



Sedibeng District Municipality

Integrated Development Plan 2008/09

May 2008



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1 FOREWORD BY THE MAYOR

The Integrated Development Plan, or IDP, of a municipality is in many ways an expression of choices. With limited resources available to us, it's the prioritisation of that which will have greatest impact with what we can do within our financial and human capacity. In this first review of the five-year IDP adopted last year, we have opted to venture into some bold new areas to develop our area. We call this '*the road less travelled*' and we are confident that just as in Robert Frost's poem '*The Road Not Taken*', sometime in the future we will confirm, just as that poem does, '*that this has made all the difference.*'

These bold new areas include the 'Vaal 21' concept, some ambitious but realistic plans for precinct developments linked to 2010 and beyond, and the start of a whole new Regional Sewer Works that lays the foundation for the future development of our region, amongst others.

Vaal 21 is a cooperation agreement that we are forging with our neighbours across the Vaal River in the Free State. It is not just bold, but unique in cross border municipal working relations. The possibility of a strong regional economy on both sides of the Vaal River is our greatest weapon in the fight against poverty and unemployment. As 2010 draws closer, our 2010 Strategy will deliver some exciting precinct developments that will be a catalyst for urban renewal and investment in the area.

Since the adoption of our Draft IDP in March 2008, we have had a series of public engagements on the draft. My appreciation goes to those members of our communities for took time to engage with us on the draft. The engagements were vigorous as they should be, supportive when appropriate, critical when necessary. We therefore tread 'the road less travelled' safe in the knowledge that we do not walk alone on this chosen path of growth for Sedibeng.

The deliverables in this IDP are in line with the mandate of our people – create jobs; reduce poverty and bring a better life for all. Many exiting projects have emerged from this IDP process, and we are confident that these will take our region forward and turn Sedibeng into a progressive and attractive place, particularly for investment opportunities. A scan at our flagship projects will reveal just how promising these projects are and how they will address each of the focus areas that we adopted in our Growth and Development Strategy. I urge you to take time to look at the deliverables in each area of our work. Also pay attention to the Key Performance Indicators or KPI's. Adopting this IDP also confirms the KPI's by which our performance will be measured. Performance measurement is now an integral part of the Auditor General's mandate in expressing an audit opinion on our operations. Our last audit (2005/06) has been returned as unqualified. While we are proud of this achievement, we are mindful of this but a minimum requirement of transparent, accountable local government.

The challenge of presenting an IDP that is both user friendly to the public and technical enough to convey the intricate data, is a fine balancing act. We hope you will find this IDP inviting to examine in its details. From the analysis, through the flagship projects to the KPI's in the last chapter, we trust we have harnessed your hopes and dreams for Sedibeng in a strong working plan. The lifeblood of an IDP is public opinion. Since the IDP cycle never ceases, we hope you will never stop engaging with the ideas and revisions of this process.

Best Wishes,

Cllr. Mlungisi Hlongwane,



Executive Mayor



2 INTRODUCTION

The IDP process undertaken by the Sedibeng District Municipality in 2007 delivered a five year IDP for 2007/8 until 2011. This document, the 2008/09 IDP will thus not be a new document but a review. This review:

- Updates information of the previous IDP where new information has been sourced and where performance has changed;
- Incorporates and adjusts to the new or amended priorities from national and provincial government (e.g. new focus on energy crisis);
- Identifies changed and new circumstances and resulting gaps and looks at the required changes to planning and deliverables;
- Has an updated budget for the 2008/9 financial year based on the amended deliverables; and
- Will enhance the sections on mainstreaming of gender, disability, youth, children and HIV and AIDS issues whilst also ensuring that there are concrete programmes to empower these designated groups.

The review thus addresses *inter alia* the following:

- Action that is required after reviewing current service delivery levels and challenges including in respect of the energy crisis;
- MEC for Local Government assessed Sedibeng's Municipal IDP (2007/11);
- Sedibeng 2010 World Cup strategy which was launched in August 2006;
- Ongoing work on the 2nd Generation GDS;
- Environmental Programme of Action which was adopted at the end of 2007;
- Half yearly performance assessment by the Mayoral Committee in January 2008; and
- Introduction of a new initiative, namely the Vaal 21 initiative which seeks to bring together all the municipalities adjoining the Vaal River to collectively leverage on the potential of the River for development.

In developing the 2008/09 IDP the SDM embarked on a coordinated and collective process. The key milestones are recorded below.

- January: Revised IDP analysis on the basis of:
 - New figures such as from the Statistics SA Community Survey which was released in October 2007;
 - Information from the community based process of the local municipalities of Emfuleni, Midvaal and Lesedi;
- February: Each cluster in the SDM held a review workshops to consider and review their deliverables;
- November to February: Consultations were held with local municipalities through the IDP IGR forum.



- 8 March: Finalisation of draft Budget by Cluster and presentation to Section 80s Cluster committees;
- 10 – 11 March: Mayoral Committee workshop which discussed and agreed upon approach to the IDP, revised deliverables and draft budget.
- 18 March: Mayoral Committee approves draft IDP for public consultation and submission to the MEC
- 26 March: Council approves draft IDP for public consultation and submission to the MEC
- 18th April: Launch of public participation process
- 18 April to 8th May: Various public meetings and IDP consultations some arranged jointly with the locals and some arranged by SDM.
- 24 April: Presentation of draft IDP to provincial team for comments.
- 5 May: Management workshop to determine mainstreaming and alignment
- 15 – 16th May: Planned IDP Lekgotla with local municipalities to discuss alignment with locals. This did not happen due to circumstances beyond control of SDM. An IDP implementation workshop is however planned.

The structure of this IDP Report is as follows:

Introduction

This chapter provides a background to the Sedibeng Integrated Development Planning (IDP) process and the preparation of this plan.

Revised Analysis

This chapter contains a summary of the analysis done in order to understand our communities and the economy of our region. It briefly covers the performance of the Sedibeng District Municipality and the Emfuleni, Midvaal and Lesedi Local Municipalities, the identification of priority areas, and links to national and provincial priorities.

Approach

This chapter proposes an approach to the development of the content of the IDP.

Flagship Projects and Key Deliverables

The chapter highlights key projects that will be undertaken to realize the strategies set out in the IDP.

Revised Strategies and Deliverables

The third chapter covers the revised strategies and planned deliverables for the 08/09 financial year. The strategies include:

- Reinvent the economy;
- Renew our communities;
- Revive our environment;



- Reintegrate our region;
- Release human potential;
- Good and financially sustainable governance; and
- Vibrant democracy.

Each strategy is linked to a number of deliverables detailing the implementation mechanisms for service delivery.

Spatial Development Framework (SDF) – Revised Urban Edge

The SDF forms an integral part of the IDP and provide spatial expression of the key development strategies for Sedibeng. This chapter is a summary of the main elements of the Sedibeng's proposed Urban Edge.

IDP Budget 2008/09

The IDP includes a summary of the 2008/9 budget as well as the approach towards the budget. In this chapter we spell out the key revenue and expenditure forecasts which determine the financial parameters for the implementation of the IDP.

Deliverables for designated groups and mainstreaming

In this chapter we summarise the deliverables that will protect, promote and empower designated groups including women, children, people with disabilities, people infected by HIV and AIDS, youth and ex-combatants. The chapter is divided into two sections. In the first section, the deliverables for designated groups is summarized. In the second section, we demonstrate how our key IDP deliverables will support or be mainstreamed for designated groups.

