****

**WEST RAND TOWNSHIP REGENERATION INITIATIVE (WRTRI)**



**INTEGRATED BUSINESS PLAN**

****

**AUGUST 2009**

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# EXECUTIVE SUMMARY

The purpose of this report is to present the business plan on the West Rand Township Regeneration Initiative. Although the West Rand District Municipality (WRDM) comprise four local municipalities, namely Randfontein, Mogale City, Merafong and Westonaria, the business plan excludes Mogale City and Merafong as they have separate regeneration initiatives.

The West Rand District Municipality has been granted funding through the National Treasury’s Neighbourhood Development Partnership Grant (NDPG) to regenerate townships in the West Rand focusing on Westonaria and Randfontein. The NDPG was announced by the former Minister of Finance in his budget speech on 15 February 2006. The primary focus of the NDPG is to stimulate and accelerate investment in poor, underserved residential neighbourhoods by providing technical assistance and capital grant financing for municipal projects that have either a distinct private sector element or an intention to achieve this.

The West Rand District Municipality appointed Round Strategies to develop an integrated business plan for the regeneration of 5 townships at the two priority municipalities of Randfontein and Westonaria. The priority townships in Randfontein are Mohlakeng, Kocksoord, Toekomsrus and Finsbury. Simunye is the priority township within Westonaria. The programme is called the West Rand Township Regeneration Initiative.

A 4-phase approach will be followed in implementing the West Rand Township Regeneration Initiative (WRTRI). The phases are summarised in the diagram below.

Workplan

Site Visit

Status Quo

Analysis

Visioning &

Strategy

Feasibility & Business Plan

Implementation

Handover to Owning Agent

Governance

Operation & Maintenance

Project Briefing

On-going Communication and Marketing

On-going Programme and Project Management

**Phase I**

**- Phase II -**

**- Phase III -**

On-going Capacity Transfer

**- 30 June -**

**- 3 to 5 years -**

**- 31 August -**

**- 15 July -**

**- Phase IV -**

**- Ongoing -**

The current report concludes Phases I and II of the programme. The subsequent phases i.e. Phases III and IV will take place as indicated in the diagram above and after funding is secured.

Three clusters are in scope of the WRTRI. Each cluster in turn has a number of functional areas:

* Physical cluster (Engineering, Housing and Environment)
* Socio-economic cluster (LED & Tourism, Health, Heritage)
* Institutional cluster (Spatial Planning and Urban Design, Finance, Legal and Programme Management)

The townships are illustrated in the MAP 01 in the Annexure A3.

The objectives of the business plan are:

* Assess the **status quo** within Randfontein, Westonaria and West Rand District Municipality. The status quo analysis covered the issues, challenges, the extent and nature of the service delivery backlogs as well as assessment of the projects currently under way. The status quo was informed by the insights gained from the review of current documentation (e.g. Integrated Development Plans) as well as input gained from both site visits and discussions with various municipal officials. The stakeholder consultations that took place are presented in Annexure A4.
* Develop the long-term **strategic direction** for regeneration. This strategic plan defines the vision and mission for the regeneration. Key strategic objectives were identified and categorised in the four perspectives of the balanced scorecard. The objectives and the associated key performance indicators (KPIs) would then be used to measure the impact of the regeneration initiative.
* The status quo and the strategic plan enabled the clarification of the **regeneration strategy** that should be adopted in order to achieve the objectives of the programme. A number of strategy themes were adopted.
* **Programmes and projects** will be required to action the strategy. These were identified by functional area. Each project was subjected to an evaluation criteria to assess whether it will be sustainable in the long term. Two key components of the criteria deal with the number of jobs that will be created through the project as well as the extent of the skills development for that project. The feasibility of each of the project was tested during the Indaba held on 24-25 August at Mohlakeng Community Hall in Randfontein.
* The **financial plan** for the programme. The budget for the priority projects was developed. The funding requirements for a comprehensive regeneration initiative are also presented.
* A high-level **implementation strategy and plan** for the regeneration initiative.

A summary of key issues within the municipalities in the West Rand are summarised in the table below.

| **Cluster** | **Functional Area** | **Key Issues** |
| --- | --- | --- |
| Physical | Electricity | * Access to adequate street lighting |
| Roads and stormwater | * Lack of surfaced roads * Lack of adequate stormwater management systems |
| Water and sanitation | * Lack of access to water services |
| Housing | * High housing backlog |
| Environment | * Contamination of soil, air and water by mining activities * Surface and ground water and air pollution from informal settlements * Inadequate landfill sites leading to illegal dumping |
| Socio-economic | LED & Tourism | * High levels of unemployment * High levels of poverty * Limited support to SMMEs * Shortage of skilled labour * Poor transport linkages |
| Health | * High HIV/Aids and Sexually Transmitted Infections (STIs) prevalence * Shortage of community health facilities * Teenage pregnancy and substance abuse |
| Heritage | * Lack of preservation of cultural heritage sites |
| Institutional | Spatial Planning & Design | * Urban sprawl and proliferation of informal settlements on vacant and un-serviced sites * Poor infrastructure e.g. inadequate transport nodes leading to limited access to surrounding areas such as Johannesburg |
|  | Finance | * High debtors (R300 million for two municipalities) |

The key challenges within West Rand are summarised in the table below. Funding, implementation capacity and access to resources are also key challenges.

| **Cluster** | **Functional Area** | **Key Challenges** |
| --- | --- | --- |
| Physical | Electricity | * Restructuring of the electricity distribution industry through the formation of REDs * Inability to afford to pay for electricity * Consumption reduction by 10% as directed by Eskom |
| Roads and stormwater | * Lack of funding |
| Water and sanitation | * Lack of funding |
| Housing | * Lack of funding * Lack of available land * Urban sprawl * Population growth |
| Environment | * Lack of enforcement of regulations * Land use impact resulting from dolomitic conditions |
| Socio-economic | LED & Tourism | * Declining mining sector * Lack of funding |
| Health | * Lack of funding for capital projects * Lack of enforcement in relation to environmental hazards |
| Heritage | * Lack of enforcement of policies, laws and regulation * Lack of funding to maintain all the cultural heritage sites |
| Institutional | Spatial Planning & Design | * Urban sprawl and increasing urbanisation * Ineffective transport nodes * Urban fragmentation |
| Finance | * Lack of enforcement of credit control policy |

The issues and challenges are discussed in detail in Annexure A5.

There are significant service delivery backlogs in all the functional areas. The backlog relates to gaps between planned and actual delivery. The main backlog area relates to provision of basic services. The backlogs are discussed in detail in Annexure A6.

Elements of the strategic plan and strategy for the West Rand Township Regeneration Initiative are presented next.

**Vision**

An integrated service delivery that leads to self-sustainable communities

**Mission**

To enable the eradication of poverty and unemployment

**Strategic Objectives**

The objectives of the initiative are presented next. They are categorised by the four perspectives of a balanced scorecard. The scorecard can be used as a performance management tool to assess the impact of the regeneration initiative.

| **Financial** | **Customer & Stakeholder** | **Internal Business Process** | **Learning & Growth** |
| --- | --- | --- | --- |
| * Achieve financial viability * Manage budget * Improve income | * Satisfy citizens * Provide affordable services * Ensure BBBEE * Promote local suppliers * Promote SMMEs | * Provide access to basic services * Attract new investments * Develop co-operatives * Conserve the environment | * Develop employees * Create jobs |

A number of themes were used to define the salient features of the regeneration strategy. These are:

**Theme 1**: Provide Basic Services

Provision of basic services is key to job creation and serves as a key component of fighting poverty. The municipalities have a constitutional mandate and legal obligation to provide basic services to its citizens. The key basic services include water and sanitation, electricity, health, housing and education. The implementation of the necessary infrastructure to deliver these services should be carried out using the Expanded Public Works Programme (EPWP) that favours labour intensive methods, and preference to use local labour and entrepreneurs.

**Theme 2**: Establish a West Rand Township Regeneration Fund

A number of programmes are not implemented or put on hold due to lack of funds. This challenge can be resolved through the formation of a West Rand Township Regeneration Fund. The fund will be capitalised using poverty-designated funds, the NDPG from Treasury, contributions from social partners, corporate social responsibility contributions from local and regional businesses as well as contributions from development fund and other financial institutions. The fund will be used to regenerate, not only the four priority townships, but other townships within the greater West Rand.

**Theme 3**: Community Based Cooperatives

Cooperatives have the potential to create jobs. Cooperatives are well promoted in Government, through National Treasury and Economic Development departments in Provinces. The third strategy theme recommends that the West Rand actively promote cooperatives as an ownership model to fight poverty. The focus should be in the key industry sectors of the region. The success of the cooperatives will hinge on access to markets, a key market being Government as well as other forms of support including training, coaching and mentoring. The programme on cooperative setup will clarify how the coops should be setup such that they are sustainable over a long period of time.

**Theme 4**: Skills Development and Capacity Building

Lack of access to skills is one of the major causes of poverty. The formation and successful operation of the cooperatives, for example, would require members that have the necessary skills, from fundamentals (i.e. read, write, count) to core skills (i.e. technical and business management skills). The fourth strategy theme is therefore to facilitate skills development. The target group will be women, youth and people living with disabilities. Skills development will be done in partnership with the social partners and the relevant SETAs. Unemployed graduates will be used to train community members in the areas in which they reside.

**Theme 5**: Institutional Arrangements and Governance

The Regeneration of West Rand and the fight against poverty will be accelerated if all the key stakeholders are involved and support the initiative. The key stakeholders that must participate in the programme to ensure its success are presented below.

In addition, three key stakeholders should be put in place. These are the Regeneration Development Forum, Community Liaison Officers (CLOs) and the Community. The Development Forum will comprise members from the community as well as from the municipality. The CLOs will be the “eyes and ears” of the initiative and will ensure continuous participation of the community.

**Lead Department**

**Political Sponsor**

**Owning Agency**

**Civil Society Organisations**

**Private Sector**

**DFI & Agencies**

**Working Groups**

**- Roles and responsibilities -**

* Political oversight
* Political sponsorship
* Project conceptualisation
* Funding mobilisation
* Lobby group
* Advocacy
* Community awareness
* Project implementation
* On-going project maintenance and budgeting eg through IDP process
* Coaching and mentoring
* Adopt-A-Project
* Market access facilitation
* Funding provision
* Skills development facilitation
* Funding
* Coaching and mentoring
* Project reporting
* Monitoring and evaluation
* Market access and business linkages facilitation
* Project incubation
* Adopt-A-Project
* Provide technical advise
* Ensure alignment with broader provincial initiatives
* Skills development
* Adopt-A-Project
* Highlight poverty issues from communities

**Theme 6**: Performance Management

The performance plan is premised on the balanced scorecard performance management tool. The balanced scorecard has gained a lot of attention both in private and public sectors during the last few years. The main reason for the success of the balanced scorecard is that it puts strategy and vision at the centre of management’s focus. The balanced scorecard translates strategy into measures that uniquely communicate the council’s vision to the organisation. Key Performance Indicators have been developed for each of the strategic objectives discussed earlier.

**Financial Perspective**

| **Strategic Objective** | **KPI** |
| --- | --- |
| Achieve financial viability | Debt cover |
| Outstanding service debtors |
| Cost cover |
| Manage budget | Capital budget variance |
| Improve income | New income realised |

**Customer and Stakeholder Perspective**

| **Strategic Objective** | **KPI** |
| --- | --- |
| Satisfy citizens | Citizen satisfaction index |
| Satisfy other stakeholders | Stakeholder satisfaction index |
| Ensure BBBEE | # BBBEE supported |
| Promote local suppliers | # local suppliers supported |
| Promote SMMEs | # SMMEs supported |

**Internal Business Process Perspective**

| **Strategic Objective** | **KPI** |
| --- | --- |
| Provide access to basic services | % access to water |
| % access to sanitation |
| % access to housing |
| % access to electricity |
| % access to refuse removal |
| Attract new investments | Value of WRTRF |
| Develop co-operatives | # Cooperatives created |
| Conserve the environment | Air quality |
| Water quality |

**Learning and Growth Perspective**

| **Strategic Objective** | **KPI** |
| --- | --- |
| Develop employees | # People trained |
| Create jobs | # Permanent jobs |
|  | # Temp jobs |

**Theme 7**: Sustainable Development

Sustainable development is the attempt to meet the needs of the present without jeopardising the ability of future generations to meet their own needs. Economic development must therefore take place by taking due cognisance of the potential damaging effect on natural resources and bio-diversity of the region. The environmental degradation, especially resulting from mining activities, must be managed and monitored.

**Theme 8**: Job Creation Emphasis

Opportunities to create jobs must be constantly identified and targeted. Areas were jobs can be created include the following:

**Basic Services**

Jobs will be created in the provision of basic services. In particular, jobs will be created at various construction stages of roads and stormwater, water and sanitation, electricity and housing programmes. Expanded Public Works Programme approach will be followed during the construction stage.

**Rehabilitation**

There is a need for rehabilitation of mine tailings dumps that are found all over in the West Rand. Rehabilitation aims to reclaim the surrounding land and return it, as closely as possible to its per-mining state. It addition it seeks to control or get rid of the problems associated with the dumps such as air pollution dust, pollution to ground and surface water, and ground stability. Most of the jobs will be created during Operations.

**Greening on Open Spaces and Parks**

Greening of open spaces and parks involves the planting of plants in open spaces and the establishment of parks where these are not available. It is recommended that indigenous drought resistant plant species be planted in order to minimize negative environmental impacts associated with alien species and minimize water use. Most of the jobs will be created during Operations.

**Waste Management**

Waste management includes minimization, separation, collection, recycling and disposal of domestic, medical and industrial waste at appropriate facilities such as landfills, together with the necessary infrastructure and resources. A waste buy-back centre is one of the projects that will contribute to job creation. Also important in waste management is the establishment of information management systems. Most jobs will be created in in-bound logistics, operations and outbound logistics.

**Beneficiation**

There is potential for both mining and agriculture beneficiation in the West Rand. It is envisaged that community-based cooperatives will be setup to run the beneficiation programmes.

**Tourism and Heritage**

The proposed tourism projects will have job creation spinoffs upstream and downstream. It is estimated that 1 job is created for each 8 tourists that visit an area. The proposed Tourism Trading Post project will ensure that tourism opportunities along the N12 Treasure Route are leveraged fully.

Several programmes have been identified in support of the strategy themes. The details are presented in Annexure A7. The projects will generate jobs and a number of people will be trained, as summarised in the table below. The details are presented in Annexure A10.

| **Functional Area** | **Number of Jobs** | **Number of People Trained** | | |
| --- | --- | --- | --- | --- |
| **Read** | **Write** | **Count** |
| Environment | 245 | 0 | 0 | 0 |
| Health | 111 | 60 | 60 | 60 |
| Engineering | 805 | 95 | 95 | 95 |
| Housing | 13, 850 | 5, 860 | 8, 880 | 8, 840 |
| LED & Tourism | 207 | 62 | 62 | 62 |

A total of R90 million will be required to initiate the programme. The summary budget is presented in the table below. It is assumed that the required healthcare facilities will be funded from Province and/or National.

| **Cluster** | **Functional Area** | **Quick Win** | **Short Term**  **R'000** | **Long Term**  **R'000** | **Total Cost**  **R'000** |
| --- | --- | --- | --- | --- | --- |
| Institutional | Spatial Planning and Urban Design | 5,000 | - | - | 5,000 |
| Institutional | Finance | 500 | - | - | 500 |
| Physical | Environmental Management | 9,263 | 7, 150 | - | 16,413 |
| Physical | Engineering | - | 29, 253 | - | 29,253 |
| Physical | Housing - | - | 30,301 | - | 30,301 |
| Socio Economic | Local Economic Development and Tourism | 8,500 | - | - | 8,500 |
|  | Total | **23,263** | **66, 704** | **-** | **89,966** |

Consequently, an application to Treasury for the amount of R90 million will be made.

The funding from treasury will not meet all the funding requirements to meet the needs identified by citizens at the Indaba. The details are shown in Annexure A8. Province will be requested to fund additional housing and health projects for the amount of R259 million.

| **Cluster** | **Functional Area** | **Quick Win** | **Short Term**  **R'000** | **Long Term**  **R'000** | **Total Cost**  **R'000** |
| --- | --- | --- | --- | --- | --- |
| Physical | Housing | - | 224,557 | - | 224,557 |
| Socio Economic | Health | - | - | 34,227 | 34,227 |
|  | **Total** |  | **224,557** | **34,227** | **258,784** |

Other spheres of government will also be approached for funding. An amount of R400 million is required to implement long-term engineering projects. Details are presented in Annexure A8.

Other sources of funding will be approached to contribute to the regeneration of the five townships. It is envisaged that R360 million could be raised from these funders and donors. The funds will be used mostly in environmental management, Housing and LED.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Functional** | **Funding Sources** | | | | **Total** |
| **Cluster** | **Area** | **DFI**  **R'000** | **Bank**  **R'000** | **CSI**  **R'000** | **Donation**  **R'000** | **Cost**  **R'000** |
| Physical | Environmental | 14,911 | - | - | - | 14,911 |
| Physical | Housing | - | 94,101 | - | - | 94,101 |
| Socio Economic | LED | 250,992 | - | - | - | 250,992 |
| **Total** | | **265,903** | **94,101** | **-** | **-** | **360,003** |

The implementation strategy for the programme is summarised below:

**Quick win**

Quick Win projects should be implemented first. These are projects that can be implemented within the first year. They are relatively easy to implement and their potential to add value is high. They help build the confidence that the regeneration initiative is really underway and will encourage stakeholder participation and commitment. Just over R23 million will be spend on Quick Win Projects.

**Short term**

The short term projects can be implemented at the same time with Quick Win projects. These projects should be implemented within the first three years. Just over R30 million will be spend on short term projects.

**Long term**

Long term projects will be implemented from the fourth year. They tend to be more complex and capital intensive. The long term projects are not budgeted for in the estimates presented above.

The projects will be handed over to the owning agent after the implementation. The agent would then be responsible to ensure that project are maintained.

# 1 INTRODUCTION AND BACKGROUND

## 1.1 THE WEST RAND

The West Rand District Municipality (WRDM) is a Vuna Award winning municipality. In terms of the regional context the West Rand is located within the Western Sector of the Gauteng Province, west of the Urban Core of Johannesburg. The following areas define the West Rand boundaries:

* Tshwane Metropolitan Council to the north;
* City of Johannesburg to the east;
* North West Province to the west;
* Sedibeng District Municipality to the south east.

The West Rand District Municipality (WRDM) comprises four local municipalities, namely Mogale City, Randfontein, Merafong and Westonaria (refer to MAP 02 in Annexures). Merafong was recently re-incorporated into the district from the Southern District Municipality of the North West Province. The District Management Area (DMA), popularly known as the Cradle of Humankind World Heritage Site is also a part of the district Municipality. The District Management Area (DMA) also falls under the jurisdiction of the WRDM.

The West Rand District Municipality has been granted funding through the National Treasury’s Neighbourhood Development Partnership Grant to regenerate townships in the West Rand focusing on Westonaria and Randfontein. The Neighbourhood Development Partnership Grant (NDPG) was announced by the Minister of Finance in his budget speech on 15 February 2006. The primary focus of the NDPG is to stimulate and accelerate investment in poor, underserved residential neighbourhoods by providing technical assistance and capital grant financing for municipal projects that have either a distinct private sector element or an intention to achieve this.

