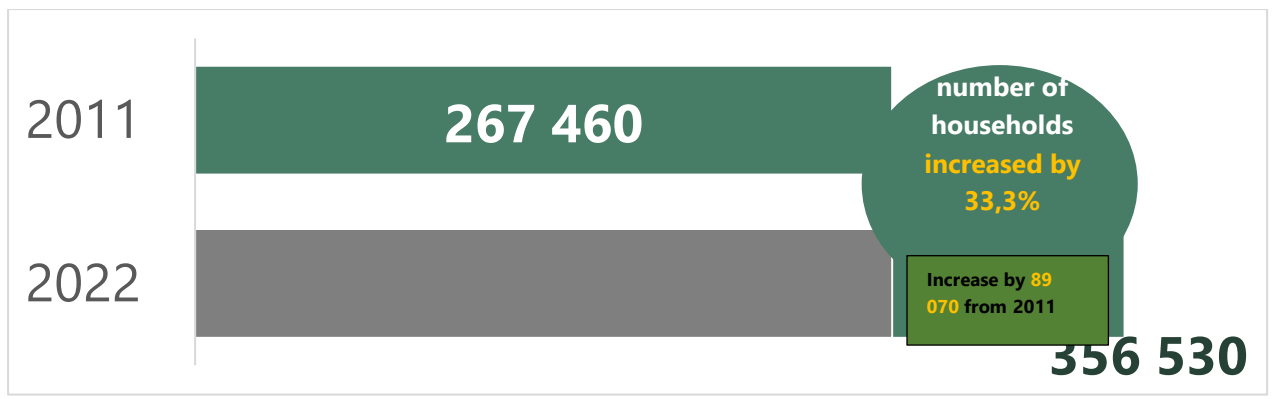
1.2.3 Dwelling type

Information about access to household amenities remains essential for the purposes of planning and budgeting for Gauteng and all its municipalities.

Using the StatsSA definition of a household and a dwelling unit, households can be categorised according to type of dwelling. The categories are:

- Very formal dwellings - structures built according to approved plans, e.g. houses on a separate stand, flats or apartments, townhouses, rooms in backyards that also have running water and flush toilets within the dwelling.
- Formal dwellings - structures built according to approved plans, i.e. house on a separate stand, flat or apartment, townhouse, room in backyard, rooms or flat let elsewhere etc, but without running water or without a flush toilet within the dwelling.
- Informal dwellings - shacks or shanties in informal settlements, serviced stands, or proclaimed townships, as well as shacks in the backyards of other dwelling types.
- Traditional dwellings - structures made of clay, mud, reeds, or other locally available material.

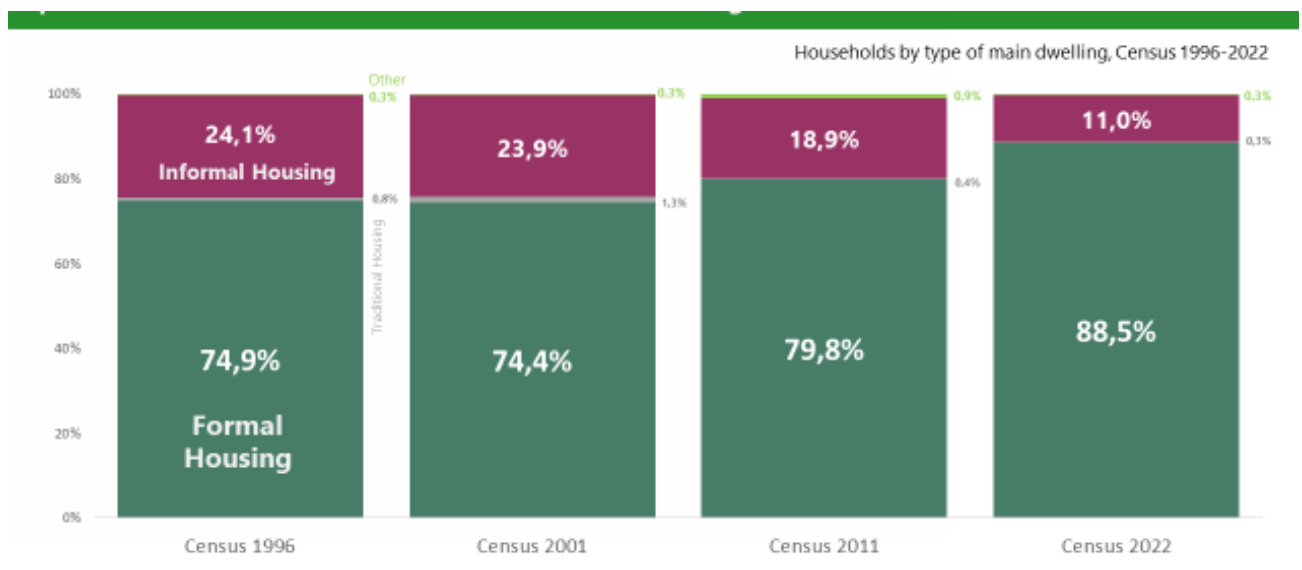
As per latest StatsSA census 2022 data, the West Rand District Municipality had a total number of 356 530 households.



Source: Statssa Census, 2022

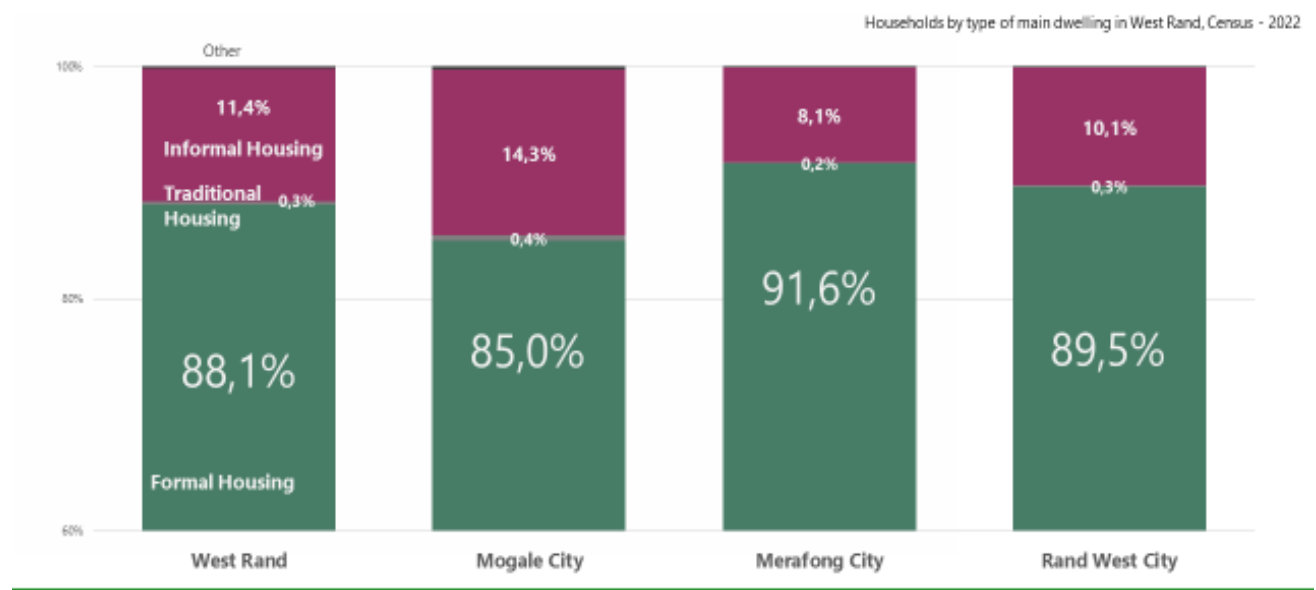
Housing backlogs and the demand for housing was and will always remain an issue in development and social support strategies in South Africa. The next table shows the different dwelling types in the municipality under assessment.

Households that resided in formal dwellings increased by **13, 6 percentage points**, from **74, 9%** in 1996 to **88, 5%** in 2022 in Gauteng



Source: Statssa Census, 2022

Households by type of main dwelling in West Rand, Census - 2022



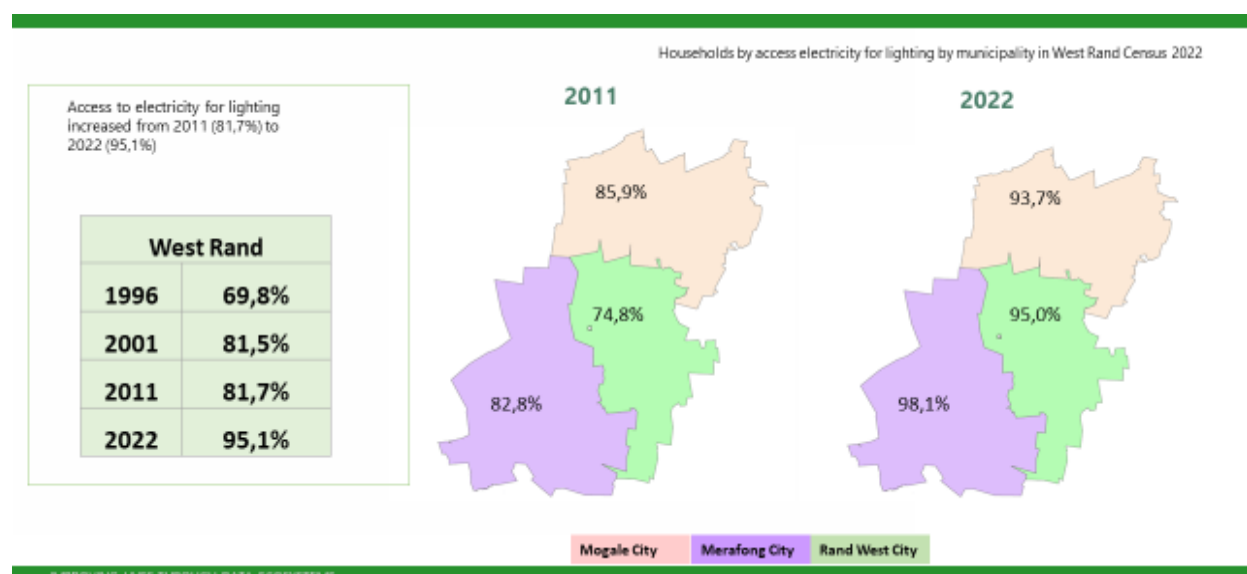
Source: Statssa Census, 2022

The graphs above highlights the type dwelling as per the three local municipalities. This is inclusive also in terms of the formal and informal household. There were more Households that resided in formal dwellings in Merafong City in 2022 as compared to other municipalities in West Rand.

1.2.4 ACCESS TO BASIC SERVICES

1.2.4.1. Access to electricity

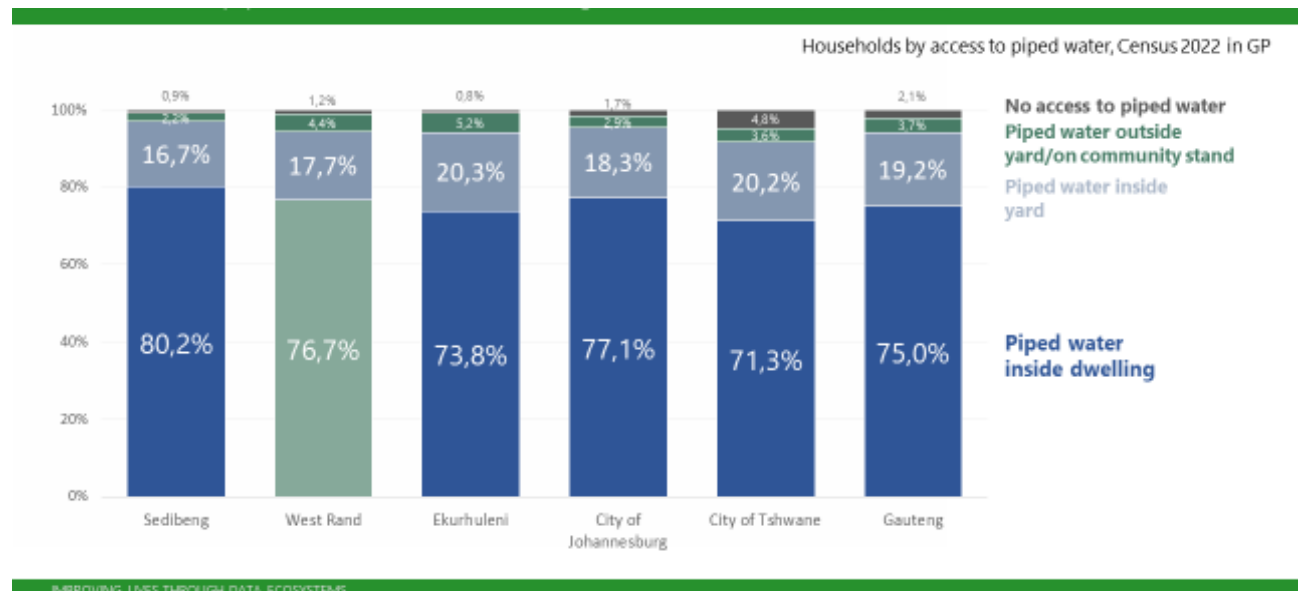
All municipalities in West Rand had more than **90%** of households having access to electricity for lighting in 2022.



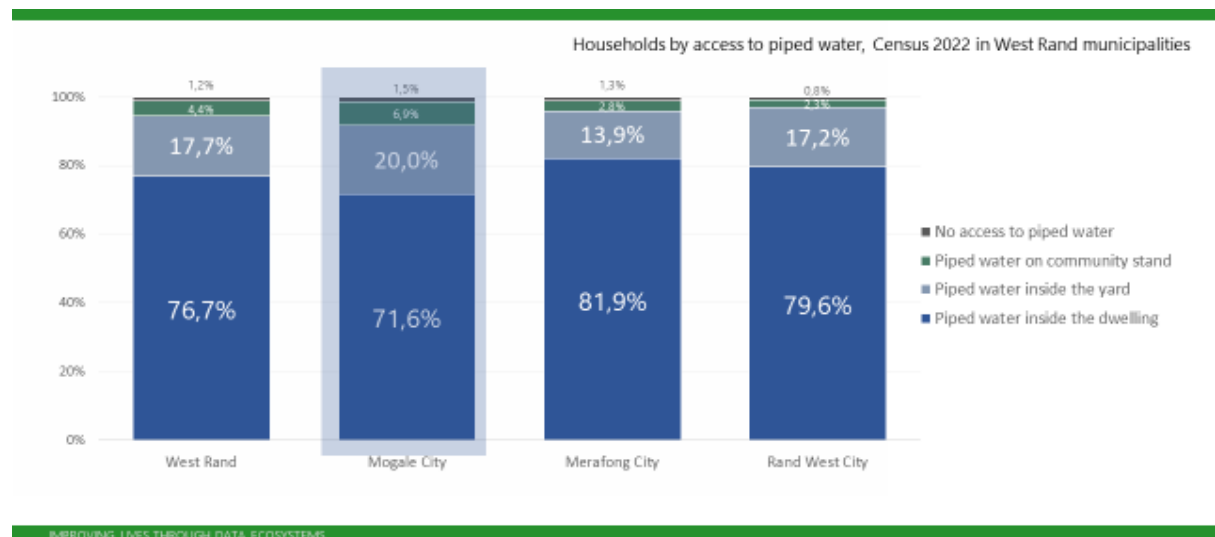
Source: Statssa Census, 2022

1.2.4.2. Access to piped water

West Rand district had the third highest (76,7%) proportion of households with access to piped water inside the dwelling



Proportion of households with access to piped water inside the dwelling in West Rand District Municipality is at (76,7%).

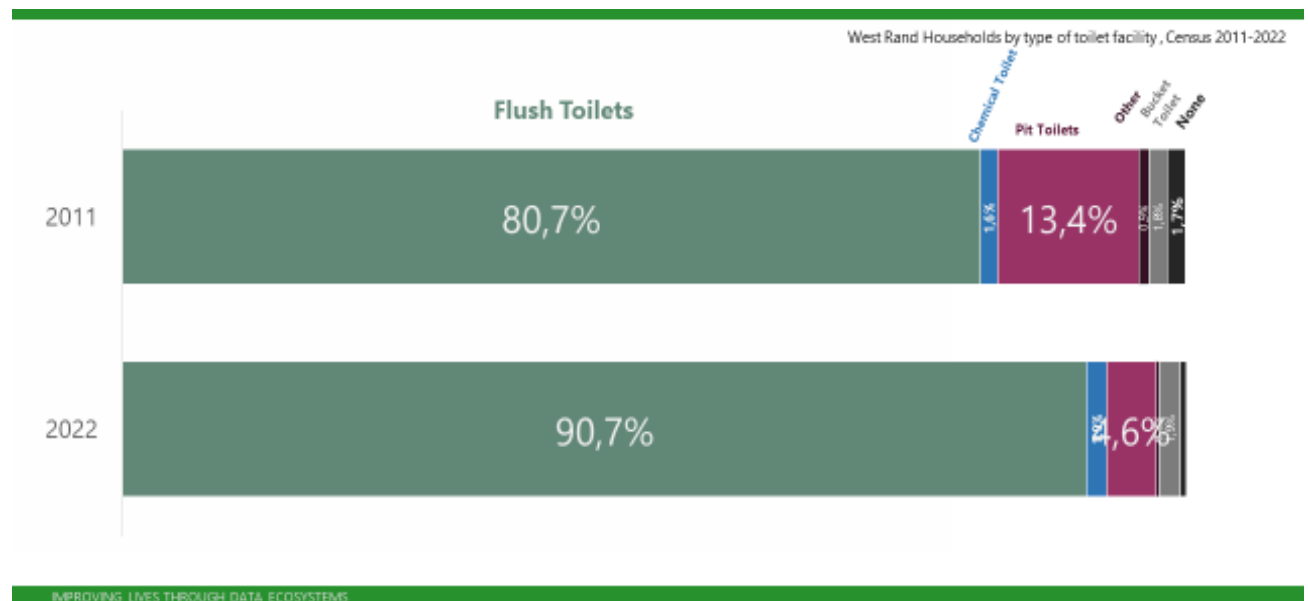


Source: Statssa Census, 2022

The graph above depicts that Merafong City had the highest (81,9%) proportion of households with access to piped water inside the dwelling. Rand West City had about 79,6% proportion of households with access to piped water inside the dwelling. Mogale City had the lowest (71,6%) proportion of households with access to piped water inside the dwelling as compared to other municipalities.

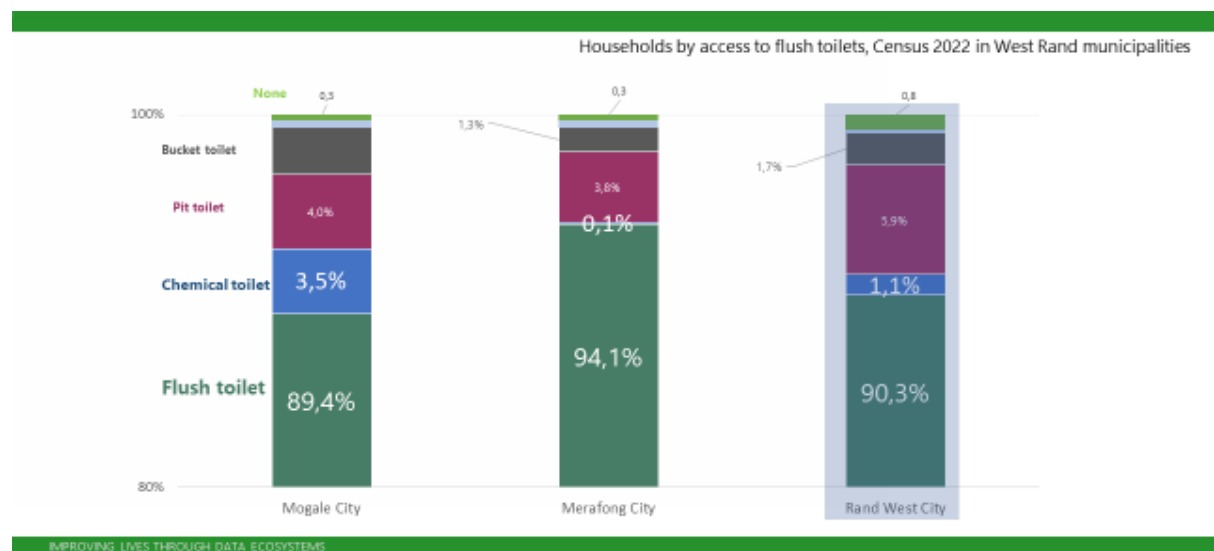
1.2.4.3. Access to flushing toilets

Households using flush toilets increased by **10 percentage points** between 2011 and 2022 in West Rand.



Source: Statssa Census, 2022

Proportion of households with access to flushing toilets in West Rand District Municipality.



Source: Statssa Census, 2022

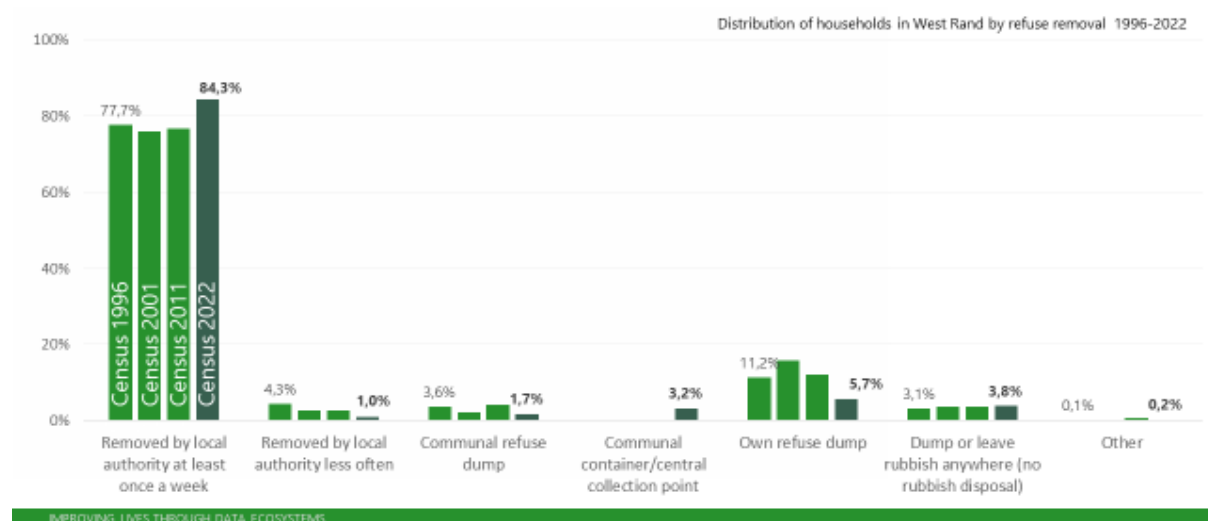
The **graph above** depicts that Households in Merafong City (94,1%) had the highest access to flush toilets than other municipalities. Households in Rand West City had 90,3% access to flush toilets. Households in Mogale City (89,4%) had the lowest access to flush toilets than other municipalities.

1.2.4.4. Access to refuse removal

Approximately **84,3%** of households in West Rand had their refuse removed by a local authority once a week.

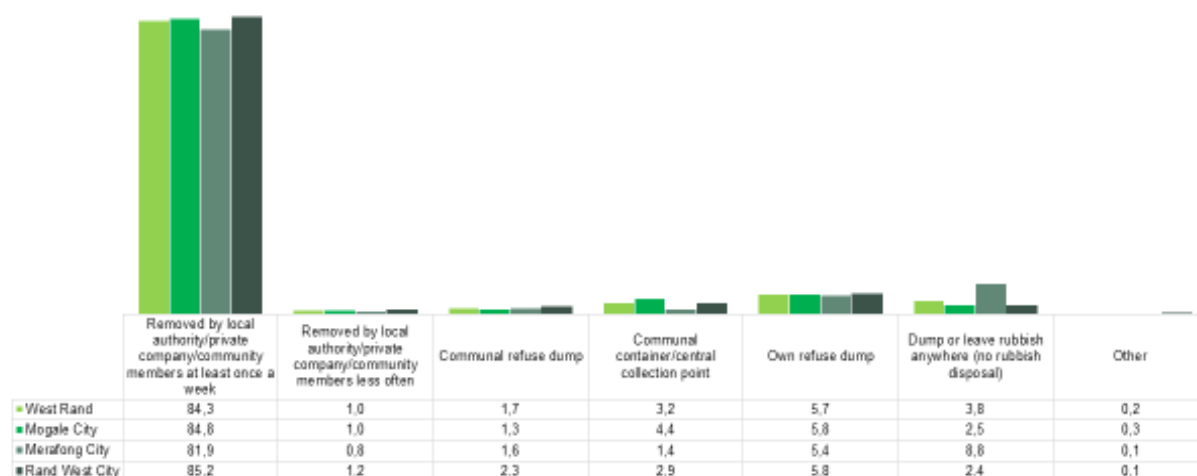


Refuse removal by local authority at least once a week increased from **77,7%** in 1996 to **84,3%** in 2022 in West Rand



Proportion of refuse removal per local municipality

Refuse removal in West Rand municipalities, Census 2022

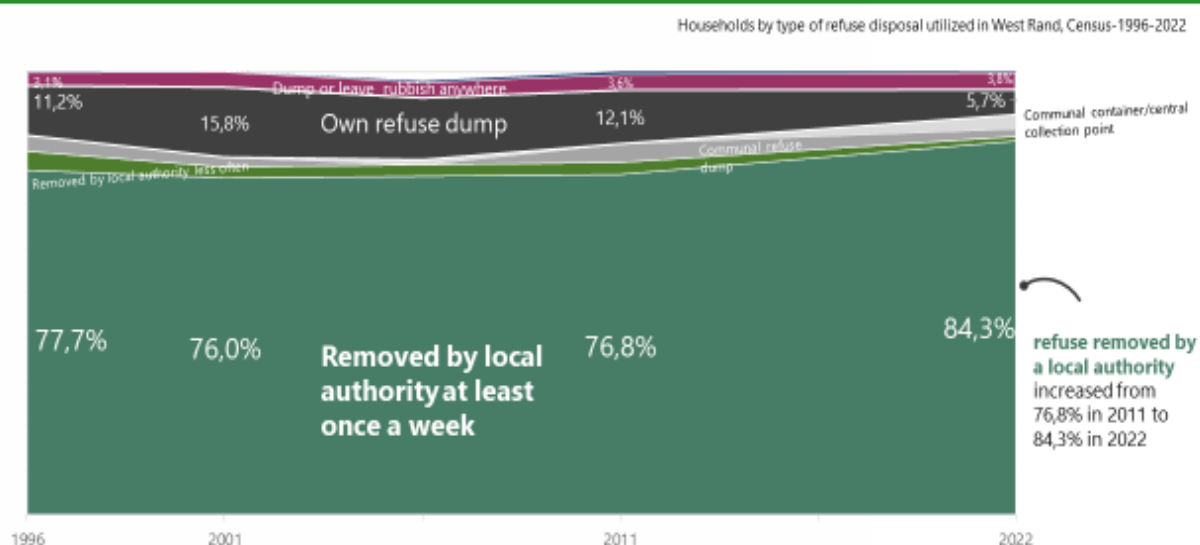


IMPROVING LIVES THROUGH DATA ECOSYSTEMS

Source: Statssa Census, 2022

The graph above depicts that Rand West City (85,2%) had the highest percentage of Refuse removal by local authority at least once a week as compared to other municipalities. Mogale City had 84,8% of Refuse removal by local authority at least once a week. Merafong City had the lowest percentage of Refuse removal by local authority at least once a week as compared to other municipalities.

The proportion of Households that have own refuse dump decreased from 11,2% in 1996 to 5,7% in 2022 in the West Rand district.



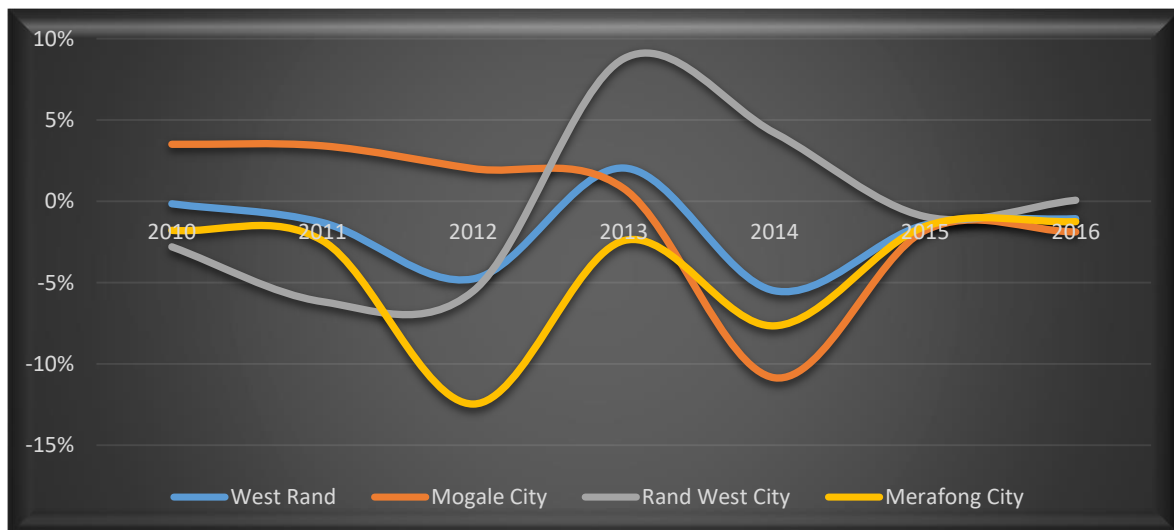
IMPROVING LIVES THROUGH DATA ECOSYSTEMS

Source: Statssa Census, 2022

1.2.5 DISTRICT ECONOMIC ACTIVITY

The global economic trends continue to affect South Africa, Gauteng and its region's outlook. The commodity price slump has also affected economies of commodity exporting countries including South Africa. The West Rand, with its economy dominated by mining & quarrying activities, is also affected by such global events.

Growth in Economic Activity, 2010 - 2016



Source: IHS Markit, 2017

Figure above shows growth in economic activity for the West Rand and its Local Municipalities from 2010 to 2016. The figure indicates that Mogale City recorded positive growth rates from 2010 to 2013, the Rand West City did so for 2013 and 2014 only. Economic growth remained in negative territory for the district and the rest of the local municipalities for most parts of the review years. Merafong City, the growth rate has been negative throughout the review period.

Table 5: Sectors Share of the Regional Total, 2016

	West Rand	Mogale City	Rand West City	Merafong City
Agriculture, forestry & fishing	1,7%	2,4%	1,2%	1,3%
Mining & quarrying	28,6%	4,9%	47,6%	33,8%
Primary Sector	30.0%	7.3%	48.8%	35
Manufacturing	13,6%	24,4%	11,9%	4,2%
Electricity, gas & water	4,4%	7,5%	3,4%	2,2%
Construction	3,1%	4,1%	2,6%	2,6%
	West Rand	Mogale City	Rand West City	Merafong City
Wholesale & retail trade	11,4%	12,4%	8,9%	12,9%
Transport & communications	7,0%	8,1%	5,2%	7,6%
Finance & business services	12,8%	13,9%	8,1%	16,4%
Government, social & people services	17,4%	22,2%	11,1%	18,8%
Total Industries	100,0%	100,0%	100,0%	100,0%

Source: IHS Markit, 2017

Table 5 shows the sector's share of the region's total economic activity for 2016. Activities in the West District remain dominated by the mining & quarrying at 28.6%. The sector is also more dominant in the Rand West City at 47.6% and Merafong City at 33.8%. In Mogale City, manufacturing dominates economic activity at 24.4%. To diversify economic activities in all the Gauteng regions, the Transformation, Modernisation and Re-industrialisation (TMR) pillars identifies sectors to promote economic development in each of the province's municipalities including the West Rand.