Alignment with national, provincial and local policies and projects

In this chapter we identify where the SDM deliverables are aligned to provincial, national and local policies, strategies, programmes and projects. In the first section we identify the key areas where regional joint action, co-ordination or alignment is imperative. In the section we record existing areas of alignment and co-ordination. In the third section we pull together the budgets of the district and local municipalities and demonstrate what we collectively spend in the region.

Key Performance Indicators

In the final chapter we set out the key performance indicator for each deliverable. These are the indicators to measure the outputs and outcomes of the IDP. Performance against these indicators will be reported quarterly to the Mayoral Committee and also in our annual report.

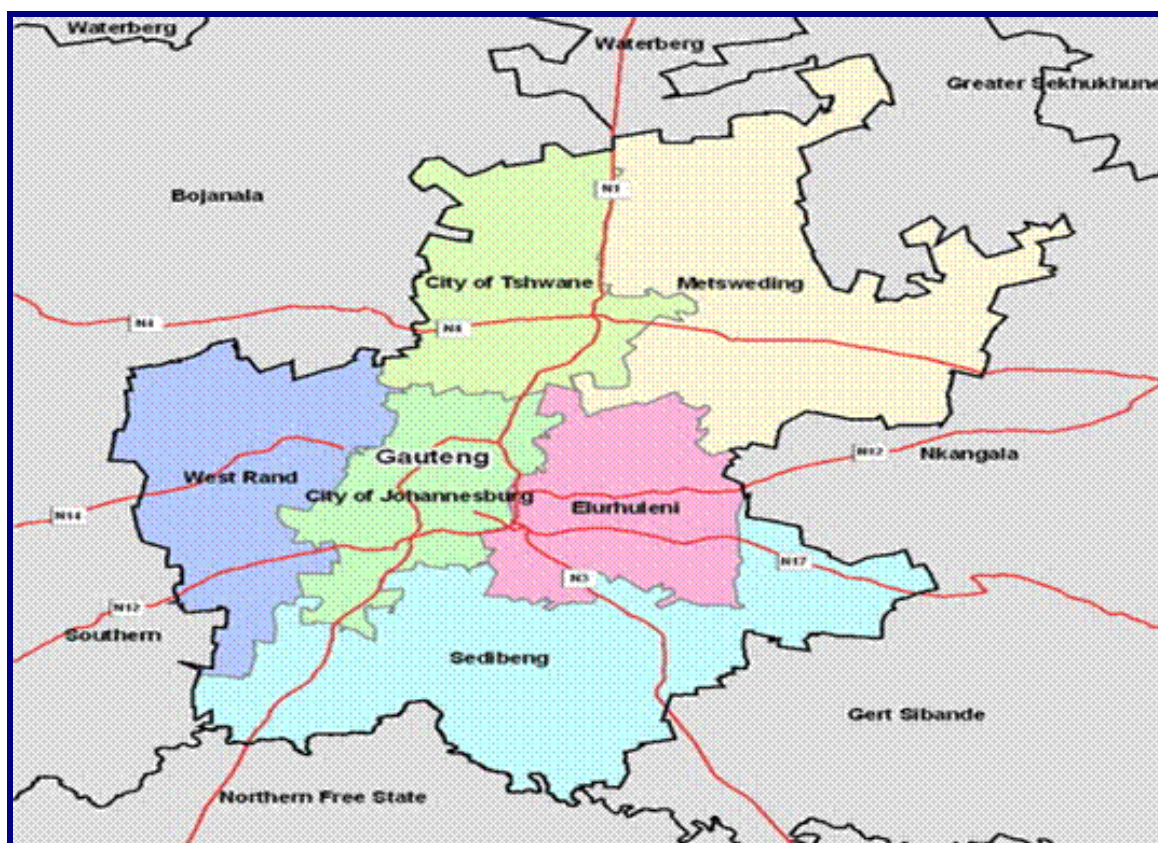


3 REVISED ANALYSIS

3.1 Understanding our Area

Sedibeng is situated in the southern-most part of the Gauteng Province, and includes the historic towns of Sharpeville and Vereeniging. Sedibeng covers the entire southern area of Gauteng Province, extending along 120 km axis from east to west. The geographical area of the municipality is 4630km² (square kilometers). The SDM comprises of three local municipalities namely:

- Emfuleni;
- Lesedi; and
- Midvaal.



Map 1: Municipal Boundaries in Gauteng Province

Source: Municipal Demarcation Board (2007)

3.2 Understanding our Communities

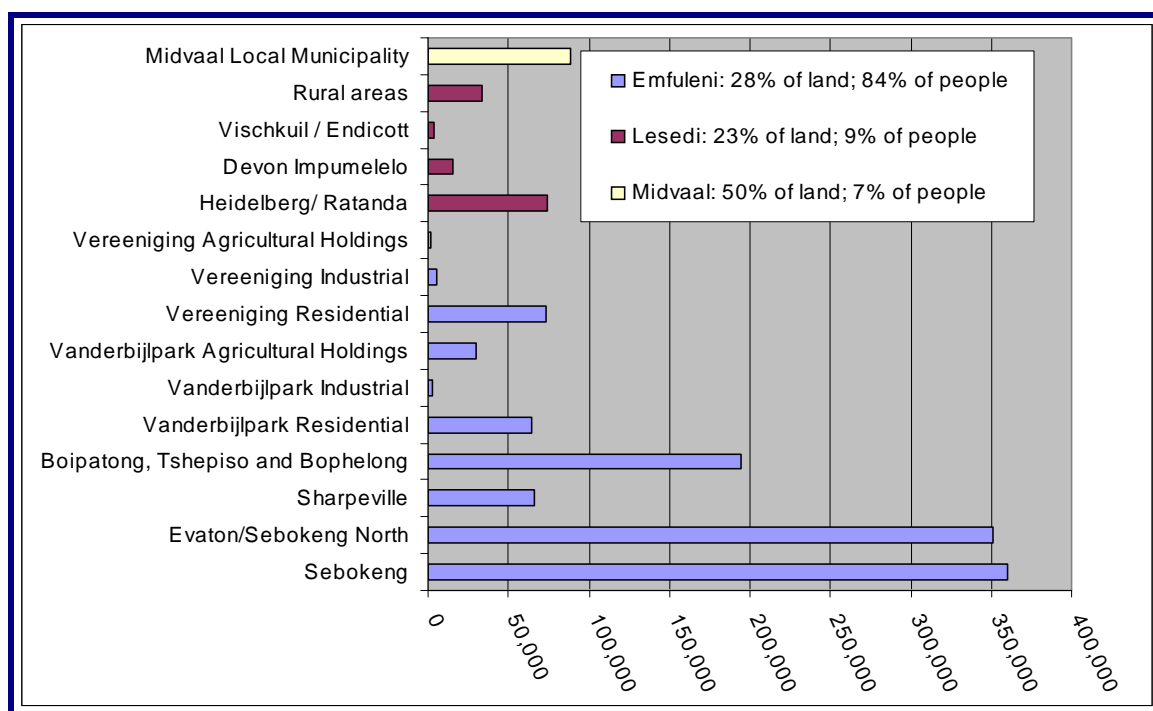
The 2007-2011 IDP estimated the total population at 843 006 for Sedibeng District Municipality as per NSDP (2006). According to DBSA (2006), the total population for Sedibeng District Municipality is 861 475 people based on Statistics SA Census 2001 projections



YEAR	POPULATION	SOURCE
1996	717,472	1996 Census
2001	861, 475	2001 Census
2006	843,006	NSDP
2006	1,362,000	Municipal sources

3.2.1 Location

The population distribution in Sedibeng is skewed. More than 8 out of every 10 people in Sedibeng live in Emfuleni which comprises of 27.6% of the total district. Sebokeng the most populated township is in Emfuleni. In contrast, Emfuleni has the second smallest land under its jurisdiction, 27.6% of Sedibeng. Lesedi has 23% while Midvaal with the lowest population has 50% of land. According to the 2001 Census, 82% of the population in Sedibeng is Black.