The NDPG is structured in the form of a conditional grant to municipalities through the Division of Revenue Act (DoRA), 2007 and is administered by the Neighbourhood Development Programme (NDP) Unit. DoRA stipulates the goal of the NDPG as: “To support neighbourhood development projects that provide community infrastructure and create the platform for private sector development and that improve the quality of life of residents in targeted areas”

The grant’s purpose is therefore: “To provide municipalities with technical assistance to develop appropriate project proposals for property developments in townships and new residential neighbourhoods that include the construction or upgrading of community facilities, and where appropriate, attract private sector funding & input” (DoRA, 2007). The central development challenge the NDP seeks to address is the relative lack of (primarily economic) development in Townships including informal settlements and more recent low income housing estates. It is estimated that well over 60% of South Africa’s population live in townships, informal settlements and low-income housing developments. However, broad forward-oriented regeneration and/or redevelopment plans are not in place for these areas.

The areas tend to lack both community and commercial infrastructure, such as town centres, nodes, high streets and other economic activity areas which provide places for communities to live, work and play. Also, internal linkages limit internal mobility and hamper access to markets. External linkages to economic centres are either non-existent or very poor. Township environments are usually lacking in quality and can be characterized by pollution, low levels of greening and no ‘sense of place’. Despite their proximity of many townships to the major urban economic nodes, township areas often contain the bulk of the population of the municipalities, yet contribute little to the municipal GGP, and are characterised by minimal and marginalised local economies, with little access to economic opportunities and typically house the greatest percentage of the population in any municipal area.

In South African 'two economies' persist in one country. The first is an advanced, sophisticated economy, based on skilled labour, which is becoming more globally competitive. The second is mainly an informal, marginalised and unskilled economy, populated by the unemployed and those unemployable in the formal sector. Despite the impressive gains made in the First Economy over the last decade, the benefits of growth have yet to reach the Second Economy, and with the enormity of the challenges arising from the social transition, the Second Economy risks falling further behind if there is no decisive Government intervention.

In terms of the Reconstruction and Development Programme (RDP) poverty is the single greatest burden of South Africa's people. Fighting poverty and deprivation is therefore the first priority of the ANC-led Government.

Fighting poverty has been at the centre of all Government's policies and programmes since 1994. The Poverty Eradication Framework of the Cabinet Social Sector Cluster covers a variety of strategies to address the causes and symptoms of poverty. These include the following programmatic areas:

* **Reorientation of the budget**, fiscal policies and the public sector towards redistribution and meeting basic needs of the disadvantaged and the poor;
* Meeting **basic needs** are those programmes that aim to provide citizens with equitable and sustainable assess to basic needs such as food, water, education, health care, welfare, transport, electricity and other infrastructure.
* Programmes to combat “**income poverty**” i.e. programmes aimed to establish, maintain or boost the income earnings of the poor, such as employment creation, self employment and participation in the SMME sector, social security that provide income during periods of contingencies and access to micro credit and finance by the poor.
* **Asset poverty** programmes are those aimed to provide productive assets, the key example is land; and
* Programmes aimed at addressing **people with special needs** such as people with disabilities, children, women and the youth.

The population statistics for the West Rand is depicted in the table below (Source: StatsSA Community Survey, 2007).

| **Area** | **Population** | **%** |
| --- | --- | --- |
| Mogale City | 319, 641 | 42.3 |
| Randfontein | 117, 261 | 15.5 |
| Westonaria | 99, 218 | 13.1 |
| Merafong | 215, 865 | 28.6 |
| DMA | 2, 918 | 0.4 |
| Total District | 754, 903 | 100 |

The GGP growth rate of the region is 1.1%. This is well below the national target of 4.5%. The economic growth rate of Mogale City is the highest in the region, at 4%.

## 1.2 RANDFONTEIN LOCAL MUNICIPALITY (RLM)

Randfontein Local Municipality (GT 412) is the second most economically active area in the West Rand District Municipality. The municipality is also the seat of government for the West Rand District Municipality. The town owes its existence to the discovery of gold. To the north is Mogale City, east is Kagiso/Azaadville and certain parts of Soweto. To the south is the Westonaria LM and the newly demarcated area of Merafong is to the West (Refer to MAP 03).

The area is characterised by high levels of unemployment, poverty, low level of education and low incomes. In terms of formal employment, the major employment sectors were: Government Services, trade, manufacturing, finance, mining and agriculture.

The vision for Randfontein municipality is stated as:

**“The Randfontein Local Municipality will build a united community that provides a better life for all.”**

Key statistics of RLM are presented in the table below.

| **Area** | **Statistic** | **Source** |
| --- | --- | --- |
| Size | 477, 063 km2 | Ben Botha[[1]](#footnote-1), 2009 |
| Population | 128, 840 | StatsSA, 2007 |
| Economic growth rate | 1.1% | Urban-Econ |

## 1.3 WESTONARIA LOCAL MUNICIPALITY (WLM)

Westonaria Local Municipality (GT 414) is a Category B local municipality bordered by Randfontein, Johannesburg Metro, Merafong, Sedibeng and Emfuleni municipalities. Westonaria is located within the gold fields of Gauteng, hence it consists of a combination of urban areas, mining villages as well as farming areas (Refer to MAP 04).

The vision for Westonaria Local Municipality is stated as:

**“To deliver a sustainable social and economic development for the people of Westonaria.”**

Key statistics in the table below show that the municipality is experiencing a negative growth rate.

| **Area** | **Statistic** | **Source** |
| --- | --- | --- |
| Size | 615, 965 km2 | Ben Botha, 2009 |
| Population | 109, 328 | StatsSA, 2007 |
| Economic growth rate | (negative) | Urban-Econ |

## 1.4 MOGALE CITY

Mogale City (GT 411), previously known as the Krugersdorp Local Council, is named after Chief

Mogale-Wa-Mogale, the young heir to the Po Chiefdom of the Batswana. Mogale City is situated at the Western side of the Gauteng Province (Refer to MAP 05). It is accessible from all the major centres of Gauteng and North West Province, namely Johannesburg, Pretoria, Midrand, Haartebeesport dam, Randfontein, and Soweto to name but a few places.

Mogale City is a mixture of urban and rural areas with some very unique features. The urban areas reflect different levels of development. The former black townships are a mixture of clearly laid out sections and a concentration of informal settlements with no or minimum provision for open space.

The vision for Mogale City Local Municipality is stated as:

**“To deliver a sustainable social and economic development for the people of Mogale City.”**

As per the table below, Mogale City is the growing very fast and occupies a very huge land mass.

| **Area** | **Statistic** | **Source** |
| --- | --- | --- |
| Size | 1, 100, 340 km2 | Ben Botha, 2009 |
| Population | 289, 723 | StatsSA, 2007 |
| Economic growth rate | 4% | Urban-Econ |

## 1.5 MERAFONG LOCAL MUNICIPALITY

Merafong Local Municipality (GT 484) was re-incorporated into the Gauteng Province in accordance with Notice No. 8 of 2009 Cross-Boundaries Municipalities Laws Repeal and Related Matters Amendment Act, 2009. The establishment of Merafong (Refer to MAP 06) is linked with the discovery of gold along the reefs in the 1930’s. The three major towns (Carletonville, Fochville, and Wedela) started off as mining villages. Today, the economy of Merafong is still dominated by the mining sector, however it also forms part of the agricultural development zone. The size of Merafong is 1, 630, 493 km2.

The area’s agriculture sector has decreased in productivity and employment over the last decade, however the area contains high potential agricultural areas. Mining is still the highest contributor to the city economy, followed by trade, finance, government services and manufacturing. Although mining is still dominant, there has been a decline in production, contribution to the city’s GGP and jobs, over the past decade. There is need to diversity the economic base.

The vision of Merafong City is stated as:

**Partner in governance, sustainable service delivery for life**

## 1.6 THE DISTRICT MANAGEMENT AREA (DMA)

The District Management Area (DMA) falls within the jurisdiction of the West Rand District Municipality (Refer to MAP 07). It is more popularly known as the Cradle of Humankind World Heritage Site (CoHWHS). It has a population of 5, 774 over a size of 242, 235 km2.

## 1.7 THE TOWNSHIPS IN WEST RAND

The towns/cities and the townships within the municipalities within the WRDM are summarized in the table below.

| **WEST RAND DISTRICT MUNICIPALITY – DC48** | | | | | |
| --- | --- | --- | --- | --- | --- |
|  | **Randfontein** | **Westonaria** | **Mogale City** | **District Management Area** | **Merafong** |
| Municipal code | * GT412 | * GT414 | * GT411 | * GTDMA41 | * GT484 |
| Cities and towns | * Randfontein CBD | * Westonaria CBD | * Krugersdorp CBD |  | * Carletonville, Fochville, Wedela |
| Urban townships | Mohlakeng SP, Finsbury, Greenhills, Kocksoord, Toekomsrus SP, Helicon Park, Randgate | Westonaria, Bekkersdal, Simunye, Ventersdorp, Glenharvie, Hillshaven, Wagterskop Extension 2, Seatile, Kgothaleng,  TM Letlhake | Munsieville, Kagiso,  Rietvallei 1,2 and 3, Sinqobile, Boiketlo, Azaadville, Tarlton, Muldersdrift, Sterkfontein, Magaliesburg, Hekpoort, Krugersdorp, Kagiso & Rievallei 1, 2 and 3 |  | Khutsong, Kokosi, Greenspark, Welverdiend, Blybank, Wedela, Western Portion of Gatsrand RC |
| Private Township |  | * Nufcor |  |  |  |
| Rural areas and agricultural holdings | Hillside AH, Ten Acres AH, Botha AH, Groot Elandsvlei AH, Rikasrus AH, Middelvlei AH, Pelzvale AH, Randfontein South AH, Wheatlands AH, Dwarskloof AH, Loumarina AH | West Rand AH, Ten Acres AH, Wagterskop AH, Waterpan AH, West Rand Garden Estates AH | Parts of Cradle of Humankind, Magaliesberg, Sterkfontein, Nooitgedacht, Ga Mohale, Ethembalethu,  Rietfontein Village, Muldersdrift, Tarlton, Hekpoort, Landley, Manharaand,  Luipardsvlei | Cradle of Humankind, Sterkfontein Caves, Kings Kloof Natural Heritage Site, Kromdraai Conservancy, Blougat Nature Reserve, Magaliesberg | Abe Bailey Nature Reserve, De Pan, Klipdrift, Merafong Rural |
| Mining towns and villages |  | Libanon, Venterspost, Waterpan |  |  | Blyvooruitzicht, Cementation, Deelkraal, Elansrand, Doornfontein, Driefontein, Western Deep Levels |

The priority townships for the Regeneration Initiative are described next.

**Simunye**

Simunye is a township situated to the south of Westonaria Local Municipality (Refer to MAP 08) with the population figures of 1150 people, and an estimate of 42037 hostel dwellers (Kloof = 12500, Libanon = 5000, Cooke 2 & 3 = 7470, Leeudoorn = 7000, WAGM = 10067) as based on the 1996 census, as well as the latest consumer information (June 2000). The gender distribution of Simunye reflects a composition pattern, which has a number of male substantially more than women.

Basic level of electricity is provided in the Simunye. The majority of the population residing in the formal urban areas of Simunye as well as the mining areas have access to piped water within the dwelling. The most common type of SMME within the area is informal trade such as food and beverage kiosks. In terms of the overview of existing infrastructure, there are 4126 existing low cost houses Simunye Proper, Ext 1 & 2

**Toekomsrus**

Toekomsrus is a coloured township situated in Randfontein, Gauteng (Refer to MAP 09). Toekomsrus is composed largely of modest, freestanding formal houses. Its layout and township planning is concentric layers of crescent-shaped streets, the outermost layer, Diamant Street, forming a closed circle around the periphery of the township. There are four schools, a post office, a sports ground and a cemetery. It is a low-income, working class community with a high unemployment rate. It is home to about 30,000 people. The crime profile of Toekomsrus is typical of a small, low-income Gauteng community. It is home to an informal settlement known as the Dumping Ground. The settlement is quite literally built on a rubbish dump.

This area is prioritized as one on the five underdeveloped, underserviced and disadvantaged townships in the West Rand District Municipality in order to improve the quality of life of people living in this area.

**Mohlakeng**

Mohlakeng is a township situated in Randfontein (Refer to MAP 10), Gauteng and has a population of between 20 000 and 50 000. It is an underdeveloped, urban living area built on the periphery of the town. Randfontein having the highest unemployment rate, mainly concentrated in Mohlakeng, and reflects an economy where the rate of job growth is declining.

The aim of a neighbourhood regeneration is to improve the quality of life for those living in the most disadvantaged areas by addressing poor job prospects, problems with housing and their local environment, poor and declining health conditions, educational under-achievement, and high crime levels. This township is prioritized as one on the five underdeveloped, underserviced and disadvantaged townships in the West Rand District Municipality in order to improve the quality of life of people living in this area.

**Kocksoord**

Kocksoord is situated in Randfontein, Gauteng (Refer to MAP 11). It is an underdeveloped, urban living area built on the periphery of the town. Kocksoord is an area recently faced with a challenge of an increase population of a poor white community who are unemployed. This challenge is composed a community that previous worked in Government and had subsidies as part of the packages. They have since lost their jobs, retrenched, or resigned and do not have the skills or qualifications requirements to get new jobs.

The aim of a neighbourhood regeneration is to improve the quality of life for those living in the most disadvantaged areas by addressing poor job prospects, problems with housing and their local environment, poor and declining health conditions, educational under-achievement, and high crime levels. Kocksoord is prioritized as one on the five underdeveloped, underserviced and disadvantaged areas in the West Rand District Municipality in order to improve the quality of life of people living in this area.

**Finsbury**

Finsbury situated in Randfontein, Gauteng (Refer to MAP 12). It is an underdeveloped, urban living area built on the periphery of the town. The WRDM has a marked geographical component, with Randfontein having the highest unemployment rate, and reflects an economy where the rate of job growth is declining. Finsbury is an area recently faced with a challenge of an increase population of a poor white community who are unemployed. This a community that previously worked in Government and had subsidies as part of their remuneration packages. They have since lost their jobs, were retrenched, or resigned and do not have the skills or qualifications requirements to get new jobs.

The 2006 socio-economic survey found that 59.7% of local adults in Randfontein have less than a secondary education with 6.8% having no education at all. The aims of a neighbourhood regeneration is to improve the quality of life for those living in the most disadvantaged areas by addressing poor job prospects, problems with housing and their local environment, poor and declining health conditions, educational under-achievement, and high crime levels. Finsbury is prioritized as one on the five underdeveloped, underserviced and disadvantaged areas in the West Rand District Municipality in order to improve the quality of life of people living in this area.

## 1.8 GOVERNMENT OBJECTIVES AND PRIORITIES

The government is committed to economic growth, employment creation, sustainable service delivery, poverty alleviation programmes and the eradication of historical inequalities. In order to ensure that infrastructure investment and development programmes are channelled towards these objectives. Frameworks like the National Spatial Development Perspective (NSDP), the Gauteng Growth and Development Strategy (GDS), Urban Edge Policy and 2014 Vision, Gauteng Global City Region (GCR) are all key policy documents that will inform local framework policy.

The vision of the GCR is:

* To build Gauteng as an integrated and globally competitive region.
* Gauteng as a globally competitive region will be characterised by the following common features among others:
* Effective institutional relations
* Strong economic clusters
* ‘Spatial coalitions’ of partners working together – government, business and social partners
* A balanced approach to development that actively seeks to benefit and incorporate the poor

The Gauteng Growth and Development Strategy (2005) seeks to address the high levels of unemployment within the Province (25.7%, Stats SA, Sept 2004). The GDS therefore seeks to… “achieve a shared vision, amongst all sectors of society, for the achievement of a goal of improving the quality of life for all citizens. It reinforces the principle of integrated, holistic, sustainable and participatory development as a critical pillar in addressing poverty and unemployment…” Further, the GDS outlines the contributions that the Province will make towards achieving the National Government’s goal of:

* Halving unemployment through ensuring high levels of labour absorbing programmes and projects, ensuring that economic growth contributes to reduced inequality…;
* Halving poverty levels through growing secure and prosperous communities with jobs, schools, clinics and other services; ensure safe communities and create a healthy environment which supports families, social, cultural and volunteer activities.
* Average GDP growth of 4.5% per annum between 2005-2009
* Average GDP growth of 6% per annum between 2009-2014

The GDS targets the following by 2014:

* Increase economic growth by 8%;
* Reduce unemployment to 12.8%;
* Create 800 000 jobs over the next 10 years;
* Train an additional 100 000 people through skills development and capacity building;
* Increase the provincial government’s procurement spend for BBBEE enterprises to 80%,

In alignment with the GDS policies, the West Rand District Municipality sees itself as a “developmental municipality”, with an objective of eradicating poverty and unemployment. The WRDM has drafted a District Growth and Development Strategy whereby it summarised the following:

* The WRGDS indicates a high rate of poverty and high rate of unemployment within the district as some of the major threats and challenges facing the West Rand;
* The decline in economic growth is clear within the Westonaria Municipality, and slow growth in the other two municipalities as a result of the decline in the mining industry;
* The newly established West Rand Development Agency is tasked with the responsibility of achieving the district’s goal of creating a conducive environment for economic growth.

Since the first democratic elections in RSA in 1994 the focus of government policy and legislation as it pertains to environmental management has shifted significantly. Prior to this a variety of legislation pertaining to environmental management generally resulted in a fragmented approach. Since 1994, and more specifically since the formulation of the new Constitution (Act No. 108 of 1996), there has been a shift in the government's approach to environmental policy. The government has introduced a suite of regulatory and institutional reforms to give statutory effect to environmental management, regulate resource use and support implementation. Included in this regime of laws is the provision for the implementation of various interventions that are designed to promote non-consumptive use of natural resources, assessment of the environmental impact of development as well prevention of pollution and waste (e.g. the Cleaner Production Strategy). This includes the package of environmental laws under the National Environmental Management Act (NEMA).

The national goals of environmental conservation and sustainability are supported and augmented at national, provincial and local levels by domestic strategies, policies, programmes and plans which not only give effect to international and regional obligations, but also reflect national priorities and goals. The relevant (to the urban renewal project) strategies and plans that focus on social development underpinned by the key environmental management and sustainable development principles include:

**National**

* National Framework for Sustainable Development
* Integrated Sustainable Rural Development Strategy
* National Framework for Local Economic Development
* Urban Renewal Programme
* National Spatial Development Perspective

**Provincial**

* The Gauteng Social Development Strategy (GSDS)
* Growth and Development Strategy (GDS) for the Gauteng Province
* Gauteng Strategy for Sustainable Development (GSSD)

**Local**

* Integrated Development Plans (IDPs)
* District Municipality Plans
* Local Municipality Environmental Management Plans
* West Rand District Municipality Regional Spatial Development Framework
* West Rand Regional Master Plan, 2009.

Environmental sustainability is a key strategic and functional objective of the Integrated Sustainable Rural Development and Urban Renewal Programmes with cross-cutting Key Performance Areas and Strategic Performance Indicators. Cross-cutting Key Performance Areas are those qualitative Functional Objectives that can be associated with the way the functions are carried out in more than one service area.

**National Spatial Development Perspective**

This policy was approved by cabinet in January 2003. It developed as a response to the ineffectiveness of government action in dealing with the spatial inefficiencies and inequalities of apartheid. The NSDP vision is as follows: “**South Africa will become a nation in which investment in infrastructure and development programmes support government’s growth and development objectives**”.

**Gauteng Planning and Development Bill 2001**

The proposed act (still awaiting promulgation); will provide a legal framework for development and town planning procedures. The most important principals in the proposed bill are:

* The promotion of spatial re-structuring and development relating to the development of compact cities, the correction of historically distorted spatial patterns, integration and the optimal use of existing resources. (Countering urban sprawl through urban edge development principles)
* The promotion of sustainable development.
* Development must ensure the safe utilisation of land by taking into account factors such geology, undermined and hazardous areas.
* To facilitate efficient and rapid development and promote the integration of social, economic, environmental, institutional, infrastructure and spatial aspects of development.
* Illegal occupation of land to be discouraged and development opportunities to be catered for formal and informal settlements on an equal basis.
* Regarding land use, management systems must be provided for (LUMS) for the legal protection of land use and development rights and to provide systems to give effect to spatial development frameworks and land development policies.
* The development of skills and capacities of all people involved in planning and development especially previously disadvantaged individuals
* The proposed bill further gives clear guidelines regarding the establishment, purpose, effect and content of spatial development frameworks on municipal, district and provincial level.