1.2.6 LABOUR MARKET OVERVIEW

During 2019, the West Rand labour market shed a lot of jobs due to the deteriorating economic conditions. The number of employed people fell by 4 per cent (or 12 476 people). This pushed the official unemployment rate to 32.3 per cent for the district, an increase of 3.1 percentage points from the rate recorded in 2018.

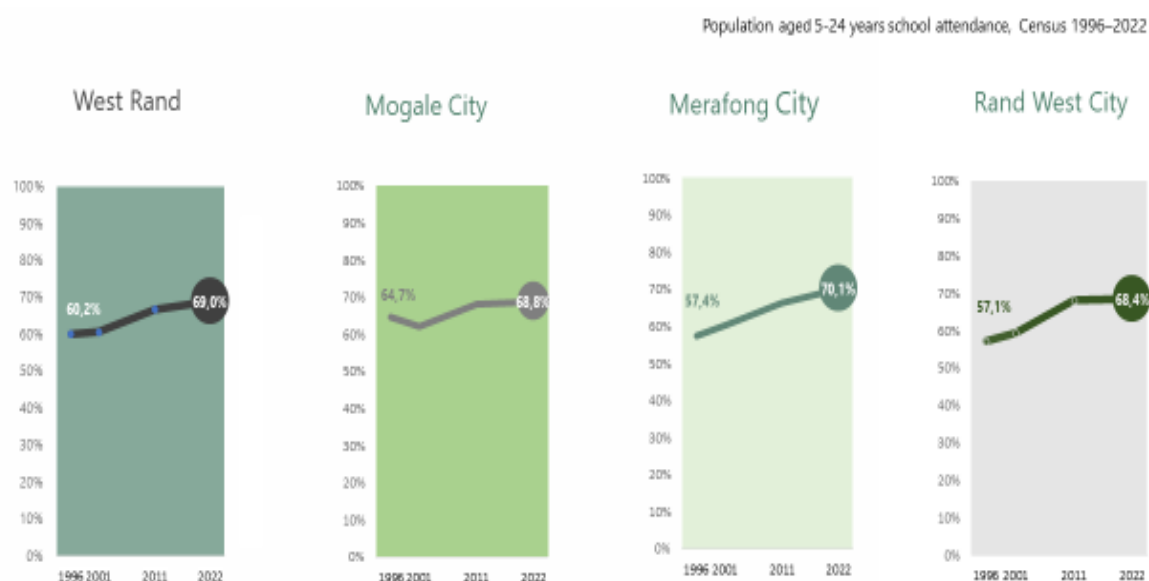
Indicators	West Rand			Mogale City			Merafong City			Rand West City		
	2018	2019	Change	2018	2019	Change	2018	2019	Change	2018	2019	Change
Number (000)												
Working-age Population	596 793	602 883	6 091	273 120	277 365	4 245	140 415	140 408	-7	183 258	185 111	1 853
Employment	309 138	296 662	-12 476	120 971	114 063	-6 908	103 231	103 126	-105	84 935	79 472	-5 463
Unemployment	127 364	138 750	11 386	61 948	68 073	6 124	17 981	18 635	654	47 435	52 042	4 607
Discouraged Work Seekers	23 770	27 441	3 662	7 287	9 673	2 386	11 251	10 912	-339	5 241	6 956	1 615
Rate												
Unemployment	29.3%	32.3%	3.1	30.5%	34.2%	3.6	19.7%	19.7%	0.6	34.4%	38.5%	4.1
Labour Absorption Rate	51.6%	48.2%	-3.4	51.6%	47.3%	-4.3	54.3%	54.2%	-0.1	49.4%	45.0%	-4.5
Labour Force Participation Rate	72.9%	71.2%	-1.7	74.3%	71.8%	-2.5	67.7%	67.5%	0.4	75.3%	73.1%	-2.2

Source: IHS Markit Regional eXplora, 2021

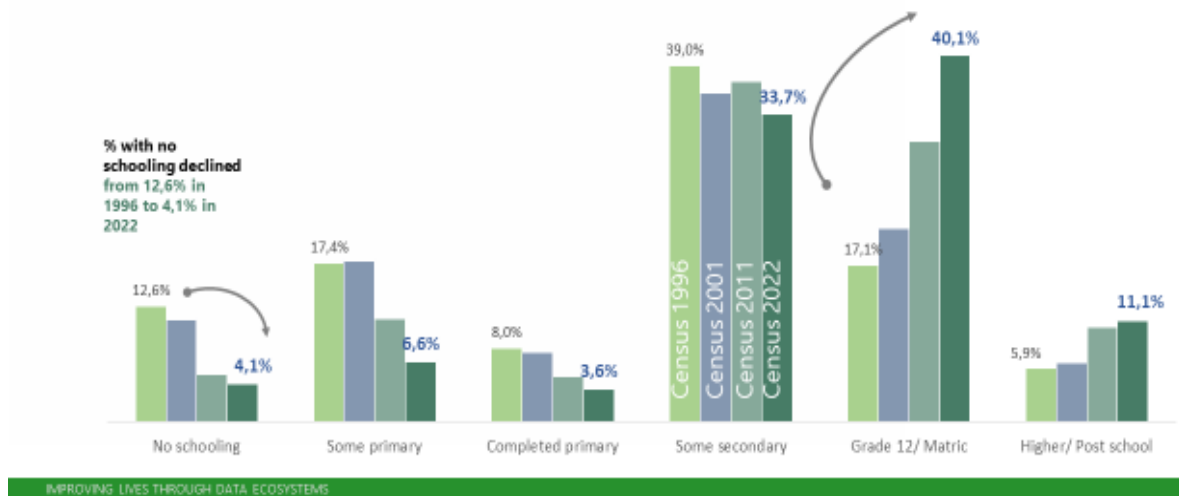
Other indicators which mirror the health of the labour market show that the labour market conditions in the West Rand have weakened over time. The labour absorption rate, which measures the proportion of the working-age population that is employed, declined from 51.6 per cent in 2018 to 48.2 per cent in 2019. Mogale City experienced the largest increase in the number of unemployed people between 2018 and 2019. However, the highest unemployment rate of 54.2 per cent was recorded in Merafong City, which is the mining area of the district.

1.2.7 EDUCATION

Persons aged **5–24 years** attending school increased by **8, 8** percentage points in West Rand from **60, 2%** in 1996 to **69,0%** in 2022. Merafong City had the highest increase of **12, 7** percentage points.



Source: Statssa Census, 2022

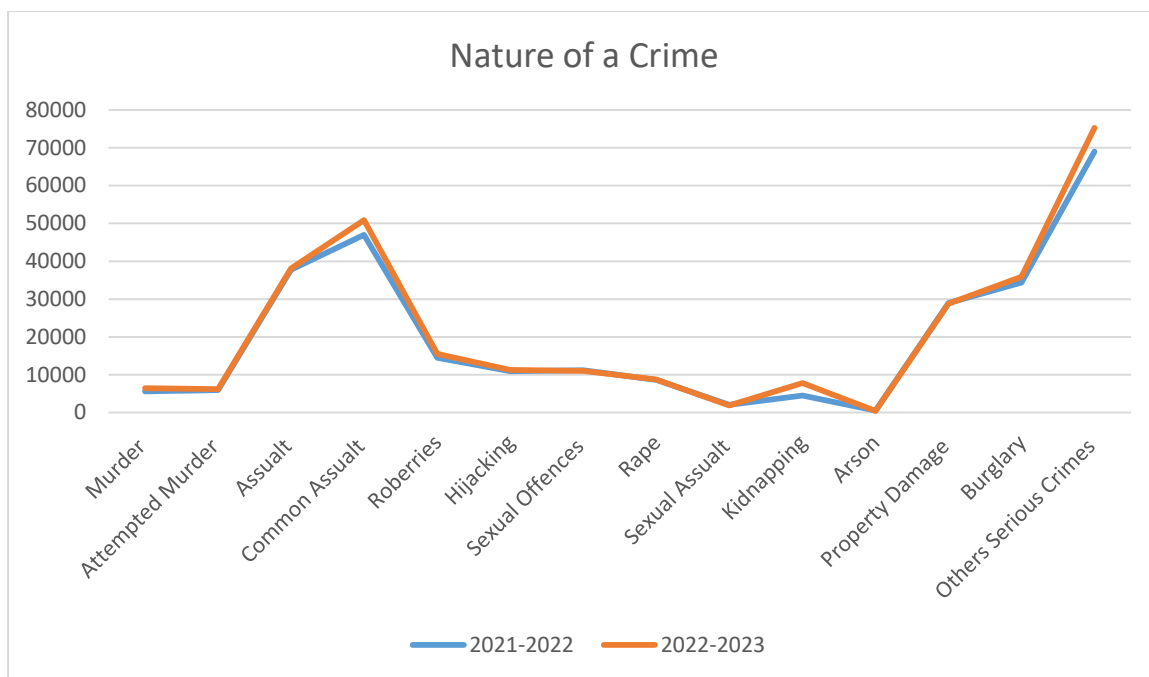


The graph above depicts that approximately 40 out of 100 persons aged 20 years above completed Grade 12/ Matric in the West Rand District in 2022.

1.2.8 CRIME STATISTICS

The data below depicts the annual crime stats within the Gauteng province which West Rand Region is included between 2021/22 and 2022/23. These are not only crimes committed, however an overview certain crimes extrapolated from the main document which have proved to be a serious threat to human security.

A total of the community-reported serious crimes have increased by a total of 7.1 % between a period of 2021/22 and 2022/23 financial years. The graph below highlights what is termed **contact crime** in which the victims themselves are the targets of violence, or instances victims are in the vicinity of property that criminals target and are subjected to the use of or threats of violence by perpetrators. Crimes perpetuated includes, murder, sexual assaults, robberies et cetera. Moreover, under the other serious crimes, it is inclusive of **non-contact** crime such as illicit drug transportation, commercial crimes, cyber threat, stock theft et cetera. Such crimes have also posed threat not only to government and private institutions but also may pose threat to day to day functions of the citizens as whole.



Nature of a crime	2021-2022	2022-2023
Murder	5570	6411
Attempted Murder	5309	6161
Assault	37731	38081
Common Assault	47031	50891
Robberies	14507	15682
Hijacking	10964	11248
Nature of a crime	2021-2022	2022-2023
Sexual Offences	11178	10997
Rape	8675	8708
Sexual Assault	2010	1863
Arson	505	440
Property Damage	28994	28767
Burglary	34363	35899
Other Serious Crimes	68983	75296

Source- Annual Crime Report 2022/23 www.saps.gov.za

1.3.1. IDP FRAMEWORK PLAN BACKGROUND

In terms of section 27 of the Municipal Systems Act, each district municipality must adopt a framework for integrated development planning in the area as a whole, and it must be agreed upon by both local municipalities and district municipality. The IDP framework is therefore developed to ensure coordination and alignment in the whole IDP process by all role players.







WHAT IS THE FRAMEWORK PLAN?

The function of the Framework Plan is to ensure that the process of the district IDP and local IDPs are mutually linked and can inform each other, ensuring co-operative governance as contained in section 41 of the Constitution. The Framework must:

- a) Identify the plans and planning requirements binding in terms of national and provincial legislation and identify those which were omitted in the past IDP process;
- b) Identify the matters to be included in the district and local IDPs that require alignment;
- c) Specify the principles to be applied and co-ordinate the approach to be adopted;
- d) Determine procedures for consultation between the district municipality and the local municipalities;
- e) Determine the procedures to effect amendments to the Framework Plan;
- f) Incorporate comments from the MEC and those derived from self-assessments; and
- g) Provide guidelines for the Performance Management System (PMS) and Integrated Development Plan (IDP) implementation and communication plans.

Therefore the Framework Plan is a co-ordination tool for the WRDM to ensure that interrelated parallel planning processes within the district are coordinated to obtain maximum benefit for the district as a whole.

The IDP Framework Plan comprises the following:

-  Elements of the IDP;
-  Framework programme with time frames;
-  Mechanisms and procedures for alignment;
-  Mechanisms and procedures for consultation;
-  Binding plans and planning requirements at Provincial and National level; and
-  Procedures and principles for monitoring the planning process and amendment

LEGISLATIVE BACKGROUND

Constitution Act 108 of 1996 - the Constitution mandates that a municipality must undertake developmentally-orientated planning so as to ensure that it:

- a. strives to achieve the objectives of local government set out in section 152;
- b. gives effect to its developmental duties as required by section 153;
- c. together with other organs of state contributes to the progressive realization of fundamental rights contained in sections 24, 25, 26, 27 and 29;

White Paper - “South Africa has been given a rare and historic opportunity to transform local government to meet the challenges of the next century”. The White Paper establishes the basis for a new developmental local government and characterizes it as a system, which is committed to working with citizens, groups and communities to create sustainable human settlements which provide for a decent quality of life and meet the social, economic and material needs of communities in a holistic way.

To achieve developmental outcomes will require significant changes in the way local government works. The White Paper further puts forward three interrelated approaches which can assist municipalities to become more developmental:

- Integrated development planning and budgeting;
- Performance management; and
- Working together with local citizens and partners.

Municipal Systems Act 32 of 2000 - the Municipal Systems Act (32 of 2000) is the key legislation that gives direction and guidance on the development processes of the IDP.

Chapter five of the act details the process as follows:

Section 25(1) mandates that each municipal council must, upon election adopt a single, inclusive and strategic plan which:

- a. links, integrates and co-ordinates plans;
- b. aligns the resources and capacity with the implementation of the plan;

Section 27 mandates the district municipality, in consultation with the local municipalities – to adopt a framework for integrated development planning, which shall bind both the district municipality and its local municipalities. On the basis of the agreed framework plan, Section 28 mandates that each municipal council must adopt a process plan to guide the planning, drafting and adoption and reviewing of its integrated development plan.

Local Government: Municipal Planning and Performance Management Regulations, 2001 – The regulations were issued in 2001 so as to develop further guidelines and clarity in the issues of the IDPs, The Municipal Planning and Performance Management Regulations set out in detail requirements for Integrated Development Plans.

Municipal Finance Management Act 56 of 2003 - the MFMA (56 of 2003) speaks about promotion of cooperative governance and makes special emphasis on alignment of the IDP and the Budget. This is enshrined in chapter 5 of the MFMA (Act 56 of 2003). Consequently, the West Rand District Municipality, in pursuit of the above legislative directives, presented the IDP framework to guide

its process plans and consequently the IDP plans of both the district itself and the local municipalities within the area of its jurisdiction.

IDP Process is undertaken in order to achieve the following:

- ✓ To inform other components of the municipal business process, including institutional and financial planning and budgeting; and
- ✓ To inform the cyclical intergovernmental planning and budgeting cycles.
- ✓ The IDP process will focus and be influenced by the following areas:
- ✓ Local Government MEC's comments;
- ✓ Improvement on the IDP/Budget Process based on the previous performance;
- ✓ Amendments on the existing documents/newly adopted policies; and
- ✓ Adjustment of powers and functions.

As per legislative requirement, an adopted IDP is submitted to the MEC of Local Government for comments. These comments will be incorporated during the review process to influence the finalization of the process. However, it is necessary that they are received on time to allow municipalities' ample time to process and put them in effect.

In summing up the above, the outlined IDP Framework with timeframes, role players, mechanisms of alignment and the binding legislations, ensures that the WRDM will table the IDP and Budget on time. Compliance with the timeframes provided will allow enough time to table the Draft IDP and Budget on or before March and take it to council for approval on or before May each financial year.

The way forward is for all municipalities to prepare Process Plans in concurrence with the District Framework Plan and set out the following:

- HOW the planning process will unfold per municipality;
- WHAT actions are required;
- WHO will be responsible for implementing these actions;
- WHEN will the action have to be implemented; and
- WHAT will the actions COST?

The achievement of an aligned IDP process depends on the co-operation of all municipalities in order to achieve their developmental objectives in a spirit of co-operative governance.

The WRDM approved the IDP Framework in August 2024 to guide the IDP processes within the West Rand Region. The District IDP Managers' Forum was held on the 15 November 2024 to establish progress on the implementation of the approved process plans as well as the schedule of public participation meetings to be held in November – December 2024 by two local municipalities (Rand West City and Meraong) with Mogale City conducting one round of public participation in April 2025.

DEVELOPMENT RATIONALE

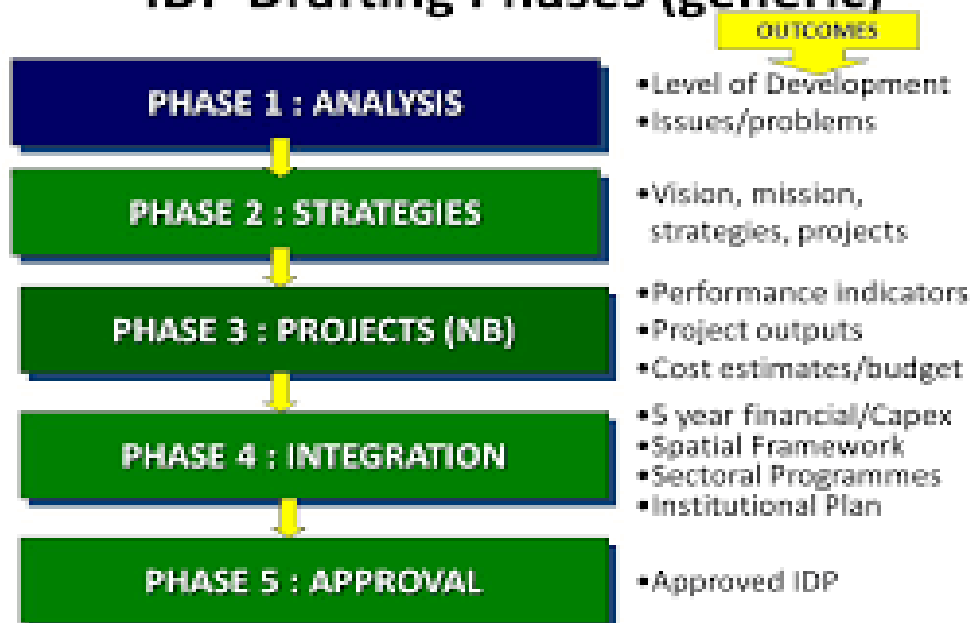
Two fundamental theories influence the formulation or development of all policies adopted by all structures of the South African State at all levels. The first theory is that local government should be a developmental local government i.e. it should be an agent for development of communities and also the approach to service provision needs to be developmental. The second theory is that of understanding the space economy in the sense that different geographic spaces in any country, province or municipality have different social and economic potential. It further argues that investment should be measured according to the varying potential.

DEVELOPMENTAL LOCAL GOVERNMENT

A developmental local government is best understood when defined through the developmental state. A prerequisite to developmental local government is a developmental state, as it never exists in isolation and always within the framework of a broader state. Ours is not just a developmental state, but a democratic developmental state. A democratic developmental state is not only able to transform its economic base by promoting productive, income generating economic activities, but must ensure that economic growth has the resultant effect of improving the living conditions of the majority of its population. To position a state in such a way that it realises its intentions to be developmental, it needs to have clearly defined socio-economic objectives that require active state intervention. According to research, what sets a developmental state apart from others is that not only is it able to clearly set its development objectives, it also establishes institutional structures geared to achieve the set objectives.

THE PROCESS OF DEVELOPING THE IDP IS DONE IN THE FOLLOWING FIVE (5) KEY PHASES:

IDP Drafting Phases (generic)

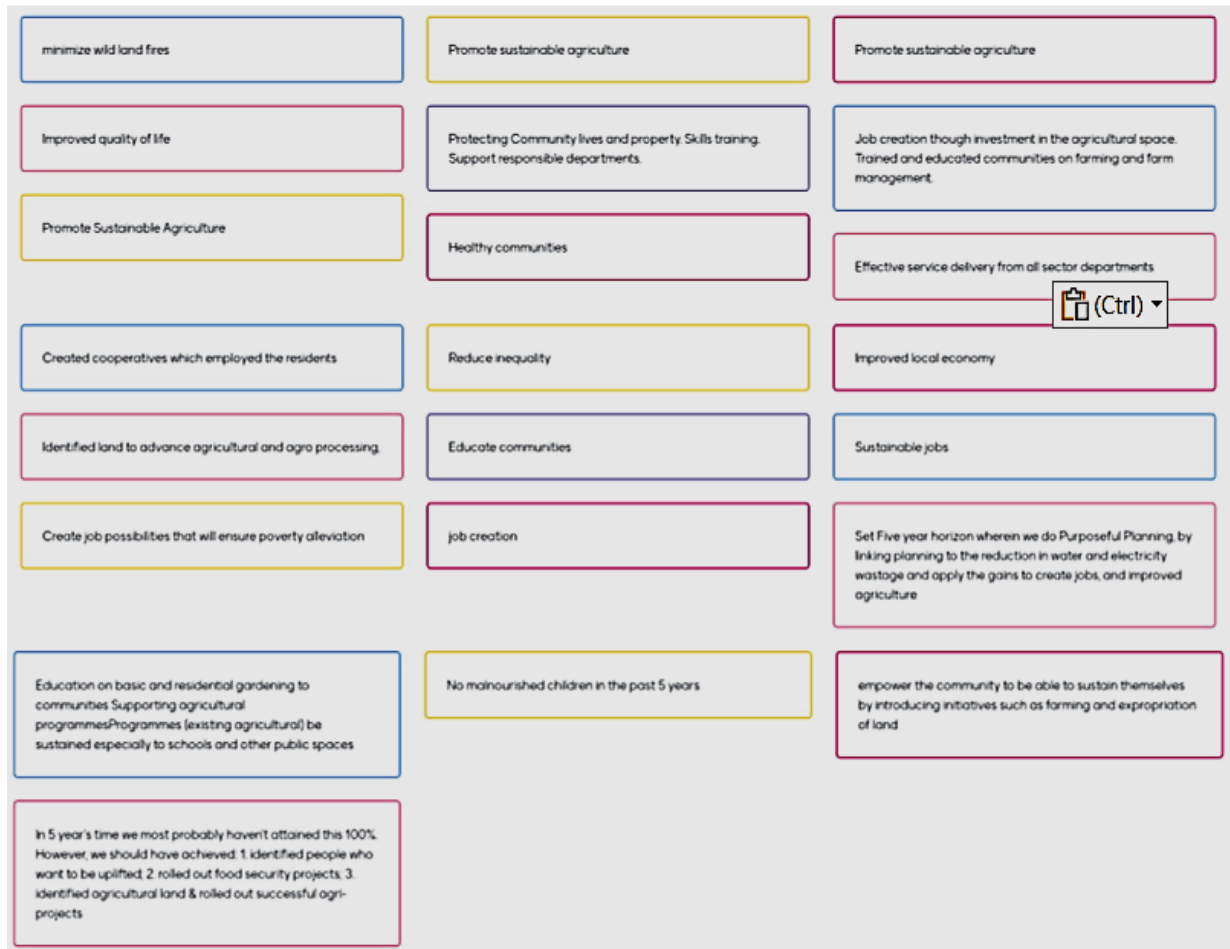


- **Phase 1** determines the situation of municipalities, their priority issues as well as an indication on what the plans should be focusing on;
- **Phase 2** is where development objectives, strategies and vision based on key issues are formulated;
- **Phase 3** is derived from the strategies, objectives and vision to inform concrete proposals for projects to implement these strategies;
- **Phase 4** is to ensure that all sector plans from within and outside the municipality are aligned and integrated; and
- **Phase 5** is the public comments and approval of the plan.

SECTION D: 1.4 DEVELOPMENT PRIORITIES

The sixteen Development Priorities over the five year term as contextualised by the WRDM Council are as follows:

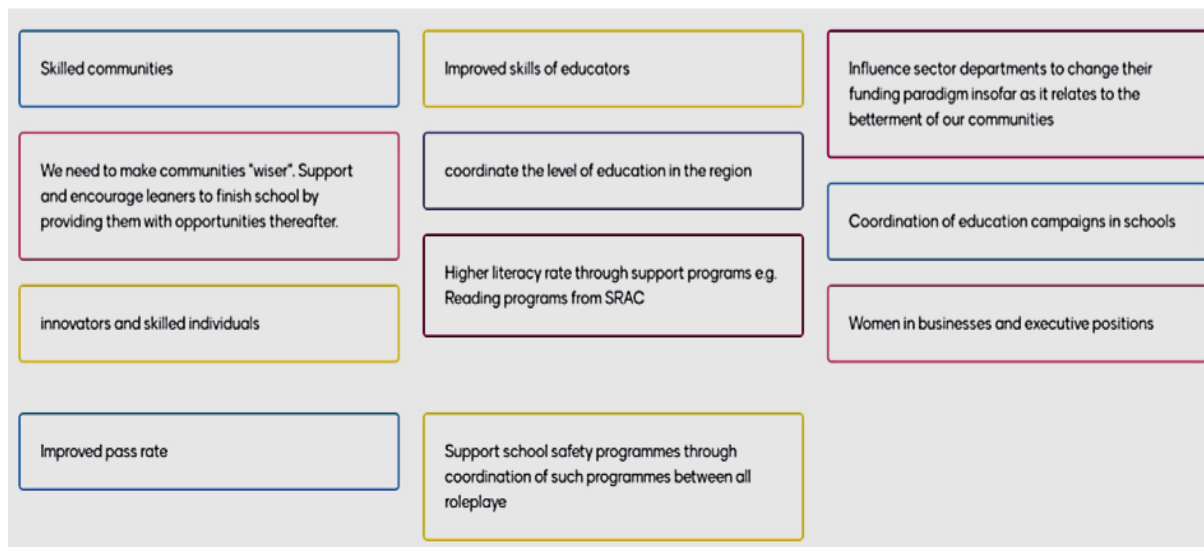
Priority 1 - End / Reduce Poverty and Ensure Zero Hunger Results



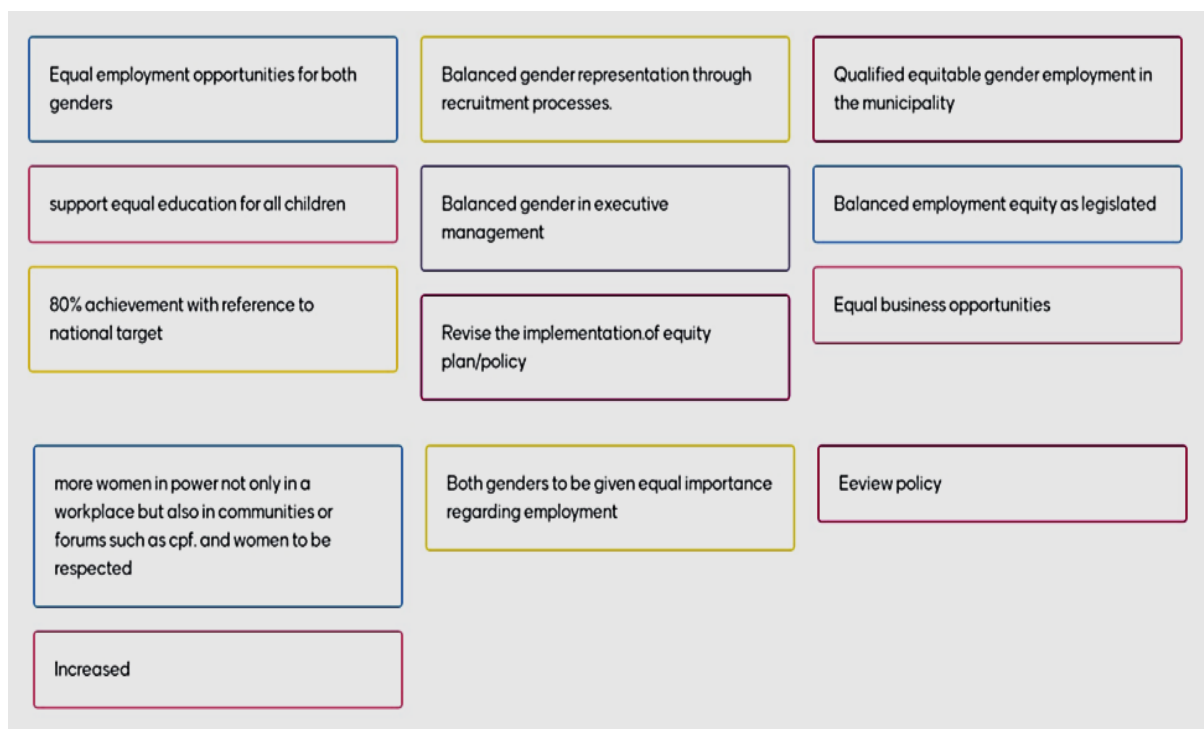
Priority 2- Good Health and Wellbeing / Healthy Communities Results



Priority 3 - Quality Education Results



Priority 4 - Gender Equality Results



Priority 5 - Clean water and sanitation Result



Priority 6- Affordable Clean Energy Results



Priority 7 - Decent Work and Economic growth



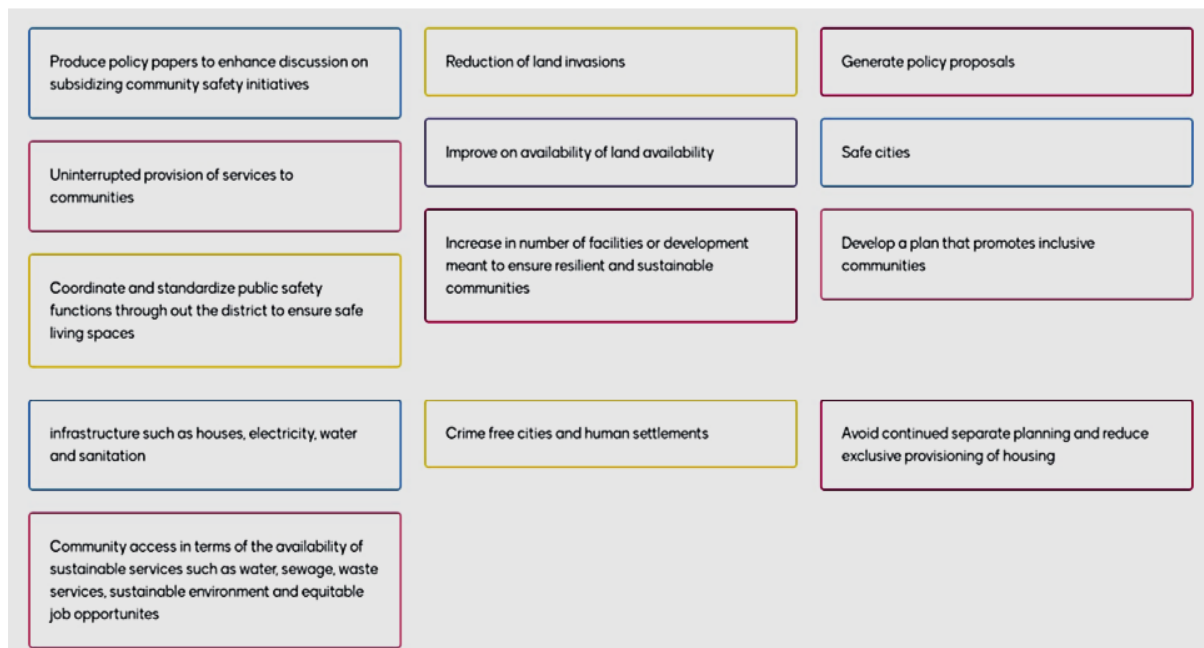
Priority 8 - Industry, innovation, and Infrastructure