Graph 1: Population Distribution

3.2.2 Improvement in basic service delivery

Sedibeng has made a significant contribution towards improving the lives of people to ensure a better life for all. In the five years between 1996 and 2001 Sedibeng was able to impact significantly on services and housing provision. Data from Stats SA indicates the following:

- A total of 48 428 formal houses were built (36% increase in formal housing);



- A total of 50 201 households have access to electricity and lighting (35% increase in households with access to electricity and lighting);
- A total of 50 127 households have access to flush toilets (37% increase in households with flush toilets); and
- A total of 49 246 households have access to safe water (a 29% increase in households with access to safe water).

Sedibeng's residents have higher access levels to services than national average. This success in service extension generates its own challenges as it places local municipal budgets, especially that of Emfuleni, under severe pressure. The table below summarises the performance improvements made by Sedibeng up to 2001.

Sedibeng District Municipality: Averages				
Type	%	1996	2001	Comment
Household by type of dwelling	Formal	75%	81%	Improvement
Source of energy for lighting	Electricity	79%	86%	Improvement
Sanitation	Flush	75%	83%	Improvement
Water	With safe water supply	95%	98%	Improvement
Dependency ratio – number of people supported by each job		3.5	4.0	Deterioration
Household size		3.9	3.5	Decline

Table 1: Improvement in Basic Service Delivery (Source: Stats SA)

Furthermore Table 1: Improvement in Basic Service Delivery (Source: Stats SA) above, shows that there is an improvement in housing as the household size is decreasing (meaning that the ratio of houses to people is improving and that Sedibeng is impacting on the backlogs). However, we also note that the dependency ratio is worsening (showing more people are dependent on the income of one person) suggesting a worsening trend in income poverty.

It should be noted that the census data is based on a period of net job losses in the regional economy. In the subsequent period there has been an economic recovery with anecdotal evidence that some of the past trends may be improving. On the other hand, with the national economy facing rising interest rates and declining rates of growth the trends of the past may again worsen.

3.3 Understanding the regional economy

3.3.1 Structure of Economy in Sedibeng

Sedibeng contributes 2.3% of the National GVA – a similar contribution made by the Nelson Mandela Metropolitan Municipality in the Eastern Cape and Mogale City Local Municipality in the West Rand and constitutes the 9th largest local economy in South Africa. While Gauteng plays a critical role in the national economy with 39% of the national GVA, Sedibeng forms 6% of the Provincial economy.



3.3.2 Primary Sector

The primary sector of the economy consists of the agricultural as well as the mining sectors. Mining contributes 0.4% to the Sedibeng GVA and agriculture contributes 1.3 % to the Sedibeng GVA, therefore together they contribute 1.7% which is a decline of 0.8% considering the 2003 figures of 2.5%. (DBSA, 2006).

3.3.3 Secondary Sector

The secondary sector of the economy consists of manufacturing, electricity and construction. Together they contribute 48.6% of a total Sedibeng economy which therefore is an increase of 2.6%. (DBSA, 2006).

3.3.4 Tertiary Sector

The tertiary sector is basically the services sector as well as the government (49.7 % of GVA). This sector has been declining with 1.3%. (DBSA, 2006).

3.3.5 Tourism

Sedibeng is not at the forefront of tourist destinations however, it offers permanent waterways, natural attractions such as the Suikerbosrand Nature Reserve, as well as cultural attractions such as the Sharpeville Memorial that could place the district on the tourism map not only in Gauteng but for domestic tourists from other provinces as well. (Source: Kagiso Special Places Consortium, 2003).

The Gauteng market has got the largest concentration of potential tourists in Africa. Initiatives such as the Emfuleni Inland Waterfront Resort, of which the Emerald Casino is part, aims to tap into this market. In the past Gauteng focused its recreational spend on the coast and the mountains. Recently, this has moved to Hartebeespoort Dam, Dalstroom and the Limpopo province.

The Vanderbijlpark initiatives provide an opportunity to create a tourist destination within the Gauteng provincial boundaries as there is no real natural tourism destination in the province. As a matter of fact, tourism developed has skipped the Sedibeng region and has gone to Parys in Free State. Sedibeng has the potential to position itself to become one of the key destinations of choice for Gauteng Province.

3.4 Understanding our Environment

3.4.1 Air

Sedibeng is faced with serious environmental challenges. From being the source of major smokestack driven heavy industrial air pollution (steel and chemical industrial activity) to coal and wood smoke from the townships, international best practices are often exceeded (SEF, 2004). Although the pollution levels do not always exceed South African more lenient guidelines, health guidelines are exceeded quite substantially which poses real health risks to communities, particularly, in Midvaal and Emfuleni municipalities.

3.4.2 Water

Sedibeng is also faced with serious water pollution challenges in river systems and water bodies,



notably the Klipriver and Blesbokspruit which are polluted from runoffs from industrial areas, townships and waste water treatment works. In addition, the Vaal River is sometimes contaminated by raw sewerage spillages due to the aging infrastructure in Emfuleni. (Strategic Environmental Focus, 2004).

Although ground water quality is monitored in Emfuleni, Lesedi and Midvaal have not conducted any monitoring to establish the pollution levels of groundwater. Of similar concern is the fact that Midvaal and Lesedi do not have any pollution contingency measures in place to prevent surface water pollution (Sedibeng District Municipality, 2006).

3.4.3 Waste

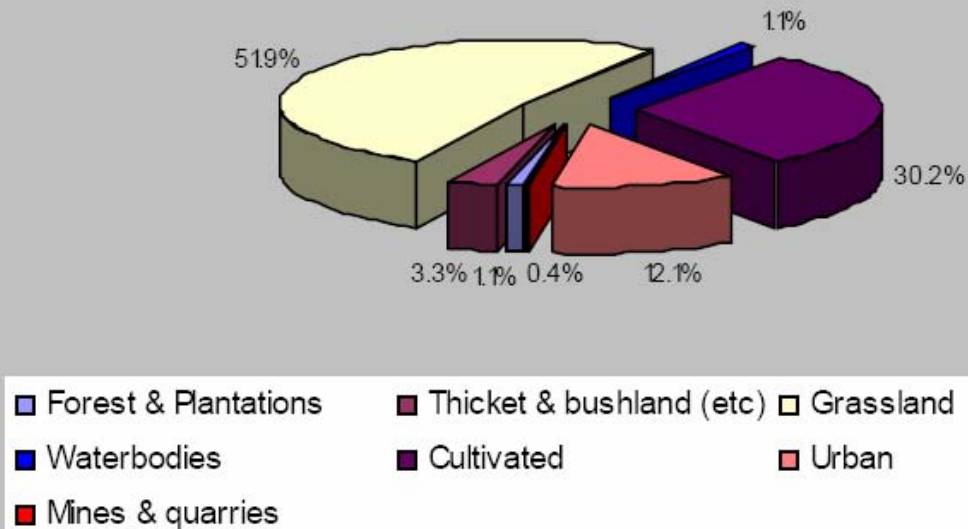
According to the Integrated Waste Management Plans of Lesedi, Midvaal and Emfuleni, none of the local municipalities have formal recycling activities in place. Recycling activities are informal and not very efficient.