**Urban Edge Policy**

This is a national spatial development policy that aims to address the phenomenon of urban sprawl. It seeks to give urban character to geographically scattered communities by looking at an inward development approach. It recognises the following categories:

* Areas of consolidation i.e. in need of upgrading and improvement
* Possible future growth areas; identified in order to prevent undefined growth and sprawl, to bring people closer to the economic core
* Long-term densification Areas; identified areas outside of the urban edge – mainly rural areas.

The physical infrastructure programme implementation is guided by the Infrastructure Management Strategy. Another key consideration is the West Rand Regional Plan, according to which, all municipalities in the West Rand should be working towards a uni-city municipality by 2016.

**National Industrial Policy Framework (NIPF)**

The vision for South Africa’s industrial development is set out by the NIPF, as follows:

* The diversification of the SA economy beyond commodities and non-tradable services;
* Intensification of South Africa’s industrial and movement towards a knowledge economy;
* Promotion of a more labour intensive industrialization;
* Promotion of broad based industrialization with greater participation of historically disadvantaged individuals in the mainstream economy;
* Contributing to industrial development on the African continent with emphasis on building its productive capabilities.

**The Accelerated & Shared Growth Initiative of South Africa: ASGISA**

ASGISA aims to guide the country to achieve a target growth of 5% annually from 2004-2014, using interventions that ensure labour intensive growth. ASGISA emphasizes closing the skills gap, linking and 1st and 2nd economies and has identified Business Process Outsourcing (BPO), tourism and agriculture and agro-processing as three priority sectors for special attention. The key areas of government infrastructure expenditure targeted by ASGISA are:

* Provincial and local roads;
* Bulk water infrastructure and water supply networks;
* Energy distribution;
* Housing and community facilities;
* Multi-purpose government service centres.

**Integrated Sustainable Rural Development Strategy (ISRDS)**

The ISRDS aims to achieve the growth of rural economies and betterment of rural communities. It suggests that there should be ways to incentivise skilled people to stay within and contribute to the growth of rural areas, as summarised in the following vision: ..” to attain socially cohesive and stable rural communities with viable institutions, sustainable economies and universal access to social amenities, able to attract and retain skilled and knowledgeable people, who are equipped to contribute to growth and development”. The ISRDS lists the key elements of implementation as being:

* Institutional arrangements;
* Establishment of information and knowledge base;
* Development of planning and monitoring systems;
* Establishing mechanisms of co-ordination;

## 1.9 THE KEY DISTRICT PRIORITIES

The key priority issues in WRDM have been identified as:

* Access to land and housing
* Poverty alleviation through access to land and housing
* Improved service delivery and Infrastructure development;
* Economic growth and job creation
* Facilitating Local Economic Development;
* Ensuring municipal financial viability;
* Municipal transformation and institutional development; and
* Good Governance.

There are two primary approaches for dealing with the poverty problem, i.e. support led and growth mediated[[2]](#footnote-2). Although the two approaches are not mutually exclusive, more emphasis is normally placed on one. The former presupposes government adopts a deliberate strategy to intervene, in various ways, from project conceptualisation to implementation. Government will typically intervene in this manner to assist those living in the **second economy** in order to minimise the effects of under-development. The interventionist approach was successfully applied in the Newly Industrialised Countries (NIC) of East Asia[[3]](#footnote-3). The second economy is characterised high levels of unemployment, low skills base, limited job opportunities, people livings in margins and largely reliant on social grants and money transfers. The additional mandate on the current effort to develop a Poverty Eradication strategy is that emphasis should be placed on the second economy.



\* Source: Amartya Sen, “Development as Freedom; ANC Today, 2004

The second approach ie growth mediated approach, presupposes that as the economy grows (mostly in the 1st economy) then through a trickle down effect jobs will be created down the line for the second economy. Amartya Sen, the Nobel price winner in economics, has argued that the trickle down effect is not effective and hence argued for a support led approach in dealing with poverty. This view is also shared by the Julian May (May 1998) in the report prepared for the Office of the Deputy President on Poverty and Inequality in South Africa.

The Millennium Development Goals (MDGs) are eight goals to be achieved by 2015 that respond to the world's main development challenges. The MDGs are drawn from the actions and targets contained in the Millennium Declaration that was adopted by 189 nations-and signed by 147 heads of state and governments during the United Nations Millennium Summit in September 2000.

The MDGs are an agreed set of goals that can be achieved if all actors work together and do their part. Poor countries have pledged to govern better, and invest in their people through health care and education. Rich countries have pledged to support them, through aid, debt relief, and fairer trade.

The key goals in relation to the programme are highlighted next:

**Goal 1**: Eradicate poverty and hunger

* Target 1: Halve, between 1990 and 2015, the proportion of people whose income is less than US$1 a day
* Target 2: Halve, between 1990 and 2015, the proportion of people who suffer from hunger

**Goal 2**: Achieve universal primary education

* Target 1: Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling

**Goal 4**: Reduce child mortality

* Target 1: Reduce by two-thirds, between 1990 and 2015, the under-five mortality rate

**Goal 5**: Improve maternal health

* Target 1: Reduce by three-quarters, between 1990 and 2015, the maternal mortality rate

**Goal 6**: Combat HIV/AIDS, malaria and other diseases

* Target 1: Have halted by 2015, and begin to reverse the spread of HIV and AIDS
* Target 2: Have halted by 2015, and begin to reverse the incidence of malaria and other major diseases

**Goal 7**: Ensure environmental sustainability

* Target 1: Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources
* Target 2: Halve, by 2015, the proportion of people without sustainable access to safe drinking water
* Target 3: Achieve significant improvement in lives of at least 100 million slum dwellers, by 2020

South Africa is one of the countries that adopted the Millennium Declaration and committed to achieving the MDG’s by 2015

In terms of infrastructure delivery there are set targets which local municipalities should reach in provision of services. They are as follows:

* Eradication of bucket system by 2007
* Universal access of water by 2008
* Universal access of sanitation by 2010
* Universal access of roads by 2009-2011.
* Universal access of electricity by 2012.
* Eradication of informal settlement by 2014.

The national 2014 Vision, NSDP and GDS have the following collective objectives:

* A commitment towards economic growth
* Employment creation
* Sustainable service delivery
* Poverty alleviation programmes
* The eradication of historical inequalities.
* Optimisation of public transport facilities
* Creating affordable cities for residents
* Creation multi-nodal facilities
* To implement the Urban Edge policy across the province – An instrument to prevent and contain urban sprawl

## 1.10 KEY SERVICE DELIVERY STATISTICS

Further statistics of West Rand are presented in this section. The statistics help clarify the extent of the problem which must be tackled through the regeneration initiative.

### 1.10.1 Access to Water

|  | Inside Dwelling % | Inside Yard % | Outside Yard % |
| --- | --- | --- | --- |
| West Rand District | 53.6 | 28 | 16 |
| Merafong | 36.4 | 40.6 | 22 |
| Mogale City | 57.2 | 29.5 | 10.1 |
| Randfontein | 70.6 | 18.7 | 5.0 |
| Westonaria | 34.3 | 30.8 | 34.3 |
| DMA | 24.5 | 34.5 | 7.7 |

### 1.10.2 Access to Sanitation

There is access to sanitation challenges in the region.

|  | Flush (sewage system) % | Flush (septic tank) % | Chemical  Toilet % | Pit &  Ventilation % | Pit No Ventilation % | Bucket % | None % |
| --- | --- | --- | --- | --- | --- | --- | --- |
| West Rand District | 76.6 | 3.83 | 0.2 | 8.65 | 6.24 | 1.37 | 3.11 |
| Merafong | 76.4 | 1.1 | 1.4 | 15.3 | 0.1 | 3.5 | 1.2 |
| Mogale City | 79.1 | 5.2 | 2.6 | 7.0 | 0.4 | 1.8 | 1.9 |
| Randfontein | 78.4 | 3.6 | 2.3 | 4.3 | 0 | 1.5 | 9.7 |
| Westonaria | 64.5 | 0.9 | 24.6 | 6.1 | 0 | 0.4 | 0 |
| DMA | 29.0 | 24.5 | 20.0 | 16.4 | 0 | 1.1 | 8.8 |

### 1.10.3 Access to Electricity

|  | Lighting % | Cooking % | Heating % |
| --- | --- | --- | --- |
| West Rand District | 78.0 | 76.0 | 70.9 |
| Merafong | 77.4 | 72.2 | 68.1 |
| Mogale City | 85.5 | 82.0 | 72.8 |
| Randfontein | 77.2 | 74.2 | 76.2 |
| Westonaria | 65.2 | 65.0 | 64.7 |
| DMA | 67.8 | 67.9 | 62.8 |

### 1.10.4 Access to Formal Housing

Access to housing is high. Westonaria has the greatest need for housing.

| Mogale City | Randfontein | Westonaria | DMA | Merafong |
| --- | --- | --- | --- | --- |
| 79.28% | 89.54% | 62.19% | 82.04% | 73.8 |

### 1.10.5 Household Income

On average about 20% of the households earn less than R800 per month and hence live below the poverty line.

|  | **MCLM** | **RLM** | **WLM** | **MLM** | **DMA** |
| --- | --- | --- | --- | --- | --- |
| Total no of households | 89 665 | 40 444 | 51 522 | 99 701 | 2 018 |
| Households with income of <R800 monthly | 18 194 | 7 805 | 7 519 | 13 723 | 590 |
| % of total households | 20.29 | 19.30 | 14.59 | 13.76 | 29.24 |
| Unemployed heads of households | 15 421 | 7 662 | 8 470 | 14 096 | 74 |
| % of total households | 17.20 | 18.95 | 16.44 | 14.14 | 3.67 |

Source Stats SA, Census 2001: Household Statistics

### 1.10.6 Unemployment

Randfontein has the highest unemployment figures in the region.

| Municipality | % |
| --- | --- |
| West Rand District | 18.0 |
| Merafong | 29.9 |
| Mogale City | 30.8 |
| Randfontein | 40.9 |
| Westonaria | 29.6 |
| DMA | n/a |

## 1.11 TOWNSHIP REGENERATION

Township Regeneration has been defined as: “A comprehensive and integrated vision and action which leads to the resolution of urban problems and which seeks to bring about a lasting improvement in the economic, physical, social and environmental condition of an area that has been subject to change.” Roberts, Peter (2000). “The evolution, definition and purpose of urban regeneration.

The West Rand Regeneration Initiative is therefore a targeted intervention or in a specific area aimed at addressing a multiplicity of social, economic, or infrastructure issues. This report aims to explain what the programme is about, its components as well as the estimated timeframes.

A typical regeneration programme will comprise several characteristics:

* The boundaries of the regeneration programme are well defined. In our case, the regeneration initiative will cover Westonaria, Randfontein and West Rand District Municipality
* A sizable budget is ring fenced and used for the programme. The initiative will not be funded from the normal allocations that the West Rand District Municipality received. This programme will be Funded from the Treasury Neighbourhood Fund
* The programme is multi-faceted, integrated and complex. The issues and problems can only be effectively resolved if all spheres of the existence of the greater West Rand District Municipality are addressed simultaneously and continuously up to the point of eradication. As a result, integrated solution delivery will be required. The current initiative will comprise several clusters as listed in section 4 below. The intervention is for a specific (normally short) period of time. Quick wins are very desirable
* The programme is typically implemented by a team of service providers (implementation agent), working very closely with municipal officials. This will ensure that the normal business of the municipality e.g. to provide service delivery to citizens, continues while the renewal intervention takes place. The programme is ultimately handed over to an Owning Agent who will ensure long term sustainability of the programme
* The renewal programme must address service delivery challenges and backlogs while at the same time ensuring that long term sustainability of the implemented programmes is guaranteed

# 2 PROGRAMME SCOPE AND OBJECTIVES

## 2.1 SCOPE

### 2.1.1 Physical Cluster

The physical cluster will comprise three functional areas, namely:

* Engineering
* Housing
* Environment

#### **2.1.1.1 Engineering**

The engineering functional area include the following components:

* Electrification, including public and street lighting
* Roads and stormwater
* Water and sanitation
* Construction
* Water

The importance of water is captured by the DWAF slogan which says “Water is life”. It is because of this importance that National Government prioritised provision of water to all residents ahead of all other National targets. Human survival is based on having access to water.

* Sanitation

Provision of sanitation is the second most important national target. Its provision ensures a healthier environment. Diseases and environmental pollution are avoided if there are proper sanitation services.

* Roads & storm-water

Roads create wealth in communities. Roads link communities with surrounding locations and provide a means of transporting goods and services that communities trade with.

Storm-water facilities provides drainage to keep roads dry and safe to use. To a limited extent they prevent flooding to houses / buildings that are along the roads. They also drain the area to prevent poodles forming which becomes a breeding ground for mosquitoes and a source of health hazards.

* Electricity

Electricity is one of the national goals that have been set for attainment by local municipalities. Provision of electricity eliminates inconveniences such as health hazards that are present when using gas and paraffin. Dangers such as fires started by unmanned candles are also eliminated.

Electricity generation is done by Eskom and municipalities buy bulk power which is provided by a connection point such as high voltage sub-station. It is then further stepped down for industrial, commercial and domestic use. Municipalities are responsible for feeder lines sub-stations, and electrical network used to bring power to electric consumers. There responsibility lies in providing this infrastructure as well as its maintenance.

* Construction

All the remedial measures that will be provided involve construction to restore infrastructure to full functionality. It is the activity that will also take the longest time to complete compared to all the activities that will be undertaken in this project. Adherence to quality control during construction will mean the infrastructure will be durable and provide value for money.

#### **2.1.1.2 Housing**

The housing functional area include the following components:

* RDP Housing
* GAP Housing
* Bonded Housing
* Informal settlement upgrade
* Hostel upgrade
* Construction of human settlements

#### **2.1.1.3 Environment**

Environmental management involves the management of all components of the biophysical environment, both living (biotic) and non-living (abiotic), due to the interconnected and network of relationships amongst all living species and their habitats. From an organizational perspective environmental management involves managing the impacts of the organization and its activities on the environment as well as the impacts of the environment on the organization.

Environmental management issues should be considered at every stage of a project cycle from conception, to design and implementation. They are also not confined to the physical environment and can be crosscutting and trans-disciplinary in that they affect all organizational areas. For example the use of paraffin lamps result in the depletion of fossil fuels and the production of Green House Gases that contribute to global warming. They also can lead to respiratory illnesses that can put a strain on the economic well being of the nation. Their replacement with solar lamps can lead to reduced GHGs, increased production provide by unlimited source of lighting, improved education results, better security, improved health and economic benefits.

The environmental management functional area include the following components:

* Environmental Impact Assessment prior to any construction or infrastructure development
* Waste management
* Air quality management
* Pollution management
* Park development, including tree planting
* Conservation of natural habitat
* Catchment management
* Remediation/ Rehabilitation
* Coordination of all environmental management activities

### 2.1.2 Socio-Economic Cluster

The socio-economic cluster will comprise three functional areas, namely:

* Health
* LED and Tourism
* Heritage

**Local Economic Development and Tourism**

The World Bank’s definition of LED is that it is “a process by which public, business and non-government sectors work together to create an enabling environment for economic growth and employment creation to improve everyone’s quality of life”.

The LED sphere comprise the following components:

* Business audit and other research
* Investment management
* Retail nodes
* Transport nodes
* SMME Development, including business linkage facilitation
* Tourism management
* Township Improvement District
* Precinct Management
* Poverty Eradication programmes
* Beneficiation programmes

Studies have shown that 1 job is created for every 8 tourists that visit an area. The West Rand has tourism potential in eco-tourism, cultural tourism, and leisure tourism. The Department of Environmental Affairs and Tourism (DEAT) is funding a number of tourism related projects in the Province, the key one being the N12 Treasure Route.

Tourism encompasses more than travel, and the following criteria are used to characterise a trip as belonging to tourism:

* Displacement: It should involve displacement outside of the persons’ usual environment;
* Purpose: The travel must occur for any purpose different from being remunerated from within the place visited; and
* Duration: Tourism travel can be with or without an overnight stay.

**Heritage**

The following National, Provincial and Local Museums will be assessed:

* Roodepoort Museum
* Apartheid Museum, Randfontein
* Robert Broom Museum, Krugersdorp Museum
* SA Railway Society Museum, Krugersdorp Museum
* The SA National Steam & Railway Museum, Randfontein
* Merafong Rock & Mineral Heritage Museum, Fochville

The following World Heritage Sites will be assessed:

* Vredefort Dome (near Klerksdorp, Potchefstroom, Fochville)
* Cradle of Humankind (near Mogale City, Hekpoort)

National Heritage Sites to be assessed are:

* Boshworth Rock Engravings near Klerksdorp
* Krugersdorp Town Hall

Other Heritage Sites to be assessed in the regeneration initiative are:

* Klerksdorp Anglo-Boer War (1899-1902) Concentration Camp
* Krugersdorp Black and White Concentration Camps
* Anglo-Boer War, First and Second World War (1914-18 & 1939-45) cemeteries
* Paardekraal Monument (Krugersdorp)
* Rysmierbult Diamond Diggings, Merafong
* Danie Theron Monument
* Various Blockhouses built during the Anglo-Boer War (1899-1902)
* Battle sites from the ABW, such as the Battle of Nooitgedacht near Krugersdorp
* Rock engravings near Hekpoort (Plumari Ranch)
* Stone walled LIA sites near Bruma, Klipriviersberg and Melville Koppies, Deelkraal and Askoppies (Vredefort Dome)
* Gold Mining structures in the West Rand DM, as well as historic buildings dating to between the mid 19th and early 20th centuries

**Health**

The Health area will look at all the health related issues in the three municipalities. The impact of the mining and the associated environment challenges will be assessed. The backlog will be defined in terms of the various ratios relevant to the health area.

### 2.1.3 Institutional Cluster

The institutional cluster will comprise three functional areas, namely:

* Spatial Planning and Urban design
* Legal
* Finance
* Programme Management

**Spatial Planning**

The WDRM is faced with many development challenges, a unique one being the fact that the area and its economy was initially characterised by mining and mineral assets; an economy that still thrives, yet is in a state of decline. The stage in now set for the proliferation of informal settlements, changing land uses and the growing pressure to accommodate new developments.

The implementation of an urban framework strategy is imperative to create connected, attractive, sustainable, and well-managed urban and rural environments.

* **Connectivity:**
* Efficient networked transport systems and road linkages
* Efficient public transport
* Efficient pedestrian routes
* Efficient access to and from rural areas and tourism areas
* Minimising travel distances to places of opportunity, including work, school, places of recreation, etc.
* **Attractiveness:**
* Quality urban and rural areas
* Well-maintained areas
* High level of design standard
* Clean and safe environments
* Well preserved heritage and natural areas
* **Sustainability:**
* Well managed resources
* Viable and cost-effective service provision
* Environment is valued as an important resource
* Create meaningful open spaces
* **Manageability:**
* Development decisions are well managed
* Opportunities created for partnerships to develop
* Planning and development is part on a on-going process
* Formalised systems in places for collating and interpreting data

The impact of Urban Regeneration is as follows:

* To contain Urban Sprawl, encourage infill and densification
* To enhance and improve on transport networks
* To integrate the low income areas to the activity nodes by promoting transportation and land use linkages
* To integrate residential and economic development
* To uplift areas of economic decline

Urban regeneration can be attained through the application of the following elements:

* Nodal development
* Corridor development
* Open Space development
* Identifying development zones

## 2.2 OBJECTIVES

The objectives of the status quo analysis and regeneration strategy are:

* Assess the current status across several dimensions within WRDM, Randfontein Local Municipality, Mogale City, Merafong, DMA and Westonaria Local Municipality
* Understand the issues that the three municipalities face
* Assess the challenges that the three municipalities face
* Determine the extent of the service delivery backlog
* Present a preliminary list of potential projects that can be implemented to close the gaps
* Present a preliminary list of recommendations
* Present the regeneration strategy

# 3 APPROACH FOLLOWED

## 3.1 INTRODUCTION

A 4-phase approach will be followed in executing the programme. The phases are summarised in the diagram below.