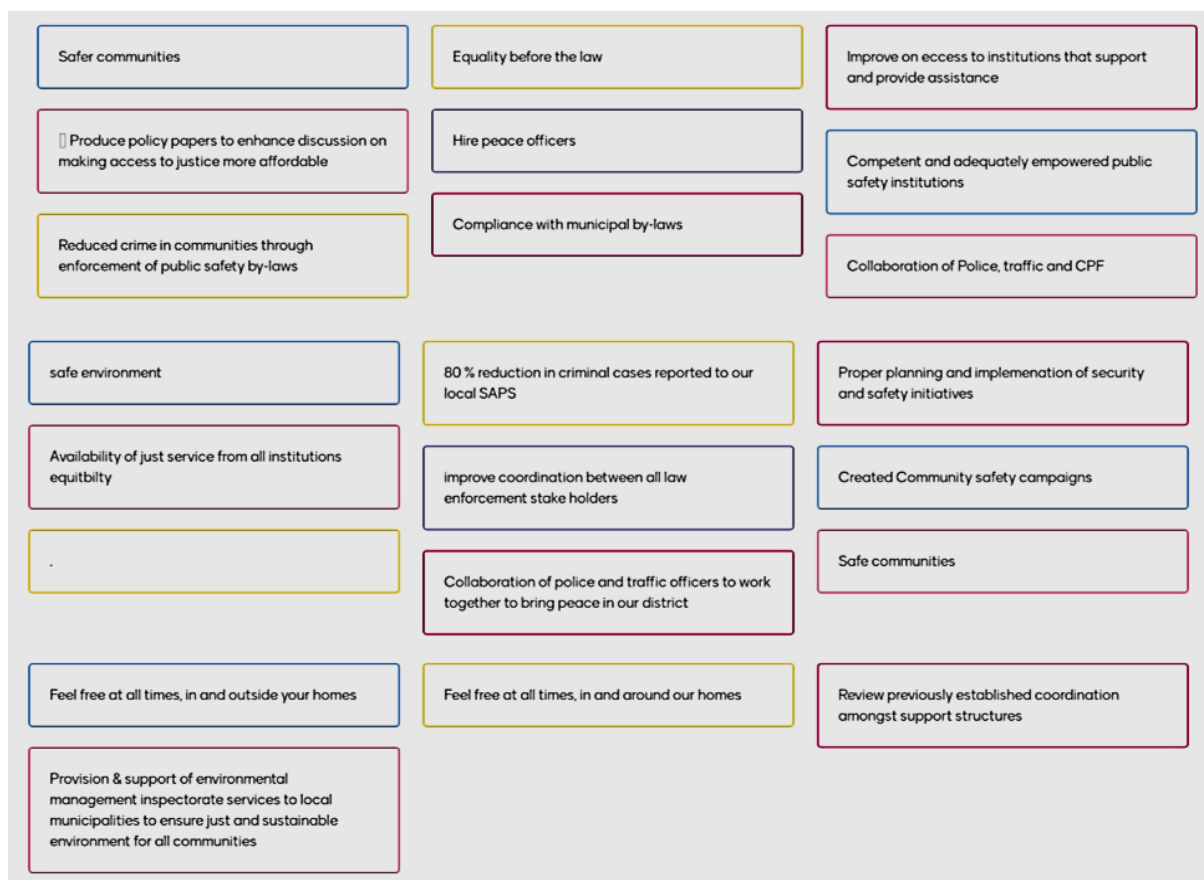
Priority 9 - Reduced Inequalities



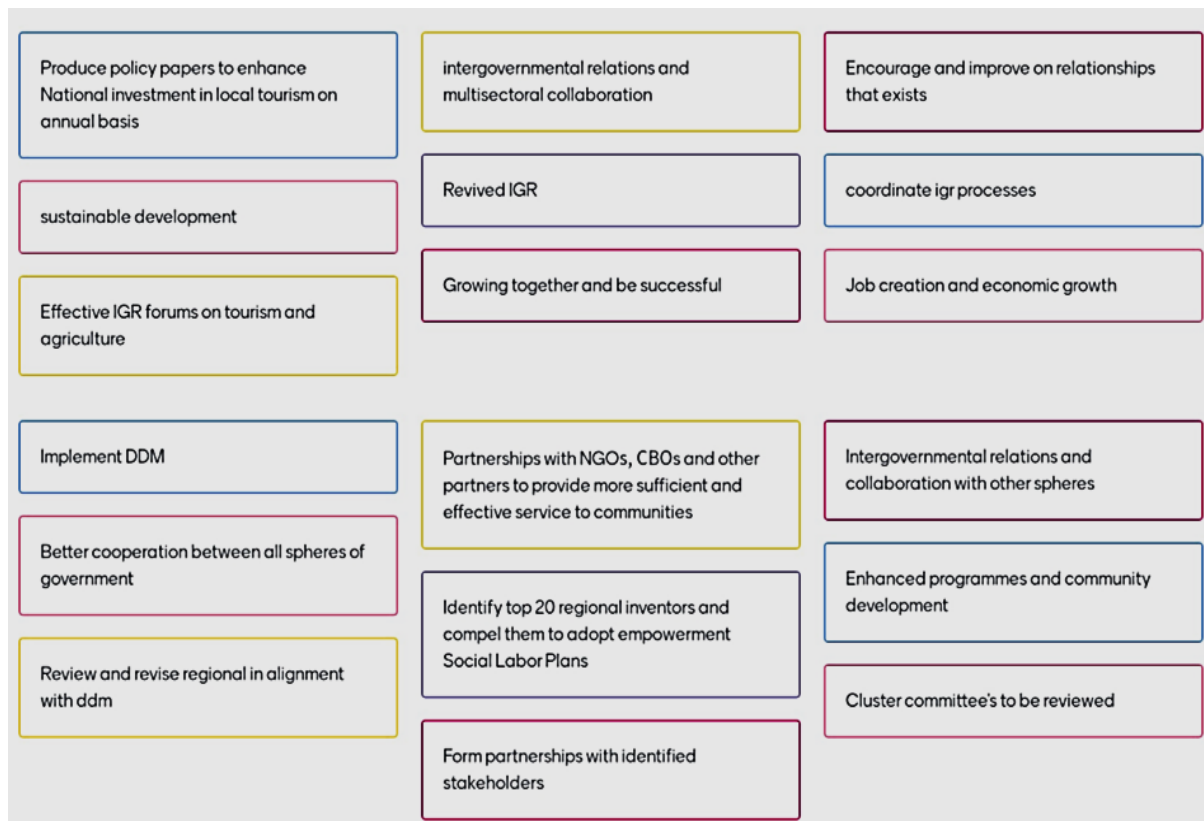
Priority 10 - Sustainable communities



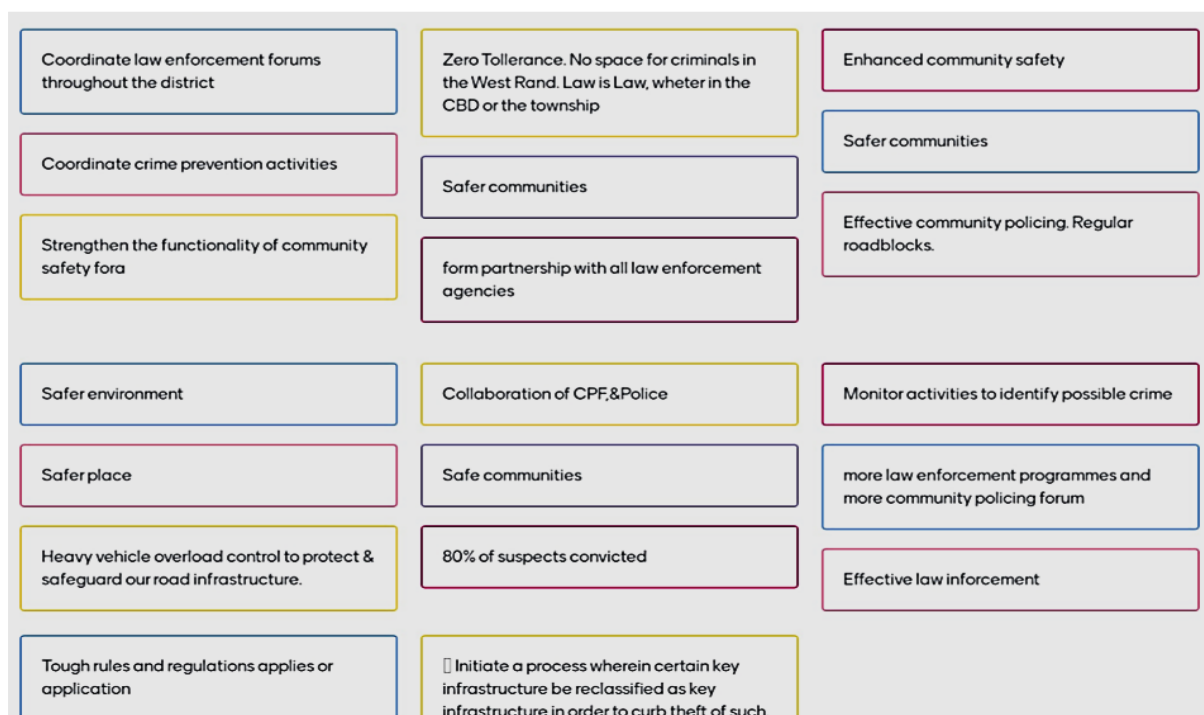
Priority 11 - Peace Justice and Strong institutions



Priority 12 - Partnership for Goals



Priority 13 - Be Tough on Crime



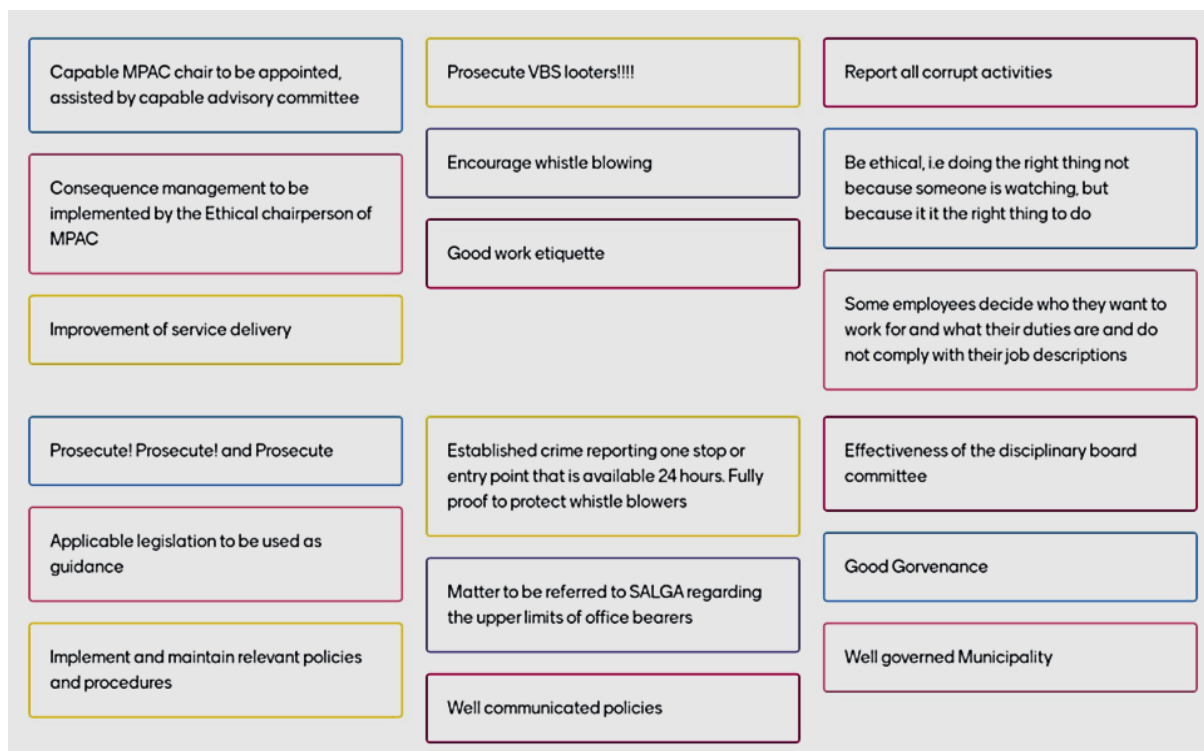
Priority 14 - Safe Working environment

Regular building maintenance	Comply to all OHS requirements	Ensure compliance to legislation
OHS Laws MUST be followed.	Happy employees, increased productivity levels	Happy and productive employees
No any form of abuse taking place at the municipality	compliance to all health and safety requirements through proper maintenance budgeting and planning	Safe and healthy working environment for all employees at all times
Best practice application and adherence to regulations	OHS protocols	Improved employee production
Assure work enviroment is clean and safe	60% of unsafe office space revamped or upgraded	□ Appoint structural engineer to provide status quo report, and prioritize OHS
Permanent remote working environments by support services	Improved service delivery	Establish a task team to focus on structural integrity of the municipality
	Monitor the building	

Priority 15 Accountable Municipal Administration

Employees that has minimum qualifications. Employees that carries their own weight.	Productive workforce	Accountability to be part of performance contract
Compliance with laws that govern the municipality	100% accountability by cascading performance down to general workers level	Employment of competent staff
Develop, review and implement policies of the municipality	Performance Management System	Regular monitoring of job descriptions
Adherence and application of best practice and labour relations compliance	proper resourcing from employer side and consequence management when employee not performing	Monitor work of all employees
Implement, Maintain and initiate corrections/disciplinary action if needed	Competent employment contract	Good Governance
Break-Even Point	monitor adherence Standard operating procedures	Ethical practices
Reduced labour relation issues.	Compliance Qualifications	Avoid and eliminate job grafts and nepotism

Priority 16 - End Corruption in all forms





OFFICE OF THE MUNICIPAL MANAGER: RISK MANAGEMENT

NDP Chapter			NDP Chapter 14: Promoting accountability and fighting corruption (O4)										
National Outcome			9. A responsive, accountable, effective and efficient local government system (O4)										
Back to Basics			3. Good Governance & Sound Administration (O4)										
Provincial 10 Pillars			4. Transformation of the State and governance (O4)										
Strategic Goals			Sustainable Governance for Local Communities (O4)										
Key Performance Area			KPA 5: Good Governance and Public Participation (4)										
Regional Outcome			Outcome 4: Ethical Administration and Good Governance										
Strategic Priority (as defined by the Exec			End Corruption in All Forms										
Municipality	Planning Level	Planning Statement	Indicator	UOM	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	Administrative		
						Target	Target	Target	Target	Target	DEPT	RESP PERSON	
WRDM	Outcome 4	Ethical Environment	Ethical practices (Code of Conduct by all employees)								Institutional Planning, Transformation & Governance	Coordinator Enterprise Risk Management	
WRDM	Output 1 for Outcome 4	Institutionalise Municipal Integrity Management Framework	Develop policies to promote ethics and integrity in the organisation.	Number	2	2	0	0	0	0	Institutional Planning, Transformation & Governance	Coordinator Enterprise Risk Management	
WRDM	Output 2 for Outcome 4	Promote a professional ethical culture	Municipal values statement included in all municipal communications	Number	1	1	0	0	0	0	Institutional Planning, Transformation & Governance	Coordinator Enterprise Risk Management	

OFFICE OF THE MUNICIPAL MANAGER: RISK MANAGEMENT

NDP Chapter			NDP Chapter 14: Promoting accountability and fighting corruption (O4)										
National Outcome			3. A responsive, accountable, effective and efficient local government system (O4)										
Back to Basics			3. Good Governance & Sound Administration (O4)										
Provincial 10 Pillars			4. Transformation of the State and governance (O4)										
Strategic Goals			Sustainable Governance for Local Communities (O4)										
Key Performance Area			KPA 5: Good Governance and Public Participation (4)										
Regional Outcome			Outcome 4: Ethical Administration and Good Governance										
Strategic Priority (as defined by the Exec)			End Corruption in All Forms										
Municipality	Planning Level	Planning Statement	Indicator	UOM	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	Administrative		
						Target	Target	Target	Target	Target	DEPT	RESP PERSON	
WEDM	Output 3 for Outcome 4	All suppliers to sign an "Ethics commitment for suppliers".	Standard Ethics commitment for suppliers	Number	5	1	1	1	1	1	Institutional Planning, Transformation & Governance	Coordinator Enterprise Risk Management	
WEDM	Output 4 for Outcome 4	Prevention of Fraud and Corruption	Develop policies to promote ethics and integrity in the organisation.	Number	2	2	0	0	0	0	Institutional Planning, Transformation & Governance	Coordinator Enterprise Risk Management	
WEDM	Output 5 for Outcome 4	Effective Risk Management through improved performance management and accountability	Revised Risk Management Annual Plan and Risk Maturity Assessment Report	Number	5	1	1	1	1	1	Institutional Planning, Transformation & Governance	Coordinator Enterprise Risk Management	

OFFICE OF THE MUNICIPAL MANAGER: PLANNING AND PERFORMANCE

NDP Chapter		NDP Chapter 13: Building a capable state										
National Outcome		9. A responsive, accountable, effective and efficient local government system										
Back to Basics		3. Good Governance & Sound Administration										
Provincial 10 Pillars		1. Radical economic transformation 2. Decisive spatial transformation 3. Accelerating social transformation										
Strategic Goals		5. Business Excellence within the West Rand Region										
Key Performance Area		KPA 2 : Municipal Institutional Development and Transformation										
Regional Outcome		Outcome 14: Institutional Planning and Transformation										
Strategic Priority (as defined by the Exec Mayor)		Accountable Municipal Administration										
Municipality	Planning Level	Planning Statement	Indicator	UOM	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	Administrative	
						Target	Target	Target	Target	Target	DEPT	RESP PERSON
WRDM	Outcome 1	Institutional Planning and Transformation	Number (1) of reports on institutional planning and transformation initiatives conducted	Number	1	1	1	1	1	1	Office of the Municipal Manager	Municipal Manager
WRDM	Output 1 for Outcome 1	Identify and Implement Alternative Service Delivery Models to improve service delivery within the West Rand Region	Number (1) of reports on implementation of Shared Services Model	Number	1	1	1	1	1	1	Regional Planning and Performance Management	Manager Regional Planning & Performance Management
WRDM	Output 2 for Outcome 1	Clean Audit: Financial Performance (Pre Determined Objectives)	Number (1) of Mid-term performance assessment done	Number	1	1	1	1	1	1	Regional Planning and Performance Management	Manager Regional Planning & Performance Management
WRDM	Output 3 for Outcome 1	Clean Audit: Financial Performance (Pre Determined Objectives)	Quarterly Predetermined Objectives Report	Number	4	4	4	4	4	4	Regional Planning and Performance Management	Manager Regional Planning & Performance Management
WRDM	Output 4 for Outcome 1	Regional Institutional Performance Index	Number (1) of Annual Report submitted to Maycom/Council and AGSA by end August	Number	1	1	1	1	1	1	Regional Planning and Performance Management	Manager Regional Planning & Performance Management

OFFICE OF THE MUNICIPAL MANAGER: INTERNAL AUDIT

NDP Chapter			NDP Chapter 14: Promoting accountability and fighting corruption									
National Outcome			9. A responsive, accountable, effective and efficient local government system									
Back to Basics			3. Good Governance & Sound Administration									
Provincial 10 Pillars			4. Transformation of the State and governance									
Strategic Goals			Sustainable Governance for Local Communities									
Key Performance Area			KPA 5: Good Governance and Public Participation									
Regional Outcome			Outcome 4: Ethical Administration, Good Governance and Risk Management									
Strategic Priority (as sdfined by the Exec Mayor)			Accountable Municipal Administration									
Municipality	Planning Level	Planning Statement	Indicator	UOM	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	Administrative	
						Target	Target	Target	Target	Target	DEPT	RESP PERSON
WRDM	Outcome 1	Number (1) of Annual Audit Committee Reports tabled to Maycom/Council	Q3: a) Audit Committee Report b) Maycom/Council Resolution	Number	1	1	1	1	1	1	Office of the Municipal Manager	Municipal Manager
WRDM	Output 1 for Outcome 1	Number (4) of Internal Governance documents developed	AC Charter, IA Charter, Audit Methodology	Number	4	4	4	4	4	4	Internal Audit	Manager: Internal Auditor
WRDM	Output 2 for Outcome 1	3Y Internal Audit strategic plan (1) and IA annual plan (1) developed	3Y IA Strat plan 2020 to 2023 and IA Annual plan 2021/220	Number	2	2	2	2	2	2	Internal Audit	Manager: Internal Auditor
WRDM	Output 3 for Outcome 1	Number (3) of reports on the implementation of the Internal Audit Annual Plan	Q2-Q4: Quarterly reports	Number	3	3	3	3	3	3	Internal Audit	Manager: Internal Auditor

PUBLIC SAFETY DEPARTMENT

NDP Chapt+ A1:M19er			NDP Chapter 12: Building Safer Communities									
National Outcome			1. All the people on South Africa are and feel safe									
Back to Basics			1. Putting people and their concerns first: Public participation									
Provincial 10 Pillars			6. Modernisation of the public service and the state									
Strategic Goals			Public Safety									
Key Performance Area			KPA 1: Basic Service Delivery									
Regional Outcome			Outcome 5 Safe Communities									
Strategic Priority (as defined by the Exec Mayor)			Peace Justice and Strong Institutions\Be tough on crime									
Municipality	Planning Level	Planning Statement	Indicator	UOM	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	Administrative	
						Target	Target	Target	Target	Target	DEPT	RESP PERSON
WRDM	Outcome 1	Peaceful and Safe Living Environment, and to ensure that People of the West Rand are and feel safe.	Number (4) of reports developed to monitor the implementation of the Regional Safety Plan	Number	4	4	4	4	4	4	Public Safety	Executive Manager
WRDM	Output 1 for Outcome 1	Create an enabling Environment that is safe and secure for Communities. (CSID/MEMS)	Number (4) of executive report	Number	Nov	4	4	4	4	4	Public Safety	Executive Manager
WRDM	Output 2 for Outcome 1	Coordination of Law Enforcement Agencies. (DLECC/IRMSI) (CSID/MEMS)	Number (4) of engagements held through the DLECC for the coordination of traffic law enforcement in the region	Number	4	4	4	4	4	4	Public Safety	Manager: DMSCS
WRDM	Output 3 for Outcome 1	Improved Operational efficiency of Emergency Services.	Number (4) oversight reports	Number	Nov	4	4	4	4	4	Public Safety	Manager: EMS
WRDM	Output 4 for Outcome 1	Timous effective response to all fire and rescue calls	Percentage (80) of all fire and rescue calls responded to in 10 min in the Urban Areas of the West Rand	Percentage	80	80	80	80	80	80	Public Safety	Manager: EMS
	Output 5 for Outcome 1	Timous effective response to all fire and rescue calls	Percentage (80) of all fire and rescue calls responded to within 20 min in the Rural Areas of the West Rand	Percentage	80	80	80	80	80	80	Public Safety	Manager: EMS

PUBLIC SAFETY DEPARTMENT

NDP Chapt+A1:M19er			NDP Chapter 12: Building Safer Communities									
National Outcome			1.All the people on South Africa are and feel safe									
Back to Basics			1.Putting people and their concerns first: Public participation									
Provincial 10 Pillars			6. Modernisation of the public service and the state									
Strategic Goals			Public Safety									
Key Performance Area			KPA 1: Basic Service Delivery									
Regional Outcome			Outcome 5 Safe Communities									
Strategic Priority (as sdfined by the Exec Mayor)			Peace Justice and Strong institutions\Be tough on crime									
Municipality	Planning Level	Planning Statement	Indicator	UOM	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	Administrative	
						Target	Target	Target	Target	Target	DEPT	RESP PERSON
WRDM	Output 6 for Outcome 1	Integrated Disaster Management service that meet regulated standards	Percentage (100) Response to all reported Disaster Management Incidents within 24hrs	Percentage	100	100	100	100	100	100	Public Safety	Manager: DM&CS
WRDM	Output 7 for Outcome 1		Number (24) of assessments conducted on water bearing infrastructure/Wet Services to mitigate possible formation of sinkholes	Number	24	24	24	24	24	24	Public Safety	Manager: DM&CS
WRDM	Output 8 for Outcome 1	Professional accredited emergency services training academy.	Number (4) of reports on courses conducted by the training academy	Number	New	4	4	4	4	4	Public Safety	Manager: EMS
WRDM	Output 9 for Outcome 1	Collective response to Public Safety Services. (Combined OPS region wide)	Number (4) of joint operation report	Number	New	4	4	4	4	4	Public Safety	Manager: DM&CS
WRDM	Output 10 for Outcome 1	Standardization and enforcement of by-law region wide. (BEF LMs)	Number (4) of ByLaw Enforcement Operations conducted to eradicate illegal trading	Number	4	4	4	4	4	4	Public Safety	Manager: DM&CS

PUBLIC SAFETY DEPARTMENT

NDP Chapt+A1:M19er			NDP Chapter 12: Building Safer Communities										
National Outcome			1.All the people on South Africa are and feel safe										
Back to Basics			1.Putting people and their concerns first: Public participation										
Provincial 10 Pillars			6. Modernisation of the public service and the state										
Strategic Goals			Public Safety										
Key Performance Area			KPA 1: Basic Service Delivery										
Regional Outcome			Outcome 5 Safe Communities										
Strategic Priority (as sdfined by the Exec Mayor)			Peace Justice and Strong institutions\Be tough on crime										
Municipality	Planning Level	Planning Statement	Indicator	UOM	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	Administrative		
						Target	Target	Target	Target	Target	DEPT	RESP PERSON	
WRDM	Output 11 for Outcome 1	Centralized communication hub for reporting of illicit acts pertaining to municipal infrastructure	Number (4) of reports on illicit acts pertaining to municipal infrastructure	Number	New	4	4	4	4	4	Public Safety	Manager: DM&CS	
WRDM	Output 12 for Outcome 1	Compliance to National Building Regulations with regards to fire safety and building regulations	Number (4) of reports on National Building Regulations with regards to fire safety and building regulations	Number	New	4	4	4	4	4	Public Safety	Manager: EMS	
WRDM	Output 13 for Outcome 1	Improved Road Safety in the Region	Number (4) of Road Safety Audits conducted	Number	4	4	4	4	4	4	Public Safety	Manager: DM&CS	
WRDM	Outcome 2	Standardization of Public Safety Services	Number (4) of executive report of the Standardization of Public Safety Services	Number	New	4	4	4	4	4	Public Safety	Exeutive Manager: Public Safety	
WRDM	Output 1 for Outcome 2	Enhanced Community Participation for safer communities (Community Policing Forums CPF)	Number (4) of report on CPF engagements	Number	New	4	4	4	4	4	Public Safety	Manager: DM&CS	

HEALTH AND SOCIAL DEVELOPMENT

NDP Chapter			NDP Chapter 10: Promoting health (O7)									
National Outcome			2. A long and healthy life for all (O7) Outcome									
Back to Basics			1. Put people and their concerns first - listen & communicate (O7)									
Provincial 10 Pillars			3. Accelerating transformation 4. Modernisation of the public service and the state (O7)									
Strategic Goals			2. Health and Social Development (7)									
Key Performance Area			KPA 1: Basic Service Delivery (7)									
Regional Outcome			Regional Outcome 7: Healthy Communities									
Strategic Priority (as sdfined by the Exec Mayor)			Good Health and Well being / Healthy Communities									
Municipality	Planning Level	Planning Statement	Indicator	UOM	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	Administrative	
						TARGET	TARGET	TARGET	TARGET	TARGET	DEPT	RESP PERSON
WRDM	Outcome	Facilitated environment conducives to healthy communities	Number of water sampling monitoring reports compiled	number	4	4	4	4	4	4		
WRDM	Outcome	Facilitated environment conducives to healthy communities	Number of health surveillance reports compiled	number	4	4	4	4	4	4		
WRDM	Oucome	Facilitated environment conducives to healthy communities	Number of food safety programmes conducted	number	4	4	4	4	4	4		
WRDM	Output 1	Cleaner and compliant food premises in accordance with Reg 638	Ensure Health Inspections at Food Premises are conducted in terms of Reg 638	number		3400	3400	3400	3400	3400		
WRDM	Output 2	Compliance to Regulation 363 of 2013 by funeral undertakers	Routine inspections at funeral undertakers to monitor compliance to Regulation 363 of 2013	number		80	80	80	80	80		

HEALTH AND SOCIAL DEVELOPMENT

NDP Chapter		NDP Chapter 10: Promoting health (O7)										
National Outcome		2. A long and healthy life for all (O7) Outcome										
Back to Basics		1. Put people and their concerns first - listen & communicate (O7)										
Provincial 10 Pillars		3. Accelerating transformation 4. Modernisation of the public service and the state (O7)										
Strategic Goals		2. Health and Social Development (7)										
Key Performance Area		KPA 1: Basic Service Delivery (7)										
Regional Outcome		Regional Outcome 7: Healthy Communities										
Strategic Priority (as defined by the Exec Mayor)		Good Health and Well being / Healthy Communities										
Municipality	Planning Level	Planning Statement	Indicator	UOM	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	Administrative	
						TARGET	TARGET	TARGET	TARGET	TARGET	DEPT	RESP PERSON
WRDM	Output 3	Health surveillance of private premises	Health surveillance of private premises inspections to monitor compliance	number		1000	1000	1000	1000	1000		
WRDM	Output 4	Compliance of Government institutions in accordance with the National Norms and Standards	Routine inspections at Government institutions to monitor compliance	number		100	100	100	100	100		
WRDM	Output 5	Compliance with the South African National Standards (SANS) 241	Ensure the safety of portable water in terms of SANS 241	number		320	320	320	320	320		
WRDM	Output 6	Safer food	Implement the sampling programme to ensure safer food	number		80	80	80	80	80		
WRDM	Output 7	Pest Control in Municipal buildings	Ensure that the Pest Control Inspections are conducted in Municipal buildings	number		80	80	80	80	80		
WRDM	Output 8	Compliant Early Childhood Development Centres with the By-Laws	Status on Early Childhood Development Centres	number		500	500	500	500	500		

HEALTH AND SOCIAL DEVELOPMENT

NDP Chapter			NDP Chapter 10: Promoting health (O7)									
National Outcome			2. A long and healthy life for all (O7) Outcome									
Back to Basics			1. Put people and their concerns first - listen & communicate (O7)									
Provincial 10 Pillars			3. Accelerating transformation 4. Modernisation of the public service and the state (O7)									
Strategic Goals			2. Health and Social Development (7)									
Key Performance Area			KPA 1: Basic Service Delivery (7)									
Regional Outcome			Regional Outcome 7: Healthy Communities									
Strategic Priority (as sdfined by the Exec Mayor)			Good Health and Well being / Healthy Communities									
Municipality	Planning Level	Planning Statement	Indicator	UOM	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	Administrative	
						TARGET	TARGET	TARGET	TARGET	TARGET	DEPT	RESP PERSON
WRDM	Outcome	Improved healthy lifestyles	Number (4) of health programme reports compiled	Number		4	4	4	4	4	HSD	HOD
WRDM	Output 1	Conduct Health programmes	Number (12) of Health Campaigns / Education conducted in accordane with the Health Calendar	Number	6	8	8	8	8	8	HSD	HOD
WRDM	Output 2	Coordinate Gender based awareness programmes	Number (4) of gender programmes coordinated	Number	new	12	12	12	12	12	H&SD	HOD
WRDM	Output 3	Sports activities promotion	Number of Arts & Culture programmes implemented	number	4	4	4	4	4	4	HSD	HOD
WRDM	Output 4	Recreation, Arts & Culture programmes	Number of social cohesion programmes coordinated	number	16	16	16	16	16	16	HSD	HOD

HEALTH AND SOCIAL DEVELOPMENT

NDP Chapter			NDP Chapter 9: Improving Education, innovation and training (O6)									
National Outcome			1. Improved quality of basic Education (O6)									
Back to Basics			2. Deliver municipal services to the right quality and standard (O6)									
Provincial 10 Pillars			6. Modernisation of the public service and the state (O6)									
Strategic Goals			Health & Social Development: Long and healthy life for all socially integrated communities (O6)									
Key Performance Area			KPA 1: Basic Service Delivery (6)									
Regional Outcome			14 Regional Outcome 6 Educated communities									
Strategic Priority (as defined by the Exec Mayor)			Quality Education									
Municipality	Planning Level	Planning Statement	Indicator	UOM	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	Administrative	
						TARGET	TARGET	TARGET	TARGET	TARGET	DEPT	RESP PER
WRDM	Output 1	Early Childhood Development Programmes supported	Number (8) of ECDs supported with Childhood Health Programmes	Number	New	8	8	8	8	8	H&SD	HOD
WRDM	Output 1											
WRDM	Output 2											