3.4.4 Land

The chart below demonstrates the extent of land cover in Sedibeng in 2003. Although 12.1% more urbanised than South Africa as a whole, Sedibeng is less urbanised than Gauteng and contains 30.2% cultivated land and 52% grassland. Hence, although Sedibeng is much more developed than South Africa on the whole, it is underdeveloped within the Gauteng context, which illustrates high levels of development potential not only in the property field but also in agriculture. The region has magnificent environmental assets such as Suikerbosrand, the Vaal River, Vaal Dam and pockets of high potential agricultural land.



Sedibeng Distribution Of Land Cover



Graph 2: Distribution of Land Cover in Sedibeng (Source: Global Insight, 2004)

3.5 Understanding our Spatial Context

Sedibeng faces several development challenges. Among others, include the following:

- Due to its relative distance away from the Gauteng Core, it has to compete harder with more centrally located areas for new investments;
- The provision of cost effective services is hampered by low population densities;
- As a result, capital expenditure will continue to focus on the provision of new infrastructure services unless densification is practiced and housing developments are located on infill sites;
- Economic growth has been slower than population growth which has resulted in a decrease in average standard of living;
- The level of socio-economic disparity between population groups is high with pockets of severe poverty to be found; and
- Pollution of air and environment poses a major threat to development and to the health of communities. (Sedibeng District Municipality (2004) Spatial Development Framework).

3.5.1 Flow and Links

The Sedibeng SDF concept identifies the R59 as an economic development corridor with a less important east-west spine along the R42. Key nodes anchoring these corridors identified are Vereeniging-Vanderbijlpark, Meyerton and Heidelberg. While this spatial development context is useful to inform development patterns within Sedibeng it does not sufficiently reflect the spatial flows and links between Sedibeng and the rest of Gauteng as well as the northern Free State. In addition, references to the Vaal River environmental corridor and Suikerbosrand environmental node are noteworthy.



The SDF shows that the scale of movement in central Gauteng somewhat masks the flows between Sedibeng and Johannesburg and Ekurhuleni. It also shows that there are significant links between Sebokeng, Vanderbijlpark and Midvaal, while hardly any links exist between Lesedi and the rest of Sedibeng. More clear also is that Lesedi has far stronger linkages with Ekurhuleni than with Midvaal/Emfuleni. Critical additional mobility corridors that are not yet under consideration as activity corridors are the N17 and the N1 Golden Highway



4 APPROACH

The role of a district municipality is to strategically co-ordinate all efforts of locals in the district as well as carry out certain designated services. One of the challenges in recent years is the reduced funding available to district municipalities after the abolishment of Regional Service Council Levies. There is also ongoing policy and political uncertainty as to the future of districts including in the Gauteng context.

The SDM is determined to turn these constraints it's facing into an opportunity. We are focusing on ensuring that between 2008 and 2011 we can initiate projects, programmes and partnerships which can be put the region on a significantly new trajectory. Freed from the focus of day to day service delivery, it is possible for the SDM to focus on catalytic projects and programmes that can enhance development and make it easier and more achievable for the locals to meet these service delivery targets.

Thus in the 2008/9 IDP the Sedibeng District Municipality will focus on:

- Identifying and facilitating catalytic projects and initiatives that can make the biggest difference and which collectively can deliver on the five year mandate;
- Partnering with other spheres of government in delivering projects;
- Improving ongoing service delivery in areas where we have clear mandate to deliver;
- Build a strong organisation so that we can deliver on above; and
- Ongoing co-ordination and support to locals.

The district aims to focus on key projects and programmes rather than being reactive and engaging into too many small deliverables. In this way the district will be able to deliver more impact in the medium term.

The next section spells out the revised deliverables for the 2008/9 financial year. The revisions:

- Address new priorities (e.g. energy, health, education, crime);
- Align the IDP to revised national and provincial priorities;
- Incorporate reviews and studies done over the last financial year (e.g. 2010 strategy, CCTV review;
- Are more cognisant of the fact that this is a five year IDP and that everything does not have to be achieved in year one or two;
- Ensure that there is a sustainable strategy or plan before implementation begins;
- Continue to focus disproportionately on the 20% that will make the 80% difference;
- Ensure that there is a well capacitated highly motivated workforce as our best asset to build a strong organisation; and
- Improve mainstreaming of designated groups while ensuring that there are programmes in place to protect and empower these groups.



The IDP review also acknowledges the fact that while it is succeeding, there are also failures encountered and there is a time lag between implementation and impact. In this regard the IDP tries to ensure that the municipality plans cognisant of what it's capable of delivering.



5 FLAGSHIP PROJECTS AND KEY DELIVERABLES

5.1 Introduction

In this chapter, we spell out the flagship and cross cutting initiatives and projects which distinguish this IDP from the previous one and where the municipality wants to focus disproportionate effort to ensure that we put the development of the region on a new trajectory. In this way, we are most likely to deliver and exceed on delivering on our election mandate.

5.2 Vaal 21

In this section, we explain the Vaal 21 initiative which has been approved by the SDM to bring together all the municipalities along the Vaal River to leverage off the potential of the river to enhance development, particularly in the run up to the 2010 Fifa Soccer World Cup.

5.2.1 Background and Motivation

In October 2007, the Mayors of the SDM, Midvaal, Lesedi and Metsimaholo and other senior leadership undertook a study tour to Bilbao, Spain and attended a waterfront conference in Lisbon, Portugal. The key lessons learnt from this study trip was that waterfronts have enormous potential to create jobs and promote growth and development.

On 23rd October 2007, a Sedibeng Joint Mayoral Committee meeting received a report of the study tour which included a proposal for a Vaal 21 initiative to bring stakeholders together to take advantage of the development potential of the Vaal River. It was agreed that the Municipal Managers should take this forward and make a proposal to a meeting of political leadership of all affected municipalities.

The meeting of all the Mayors, MMCs for LED and Municipal Managers of different municipalities held on 19th November 2007, concluded that a further initiative is required to ensure that stakeholders maximise the potential of the Vaal River and synergise all efforts. In addition, this was seen as a contributor to meeting government's target to halve poverty and unemployment by 2014. The municipalities represented included the following:

- Emfuleni Local Municipality;
- Fezile Dabi District Municipality;
- Lesedi Local Municipality;
- Metsimaholo Local Municipality;
- Midvaal Local Municipality;
- Ngwathe Local Municipality; and
- Sedibeng District Municipality.

On 25th to 26th February and 14th March, the senior political leadership of the district municipalities of Sedibeng and Fezile Dabi together with all the local municipalities met and developed a collective vision and set of operating principles. Projects and a brand statement were also discussed. The



results of these workshops still need to be approved by the involved municipalities but the commitment to take this initiative forward is clear. As a result, the workshops also agreed on a number of structures including a plenary, political and technical forum as well as secretariat.

International experience has demonstrated that water is an important 'comparative advantage for growth' and that diverse political parties and stakeholders can successfully work together to replace economic decline with dynamic and creative growth. This was the key conclusion from the study trip of senior political and administrative leadership referred to above.

In addition, the Vaal area has rich history including:

- Pre-history: Vredefort Dome is the largest meteorite site in the world;
- Iron age: Redan rock art, various San paintings in the area;
- Modern history: Anglo Boer War; and
- Liberation struggle: Sharpeville and Boipatong massacres, 1984 Sharpeville and Sebokeng uprisings.