Workplan

Site Visit

Status Quo

Analysis

Visioning &

Strategy

Feasibility & Business Plan

Implementation

Handover to Owning Agent

Governance

Operation & Maintenance

Project Briefing

On-going Communication and Marketing

On-going Programme and Project Management

**Phase I**

**- Phase II -**

**- Phase III -**

On-going Capacity Transfer

**- 30 June -**

**- 3 to 5 years -**

**- 31 August -**

**- 15 July -**

**- Phase IV -**

**- Ongoing -**

## 3.2 PHASE I: STATUS QUO AND STRATEGY

Due to the complexity and history of the problems, it was necessary to allow for an in-depth analysis of all historic and status quo information and studies. As such, a short intensive data collation, review, status quo analysis and core issue analysis was be undertaken as part of Phase 1 of the project. This phase will also entail the compilation of a detailed regeneration strategy. The strategy will define the vision for the programme, the goals and objectives of the programmes, the targeted interventions (i.e. programmes and projects) that must be implemented to address the issues, problems and challenges validated through phase 1 of the programme. This phase will be concluded by 30 June 2009.

## 3.3 PHASE II: FEASIBILITY STUDY AND BUSINESS PLAN

Phase II will deal with feasibility studies and the compilation of an integrated business plan (IBP) for the regeneration initiative. During the feasibility study the team will test and validate the assumptions pertaining to the feasibility and the impact of the identified projects and programmes. The feasible programmes will then be used as a basis on the IBP. The IBP will be costed and delivered latest 30 September 2009. This phase will be completed by 31 August 2009.

## 3.4 PHASE III: IMPLEMENTATION

Phase 3 is implementation. The feasible programmes and projects will be implemented of a three-year period.

## 3.5 PHASE IV: OPERATION AND MAINTENANCE

The last phase is Operation and Maintenance. The Owning Agent will ensure that the installations and commissioned projects are maintained on a continuous basis.

# 4 STATUS QUO ASSESSMENT

The issues and challenges are summarised in this section. Detailed issues, per municipality, are presented in Annexure A5.

## 4.1 ENGINEERING ISSUES AND CHALLENGES

### 4.1.1 Key Issues

LACK OF ACCESS TO SANITATION SERVICES

Local municipalities are tasked with providing sanitation services to residents. The rate at which this needs grows at far exceeds the capacity of the municipality to address the existing backlog and keep up with growing demand.

Most communities prefer waterborne sanitation systems. This option comes at a higher cost and has upside and downside stream implications that need to be catered for before this option can be implemented. All municipalities currently have ventilated improved pit latrines (VIP) and all these at some point should be converted into waterborne systems. New developments that are being established also come with a need to be fully serviced before they are occupied.

LACK OF ACCESS TO PIPED WATER

Most municipalities are progressing well in terms of reaching the communities with minimal water supply service level, which is provision of a communal water tap within 200m radius of households. Although, the 2008 deadline has been missed and the backlog is minimal, with adequate funding it can be eradicated within a financial year.

Municipalities are having challenges with providing bulk infrastructure to extend service areas. These are mainly on areas where low cost housing needs to be constructed. Internal township reticulation also needs to be provided to ensure that stands are serviced.

LACK OF ACCESS TO ALL-WEATHER (SURFACED) ROADS

Historically, in townships gravel roads were built and only major routes were surfaced. Residents have a problem in rainy seasons with using gravel roads. Some of the surfaced roads do not have stormwater drainage facilities and water at times run-over into premises.

On some instances, large portons of townships are still serviced by gravel roads. Municipalities are faced with the task of turning gravel roads into surfaced roads. The enormity of this task is that it will years to complete the transition.

Municipalities are balancing maintenance of already surfaced roads and that of surfacing more roads. The financial resources dictate this balancing.

INADEQUATE PUBLIC LIGHTING

Most townships are built without provision for public lighting. This results in large areas that are dark at night and unsafe. This also to some extent restricts night movement.

Areas that are veld within built-up areas are usually also not lit. The area becomes a hazard for the community due to it not being safe and provides shelter for criminal activities.

Some townships were built without any provision for public lighting. As a result, resident live in under-lit areas

LACK OF ACCESS TO HOUSEHOLD ELECTRICITY

There are some households which are dependent on candles and other forms of energy sources for lighting and cooking. Municipalities have up until 2012 to provide these households with electricity

The existing infrastructure is old and dilapidated. In some instances the sub-stations are working over their design capacity. This severely hampers progress in electrifying more households. The old infrastructure needs to be maintained in operating condition to continue servicing current customers while new infrastructure is needed to electrify new customers.

### 4.1.2 Key Challenges

INADEQUATE FUNDING

Funding sources for municipalities are limited. The capital grants that are allocated to municipalities are also very low when compared to municipality needs. The financial ratings that municipalities have also restrict their lending ability. The other major problems facing municipalities are revenue collection, unemployment levels and culture of non-payment.

Challenges associated with raising capital from rendered services amongst others are shortage of personnel, lack of skill amongst personnel, inadequate billing infrastructure (systems) and enforcement of dues to municipalities.

PROVISION OF SANITATION SERVICES

The sewer bulk infrastructure that is needed to provide services comes at a high cost. With limited funding at the disposal of municipalities they choose low cost options of providing minimal required services to ensure that a larger population is provided with services.

The desired level of service by communities is that of a waterborne system. This adds pressure on already stretched municipal budgets. VIP’s are a lot more cost effective but they are not well received by communities.

PROVISION OF WATER SERVICES

The extension of water services to new developments seems to be the main focus of municipalities. Most residents already have access to piped water and there is a small percentage of the population that is not reached yet. The water source is not a major problem but the funding to provide water is.

PROVISION OF ACCESS TO ALL-WEATHER ROADS

The target of attaining universal roads access by 2011 will not be met by municipalities. Most municipalities will take a few years to decades to eliminate the roads and stormwater facilities backlog. The major hindrance is lack of funding and the enormous backlog that exists within municipalities. National government will need to drastically increase grants to municipalities for municipalities to meet this target.

An engineered gravel road is the basic level of service, however, communities do not respond well to their provision. Communities prefer the highest level of service being that of surfaced roads. This also means that a lesser number of beneficiaries are reached with available budgets.

PROVISION ELECTRICITY

Population growth and consequent energy growth demand seems to be outpacing the rate of service delivery by municipalities. Municipalities are struggling to maintain old infrastructure. The new demand exceeds capacity of existing infrastructure and municipalities are not able to construct low and medium voltage substations to provide required electricity. For public lighting, low mast lights are considered expensive and highmast lights are then favoured as a few of them are able to cover a large area.

## 4.2 HOUSING ISSUES AND CHALLENGES

### 4.2.1 Key Issues

a) LACK OF ACCESS TO RDP HOUSING;

The housing department has find it obligatory to attempts to reverse the old apartheid planning which was largely aimed at perpetuating underdevelopment and oppression of the majority of our people.

Provision of a comprehensive approach to RDP Housing score a great leap in housing delivery and subsequently minimize housing backlog.

b) LENGTHY BENEFICIARY LIST FOR SUBSIDISED HOUSING;

Continued demand for decent shelter has escalated beneficiary lists and this is due to population growth, in-migration and the declining average household size.

An accelerated housing delivery will be a solution especially through public private partnership programme (PPP)

c) POOR QUALITY OF HOUSING WORKMANSHIP;

Construction of houses requires awareness to quality standards, capabilities, expertise and building know-how. Building houses require becoming conscious of “what is characterized meeting specifications” and “what is substandard”. Poor capacity and inadequate accountability mechanisms have been the source of substandard of housing being built.

Skilled personnel should be used to mitigate the above issues.

d) POOR LIVING CONDITIONS;

Informal settlements and dwelling in old hostels lead to poor living conditions and/ standards.

Now formalizing the informal settlements, eradicating old hostels and replacing them with Community Residential Units, promoting high density accommodation (where land is not available) and leading to improving the economies of some of our poor townships.

e) BEKKERSDAL INFORMAL SETTLEMENT RESIDENTS ARE LOCATED ON HIGH-RISK AND DOLOMATIC LAND;

Dolomatic soil conditions that lead to sinkholes have been a main issue leading to slow delivery of housing in some parts of West-rand especially where mining activities are undertaken.

Appropriate geo-technical assessment should be undertaken to increase the identification, availability and allocation of land suitable for erection of formal housing.

f) INABILITY TO AFFORD RENTAL HOUSING;

Housing department understands that in addition to providing free RDP housing, there is also a need to assist a significant number of people who currently have jobs and earn above R3 500 but not being properly accommodated in the form of Community Residential Complexes.

The aim of the plan is to mitigate and / or do away with the informal backyard dwelling and old hostel system. This will subsequently integrate old hostels dwelling into township communities. The old hostel will therefore be eradicated and the new housing is being developed.

Non-qualifying hostel residents are being allocated on RDP projects within the projects or to other low-cost projects.

G Delivery 2004 – 2009

g) INABILITY TO MEET CREDIT WORTHINESS TO ACCESS BONDED HOUSING MARKETS

People who currently have jobs and earn above R3 500 and also not qualifying for RDP Housing subsidy fall in this category of issues. Some of these economically active individuals have bad credit worthiness and are not able to access the bonded housing market.

Government intervention is required, to ensure that banking and/or funding institutions are inclusive.

### 4.2.1 Key Challenges

1. Population growth

According to the IDP report, ppopulation growth in the west rand has been the contributing factor to a consistently increasing beneficiary lists for subsidized housing.

Rural development is an alternative mechanism that can be use to contain population growth leading to urbanization.

2. Lack of available land

Most land in the west rand is either privately owned and/ or not suitable for housing purposes. And thus lack of land availability for housing purposes resulting in pressure in housing backlog.

Municipalities should consider accelerating the land audit to determine the possible alternatives for housing development.

3. Lack of funding

There is a series of housing projects that are waiting to implement but funding has been challenge especially for rental and bonded housing market.

An accelerated housing delivery will be a solution especially through public private partnership programme (PPP)

4. Urban sprawl

Sprawling is a process and the social organization, or the lack thereof in urban areas, is crucial to grasping urban growth. The unplanned, uncontrolled spreading of urban development into areas adjoining the edge of a town accelerates urban sprawl.

Urbanisation containment (through urban edge (a mechanism to mitigate urban sprawl) or Peri-urban) is the answer to urban sprawl and the purpose thereof is prohibiting unplanned development, simply to manage and govern Urban sprawl through regeneration initiative strategies.

5. High interest rates

Interest rate increase impact mainly on every sector of the business communities. The opposite applies to a decrease in rates.

An establishment of sound working relations between the funders and the potential home-owners is critical. A successful relationship can be achieved through government intervention.

6. High costs of building materials.

First time home-owners cannot access funding due to high costs of building materials.

Building contractors are taking a knock as the interest rate and rising building material costs cause a slowdown on the building of residential homes and property developments.

Although the commercial sector had not been too badly affected by the high interest rate and rising building material costs, the residential market was affected the most.

7. Geotechnical (dolomatic soils leading to sink-holes)

Dolomatic soil conditions that lead to sinkholes have been a main issue leading to slow delivery of housing in some parts of West-rand especially where mining activities are undertaken.

Appropriate geo-technical assessment should be undertaken to increase the identification, availability and allocation of land suitable for erection of formal housing.

## 4.3 ENVIRONMENT ISSUES AND CHALLENGES

Environmental sustainability through facilitation of integrated development that does not harm the ability of future generations to sustain themselves is a key performance area for the WRDM. There are significant environmental management issues in the WRDM due to a variety of causes. Pollutants come from a wide variety of point and diffuse sources. Major gold mining activity is carried out in the region, with the potential for pollution of surface and ground water and air pollution due to dust from mine dumps. The region has several large active gold mines which discharge fissure and process water into the aquatic environment. There are numerous diffuse water pollution sources from old and abandoned mine workings and mine residue deposits. These mine tailings dams, sand dumps and rock dumps are potentially significant contributors to diffuse pollution. In addition there are many informal settlements within the region, leading to possible consumption of polluted surface and ground water as well as polluting the water, with attendant health impacts. Some of the formal townships in the project area, which are closely located to the mining activities, abstract water from boreholes whose water may be polluted.

A Regional Mine Closure Strategies (RMCS) document that consists of various strategies relevant to a range of commodities has been prepared whose aim is to prevent or minimise adverse long-term socio economic and environmental impacts, and to create a self-sustaining natural ecosystem or alternative land use. The RMCS is designed towards ensuring responsible closure of the mines, taking into consideration the following important aspects: groundwater, surface water, dust, water ingress and ground stability. At a site specific level the closure plan must detail how the mine site will be closed and return the surrounding land, as closely as possible to its per-mining state, thereby ensuring environmental rehabilitation.

According to the WRDM IDP (2009/10), the WRDM’s constituent local municipalities have the management authority in terms of waste management as approved by DWAF. All landfill sites in the WRDM, except for the Magaliesburg landfill site, have permits. The Magaliesburg landfill site is, however, managed in such a way that it complies with legislation. At this stage, there is no landfill facility available in the municipal area. The WRDM is investigating the possibility of a regional landfill site as a long-term strategy for waste management.

The number of people reporting to the health facilities within the WRDM with respiratory illnesses is exceptionally high. Dust from the mine dumps, especially during windy days, is irritating and is a health hazard. The WRDM, constituent local municipalities, mining houses and other interest groups have established an Environment and Integrated Waste Management Forum to resolve the issue of mine dust and the rehabilitation of land used for mine dumps. Air quality monitoring stations in Randfontein and Mogale City are being used to assess the impact of the mine dust.

Exposure to radiation is a very serious issue in the West Rand. Below is an extract from a monitoring report that was sourced from the Department of Water Affairs and Forestry (DWAF). The pertinent geological factors in the West Rand are as follows:

* Most of the area is underlain by dolomite of which three of the dolomite compartments are dewatered by the gold mines.
* The dolomitic areas (most of the Mooi River catchment is underlain by dolomite) have very low (~10% of crustal average) radioactive element contents. These dolomites also constitute the major groundwater source in the area.
* The quartzites and shales in the area tend to be enriched in potassium, uranium and thorium and consequently, the daughter nuclides of uranium and thorium reach levels generally at 1.5-3 times the crustal average.
* The granites tend to contain slightly elevated uranium concentrations and elevated potassium and thorium concentrations.

A radioactivity monitoring programme in the Mooi River catchment was started by the Department of Water Affairs and Forestry (DWAF) in 1997. During the initial stages of the monitoring programme 39 sampling locations (28 surface water sites, and 11 groundwater sites) were selected on the recommendation of the Gauteng Regional Office. In addition to the sites selected initially, the two untreated, raw water abstraction points at the Potchefstroom purification works were added, some time after initiation of the monitoring programme.

For chronic radiation exposures, it is the cumulative radiation dose that is important. Therefore for the purposes of assessment, doses to the public are normally aggregated over a full year of exposure. The exact yearly dose from environmental radioactivity, which varies over time, particularly in water sources, can only be determined with high frequency monitoring, ideally on a continuous basis. This was, however, not possible in practice due both to analytical capacity constraints and to budgetary constraints. However, after an initial weekly monitoring frequency, the analysis of the data showed that significant autocorrelation existed for the radioactivity data gathered at intervals of less than one month. Thus, during the second phase of the study (July to December 1997), data was gathered on a monthly rather than on a weekly basis.

No data on environmental levels of radioactivity in sediments, river banks, vegetation or other possible elements of the human food chain were gathered. Instead, potential radiological impacts from exposure pathways other than drinking water were estimated on an order-of-magnitude basis through the use of screening models.

### 4.3.1 Key Issues

CONTAMINATION OF SOIL, AIR AND WATER BY MINING ACTIVITIES

Water is pumped from the mine during dewatering into streams and ultimately finds its way into aquifers. This water is contaminated with heavy metals, sulphates and radioactive minerals from the mines. Uranium and Thorium generally occur in association with gold deposits in the West Rand. Ionizing radiation emitted from these radionuclides and their daughter products can be hazardous to health.

Mining also results in mine dumps that are a source of diffuse dust air pollution. There are numerous diffuse water pollution sources from old and abandoned mine workings and mine residue deposits. These mine tailings dams, sand dumps and rock dumps are potentially significant contributors to diffuse pollution. In addition there are many informal settlements within the region, leading to possible consumption of polluted surface and ground water as well as polluting the water, with attendant health impacts.

The problem of soil, air and water pollution by mining activities needs to be tackled through a variety of activities including enforcement of regulations to stop the problem occurring in the first place, a determination, through a regional environmental geo-chemical analysis, of the types and levels of pollutants in dumps, soils, vegetation and water incorporating assessment of uranium and other heavy metals, and rehabilitation of tailings dumps. There is also a need to deal with the pollution problems associated with informal settlements by not allowing informal settlements in environmentally sensitive areas.

DEGRADATION OF NATURAL SYSTEMS AND OPEN SPACES

Open areas serve as recreational areas and help to address some ecological issues and ensure ecological functioning. They also provide a tranquil and serene environment thereby enhancing the quality of life for residents. Furthermore, healthy riverine systems contribute to ecological biodiversity and act as a natural buffer against flash floods. There is generally a lack of open space and conservation parks in the regions. Where these exist, they are in a poor state of maintenance and are being degraded through illegal waste dumping. Rivers and dams are regarded as zones of conservation and biodiversity areas and therefore no settlements should be allowed around rivers and dams.

Open areas and parks should be rehabilitated and new ones and green belts established. These measures should be accompanied with the provision of improved and effective waste management facilities as well as environmental awareness campaigns to educate people about the importance of open spaces and parks.

WASTE DISPOSAL

The waste management services in most of the townships in the West Rand are not sufficient. In most cases there is no formal waste collection system. Where there are collection systems, the service and facilities are not necessarily appropriate or adequate or operated in accordance with national legislation (e.g. proper disposal of hazardous and medical waste). The lack of proper waste management policies and integrated waste management strategies results in waste being indiscriminately dumped in open spaces, streams and other green natural areas, and in illegal waste disposal sites. This waste poses a threat of pollution to air, land and water, and subsequent disruption of ecosystem processes, habitat destruction and species loss.

The WRDM must put in place structures that will enable the provision of adequate and effective waste collection and disposal. This should go hand in hand with an awareness campaign to educate the people about the environmental impacts of improper waste disposal.

### 4.3.1 Key Challenges

POOR COMPLIANCE MONITORING & ENFORCEMENT CAPACITY

The WRDM faces significant environmental management challenges that revolve around absence of appropriate environmental management structures staffed by suitably skilled and qualified personnel. The WRDM is confronted with challenges of capacity and skills shortages resulting in lack of compliance monitoring and enforcement capacity – there is only one qualified environmental specialist at WRDM. The absence of Competent Authority Status at Local Level for resourced Municipalities that has been delayed due to the National Law Reform Process, has led to delays in decision-making by Competent Authority including delayed decisions on issuing of Directives for non-compliance.

The capacity constraints problem must be solved by the establishment of a fully fledged environmental management function at the district offices with a full complement of qualified, skilled and experienced personnel to effectively carry out the functions of compliance monitoring, enforcement of regulations, and other environmental management functions.