REGIONAL PLANNING RE-INDUSTRIALISATION

NDP Chapter		NDP Chapter 4: Economic Infrastructure (01)										
National Outcome		9. A responsive, accountable, effective and efficient local government system										
Back to Basics		1. Put People & Their Concerns First : Listen and Communicate										
Provincial 10 Pillars		(01) 2. Decisive spatial transformation 3. Accelerating social transformation 4. Transformation of the State and governance 7.Modernisation of Human settlement										
Strategic Goals		Regional planning and economic goal										
Key Performance Area		KPA 1: Basic Service Delivery (1)										
Regional Outcome		Outcome 1: Basic Service Delivery Improvement										
Strategic Priority (as defined by the Exec Mayor)		Clean water and sanitation/Industry, innovation and infrastructure										
Municipality	Planning Level	Planning Statement	Indicator	UOM	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	Administrative	
						Target	Target	Target	Target	Target	DEPT	RESP PERSON
WRDM	Outcome 1	Improve accessibility to and linkage between previously disadvantaged areas	Number of reports on monitoring and overseeing implementation on the NDPG	Number	4	4	4	4	4	4	Office of the Municipal Manager	Municipal Manager
WRDM	Output	Basic Service delivery Improvement	Establishment of a Regional Water Services Forum to monitor adherence to Blue Drop, Green Drop & No Drop in accordance with DWS Regulations	New Target	4	4	4	4	4	4	Regional Planning and Re-Industrialisation	Manager: Regional Planning and Re-Industrialisation
WRDM	Output 2	Identify and implement Alternative Service Delivery Models to improve service delivery within the West Rand Region	Coordinate & Monitor Rural Roads Asset Management System	4	4	4	4	4	4	4	Regional Planning and Re-Industrialisation	Manager: Regional Planning and Re-Industrialisation
WRDM	Output 3	Integrated Transport Planning	Reports on initiatives undertaken in accordance with the District Integrated Transport Plan	Number	2	2	2	2	2	2	Regional Planning and Re-Industrialisation	Manager: Regional Planning and Re-Industrialisation

REGIONAL PLANNING RE-INDUSTRIALISATION

NDP Chapter			NDP Chapter 8: Human Settlements (09)									
National Outcome			9. A responsive, accountable, effective and efficient local government system (09)									
Back to Basics			2. Deliver Municipal Services to Right Quality & Standard (09)									
Provincial 10 Pillars			7. Modernisation of human settlements and urban development (09)									
Strategic Goals			Regional planning and economic goal (9)									
Key Performance Area			KPA 3: Local Economic Development (9)									
Regional Outcome			9 - Build Spatially Integrated Communities									
Strategic Priority (as defined by the Exec Mayor)			Mayor Priority: Sustainable Communities									
Municipality	Planning Level	Planning Statement	Indicator	UOM	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	Administrative	
						Target	Target	Target	Target	Target	DEPT	RESP PERSON
WRDM	Outcome	Build Spatially Integrated Communities	Number (1) of Consolidated Annual reports on spatial integration of communities	Number	1	1	1	1	1	1	Office of the Municipal Manager	Municipal Manager
WRDM	Output 1	Implementation of SPLUMA	Number of SPLUMA Compliance reports	Number	1	1	1	1	1	1	Regional Planning and Re-Industrialisation	Manager: Regional Planning and Re-Industrialisation
WRDM	Output 2	Operational WRDMPT	Number of reports on monitoring operations of West Rand District Municipal Planning Tribunal	Number	4	4	4	4	4	4	Regional Planning and Re-Industrialisation	Manager: Regional Planning and Re-Industrialisation
WRDM	Output 3	Coordination of Human settlements Projects with the objective of reducing backlog	Number of reports on Implementation of Human Settlements projects (Mega and Legacy projects) coordinated	Number	4	4	4	4	4	4	Regional Planning and Re-Industrialisation	Manager: Regional Planning and Re-Industrialisation

REGIONAL PLANNING RE-INDUSTRIALISATION

NDP Chapter			NDP Chapter 3: Economy and Employment									
National Outcome			4. Decent employment through inclusive economic growth									
Back to Basics			1. Put People & Their concerns First: Listen and Communicate									
Provincial 10 Pillars			Accelerating social transformation 4. Transformation of the State and governance									
Strategic Goals			Regional Planning and economic goal									
Key Performance Area			KPA3: Local Economic Development									
Regional Outcome			Outcome 11: Reduced Unemployment									
Strategic Priority (as sdfined by the Exec Mayor)			End / Reduce Poverty and Ensure Zero Hunger									
Municipality	Planning Level	Planning Statement	Indicator	UOM	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	Administrative	
						Target	Target	Target	Target	Target	DEPT	RESP PERSON
WRDM	Outcome	Job creation	Number of jobs created	Number	4	4	4	4	4	4	Office of the Municipal Manager	Municipal Manager
WRDM	Output 1	Facilitation of initiatives to reduce unemployment	Number of reports on employment initiatives created	Number	1	1	1	1	1	1	Regional Planning annd Re-Industrialisation	Executive Manager: Regional Planning annd Re-Industrialisation
WRDM	Output 2	Promote Job Creation Initiatives	Number of employment initiatives created	Number	4	4	4	4	4	4	Regional Planning annd Re-Industrialisation	Executive Manager: Regional Planning annd Re-Industrialisation

REGIONAL PLANNING RE-INDUSTRIALISATION

NDP Chapter			NDP Chapter 3: Economy and Employment									
National Outcome			4. Decent employment through inclusive Economic growth									
Back to Basics			2. Deliver Municipal Services to Right Quality & Standard									
Provincial 10 Pillars			1. Radical Economic transformation 3. Accelerating social transformation									
Strategic Goals			Regional planning and economic goal									
Key Performance Area			KPA 3: Local Economic Development									
Regional Outcome			Outcome 12: Economic Development									
Strategic Priority (as sdfined by the Exec Mayor)			Decent Work and Economic Growth / Partnership for goals									
Municipality	Planning Level	Planning Statement	Indicator	UOM	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	Administrative	
						Target	Target	Target	Target	Target	DEPT	RESP PERSON
WRDM	Outcome	Reduced unemployment	Report on number of jobs created	Number	1	1	1	1	1	1	Office of the Municipal Manager	Municipal Manager
WRDM	Output	Facilitate an environmnet conducive to Economic Development	Number of reports on Implementation of Economic Development	Number	4	4	4	4	4	4	Regional Planning and Re - Industrialisation	Executive Manager: Regional Planning and Re - Industrialisation
WRDM	Output	Tourism products promoted in the entire region	Reports on the Performance of the Tourism Associations	Number	4	4	4	4	4	4	Regional Planning and Re - Industrialisation	Executive Manager: Regional Planning and Re - Industrialisation
WRDM	Output	Functional Agriparks	Coordination of agriparks	Number	1	1	1	1	1	1	Regional Planning and Re - Industrialisation	Executive Manager: Regional Planning and Re - Industrialisation
WRDM	Output	Increased number of rural youth employed	Number of youth employment initiatives	Number	1	1	1	1	1	1	Regional Planning and Re - Industrialisation	Executive Manager: Regional Planning and Re - Industrialisation
WRDM	Output	Improved Infrastructure development through Private Partnership projects	Number of infrastructure developed	Number	4	4	4	4	4	4	Regional Planning and Re - Industrialisation	Executive Manager: Regional Planning and Re - Industrialisation

FINANCE

NDP Chapter			NDP Chapter 14: Promoting accountability and fighting corruption									
National Outcome			9. A responsive, accountable, effective and efficient local government system									
Back to Basics			3. Good Governance & Sound Administration									
Provincial 10 Pillars			4. Transformation of the State and governance									
Strategic Goals			5. Business Excellence within the West Rand Region									
Key Performance Area			KPA 4: A Municipal Financial Viability and Management									
Regional Outcome			Outcome 13: Robust Financial Administration									
Strategic Priority (as sdfined by the Exec Mayor)			Accountable Municipal Administration									
Municipality	Planning Level	Planning Statement	Indicator	UOM	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	Administrative	
						Target	Target	Target	Target	Target	DEPT	RESP PERSON
WRDM	Outcome	Robust Financial Administration	Number (1) of reports on regional audit status compiled and submitted to MayCom/Council	Number	1	1	1	1	1	1	Office of the Municipal Manager	Municipal Manager
WRDM	Output 1	Effective and Efficient Supply Chain Management	Number (1) of annual SCM report compiled.	Number	1	1	1	1	1	1	Financial Services	Chief Financial Officer
WRDM	Output 2	Delivery against the Procurement Plan	Number (1) of reports on the implementation of the procurement plan	Number	1	1	1	1	1	1	Financial Services	Chief Financial Officer
WRDM	Output 3	Effective logistics management	Number (4) of Stock take conducted	Number	4	4	4	4	4	4	Financial Services	Chief Financial Officer
WRDM	Output 4	EME or QSE empowerment through preferential procurement	Percentage (30) of at least the municipality procurement plan is sourced from EME and QSE	Percentage	24%	30%	30%	30%	30%	30%	Financial Services	Chief Financial Officer
WRDM	Output 5	Compliance to Supply Chain Management processes	Percentage (100) of Tenders awarded within 90 working days after the closing date	Percentage	80%	100%	100%	100%	100%	100%	Financial Services	Chief Financial Officer
WRDM	Output 6	Contract Management	Number (4) of reports compiled on effective contract management	Number	4	4	4	4	4	4	Financial Services	Chief Financial Officer
WRDM	Output 7	Effective Asset Management	Number (2) of reports compiled on effective asset management	Number	4	4	4	4	4	4	Financial Services	Chief Financial Officer

FINANCE

NDP Chapter			NDP Chapter 14: Promoting accountability and fighting corruption									
National Outcome			9. A responsive, accountable, effective and efficient local government system									
Back to Basics			3. Good Governance & Sound Administration									
Provincial 10 Pillars			4. Transformation of the State and governance									
Strategic Goals			5. Business Excellence within the West Rand Region									
Key Performance Area			KPA 4: A Municipal Financial Viability and Management									
Regional Outcome			Outcome 13: Robust Financial Administration									
Strategic Priority (as defined by the Exec Mayor)			Accountable Municipal Administration									
WRDM	Output 8	Effective Fleet Management	Number (2) of reports compiled on effective Fleet management	Number		4	4	4	4	4	Financial Services	Chief Financial Officer
WRDM	Output 9	Ensure Efficient Budget Management within West Rand Region	Number (4) of Financial management reports submitted to MayCom/Council	Number		4	4	4	4	4	Financial Services	Chief Financial Officer
WRDM	Output 10	Compliance with mSCOA	Number (1) of reports on compliance with mSCOA implementation submitted to MayCom/Council	Number	1	1	1	1	1	1	Financial Services	Chief Financial Officer
WRDM	Output 11	Credible and Accurate Budgeting	Number (1) of budget document tabled and adopted in MayCom/Council	Number	1	1	1	1	1	1	Financial Services	Chief Financial Officer
WRDM	Output 12	Clean Audit: Financial Performance	Number (3) of annual financial statements submitted to the Auditor general by 31 Aug (WRDM and WRDA) and 30 Sep (Group)	Number	3	3	3	3	3	3	Financial Services	Chief Financial Officer
WRDM	Output 13	Timeous payments to creditors	Number (4) of reports on payment of creditors	Number	4	4	4	4	4	4	Financial Services	Chief Financial Officer
WRDM	Output 14	Financial Capability Maturity	Number (1) of reports compiled on financial capability maturity	Number	4	4	4	4	4	4	Financial Services	Chief Financial Officer
WRDM	Output 15	Financial Controls and Reporting	Submission of (12) section 71 reports to Mayor, National Treasury and Provincial Treasury	Number	12	12	12	12	12	12	Financial Services	Chief Financial Officer
WRDM	Output 16	Implementation of cost containment measures	Number (1) of reports on cost containment measures	Number	4	4	4	4	4	4	Financial Services	Chief Financial Officer

CORPORATE SERVICES

NDP Chapter		Building a capable and developmental state										
National Outcome		A skilled and capable workforce to support an inclusive growth path; A responsive, accountable, effective and efficient local government system										
Back to Basics		Build and maintain sound institutional and administrative capabilities, administered and managed by dedicated and skilled personnel at all levels.										
Provincial 10 Pillars		Modernisation of the public service and the state;										
Strategic Goals		*Define the Strategic Goal										
Key Performance Area		Municipal Transformation and organizational development										
Regional Outcome		Skilled, Capacitated, Competent and Motivated Workforce; Institutional Planning and Transformation										
Strategic Priority (as defined by the Exec Mayor)		Aligning Human Capital Management and Development Strategy to the Organisational Strategy; Effective ICT support; Maintain a Conducive Working Environment										
Municipality	Planning Level	Planning Statement	Indicator	UOM	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	Administrative	
						TARGET	TARGET	TARG	TARGET	TARGET	DEPT	RESP PERSON
WRDM	Outcome (14)	Efficient, effective and responsive Information and Communications Technology	Revise IT Governance Framework and Operations	1	1	1	0	0	0	0	Information and Communications Technology	ICT Manager
WRDM	Output 1	To revise the ICT Strategy	Revised Council approved Information and Communication Technology Strategy	1	1	1	0	0	0	0	ICT	ICT Manager
WRDM	Output 2	Replacement of obsolete ICT Infrastructure	ICT Infrastructure replaced	1	1	0	1	0	0	0	ICT	ICT Manager
WRDM	Outcome (14)	A healthy environment	Occupational Risk Assessment	1	1	1	0	0	0	0	Human Capital Management	OHS Officer
WRDM	Output 1	Occupational Health and Safety Compliance	Functional OHS Committee	20	7	4	4	4	4	4	Human Capital Management	OHS Officer

CORPORATE SERVICES

NDP Chapter			Building a capable and developmental state									
National Outcome			A skilled and capable workforce to support an inclusive growth path; A responsive, accountable, effective and efficient local government system									
Back to Basics			Build and maintain sound institutional and administrative capabilities, administered and managed by dedicated and skilled personnel at all levels.									
Provincial 10 Pillars			Modernisation of the public service and the state;									
Strategic Goals			*Define the Strategic Goal									
Key Performance Area			Municipal Transformation and organizational development									
Regional Outcome			Skilled, Capacitated, Competent and Motivated Workforce; Institutional Planning and Transformation									
Strategic Priority (as sdfined by the Exec Mayor)			Aligning Human Capital Management and Development Strategy to the Organisational Strategy; Maintain a Conducive Working Environment; Provide									
Municipality	Planning Level	Planning Statement	Indicator	UOM	Baselin e	Year 1	Year 2	Year 3	Year 4	Year 5	Administrative	
						TARGE	TARGE	TARG	TARGE	TARGE	DEPT	RESP PERSON
WRDM	Outcome(14)	Efficient and responsive good administration and governance	Functional Governance Systems	2	2	2	0	0	0	0	Legal Services	Manager:Legal Services
WRDM	Output 1	Municipal Systems of Delegations	Revised municipal systems of delegations	1	1	1	0	0	0	0	Legal Services	Manager:Legal Services
WRDM	Output 2	Municipal Council Rules and Orders	Council approved revised Municipal Rules and Orders	1	1	1	0	0	0	0	Legal Services	Manager:Legal Services
WRDM	Output 3	Implementation of Council Resolutions	Framework to Monitor Implementation of Council Resolutions	1	1	1	0	0	0	0	Logistics and Administration	Logistics and Administration Coordinator

CORPORATE SERVICES

NDP Chapter			Building a capable and developmental state										
National Outcome			A skilled and capable workforce to support an inclusive growth path; A responsive, accountable, effective and efficient local government system										
Back to Basics			Build and maintain sound institutional and administrative capabilities, administered and managed by dedicated and skilled personnel at all levels.										
Provincial 10 Pillars			Modernisation of the public service and the state;										
Strategic Goals			*Define the Strategic Goal										
Key Performance Area			Municipal Transformation and organizational development										
Regional Outcome			Skilled, Capacitated, Competent and Motivated Workforce; Institutional Planning and Transformation										
Strategic Priority (as sdfined by the Exec Mayor)			Aligning Human Capital Management and Development Strategy to the Organisational Strategy; Maintain a Conducive Working Environment; Provide										
Municipality	Planning Level	Planning Statement	Indicator	UOM	Baselin e	Year 1	Year 2	Year 3	Year 4	Year 5	Administrative		
						TARGE	TARGE	TARG	TARGE	TARGE	DEPT	RESP PERSON	
WRDM	Outcome	Building a capable and competent workforce	Skills Development Programme	1	new	0	1	0	0	0	Human Capital Manageme nt	Skills Development Facilitator	
WRDM	Output 1	Five year skills development programme aligned to the IDP	SMT Approved Skills Development Programme	1	new	0	1	0	0	0	Human Capital Manageme nt	Skills Development Facilitator	
WRDM	Output 1	Skills development competency framework for municipal staff	Skills Development Competency framework approved by SMT	1	New	0	1	0	0	0	Human Capital Manageme nt	Skills Development Facilitator	
WRDM	Output 2	Cascade Performance Management to all staff	Performance Management framework for municipal staff approved by Council	1	New	1	0	0	0	0	Human Capital Manageme nt	manager: human capital	
WRDM	Outcome	Ethical Administration and Good Governance	Manage litigations and Contingency register	1	1	1	1	1	1	1	Legal Services	Manager: Legal Services	

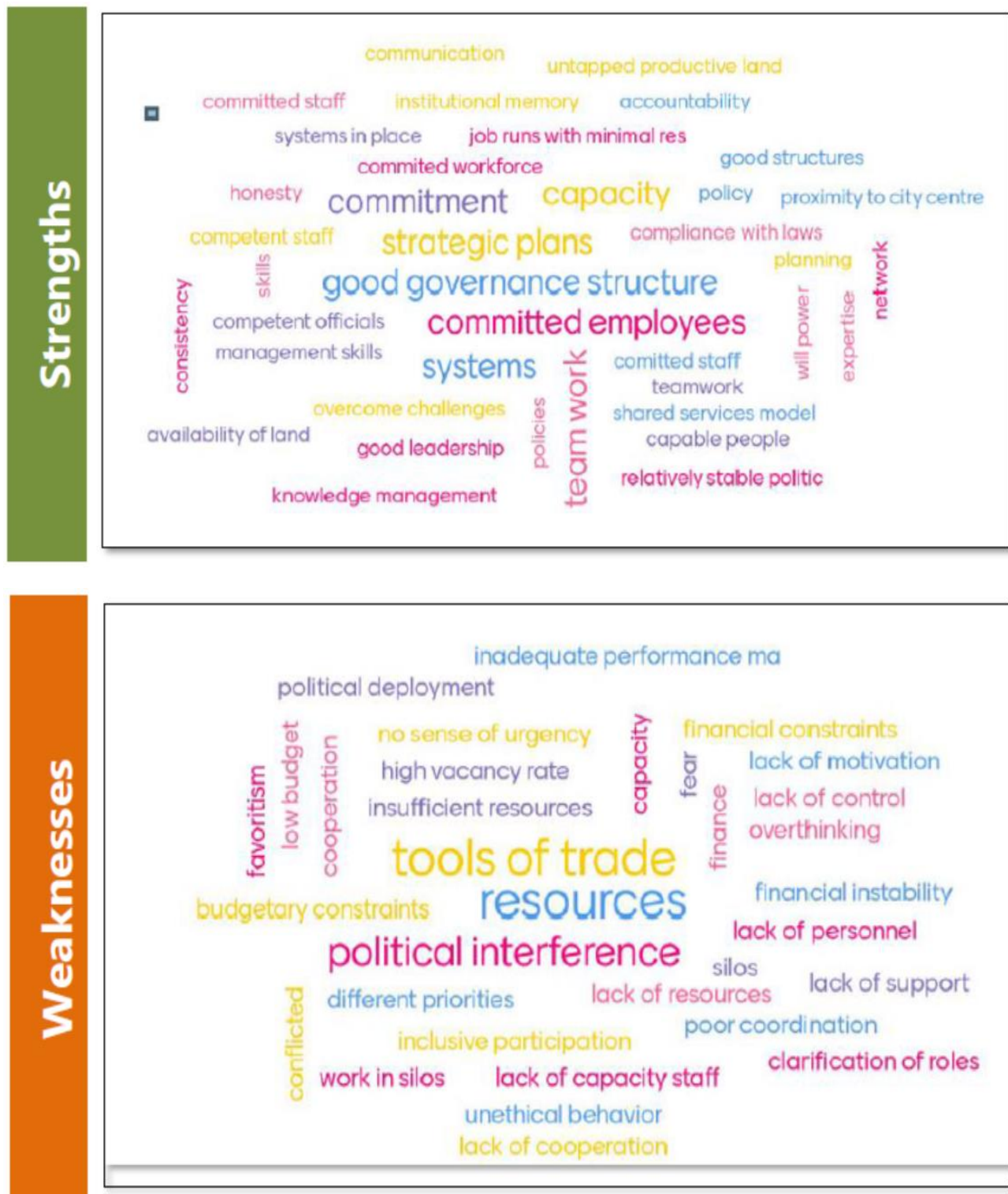
Alignment of KPIs to MsCOA

To be provided

SECTION F: 1.5 ASSESSMENT/ANALYSIS OF THE MUNICIPALITY'S STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)

Understanding the Profile of the Organisation against its strengths and weaknesses at an internal level and reviewing its opportunities and threats at an external level provides an important input into assessment of the readiness and skills levels.

The following represents the outputs of the SWOT Analysis:



Opportunities

corridor to various provi
high degree of workmanshi
intergovernmental relatio
vast agricultural land
progressive planning
ddm alignment
cooperation
new developments
infrastructure developmen
arable land
ppps
growth
ddm unity
teamwork
cohesion
one region
ppp
success
consultative leadership
achievements
accountability
availability of land
institutional memory
available land for develo
investment opportunities
create safe environment
partnerships with gdard
change in leadership

THREATS

financial instability
leadership inconsistency
lack of commitment
contaminated environment
change of leadership
being afraid to make mist
finance
political instability
lack of resources
ddm discontinued
unemployment
fear of failure
lack of sense of urgency
employee dissatisfaction
financial constraints
transition
funding
fear of unknown
job security
finances
dolomite
negative staff
new leadership
staff dont want to work
treasury
change
new leadership
lack of commitment
change of leadership
being afraid to make mist
finance
political instability
lack of resources
ddm discontinued
unemployment
fear of failure
lack of sense of urgency
employee dissatisfaction
financial constraints
transition
funding
fear of unknown
job security
finances
dolomite
negative staff
new leadership
staff dont want to work

SECTION G: 1.6. WRDM HIGH LEVEL ORGANISATIONAL STRUCTURE

This section provides the overview on Institutional Development: organisational structure, status on filling of critical vacancies and the policies/bylaws for implementation of the IDP.

1.6.1. STATUS OF WRDM HUMAN RESOURCES POLICIES

A table below depicts status on WRDM policies to guide the implementation of the IDP.

Name of Policy/Strategy/By-law	Responsible Department/Unit	Date of approval by Council	Date of next review
Career Path and Succession Planning Policy	Corporate Services	March 2024	As and when necessary
Performance Management and Development System Policy	Office of the MM/ Corporate Services	March 2024	As and when necessary
Recruitment, Selection and Appointment Policy	Corporate Services	October 2023	As and when necessary
Acting and Acting Allowance For Officials Policy	Corporate Services	October 2023	As and when necessary
Leave Policy	Corporate Services	October 2023	As and when necessary
Overtime, night shift and standby policy	Corporate Services	October 2023	As and when necessary
Smoking policy	Corporate Services	October 2023	As and when necessary
Personnel Policy	Corporate Services	August 2022	As and when necessary
Training and Development for Officials Policy	Corporate Services	August 2022	As and when necessary
Harassment Policy	Corporate Services	October 2022	As and when necessary
Job Evaluation Policy	Corporate Services	October 2022	As and when necessary
Career and Succession Planning Policy	Corporate Services	October 2022	As and when necessary
Employment Equity Policy and Employment Equity Plan	Corporate Services	October 2022	As and when necessary
Safety, Health, Environment, Risk and Quality (SHERQ) Policy	Corporate Services	May 2015	As and when necessary

1.6.2. STATUS OF WRDM BY-LAWS

A table below depicts status of the WRDM by-laws to enforce the law within the WRDM.

Name of By-law	Responsible Department/Unit	Date of approval by Council	Date of next review	Comments
WRDM Civil Contingencies and Development By Law	Disaster Management and community Safety	2014	2024	-
Fire service- By Laws	EMS	2008	2024	Cogta is in the process to develop provincial by laws with the inputs from all relevant stake holders to ensure synergy between all municipalities in Gauteng
Street & Miscellaneous by-laws	Disaster Management and community Safety	2006	2024	-
VIP Protection Policy	Disaster Management and community Safety	2008	2024	-
WRDM Civil Contingencies and Development By Law	Disaster Management and community Safety	2014	2024	-
Fire service- By Laws	EMS	2008	2024	Cogta is in the process to develop provincial by laws with the inputs from all relevant stakeholders to ensure synergy between all municipalities in Gauteng
WRDM Air Quality Management Bylaw	H&SD	2012	Reviewed 2018. Currently no fines can be issued for Air Quality transgressions.	No budget for promulgation. (Budget to be availed).
Integrated Waste Management Bylaw	H&SD	2012	Reviewed 2018	No budget for promulgation (Budget to be availed).

1.6.3. STATUS OF WRDM VACANCY RATE (SENIOR MANAGEMENT)

A table below depicts status on filling of critical positions for the implementation of the IDP.

Position	Status (filled/vacant)	Gender equity	Comments/plans to fill the vacancy
<i>Municipal Manager</i>	Filled	Male	n/a
<i>Chief Financial Officer</i>	Filled	Male	n/a
<i>Executive Director: Health and Social Development</i>	Filled	Female	n/a
<i>Executive Director: Public Safety</i>	Vacant	n/a	The position has been advertised and the recruitment process is currently underway.
<i>Executive Director: Regional Planning and Economic Development</i>	Filled	Male	n/a
<i>Executive Director: Corporate Services</i>	Filled	Female	n/a

A table hereunder portrays a high level Organisational Structure in order to drive implementation of the Integrated Development Plan process.

POSITION	RESPONSIBILITY
<i>Municipal Manager, Mr M.E Koloji</i>	The Municipal Manager (MM) is responsible for strategic Goal 4: Sustainable Governance for Local communities, where he ensures high level of corporate governance through the implementation of adequate and effective internal controls, risk management and governance processes that enables deepening democracy and fostering social cohesion. The MM is also responsible for Strategic Goal 5: Business excellence within the WRDM, where he ensures excellence in business operations through effective and efficient implementation of municipality's strategic plan; compliance to legislative requirements; performance monitoring and reporting against the predetermined objectives.
<i>Chief Financial Officer, Mr S. Ramaele</i>	The Chief Financial Officer (CFO) is responsible for Strategic Goal 5: Business excellence within the WRDM, where he ensures excellence in business operations through fairly represented Annual Financial Statements to the Auditor General of South Africa; processing of tenders within 90 days after closing date; paying creditors within 30 days as well as the establishment of an ICT Governance Framework.
<i>Executive Director, Health and Social Development, Dr M Daka</i>	The Executive Director, Health and Social Development is responsible for Strategic Goal 2: Health and Social Development, where she ensures the provision of environmental health services and promotion of a healthy lifestyle among communities. In addition, the executive manager also runs programs that build the nation in terms of creating a platform to promote sport, art, culture and recreation thereby bringing people together.

Executive Director, Public Safety (Vacant)	The Executive Director Public Safety services is responsible for Strategic Goal 3: Public Safety Services. This strategic goal is aimed at harnessing all multi-disciplinary and multi-sectoral contributions into the establishment and sustaining of safe and healthy living environment. Within which, risk and vulnerability is effectively managed and mitigated through a collective process of participation tenacity and commitment. This is also encouraged by the provision of national outcome 3, which requires the West Rand District Municipality to ensure that its communities are and feel safe. Therefore, creating a healthy and safe living environment for communities become a fundamental Constitutional mandate for the WRDM and its four constituent local municipalities.
Executive Director: Corporate Services, Ms G Mogale	Executive Director, Corporate Services is responsible for Strategic Goal 5: Business excellence within the WRDM, her role is to ensure excellence in business operations of the municipality through a highly productive and work engaged workforce.
Executive Director, Regional Planning and Economic Development, Mr Z Mphaphuli	<p>The Executive Director, Regional Planning and Economic development is responsible for Strategic Goal 1 (Regional Planning and Economic Development), where he ensures encouragement of regional planning and to enable the economic development of the district.</p> <p>This, however, needs to be done at multiple levels and different ways. Firstly, in collaboration with the private sector to seek, identify and implement opportunities to grow the local economy for the benefit of all; secondly, to ensure regional spatial integration by applying uniform land use management standards and efficient utilization of land for industrial, agricultural, human settlement (residential) and commercial uses; thirdly, to increase the mobility of communities by broadening modal transport choice through the implementation of regional subsidized bus services, regulated taxi industry as well as upgraded rail services; fourthly, to ensure coordination of bulk infrastructure planning and development throughout the region; fifthly, to promote tourism as comparative advantage in support of diversification of the regional economy; and finally, environment, protecting environmental resources and improving compliance with air quality standards throughout.</p>

1.6.4. GOVERNANCE

The WRDM has obtained “Unqualified” audit opinion during the 2022/23 financial year with significant improvement in number of findings raised by the Auditor General South Africa (AGSA). There was a reduction in unauthorised expenditure and increase in fruitless and wasteful expenditure. There was no irregular expenditure identified for the 2022/2023 financial year. The only challenge related to the review of the annual financial statements as material non-compliance were identified on adjustments to the financial statements.

The WRDM continues to aim for a clean audit, through structures such the work of Internal Audit performed on a quarterly basis to steer the municipality in the right direction and to identify improvement measures for the identified weaknesses. The work performed on a quarterly basis by structures such as the Performance Audit Committee (PAC), Risk Management Committee (RMC) and the Audit Committee (AC) also assist the WRDM a great deal towards improved financial and performance management.

Furthermore, the WRDM developed the Operation Clean Audit (OPCA) Plan and established an OPCA committee to drive and frequently monitor the implementation of OPCA plan with an intent to resolve the findings raised by the AGSA during 2022/23 audit. The WRDM also continues to implement the unauthorised, irregular, fruitless and wasteful expenditure reduction plan to ensure reduction/zero UIF&W within WRDM.

SECTION H: 1.7 WRDM AND CONSTITUENT LOCAL MUNICIPALITIES PRIORITIES / NEEDS / PROJECTS / PROGRAMMES

The following section outlines the different community needs and priorities raised by the community members during the IDP Public Participation meetings held in November/December 2024- February 2025 by the District as well as the three local municipalities (Mogale City Local Municipality, Rand West City Local Municipalities and Mogale City Local Municipality).

1.17.1 WEST RAND DISTRICT MUNICIPALITY

1.17.1.1. IDP PUBLIC PARTICIPATION (IDP WEEK FEEDBACK)

Chapter 4 of Local Government: Municipal Systems Act, 32 of 2000 forms the pedestal for public participation in local government, wherein municipalities are required to involve community/stakeholders in the affairs of the municipalities. Public participation meetings were held in February 2025. However, attendance from stakeholders is a challenge.

This section provides a list of projects/programmes earmarked to accelerate service delivery and economic development within the West Rand Region, which are also outlined in detail in the sector department's commitments and DDM sections.