Economically, it is the 5th largest contributor to the national GVA. Industrial growth due to availability of cheap water, coal and labour concentrated around electricity, coal, steel and petro-chemicals. Agriculture is a significant economic sector while tourism and the diamond industry is growing

The area has a number of shared environmental attributes including a common Vaal Catchment Area and Vaal Air Shed. Significant rail, road and pipeline corridors run through the area connecting it with the rest of South Africa and the continent.

5.2.2 Proposed Vision

The proposed vision for the Vaal 21 initiative is: "An integrated, dynamic Vaal regional economy through collective action inspired by a common goal".

5.2.3 Proposed Principles

The proposed principles have yet to be finalised. At the time of drafting they read as follows:

"We will collectively grow and stimulate the Vaal region economy..."

- By creating an enabling environment and infrastructure;
- Through short-term and long-term catalytic projects which could be new or existing implemented by individual municipalities or collectively;
- By maximising the potential of our rich heritage, the river and the dam including through ensuring public access and usage of the river system (both waterways and banks);
- Through ensuring clean air & water and safeguarding our biodiversity;



- By aligning to the GDSs and other government priorities;
- By incorporating the projects in the IDPs;
- Through promoting good governance and accountability;
- By healthy collaboration between municipalities;
- By creating & strengthening partnerships with all stakeholders and promoting community participation; and
- By respecting the mandate of the collective and the legal and constitutional imperatives.”

5.2.4 Proposed Projects

The Vaal 21 initiative will be implemented through a set of flagship projects. The projects need not be ‘brand new’. It is envisaged that existing projects such as the 2010 precinct projects, tourism promotion, and human rights festival can be integrated, strengthened and consolidated to become projects which would fall within the Vaal 21 initiative.

It was agreed that there will be no detailed master plan but that the common vision and principles should determine which projects are chosen and how their delivery is sequenced and executed.

Projects which are proposed to be Vaal 21 projects are divided into the following categories and are the following:

- Projects to enable development:
 - Regional Sewer Works;
 - Vaal Air Quality Management Plan; and
 - Project to improve energy efficiency and explore co-generation.
- Projects to accelerate growth:
 - Enabling upstream and downstream manufacturing in the steel sector;
 - Tourism promotion especially for 2010;
 - 2010 Festival;
 - Heineken beer factory and related developments along R59 corridor; and
 - Zone of opportunity in Heidelberg.
- Projects to promote urban renewal:
 - Evaton urban renewal;
 - Boipatong urban renewal and heritage project;
 - Sharpeville precincts (heritage, sport and recreation); and
 - Urban management of the CBDs of Heidelberg, Meyerton, Vanderbijlpark and Vereeniging.



- Projects to promote tourism and leisure:
 - Urban waterfront;
 - Blue Rose City; and
 - Vaal Dam.

Some of these projects are existing and it is suggested when the Vaal 21 initiative is launched, should be branded as Vaal 21 projects. Some are still proposals. Most of the projects are projects which are to be done in partnership between the district and local municipalities on both sides of the river, or in partnership with other spheres of government and the private sector.

5.2.5 Proposed Institutional Arrangements

The institutional arrangements are yet to be finalised, possibly through a detailed and consultative study. In the meantime it has been agreed that there shall be the following interim structures set up:

- *Vaal 21 Plenary*: consisting of Mayoral Committees of all municipalities, Speakers, Chief Whips, Municipal Managers and senior officials responsible for economic development;
- *Vaal 21 Political Forum*: consisting of Mayors, MMCs responsible for economic development and Municipal Managers
- *Vaal 21 Technical Forum*: consisting of Municipal Managers and senior officials responsible for economic development;
- *Vaal 21 secretariat*: consisting of identified senior officials from the political offices and administration of the district municipalities of SDM and Fezile Dabi District Municipality.

5.3 Precincts

4.3.1. Introduction and Background

In August 2007, the SDM adopted a 2010 strategy. This strategy identified four pillars which would enable the people and communities in SDM to benefit from the 2010 Fifa Soccer World Cup both during the tournament but more importantly to use the opportunity of the World Cup to leave a lasting legacy.

One of the pillars of the strategy was 'urban regeneration and precinct development'. The 2010 programme of action document adopted by the Sedibeng District Municipality and presented to the three local municipalities of Midvaal, Emfuleni and Lesedi identified the following objectives for this pillar:

- Overcome apartheid settlement patterns;
- Have a single integrated city along a river;
- Give our people access to the beauty of the Vaal River;
- Improve urban management; and



- Create significant job creation opportunities.

To do this, the action plan identified *inter alia* the following flagship projects which would need to be taken forward through further feasibility and other studies and then in partnership with other spheres of government and the private sector:

1. **Government precinct** in Vereeniging CBD to include:
 - Renovation of existing buildings, parking and open spaces;
 - Renovation of city hall to be able to be used as conference and exhibition centre;
 - Possible utilization of vacant land to the West for social housing, retail and government or other offices; and
 - Possible arts and crafts market and School of the Arts.
2. For the duration of the 2010 World Cup and possibly for the Confederation Cup an identified area of the CBD should be turned into a **soccer fair/football fiesta** with a combination of viewing, arts and crafts, hospitality, music etc.
3. **Dickinson Park and/or Vosloo Park and/or Sam Gross Park** to include a mix:
 - Permanent entertainment area which could be used for a public viewing site for the duration of 2010 Fifa Soccer World Cup;
 - Retail and hospitality facilities;
 - Area for sport and recreational activities including picnic spots, basket ball courts etc; and
 - Jetty for boats to access river.
4. **Regeneration and development along Mario Milani Drive** from Rhodes Avenue to Ascot Road to include greening and tree planting to mask industries and slag heaps. This could include engaging with Transnet on future of land between Riviera Hotel and railway line.
5. **Redeveloping Taxido and Vereeniging Station** into a multi-modal public transport facility in partnership with SARCC/Intersite. This could include upgrading of bus terminus and possible bridge over railway line to link to riverfront.
6. **Regenerate the Vaal Showgrounds or President Park** into a possible training venue and/or entertainment area.
7. **Redevelop George Thabe Stadium** into a mixed use, sport precinct integrated with Sharpeville Memorial and for use by a diversity of sporting codes. This should include proper parking, EMS and disaster management facilities.
8. **Develop Sharpeville Monument** into a heritage precinct to include an iconic exhibition center possibly with a Human Rights focus and an upgraded retail and hospitality component. This should include Sharpeville Police Station as a museum or community facility and a rebuilt Sharpeville Hall to accommodate arts, cinema and theatre activities.



9. **Redevelopment of Seeiso Street** into a mixed use high street forging a movement and activity link from Vanderbijlpark through Sharpeville Centre via Sharpeville Dam to the Vereeniging CBD. This should include redevelopment of properties along the road to introduce mixed density residential developments and social housing.
10. **Ensuring the overall improved urban management of CBD areas** including through improve sidewalks and arcades, pedestrianisation of certain streets, landscaping and tree planning, upgrading of building façades, improved lighting and signage and improved surveillance and security. This can include statues, street art and street furniture.
11. **Support to other possible viewing sites and precincts** which could be FIFA accredited, privately initiated and managed, publicly initiated, temporary or permanent, inside or outside and for locals or visitors or both. These areas will need to be identified in consultation with the local municipalities and should be in rural and urban areas. Options include Zone 14 Sebokeng, Ratanda Sports Centre and Henley on Klip.

In November 2007, the SDM and ELM jointly appointed Arup to do the above mentioned feasibility studies and finalise a project list that can meet the objectives that Council identified within reasonable time frames.

The Arup consultants working with a steering committee made up of senior leadership from Emfuleni Local Municipality and Sedibeng District Municipality have:

- Held various consultations with affected stakeholders in and outside government;
- Looked at the various existing plans and projects;
- Looked at the local and international comparative experience; and
- Identified the institutional arrangements that could be used to develop these precincts.