INSUFFICIENT FUNDS TO FINALIZE INTEGRATED WASTE MANAGEMENT STRATEGY

Waste management in the West Rand municipalities is generally very poor due to lack of proper waste management policies which results in pollution to air, land and water, and subsequently disruption of ecosystem processes, habitat destruction and species loss. Due to lack of funds, the WRDM has not been able to finalize and implement the integrated waste management strategy (IWMS). An IWMS would: to reduce the amount of waste society produces; make the best use of any waste; and choose management strategies that minimize the risks of immediate and future environmental pollution and harm to human health. The IWMS would incorporate waste minimization, dematerialization, waste separation, reuse, landfill site selection, recycling, hazardous waste and landfill gas collection.

Funds should be made available to enable the WRDM to finalize and implement the integrated waste management strategy that should incorporate the provision of adequate collection services, waste minimization, reuse and recycling.

LACK OF AWARENESS OF ENVIRONMENTAL AND SUSTAINABILITY ISSUES

Environmental management and sustainable development require an awareness of the issues involved. While these are relatively easy to understand, they have proved to be a major challenge in practice due to the intricacies and cross-disciplinary nature of environmental and sustainability issues that require a systems and cross-disciplinary approach.

All three sectors (government, business and civil society) require considerable education and awareness raising with respect to an understanding of environmental sustainability, the implications for making policy and action, as well as to enhance capacity for cross-sectoral coordination, trans-disciplinary and systems thinking, and to encourage change in mind set and values.

## 4.4 LED AND TOURISM ISSUES AND CHALLENGES

Economic growth within the district is led by Mogale City which has grown by an average of 2.7% between 1996 and 2005, Randfontein in second place with an average growth of 1.1% for the same period, while Westonaria achieved negative growth of -1.9%. Contributors to the district economy, in order of magnitude are: manufacturing, trade, finance and business services, mining, construction, transport and communication.

|  | **Sector** | **Size** | **Comment** | **Trend** |
| --- | --- | --- | --- | --- |
| 1 | Agriculture | 2% | Source of employment | * Stagnating |
| 2 | Mining | 8% | Important sector, limited beneficiation | * Declining |
| 3 | Government Services | 17% | Source of employment | * Growing |
| 4 | Manufacturing | 22% | Most important contributor to GGP | * Growing |
| 5 | Utilities and construction | 8% | Construction is growing | * Growing |
| 6 | Transport and communication | 8% | Enabler of economic development | * Growing |
| 7 | Finance and business services | 15% | Source of employment | * Growing |
| 8 | Community, Social & Other | 4% | Source of employment | * Growing |
| 9 | Wholesale & Retail, Catering, Accommodation | 15% | Source of employment | * Growing |
| 10 | Electricity and Water | 1% | Enabler of other services | * Growing |

Source: Urban-Econ

Gold Mining is the backbone of the South African economy, with the most mining centred in Gauteng. The Gold Rush resulted in the need for towns and cities and gave birth to Johannesburg and to the West of it, Roodepoort, Krugersdorp, Randfontein and Westonaria, which were established to fill the needs of mining communities there.

The tourism facilities in Randfontein are summarised below.

| **Type of facility** | **Number** |
| --- | --- |
| Accommodation | 5 |
| Conference facilities, wedding facilities | 4 |
| Hiking and other nature based activities | 1 |
| Historical and culture sites | 3 |
| Arts & crafts | 18 |
| Sport & health | 6 |

Source: West Rand Tourism Dev. Strategy: KPMG, 2005

**Poverty**

The DBSA defines poverty as a “lack of resources to meet basic needs, such as adequate food, clothing, shelter and basic amenities. It is also the inability to meet higher-order needs, such as the need for personal fulfilment, recreation and freedom”

The report on Poverty and Inequality in South Africa (Julian May, 1998) maintains that poverty is the inability to attain a minimal standard of living, measured in terms of basic consumption needs or the income required to satisfy them. Poverty is perceived by poor South Africans themselves to include alienation from the community, food insecurity, crowded homes, usage of unsafe and inefficient forms of energy, lack of jobs that are adequately paid and/or secure, and fragmentation of the family.

At the World Summit on Social Development in Copenhagen in 1995, the following understanding of poverty was put forward: Poverty has various manifestations, including lack of income and productive resources sufficient to ensure sustainable livelihoods; hunger and malnutrition; ill health; limited or lack of access to education and other basic services; increased morbidity and mortality from illness; homelessness and inadequate housing; unsafe environments; and social discrimination and exclusion. It is also characterized by a lack of participation in decision making and in civil, social and cultural life. It occurs in all countries […]. Women bear a disproportionate burden of poverty, and children growing up in poverty are often permanently disadvantaged. Older people, people with disabilities, indigenous people, refugees and internally displaced persons are also particularly vulnerable to poverty. Furthermore, poverty in its various forms represents a barrier to communication and access to services, as well as a major health risk, and people living in poverty are particularly vulnerable to the consequences of disasters and conflicts. Absolute poverty is a condition characterized by severe deprivation of basic human needs, including food, safe drinking water, sanitation facilities, health, shelter, education and information. It depends not only on income but also on access to social services (UNRISD[[4]](#footnote-4) 1995).

Poverty is a source of concern for the WRDM and the district has made poverty alleviation one of its major goals. The measure of people living on less than $2 per day is used by the Millennium Development Goals (MDG) as an indicator of poverty in a society. The table below shows how the situation in the WRDM has deteriorated over the past decade as far as poverty is concerned.

The percentage of people living on less than $2/day are shown in the table below.

| **Year** | **Mogale City %** | **Randfontein %** | **Westonaria %** |
| --- | --- | --- | --- |
| 1996 | 2.6 | 3.5 | 5.8 |
| 1997 | 3.4 | 4.6 | 7.3 |
| 1998 | 4.0 | 5.6 | 10.7 |
| 1999 | 4.6 | 6.5 | 13.4 |
| 2000 | 5.1 | 7.3 | 14.2 |
| 2001 | 5.9 | 8.4 | 14.7 |
| 2002 | 7.0 | 10.3 | 16.3 |
| 2003 | 6.7 | 9.9 | 16.2 |
| 2004 | 6.5 | 9.6 | 15.4 |
| 2005 | 6.2 | 9.4 | 15.5 |

Source: Global Insights data

The GINI co-efficient measures the equitability of income distribution. It varies between 0, which indicates a totally equitable distribution of income, and 1 which indicates the other extreme. Between 1996 there has been a deterioration of the GINI co-efficient for South Africa in general and for WRDM in particular, as indicated in the table below:

The GINI co-efficient of WRDM is compared with the national coefficient in the table below. It is evident that the inequalities in WRDM are larger compared to the national average.

| **Year** | **South Africa** | **WRDM** |
| --- | --- | --- |
| 1996 | 0.69 | 0.77 |
| 1997 | 0.52 | 0.56 |

Source: SARPN

Furthermore, the deterioration in the GINI co-efficient means that income inequality within WRDM has increased over the past decade.

Unemployment is high at levels of 30 to 40%. The highest unemployment level is experienced in Randfontein.

| **Year** | **Mogale City %** | **Randfontein %** | **Westonaria %** |
| --- | --- | --- | --- |
| 1996 | 24.4 | 29.7 | 20.3 |
| 1997 | 25.6 | 31.4 | 21.4 |
| 1998 | 27.5 | 34.6 | 23.9 |
| 1999 | 27.5 | 35.1 | 25.0 |
| 2000 | 28.1 | 36.5 | 26.4 |
| 2001 | 29.5 | 38.4 | 27.6 |
| 2002 | 31.1 | 40.5 | 28.5 |
| 2003 | 31.4 | 41.1 | 29.1 |
| 2004 | 29.8 | 40.3 | 30.0 |
| 2005 | 30.8 | 40.9 | 29.6 |

Source: Global Insights data

### 4.4.1 Key Issues

HIGH UNEMPLOYMENT

The productive economy of the West Rand District Municipality has long been driven by the mining, trade and manufacturing sectors. Over the years, the mining sector has experienced a decline in gold production, in spite of rising international prices. At the same time, the manufacturing sector has experienced marginal growth, while the growth of the trade sector has been about average.

With the mining sector being the largest employer, the decline in production has seen rising unemployment. At the same time, the slow growth in the other sectors has not compensated for job losses in the mining sector. And, the paucity of new investment flows across the industrial spectrum has exacerbated the unemployment problem in the district. The region is not adequately diversifying its economic base in order to crease more job opportunities.

With good agricultural land in the region, the WRDM has job creating opportunities in agri-business and agro-processing. Other job creating opportunities include supporting SMMEs to establish linkages with the industrial sectors, as well as attracting new investment flows through tangible investment incentives.

HIGH LEVELS OF POVERTY

According to Government policy, families earning R800 or less per month are regarded to be indigent. The percentage of such households in the WRDM range from about 14% in Westonaria to about 29% in the DMA. At the same time, the percentage of unemployed heads of households range from about 4% in the DMA to about 19% in Randfontein. It should also be noted that 40% of people in the WRDM earn less than R2500 per month.

The upshot of this analysis is that poverty is intrinsically linked to unemployment, which is also linked to the level of skills. This means that the rising unemployment in the industrial sectors of the WRDM, as well as low economic growth are contributing to the level of poverty in the district. At the same time, lack of skills means that people will not be empowered to move out of poverty. Taking advantage of job creating opportunities and skills development will go a long way in alleviating poverty in the district.

LACK OF SUPPORT FOR SMMEs

SMMEs can be an engine for job creation and poverty alleviation. However, they can only do this if they have the necessary support such as access to funding, coaching and mentoring and linkages with their respective markets. The SMMEs in the WRDM have been receiving inadequate support from the municipalities; the municipalities’ procurement practices are not adequately supporting SMMEs’ development and growth.

It is desirable for the WRDM and t he local municipalities to develop support systems and structures that are geared towards the development of SMMEs (including co-operatives). At the same time, procurement procedures and practices should give preference to SMMEs in certain low risk tenders.

INADEQUATE TOURISM DEVELOPMENT

With the exception of Mogale City and Merafong, there has been inadequate tourism development in the other local municipalities. While Mogale City and Merafong have tourism websites for marketing their tourism products, no websites could be found for Randfontein and Westonaria. On the other hand, Mogale City boats a combination of historical, adventure and other products, while the products for Merafong are largely historical/archeological.

There is, therefore, a need to support the development of tourism programmes and projects, with a focus on the entry of SMMEs and co-operatives into the tourism sector. Such tourism SMMEs and co-operatives will have to be adequately skilled.

### 4.4.1 Key Challenges

DECLINING PRODUCTION OF GOLD

The declining production of gold in the WRDM poses a significant challenge because of its impact on unemployment and poverty. Gold reserves are a finite resource which at some point will be depleted below economic levels. The current global recession has changed consumers’ behavior with respect to discretionary expenditure on jewellery, among other products, an outcome that has been exacerbated by high gold prices.

The upshot of the foregoing is that the WRDM has to attract new investment and build-up a more diversified industrial base, while promoting and supporting SMMEs and co-operatives. Strategic investments in agri-business could be an impetus for investments in agro-processing and support activities such as logistics. With its good agricultural land and close proximity to the OR Tambo International Airport and Lanseria, the WRDM could become a major exporter of horticultural products.

PERSISTENTLY LOW ECONOMIC GROWTH

The region’s low economic growth is attributable not only to the decline of its primary industrial sectors but also to its failure to attract new investments and failure to use its other resources to spur economic growth. This set of circumstances has impacted on job creation and household income, with the consequent impact on poverty.

Attracting investment through targeted incentives and development of strategic programmes and infrastructure would encourage investment flows, leading to job creation and poverty alleviation. With good agricultural land, the region could develop a competitive advantage in agri-business and agro-processing.

INADEQUATE FUNDING FOR SMMEs

The bane of SMMEs continues to be lack of access to funding and other support mechanisms. Private sector banks and other financial institutions such as private equity firms do not pay much attention to SMMEs. Notwithstanding the private sector’s lack of SMME funding, the Development Finance Institutions (DFIs) have developed funding programmes and facilities for SMMEs and co-operatives, with the Industrial Development Corporation actively investing in community/co-operatives’ agri-business projects.

What is required, therefore, is for the WRDM to create support systems and infrastructure that will facilitate funding of SMMEs and co-operatives by the DFIs. Alternatively, the WRDM could outsource this function to a service provider who is knowledgeable about developing project concepts and “selling” these to the DFIs.

## 4.5 HEALTH ISSUES AND CHALLENGES

The provision of Health services in the West Rand District Municipalities is dependent on the availability of adequate Infrastructure and Human Resource Capacity. Infrastructure refers to built structures where health services are offered, with the location and accessibility of such facilities being within reach of communities and the use of technology, such as patient’s administration systems and electronic equipments. Human Resource capacity includes the availability of health care workers, Health Care Management and the extent of their skills, knowledge and experience.

The ratio of facilities to population is very low.

| **Health facility** | **Ratio per population** | **Actual** | **Current practice** |
| --- | --- | --- | --- |
| Clinics [mobile, satellite included] | 1:5000 | 1:16350 | Clinics in the district not evenly located, some areas have over supply of clinics and some have acute shortage of clinics. |
| Community Health Care Centre | 1:5000 | 1:534000 | Only one Health Care Centre in the district. |
| Hospital | 1:15000 | 2:534000 | 1 public hospital, 3 private hospitals, 3 mine hospitals |

The ratio of health care professional to patient is also very low.

| Health centre | Cleaners | Admin Staff | Assistant nurses | Sisters | Senior Sisters/ Specialists | Doctors |
| --- | --- | --- | --- | --- | --- | --- |
| Clinics | 1: 500 | 1: 500 | 1: 75 | 1: 55 | 1: 45 | 1: 30 |
| PHC | 1: 100 | 1: 100 | 1: 30 | 1: 20 | 1: 10 | 1: 0 |

*With every 100 patients visiting the clinic, 1 cleaner, 1 admin staff, 1 nurse, 1 sister and 1 doctor.*

Health is by no means less than security or education, health has a dual connotation in terms of health for humans and health for the environment. Below are statements of what happens when Health care does not receive the desired attention? As well as the impact of poor health practices.

* HIV affected households will be unable to pay for local government services such as water, rates and electricity
* More money will be spent on medical and funeral expenses, and less on food and education
* There will be an increased demand for cemetery space and for pauper burials
* The need for home-based care services will increase
* The number of children living on the streets will increase
* The growth of the local economy will be impeded
* The age distribution of the population will change
* Existing social inequalities between different local population groups will worsen
* Care to the elderly will have to increase, since many of them will lose the adult children who may have been supporting them

The table below shows that the actual staff compliments for the different categories of health care professionals fall short of the norms and standards. This therefore, negatively impacts on service delivery.

| **Resource** | **Clinics** | | **PHC** | | **Hospital** | |
| --- | --- | --- | --- | --- | --- | --- |
| **Standard** | **Actual** | **Standard** | **Actual** | **Standard** | **Actual** |
| Doctors | 1:30 | 1:15 | 1:35 | 0:35 | 1:20 | 1:40 |
| Sisters | 1:35 | 1:55 | 1:35 | 1:55 | 1:35 | 1:55 |
| Nurses | 1:35 | 1:55 | 1:35 | 1:55 | 1:35 | 1:55 |
| CDW | 1:5 house visits | 1:10 house visits | 1:5 house visits | 1:10 house visits | None | None |
| Admin staff | 1:100 | 1:150 | 1:100 | 1:150 | 1:75 | 1:100 |

### 4.5.1 Key Issues

**Community Health Care Facilities**

Besides being standard primary health care facilities that provide focused service in STI's (sexually transmitted infections), Family Planning, TB and VCT (Voluntary Counselling and Testing) for HIV/ AIDS patients there is so much emphasis on them to offer quality comprehensive health care services. The physical space (consultation rooms, waiting areas, toilets, access for disabled people) should be increased. To enable clinics within the WRDM to become models of good practice in the services they provide they need to be upgraded, expanded and renovated where possible. These can range from small interventions (for instance altering of a few partitions) to larger capital projects, such as the new rooms and reception, administration and antenatal wings. Enough consulting rooms will help to reduce the waiting list load in a shortest possible time. Renovation and rationalisation of existing facilities will not just help to improve efficiency but boost the morale of the staff as well.

**Health Care Personnel**

Health care personnel are inequitably distributed across the West Rand District Municipality’s area of jurisdiction with noted shortages of certain categories of health personnel. Community-based service providers (Community Health Workers, HIV/AIDS workers, peer educators) are also inadequate.

Many standards are about staff competency. It is to be expected that some staff will not be trained, or if trained, remain competent and capable to provide all the services that the community is in need of. The professional staff in health is required to seek and rectify the deficit in themselves and their colleagues by arranging appropriate training.

**HIV/AIDS**

Voluntary counselling and testing levels for HIV are very low. Preparedness for and management of HIV positive people and HIV-related conditions are inadequate. Mother-to-child transmission is by far the largest source of HIV infection in children below the age of 15 within the WRDM.

The prevention and management of STI’s is a service that is unfortunately not available daily in all clinics. Clinic staff is not providing STI management on a daily basis. There is a need to be able to provide such a service even over extended hours.

Access to a range of laboratory tests is generally available, although this is not the case for CD4 tests for HIV positive patients. The median turn-around time to obtain results from laboratory tests such as tuberculosis (TB) sputum tests is more than 5 days, well above the national target of two days. There is a need for a constant supply of ARVs for HIV/AIDS infections and other drugs to treat opportunistic infections.

MDR-TB training tools and infection control (IC) training and risk assessment tools will go a long way in improving health service delivery within the WRDM.

**Environmental Health Hazards**

Vacant stands, open spaces behind shops and street corners have become an eyesore due to the illegal dumping. There is evidence of an extensive rodent infestation problem in and around the townships. Learners from the various schools are able to buy food from untrained informal food traders who sell a variety of foodstuffs, such foodstuffs could be a source for food poisoning. Monitoring of surface and tap water quality for contamination needs to be vigorous and ongoing especially over the rainy season.

Air monitoring stations are not set up in and around specific areas in and around the various previously disadvantaged communities.

**Service Delivery**

Health care facilities need to show a clear evolution in their operations and should adapt to ever-changing circumstances. Virtually all facilities are managed by staff with a qualification of professional nurse or higher. The majority of facilities open for 5 days per week. Facilities open for a median of 8 hours per day. A client friendly environment is yet still to be established by all clinic staff in all the facilities. The conducting of more focused integrated training for all categories of staff to be able to provide client-friendly services cannot be emphasised. Extension of clinic hours for community convenience is a major concern.

**Teenage Pregnancy and Substance Abuse**

Teenage pregnancies are on the rise due to unsafe sexual practices, alcohol and sometimes drug abuse.

Rehabilitation centres and or services catering for the youth within the WRDM are lacking. The school health service which is a health promotive service dealing with the youth in the context of the family, the community and the school environment is not vigorous enough in educating the youth within the WRDM.

### 4.5.1 Key Challenges

**Funding**

Capital improvements are to be realized only if the necessary funding is available. Improvement of the quality of life of the residents is greatly improved .Jobs are also created during the development stage. Skills development is enhanced over a period of time as more health staff is needed to take up positions within the health services sector.

**Health Care Administration System**

The health care services need to be interlinked to provide easy access of patient information and records. There are no available funds to lay and service the needed ICT infrastructure. There are wide disparities in the availability and reliability of communication infrastructure within the WRDM.

**Management Systems**

Clinic management has not facilitated quality improvement initiatives, have lacked support of good clinical practice in the various clinics. Identifying and solving of problems whilst considering organizational constraints is a vital skill need by management.