Project Name	Period (Start-complete dates)	Type of Funding	Budget Allocation	Comments
Roads and Transport				
Rural Road Asset Management System (RRAMS)	On going	Grant	2.7m	-
Economic Development				
Special Economic Zone (SEZ)	On going	Grant	Not yet determined	Funding will be from both private and government (PPP)
Krugersdorp Game Reserve	On going	GIFA funded the feasibility study and developed the business plan and will advertise for potential investors	N/A	Feasibility study approved by both WRDM and Mogalecity LM
West Rand Academy (TVET College)	On going	Sibanye & partners	25m	The 1 st phase of the project will be focussing on Agriculture
Solar Farm	On going	GPG	1.2B	GPG to advertise for proposals for the solar farm
Bio Energy project	On going	GIFA	N/A	Feasibility study has been completed and it will be part of the Bokamoso barona programme
West Rand Mega Park	On going	Maximum Group & Afribix	N/A	Maximum group and Afribix to develop housing and an agro-processing hub

Bokamoso Barona Program	On going	PPP	N/A	30 000ha land made available for the development of an Ago industrial hub
Merafong Agripark	On going	GDARD & DRLLR	N/A	The project involves the production of flowers and vegetables
Donaldson Dam facility	On going	PPP		WRDM will advertise for potential investors
Human Settlement and Infrastructure				
Neighbourhood Development Partnerships Programme	Ongoing	Grant (NT)	140m	The development of the link road from Finsbury to Westonaria as well as the Ntuli insection
Expanded Public Works Program (EPWP)	Ongoing	Grant	1.2m	Creation of job opportunities in the different WRDM projects
Affrivillage Mega Human Settlement	On going	GPG funded	N/A	Human settlement Mega project
Mountriese Mega	On going	GPG funded	N/A	Human settlement Mega project
Westonaria Borwa Mega	On going	GPG Funded	N/A	Human settlement Mega project
Western Mega	On Going	GPG funded	N/A	Human settlement Mega project
Dan Tloome Mega	On going	GPG Funded	N/A	Human settlement Mega project
Elijah Barayi Mega	On Going	GPG Funded		Human settlement Mega project

1.17.2 MOGALE CITY LOCAL MUNICIPALITY

NB: Mogale City's public participation meetings will be held only be held in April 2025.

1.17.3 RAND WEST CITY LOCAL MUNICIPALITY

Community Input/Need	Affected Ward/s	Name of the Town/s (of the affected wards)	Responsible Department/Section (Within the Municipality)	Required intervention (Sector Departments/Private Sector)
Service Delivery and Infrastructure Development (Water/Sanitation/Electricity/ Roads/Waste Management etc.)				
Water leakages to be fixed (high bills)	3,4,6,7,8,9,10,13,14,15,16,17,18,19,20,21, 22,23,24,25,26,27,28,32,33	Randfontein	Water & Sanitation Section	DWS
Sewer leakages to be fixed	3,4,6,7,8,9,10,13,14,15,16,17,18,19,20,21, 22,23,24,25,26,27,28,32,33	Randfontein	Water & Sanitation Section	DWS
Request for removal of dumping sites	3,4,6,7,8,9,10,13,14,15,16,17,18,19,20,21, 22,23,24,25,26,27,28,32,33	Randfontein	Waste Management Section	Dept of Environmental Affairs
Cleaning of stormwater drainage system	3,4,6,7,8,9,10,13,14,15,16,17,18,19,20,21, 22,23,24,25,26,27,28,32,33	Randfontein	Roads & Stormwater Section	-
Long hours of load shedding	3,4,6,7,8,9,10,13,14,15,16,17,18,19,20,21, 22,23,24,25,26,27,28,32,33	Randfontein	Electricity Section	Dept of Energy/Eskom
Request street markings	3,4,6,7,8,9,10,13,14,15,16,17,18,19,20,21, 22,23,24,25,26,27,28,32,33	Randfontein	Traffic Section	-
Resurfacing of roads (potholes)	3,4,6,7,8,9,10,13,14,15,16,17,18,19,20,21, 22,23,24,25,26,27,28,32,33	Randfontein	Roads & Stormwater Section	Dept of Roads and Transport
Grass cutting on empty stands	3,4,6,7,8,9,10,13,14,15,16,17,18,19,20,21, 22,23,24,25,26,27,28,32,33	Randfontein	Parks & Cemetery Section	-
Cleaning of Cemeteries	3,4,6,7,8,9,10,13,14,15,16,17,18,19,20,21, 22,23,24,25,26,27,28,32,33	Randfontein	Parks & Cemetery Section	-

Community Input/Need	Affected Ward/s	Name of the Town/s (of the affected wards)	Responsible Department/Section (Within the Municipality)	Required intervention (Sector Departments/Private Sector)
Streetlights and high mast lights to be solar panels	3,4,6,7,8,9,10,13,14,15,16,17,18,19,20,21,22,23,24,25,26,27,28,32,33	Randfontein	Electricity Section	Dept Enegry
Spatial Planning and Sustainable Environmental Development (Sites/Houses etc.)				
Request for housing to those who don't house (RDPS/ Mining Houses)	3,4,6,7,8,9,10,13,14,15,16,17,18,19,20,21,22,23,24,25,26,27,28,32,33	Randfontein	Human Settlement Section	Dept Human Settlement
Request for land for agriculture or farming	3,4,6,7,8,9,10,13,14,15,16,17,18,19,20,21,22,23,24,25,26,27,28,32,33	Randfontein		Dept of Agriculture
Local Economic Development (Jobs/Businesses etc.)				
Request for job creation	3,4,6,7,8,9,10,13,14,15,16,17,18,19,20,21,22,23,24,25,26,27,28,32,33	Randfontein	LED Section	All departments
Youth employment	3,4,6,7,8,9,10,13,14,15,16,17,18,19,20,21,22,23,24,25,26,27,28,32,33	Randfontein	LED Section	All departments
Agriculture programmes (Food gardens)	3,4,6,7,8,9,10,13,14,15,16,17,18,19,20,21,22,23,24,25,26,27,28,32,33	Randfontein	LED Section	Dept of Agriculture
Employment of CWP's after the contracts end	3,4,6,7,8,9,10,13,14,15,16,17,18,19,20,21,22,23,24,25,26,27,28,32,33	Randfontein	LED Section	CoGTA/Premier
Financial Viability (Billing System/Tariffs/ etc.)				
Request ward budget	3,4,6,7,8,9,10,13,14,15,16,17,18,19,20,21,22,23,24,25,26,27,28,32,33	Randfontein	Finance Department	CoGTA/Premier
Awaiting of Indigent approval	3,4,6,7,8,9,10,13,14,15,16,18,19,20,21,22,23,24,25,26,27,28,32,33	Randfontein	Credit control Section	-

Community Input/Need	Affected Ward/s	Name of the Town/s (of the affected wards)	Responsible Department/Section (Within the Municipality)	Required intervention (Sector Departments/Private Sector)
Electricity units not consistent or the same token are lesser the more you purchase	3,4,6,7,8,9,10,13,14,15,16,18,19,20,21,22,23,24,25,26,27,28,32,33	Randfontein	Revenue Section	-
Good Governance and Institutional Development (Skills Dev-Bursaries/ Internships/ etc.)				
Request for the municipality accountability and open line of communication with the community	3,4,6,7,8,9,10,13,14,15,16,17,18,19,20,21,22,23,24,25,26,27,28,32,33	Randfontein		-
Other (GBV/Disability/Youth/ etc.)				
Bylaws implementation for business owners	3,4,6,7,8,9,10,13,14,15,16,17,18,19,20,21,22,23,24,25,26,27,28,32,33	Randfontein	Traffic Section	-
High crime rate	3,4,6,7,8,9,10,13,14,15,16,18,19,20,21,22,23,24,25,26,27,28,32,33	Randfontein	Traffic Section	SAPS
Drug abuse intervention	8,10,13,14,15,16,18,19,20,21,22,23,24,25,26,27,28,32,33	Randfontein	Community Safety / Health & Social Section	Randfontein
Request for youth centre (the one available not used for the rightful purpose)	10	Randfontein		-
Request for mobile clinic or additional clinic to avoid crowding to neighbouring areas.	10,17	Randfontein	Health & Social Section	Health Department
Request for sport ground	10	Randfontein	SRAC Section	Dept Sports, Arts, Culture and Recreation
Request for Old Age Home	10	Randfontein	Community Services Department	Dept of Social Development

1.17.4 MERA FONG CITY LOCAL MUNICIPALITY

Community Input/ Need	Affected Wards	Name of the Town/s (of the affected wards)	Responsible Department/Section (within the Municipality)	Required Intervention (Sector Department/Private Sector)
Service Delivery and Infrastructure Development (Water/Sanitation/ Electricity/ Roads/ Waste Management, etc.)				
<u>Basic Water Access</u> <ul style="list-style-type: none"> Formal Areas: Number of household without access to water connections. 	10	The affected ward is due sinkhole formation in the said ward. All households have access as per norms and standards.	Water & Sanitation	Water & Sanitation Department
<ul style="list-style-type: none"> Maintenance: Sufficient maintenance to water network outside the yard (meter leakages, pipes) 	1,3,4,6,7,8,10,11,12,13, 14,16,17,18,21,22,23,24, 26,28	Khutsong South & Khutsong South Ext 2,5&6, Khutsong Proper (Old), Wedela, Welverdiend, Blybank, Carletonville, Fochville, Greenspark & Kokosi.	Water & Sanitation	Water & Sanitation Department
<u>Informal Structures:</u> <ul style="list-style-type: none"> Number of households that do not have access to JoJo tanks/standpipes (25 litres per day) 	None	All informal settlements have access to water as per norms and standards.	Water & Sanitation	Water & Sanitation Department
<ul style="list-style-type: none"> Maintenance: Sufficient maintenance to water network (taps, pipes) 	1,3,4,6,7,8,10,11,12,13, 21,22,23, 24,25,27,28	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Blyvoor, Wedela, Khutsong south new extensions & Welverdiend, Blybank, Carletonville, Greenspark & Kokosi.	Water & Sanitation	Water & Sanitation Department
<u>Sanitation Access:</u> <ul style="list-style-type: none"> Formal Areas –Each erven one flush toilet linked to sewer or septic tank. 	None	All formal households have access to sanitation as per norms and standards.	Water & Sanitation	No Intervention required
<ul style="list-style-type: none"> Maintenance of sewer blockages 	1,3,4,6,7,8,10,11,12,13, 16,17,18,21,22,23,24,25, 26,28	Khutsong South & Khutsong South Ext2,5&6 Khutsong proper (Old), Wedela, Welverdiend, Blybank, Carletonville, Fochville, Greenspark & Kokosi.	Water & Sanitation	Water & Sanitation Department
<ul style="list-style-type: none"> Informal Structures One VIP toilet or waste separatory or dry composting toilet. 	3,4,6,8,9,10,11,20,21,22, 23,24,27,28	Khutsong proper (Old), Blyvoor, Wedela, Carletonville, Greenspark & Kokosi.	Water & Sanitation	Water & Sanitation Department
<ul style="list-style-type: none"> Maintenance of VIP's 	3,4,5,6,8,9,14,15,20,21,22, 23,27 24,27,28	Khutsong proper (Old), Blyvoor, Wedela, Khutsong South Ext 2,5&6, Welverdiend, Blybank, Western Deep Levels, East-	Water & Sanitation	Water & Sanitation Department

		Driefontein, Carletonville, Greenspark & Kokosi.		
<u>Households with Basic Electricity Access:</u>			Electrical Unit	No Intervention required
<ul style="list-style-type: none"> Formal Areas – Each Erf Grid electricity 60 amps. 	-	-		
<ul style="list-style-type: none"> Informal structures-Each Erf grid electricity 40 amps supply 	1,12,20,22,23,25,27,28	Khutsong south & Khutsong south extension 2, Blyvoor, Wedela, Welverdiend, Carletonville & Kokosi.	Electrical Unit	Department of Energy & Eskom
<ul style="list-style-type: none"> Electricity: Public Lighting (street) access 	2,3,4,6,7,8,10,11,12,13,14, 16,17,18,21,22,23,24,25, 26,28	Khutsong south, Khutsong proper (Old), Wedela, Khutsong south new extensions & Welverdiend, Blybank, Fochville, Carletonville, Greenspark & Kokosi.	Electrical Unit	Department of Energy & Eskom
<ul style="list-style-type: none"> Maintenance of Street lights/public lighting 	1,2,3,4,6,8,9,10,11,12,13, 14,16,17,18,20,21,22,23, 24,25,26,28	Khutsong south & Khutsong south extension 2,5%6, Khutsong proper (Old), Wedela, & Welverdiend, Blybank, Western Deep Levels, Carletonville, Greenspark, Fochville & Kokosi.	Electrical Unit	Department of Energy & Eskom
<u>Roads:</u>				
<ul style="list-style-type: none"> Access of tarred/paved roads to formal areas 	1,2,3,4,5,6,7,8,9,10,12,13, 20,21,22,23,24,25,26,27, 28	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Wedela, Khutsong south new extensions & Welverdiend, Blybank, Carletonville, Greenspark & Kokosi.	Roads & Stormwater	Gauteng Department of Roads and Transport
<ul style="list-style-type: none"> Grading of gravel roads in formal & informal areas 	1,2,3,4,6,7,8,9,10,11,12,13 ,20,21,22,23,24,25,26,27, 28	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Blyvoor, Wedela, Khutsong south new extensions & Welverdiend, Blybank, Carletonville, Greenspark & Kokosi.	Roads & Stormwater	Gauteng Department of Roads and Transport
<ul style="list-style-type: none"> Repair of potholes in municipal tarred roads 	1,2,3,4,6,7,8,10,11,12,13, 14,16,17,18,20,21,22,23, 24,25,26,28	Khutsong south & Khutsong south extension 2,5&6, Khutsong Proper (Old), Wedela, & Welverdiend, Blybank, Carletonville, Greenspark, Fochville & Kokosi.	Roads & Stormwater	Gauteng Department of Roads and Transport
<ul style="list-style-type: none"> Installation of speed humps 	1,2,4,7,8,9,10,11,12,13,16, 17,18,20,21,22,23,24,25, 26,28	Khutsong south & Khutsong south extension 2,5&6, Khutsong Proper (Old), Wedela, Welverdiend, Blybank,Carletonville,Fochville & Kokosi.	Roads & Stormwater	Gauteng Department of Roads and Transport
<u>Stormwater:</u>				
Formal Areas – functioning of stormwater drainage system	3,4,6,8,11,12,13,16,17,18, 20,21,22,23,24,25,26,28	Khutsong proper (Old), Wedela, Khutsong south new extensions & Welverdiend, Blybank, Carletonville, Greenspark, Fochville & Kokosi.	Roads & Stormwater	Gauteng Department of Roads and Transport

Maintenance of kerb inlets	2,3,4,6,8,10,11,12,13,16,17,18,20,21,22,23,24,25,26,27,28	Khutsong south, Khutsong proper (Old), Wedela, Khutsong south new extensions & Welverdiend, Blybank, Blyvoor, Carletonville, Greenspark, Fochville & Kokosi.	Roads & Stormwater	Gauteng Department of Roads and Transport
Maintenance of stormwater Drainage System	2,3,4,6,7,8,10,11,12,13,16,17,18,20,21,22,23,24,25,26,28	Khutsong south, Khutsong proper (Old), Wedela, Khutsong south Ext 2,5,&6 Welverdiend, Blybank, Carletonville, Greenspark, Fochville & Kokosi.	Roads & Stormwater	Gauteng Department of Roads and Transport

Community Input/ Need	Affected Wards	Name of the Town/s (of the affected wards)	Responsible Department/Section (within the Municipality)	Required Intervention (Sector Department/Private Sector)
Waste Management:				
<ul style="list-style-type: none"> Formal Households with access to basic level of solid waste collection (240 litres bins-once per week) – kerbside collection 	1,5,12,13,20,22,	Khutsong South & Khutsong South Ext 2,5&6,Welverdiend & Kokosi	Waste Management	Gauteng Department of Agriculture and Rural Development& Environment
<ul style="list-style-type: none"> Informal Households: Provision of one 6 cubic metre skip at communal collection points – skips removed within 24 hours of being reported as full. 	2,3,4,6,8,9,10,20,21,22,23,25,28	Khutsong South, Khutsong proper (Old), Wedela, Carletonville & Kokosi	Waste Management	Gauteng Department of Agriculture and Rural Development& Environment
<ul style="list-style-type: none"> Removal of Illegal dumping 	1,2,3,4,6,7,8,10,11,12,13,16,17,18,21,22,23,24,25,26,28	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Wedela, Khutsong south new extensions & Welverdiend, Blybank, Carletonville, Greenspark, Fochville & Kokosi.	Waste Management	Gauteng Department of Agriculture and Rural Development& Environment
<ul style="list-style-type: none"> Households without refuse removal services 	12,22	KhutsongSouth,Ext2.5&6 Welverdiend & Kokosi	Waste Management	Gauteng Department of Agriculture and Rural Development& Environment

Community Input/ Need	Affected Wards	Name of the Town/s (of the affected wards)	Responsible Department/Section (within the Municipality)	Required Intervention (Sector Department/Private Sector)
Spatial Planning and Sustainable Environment Development (Sites/ Houses, etc.)				
<u>Spatial Planning:</u> <ul style="list-style-type: none"> Formal Areas: Processing of town planning applications 	10,13,20,21,22	Khutsong proper (Old), Wedela, Blybank, Fochville, Greenspark & Kokosi.	Spatial Planning	Not applicable
<ul style="list-style-type: none"> Approval of building plans in accordance with legislative time-frames. 	10,13,20,21,22,25,26	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Wedela, Blybank, Fochville, Greenspark & Kokosi.	Spatial Planning	Not applicable
<ul style="list-style-type: none"> Illegal occupation of land/Illegal buildings 	3,4,6,8,12,13,16,17,18,21, 22, 24,26,28	Khutsong proper (Old), Wedela, Khutsong south new extensions & Waverdiend, Blybank, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Spatial Planning	Gauteng Department of Land Affairs
<ul style="list-style-type: none"> Availability of land to community members (legally) 	3,4,6,8,9,10,11,12,13,16,17, 21,22, 24,28	Khutsong proper (Old), Wedela, Khutsong south new extensions & Waverdiend, Blybank, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Spatial Planning	Gauteng Department of Land Affairs
<u>Addressing Housing Backlog:</u> <ul style="list-style-type: none"> Registration (all informal settlements/backyard dwellers) on housing database 	1,3,4,6,7,8,10,11,20,21,22, 26,27,28	Khutsong south & Khutsong south extension 2,5&6, Khutsong proper (Old), Wedela, Carletonville, Greenspark & Kokosi.	Human Settlement	Gauteng department of Human Settlement/PPP'S
<ul style="list-style-type: none"> Registration of title deeds to eligible beneficiaries 	3,4,6,7,8,10,11,12,20,21,22, 25	Khutsong proper (Old), Wedela, Khutsong south new ext2,5&6 Waverdiend, Greenspark & Kokosi.	Human Settlement	Gauteng Department of Human Settlement
<ul style="list-style-type: none"> Access to Social Housing (RDP) 	3,4,6,7,8,11,16,17,20,21,27, 28	Khutsong proper (Old), Wedela, Oberholzer, Carletonville, Blyvoor, Greenspark & Kokosi.	Human Settlement	Gauteng department of Human Settlement/PPP'S
<ul style="list-style-type: none"> Rental Housing Access 	3,4,6,8,11,12,18,20,21,27	Khutsong proper (Old), Wedela, Khutsong south new extensions &	Human Settlement	Gauteng department of Human Settlement/PPP'S

		Wolverdiend, Fochville, Carletonville, Greenspark & Blyvoor.		
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Community Input/ Need	Affected Wards	Name of the Town/s (of the affected wards)	Responsible Department/Section (within the Municipality)	Required Intervention (Sector Department/Private Sector)
Local Economic Development (Jobs/ Businesses, etc.)				
Job creation through LED Initiatives	1,2,3,4,5,6,7,8,9,10,11,12,13, 14,15,16,17,18,19,20,21,22, 23,24,25,26,27,28	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Wedela, Khutsong south new extensions & Wolverdiend, East Driefontein, Blybank, Blyvoor, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	LED	Gauteng Department of Economic Development/ Mining Houses/
Development of Informal Traders Facilities	1,2,3,4,5,6,7,8,9,10,11,12,13, 14,15,16,17,18,19,20,21,22, 23,24,25,26,27,28	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Wedela, Khutsong south new extensions & Wolverdiend, East Driefontein, Blybank, Blyvoor, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	LED	Gauteng Department of Economic Development/ Mining Houses/LGSETA/Gauteng Department of Agriculture and Rural Development
Promotion & Development of SMME's <ul style="list-style-type: none"> Training/ Skills development needs 	1,2,3,4,5,6,7,8,9,10,11,12,13, 14,15,16,17,18,19,20,21,22, 23,24,25,26,27,28	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Wedela, Khutsong south new extensions & Wolverdiend, East Driefontein, Blybank, Blyvoor, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	LED	Gauteng Department of Economic Development/ Mining Houses/LGSETA/Gauteng Department of Agriculture and Rural Development

Community Input/ Need	Affected Wards	Name of the Town/s (of the affected wards)	Responsible Department/Section (within the Municipality)	Required Intervention (Sector Department/Private Sector)
Financial Viability (Billing System/ Tariffs/ etc.)				
Implementation of prepaid Water and Electricity meters	3,4,6,7,8,9,10,11,12,13,14,16,17,18,21,22, 24,25,28	Khutsong proper (Old), Wedela, Khutsong south new extensions & Welverdiend, Blybank, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Credit Control	Department of Water and Sanitation/Nersa/ Department of Energy/Gauteng Department of Human Settlements
Inaccurate Billing by the Municipality	1,2,3,4,6,7,8,9,10,11,12,13,14,16,17,18,21,22,23,24,25,26,28	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Wedela, Khutsong south new extensions & Welverdiend, Blybank, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Credit Control	Provincial treasury/National Treasury

Community Input/ Need	Affected Wards	Name of the Town/s (of the affected wards)	Responsible Department/Section (within the Municipality)	Required Intervention (Sector Department/Private Sector)
Good Governance and Institutional Development (Skills Dev-Bursaries/ Internships/ etc.)				
Access to municipal call/contact centre	All wards have access	Call centre is operational from 7:30 until 22h00 daily.	Communication & Marketing	Gauteng Cogta (eGov)
Efficiency of the call/contact centre	3,4,6,8,10,11,13,21,22,25	Khutsong proper (Old), Wedela, Khutsong south new extensions &	Communication & Marketing	Gauteng Cogta (eGov)

		Welverdiend, Blybank, Fochville, Greenspark & Kokosi.		
Ward Committees Functionality	3,4,6,8,9,10,11,20,24	Khutsong proper (Old), Wedela, Greenspark & Kokosi.	Speakers Office	Gauteng Salga
Effective Communication to the Community	3,4,6,7,8,9,10,11,12,14,16,17,18,19,21,22,26,28	Khutsong proper (Old), Wedela, Khutsong south new extensions & Welverdiend, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Speakers Office/ Communication & Marketing	Gauteng Cogta & Premier's Office

Community Input/ Need	Affected Wards	Name of the Town/s (of the affected wards)	Responsible Department/Section (within the Municipality)	Required Intervention (Sector Department/Private Sector)
Other (GBV/Disability/Youth/ etc.)				
Establishment of Youth Services	1,3,4,6,7,8,10,11,12,13,19,22,23,26,27	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Wedela, Blybank, Blyvoor & Kokosi.	Executive Mayor's Office	NYDA & Premier's Office
<ul style="list-style-type: none"> Registration for Free Basic Services to Indigents 	9,20,21,22,23, 24,	Khutsong proper (Old), Wedela & Kokosi.	Health & Social Development	Health and Social Development
<u>Parks:</u> <ul style="list-style-type: none"> Development of Parks in Formal Areas 	1,3,4,6,8,10,11,12,13,16,17,18,21,22,23, 24,25,26,28	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Wedela, Blybank, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Parks & Cemeteries	Gauteng Department of Agriculture and Rural Development/Mining Houses
<ul style="list-style-type: none"> Maintenance of Parks 	1,10,11,12,14,16,17,18,21,22,23, 24,25,,28	Khutsong south & Khutsong South Ext 2,5&6 Khutsong proper (Old), Wedela, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Parks & Cemeteries	Gauteng Department of Agriculture and Rural Development/Mining Houses
<ul style="list-style-type: none"> Grass cutting in formal& informal areas 	1,2,5,10,12,13,14,16,17,18,21,22,23, 24,25,26,27,28	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Blybank, Blyvoor, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Parks & Cemeteries	Gauteng Department of Agriculture and Rural Development/Mining Houses
<u>Sport Facilities:</u> <ul style="list-style-type: none"> Access to Sports Facilities with ablution facilities in formal Areas 	1,9,10,12,13,16,17,18,20,22,23, 24,25,26,27,28	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Wedela, Blybank, Blyvoor, Oberholzer, Carletonville & Kokosi.	Srach	Gauteng department of Sports, Recreation, Arts, Culture& Heritage

• Access to Informal Sports Fields	1,2,3,4,6,8,10,11,13,16,17,18,21,22,26,27,28	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Wedela, Blybank, Oberholzer, Carletonville, Fochville, Greenspark, Blyvoor & Kokosi.	Srach	Gauteng department of Sports, Recreation, Arts, Culture & Heritage
• Maintenance of Sports Facilities	2,3,4,5,6,7,8,10,11,12,16,17,18,21,22,23, 24,25, 26,28	Khutsong south, Khutsong proper (Old), Wedela, Oberholzer, Carletonville, Fochville, Greenspark & Kokosi.	Srach	Gauteng department of Sports, Recreation, Arts, Culture & Heritage
<u>Cemeteries</u> • Development of new Cemeteries	10,13,20,22,25	Khutsong proper (Old), Wedela, Blybank & Kokosi.	Parks & Cemeteries	Gauteng Department of Agriculture and Rural Development & Environment
• Maintenance of Cemeteries	3,4,6,8,10,11,12,13,16,17,18,21,22,23,24,25,26,28	Khutsong proper (Old), Wedela, Khutsong south new extensions & Welverdiend, Blybank, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Parks & Cemeteries	Gauteng Department of Agriculture and Rural Development & Environment
<u>Community Halls & Libraries</u> Access to Community Halls	12,13,20,22,24,26	Wedela, Khutsong south new extensions & Welverdiend, Blybank & Kokosi.	Facility Management	Gauteng department of Sports, Recreation, Arts, Culture & Heritage
• Maintenance of Community Halls	3,4,6,8,10,11,13,14,16,17,18,21,22,23,24,25,26	Khutsong proper (Old), Wedela, Blybank, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Facility Management	Gauteng department of Sports, Recreation, Arts, Culture & Heritage
• Access to Swimming Pools	1,3,4,6,8,10,11,12,13,26	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Wedela, Khutsong south new extensions & Welverdiend, Blybank & Kokosi.	Facility Management	Gauteng department of Sports, Recreation, Arts, Culture & Heritage
• Maintenance of Swimming Pools	14,21,24	Fochville	Facility Management	Gauteng department of Sports, Recreation, Arts, Culture & Heritage
<u>Traffic Function</u> Formal Areas: • Road Markings/Street signage	3,4,6,8,10,11,12,13,14,16,17,18,22,25	Khutsong proper (Old), Wedela, Khutsong south new extensions & Welverdiend, Blybank, Fochville, Oberholzer, Carletonville & Kokosi.	Public Safety	Gauteng Department of Roads and Transport/Sanral
<u>Disaster Management:</u> • Need for information campaigns - Dolomitic Risk Management (Sinkholes)	3,4,6,8,10,11,12,13,16,17,25,26,27,28	Khutsong proper (Old), Wedela, Khutsong south new extensions & Welverdiend, Blybank, Oberholzer, Carletonville, Blyvoor & Kokosi.	WRDM	Gauteng Disaster Management

Sector Departments/ Intervention Required

Community Input/ Need	Affected Wards	Name of the Town/s (of the affected wards)	Responsible Department/Section (within the Municipality)	Required Intervention (Sector Department/Private Sector)
<p>Clinics / Health Services:</p> <p>Primary Health Care:</p> <ul style="list-style-type: none"> -Access 15 minutes in – vehicle travel time or 1,5 km walking distance. -Thresholds to serve a population of about 5 000 – 70 000 depending on the catchment size. 	1,2,11,12,15,19,20,22,26	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Wedela, Khutsong south new extensions & Welverdiend, Blybank, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Department of Health	Department of Health
Clinics / Health Services (24hrs):	11,12,13,16,17,19,21,22,26,28	Wedela, Khutsong south new extensions & Welverdiend, Blybank, East-Driefontein, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Department of Health	Gauteng Department of Health
<p>Health – district hospitals:</p> <ul style="list-style-type: none"> • Access up to 30 minutes in vehicle travel time. • 450 000 people (planning should be aligned in terms of the Provincial Spatial Development Framework) 	13,22	Blybank & Kokosi	Department of Health	Gauteng Department of Health
<p>Fire Station:</p> <ul style="list-style-type: none"> • 100 000 people (indicative only, overriding factor is reach & density) 	13,20	Blybank & Wedela	WRDM	WRDM
<p>Emergency Services:</p> <ul style="list-style-type: none"> • Ambulances 	13,21,22	Blybank, Greenspark & Kokosi	WRDM	WRDM
<p>Public Safety Facilities:</p> <p>Access to Police stations:</p> <ul style="list-style-type: none"> • To improve visible policing and response times the provision of one station per 30 000 people is considered desirable by planners. Manpower and operational challenges make this unrealistic at present 	10,11,13,22,24,26	Khutsong proper (Old), Wedela, Blybank & Kokosi.	Department of Community Safety	Gauteng Department of Public Safety
<ul style="list-style-type: none"> • Access to Satellite Police Station: 	1,3,4,5,6,7,8,10,11,13,16,19, 21,22,23, 24,26	Khutsong south & Khutsong South Ext2,5&6, Khutsong proper (Old), Wedela, Khutsong south new extensions & Welverdiend, East Driefontein, Blyvoor, Blybank, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Department of Community Safety	Gauteng Department of Public Safety

<ul style="list-style-type: none"> Police visibility: 	1,3,4,6,7,8,10,11,12,13,15,16,17,19,21,22,23,26,28	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Wedela, Khutsong south new extensions & Welverdiend, East Driefontein, Blybank, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Department of Community Safety	Gauteng Department of Public Safety
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Community Input/ Need	Affected Wards	Name of the Town/s (of the affected wards)	Responsible Department/Section (within the Municipality)	Required Intervention (Sector Department/Private Sector)
Magistrate Courts: <ul style="list-style-type: none"> No agreed common norms – Department of Justice considers proximity to users, political issues, caseloads of courts and crime hot spots. 	Planning is undertaken on a national or provincial basis by Government.		Department of Justice	Department of Justice
Home Affairs Offices: <ul style="list-style-type: none"> Access 30 minutes in – vehicle travel time. Thresholds 200 000 people. 	1,7,10,11,13,14,20,21,22,24,25	Khutsong south & Khutsong South Ext 2,5,&6 Khutsong proper (Old), Wedela, Blybank, Fochville, Greenspark & Kokosi.	Department of Home Affairs	Department of Home Affairs
Development of Disability Centres: <ul style="list-style-type: none"> Development of a disability centre for people with disabilities 	1,2,10,13,16,17,21,22,28	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Blybank, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Department of Social Development	Department of Social Development

Early childhood development centres: (Inspections) <ul style="list-style-type: none"> Demand is very dependent on social structures within communities and may vary widely. 	1,3,4,6,7,8,11,21,22, 24,25	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Wedela, Greenspark & Kokosi.	Department of Education	Department of Education
Primary Schools: <ul style="list-style-type: none"> Access maximum 15 minutes in – vehicle travel time. Preferably within walking distance of 1 km. Estimated population threshold 5 500. 	1,12,13,20,22	Khutsong south & Khutsong south extension 2, Khutsong proper (Old), Wedela, Khutsong south new extensions & Welverdiend, Blybank, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Department of Education	Department of Education
Secondary Schools: <ul style="list-style-type: none"> Access maximum 15 minutes in – vehicle travel time. Preferably within walking distance of 1.5 km. Estimated population threshold 12 500. 	1,12,20,22,25	Khutsong south & Khutsong south extension 2, Wedela, Khutsong south new extensions & Welverdiend & Kokosi.	Department of Education	Department of Education
Development of Libraries on newly developed areas	3,4,10,12,13,20,21,22,25	Khutsong Proper (Old), Wedela, Khutsong South Ext 2,5&6 , Welverdiend, Blybank, Greenspark & Kokosi.	Gauteng Department of Sports, Arts, Culture & Recreation	Gauteng Department of Sports, Arts, Culture & Recreation
Modular Library	3,4,5,13,20,21,22,27	Khutsong proper (Old), Wedela, Blybank, Blyvoor, Greenspark & Kokosi.	Gauteng Department of Sports, Arts, Culture & Recreation	Gauteng Department of Sports, Arts, Culture & Recreation
Development of Social Integrated Facility:	1,10,11,13,16,17,20,21,22,28	Khutsong South & Khutsong south extension 2,5&6, Khutsong Proper (Old), Wedela, Blybank, Fochville, Oberholzer, Carletonville, Greenspark & Kokosi.	Department of Social Development	Department of Social Development

SECTION I: 1.8 IDP VERTICAL ALIGNMENT: SECTOR PROJECTS AND PROGRAMMES:

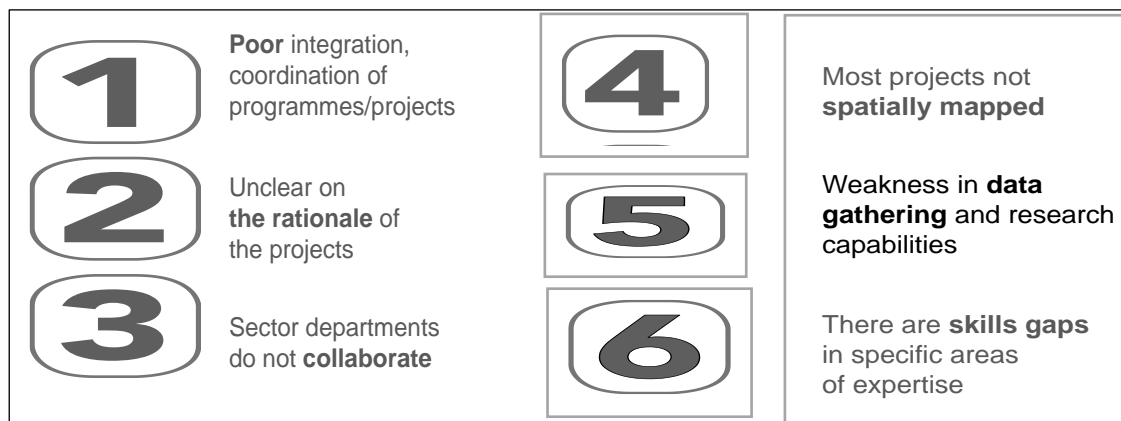
To be provided

DISTRICT DEVELOPMENT MODEL (DDM)

DDM One Plan is defined as a Long-Term Strategic Framework that provides a common understanding of the state of development in the district/metro; a shared vision of development over the next 25-30 years; agreed set of impact-oriented strategies required to realise the vision and desired future outcomes and impacts; and agreed set of enablers and implementation commitments to give effect to the strategies in the immediate, short, medium and long term. The DDM in Gauteng was endorsed by the Premier's Co-ordinating Forum (PCF) in December 2019 and the Province's approach to DDM was approved by EXCO in June 2020. Gauteng utilizes the Centre of Government i.e. the Office of the Premier (OOP), Gauteng Provincial Treasury (GPT) and Gauteng Cooperative Governance & Traditional Affairs (COGTA) working together, to lead, support and guide the planning and budgeting process and ensure the participation of local government (municipalities), provincial sector departments and, the national sphere of government. To give effect to this, a DDM Road Map and Action Plan was developed to monitor and measure progress on the performance on the DDM in Gauteng.