This is reported on below.

4.3.2. Introducing the precincts proposals

Arising out of the above, the following precinct projects have been identified and are to be approved by the SDM Mayoral Committee to be taken forward:

- Regeneration of a Civic Precinct (Figure 1) in the Vereeniging CBD;
- Development of three interrelated precinct spaces in Sharpeville, namely:
 - Heritage precinct in vicinity of Sharpeville Monument;
 - Sport and recreation precinct in vicinity of George Thabe Stadium; and
 - Recreation precinct along shores of Sharpeville or KwaDlomo Dam (Figure 4).
- Development of four related waterfront projects along the Vaal River in the vicinity of Vereeniging namely:
 - Upgrading of Dickenson Park (Figure 5);
 - Development of Business Park (Figure 6) to the immediate left of Dickenson Park (Figure 5);



- Development of a iconic water tourism hub left of R59 bridge; and
- Development of a broadwalk stretching to both sides of the River between Riviera Hotel and R59 bridge.

All the precinct projects have been *conceptualised* so that they will:

- Contribute to **redressing the legacy of apartheid**. They will be catalysts to overcome apartheid settlement patterns and will contribute to provide redress to communities who suffered from the brunt of apartheid exploitation and repression in the struggle for freedom in South Africa;
- Contribute to **achieving the political mandate** of the Council in particular in relation to job creation, development and the building of sustainable communities;
- Be **people centred**: enabling people to have free and open access to all amenities as well as being 'organic', relating to local experiences and history; and
- Contribute to the **success of the Sedibeng 2010 strategy** and leaving behind a lasting legacy.

Secondly, all the precinct projects are *planned* to be sustainable. They will be:

- **Economically sustainable**, not becoming a 'white elephant' but instead being able to contribute to the economic development of the area;
- **Institutionally sustainable**, not creating obligations on local government which it does not have the capacity to deliver or which will require local government to devote a disproportionate amount of resources to.
- **Environmentally sustainable**, promoting the reuse and recycling of existing resources (e.g. grey water) using renewable resources (e.g. solar energy) where possible and embracing environmentally friendly design principles (e.g. maximising the use of natural light).

Thirdly, all the precinct projects have been *designed* to be:

- **Visionary**: They aim to have iconic and memorable features for local residents to have pride in and for visitors to want to experience;
- **Fundable**: They are not overly ambitious and are designed to attract public and private funds; and
- **Phasable**: Some may not be able to be completed in one phase but will be designed so that they can be completed and/or enhanced sequentially.

It is intended that these precincts not only individually but also collectively contribute to urban regeneration, building sustainable communities and overcoming the legacies of apartheid planning, contributing towards building a single city facing the river.

Further, their contribution was also considered in relation to other 2010, precinct and development initiatives in Sedibeng. These include the following:

- Boipatong heritage project and urban renewal;



- Evaton Renewal Project;
- Sebokeng heritage project;
- Twenty Prioritised Township Programme;
- Vaal 21 initiative;
- Promoting Sedibeng as a tourism and accommodation hub for 2010; and the
- Human Rights Festival.

In delivering on the key priority area namely releasing human potential, Sedibeng is embarking on initiatives to build precincts. These will contribute to the achievement of mass participation in areas such as:

- Sports;
- Recreation;
- Arts;
- Culture; and
- Heritage.

The different precincts are now discussed.

5.3.1 Civic Precinct

The Civic Precinct (Figure 1) is situated in the Vereeniging CBD. The main objectives of the Civic Precinct include:

- Creation of a civic hub;
- Creation of a heart for Vereeniging;
- Creation of a place for people with focus on cultural and commercial activities; and
- A mixed use development, enriching levels of use by people over a greater period of time.

In the short term, the Precinct will be a temporary 2010 World Cup viewing and event facility.



Figure 1: Illustration of the Civic Precinct Hub

The key components of the precinct include:

- Redevelopment of Sedibeng Council Management and Administrative Offices – improvement working environment for officials, with flexible spatial floor arrangements, a contemporary office configuration and good levels of office worker comfort;
- Provision of Governmental Office space;
- Mayors Parlour – renovated and refurbished to high standards;
- A Multi-Purpose Community Centre (Thusong) which provides access to public sector services;
- Redevelopment of the Council and Banqueting Hall into a mixed-use- Business exhibition Centre, incorporating Banqueting and Convention facilities;
- Redevelopment of the existing library into an “Idea Store” including creative starter businesses and meeting facilities, connected to a new Exhibition Hall;
- Development of a Civic Square for people, sustainable and of high quality including elegant materials, landscaping and lighting in a secure and safe and easily navigable environment;
- Relocation of the Peace Monument to a new landscaped Park, with easy access from within and outside the precinct. With high visibility and a formal setting for monument, surrounded by active frontages;



- Connection from the Civic Square to surrounding roads by means of enhanced permeability, pedestrian walkways and external terraces. An adequate signage and way-finding strategy is to be put in place which integrates the Civic Hub in its immediate and broader surroundings;
- Creation of a School of Arts with a focus on performance arts including music rehearsal rooms, dance practise rooms, a local radio broadcasting studio, and integrated with the Civic Theatre; and
- Archival and exhibition space which can potentially include De Klerk archives amongst others.

5.3.2 Sharpeville Precinct

The Sharpeville Precinct consists of 3 components namely Heritage Hub (Figure 2), an Integrated and Sustainable Sports Recreation Hub and Dhlomo Dam – a gateway to Sharpeville.

Heritage Hub

The main objectives of the Heritage Hub (Figure 2) include:

- Performing as a community hub and catalyst for urban regeneration and economic development;
- Integrating and unifying the existing heritage, cultural, community and religious functions on site; and
- Encourage sustainable tourism and promote local arts and crafts.

The key components of this hub are:

- Restructuring of the urban realm to link the Heritage with Church Precinct;
- The development of a pedestrianised street, a “Heritage Promenade” linking the community hall and memorial, reinforced with active street frontages of retail, workshops and commercial activities;
- The provision of lower to medium-income housing at the first level of the development flanks the central Heritage promenade;
- Rejuvenation and expansion of the existing museum, memorial and library quarter;
- Development of a new iconic Human Rights Museum, Research Centre, Archive and temporary exhibition centre around a Human Rights Square with associated retail and cafe functions at street level;
- Ensuring that the Sharpeville memorial becomes embodied in the whole regeneration proposal;
- Integration of the Police Station in the Memorial quarter and refurbishment to include Police Station Museum and youth-Community Centre;
- Upgrading the urban realm, streetscape and way finding in the Church Precinct area;
- Enhancing and centralising facilities to cater for visitors including the Arts & Crafts Market and the provision of drop-off / parking area for visitors;



- Heritage hub to be visually and physically connected to Sports Community Hub; and
- Redevelopment of the Community Hall into a mixed-use multi-purpose hall including theatre, cinema and banqueting facilities.



Figure 2: Illustration of the Heritage Hub

Integrated and Sustainable Sports Recreation Hub

The main objectives of this hub include:

- Reinforce the existing sports activity at the George Thabe Stadium;
- Become a hub for mass participation sports for the benefit of the surrounding community;
- Upgrading George Thabe Stadium so that it can be used for PSL and Mvela League Games; and
- Upgrading the cricket pitch to be used for amateur and professional teams.