**Lack of Emphasis on Special Groups**

The level of care to the percentage of pregnant women that are receiving antenatal care (ANC) needs to be increased from the existing level. All the health care facilities need to improve antenatal screening for syphilis and other STIs. The prevention of mother-to-child (HIV/AIDS) transmission programme needs a more concerted and focused programme otherwise reductions in child mortality will remain elusive. The health service in the WRDM should strengthen population-based interventions that target risky sexual behaviour, particularly among the youth.

**Enforcement of Legislation**

The staff needed to achieve the effective enforcement of legislation and regulations in the environmental health services needs to be increased drastically. The national requirements as set nationally is that for every population of 20 000 there should be 1 environmental health practitioner (1:20 000).That means then that for service to be effectively rendered for a population of 821 352 the WRDM needs to employ 42 environmental health practitioners.

## 4.6 HERITAGE ISSUES AND CHALLENGES

Cultural Heritage is an important factor in nation building, providing communities with a sense of belonging and self-value as well as helping people to understand our shared past. In addition, cultural heritage sites can play a major role in job creation, poverty alleviation and sustainable development, specifically in regards to tourism.

The DMA forms part of the Cradle of Humankind, which has been assigned World Heritage Site status. Upgraded facilities at world-famous Sterkfontein Caves were opened in March 2005, with its world-class visitor interpretation centre, called Maropeng, which was opened in December 2005. The Maropeng Visitor Centre is the prime site of the Cradle of Humankind World Heritage Site. This centre also boasts world conference facilities, an open-air amphitheatre, an underground lake, restaurants, a craft market, tourist information point, exhibition facilities, a four star hotel with 24 rooms, learners accommodation and more.

The National Heritage Resources Act and the National Environmental Act states that a survey and evaluation of cultural resources must be done in areas where development projects, that will change the face of the environment, will be undertaken. The impact of the development on these resources should be determined and proposals for the mitigation thereof are made.

### 4.6.1 Key Issues

Key cultural heritage management issues for the WRDM include:

* How can cultural heritage resources be managed and utilized in terms of job creation, poverty alleviation and tourism development
* How can cultural heritage sites, related to specific communities, be used to create a sense of belonging and how can their importance in the larger South African History be enhanced
* Who “owns” these sites? Is it the government (National, Provincial, Local) or is the communities the “owners” and ultimately responsible for their preservation and use. Who benefits from research on and utilization of these resources?
* The bad state of preservation of cultural heritage sites

### 4.6.2 Key Challenges

**Key Challenges**

* Enforcement of the Act and its regulations
* No encompassing database on Cultural Heritage in the West Rand
* Absence of Cultural Heritage Management sections at many, if not all, of the municipalities
* Drafting of Cultural Heritage Management Plans for the main (National) heritage sites in the area
* Funding for comprehensive assessments
* Lack of funding in general for heritage
* Absence of comprehensive list of cultural heritage sites/resources
* Lack of understanding of the value of cultural heritage sites/resources

## 4.7 SPATIAL PLANNING ISSUES AND CHALLENGES

### 4.7.1 Key Issues

1. Proliferation of informal settlements

There is proliferation of informal settlements in the WRDM; where communities tend to mushroom on vacant, yet un-serviced sites, and often on land unsuitable for human habitation. The result is that urban townships tend to be physically isolated from their counterpart cities and the economic cores. Also playing a role are the social inequalities of the past and spatial distortions of apartheid planning, whereby townships were set out on the peripheries far from economic opportunities. The problem is further exasperated by the fact that land ownership is primarily vested within the mining- and the private sector.

There needs to be alignment and consolidation of an integrated LUMS for the WRDM. Furthermore, the LUMS needs to be aligned to the objectives in the Municipalities IDP’s, especially concerning infrastructure development and economic development. Systems need to be put in place that promotes a mixed use approach to activity patterns in the nodes to ensure a higher intensity of land use. Geo-technical reports will assist in determining the suitability of land for development, and ultimately the implementation of actual projects on vacant and suitable sites. Public awareness campaigns can be put into place which highlights the dangers of settling on certain sites.

2. Poor quality of urban environments in the townships

There is a poor quality of urban environments in the townships, in that there is a lack of basic infrastructure (water, electricity and sanitation), there are unpaved sidewalks and untarred roads, and there is inadequate maintenance of public buildings and facilities. The causes thereof including budgetary constraints, poor implementation of projects, and the lack of available skills and expertise of implementing agents.

Quality control measures need to be adopted and put into place to measure the quality of implementation of commissioned projects. Furthermore, the identity, and the quality of existing township nodes needs to be promoted in order to attract much needed investment, including that form the private sector.

Quality urban environments can be created through an integrated nodal development, which together with LED programmes will increase economic investment and stimulate local economy

3. Exodus of the affluent middle class

Urban decay, lack of infrastructure, and the poor quality of urban environments in the townships, have led many educated professionals and entrepreneurs to choose not to live in township environments.

An urban design framework that is in synergy with LED programmes, and mixed-using housing developments, needs to be adopted in order to reverse this cycle.

4. People live far from workplaces

Due to the urban isolation of townships in the WRDM, places of employment are often far from where people live in the townships. This is further exasperated by the fact the transport infrastructure is often not supportive.

Poor urban planning, lack of investment in township nodal developments, and geographical separation due to mining activity, are all factors that have contributed to this issue. There needs to be an integrated LUMS policy for the entire region.

5. Landlessness of the poor in the WRDM

There is landlessness amongst many of the district’s poor, particularly amongst those in the townships and the rural areas. In the rural areas, as there are large land areas in the WRDM that relate to agricultural development, the majority of farm laborers do not own the land that they live on, and are therefore often subject to exploitation by farm owners. In the townships, there is a slow process in respect of deeds transfer as townships are often not proclaimed.

There needs to be an integrated LUMS policy for the entire region.

### 4.7.2 Key Challenges

1. Ineffective transport nodes and linkages

The urban core of Mogale City, Randfontein and Westonaria has limited access to the major surrounding urban core of Johannesburg, as well as to Soweto. Urban developments within the West Rand therefore tend to be isolated.

A needs analysis is to be conducted for the region related to transport infrastructure in order to determine how best to connect it on the macro level. Further, transport infrastructure planning needs to be coordinated with urban design planning, thus ensuring that people live closer to their places of employment, that transport nodes are placed close to economic nodes, and that they extensively service the township as a whole.

2. Urban fragmentation and urban sprawl

Development in the West Rand has occurred largely in an organic fashion, around mining activities and factories, instead of in a planned manner employing sound urban design principles. Inhabitants of these townships, or sprawling neighborhoods, tend to live in single-family homes, and commute long distances to work using public transport. Often the unplanned towns exhibit no hierarchy of spaces in order to define an established urban core.

The solution would be densification of existing urban areas, achieving growth on vacant and viable land within the economic growth sphere, and developing a functional and sustainable urban system. A legislative framework, in the form of an approved SDF and UDF for the entire WRDM will assist cohesive development in the area.

3. Increased urbanization

There has been a notable influx of immigrants, both South African and non-south African, to its urban centers.

Often as is the case in the West Rand, these urban areas and townships are not equipped to handle the increased populations, from an infrastructure, economic, amenities, healthcare and housing point of view.

The causes thereof include the economic down-turn globally, recession, little or no economic development in neighboring countries, rural communities and some former homeland regions, and high birth rates. Further, there is the re-identification of provincial borders, namely Merafong being re-incorporated into Gauteng province.

Urban development needs to be densified in the existing nodes, as well identification and implementation of new projects.

4. Lack of character of towns

Many towns in the WRDM still exhibit lack of character in that town centers are dilapidated, high streets are poorly defined, and the overall character is outdated. Local entrepreneurs and business owners are not being engaged regarding regeneration planning initiatives, and are not being incentivized to upgrade their premises in urban cores. There is a need for stakeholder engagement, in that incentives are put in place for businesses to buy into urban renewal projects that link to catalytic projects such as road upgrades, paving and street lighting.

5. Eradication of informal settlements

The scarcity of well located land and high premium land makes it unaffordable for low to middle income housing therefore posing a challenge to eradicate informal settlements in both rural and urban areas. There needs to be a partnership between Government and the private sector in order to avail land at affordable premiums. Privately developed social housing, for example, that affords inhabitants to access grants and bank loans is a viable scenario.

6. Adequate use and upgrade of existing infrastructure

The WRDM has many assets and existing facilities, both infrastructural and spatial, which are not being optimized, or well managed. An asset register needs to be consulted in order to identify existing assets, assess their current condition, and use. A tighter system of maintenance management of existing assets needs to be implemented.

7. Protection of rural and tourism assets

Agricultural land and natural resources, particularly like those found in the Magaliesberg, Hekpoort and Tarlton, have an important role to play regarding the urban environment as they are classified rural towns. The implementation of a legislative framework in the form of an approved SDF and UDF for entire WRDM will limit development in these areas.

## 4.8 FINANCE ISSUES AND CHALLENGES

### 4.8.1 Key Issues

DEBT MANAGEMENT

With service charges being the major source of revenue for local municipalities, revenue collections are not efficient. This has resulted in high levels of debtors and high provisions for bad debt, with a high proportion of debtors being attributable to indigents. Indigent debtors are unlikely to be collected but can be recovered from national government, if the proper procedures are followed.

In the first instance, the municipalities should “clean up” their debtors book, writing off those debtors that have a low probability of being paid. The process should include an updated data base of indigents. Thereafter, collections should be pursued aggressively and recoveries made from national government for debtors attributable to indigents.

ASSET EXPENDITURE

Actual expenditure is consistently lower than budget, necessitating rollovers to subsequent years. Failure to spend as per budget is indicative of inadequate institutional capacity for implementation.

### 4.8.2 Key Challenges

INSTITUTIONAL CAPACITY

The major challenge with debtors management appears to be institutional capacity. The high level of provision for bad debtors indicates a low confidence/probability of collectability which points to inadequate institutional capacity to manage debtors effectively. The high levels of indigent debtors also points to inadequate institutional capacity as services to indigents are recoverable from national government, but only if the processing is conducted according to procedures. The challenge with asset expenditure also appears to be institutional capacity to implement the projects in a timely manner, according to budgeted timelines.

# 5. LEGAL FRAMEWORK

## 5.1 INTRODUCTION

There are three categories of local government, namely metropolitan, district and local municipalities. District municipalities share responsibilities with several local municipalities within their jurisdiction. The two-tier system was promulgated to take advantage of economic of scale, to avoid duplication and improve co-ordination between local municipalities. Furthermore local government legislative and executive competencies are shared between district and local municipalities. The Municipal Structures Act restates the constitutional powers and functions of a municipality, and further divides these powers between the category C (district) and B (local) municipalities in terms of section 84.

## 5.2 LEGISLATIVE MANDATE

There are a number of legislation that determines the extent, powers and functions of local government. The most important Acts with regard to local government are:

* The Constitution of Republic of South Africa, 1996;
* Local Government: Municipal Structures Act, 1998;
* Local Government: Municipal Systems Act, 2002;
* Local Government: Municipal Financial Management Act, 2003;
* Local Government: Municipal Property Rates Act, 2004;

**The Constitution**

The Constitution of the Republic of South Africa 1996 contains a number of provisions which are relevant to Local Government (i.e Chapter 7 of the Constitution). The Constitution defines the functions on local government and its relationship with other sphere of government, namely national and provincial. In terms section 156(1) read with section 229 of the Constitution the municipalities have the right to administer the local government matters listed in Part B of schedule 4 and Part B of schedule 5. In terms of the Constitution, local government has responsibilities to implementing and providing municipal services to communities in sustainable manner. Section 160 (2) stipulate functions which a municipality may not delegate and the relevant issue in this regard is the imposition of rates and other taxes, levies and duties. Section 164 provides that any matter concerning local government not dealt with in the Constitution may be prescribed by national or by provincial legislation within the framework of national legislation. According to the Constitution a municipality must have a structure and manage its administrative, budgeting and planning processes to meet the basic needs of the community, and promote the social and economic development of the community.

**The municipal Structures Act 117 of 1998**

The Municipal Structures Act is an important piece of local government legislation informing local government municipal political systems. The categories, types, functions and power of municipalities are dealt with in the Municipal Structures Act. The structures Act gives effect to the constitutional provisions and sets out in chapter 5 a scheme for an appropriate division of powers and functions between district and local municipalities. Section 83 determines the scope powers and functions and brings into its ambit all functions and powers assigned to a municipality in terms of section 156 and 229 of the constitution. The amendment to the Act in 2000, allows the Minister of Co-operative Governance and Traditional Affairs to authorize local municipalities to perform within their areas the certain district functions, namely water, waste- water, electricity and health. The division of power and functions thus take place at two stages, firstly it is a statutory allocation in terms of section 84 and then a discretionary authorization or adjustment of statutory allocation.

**The Municipal Systems Act 32 of 2000**

The Municipal System Act provides for the general administrative system of local government. The Systems Act has strengthened the institutional capabilities by fostering transparent decision-making and community participation in the political and municipal processes. The System Act further deals with Integrated Development Planning (IDP) which describes a single, inclusive and strategic plan that guides and informs all decision with regard to management and the development of the municipality. The System Act provides that a municipality must give effect to its integrated development plan and conduct its affairs in a manner consistent with plan. The Act set out the core component of the plan and that include the key performance indicators which should be set out in the service delivery agreements. The Act further provides that the municipal service projects must be procured using a competitive process, which is fair, transparent, equitable and cost-effective. The Act deals with the municipal services and provision of such services in partnership with other organizations and municipal areas are divided into municipal service district and multi-jurisdictional district s consisting of the areas of a number of municipalities so as to facilitate improved delivery of municipal services in those areas. It also deals with the municipal business enterprises and trading entities.

**The Municipal Finance Management Act 56 of 2003**

The Municipal Finance Management Act provides for the financial system of local government. The Act deals with the financial management of municipalities, municipal entities and public private partnerships in respect of feasibility, procurement, contracting, security and debt. The MFMA promotes co-operative approaches to fiscal and financial management, which means improved communication between the three spheres of government and between local and district municipalities. The Act outline the fiduciary duties of the accounting officer and further provides that the accounting officer of a municipality or municipal entity must take all reasonable steps to ensure proper mechanisms and separation of duties in the supply chain management systems are in place, to minimize the likelihood of fraud, corruption, favouritism and unfair, irregular practice. In terms of the MFMA national or provincial entities are required to notify national or provincial treasury by 20 January on any proposed allocation to municipalities during the next three years, similarly the districts municipalities are also required to provide three year allocations to each local municipality.

**The Municipal Property Rates Act 6 of 2004**

The Property Rates Act gives effect to the provision of the Constitution, which states that the municipalities have the power to raise their own revenue where it pertains to property rates and services. These powers are embodied in legislation like the Municipal Property Rates Act. The MPRA regulates the power of a municipality to value and rate immovable properties located within the boundaries of municipalities. The MPRA regulates the levying of property rates by all municipalities, including properties that previously fell outside municipal boundaries. The MPRA only affords metropolitan and local municipalities the authority to levy rates on property, and a district municipality may only levy a rate on property in a district management area.

**The Municipal Demarcation Act 27 of 1998**

The Municipal Demarcation Act provides for the demarcation of municipal area. The municipal boundaries for the whole of South Africa are determined by the Demarcation Board and the board may re-determine any municipal boundaries in terms of the Municipal Demarcation Act. Any determination and re-determination of municipal boundaries must be in accordance with the provisions of the Act, other appropriate legislation and chapter 7 of the Constitution. The purpose of the demarcation is to establish an area that would enable the municipality for that area to fulfil its constitutional obligations, including the provision of democratic and accountable government for local communities and to enable integrated development. The Board must when determining a municipal boundary, take into account factors relating to the interdependence of the people, communities and economies in that area. It must also notify the public of its intention to consider a demarcation of a municipal boundary and invite the public to make representations.

Municipalities may also perform those functions that are assigned to them by the national or provincial spheres. The processes of assignment are set out in section 9 and 10 of the Municipal Systems Act.

## 5.3 FUNCTIONS AND POWERS

The White Paper on Local Government contain the policies to be implemented by parliament in allocating functions and power of national legislation, ie. Municipal Structures Act of 1998 (MSA). The 2000 amendments to the MSA concerning the roles of district municipalities caused a shift in the policy originally envisage in the White Paper. The intended role of the district has come to be blurred. The role of a district municipality was shifted from that of a bulk co-ordinater and bulk service provider to that of a direct service provider to consumers in general. The key roles of district municipalities as envisaged in the White Paper were defined as:

* A district wide development planner;
* An infrastructural development agent;
* A capacity builder in as far as it relates to local municipalities which require assistance within the district;
* Providers of additional administrative assistance where it is required and a service deliver in as far as it requires to maintain appropriate levels of municipal services.

Thus, the role of district differs from district municipality to district municipality, because it respond to the needs of it particular area. The changes effected by the MSA as amended conferred district municipality with responsibility of:

* Potable water supply;
* Bulk supply of electricity;
* Domestic waste-water and sewage disposal; and
* Municipal health services to the exclusion of the local municipalities.

The shared authority of district and local municipalities originates from the Constitution, however the powers and functions are not circumscribed in the Constitution.

Every municipality has the functions and powers assigned to it in terms of section 156 and 229 of the Constitution. In terms of section 83 of the Municipal Structures Act, a district municipality must:

* Ensure integrated development planning for the district as whole;
* Promote bulk infrastructure development and services for the district as whole;
* Build capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking; and
* Promote the equitable distribution of resources between the local municipalities in its area and by ensuring that appropriate levels of municipal services are rendered in that area.

Some of the most important roles of a district municipality are the following:

* Integrated development planning for the district;
* Bulk supply of water to the municipalities in the area;
* Bulk supply of electricity to the municipalities in the area;
* Bulk sewer purification works and main sewer disposal for municipalities in the area;
* Regulation of passenger transport services;
* Municipal health services for the area;
* Fire-fighting services for the area;
* Local tourism for the area of district municipality;
* Establishment and management of cemeteries and cremation;
* Municipal roads that form and integral part of road transport system for the district;
* Establishment of a municipal airport serving the area;
* Imposition and collection of taxes, levies and duties;
* Distribution of grants made to district municipality; and
* Municipal public works relating to functions of district municipality.

The role of a local municipality includes the following:

* promote a safe and healthy environment;
* provide accountable and democratic government for local communities;
* promote social and economic development;
* encourage involvement of communities and community organisation in the affairs of municipality;
* the other roles include authority relating to taxes, levies, duties, property rates, fiscal powers, economic activities across municipal boundaries and related matters.

In light of the above it is patently clear that the roles and responsibilities of district and local municipalities are not clearly defined, particularly from the reading of section 84 of the MSA that the delineation of functions and powers between district and local municipalities is neither clear nor definitive with regard to roles and responsibilities. The lack of clarity on powers and functions, leading to shared responsibilities or competencies and the resultant contestation and duplication, flows from the definitions of the MSA. Moreover, the confused role of district municipalities – some being services providers and other not stem from the ambiguous national policy. The uncertainty on the allocation of powers and functions and their shifting to and fro, and in certain areas local municipalities perform function on behalf on district municipalities.

## 5.4 HOUSING

The constitution provides that everyone has a right of access to adequate housing. The Housing Act provides for the facilitation of a sustainable housing through National, provincial and local sphere of government. Every municipality must a part of its integrated development planning process, take steps necessary to ensure that inhabitants have access to adequate housing, health and safety, water, sanitation and other services. Municipality are expected to set housing delivery goals, allocate land, create and maintain a supportive business and social housing development. Of importance in the delivery of housing is for the municipalities to embrace and beef-up capacity to implement breaking the ground housing policy and other programmes adopted by for housing development. Municipalities must also work together with the newly established Housing Development Agency to facilitate the provision of housing.