During early 2021, the Political and Technical DDM/ IGR Steering Committees were formed across all five (5) Districts and Metropolitans, with the cooperation and support of the respective local municipalities where applicable. Initial stages of DDM implementation saw positive working relations in these various committees with a great deal of success in developing the District/Metro DDM Profiles and Diagnostic Reports towards the One Plans, Visioning and Development Strategies and, Implementation Commitments i.e. long term catalytic projects and programmes within each District or Metro. This then resulted in the development of all five (5) District / Metro One Plans i.e. West Rand and Sedibeng Districts and, City of Tshwane, City of Ekurhuleni and City of Johannesburg Metropolitans. All One Plans were submitted accordingly to the National Department of Cooperative Governance (DCOG) as was required by the end of June 2021.

Rationale behind the introduction of the DDM (Problem Statement)



Objectives of the DDM

- ① A Solve horizontal & vertical Silos
- ② Narrow distance between people and government
- ③ Deliver Integrated Services and M&E
- ④ Inclusive and gender responsive budgets and programmes based on people and community needs
- ⑤ Youth empowerment
- ⑥ Maximising impact
- ⑦ Facilitate for Local Economic Development
- ⑧ Sustainable development, accelerate initiatives to promote poverty eradication, employment & equality
- ⑨ Inculcate Long Range Planning

Strategies: DDM Transformation Focal Areas (Six Goals)

The DDM One Plan focusses on six strategic goals which are as follows:

- ① **People Development:** To fundamentally and radically improve the quality of life and overall well-being of people living in West Rand District Municipality currently, and in the future, with emphasis on supporting upliftment of vulnerable and marginalised groups
- ② **Economic Positioning:** To strategically position West Rand District Municipality in the national economy and to build a resilient and transformed WRDM economy;
- ③ **Spatial Restructuring and Environmental Sustainability:** To develop a transformed, efficient and sustainable spatial form and environment as a dynamic platform for the economy and for integrated human settlements;
- ④ **Infrastructure Engineering:** To mobilise, target, align and manage investment in infrastructure in a sustainable way supporting the economic positioning and transformed spatial structure of West Rand District Municipality;
- ⑤ **Integrated Service Provisioning:** To enable the residents of West Rand District Municipality to experience reliable, cost effective, viable, sustainable and seamless provisioning of services within functioning places; and
- ⑥ **Governance:** To improve the performance of all three spheres of government in relation to developmental impact in West Rand District Municipality.

Review of the DDM One Plan

The first generation of DDM One Plan has been reviewed in collaboration with all stakeholders and this has culminated in the birth of a second generation One Plan. This process is also closely related to the Integrated Development Plan (IDP) processes so as to avoid duplication of activities and the utilization of common platforms and processes, such as the public participation, community engagement, council structures for decision-making and most importantly, to ensure the linkages between the IDP and One Plan hence ensuring projects and programmes are implemented in the short, to medium and long terms i.e. during elected Council terms and beyond so as to realise the benefits of DDM on the ground and in communities.

ALIGNMENT OF THE DDM GOALS WITH THE WEST RAND REGIONAL OUTCOMES

DDM GOALS	WEST RAND REGIONAL OUTCOMES
Goal 1 :	Outcomes 5/6/7/10 :
1. People Development	5. Safe Communities
	6. Educated Communities
	7. Healthy Communities
	10. Socially Cohesive Communities
Goal 2 :	Outcomes 11/12 :
2. Economic Positioning	11. Reduced Unemployment
	12. Economic Development
Goal 3 :	Outcomes 8/9 :
3. Spatial Restructuring and Environmental Sustainability	8. Sustainable Environment
	9. Build Spatially Integrated Communities
Goals 4 and 5 :	Outcome 1 :
4. Infrastructure Engineering	1. Basic Service Delivery Improvement
5. Integrated Service Provisioning	
Goal 6 :	Outcomes : 2/3/4/13/14
6. Governance	2. Accountability Municipal Administration
	3. Skilled, Capacitated, Competent and Motivated Workforce
	4. Ethical Administration and Good governance
	13. Robust financial administration
	14. Institutional planning and transformation

A table below depicts the DDM projects which have been identified during the review of the One Plan (2nd Generation One Plan) for implementation within the WRDM Region.

WEST RAND ONE PLAN PROJECTS

Project name	Project Category	DDM Transformation Focus Area	Project Type	Project Champion	Project Stage	Budget Amount
Cannabis Industrialization	Catalytic	Economic positioning	Non-Infrastructure	GDARDE WSEZ Mogale City LM	Development of comprehensive business plan for Hempvest has been approved. Business plan will advise on how the incubation program and offtake agreement with SMMEs in partnership with Hempvest should unfold.	R2 billion
N12 Corridor Multitier SEZ	Catalytic & Major	Economic positioning	Infrastructure	DED, West Rand SEZ, Rand West, Mogale, and Merafong LM	Land donated by Sibanye, Mogale City and Rand West. Discussions are underway with Merafong Municipality to donate land as well.	To be confirmed
West Rand Mega Park Development	Catalytic	Economic positioning	Infrastructure	Rand West City LM	Engagements with different stakeholders and parties are still ongoing to solve the electrical issues and the micro-grid.	R20 billion
Bokamoso-Ba-Rona (formerly Merafong Bio/West Rand Agri parks)	Catalytic	Economic positioning	Non-Infrastructure	Rand West City LM/Merafong City GIFA	Feasibility studies completed.	R1.0 billion

REPOSITIONING THE **WEST RAND** FOR A BETTER LIFE FOR ALL     West Rand District Municipality

Project name	Project Category	DDM Transformation Focus Area	Project Type	Project Champion	Project Stage	Budget Amount
Krugersdorp Game Reserve Theme Park	Strategic	Economic positioning	Non-Infrastructure	GIFA MCLM	Market Release	R20 Million
Agri-Hub, Swanneville, Tarlton & Magaliesburg	Catalytic & Major	Economic positioning	Infrastructure	MCLM	Tarlton and Magaliesburg plots revised for leasing to applications.	N/A
Leratong Smart City Project	Catalytic & Strategic	Economic positioning	Non-Infrastructure	MCLM	Feasibility Studies and planning stage.	N/A
Merafong Solar Farm	Catalytic & Strategic	Economic positioning	Infrastructure	Merafong GIFA	Feasibility study completed; land allocated to 6 developers. Last mile project preparation work, including licences and offtakes and ESIA approval.	R7,5 billion

REPOSITIONING THE **WEST RAND** FOR A BETTER LIFE FOR ALL     West Rand District Municipality

Project name	Project Category	DDM Transformation Focus Area	Project Type	Project Champion	Project Stage	Budget Amount
Merafong GDS identified diversification projects.	Catalytic & Strategic	Economic positioning	Infrastructure	Merafong GIFA	Bioenergy Agro-Industrial Park project is making progress. Transaction Advisor (CAPIC) appointed. First phases of implementation expected in late 2024.	R10 million
Mining Town Allocation	Catalytic	Spatial restructuring and environmental sustainability	Infrastructure	Merafong	48.4 million was transferred to Merafong and the implementation is underway. Additional grants of R50 million is expected for 2023/24 to implement (i) Khutsong Electricity, (ii) Khutsong Roads & Storm water (iii) Khutsong Ext 5&6 Outfall Sewer (iv) Khutsong Alternative Bulk Water (v) Kokosi WWTP (vi) Kokosi Ext. 6 Completion of sewer network and installation of water meters.	R48.4 million.
Zuurbekom WWTW	Major/Strategic	Infrastructure engineering	Infrastructure	Rand Water, DWS & Rand West City LM	Project stalled due to lack of funding (2023 March)	R1,57 Billion
Mohlakeng Pump Station	Major/Strategic	Infrastructure engineering	Infrastructure	Rand Water, DWS & Rand West City LM	Project stalled due to lack of funding (2023 March)	R 287 Million

REPOSITIONING THE **WEST RAND** FOR A BETTER LIFE FOR ALL    **West Rand District Municipality**

Project name	Project Category	DDM Transformation Focus Area	Project Type	Project Champion	Project Stage	Budget Amount
P241-1 from K15 (R558) to K11 (R28) Bekkersdal	Catalytic & Strategic	Infrastructure engineering	Infrastructure	Gauteng Dep. Roads & Transport	Design	R300 million
K72/N14 Pinehaven Interchange	Strategic	Infrastructure engineering	Infrastructure	Gauteng Dep. Roads & Transport	Tender	R400 million
Pelzvale Wastewater Treatment Works	Major/Strategic	Infrastructure engineering	Infrastructure	Rand West, DWS, DeCOG-MIG & Human Settlements - HSDG	Funding blockages. Funding applications have been submitted to DWS, MIG & HSDG	R1.8 billion
Construction and Upgrading of Electrical Substations	Major/Strategic	Infrastructure engineering	Infrastructure	Rand West, DWS, DeCOG-MIG & Human Settlements - HSDG	Funding applications have been submitted to DWS, MIG & HSDG	R538 million

REPOSITIONING THE **WEST RAND** FOR A BETTER LIFE FOR ALL    **West Rand District Municipality**

Project name	Project Category	DDM Transformation Focus Area	Project Type	Project Champion	Project Stage	Budget Amount
Randfontein Wastewater Treatment Works and Badirile Wastewater Treatment Works	Major/Strategic	Infrastructure engineering	Infrastructure	Rand West DWS, DCOG- MIG & Human Settlements - HSDG	Funding applications have been submitted to DWS, MIG & HSDG	R649 million
Simunye / Thusanang, Waagterskop, Bekkersdal Ground Reservoirs, Pump Stations, Tower Storage and Bulk Supply Pipelines and Distribution Lines	Major/Strategic	Infrastructure engineering	Infrastructure	Rand West DWS, DCOG- MIG & Human Settlements - HSDG	Funding applications have been submitted to DWS, MIG & HSDG	R487 million
Westergloor Ground Reservoirs, Pump Station, Tower Storage and Bulk Supply and Distribution Pipelines – Mega Housing Developments	Major/Strategic	Infrastructure engineering	Infrastructure	Rand Water, DWS & Rand West City LM	-	R281 million

REPOSITIONING THE **WEST RAND** FOR A BETTER LIFE FOR ALL    West Rand District Municipality

Project name	Project Category	DDM Transformation Focus Area	Project Type	Project Champion	Project Stage	Budget Amount
Development of the Thusanang Wastewater Treatment Works and the Lower Dan Tloome Wastewater Treatment Works	Major/Strategic	Infrastructure engineering	Infrastructure	Rand West City LM, DWS, DCOG- MIG & Human Settlements - HSDG	Funding applications have been submitted to DWS, MIG & HSDG	R483 million
Dan Tloome Mega and Droogheuwel Development	Major/Strategic	Infrastructure engineering	Infrastructure	Rand West DWS, DCOG- MIG & Human Settlements - HSDG	Funding blockages. Funding applications have been submitted to DWS, MIG & HSDG	R1.1 billion
Varkenslaagte/Elijah Barayi Mega	Major/Strategic	Spatial restructuring and environmental sustainability	Infrastructure	Gauteng Dep. Human Settlements & Merafong	4486 Sites and 4138 Units	R266,707,638.47
Westonaria Borwa Mega	Major/Strategic	Spatial restructuring and environmental sustainability	Infrastructure	Gauteng Dep. Human Settlements & Rand West City	Not reported	R41,143,297.90

REPOSITIONING THE **WEST RAND** FOR A BETTER LIFE FOR ALL    West Rand District Municipality

Project name	Project Category	DDM Transformation Focus Area	Project Type	Project Champion	Project Stage	Budget Amount
Dan Tloome Mega	Major/Strategic	Spatial restructuring and environmental sustainability	Infrastructure	Gauteng Dep. Human Settlements & Rand West City	3500 stands and 2196 units	R351,957,755.62
Afrivillage/Greenhills	Major/Strategic	Spatial restructuring and environmental sustainability	Infrastructure	Gauteng Dep. Human Settlements & Rand West City	not reported	R50,073,871.85
Montrose Mega	Major/Strategic	Spatial restructuring and environmental sustainability	Infrastructure	Gauteng Dep. Human Settlements & Rand West City	2418 Sites and 2169 Units	R29,095,770.45
Western Mega	Major/Strategic	Spatial restructuring and environmental sustainability	Infrastructure	Gauteng Dep. Human Settlements & Rand West City	2172 Sites and 2172 Units	R88,123,341.25

SECTION J: BUDGET REPORT

1. Section three: Executive summary

1.1. Introduction

In preparing this budget, all communities and stakeholders in the West Rand District will be consulted as required by Chapter 5 of the Local Government: Municipal Systems Act. Strategic alignment of the West Rand Integrated Development Plan (IDP) with the National Development Plan, Provincial Strategic Objectives as well as the District Vision to integrated district governance to achieve a better life for all and further guided by our available resources to achieve our goals in reducing poverty, unemployment and inequality within our region.

This budget is tabled in a most difficult times where South Africans households are under pressure from the rising cost of living and unemployment. The Consumer Price Index (CPI) inflation is forecasted to be within the 3 to 6 percent and municipalities are required to justify all increases in excess of the projected inflation target for 2025/26 in consideration of socio-economic impact.

At the end of December 2024, South Africa's unemployment rate eased from 32.1% to 31.9%. This excludes those that are no longer seeking employment.

This budget seeks to provide resources towards objectives depicted in the municipality's Integrated Developmental Plan (IDP). The IDP process in the South African context is amongst others, an approach to planning aimed at involving the municipality and stakeholders such as private sector, government departments and the community to jointly find the best solutions towards sustainable development. Therefore,

the IDP provides a strategic environment for managing and guiding all planning, development and decision making in the municipality.

Furthermore, it is important that municipal IDPs correlate with national and provincial priorities. It must aim to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of lives of the communities. The West Rand Region aims to master the integrated planning process by collaborating with local municipalities, sector departments and private sector amongst others, to ensure improved service delivery and economic development.

It is within this context that the municipal budget was prepared for the 2025/26 MTREF period. The objective for the municipality during the budget planning process was to keep the tariffs as low as possible to provide some relief in this uncertain economic environment

1.2. 2025/26 National budget

Honorable Minister Enoch Godongwana to deliver his budget speech on 12 March 2025.

The following macro-economic forecasts must be considered when preparing the 2025/26 MTREF municipal budgets:

Table 1: Macroeconomic performance and projections 2023 - 2027					
Fiscal year	2023/24	2024/25	2025/26	2026/27	2027/28
	Actual	Estimate	Forecast		
CPI Inflation	5.9%	4.6%	4.4%	4.5	2.5%
Source: Medium Term Budget Policy Statement 2024					

- 1.3. 2025/26 West Rand District Municipal budget**
The third review of the approved 2022/23-2026/27 Integrated Development Plan (IDP) under the new administration, which is the 2025/26 IDP will also be considered by Council on 29 May 2025 and is included in a separate agenda item. This IDP will be supported by sector departmental plans from both National and provincial sphere of government. A perfect alignment is expected between the budget and IDP to ensure that all projects are sufficiently funded.
- 1.4. Municipal Regulations on a Standard Chart of Accounts (mSCOA)**
The municipality has prepared its budget and A schedules on version 6.9 of the mSCOA classification framework.

A high-level summary of the 2025/26 MTREF budget is provided in the table below:

Table 1: High level summary of the 2025/26 MTREF

2025/26 Draft Annual Budget Summary Financial Performance					
Description	Ref	Current year 2024/25	2025/26 Medium Term Revenue and Expenditure Framework		
		Adjusted Budget	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Revenue					
Exchange Revenue					
Interest earned from Current and Non Current Assets		7 482 140	7 826 318	8 178 503	8 538 357
Transfer and subsidies - Operational		333 114 576	345 430 011	360 974 361	376 857 233
Transfer and subsidies - Capital		3 600 000	3 780 000	3 950 100	4 123 904
Other Revenue		58 401 780	62 591 853	65 408 487	68 286 460
Total Revenue		402 598 496	419 628 183	438 511 451	457 805 955
Expenditure					
Operational costs		396 597 956	414 544 995	433 199 520	452 260 299
Capital Expenditure		5 700 004	4 911 504	5 132 522	5 358 353
Total Expenditure		402 297 960	419 456 499	438 332 042	457 618 652
Surplus/(Deficit) for the year		300 536	171 683	179 409	187 303

1.5. Operating budget

A summary of the operating budget is provided in the table below:

Table 2: Operating budget

Gauteng: West Rand (DC48) - Table A4 Budgeted Financial Performance

Description	Ref	Current year 2024/25		2025/26 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Budget Year 2025/26	Budget Year 2026/27	Budget Year 2027/28
R thousands	1					
Revenue						
Exchange Revenue						
Service charges - Electricity	2	840	840	879	918	958
Sale of Goods and Rendering of Services		11 038	11 038	11 546	12 066	12 597
Interest earned from Current and Non Current Assets		6 759	7 482	7 826	8 179	8 538
Rental from Fixed Assets		3 252	3 471	3 631	3 794	3 961
Licence and permits		734	734	768	802	838
Operational Revenue		23 042	30 146	31 547	32 967	34 418
Transfer and subsidies - Operational		331 755	330 239	345 430	360 974	376 857
Gains on disposal of Assets		1 426	1 426	1 492	1 559	1 628
Other Gains		12 183	12 183	12 743	13 317	13 903
Total Revenue (excluding capital transfers and contrib		391 029	397 560	415 863	434 576	453 698
Expenditure						
Employee related costs	2	238 454	236 454	248 277	259 449	270 865
Remuneration of councillors		14 809	14 809	15 549	16 249	16 964
Inventory consumed	8	410	611	640	668	698
Debt impairment	3	(1 869)	(1 869)	(1 955)	(2 043)	(2 133)
Depreciation and amortisation		6 594	6 594	6 897	7 208	7 525
Interest		11 747	12 247	12 810	13 387	13 976
Contracted services		73 056	78 361	81 965	85 654	89 423
Transfers and subsidies		12 807	11 631	12 166	12 713	13 272
Operational costs		33 730	36 516	38 196	39 915	41 671
Total Expenditure		389 737	395 354	414 545	433 200	452 260
Surplus/(Deficit)		1 292	2 207	1 318	1 377	1 437
Transfers and subsidies - capital (monetary allocations)	6	3 600	3 600	3 766	3 935	4 108
Surplus/(Deficit) after capital transfers and contributions		4 892	5 807	5 083	5 312	5 546
Surplus/(Deficit) for the year		4 892	5 807	5 083	5 312	5 546

The main contributors to the operating revenue and operating expenditure of the 2025/26 financial year are as indicated in the two graphs below:

Figure 1: Operating Revenue budget

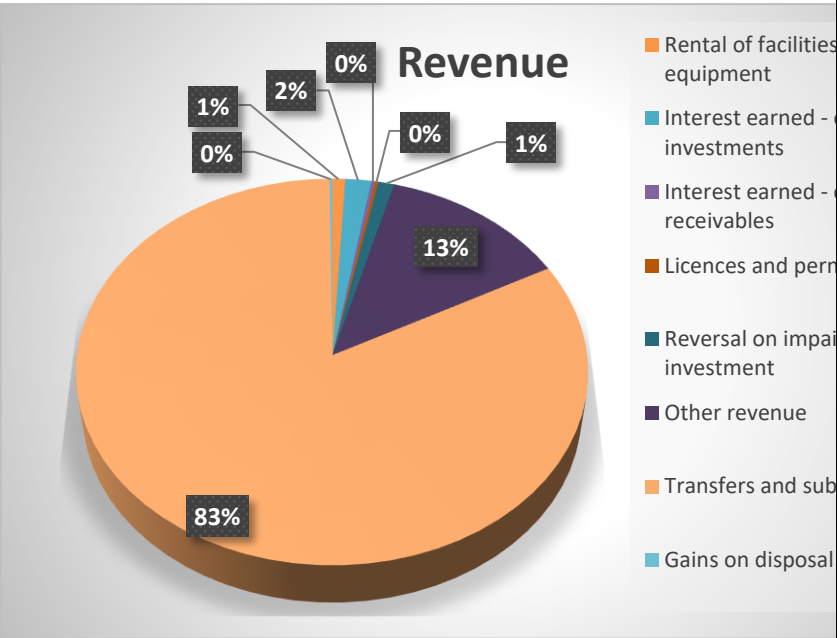
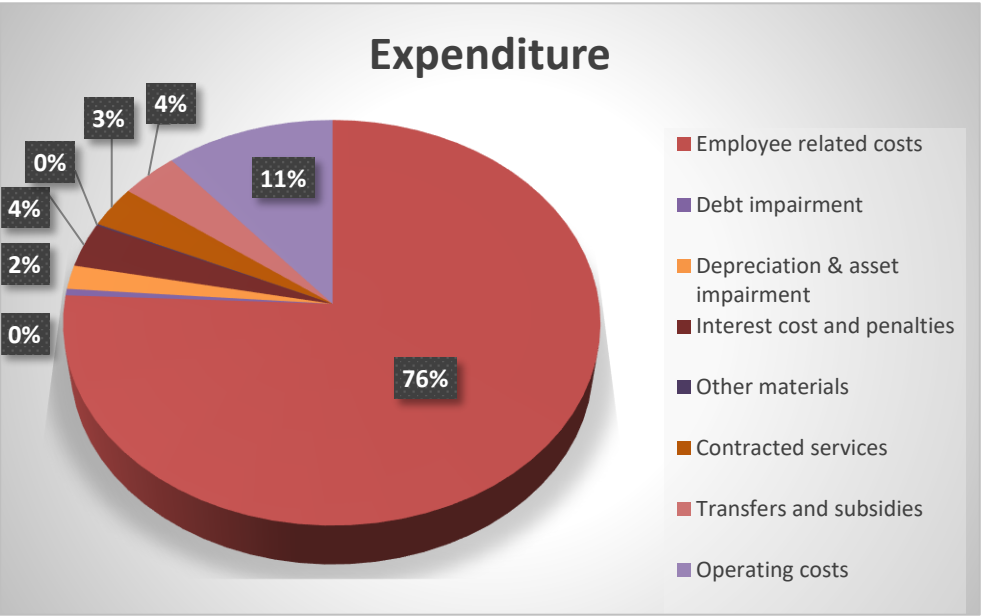


Figure 2: Operating Expenditure budget



1.6. Budgeted operating surplus

The budgeted operating surplus is R171 thousand for the budget year 2025/26 and for two outer years is R179 thousand and R187 million respectively. The reason that the municipality is budgeting for a balanced budget in 2025/26, 2026/27 and 2027/28 is that the non-cash items are not fully cashed-back and increase on interest charges from the valuation of employee benefits. The contracted services is mainly contributed by NDPG programme of R67,3 million.

The salary and wage collective agreement were signed by the parties of the South African Local Government Bargaining

Council (SALGBC) on the 6th September 2024 and municipalities have implemented the agreement as from 1 July 2024. In respect of the 2025/26 financial year, all employees covered by this agreement shall receive an increase based on the average CPI percentage for the period 1 plus 0.75 per cent. The average CPI as published by National Treasury is 4.4%.(salary increase is 5.15)

Councilor's remuneration to be budgeted at an actual costs approved in accordance with the Government Gazette on the Remuneration of Public Office Bearers Act: Determination of Upper Limits of Salaries, Allowances and Benefits of different members of municipal councils.

It is anticipated that this salary determination for councilors will also consider the fiscal constraints, therefore the municipality should also consider the guidance provided above on salary increases for municipal officials during this process.

1.7. Capital budget

National Treasury has urged municipality to prioritize spending on capital projects. The summary of capital projects over the MTREF is listed in the table below.

Capital expenditure has increased from 1.4% to 1.7% of the total municipal budget in 2025/26, and throughout MTREF due to capital expenditure of Neighborhood Development Partnership grant (NDPG) from National government being redirected to operational expenditure.

The municipality has allocated R1,1 million to ICT equipment that would be funded by internally generated funds and R3,7 to fire services from provincial government

The provincial gazette is not yet publish to confirm additional grants for capital expenditure.

Table 3: Capital projects as % of total municipal budget

Gauteng: West Rand (DC48) - Table A5 Budgeted Capital Expenditure by Functional Classification and Funding

Description	Ref	Current year 2024/25		2025/26 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Budget Year 2025/26	Budget Year 2026/27	Budget Year 2027/28
R thousands	1					
Capital Expenditure - Functional						
<i>Municipal governance and administration</i>		1 100	2 100	1 151	1 202	1 255
Executive and council						
Finance and administration		1 100	2 100	1 151	1 202	1 255
Internal audit						
<i>Community and public safety</i>		3 600	3 600	3 762	3 931	4 104
Public safety		3 600	3 600	3 762	3 931	4 104
Total Capital Expenditure - Functional	3	4 700	5 700	4 913	5 134	5 360
Funded by	-					
Provincial Government		3 600	3 600	3 762	3 931	4 104
Transfers recognised - capital	4	3 600	3 600	3 762	3 931	4 104
Borrowing	6					
Internally generated funds		1 022	2 100	1 150	1 201	1 254
Total Capital Funding	7	4 622	5 700	4 912	5 133	5 358

1.8. Repairs and maintenance expenditure

The budget for repairs and maintenance for 2025/26, 2026/27 and 2027/28 is R4,9 million, R5,2 million and R5,4 million respectively (see table below). The amounts reflected under repairs and maintenance only represents contracted services on emergency vehicles maintenance in responding to service delivery. In terms of National Treasury norms repairs and maintenance must be 8% of

total operating budget, however due financial challenges faced by the municipality repairs and maintenance comprise 1% of the total operating budget throughout MTREF. The municipality is also intending to repair municipal buildings due to its current state to improve the working conditions of the employees.

Table 4: Repairs and maintenance expenditure

Repairs and maintenance	Current Year		2025/26 Medium Term Revenue and Expenditure Framework		
	Original Budget	Adjusted Budget	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
R thousands					
Maintenance of main building	729	3 729	3 901	4 076	4 256
Maintenance of Mayors house	–	–	–	–	–
Maintenance of fire stations and disaster management centre	–	–	–	–	–
Repairs of Fire vehicles and equipment	729	729	763	797	832
Repair of computer equipment and ICT equipment	170	170	178	186	194
Repairs of municipal vehicles	100	150	157	164	171
Total repairs and expenditure	1 729	4 779	4 998	5 223	5 453
Total municipal expenditure	397 080	402 298	419 456	438 332	457 619
% of municipal expenditure	0.4%	1.2%	1.2%	1.2%	1.2%

1.9. Tariffs and charges

The proposed 2025/26 tariff and charges increase percentages has been provided in the table below. For comparability the previous 4 years' increases are also provided. The presented information is based on the current financial year and is subject to change in the final budget.

Table 5: Tariffs for 2025/26

Description	Budget 2022/24	Budget 2023/24	Budget 2024/25	Budget 2025/26
Municipal own revenue tariffs				
Emergency Service Training Academy	4.8%	4.8%	5.3%	5.3%
Emergency Service Fire risk management	10.0%	10.0%	7.0%	7.0%
Municipal health services	10.0%	10.0%	10.0%	10.0%
Environmental services	Per regulation	Per regulation	Per regulation	Per regulation
air quality services				
Donaldson Dam entrance fee	5.5%	5.5%	5.3%	5.3%
Rental of land and commercial premises	8.0%	8.0%	8.0%	8.0%
Rental of halls	10.0%	10.0%	10.0%	10.0%
Sale of plant	4.8%	4.8%	5.3%	5.3%
Sale of tender documents	4.8%	4.8%	10.0%	10.0%

The tariffs for 2024/25 and 2026/27 will increase with the inflation targets, except for rental of halls and commercial premises due to lease agreements held with commercial customers.

1.10. Unfunded and underfunded mandates

The municipality continues to carry the fire fighting and disaster management functions as unfunded mandates. These unfunded mandates constitutes more than 45% of the operating budget. The firefighting function is responsible for servicing all households, businesses and farms of the West Rand region and it is centralized at the district municipality. Municipal Health services focus on health inspections and environmental health is

underfunded and constitutes more than 20% of the operating budget. It is imperative that a permanent solution be sought to fund both unfunded and underfunded mandates.

1.11. Powers and Functions

The restoration of Powers and functions in terms of section 84(1) of the Municipal structures Act remains a priority to the municipality to enable a sustainable financial position of the District. The financial situation of the municipality is mainly caused by the fact that the municipality is completely grant dependent due to it having been deprived of its powers and functions that would have allowed it to generate its own revenue. Several interactions with external stakeholders in National and Provincial Government to remedy the situation has not yet been achieved.