Figure 3: Sports & Recreation Hub

The key components of this hub are:

- Development of integrated and sustainable community hub for the promotion of amateur sports.
- Upgrade of the George Thabe Stadium to ensure that facilities can be used for PSL and Mvela League Games.
- Upgrading of the existing Cricket Ground and environs to cater for professional games
- Upgrading of the public realm including hardscaping / Landscaping, Safety & Security measures, Lighting Strategy, Sustainability implementation, Signage & Wayfinding.
- Provision of formalised and managed, secure parking facilities including parking for sports facility users, vip parking and events.
- Upgrade of existing sports facilities such as the swimming pool and development of additional sports infrastructure and associated facilities such as soccer grounds, new netball / volleyball / basket ball grounds, tennis courts.
- Provision of Sports club facilities at the heart of the recreational hub which include restaurant, gathering area, admin, teaching spaces, meeting rooms, etc.



KwaDhlomo Dam: A Gateway to Sharpeville

The main objectives of hub include:

- Creation of a symbolic gateway to Sharpeville;
- Regeneration of the old park area to its former self;
- Creation of a recreational hub; and
- Set in desirable natural environment.



Figure 4: Illustration of the Dhlomo Dam Hub

The key components of this hub are:

- Creation of a Gateway by means of a large sculpture along Seiso Road - exact location to be determined;
- Link between Sharpeville Heritage Hub (Figure 2) and the Gateway by means of a safe and secure Dam side nature promenade; and
- Development of a safe and secure recreational zone for the people along the Dam including landscaping, boating, braai area, religious activities and informal trading.

5.3.3 Waterfront Precinct

The Waterfront precinct consists of 4 related components namely:



- Dickenson Park Recreation Hub (Figure 5), adjacent to the railway bridge across the Vaal River;
- The Business Park (Figure 6), linking the CBD with the Vaal River;
- The Waterfront Promenade (Figure 7), covering the coastline between the CBD and the R59 freeway; and
- The Water Tourism Hub (Figure 8), between Dickenson Park (Figure 5) and the R59 freeway.

Dickenson Park Recreation Hub

The main objectives of the Dickenson Recreation Hub include:

- Creation of a recreational park which exploits the natural features and attraction of the Vaal River waterfront;
- Development of a continuous, safe and secure, nature and recreation promenade “for the people” along the Dickenson Park (Figure 5) and Vaal Riverfront;
- Upgrade of the current site into a recreational park with integration of a multi – purpose events/viewing site; and
- Transformation of the Dickenson Park (Figure 5) into a Recreation/Crafts and Innovation Park after 2010, with potential for adjacent Business Park (Figure 6).



Figure 5: Illustration of Dickenson Park Recreation Hub



The key components of this hub are:

- Upgrade of the current site into a multi-purpose recreational Park;
- Creation of an events and viewing site with associated infrastructure and retail facilities which can potentially accommodate temporary 2010 World Cup Fan events and activities;
- Development of a continuous, safe and secure, nature and recreation promenade “for the people” which interconnects with the adjacent Waterfront Precincts; and
- Upgrade the multi-purpose events park by introducing a Craft and Innovation Hub which showcases local expertise and techniques of the past and future with a focus on emerging entrepreneurship, innovation, skills transfer, education and job creation opportunities.

The Business Park

The main objectives of the Business Park (Figure 6) include:

- To reposition the CBD towards the Waterfront by integrating the Business Park (Figure 6) into the CBD Regeneration strategy;
- To increase the urban links between the CBD and the riverfront by improving the existing linkages across the rail infrastructure;
- Creating a desirable business location, close to the infrastructure and activities of the CBD, and exploit the need for local office space in order to create opportunities for job creation, entrepreneurship and business tourism;
- To reinforce the linkage of the CBD with the various destination points along the green Vaal River corridor; and
- To demonstrate and pilot sustainable and environmentally friendly development.



Figure 6: Illustration of the Business Park Site

The key components of this hub are:

- Creation of a sustainable and high quality, luxurious Office Park environment which exploits the natural Vaal River assets including landscaping and water features, use of elegant materials, appropriate lighting, security & safety in an easily navigable environment; and
- Development of a continuous, safe and secure, nature and recreation promenade “for the people” which interconnects with Business Park setting and the adjacent Waterfront Precinct.

The Waterfront Promenade

The main objectives of the Waterfront Promenade (Figure 7) include:

- To bring the Vaal River front back to “the people”.
- To provide high quality recreation to all members of the public by providing access to the Riverfront, its facilities and river activities.
- Exploit the full potential of the Vaal River as a tourist destination.
- To enable controlled sustainable management of environmentally sensitive areas.



Figure 7: Illustration of Water Promenade

The key components of this hub are:

- Development of a continuous, safe and secure, nature and recreation promenade “for the people” along the Vaal River; and
- Provision of a wide variety public recreational facilities along the shore including boating, adventure sports, fishing, picnicking.

The Water Tourism Hub

The main objectives of the Water Tourism Hub (Figure 8) include:

- Creation of a catalyst for urban regeneration and economic development along the Vaal River;
- Improvement of the accessibility to the Riverfront from the North and West of Vereeniging in order to unlock the development opportunities of a significant area of the Waterfront, adjacent to the R59 freeway;
- Creation of a destination of high quality and national significance which exploits and strengthens the tourism potential of the Vaal River; and
- Enabling education, skills transfer and long term job creation.



Figure 8: Illustration of the Water Tourism Hub

The key components of this hub are:

- Development of a continuous, safe and secure, nature and recreation promenade “for the people” along the Vaal River;
- Development of an internationally rated Vaal Sports School centred around the Vaal Water Tourism Centre. This is to include educational facilities, sport grounds and associated infrastructure, training facilities for athletes and sports coaches, student campus and accommodation;
- Provision of luxury residential development in a high quality landscape setting; and
- Public Recreational Facilities along the Vaal River front.

5.4 Urban Renewal

The district and local municipalities are involved in a number of urban renewal projects with a focus on those that are part of the Twenty Prioritised Township programme. In this section we focus on three areas where the SDM is and will continue to play a significant role in the next IDP period. These are:

- Boipatong heritage project cascading to large scale urban renewal;
- Evaton Urban Renewal; and



- CBD urban management and renewal beginning with Vereeniging and Vanderbijl Park as well as supporting the Heidelberg proposed Zone of Opportunity.

Below these key projects are briefly described.

5.4.1 Boipatong Urban Renewal

This project has been extensively discussed with various local role players including people affected by the Boipatong massacre in 1992. The main objectives of the project now include to:

- Build a memorial symbol for the victims of the Boipatong Massacre and all those who sacrificed their lives for the struggle against Apartheid;
- Address the housing backlog and renew existing housing;
- Provide sports and recreation facilities;
- Provide an education/ resource centre with a focus on youth;
- Upgrade the roads infrastructure including storm water, lighting, sidewalks and the incorporation of heritage symbols and signage in the existing road infrastructure;
- Regenerate the wetland into an attractive park and recreation area; and
- Create income generating opportunities.

This project will be delivered in two phases namely:

- Phase 1: Boipatong massacre memorial and youth centre to possibly include YAC
- Phase 2: Boipatong urban renewal project with:
 - Regeneration of wetland to a recreation and heritage area;
 - Integration of heritage symbols and way finding in urban roads and services;
 - Accelerated housing delivery in line with GDOH approach including upgrading of backyard shacks; and
 - Reintroduce healing, social development focus.

This project will be done in partnership with the Emfuleni Local Municipality and the Gauteng Department of Public Transport, Roads and Works.