The role of municipalities in ensuring sustainable housing delivery includes;

* Identification and designation of land for housing purposes;
* Regulation of safety and health standards in housing provision;
* Resolve conflict and generally promote housing development;
* Facilitative support to housing delivery agencies;
* Welfare housing;
* Provision of community and recreational facilities;
* Regulation of land use and development;
* Planning funding and provision of bulk engineering services.

## 5.5 ENVIRONMENTAL MANAGEMENT

The Constitution guarantees a clean and healthy environment for all. The National Environment Management Act is the key legislation which seeks to ensure that government as the custodian of natural resources and environment adheres to the principle of integrated environmental management. Environmental management forms an integral part of urban strategy. Housing, planning and infrastructure all have a direct bearing on environmental quality. It is therefore essential to manage development in these areas carefully so as to enhance and protect the quality of the environment within which urban dwellers find themselves.

Environmental management that is restricted to nature conservation and natural resources omits the preservation of the ecosystem and the management of human living environment. Sustainable resources management include issues such as:

* **Water supply**: the private rights to water as opposed to public rights (use of boreholes, water tanks etc), encouraging water saving and re-use, the involvement of local community.
* **Mining**: the economic impact of environmental regulations, clean-up costs and regulatory mechanism need to studied and implemented.
* **Agriculture**: how does agriculture affect the environment, and what are the environmental implications of high-input and low-input agriculture, and what are the costs and benefits.
* **Urban development**: should environment policy deal with impact of urban spread and open areas, agricultural land, river banks and ecosystems, and how do to address special problems of urban pollution?
* **Waste**: strategies are required for waste treatment and disposal and achieving a culture of waste minimisation.

## 5.6 HERITAGE

The Arts, Culture and Heritage white paper, provides that local governments should share the responsibility for the facilities owned by Performing Arts Councils, and thereby reduce central government subsidy. The local government are also exhorted to contribute fully to libraries and the development of multi-functional community arts centres. The National Heritage Council will fund project proposal submitted by local government or other stakeholders. Visual arts, craft and design are important components of the arts, culture and heritage environment in South Africa. They provide employment for large numbers of people in rural and urban communities and in a wide range of formal and informal industries. There are a lot of museums, ranging from small municipal institutions, provincial museum services which co-ordinate both large and small institution attract more tourists. Heritage resources protected by current legislation include places of natural beauty, buildings, street landscapes, objects of historical importance, geological paleontological and archaeological sites and objects, rock art, shipwrecks, and graves of historical figures and victims of apartheid. Communities are encouraged to locate and mark the heritage site important to their identity.

In terms of the National Heritage Resources Act, the local authorities may make by-laws for the protection and management of heritage areas, protected areas and regulation of admission of public to any protected area in terms of the Act.

## 5.7 FINANCE

The key legislation dealing with finances for local government are the Municipal Finance Management Act, Division of Revenue Act, Municipal Systems Act and the Municipal Property Rates Act. The aforementioned legislation deals with the legal financial framework necessary to consolidate the system of local government for accelerated service delivery. These legislation further seeks to encourage more effective management of the resources of the municipality. However, the key issues faced by municipalities are more on the implementation of these policies. In short, the challenges are about plans, strategies, programmes, funding, quality of leadership, capacity building and training. Municipalities need to build financial and economic based on institutional, administrative system in order to deepen governance practices in local government.

## 5.8 SPATIAL PLANNING AND URBAN DESIGN

The Development Facilitation Act is the primary legislation which seeks to rectify many inequities in urban and development planning. For example, by promoting the integration of social, economic, institutional and physical aspects of land development. The Municipal Systems Act requires local governments to formulated integrated development Plans, which will be used as the basis of which application for development will be assessed.

# 6 REGENERATION STRATEGY

## 6.1 INTRODUCTION

The West Rand District Municipality has been granted funding through the National Treasury’s Neighbourhood Development Partnership Grant to regenerate townships in the West Rand focusing on Westonaria and Randfontein. The Neighbourhood Development Partnership Grant (NDPG) was announced by the Minister of Finance in his budget speech on 15 February 2006. The primary focus of the NDPG is to stimulate and accelerate investment in poor, underserved residential neighbourhoods by providing technical assistance and capital grant financing for municipal projects that have either a distinct private sector element or an intention to achieve this.

In response, the West Rand District Municipality appointed Round Strategies to develop an integrated business plan for the Regeneration of 5 townships at the two priority municipalities of Randfontein and Westonaria. The priority townships in Randfontein are Mohlakeng, Kocksoord, Toekomsrus and Finsbury. Simunye is the priority township within Westonaria. The programme is called the West Rand Township Regeneration Initiative. The salient features of the regeneration strategy are presented in this section.

## 6.1 VISION FOR THE WRTRI

An integrated service delivery that leads to self-sustainable communities

## 6.1 MISSION OF THE WRTRI

To enable the eradication of poverty and unemployment

## 6.1 STRATEGIC OBJECTIVES

The strategic objectives are discussed under the performance management system presented in section 6.1.2.

## 6.1 OVERALL STRATEGY

### 6.1.1 Mandate

There are a number of legislations that determine the extent, powers and functions of local government. The most important Acts with regard to local government are:

* The Constitution of Republic of South Africa, 1996;
* Local Government: Municipal Structures Act, 1998;
* Local Government: Municipal Systems Act, 2002;
* Local Government: Municipal Financial Management Act, 2003;
* Local Government: Municipal Property Rates Act, 2004;

Municipalities may also perform those functions that are assigned to them by the national or provincial spheres. The processes of assignment are set out in section 9 and 10 of the Municipal Systems Act.

### 6.1.2 Strategy Themes

A number of themes are used to define the salient features of the Regeneration Strategy.

**Theme 1**: Provide Basic Services

Provision of basic services is key to job creation and serves as a key component of fighting poverty. The municipalities have a constitutional mandate and legal obligation to provide basic services to its citizens. The key basic services include water and sanitation, electricity, health, housing and education. The implementation of the necessary infrastructure to deliver these services should be carried out using the Expanded Public Works Programme (EPWP) that favours labour intensive methods, and preference to use local labour and entrepreneurs.

**Theme 2**: Establish a West Rand Township Regeneration Fund

A number of programmes are not implemented on put on hold due to lack of funds. This challenge can be resolved through the formation of a West Rand Township Regeneration Fund. The fund will be capitalised using poverty designated funds, neighbourhood fund from Treasury, contributions from social partners, corporate social responsibility contributions from local and regional businesses as well as contributions from development fund and other financial institutions. The fund will be used to regenerate, not only the four priority townships, but also other townships within the greater West Rand.

The institutional framework for the Fund will comprise several components:

**Board**

A Board should be setup, comprising representatives from Government and the partners. Individuals with specific skills can be invited to sit on the Board. The Board will advice the lead the department on Poverty Eradication funding matters.

**Lead Advises**

A group of specialist advisers should appointed to advise both the Board and the SPV on fund management related matters.

**Special Purpose Vehicle**

The Special Purpose Vehicle will be setup to manage the fund. The SPV will be “owned” proportionately depending on the level of investment that the partners contribute, as appropriate.

**Implementation Agent**

An implementation agent should be appointed to “operate” the fund. The agent should be an entity that understands poverty programmes of Government, fund management, as well as commitment, approval, disbursement processes.

**Credit Committee**

The credit committee will review applications for funding and advise the SPV on what to do.

**ALCO**

The Assets and Liabilities Committees will focus on assets and liabilities of the SPV as well as investee organisations and advise SPV accordingly.

**Funders**

Different funders are envisaged. National Treasury has a PAF setup and proposal submissions should be made to access directly some of the funds. The funds budgeted for by the municipalities on regeneration initiatives should be consolidated and transferred to the Regeneration Fund. The social and private sector partners should be requested to co-fund, rand-for-rand the Regeneration Fund. Additional funding may be sourced from other organisations e.g. commercial banks. The feasibility study envisaged in the implementation strategy should investigate the mechanisms of how this can be achieved.

**Investments**

Investments meeting criteria will be handled in this area. The feasibility study envisaged will clarify the criteria. One of the key principle is that the fund should be used for acquisition of assets, skills, etc and not for working capital e.g. payment of salaries.

**Theme 3**: Community Based Cooperatives

Cooperatives have the potential to create jobs. Cooperatives are well promoted in Government, through National Treasury and Economic Development departments in Provinces. The third strategy theme recommends that the West Rand actively promote cooperatives as an ownership model to fight poverty. The focus should be in the key industry sectors of the region. The success of the cooperatives will hinge on access to markets, a key market being Government. The programme on cooperative setup will clarify how the coops should be setup such that they are sustainable over a long period of time.

Co-operatives will require support and skills in order to operate optimally. The critical success factors, advantages and disadvantages of co-ops are summarised below (with emphasis on an agriculture co-op to illustrate the point).

**Advantages**

**Disadvantages**

* Community driven
* Can be established in the rural areas
* **Creates jobs for the second economy**
* Easy to understand and implement business model
* Easy to implement cooperative model
* Supports broad based empowerment
* Enhance local economic development
* Government supported
* Asset accumulation by members
* Might require extensive hand-holding initially based on initial skill sets available
* Might not operate on strict business principles
* Potential turf and political wars in terms of who participates in the co-op

**Theme 4**: Skills Development and Capacity Building

Lack of access to skills is one of the major causes of poverty. The formation and successful operation of the cooperatives, for example, would require members that have the necessary skills, from fundamentals (i.e. read, write, count) to core skills (i.e. technical and business management skills). The fourth strategy theme is therefore to facilitate skills development, especially in the adult population. Skills development will be done in partnership with the social partners and the relevant SETAs. Unemployed graduates will be used to train community members in the areas in which they reside.

**Theme 5**: Institutional Arrangements and Governance

The Regeneration of West Rand and the fight against poverty will be accelerated if all the key stakeholders are involved and support the initiative. The key stakeholders that must participate in the programme to ensure its success are discussed next.

**Political Sponsor**

The political sponsor and champion is important to ensure that the momentum is maintained and the programme receives the necessary political support and commitment. This is a role typically played by one of the Executive Mayors.

**Lead Department**

In order to improve coordination and integration of various interventions, it is proposed that the various activities be managed centrally through the Lead Department. The Lead Department will come from one of the municipalities. It is proposed that a lead department from WRDM be identified to take up this role.

**Owning Agency**

The lead department will conceptualise and setup a programme. Once the programme is setup, it will be handed over to an owning agency. The agency could be one of the departments in the municipality. The key role of the agency is to operate and maintain the programme/project beyond the initial implementation phase. The implication is that the municipality’s IDP will reflect such programmes/projects in future.

**DFIs and Agencies**

The regeneration strategy is premised on various social and private sector partners working with Government to regenerate the West Rand, and in particular within the four identified townships. The Development Fund Institutions (e.g. DBSA) and agencies (e.g. seda) will play a key role in facilitating funding, business linkages, market access as well as participating in skills development programmes.

**Civil Society Organisations**

The CSOs will play an important role, particularly during programme implementation. The CSO will facilitate community involvement and buy-in. The CSOs could also lobby different organisations to facilitate implementation. Community issues and concerns as regards poverty related interventions and issues can be channelled through this structure.

**Community**

Members of the community must be consulted on the various aspects of the regeneration initiative. The initiative will impact them in several ways and hence their support and commitment to the programme is paramount. Community facilitation and awareness sessions should be held regularly.

**Private Sector**

The private sector will play a key role in the various regeneration programmes. Some of the areas where it can play a role is in funding, Adopt-A-Project interventions, skills development facilitation, coaching and mentoring. A clear partnership model with private sector (and all other partners) should be developed.

**Theme 6**: Performance Management

The performance plan is premised on the balanced scorecard performance management tool. The balanced scorecard has gained a lot of attention both in private and public sectors during the last few years. The main reason for the success of the balanced scorecard is that it puts strategy and vision at the centre of management’s focus. The balanced scorecard translates strategy into measures that uniquely communicate the council’s vision to the organisation.

A balanced scorecard is a performance management tool that takes a balanced view of performance in an organisation, thereby ensuring that all the perspectives of the municipality get adequate attention. The balance is achieved through:

* Inclusion of both the external measures for customers and shareholders, and internal measures of business processes and innovation & learning.
* Inclusion of both financial and non-financial operational measures.
* Inclusion of both lagging outcome measures as well as leading measures that are drivers for future performance.
* Inclusion of both long-term and short-term measures

Each perspective of the balanced scorecard is defined by at least the following elements:

* **Strategic objectives**; listing the objectives that should be achieved in each perspective
* **KPI or Measure**; for each objective a KPI or a number of KPIs are identified to measure the achievement of the stated objectives
* **Metrics**; for each KPI the metrics are defined in terms of the baseline (current or most recent performance level) followed by quarterly and annual targets
* **Weights**; for the purposes of rewarding performance objectively weights are put on each KPI

The details within the different perspectives for the Regeneration Initiative scorecard are presented next. Targets will be set prior to business plan finalisation.

FINANCIAL PERSPECTIVE

| **FINANCE KPA** | | | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Objective** | **KPI** | **Description** | **Baseline** | **04Q3** | **04Q4** | **05Q1** | **05Q2** | **09/10** | **10/11** | **11/12** | **Weight** |
| Achieve financial viability | Debt coverage | (Operating revenue - operating grants)/debt services payments[[5]](#footnote-5) |  |  |  |  |  |  |  |  |  |
| Outstanding service debtors | Total outstanding service debtors/revenue received |  |  |  |  |  |  |  |  |  |
| Cost coverage | (Cash available + investments)/Fixed monthly operating expenditure |  |  |  |  |  |  |  |  |  |
| Manage budget | Capital budget variance % | (1-Actual/Budget) |  |  |  |  |  |  |  |  |  |
| Improve income | New Income | Income from new projects implemented |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  | Total Weight | |  |

CUSTOMER AND STAKEHOLDER PERSPECTIVE

| **CUSTOMER AND STAKEHOLDER KPA** | | | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Objective** | **KPI** | **Description** | **Baseline** | **04Q3** | **04Q4** | **05Q1** | **05Q2** | **09/10** | **10/11** | **11/12** | **Weight** |
| Satisfy customers | Customer Satisfaction Index | CSI = ∑ (X.Y)/n |  |  |  |  |  |  |  |  |  |
| Provide affordable services | Payment levels (%) | Overall service payment level |  |  |  |  |  |  |  |  |  |
| Ensure BEE | BEE Spend (%) | BEE spend/ total spend \*100% |  |  |  |  |  |  |  |  |  |
| Promote local suppliers | Total local spend | Local spend / total spend \* 100% |  |  |  |  |  |  |  |  |  |
| Promote SMMEs | SMME developed | # Training sessions facilitated |  |  |  |  |  |  |  |  |  |
| # business linkages |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  | Total Weight | | |  |

INTERNAL BUSINESS PROCESS PERSPECTIVE

| **INTERNAL BUSINESS PROCESSES KPA** | | | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Objective** | **KPI** | **Description** | **Baseline** | **04Q3** | **04Q4** | **05Q1** | **05Q2** | **09/10** | **05//06** | **11/12** | **Weight** |
| Provide access to basic services | % access to basic services | % access[[6]](#footnote-6) to water |  |  |  |  |  |  |  |  |  |
| % access to sanitation |  |  |  |  |  |  |  |  |  |
| % access to electricity |  |  |  |  |  |  |  |  |  |
| % access to refuse removal |  |  |  |  |  |  |  |  |  |
| % access to housing |  |  |  |  |  |  |  |  |  |
| Attract new investments | New businesses | # new businesses |  |  |  |  |  |  |  |  |  |
| Develop co-operatives | New co-ops | # of new co-operatives setup |  |  |  |  |  |  |  |  |  |
| Conserve the environment | Air quality | Soiling Index (smoke) – (s/m3) |  |  |  |  |  |  |  |  |  |
|  |  | Particular Matter10 (µg/m3) |  |  |  |  |  |  |  |  |  |
|  |  | Lead (µg/m3) |  |  |  |  |  |  |  |  |  |
|  |  | SO2 (µg/m3) |  |  |  |  |  |  |  |  |  |
|  |  | Diesel vehicle emissions |  |  |  |  |  |  |  |  |  |
|  | Water Quality | Decrease in discharge of water that does not meet with standards |  |  |  |  |  |  |  |  |  |
|  | Water use | Proportion of total water resources used |  |  |  |  |  |  |  |  |  |
|  | Biodiversity | Management effectiveness of protected areas |  |  |  |  |  |  |  |  |  |
| Conserve the environment | Air quality | Soiling Index (smoke) – (s/m3) |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  | Total Weight | |  |

LEARNING AND GROWTH PERSPECTIVE

| **LEARNING AND GROWTH KPA** | | | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Objective** | **KPI** | **Description** | **Baseline** | **04Q3** | **04Q4** | **05Q1** | **05Q2** | **09/10** | **10/11** | **11/12** | **Weight** |
| Develop employees | Proficiency level[[7]](#footnote-7) | Managers |  |  |  |  |  |  |  |  |  |
| Technicians |  |  |  |  |  |  |  |  |  |
| Engineers |  |  |  |  |  |  |  |  |  |
| Create jobs | Number of new jobs | Number of permanent jobs created |  |  |  |  |  |  |  |  |  |
| Number of temporary jobs created |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  | Total Weight | |  |

**Theme 7**: Sustainable Development

Sustainable development is the attempt to meet the needs of the present without jeopardising the ability of future generations to meet their own needs. Economic development must therefore take place by taking due cognisance of the potential damaging effect on natural resources and bio-diversity of the region. The environmental degradation, especially resulting from mining activities, must be managed and monitored.

Sustainable development in terms of the policy is defined in terms of the “triple bottom line” of **Economic development**, **enhancing social being** and **maintaining Environmental Integrity and biodiversity**

1. **Economic development** as increasing the opportunities for people to enhance their quality of life by participation in the production and consumption processes of the economy. Development of the economy and specifically economic growth provide necessary, but not sufficient, conditions for economic development of the people. Certainly, the focus needs to be on inclusion of the marginalized and empowerment of the poor. “Economic justice” in terms of levels of participation in- and ownership of the economy are paramount.
2. **Social well-being** as a person’s sense of belonging and leading a useful life. The complexities of social exclusion and limitations placed on people to “become the best they could be” by continuing deprivation of life skills, education and other social support mechanisms need to be addressed.
3. **Environmental integrity** is not about conservation per se, but use of the environment and its resources in a way that enhances the quality of life of the current generation without compromising the same for future generations.

The various projects will subjected to a sustainability test. The Sustainability Institute defines sustainable development using a set of measures, namely:

* **Sense of Justice** (meeting fundamental human needs i.e. subsistence, protection, affection, understanding, participation, idleness, creativity, identity and freedom, with appropriate satisfiers; rights-based democratic governance and participation)
* **Sense of Place** (health, well-being and soulfulness; safe places within integrated communities (with special reference to children and women))
* **Sense of History** (valuing cultural diversity, sense of community, participatory culture, healing and memory)
* **Sense of Limits**
* transition to renewable energy alternatives and energy efficiency
* zero waste via re-use of waste outputs as productive inputs
* connectivity via sustainable transport, with a major focus on public transport
* home building, sustainable construction materials and building methods
* sustainable water use and re-use of treated sewerage
* **Sense of Craft**
* growing the local economy, greater equity and fair trade
* local and sustainable food supplies, markets, & agricultural value chains (especially organic food)
* human skills, knowledge development and continuous learning
* **Sense of Nature**
* reverence for life, enhancing biodiversity and the preservation of natural habitats
* working with rather than against eco-systems

**Theme 8**: Job Creation Emphasis

Opportunities to create jobs must be constantly identified and targeted. Areas were jobs can be created include the following:

**Basic Services**

Jobs will be created in the provision of basic services. In particular, jobs will be created at various construction stages of roads and stormwater, water and sanitation, electricity, housing programmes. Expanded Public Works Programme approach will be followed during the construction stage.