1.12. Working Capital analysis

The municipality will only have a surplus cash to settle its creditors in 2025/26 provided that is collecting from long outstanding debtors. The municipality is expected to incur a shortfall of R11,7 million in budget year and R12 million for the outer years 2026/27 and 2027/28 due to the negative impact of non-cash items and salaries being the highest expenditure with no additional revenue streams.

1.13. Financial recovery plan

The municipality has been under the financial recovery plan since 2018/19 financial year. On the 1st of February 2018, the municipality invoked section 135 of the Municipal Finance Management Act (MFMA). In May 2018, the predictions of the municipality being unable to meet its obligations realized. The financial situation of the Municipality having not improved, the Provincial Executive resolved to place the Municipality under administration as per section 139(5)(a) of the Constitution of the Republic of South Africa. This particular intervention imposes a financial recovery plan on a municipality. We therefore request

that you consider affording the Municipality an opportunity to make an arrangement to settle its outstanding liability within the perimeters of the financial recovery plan to be implemented. The municipality prepared the financial turnaround strategy from 2019/20 financial year as plan in achieving a funded budget in future. The implementation both the financial recovery plan and financial turnaround strategy managed to reduce the financial pressures of the municipality, however a permanent solution must be sought in resolving the challenges relating to unfunded and underfunded mandates.

1.14. Conclusion

Currently there are much economic uncertainties. Many households and businesses are in distress. The municipality is also operating the financial recovery mode without generating sufficient own revenue to meet its current obligations. It is important to note that expenditure required to address the challenges facing the municipality and our communities will always exceed the available funding, hence the implementation of the financial strategies to achieve the balance to expenditure against realistically anticipated revenue as stipulated in Section 18 of the MFMA.

ANNEXURE A: LOCAL GOVERNMENT CIRCULAR 88 INDICATORS

Outcome Indictors: 2025/26

The WRDM and its locals continues to implement and report quarterly and annually on Circular 88 Indicators as provisioned in a joint Circular by National Treasury and DCOG: Circular No. 88.

Performance indicator	Ref No. (sub)	Data element
OUTCOME INDICATORS FOR ANNUAL MONITORING		
EE4.4	Percentage total electricity losses	EE4.4(1) (1) Electricity Purchases in kWh EE4.4(2) (2) Electricity Sales in kWh
WS3.1	Frequency of sewer blockages per 100 KMs of pipeline	WS3.1(1) (1) Number of blockages in sewers that occurred WS3.1(2) (2) Total sewer length in KMs
WS3.2	Frequency of water mains failures per 100 KMs of pipeline	WS3.2(1) (1) Number of water mains failures (including failures of valves and fittings) WS3.2(2) (2) Total mains length (water) in KMs
WS3.3	Frequency of unplanned water service interruptions	WS3.3(1) (1) Number of unplanned water service interruptions WS3.3(2) (2) Total number of water service connections
WS4.1	Percentage of drinking water samples complying to SANS241	WS4.1(1) (1) Number of water sample tests that complied with SANS 241 requirements WS4.1(2) (2) Total number of water samples tested
WS4.2	Percentage of wastewater samples compliant to water use license conditions	WS4.2(1) (1) Number of wastewater samples tested per determinant that meet compliance to specified water WS4.2(2) (2) Total wastewater samples tested for all determinants over the municipal financial year
WS5.1	Percentage of non-revenue water	WS5.1(1) (1) Number of Kilolitres Water Purchased or Purified WS5.1(2) (2) Number of kilolitres of water sold
WS5.2	Total water losses	WS5.2(1) (1) System input volume WS5.2(2) (2) Authorised consumption WS5.2(3) (3) Number of service connections
WS5.4	Percentage of water reused	WS5.4(1) (1) Volume of water recycled and reused (VRR) WS5.4(2) (2) 1.a Direct use of treated municipal wastewater (not including irrigation) WS5.4(3) (3) 1.b Direct use of treated municipal wastewater for irrigation purposes WS5.4(4) (4) System input volume
ENV5.1	Recreational water quality (coastal)	ENV5.1(1) (1) Number of coastal water samples classified as "sufficient" ENV5.1(2) (2) Total number of recreational coastal water quality samples taken
ENV5.2	Recreational water quality (inland)	ENV5.2(1) (1) Number of inland water sample tests within the 'targeted range' for intermediate contract ENV5.2(2) (2) Total number of sample tests undertaken
HS3.5	Percentage utilisation rate of community halls	HS3.5(1) (1) Sum of hours booked across all community halls in the period of assessment HS3.5(2) (2) Sum of available hours for all community halls in the period of assessment
HS3.6	Average number of library visits per library	HS3.6(1) (1) Total number of library visits HS3.6(2) (2) Count of municipal libraries
HS3.7	Percentage of municipal cemetery plots available	HS3.7(1) (1) Number of available municipal burial plots in active municipal cemeteries HS3.7(2) (2) Total capacity of all burial plots in active municipal cemeteries

WRDM SECTOR PLANS INPUTS

1 BACKGROUND

During November 2019 the Department of Rural Development and Land Reform, in conjunction with the West Rand District Municipality, commissioned the compilation of the West Rand District Municipality (WRDM) Spatial Development Framework (SDF) in line with the requirements of Sections 12 and 21 of the Spatial Planning and Land Use Management Act, Act 16 of 2013. Furthermore, the District SDF was tabled and adopted by the Municipal Council in June 2022.

2 STUDY OBJECTIVES

The main objective of the project is to develop a SDF for the entire West Rand District Municipality area which:

- Provides a strategic spatial development vision for the district area in line with the broad development objectives of the National and Provincial policies.
- Provides a clear and comprehensive Spatial Framework for the district area which will inform, improve and guide cross-sectoral policy alignment and project implementation and integration.

WEST RAND SPATIAL DEVELOPMENT FRAMEWORK REVISION - 2022

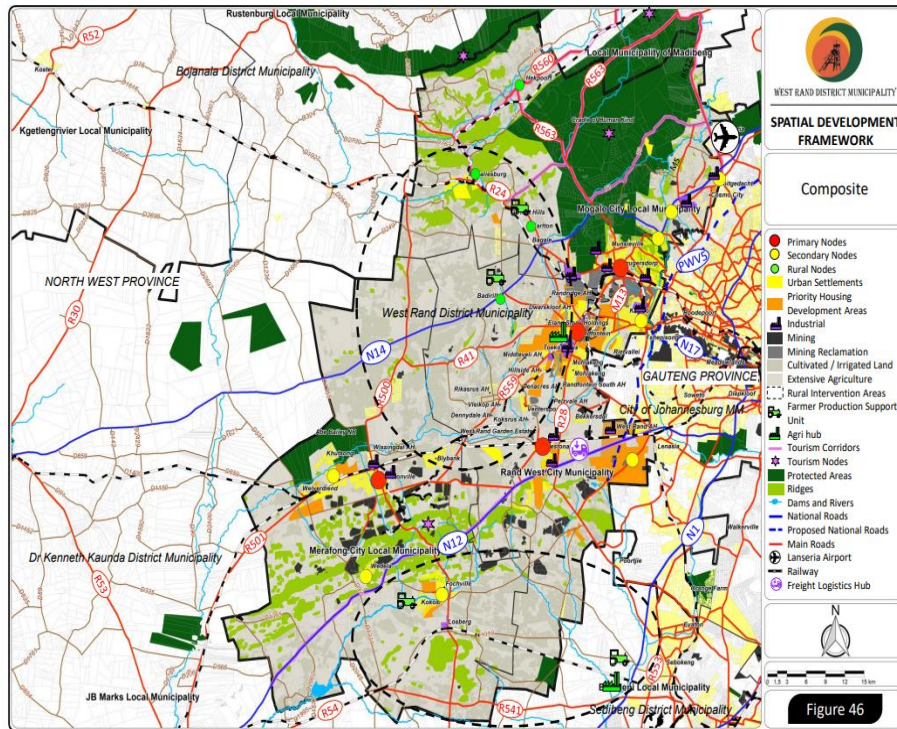
3 SITUATIONAL ANALYSIS FINDINGS

The following key issues and structuring elements have been identified from the Situational Analysis in the WRDM:

3.1 REGIONAL CONTEXT

- The WRDM is well located to connect the central and outer nodes of the Global City Region (GCR) to one another, and to the major economic activity areas around Tlokwe, Lichtenburg, Rustenburg and Madibeng in North-West Province.
- However, the urban settlements of the WRDM are located at the far-western periphery in the context of the Gauteng Province urban conurbation – far removed from the N4, N17/N2 and N3 national corridors which link to the major import/export harbours in Southern Africa (Maputo, Richards Bay and Durban-eThekweni).
- The District is served by three strong corridors, i.e. the N14 to the north and N12 to the south, as well as route R28 which functionally links the aforementioned two corridors as a north-south link through the urban areas of Mogale City, Randfontein and Westonaria.
- There is also potential to link to the N4 Bakwena Platinum corridor via future PWV 3 from Lanseria to Rustenburg.

- The westward extension of route N17 from the City of Joburg to Mogale City/Randfontein will not only provide a direct link to some major export harbours, but also unlock the development potential of the western parts of the Witwatersrand mining belt in the WRDM.



Map indicating location of the WRDM

3.2 DEMOGRAPHIC PROFILE

- The WRDM's population has increased from 820,955 people of to 998 466 which approximately 72% fall within the economically active age bracket and almost 70% are economically active (73.7% of economically active population are employed).
- Education levels of the population improved significantly over the past decade, as did the disposable income per household.
- Socio-economic weaknesses that are critical to address include low and inappropriate skills; low general income levels; and outflow of human and financial capital from the WRDM to other towns in the GCR.

3.3 ECONOMIC POTENTIAL

- The District economy is well established in terms of mining in the southern mining belt (Westonaria- Merafong City), and agriculture in the south-eastern and north-western agricultural hubs.
- Numerous opportunities exist to expand and diversify the economic base of the WRDM, especially in terms of industrial developments and more specifically agro industries associated with the two agricultural hubs located in the district.
- The WRDM Industrial Development Strategy identified 5 Primary Industrial Nodes, 6 Secondary Industrial Nodes, two

new nodes with potential for agro-industries, and two corridors with high potential for industrial development.

- The WRDM should capitalise on the tourism potential of the Cradle of Humankind as part of a significantly larger tourism region comprising the Hartbeespoort Dam, Magalies mountain range and the Pilanesberg Nature Reserve.
- The Magalies Mountain to the north and Gatsrand to the south are strong spatial structuring elements to the WRDM, but also provide the basic footprint for tourism promotion in the district.

3.4 URBAN DEVELOPMENT AND SPATIAL TRANSFORMATION

- Shallow undermining and dolomitic conditions (183,000 ha) limit the extent to which the WRDM urban structure can be consolidated – especially in areas around the Witwatersrand mining belt between the CBD's of Mogale City and Randfontein.
- Irrespective of the above, there is a need to consolidate the fragmented urban structure of the WRDM (locally and in the context of the Gauteng City Region) to be aligned with the principles of sustainable development as promoted in national and provincial spatial policy, keeping in mind geological conditions (cost implications) and ecosystem sensitivities.
- The WRDM has a range of established, affordable residential areas with associated services and amenities that could play a

supportive function in the GCR, but it also has a housing backlog estimated at approximately 58,011 units that need to be addressed.

- Informal settlements and associated housing demand occurs in the urban and rural parts of the district and are mainly associated with existing low income residential areas (former townships), mining activity, and strategic intersections along main routes in rural areas.
- A large component of the housing demand relates to mine workers which are in many instances migrant workers requiring rental stock.
- The temporary nature of mining activity is also problematic in terms of social infrastructure investment like houses, schools etc. if a secondary economy to support the town is not developed.
- There has been a steady improvement in the levels of services provided in the WRDM between 2001, 2011 and 2016. However, backlogs in the former Westonaria municipality is consistently higher than in the other three municipalities.
- Due to the fragmented nature of the WRDM urban structure it is difficult and costly to provide and maintain bulk engineering infrastructure and reticulation networks.
- The future WRDM public transport network could act as catalyst towards social integration of the WRDM society and should be structured around the existing road and rail network.

- Due to continuous processes of human settlement in rural areas there is growing pressure for the establishment of sustainable rural nodes/agri-villages.

4 SPATIAL DEVELOPMENT FRAMEWORK

The structure and sequence of the main components representing the Spatial Proposals of the West Rand District SDF are briefly summarised as follows:

4.1 SPATIAL VISION AND DEVELOPMENT PRINCIPLES

The long term Spatial Development Vision for the West Rand District is to be **“A Safe and Attractive District Where Urban and Rural Development is Spatially Just, Economically Viable and Environmentally Sustainable”**.

In line with the Development Principles for spatial planning as contained in the Spatial Planning and Land Use Management Act, the West Rand District Spatial Development Framework seeks to achieve the following outcomes in the District:

Spatial Sustainability:

- A consolidated settlement structure which allows for the cost-effective and sustainable provision of engineering and community services and infrastructure;
- The sustainable use of land and other natural resources in the District; and

- Well aligned and integrated urban development providing for mining, industry, agriculture and tourism which are the main economic sectors in the District.

Spatial Justice:

- Physical, social and economic inclusion of communities that were previously excluded from services and facilities through processes of urban restructuring and consolidation; and
- All communities have access to resources to improve their living conditions and the poor have the opportunity to participate in the formal urban and rural economy in the District.

Spatial Efficiency:

- The channelling of resources are directed (spatial targeting) to areas in the WRDM which display both economic potential and development need;
- The main growth centres / areas of greatest economic activity in the District are functionally linked to one another and to the regional economy of the GCR; and
- The development potential of existing towns and smaller settlements in rural areas of the District are enhanced by directing the majority of public resources to these areas to ensure that social and economic needs of residents are sufficiently met.

Spatial Resilience:

- The economy of the WRDM is diversified in order to minimise risks associated with periodic sectoral economic cycles; and
- Climate change mitigation measures are in place to efficiently prevent/deal with the consequences of changing environmental conditions.

Good Administration:

- Different sectoral plans and initiatives from various spheres of government, surrounding districts, metropolitan municipalities, and the local municipalities within the WRDM are well-aligned and coordinated via appropriate institutional structures and procedures.

The Spatial Development Framework for the West Rand District thus seeks to facilitate the consolidation of the District's settlement structure; encourage rural-urban interaction; provide a framework (spatial logic) for the efficient, equitable and sustainable provision of community infrastructure and services; unlock the development potential of existing nodal points through proposals for developing industry specific economic clusters in line with the district space economy; functionally link the main growth centres via well-developed corridors; and mitigate existing and potential future land use conflict(s) between industrial developments, mining, agriculture, and tourism.

4.2 SPATIAL OBJECTIVES AND STRATEGIES

4.2.1 Development Objectives

The Spatial Development Framework for the West Rand District Municipality as illustrated on **Figure 2** is based on the following six Spatial Objectives and associated Strategies:

Objective 1: Facilitate the protection and sustainable management of the natural environmental resources.

- The natural environmental resources of the West Rand District are fundamental to future economic development in the area as three key economic sectors to the municipality (tourism, mining and agriculture) are resource based;
- Hence it would be important to protect and conserve all important terrestrial, aquatic and high biodiversity habitats in the WRDM. This would require the containment of urban sprawl and efficient management of rural development in accordance with a coherent set of development guidelines.

Objective 2: Enhance spatial efficiency by defining a range of urban and rural nodes around which to consolidate infrastructure investment and economic development.

- Settlement development should be consolidated in a number of functional nodes of which Krugersdorp, Randfontein, Westonaria and Carletonville are the highest order;

- Secondary nodes of significance include areas such as Muldersdrift, Syferfontein, Fochville, Khutsong and Wedela;
- Magaliesburg, Tarlton, Hekpoort and Badirille act as lower order central places serving surrounding rural areas, with agriculture and tourism being the primary economic sectors supporting these nodes;
- The fragmented urban structure is to be consolidated around Mogale City, Randfontein and Westonaria with infill development, densification and redevelopment being promoted from Lanseria in the north up to Syferfontein/Lenasia to the south. The aim is to integrate this urban complex with the existing urban fabric of the City of Joburg;
- To the west the mining towns around Carletonville-Khutsong, Fochville and Wedela are also consolidated by way of an urban edge;
- The old Witwatersrand mining belt areas between Randfontein and Mogale City needs to be utilized for infill development and densification (in line with mining belt development initiatives in the City of Joburg);
- Development in the rural settlements to the north should be limited and rather be consolidated around a number of priority settlements earmarked for basic service delivery; and
- Growth management instruments should be widely utilised to facilitate urban restructuring as part of a broader Growth Management Strategy for the District.

Objective 3: Optimise regional connectivity and mobility as well as local access and accessibility via a comprehensive movement network.

- Regional connectivity and mobility is provided by routes N12, N14 and R28 which link the WRDM area to a number of important towns and cities in the regional and national context;
- Routes N14 and N12 represent the major east-west movement corridors serving the northern and southern parts of the district respectively;
- Route R28 serves as a development corridor linking the urban fabric between Lanseria, Mogale City, Randfontein and Westonaria, and stimulating and promoting economic growth and infill development between the three urban areas. Further to the south it links the WRDM to the national N1 corridor in the vicinity of Evaton, and to the north it links up with route N14 to the City of Tshwane (and route N1 north);
- Routes N17 and PWV5 will play an important role towards unlocking the development potential of the central mining belt, enhancing infill development, and supporting the development of the Leratong node;
- At local level access and connectivity should be enhanced in order to ensure optimal utilisation of economic opportunities and efficient service delivery in all parts of the municipality (urban and rural areas);

- The Lanseria Airport and the Randfontein-Joburg commuter railway line could also play a significant role towards future economic development (and spatial transformation) in the district – specifically in terms of logistics related industrial/ commercial development in the vicinity of the airport and Transit Oriented Development (TOD) around the railway stations; and
- An integrated public transport network should ensure that all communities have access to a wide range of economic activity areas and community facilities via different modes of transport.

Objective 4: Facilitate the establishment of sustainable human settlements in all identified urban and rural nodes.

- Settlement footprints should be contained at all cost in order to alleviate development pressure on the natural resources of the municipality and to optimise the efficient use of resources (e.g. land) and infrastructure (e.g. engineering services) within existing towns and settlements;
- Hence, the West Rand District Municipality should generally promote higher density, compact, mixed land uses which will also enhance walkability within all settlements (especially along public transport corridors and around commuter railway stations);
- Expansion of the urban footprint should be directed to strategically located priority development areas which should also contribute towards urban restructuring and the overall

consolidation of the fragmented urban footprint characterising the district;

- The development of a diverse range of housing typologies promoting integration of all income groups at low, medium and higher densities and offering a variety of tenure alternatives to all community should also be a priority; and
- Linked to the principle of sustainable human settlements the West Rand District need to rationalise and cluster community facilities at strategically located and accessible points in all the identified settlement areas within the municipal area. The clustering of such facilities should be aimed at providing one-stop services (especially to people dependent on public transport) and to add to the “critical mass” required to also stimulate local economic development around these areas.

Objective 5: Align district infrastructure maintenance and construction programmes with spatial development initiatives.

- Engineering services (bulk and reticulation) maintenance and expansion programmes need to be aligned to land use development programmes focussing on new developments (greenfields) and upgrading/ maintaining services in existing areas (brownfields); and
- The WRDM should also incrementally promote the establishment of the Smart City Concept which focusses on utilising Information and Communication Technology (ICT) to

advance economic development, safety and security, governance, environmental management, transport etc.

Objective 6: Identify and optimally utilise a diverse range of economic development opportunities in a sustainable manner.

- From the situational analysis it was concluded that the most viable economic sectors within the West Rand District are agriculture/agri industries; mining; business; logistics based light industrial/service industries, and tourism;
- Tourism, mining and agriculture are natural resource based activities, hence it is important to align programmes towards the future development of these sectors with the spatial distribution of such resources (e.g. natural scenery, dams and areas of significant biodiversity). This should be done with due consideration to the environmental management (and rehabilitation in the case of mining) programmes applicable to these areas via the relevant legislation as referred to in the West Rand District Environmental Management Plan;
- Tourism and conservation are to be promoted in the far-northern parts of the district around the Cradle of Humankind (which functionally forms part of the Hartbeespoort Dam-Magaliesberg-Pilanesberg tourism region) and towards the south along the Gatsrant series of ridges;
- Two areas of extensive agriculture are set aside in the central-western and southern parts of the district. These areas should

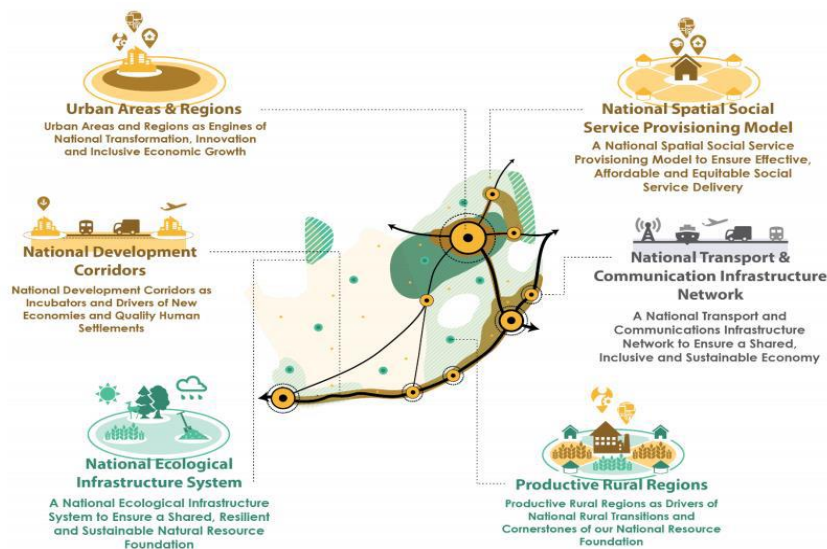
focus on promoting intensive agricultural activity in line with the Gauteng Agri-Parks initiative;

- Mining should continue in an east-west orientated belt along the southern parts of the district in the areas between Carletonville and Westonaria and rehabilitation process should be closely monitored;
- Business development should be promoted in appropriately located mixed use precincts in all settlements, with the existing four Central Business Districts in Krugersdorp, Randfontein, Westonaria and Carletonville being the primary business nodes;
- The WRDM should also focus on the establishment of local service industries and logistics centers, agri industries and “green” industries (e.g. waste to energy) that are compatible with the agriculture, tourism and conservation focus of the district;
- Special mechanisms are to be put in place to provide opportunity for emerging entrepreneurs to do “incremental economic up-scaling” to eventually become part of the mainstream economy of the municipality; and
- Tertiary education and skills training should be aligned with the priority economic sectors within the West Rand District in order to optimally utilise local opportunities in these sectors to the benefit of local residents.

WRDM SDF ALIGNMENT TO NATIONAL CONTEXT

Alignment with National Spatial Development Framework (NSDF):

Although the WRDM SDF was adopted in 2022, it does acknowledge the strategic content of the NSDF as contained in the adopted SDF. WRDM SDF acknowledges that the foundation for the National SDF consists of five frames. These emanate from the NDP 2030 priorities, the National Spatial Development Vision and Logic as well as development issues identified through the analysis process. The five frames of NSDF are listed below and graphically illustrated on **Diagram below:**



Frame One: Urban Regions, Clusters and Development Corridors as the engines of national transformation and economic growth: To focus and

sustain national economic growth, drive inclusive economic development and derive maximum transformative benefit from urbanisation and urban living;

Frame Two: Productive Rural Regions and Regional Development Anchors as the foundation of national transformation: To ensure national food security, rural transformation and rural enterprise development and quality of life in rural South Africa through a set of strong urban-rural development anchors in functional regional-rural Economies.

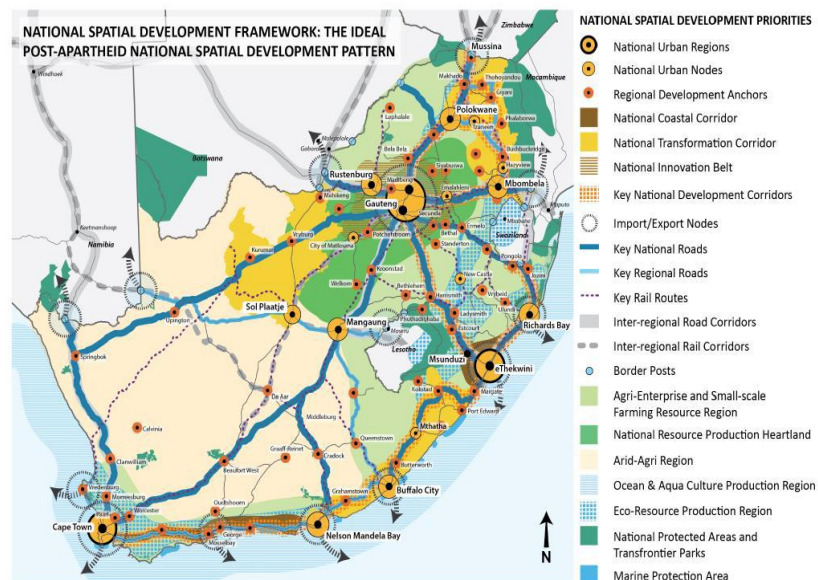
Frame Three: National Ecological Infrastructure System as enabler for a shared and sustainable resource foundation: To protect and enable sustainable and just access to water and other national resources for quality livelihoods of current and future generations;

Frame Four: National Connectivity and Economic Infrastructure Networks as enabler for a shared, sustainable and inclusive economy: To develop, expand and maintain a transport, trade and communication network in support of national, regional and local economic development; and

Frame Five: National Social Service and Settlement Infrastructure Network in support of national well-being: To ensure effective access to the benefits of high-quality basic, social and economic services in a well-located system of vibrant rural service towns, acting as urban-rural anchors and rural-rural connectors.

The five frames formed the foundation for the formulation of a National Spatial Development Framework as depicted on **Figure and map below**. West Rand District is located along two Key National Roads (N1 and N14). N1 connects the cities of Cape Town, Mangaung, Gauteng City Region

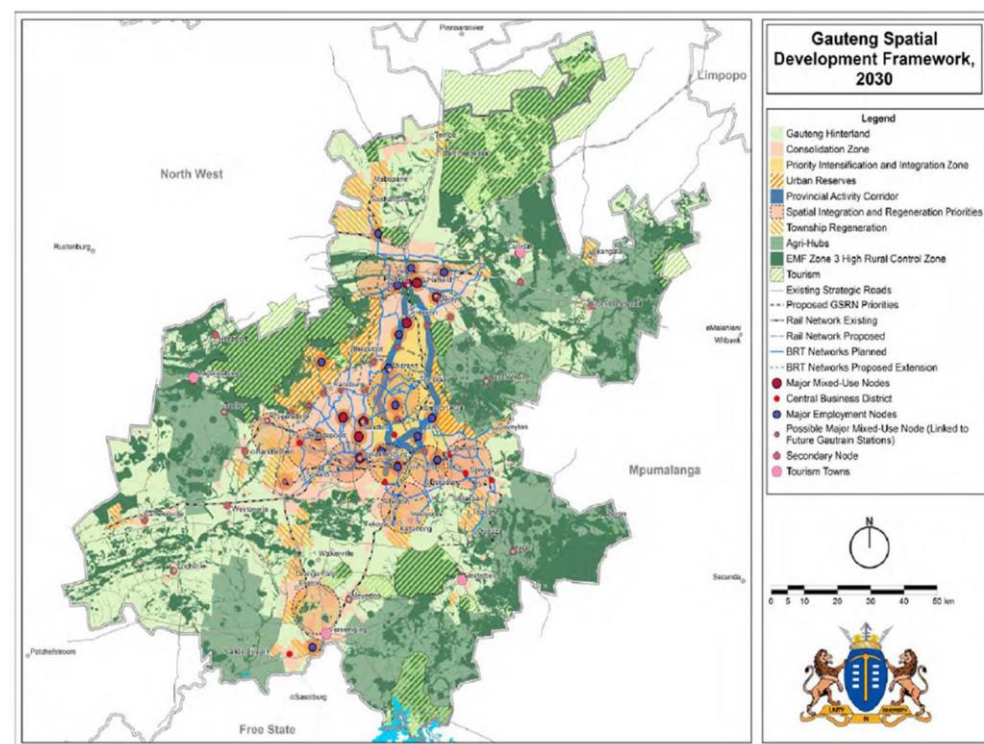
(of which the WRDM represents the western part) and Polokwane to one another and provides the main sub continental link into Southern Africa via Musina. N14 provides a link towards the North-West Province and Northern Cape (National Transformation Corridor), and runs through an area indicated as the National Resource Production Heartland of South Africa.



National Spatial Development Framework Draft 2019

SDF ALIGNMENT TO PROVINCIAL CONTEAXT

WRDM SDF acknowledges the Gauteng Provincial Spatial Development Framework of 2016 See the map below.



The Gauteng Spatial Development Framework (SDF) envisages Gauteng in 2030 is an integrated, connected space that provides for the needs of all who are born in or drawn to the province.

The GSDF 2030 builds on the concept of the GMP and aspires to establish a balanced, polycentric spatial network, with strong and resilient nodes enabling mutually beneficial exchanges of goods and services, and movement of people – refer to Figure 6 (the GSDF 2030). To support the Establishment of this polycentric form, four spatial development strategies are to be followed:

1. **Capitalising on proximity**, by directing higher densities closer to economic nodes and public transport networks, and improving conditions in areas closer to economic opportunities, to ensure even greater benefits for the people and economy of these areas.
2. **Managing new settlement development**, to prioritise infill development and densification, rather than expanding residential development outwards, so new settlements are functional and integrated units of the polycentric provincial network and based not only on the availability of land.
3. **Building an economic network**, through a system of high-order nodes and activity corridors, developing economic clusters that benefit from synergies and unlock the advantages of agglomeration.
4. **Creating a viable and productive hinterland**, by protecting valuable resources and high potential agricultural land from harmful development, and managing water resources fugally and effectively.

Ten high-priority provincial spatial development proposals are outlined, that should be followed through in terms of the West Rand District SDF.

5 IMPLEMENTATION PROGRAMME

5.1 SECTORAL IMPLICATIONS

The following cross-sectoral actions should be undertaken to ensure the successful implementation of the West Rand District Spatial Development Framework:

- Establish/maintain a comprehensive district GIS system which incorporates environmental, land use and infrastructure

information. This GIS system should also comprise a range of overlay zones to inform decision-making processes.

- All core and buffer areas should be appropriately protected and incentive schemes should be put in place to promote development of ecological corridors on privately owned land (public-private partnerships).
- The department responsible for economic development and planning should ensure that a balance is maintained between conservation initiatives and tourism, agriculture, mining and urban activities.
- The department responsible for land use planning / management should:
 - Consistently assess development applications in line with the objectives and strategic spatial directives provided in the WRDM SDF.
 - Launch a capacity building programme aimed at establishing a “paradigm shift” amongst all service providers and stakeholders (politicians and officials of all spheres of government) towards a “strategy led” planning and management approach for the District. This would ensure that unnecessary political pressure(s) does not derail the collective actions needed to restructure the spatially fragmented and unsustainable spatial structure of the West Rand District Municipality.

- ❑ Ensure that each Local Municipality SDF process in the WRDM focuses on incorporating the WRDM SDF Directives into the Local SDF.
- ❑ As part of a broader Growth Management Strategy the WRDM should use a number of Overlay Zones to inform decision-making and to direct investment including:

i. Environmental Overlay Zones:

Comprising various environmental features like areas of high biodiversity, floodlines, fire hazard risk areas, coastal management lines etc.

ii. Restructuring Zones:

Dedicated for specific housing typologies (e.g. social housing).

iii. Special Development Zones / Integration Zones:

With development controls aimed at achieving specific development objectives e.g. higher residential densities, extensive mixed land use etc. along priority corridors or within specific nodes along the priority public transport network in the WRDM.

iv. Transitional Zones:

Providing for a specific Residential Use Zone for Category B informal settlements which will be incrementally upgraded over a period of time in line with the UISP programme and where interim basic services should be provided.