**Rehabilitation**

There is a need for rehabilitation of mine tailings dumps that are found all over in the West Rand. Rehabilitation aims to reclaim the surrounding land and return it, as closely as possible to its per-mining state. It addition it seeks to control or get rid of the problems associated with the dumps such as air pollution dust, pollution to ground and surface water, and ground stability. Most of the jobs will be created during Operations.

**Greening on Open Spaces and Parks**

Greening of open spaces and parks involves the planting of plants in open spaces and the establishment of parks where these are not available. It is recommended that indigenous drought resistant plant species be planted in order to minimize negative environmental impacts associated with alien species and minimize water use. Most of the jobs will be created during Operations.

**Waste Management**

Waste management includes minimization, separation, collection, recycling and disposal of domestic, medical and industrial waste at appropriate facilities such as landfills, together with the necessary infrastructure and resources. Also important in waste management is the establishment of information management systems. Most jobs will be created in in-bound logistics, operations and outbound logistics.

**Community Projects**

Community based Natural Resources Management (CBNRM) is a development approach that support natural resource conservation through the creation of management structures that use local knowledge to create employment and generate income while protecting the environment at the same time. CBNRM also seeks to confer ownership of natural resources and environmental property rights to local communities though the establishment of community trusts, and use income from economic activities crafts, game drives, camping sites, etc., to alleviate poverty and protect the environment at the same time.

**Environmental Management (EIAs, Monitoring, Enforcement, Energy Efficiency Programmes)**

This is the main function of the environmental management function and it involves reviewing of EIAs of projects, monitoring projects and industrial activities for compliance with environmental regulations, monitoring water, air and soil for pollutants, initiating and driving energy efficiency and renewable programmes, and establishment of environmental management and environmental accounting information management systems. Job creation opportunities are limited, and will mostly be in the service provision areas.

**Environmental Awareness Training**

Environmental awareness training involves raising awareness and understanding of environmental trends and conditions and their causes and consequences among all stakeholders, as well as awareness of, and concern for, environmental issues, and assisting in the development of knowledge, skills, values, and the commitment necessary to achieve environmental sustainability sustainable development in general.

**Waste Recycling**

Jobs will be created at the waste-buy back centres that will be created. The volume and distance from supply and the markets will determine the location of the centre. Care will be taken to ensure that any new waste buy-back centre does not cannibalise existing ones. The Centre will be owned, operated and managed by locals, preferably a community co-operative. Jobs will be created along the entire value chain from collection, sorting, bailing, sales and transportation.

**Beneficiation**

There is potential for both mining and agriculture beneficiation in the West Rand. It is envisaged that community-based cooperatives will be setup to run the beneficiation programmes.

**Tourism and Heritage**

The proposed tourism projects will have job creation spinoffs upstream and downstream. The proposed Tourism Trading Post project will ensure that tourism opportunities along the N12 Treasure Route are leveraged fully.

# 7. PROGRAMMES AND PROJECTS

This chapter on Programmes and Projects presents only a selection of programmes and projects. It must be read in conjunction with Annexure A7 which provide more detail in terms of the relevant projects for this initiative. Please note that not all projects will be implemented in the first three year due to financial constraints. Each programme was evaluated to assess whether it will be sustainable and create the necessary outcomes and outputs. The criteria is shown in the diagram below.

**Environmental**

**Social**

**Sustainable Development (triple bottom line)**

**CRITERIA**

**Funding Availability**

**Owning agent available**

**Promote Local Entrepreneurs**

**Community Driven**

**Political Sponsorship**

**Labour intensive**

**Policy Fit**

**Enhance skills development**

**Environmentally friendly**

**Alternative technology (resource management)**

**Financial/Economic**

**Scale**

**Market Access**

In applying the test, the ideal (desired end state) was assumed. For example, although there is no owning agency in place yet for the various projects, it was assumed that the potential to secure the agency is high. In this case, the projects were given ticks for the “owning agency” score. The cross indicates failure to meet the sustainability test, while a hyphen demonstrates that the criteria element is not relevant for that project. Using this test, it is observed (as a way of example) that the engineering projects meet the majority of the criteria for sustainability test

The projects that were evaluated using the evaluation criteria were further subjected to a priority matrix to establish which should be Quick Wins versus long term projects. The Quick Wins are easily implementable and have a high value potential (see shaded area). The prioritization matrix is illustrated in the diagram below.



## 

## 7.1 PLANNING AND INSTITUTIONAL

| **Area** | **Project** | **Issues Addressed** | **Dependencies** | **Timing** |
| --- | --- | --- | --- | --- |
| Urban Design | Spatial Development and Urban Development Framework | * Spatial distortions of apartheid planning * Urban sprawl * Lack of nodal classification * Lack of alignment of spatial design frameworks within West Rand * Ineffective transport nodes and linkages | * None | QW |
|  | Precinct Management Plan | * Renewal of the urban core * Limited urban densification * Limited private investment | * Spatial development framework | QW |
|  | Land audit | * Lack of access to land * Lack of clarify as to land owned by councils | * Spatial and GIS maps | QW |
| Legal | Compliance monitoring framework | * Lack of compliance monitoring * Lack of enforcement | * Policy development | QW |

## 7.2 BASIC SERVICES PROVISION

| **Area** | **Project** | **Issues Addressed** | **Dependencies** | **Timing** |
| --- | --- | --- | --- | --- |
| Water | Water supply (including reservoir) and reticulation | * Lack of access to water | * Urban design | LT |
|  | Water demand management | * High unaccounted for water (above 30%) | * None | LT |
| Sanitation | Sanitation supply and reticulation | * Lack of access to sanitation | * Urban design | LT |
|  | Effluent treatment plant for DMA | * DMA does not have the system | * Urban design |  |
| Roads and stormwater | Roads upgrade, maintenance, surfacing and new link roads | * Poor road network | * Urban design | LT |
|  | Construction of v-drains, channels and pipes | * Insufficient stormwater drainage | * Urban design | LT |
| Electricity | Street lighting in Mohlakeng | * Inadequate street lighting | * Urban design | LT |
|  | Network upgrade and maintenance | * Insufficient carrying capacity * Insufficient maintenance | * Urban design | LT |
| Housing | Integrated Housing Development Plan | * Housing backlog * Lack of integrated, mix use development | * None | QW |
|  | Housing Demand Estimation | * Lack of information on extent of demand | * None | QW |
|  | Upgrade hostels | * Lack of access to housing | * Urban Design * Presence of dolomites * Projects already underway | LT |
|  | Mixed, integrated human settlements | * Lack of access to housing | * Urban design * Presence of dolomites * Projects already underway | LT |
| Health | Mobile clinic and Community Health Care Centre | * Limited health care facilities * Limited opening hours * High ratio of facility to population (1:534000) | * Funding from Province | LT |

## 7.3 WEST RAND REGENERATION FUND (WRRF)

| **Area** | **Project** | **Issues Addressed** | **Dependencies** | **Timing** |
| --- | --- | --- | --- | --- |
| Finance | WRRF setup | * Lack of funding * Uncoordinated funding allocation to combat poverty | * Poverty Eradication Strategy * Funding from social partners * Partnership with DFI or commercial bank | LT |
|  | Revenue Management | * High level of debtors * Inefficient debtor management * High reliance on government allocation/ grant | * Revenue management policy * Indigent policy | LT |

## 7.4 SKILLS DEVELOPMENT AND CAPACITY BUILDING

| **Area** | **Project** | **Issues Addressed** | **Dependencies** | **Timing** |
| --- | --- | --- | --- | --- |
| Health | Recruit health care professionals | * High professional: patient ratio * Additional resources required for new facilities | * Participation of province | LT |
|  | Awareness campaigns | * High HIV/AIDS, STI & TB prevalence * High teenage pregnancy and substance abuse | * Coordination of HIV/AIDS plans * Communication unit established within Lead Municipality | Ongoing |
| Fundamental skills | Skills Development | * Lack of relevant skills * High number of unemployed graduates * Inability to run enterprises | * Partnership with SETAs, FET and HET * Funding from social partners | LT |
|  | Skills Audit | * Lack of clarity on skills by local entrepreneurs | * None | QW |

## 7.5 ENVIRONMENTAL MANAGEMENT

| **Area** | **Project** | **Issues Addressed** | **Dependencies** | **Timing** |
| --- | --- | --- | --- | --- |
| Radiation | Monitoring of radiation level | * Radiation exposure * Contaminated ground water | * Participation of national nuclear regulator * Participation of DWAF | LT |
| Contamination | Rehabilitation of mine dumps | * Contamination of water, air and soil thru mining activities (and from informal settlements) * Air pollution due to dust fall-out from mine dumps | * Monitoring unit * Confirmation of Competent Authority Status * National Law Reform Process | LT |
| Waste management | Waste recycling | * Limited recycling centres * Lack of proper policies | * None | LT |
|  | Landfill site | * Illegal dumping * Lack of landfill space | * None | LT |
| Strategy | * Waste management strategy * Environmental management strategy | * The strategy not finalised due to lack of funds * Ineffective environmental management | * None | QW |
| Conservation | * Alien plant removal | * Lack of water conservation | * None | QW |

## 7.6 LED, TOURISM AND HERITAGE

| **Area** | **Project** | **Issues Addressed** | **Dependencies** | **Timing** |
| --- | --- | --- | --- | --- |
| Tourism | Tourism Trading Post[[8]](#footnote-8) | * Limited tourism activities * N12 Treasure Route opportunities not leveraged | * DEAT Funding * Linkage to a heritage site * Off-take agreement for crafters * Community driven | LT |
| LED | Waste Buy-Back Centre | * Limited recycling of waste | * DEAT funding | LT |
|  | Poverty Eradication Strategy | * High levels of unemployment * Declining mining and other sectors | * Alignment with PGDS | LT |
|  | Beneficiation | * High levels of unemployment | * Inputs from mining and agriculture * Adopt-A-Programme from traditional players * Market access | LT |
|  | Business Audit | * Lack of information on business in West Rand | * None | QW |
|  | Local Business Support Centre (LBSC) setup | * Limited support to SMME * Limited business linkages facilitation | * Funding from Investec Bank and other * Rollout of Thusong Centre | LT |
|  | Mini industrial parks | * Lack of affordable space and services for SMMEs * Lack of investment traction | * Support of WRDA | LT |
|  | Community Co-operative setup | * High levels of unemployment | * Funding from seda and others * Off-take agreement by Government * Market access * Skills, coaching and mentoring | LT |
| Heritage | Heritage Management Department at WRDM | * Absence of heritage management department * Heritage sites preservation un-coordinated * Lack of awareness | * WRDM approval | QW |
|  | Heritage Survey | * Comprehensive list of heritage resources absent * State of preservation unknown | * None | QW |

## 

# 8. RECOMMENDATIONS

## 8.1 SPATIAL PLANNING AND URBAN DESIGN

### 8.1.1 Spatial Development Framework

Develop the spatial development framework, which will assist in locating the precinct, cores identification and prioritisation of the needs and hence the required facilities.

### 8.1.2 Precinct Planning

Precinct Planning should be undertaken for each township. The precinct plan could include the following amenities:

* Municipal facilities,
* Health care facilities,
* Library,
* Retail strips,
* Restaurants / entertainment facilities,
* Community Hall,
* Public square,
* Mixed-use housing,
* Transportation hub (e.g. bus / taxi rank).

The inclusion of the above mentioned amenities will be informed by a needs analysis as well as the feasibility study for each proposed project. The location of the precinct is dependent on dolomitic land areas, current land use and zoning, land availability and infill sites. A large portion of the West Rand is still farmland in private hands. A number of townships are still to be proclaimed.

The precinct plan will facilitate the creation of spatial urban hierarchies within urban townships:

* The Precincts are not intended to be in competition with the adjacent superior urban cores.
* Rather, they support, and are supported by, the adjacent cores.
* In this way opportunities for linkages are developed.
* For example, the upgrading of an existing municipal building within an urban township enables that facility to be operated as a satellite facility supporting the main urban core.

MAPS 13 to 17 demonstrate various aspects of West Rand:

### 8.1.3 MAP 13: Build-up Areas or towns

The map shows the build-up areas in West Rand. The build-up areas are:

* Formalized and established cities or towns,
* Formal settlements and urban townships, and
* Areas that are characterized by a high to medium-density, and a tightly knit urban fabric.

It is noteworthy to mention that the majority of these areas fall along a continuous “band”, stretching from Mogale City, to Randfontein, to Westonaria, and to Merafong City. This “band” is referred to as a development corridor, which is summarily defined as a linear zone of development that flanks a public transport or main route.

It is noteworthy to mention that there are “gaps” in the development corridor, in-between the indicated built-up areas, indicative of, and characteristic of urban sprawl. Beyond this band, the majority of the land is characterized by low density settlements and rural fabric, where economic activities are:

* Predominantly mining activities (along a strip directly south of this band stretching from Merafong City to Westonaria.
* Predominantly agriculture activities (in the rest of the region).
* Scenic parts of the district with predominantly tourist-oriented activities.

Urban sprawl is the spreading of a city, and its suburbs over rural land at the fringe of an urban area. Inhabitants of sprawling neighbourhoods tend to live in single-family homes and commute by automobile / public transport to work. Low population density is an indicator of sprawl. The qualitative aspects of sprawl include the lack of transportation options and pedestrian friendly neighbourhoods. In some cases sprawl may be linked to a decline in social capital. Sprawl is generally characterized by single-use zoning, low density land use patterns, and car-dependent communities.

Urban edge is a demarcated zone and interrelated policy that serves to manage, direct and limit urban expansion. The main functions of the urban edge are to restrict urban sprawl, to promote densification of areas and to promote the protection of agricultural and environmental resources.

### 8.1.4 MAP 14: Development Nodes

This map shows the development nodes along the development corridor in the West Rand. The development nodes are the logical points (built-up areas) that are off-shoots from the public transport or the main routes. The nodes represent where the urban growth zones are located.

The development corridors identified include the main towns of Carletonville, Westonaria CBD, Randfontein CBD, and Krugersdorp CBD.

### 8.1.5 MAP 15: Urban Growth Zone

The map identifies, and locates, the areas that have potential for spatial development along the development corridor in the West Rand i.e. the Urban Growth Zones, which are areas where major urban development is expected to occur, including residential densification and infill, as well as manufacturing and industrial growth.

### 8.1.6 MAP 16: Transport Routes in and around the urban growth zone

The map identifies the main transport routes along the development corridor in the West Rand. The national and regional routes identified are R28, R501, N12 and N14.

### 8.1.7 MAP 17: Townships in the context of the urban growth zone

The map shows the five priority townships for the Regeneration Initiative along the development corridor. The 5 maps show that the townships are built-up areas, are located near the identified development nodes are near the areas with potential for spatial development. The townships are near major routes and therefore could be linked and accessed with relative ease.

### 8.1.8 Township Development Recommendations

The proposed developments for each of the five townships are presented in Annexure 11. The proposals must be read in conjunction with the GIS and Spatial map of the area and the township in particular.

## 8.2 ENGINEERING

The key recommendations are:

* Deliver basic services using EPWP mechanism
* The engineering programmes should be guided by spatial planning and the principle of integrated development. The engineering development will be guided by proposals in section 8.1 above
* Consider alternative energy sources

## 8.2 HOUSING

The key housing recommendations are:

* Pursue mix use development as guided by spatial planning and urban design
* Upgrade existing hostels into proper family units where work has not yet started
* Upgrade existing informal settlements
* The housing demand estimates based on residents of informal settlements should guide the number of subsidy houses to be developed. Stringent quality control and inspection procedures must be put in place to ensure quality human settlements are delivered
* Mixed use development should be encourage
* Housing should avoid dolomitic areas as much as possible
* Housing developments guided by spatial planning as discussed in section 8.1

## 8.3 ENVIRONMENTAL MANAGEMENT

The environmental management problems in the West Rand District Municipality are wide ranging and systemic, have significant negative impacts on the environment and health of residents and pose a significant risk to sustainable development efforts in the district. There is a need to know in detail the extent of air, water and soil contamination by the various point and diffuse sources of pollutants including radiation. In light of this it is recommended that the WRDM execute an environmental management programme that will commence with the formulation of the District Environmental Management Strategy or Framework as outlined in this report. On the basis of the district strategy, the local municipalities can also develop their own specific strategies that are aligned to the district strategy, also as outlined in this report.

It is further recommended that the Environmental Management function be centralized and capacitated to carry out all the environmental management functions at all local municipalities instead of merely coordinating activities. This will lead to better utilization of resources and better environmental management.

The design of the environmental management strategies or frameworks can be achieved through the application of the concept of Strategic Environmental Management (SEM), which is a process of developing and implementing environmental management activities that are aligned with the strategic organizational objectives and that add value. SEM is the positioning of an organization to take advantage of environmental challenges. It is an attempt to make environmental challenges into profit-making opportunities rather than threats that curtail organizational operations and prospects. SEM is a creative and innovative response to EM in a manner that makes sense for both society and the organization.

Lack of resources (human and financial) is a major constraint to service delivery. The WRDM municipality should find ways of raising funds in order for it to be able to deliver services. Frequent monitoring of environmental parameters at specific intervals can be a challenge for local authorities with limited resources and significant bureaucracy and is best done by external private service providers.

## 8.4 LOCAL ECONOMIC DEVELOPMENT AND TOURISM

Some of the key LED recommendations were discussed earlier in section 8.1. This include the development of both the retail and transport nodes in the identified areas. The associated infrastructure development will contribute to investment attraction in the townships and the area in general. Other key LED interventions include the establishment of the Tourism Trading Post along the N12 Treasure Route. Other job creation opportunities discussed in section 7 should be pursued.

## 8.5 HEALTH

The upgrade of existing health care facilities should be considered while at the same time developing additional health care facilities. Mobile clinics should be considered to improve access to medical services. An awareness campaign should be implemented to augment current initiatives around HIV/AIDS, STIs, TB, teenage pregnancy and substance abuse.

## 8.6 FINANCE

The key recommendation under finance is to setup a West Rand Regeneration Fund as well as implement a revenue management programme to manage the debtors.

## 8.7 INSTITUTIONAL

The institutional and governance framework for the programme should be established. The key components are summarised in the table below.

| **Recommendation** | **Why** |
| --- | --- |
| Establish Cluster Committees | * Ensure participation by all key stakeholders * Monitor progress * Resolve functional issues |
| Establish owning agency that will be responsible for on-going management and maintenance of the projects | * Ensure sustainability * Ensure on going project maintenance |
| Establish a Community Development Forum | * Custodian of development needs * Conduit to dealing with community issues |
| Appoint CLOs | * Programme “eyes and ears” * Community level facilitation |
| Acquire land | * Key for the planned development projects * Key dependency for the success of most of the projects eg housing development |

# 9 KEY NEXT STEPS

The following are the key next steps

* Obtain funding approval
* Prepare detailed implementation plans
* Implement the projects

1. Ben is Mogale City GIS Manager [↑](#footnote-ref-1)
2. Source: Amartya Sen, “Development as Freedom; ANC Today, 2004 [↑](#footnote-ref-2)
3. Source: Julian May, Poverty and Inequality in South Africa, May 1998 [↑](#footnote-ref-3)
4. UNRISD = United Nations Research Institute for Social Development [↑](#footnote-ref-4)
5. Debt services payments include interest and redemptions [↑](#footnote-ref-5)
6. Refers to number of households [↑](#footnote-ref-6)
7. Proficiency levels are 1 = Undeveloped, 2 = Learning, 3 = Contributing, 4 = Guiding, 5 = Leading [↑](#footnote-ref-7)
8. Trading Post typically comprise conference facility, lodge, game park, craft and curio market, cultural tourism activities, 9-hole golf course [↑](#footnote-ref-8)