- At the core of the Growth Management Strategy of the WRDM should be the following strategic objectives which is based on a district-wide Theory of Change:

- ❑ Ensure that the WRDM IDP Programmes are aligned with, and adhere to the spatial proposals, guidelines and objectives advocated by the SDF.
- ❑ Determine priority areas for short-medium term investment and allocation of future development rights;
- ❑ Re-direct the respective capital expenditure programmes of the Service Departments to address the short-term problem areas and strategic priority areas (through the IDP, MTREF and SDBIP);
- ❑ Limit future development rights in infrastructure problem areas within the district until backlogs have been addressed;
- ❑ Identify priority investment areas (e.g. Priority Housing Development Areas) for the public and private sector, specifically in respect of municipal infrastructure;
- ❑ Introduce development conditions that are congruent with global best-practice standards relating to resource efficiency (Smart Growth);
- ❑ Introduce development obligations relating to the full spectrum of inclusionary housing (i.e. subsidised housing, bonded, rental / social housing) in identified priority areas, and

- ❑ Apply a package of incentives to promote and facilitate development that subscribes to the socio-economic and spatial imperatives of the municipality in priority areas (especially around public transport corridors).
- The existing / proposed movement network should be maintained / upgraded / constructed through agreements with the South African National Roads Agency (SANRAL) and the Provincial Department of Roads and Transport (Gautrans).
- Ensure that the bulk of the subsidised housing stock is provided within the Priority Housing Development Areas and in accordance with the typology directives provided in the SDF (especially with regards to higher densities). This will contribute towards the effective consolidation and restructuring of the district urban structure.
- Ensure that community facilities and services are consolidated within Thusong centers or in designated mixed-use nodes / areas in the district.
- Development of community facilities should be aligned with the housing programme in consultation with the relevant provincial departments.
- Engineering Services should ensure that the bulk of its capital expenditure is focused on infrastructure development and service delivery within the designated settlement areas and more specifically in Priority Housing Development Areas demarcated in the SDF.

- Sector Plans like the Water Master Plan, Roads Master Plan, Integrated Transport Plan and Electricity Master Plan must be aligned to the long term (20 year) spatial directives and growth projections provided in the WRDM SDF when these are reviewed / updated in future; and a District Infrastructure Development and Management Strategy and Long Term Financial Plan for the WRDM should be developed from this.
- The Finance Department should annually assess whether the Municipality spends the bulk of its capital within the priority focus areas – i.e. the proposed corridors, activity nodes and Priority Housing Development Areas identified in each municipality.

5.2 CAPITAL INVESTMENT FRAMEWORK: PRIORITY PROJECTS / ACTIONS FOR IMPLEMENTATION

Following from the above, **Table 1** provides a list of priority projects to be initiated in the West Rand District Municipality, based on the findings and development proposals contained in the WRDM SDF.

Table 1: List of Priority Projects

Project		Responsibility	Estimated Cost	Priority		
				Short (Year 1-2)	Medium (Year 3-5)	Long (Year 5+)
	Development Objective 1: Environment					
	Establishment of District Environmental Management Unit/Office	<ul style="list-style-type: none">WRDM	In-house/Operational	✓		
	Establish GIS System with Environmental overlay zones to provide meaningful input to Land Use Applications	<ul style="list-style-type: none">WRDM	R 500,000	✓	✓	✓
	Implement the LUDS Toolkit issued by NEMA	<ul style="list-style-type: none">WRDM	In-house/Operational	✓	✓	✓
	Formulate a Karst Management Plan for each of the three LMs	<ul style="list-style-type: none">WRDM	3 x R 200,000	✓		
	Implementation of the District Environmental Management Plan	<ul style="list-style-type: none">WRDM	In-house/Operational	✓		
	Continuously monitor or special focus on mining activity rehabilitation processes	<ul style="list-style-type: none">WRDM	In-house/Operational	✓	✓	✓
	Coordination/alignment with GDACE and local municipalities i.t.o. of Land Use Applications/Protected Areas	<ul style="list-style-type: none">WRDM	In-house/Operational	✓	✓	✓
	Development Objective 2: Nodal Hierarchy					
	Establish nodal hierarchy concept in WRDM and with local municipalities, and align infrastructure development and funding allocation accordingly	<ul style="list-style-type: none">WRDMLocal MunicipalitiesProvincial/National Government	Operational	✓	✓	✓
	Compile Precinct Plans for four rural nodal points	<ul style="list-style-type: none">DRDLR	R 300,000/node (average)	✓		
	Compile Urban Renewal Strategies for four CBDs	<ul style="list-style-type: none">WRDM	R 300,000 x 4	✓		
	Implement and coordinate comprehensive Growth Management Strategy in the District	<ul style="list-style-type: none">WRDMLocal MunicipalityOther spheres of Government	R 400,000	✓	✓	✓
	Implement SMART City Principles: Workshops/Awareness Campaigns	<ul style="list-style-type: none">WRDM Economic Development, Planning and Engineering Services	In house	✓	✓	
	Development Objective 3: Movement Network					

Project		Responsibility	Estimated Cost	Priority		
				Short (Year 1-2)	Medium (Year 3-5)	Long (Year 5+)
	Facilitate/monitor/prioritise proposed route construction/upgrading programme	<ul style="list-style-type: none"> WRDM Local Municipalities Gautrans SANRAL 	To be determined	✓	✓	✓
	Continuous engagement regarding construction of route N17					
	Implement WRDM public transport network in line with proposed programme	<ul style="list-style-type: none"> WRDM Local Municipalities 	In-house/Operational	✓		
	Upgrade major bus/taxi ranks in nodal areas	<ul style="list-style-type: none"> WRDM Gautrans 	To be determined	✓		
	Compile Precinct Plan for Priority TOD stations	<ul style="list-style-type: none"> WRDM PRASA 	R 200,000/TOD	✓		
	Continuously engage with CoJ on development of Lanseria	<ul style="list-style-type: none"> WRDM CoJ/Lanseria 	In-house/Operational	✓		
	Investigate feasibility of proposed WRDM Freight Logistics Hub	<ul style="list-style-type: none"> WRDM Gautrans 	To be determined	✓		
Development Objective 4: Sustainable Human Settlement						
	Update WRDM Sustainable Human Settlement Plan	<ul style="list-style-type: none"> WRDM Local Municipalities Gauteng Dept. of Sustainable Human Settlements 	R 500,000	✓	✓	✓
	Pre-actively prepare PHDAs for development	<ul style="list-style-type: none"> WRDM GDoHS 	Continuous	✓	✓	✓
	Focus on Social Housing/CRU opportunities in nodal precincts and along corridors		Continuous	✓	✓	✓
	Conduct a district wide Community Facility Audit and compile a Thusong Centre Precinct Plan and Implementation Strategy/Programme for each of the Priority Nodes per local municipality	<ul style="list-style-type: none"> WRDM 	R 150,000 x 4	✓		
	Ensure all provincial and national service departments to align their capital programmes in accordance with the Thusong Strategy at identified Nodes	<ul style="list-style-type: none"> WRDM IDP Technical Committee (Provincial Departments) IDP Representative Forum 	Annual Allocations	✓	✓	✓

Project		Responsibility	Estimated Cost	Priority		
				Short (Year 1-2)	Medium (Year 3-5)	Long (Year 5+)
	Development Objective 5: Engineering Service Infrastructure					
	Allocate dedicated funding for water, sanitation and electricity infrastructure by way of Infrastructure Prioritisation Model in:	<ul style="list-style-type: none">WRDMMunicipalitiesCOGTA	Annual Allocations			
	<ul style="list-style-type: none">the Upgrading Priority Areas			✓	✓	✓
	<ul style="list-style-type: none">Priority Housing Development Areas earmarked for large scale mixed development			✓	✓	✓
	<ul style="list-style-type: none">Nodal Areas/Corridors to promote economic development			✓	✓	✓
	Align Engineering Services Master Plans with SDF Long Term Vision					
	Incrementally implement SMART City technology in the WRDM					
	Development Objective 6: Economic Development and Job Creation					
	Objective 6.1: Business					
	Compile CBD/Nodal Revitalisation Strategies in areas of urban decay	<ul style="list-style-type: none">WRDM	R 200,000 per Nodal Plan	✓	✓	✓
	Facilitate Informal Trade Upscaling by way of a District Policy	<ul style="list-style-type: none">WRDMDM/LMs	R 300,000	✓		
	Establish small Fresh Produce Markets at Rural Nodes	<ul style="list-style-type: none">WRDMGEDA	To be determined	✓	✓	✓
	Objective 6.2: Industry					
	Compile Precinct Plans for N14 and N12 Corridors	<ul style="list-style-type: none">WRDM	R 500,000/corridor	✓	✓	✓
	Incrementally implement WRDM IDS 3 Pillar Strategy	<ul style="list-style-type: none">WRDMGEDA	In-house	✓	✓	✓
	Objective 6.3: Mining					
	Establish District-Provincial forum to assess mining license applications (and comment on these) in line with the requirements of the WRDM Environmental Management Plan (EMP) – also see Development Objective 1	<ul style="list-style-type: none">WRDMGDACEMining Houses	In-house	✓	✓	✓
	Liaise with mining houses regarding rehabilitation of old dumps in Mogale City/Randfontein and release for SDAs	<ul style="list-style-type: none">WRDM	In-house	✓	✓	✓

Project	Responsibility	Estimated Cost	Priority		
			Short (Year 1-2)	Medium (Year 3-5)	Long (Year 5+)
	<ul style="list-style-type: none"> Mining Houses 				
Objective 6.4: Agriculture					
Protect high potential agricultural areas	<ul style="list-style-type: none"> WRDM GDAE 	In-house	✓	✓	✓
Establish Institutional Structure to assist small farmers	<ul style="list-style-type: none"> WRDM DRDLR 	In-house	✓		
Facilitate establishment of agro industries at the FPSUS	<ul style="list-style-type: none"> WRDM DRDLR GEDA 	In-house	✓		
Upgrade/maintain rural district roads	<ul style="list-style-type: none"> WRDM 	To be determined	✓	✓	✓
Objective 6.5: Tourism					
Formalise WRDM Tourism Network	<ul style="list-style-type: none"> WRDM 	In-house	✓		
Implement Tourism Branding, Marketing and Signage Strategy	<ul style="list-style-type: none"> Local Municipalities GEDA 	To be determined	✓	✓	✓
Prioritise implementation of Tourism initiatives listed under Action 6.11	<ul style="list-style-type: none"> GDAE 	In-house	✓		
Establish Institutional Structure to monitor/facilitate implementation (public-private)		In-house	✓		

THE DISTRICT INTEGRATED TRANSPORT PLAN

In 1993 the former Western Gauteng Services Council was declared a Metropolitan Transport Area in terms of the Urban Transport Act (Act 78 of 1977), which as a core city, was entrusted with all transport planning functions and administering processes relating to public transport within the West Rand.

In terms of the National Land Transport Act 2009 (Act no 5 of 2009) and the Gauteng Transport Framework Revision Act, a Planning Authority needs to develop an integrated transport plan for its area of jurisdiction. The objectives of these documents are to enhance mobility and accessibility within the West Rand and provide integrated transport master plans against which all planning within the region should be done. It further seeks to:

- Provide for an efficient, cost-effective, reliable multi-modal transportation system for present and future needs.
- Develop and recommend the necessary transportation infrastructure network, policies and initiatives to complement Local Municipal official plans and planned economic growth.
- Enhance multi-modal accessibility to settlements, employment centres, tourist and recreational destinations in the Area.
- Provide connectivity between transportation modes for moving people and for moving goods.
- Facilitate the provision of appropriate and effective NMT infrastructure development

The WRDM requested assistance from the Gauteng Department of Roads and Transport (GDRT) to update the DITP, which assistance was given by GDRT appointing a Service Provider to Develop the DITP and LIPT's in the 2018/2019 Financial Year.

The WRDM Council and the Local Municipalities have adopted the DITP and LITPs respectively. The four Integrated Transport Plans have been submitted to the MEC: Roads and Transport for approval. Approval has subsequently been received.

The DITP identified various district wide projects and programs for implementation. Financial constraints are hindering their implementation.

In 2008, UrbanEcon, a firm of development economists, was appointed by the Gauteng Economic Development Agency to update the existing economic strategies of the West Rand District Municipality in order to develop a Local Economic Development Strategy.

Various spheres of government have presented legislation and policies as guidelines for Local Economic Development (LED) Strategies. The legislation and policies provide a framework influencing the manner in which local authorities conduct local development.

The purpose of Section 1 in this strategy is to investigate applicable policies and legislation with respect to local economic development in the West Rand District Municipality (WRDM).

The purpose of Section 2 is to look at the economy of the West Rand District Municipality and the local municipalities within it. It was important to look at the current economic and social situation in order to identify the most effective interventions for consideration in the LED process.

The analysis was divided into the following sections:

- Demarcation of the Study Area
- Social and Demographic Profile
- Economic Profile
 - Economic performance
 - Employment per sector
 - Sectoral analysis

The West Rand economic production is being contributed to by sectors which have a low comparative advantage. The above analysis shows that if the two primary sectors with a comparative advantage, agriculture and mining, are supported adequately greater economic growth can be achieved in WRDM.

The LED strategy must encourage growth in the private sector so that the economy can run smoothly, with government intervention only in the provision of public goods such as roads, traffic lights and safety and security.

All the aspects mentioned above are contained in detail in the attached *West Rand Economic Development Strategy, 2008 Revision*

During 2013 the WRDM, with the financial assistance of the then Gauteng Dept. of Housing (GDoH), embarked on compiling the West Rand Sustainable Human Settlement Plan (WRSHSP). This document serves as an Addendum to the afore-mention, as certain gaps in this plan, evolving over the years since 2013, necessitated a revision.

However, the objectives of this revised WRSHSP are still as originally envisaged, namely:

- To develop a comprehensive housing development and delivery plan for municipalities;
- To integrate the WRSHSP into the Municipal IDP, and ensure that the Plan becomes the housing component of the IDP;
- To ensure that the WRSHSP provide a consistent tool to evaluate proposals and applications;
- To establish a framework for housing delivery;
- To provide both Province and Municipalities with a tool to strategically locate future housing settlements; and
- To identify key issues to be addressed.

(More on these objectives can be obtained from the original document, p. 4).

The following gaps, however, necessitated this revision:

- The merger of the former Randfontein & Westonaria LMs, to form Rand West City LM;
- New Mega Projects & Corridor Development Framework for these Mega Projects, specifically focusing on the Western Corridor;
- Incorporating recommendations from the National Upgrading Support Programme (NUSP), specifically pertaining to informal settlements in the West Rand;
- Delineated Restructuring Zones for the West Rand; and
- Game Changer Projects affecting Human Settlement Projects.

All the aspects mentioned above are contained in detail in the attached *West Rand Sustainable Human Settlement Plan, 2017 Revision*

WEST RAND TOURISM SECTOR STRATEGY, 2011 REVISION

During 2011 the WRDM, with the financial assistance of the Gauteng Tourism Authority (GTA), appointed Grant Thornton to develop a business plan for a Regional Tourism Organisation (“RTO”) in the area of jurisdiction of the WRDM and to revise the West Rand Tourism Sector Strategy (WRTS) to align its applicability to the current environment and to disaggregate it into deliverables that can be incorporated into the IDP. A detailed implementation plan had to be formulated to ensure the roll-out of the WRTS.

The WRTS is closely aligned to the Gauteng Tourism Sector Strategy (GTSS) to not only ensure alignment between provincial and local strategies and as a result tourism plans and activities, but more importantly to benefit where possible from capacity and budget alignment.

The strategic objectives for the WRTS have been aligned to the provincial objectives as per the GTSS which in turn was aligned to the national objectives as per the National Tourism Sector Strategy (“NTSS”).

As per the GTSS and the NTSS, the objectives have been categorised into 3 themes:

- Tourism Growth and the Economy
- Visitor Experience and the Brand
- Sustainability and Good Governance

Through alignment to the Gauteng Tourism Sector Strategies, ensuring that the district strategy meets district, provincial and national objectives as well as through consultation with the industry and stakeholders, a number of strategic actions were identified in order to meet the district objectives.

The identified strategic thrusts/actions have been clustered according to the clusters in the NTSS and also used in the GTSS; and are as follow:

- Cluster 1: Policy, strategy, regulations, governance and monitoring & evaluation
- Cluster 2.1: Tourism growth and development - demand
- Cluster 2.2: Tourism growth and development - supply
- Cluster 3: People development
- Cluster 4: Enablers of growth

All the aspects mentioned above are contained in detail in the attached *West Rand Tourism Sector Strategy, 2011 Revision*

REGIONAL TOURISM ORGANIZATION (RTO)

In line with the Gauteng Tourism Development Strategy, to address the urgent need for ensuring optimal alignment of stakeholders within the province, the West Rand District Municipality, through the Department of Regional Planning and Economic Development, has established a Regional Tourism Organization (RTO) support function through the signing of the Memorandum of Understanding with Morame RTO that will be one of its strategic interventions to support tourism development initiatives in the West Rand Region.

This partnership and support function primarily entails tourism stakeholder/role-player alignment, management, delivery and support of tourism development in the West Rand and coordination of local tourism initiatives in the constituent municipalities (Mogale City, Rand West City & Merafong City) of the West Rand District. This will further entail coordination of activities through an institutional model that

will address all spheres of public sector activity, ongoing private sector stakeholder engagement as well as the provision of platforms for labour and affected communities. The partnership also seek to revive tourism sector that has been negatively affected by the covid-19 pandemic.

MORAME is an acronym for Mogale, Randfontein and Merafong. They are incorporated as a Non-Profit Company to serve as a Regional Tourism Association representing the West Rand. Their membership base is made of individual businesses, Local Tourism Associations, aligned stakeholders and other organised formations.

West Rand District Municipality (WRDM) signed a memorandum of agreement (MOA) with MORAME Regional Tourism Organisation at the District Municipality Tourism Office on 16 January 2023. WRDM also agreed to provide MORAME RTO with office space in the Tourism office from 1 February 2023.

MORAME has commenced coordinating the tourism stakeholders however they still seek funding to cover their operational costs.

Recently they also participated in the Meetings Africa annual event held at Sandton Convention centre where 380 exhibiting companies from 21 African countries, representing a diverse array of products and experiences in the continent's business events industry.

Engagements with Gauteng Tourism Authority are ongoing with the intention of signing a memorandum of understanding. This will help the region to be able to implement some of the projects to promote regional tourism.

The partnership with the cradle of humankind will go a long way towards the same objective of increasing the numbers of tourists coming to the region.

GAUTENG TOWNSHIP ECONOMIC DEVELOPMENT ACT (TEDA)

Township economy can be defined as businesses and markets based in townships that are operated by local entrepreneurs to meet primarily the needs for their local communities and therefore can be understood to be a township enterprise and be distinguished from an enterprise that is operated outside of the township..

The Act seeks to facilitate and promote inclusive economic growth along a transformative paradigm in order to build a cohesive and more equal society which is underpinned by: a growing and inclusive economy that harnesses the potential of all people in the republic who reside in Gauteng.

The main aims of township economic development strategy are to enhance incomes from economic activity taking place in townships. This includes better returns to entrepreneurs, better wages for workers – and better choices for consumers that allow their incomes to go further.

In line with the Act, the region has provided land and the required infrastructure to create space for the establishment of agriparks that are situated within the townships such as mohlakeng, bekkersdal areas. These facilities seek to assist township entrepreneurs as they are allocated tunnels to grow vegetables and flowers. In khutsong, the the municipality plan to also allocate the farm to the local communities and again that will promote the township economy.

Through the Neighbourhood Development Programme Grant a number of SMMEs from the surrounding townships were subcontracted in the construction of the Multi-purpose and the construction of the roads. During this financial year, a continuation of consutruction of roads (link road and Ntuli intersection)

will culminate in number of SMMEs being contracted and thereby contributing positively towards the economy of the region.

Procurement of goods and services from township enterprises in line with the Act is also ongoing. Number of SMMEs will continue to be trained on different skills, to enhance their soft skills and also on procurement compliance with the assistance of the private sector and the Provincial Treasury share the platform.

SPECIAL ECONOMIC ZONE (SEZ) A Catalyst for Economic Growth and Innovation

The Gauteng Department of Economic Development sees the SEZ programme as a catalyst for rapid economic expansion throughout the Western Corridor and a tool for accelerating the implementation of the industrial development programme. The initiative to establish SEZs as anchors of high-growth industrial clusters links with the roll-out of catalytic infrastructure to fast-track economic expansion and growth in the West Rand District. The desired intent is to use the SEZ programme to stimulate reindustrialization and infrastructure development in the different parts of the province to meet the objectives of the GGT 2030.

The West Rand Special Economic Zone (WRSEZ) was created as a “special purposes vehicle” that is tasked with:

- (i) Facilitating development at various levels,
- (ii) Driving sustainable economic growth to provide an improved quality of life for residents
- (iii) Contributing to the viable and sustainable economic regeneration of the West Rand District, and
- (iv) Establishing industries that contribute to job creation, skills and enterprise development.

It is envisaged that the West Rand District SEZ will create much needed jobs in the region. In addition, the SEZ will drive the reindustrialisation of the region by facilitating the establishment of clusters in the following industrial sectors:

- **Industrial agro-processing:** this includes cannabis linked to the establishment of new wholesale food market facilities in the West Rand
- **Green energy (mainly green hydrogen):** this sector provides the opportunity for the Region to be at the centre of the fast-evolving sector, where large scale solar farms can be established to generate renewable energy with the potential to be financed through export offtakes.
- **Bus manufacturing:** this would be linked to the existing Busmark manufacturing plant located in the region

CLIMATE CHANGE

West Rand District Municipality acknowledges that climate change poses a threat to the environment, its residents, and future development. Actions are required to reduce carbon emissions (mitigation), and prepare for the changes that are projected to take place (adaptation) in the District in line with the legislative prescripts depicted below:

Legislative context

- The Constitution of the Republic of South Africa, Act 108 of 1996
- The National Environmental Act No. 107 of 1998
- The National Climate Change Response White Paper (2011)
- WRDM Climate Change Vulnerability Assessment and Response Plan (2017)

The West Rand District Municipality prioritised the development of a Climate Change Vulnerability Assessment and Climate Change Response Plan and developed Climate Change Response Plan in 2017 with the assistance of DFFE. Currently the WRDM together with the local municipalities, with the assistance from SALGA and CSIR are in the process of developing a Climate Change Action Plan inclusive of climate change mitigation and adaptation project. The Draft Action Plan has identified projects for implementation and they are depicted below. Furthermore, the WRDM continues to conduct climate change awareness campaigns.

Climate Change Action Plan Proposed Projects

Climate Challenge	Name of Project	Location / Ward	Responsibility	Timeframe	Outcome
Promote recycling and reduce waste sent to landfills.	Zero Waste Communities and Recycling Initiatives	Local Municipalities	Local Municipalities	Not yet determined	Increased recycling rates, reduced landfill waste, and lower carbon emissions associated with waste disposal.

Climate Challenge	Name of Project	Location / Ward	Responsibility	Timeframe	Outcome
Protect native biodiversity by controlling the spread of invasive species.	Alien Invasive Management Plan	WRDM	WRDM	Suggested project	Management plan for the control and eradication of invasive alien species that threaten local ecosystems.
GHG Inventory data not available	GHG Inventory	WRDM	WRDM	Suggested Project	Updated GHG Inventory to identify and measure sources and amounts of emissions

Climate Challenge	Name of Project	Location / Ward	Responsibility	Timeframe	Outcome
Understand the specific climate risks and vulnerabilities of the West Rand District	West Rand Regional Climate Change Strategy	WRDM	WRDM	Suggested project	Develop a Climate Change Root path for mitigation, adaptation and resilience outcomes

Climate Challenge	Name of Project	Location / Ward	Responsibility	Timeframe	Outcome
Climate Change Effects resulting in Infrastructure deterioration	Building Infrastructure Resilience	WRDM	WRDM	Not yet determined	Building Infrastructure capacity to withstand, recover and mitigate climate change disruptions or effects

Climate Challenge	Name of Project	Location / Ward	Responsibility	Timeframe	Outcome
Lack of coordination, resources and capacity regarding Climate Change	Climate Change Forum	WRDM	WRDM	2025/26 FY	Establish a platform to create Climate Change Awareness and develop Climate Proofing

Climate Challenge	Name of Project	Location / Ward	Responsibility	Timeframe	Outcome
Lack of Coordination of renewable energy projects. job creation and social inclusion	Sustainability projects	WRDM	WRDM	Not yet determined	Developing a comprehensive plan to achieve just transition to build inclusivity

Climate Challenge	Name of Project	Location / Ward	Responsibility	Timeframe	Outcome
Ensure that marginalized communities have equitable access to clean water and sanitation and clean environment, reducing the burden of water scarcity and poor hygiene due to climate change.	Equitable Water Access and Sanitation Program	All	Local Municipalities	Ongoing	Improved water security, better sanitation, and healthier communities, particularly for vulnerable groups.

Climate Challenge	Name of Project	Location / Ward	Responsibility	Timeframe	Outcome
Lack of climate loss and damage integration into local policies and that the municipality advocates for climate justice at national and international levels.	Policy Development for Loss and Damage	WRDM	WRDM	2025/26 FY	A policy framework for addressing climate loss and damage, with greater political and financial support for affected communities.
Lack of enforcement of Polluter must Pay Principle	Environmental Protection and Enforcement Project	WRDM	WRDM	2025/26 FY	Development of Implementation Plan

Awareness and Education on the impact of teenage pregnancy and sexually transmitted infections continue at schools and communities. This program is done in partnership with the district Community Safety and other partners such as Lifeline, Love life, Provincial Social Crime Prevention and SAPS. In addition to Teenage pregnancy; Alcohol and substance abuse were covered. **Healthy Lifestyles** activities were also conducted targeting men and women with emphasis on Cancer.

Sports, Recreation, Arts and Culture can forge social cohesion within communities: various schools are supported with soccer, netball, and volleyball coaching clinics. **Life skills** as the name says, learners are practising their daily life activities and that is where culture of dance is established and developed. This is achieved through dance moves under the following genres: Pantsula Traditional dance and Choral music. The unit supported schools within the region with the establishment of Arts.

Gender Based Violence remains a challenge in our community. In partnership with other stakeholders such as SAPS, Provincial Community Safety, NPOs, Health promoters from clinics, Public Safety and the Department of Social Development; do door to door awareness education. Awareness campaigns on Gender Based Violence and Femicide in schools and in the communities will continue to be conducted in collaboration with the multisectoral team. The victim empowerment programmes have been conducted by the WRDM in collaboration with other stakeholders and will continue to be conducted to assist the victims of gender based violence.

Gauteng Health and Social Development together with WRDM Gender, Youth and Disability Desk initiated a men's forum aimed at creating a platform where men were encouraged to talk freely "KHULUMA NDODA" on issues affecting their livelihood. Men were also identified as key towards reversing gender-based inequality and violence and they were also urged to adopt an early health seeking behaviour for their physical, mental and emotional wellbeing.

NARYSEC programme is a 24 month skills development programme within the Department of Agriculture, Land Reform and Rural Development (DALRRD), which targets unemployed rural youth ages of 18 – 35 in possession of Grade 10 to 12, as part of the rural economy transformation strategy from poor rural wards.

The programme developed the skills of targeted NARYSEC participants through various skills development initiatives in partnership with other public and private sector institution in line with rural economy transformation strategy.

ECONOMIC DEVELOPMENT

The WRDM is experiencing financial constraints and as a result, has not been able to review the Local Economic Development Strategy (LED). However, the WRDM strives to work collaboratively with different stakeholders to improve the state of the West Rand's economy. In pursuit of improving the economy, the WRDM has resuscitated the Mining Forum which has been established previously but was no longer functional. Therefore, the Mining Forum has been resuscitated and is now functional, wherein different Mining Houses, Municipal Officials and Councillors meet regularly to discuss and identify Social Labour

Plans (SLPs) to be implemented within the region with an intent to create job opportunities and also improve the state of the West Rand economy.

HIV/AIDS

WRDM is responsible for HIV/Aids grant received from Provincial Health Department and distributes it equitably amongst Local Municipalities based on population figures. This funding is for the Multisectoral HIV/AIDS Coordination and response and includes the door to door ward based community education on HIV, sexually transmitted infections and TB. The WRDM monitor the work conducted by local municipalities in spending of the HIV/AIDS grants through the different community based programmes.

DISABILITY

The Disability desk in WRDM has and continues working in partnership with different sectors (public and private) in order to fully reach all disabled communities. This has resulted in many programmes directly and indirectly performed by the desk.

Risks and Challenges

Unsafe community behavioural habits and practices
Field workers' safety and indemnity

STATUS OF WRDM SECTOR PLANS

A table below depicts the status of the WRDM sector plans

Name of Sector Plan	Responsible Department/Unit	Date of approval by Council	Date of next review	Comments
District Disaster Management Plan	Disaster Management and community Safety	October 2022	2027	-
District Disaster Management Framework	Disaster Management and community Safety	November 2021	2027	-
Veld fire risk Management strategy	EMS	February 2022	2027	-
Fire Services Master Plan	EMS	March 2024	2029	-
Emergency management services master plan	EMS	February 2022	2027	-
District Safety plan	Disaster Management and community Safety	October 2022	2027	-
Integrated Waste Management Plan	H&SD	2010	2015	Budget need to be availed
Air Quality Management Plan	H&SD	2010	2015	Budget need to be availed
WRDM Green IQ Strategy	H&SD	2012	2017	Budget need to be availed
Bioregional Plan	H&SD	2015	2020	Budget need to be availed
Climate Change Vulnerability Assessment and Response Plan	H&SD	2017	2022	Budget need to be availed
Climate Change Action Plan	H&SD	Development stage (Not yet approved)	-	Draft is in place
Wetland Strategy and Action Plan for West Rand District Municipality	H&SD	2017	2022	Budget need to be availed
Gap Analysis, Baseline Resource Assessment and High-Level Mapping of Wetlands in the West Rand District Municipality	H&SD	2018	2023	Budget need to be availed
Alien and Invasive Plant Species Management Plan as required in terms of the Conservation of Agricultural Resources Act still need to be compiled.	H&SD	Not yet in place	Not yet in place	still need to be compiled as required in terms of the Conservation of Agricultural Resources Act
WRDM Local Economic Development Strategy	Regional Planning and Economic Development	November 2008	As and when required	Budget need to be availed

Name of Sector Plan	Responsible Department/Unit	Date of approval by Council	Date of next review	Comments
West-Rand-Tourism-Sector-Strategy	Regional Planning and Economic Development	August 2011	As and when required	Budget need to be availed
The District Integrated Transport Plan (DITP)	Regional Planning and Economic Development	May 2019	2024	-
West Rand Spatial Development Framework	Regional Planning and Economic Development	June 2022	2027	-
West Rand Sustainable Human Settlement Plan	Regional Planning and Economic Development	2017	As and when required	-

Attached annexures are IDP sector plans of WRDM:

1. WRDM Disaster Management Framework
2. WRDM DM Summer Plan
3. WRDM DM Winter Season Plan
4. WRDM Emergency Management Services Master Plan 2022 Version 1
5. WRDM Disaster Management Plan
6. West Rand Tourism Sector Strategy
7. WRDM LED Strategy
8. The District Integrated Transport Plan (DITP)
9. West-Rand-Tourism-Sector-Strategy
10. Final West Rand LED Strategy
11. Veldfire management strategy
12. Fire Services Master Plan
13. WRDM Disaster Management Framework
14. High Level Wetland Mapping for the WRDM
15. West Rand Climate Change Response Plan Final Report
16. Air Quality Management By-laws
17. WRDM IWMP
18. AQMP
19. Wetlands Strategy and Action Plan - West Rand
20. Gauteng Province Socio Economic Review and Outlook
21. WRDM DITP WB
22. West Rand Spatial Development Framework
23. West Rand Sustainable Human Settlement Plan - Revision Addendum