5.4.2 Evaton Urban Renewal

The Evaton Urban Renewal is an ongoing programme spearheaded by the Gauteng Department of Housing. The Renewal Master plan consist of 5 main development precincts - West, East, Government and Sport, Heritage and Central as well as the Overarching precinct. The precincts will become active economic nodes offering services and facilities such as taxi ranks, a shopping centre, mixed housing, town square, sports facilities, art school, municipal offices and a chapel. This



integrated plan will be implemented over 3 years through a public private partnership. The Provincial Government will invest R50m in the next financial year and in each of the next two financial years.

Its main objectives include:

- Upgrading of bulk infrastructure: water and sewer networks;
- Development of road and transport networks;
- Upgrading of housing for beneficiaries;
- Local economic development; and
- Development of social infrastructure:
 - School upgrading;
 - Recreation and sports;
 - Central service delivery point: Mafatsane Municipal Centre; and
 - Possible heritage.

In the next IDP period, the SDM will continue to support this programme and ensure that the programme is integrated and aligned to all other urban renewal and development initiatives e.g. Vaal 21 in the region.

5.4.3 Vereeniging and Vanderbijl Park Urban Management and Renewal

The central business districts in man of both the towns and 'townships' of Sedibeng have deteriorated over the last decade. They no longer attract business and are often unsafe and unattractive. The SDM aims to work in partnership with the local municipalities to look at ways of turning these areas around, especially Vereeniging and Vanderbijl Park in the run up to the 2010 Fifa Soccer World Cup. It is envisaged that the Vereeniging CBD should be festival hub.

It is further hoped that the lessons learnt from these two areas can be then reproduced in all CBD areas in the region and even in the Northern Free State through the Vaal 21 initiative. Further it is hoped to combine the further roll out of CCTV cameras with this project so that there is an integrated and holistic approach to urban management and renewal on these areas.

Thus in the next IDP, the Sedibeng District Municipality together with Emfuleni Local Municipality will be:

- Conducting an audits to understand the condition of the CBDs and identify the level of urban decay;
- Develop a renewal plan; and
- Develop a management plan (include CCTV camera's, energy efficiency, regulation of street trading, improved maintenance, etc) in partnership with private sector.

It is envisaged that the project will deliver on the following areas:



- Tax incentive renewal;
- Central Improvement District (CID) services such as:
 - Safety and Hospitality;
 - Public space management (collecting rubbish, removing litter, removing graffiti, washing side walks, cutting grass, trimming trees and landscaping public places);
 - Informal trade management (manage relationship with the Council on matters relating to utilities, law enforcement, informal trade management, taxi management, planning, communicate areas of concern, sit on all committees); and
 - Facilitation of public art and events in public spaces.

5.5 Managing the Energy Supply Crisis

The energy supply crisis that South Africa is experiencing has been having significant negative impacts on households and businesses in the Sedibeng Region. This is not a short-term problem and the situation is expected to continue into the future. In response, the Sedibeng District Municipality is putting in place a number of projects and plans, in the short to medium term, to assist the region in the addressing this issue.

In the medium term an Energy Strategy for the region will be developed, but in the short-term there is a need to urgently develop projects in partnership with key stakeholders to assist the region in mitigating these impacts. A key element of the approach will for the SDM to take leadership on this issue by looking intensively at its own energy use and management practices.

Projects implemented will have two over-arching objectives i.e.

- To develop further electricity generation capacity in the region; and
- To facilitate the implementation of energy efficiency initiatives in the region (as a direct response to Government's request to reduce electricity consumption by 10%).

Projects identified for implementation in this coming year include:

- The installation of solar traffic lights at key road intersections (in partnership with the National Energy Efficiency Agency);
- Performing energy audits of local government buildings in the region to identify energy efficiency interventions which can be implemented quickly and effectively. These audits will use funds from the Danish donor organization DANIDA through its Urban Environmental Management Programme of which Sedibeng District Municipality is a partner;
- To support local businesses in accessing the Government incentive schemes supporting energy efficiency and the use of renewable energy sources. This would include the sourcing of funds for the undertaking of energy efficiency audits in businesses, as well as supporting feasibility studies for the development of further generation capacity; and
- Investigating the possibilities for introducing "Green Building" standards into the region which would include energy efficiency standards.





6 REVISED STRATEGIES AND DELIVERABLES

6.1 Introduction

The IDP Vision Elements are derived from the Sedibeng Growth and Development Strategy, and are taken up in the IDP as Key Priority Areas. These so called “Five Rs” are:

- **Reinventing our economy** by consolidating the existing sectors and exploring new sectors of growth;
- **Renewing our communities** by provision of basic services, regeneration and property development to improve the quality of living for all;
- **Reviving a sustainable environment** by increasing the focus on improving air, water and soil quality and moving from a producer and receiver of waste to a green city;
- **Reintegrating the region** with the rest of Gauteng, South and Southern Africa through improving connectivity and transport links; and
- **Releasing human potential** through accelerated investment in people and increased focus on the development of social capital.

For these focus areas to work, certain prerequisites need to be fulfilled. These include an important role for state led development, good governance and high levels of participation by our communities and stakeholders.

In order to achieve the objectives of the GDS (the 5 “Rs”) and create an enabling environment for implementation, the following two Key Priority Areas have been included in the IDP:

- **Good and Financial Sustainable Governance** through sound administration, knowledge sharing, caring and growing employees and performance management.
- **A Vibrant Democracy** through good communication and stakeholder relations, marketing and branding, good intergovernmental relations and capacitation of councillors.

In the next section we identify the key STRATEGIES and DELIVERABLES for each priority area. This is the heart of the IDP since it sets out what the SDM will be doing in the next four years with a focus on the 2008/9 financial year. In many instances these deliverables remain the same as in the previous year. In other areas, due to changed circumstances, new issues and revised priorities as discussed in the introduction, the deliverables have been revised.

6.2 Reinventing our Economy

By consolidating the existing sectors and exploring new sectors of growth.

STRATEGY	KEY DELIVERABLES
Support the consolidation and expansion of the metal, energy and construction sectors	<ul style="list-style-type: none"> • Develop a spatial sector strategy to grow the steel/metal, energy, construction and related industries in the region which is aligned to Asgisa and the Apex priority related to industrial policy. • The first step should be a study on the binding constraints on manufacturing and other key sectors in partnership with GEDA (GPG) and the Presidency (NSDP). • Establish a steel industry forum to ensure partnership in the growth of this sector; • Conclude the development of an incentive policy and implement incentives together with local



STRATEGY	KEY DELIVERABLES
	municipalities to attract and retain industries; and <ul style="list-style-type: none"> Explore and if feasible initiate and support the establishment of an industrial development zone.
Promote and develop tourism and leisure sectors	<ul style="list-style-type: none"> Implement tourism and directional signage including on identified tourism routes; Revive tourism associations in Midvaal and Lesedi Grow water related tourism products together with private sector and other spheres of government Promote business tourism in the area including through the proposed business exhibition centre linked to the civic precinct Implement the specific tourism and accommodation plan for 2010 in partnership with the private sector; and Implement a tourism marketing plan linked to the Vaal 21 initiative and brand. .
Promote and develop agriculture sector	<ul style="list-style-type: none"> Identify suitable land and crops for value adding agricultural activities and agricultural hubs and implement in partnership with Rand Water and local municipalities and with expertise from ARC, GDACE and DoA; Continue support to Lesedi agricultural cooperative project s; and Support the process of land restitution and promotion of BBBEE amongst black farmers including through auditing process of land sales
Promote opportunities for increased inclusivity in the economy	<ul style="list-style-type: none"> Update the SMME database for the region; Assist with the funding for cooperatives and other emerging small business formations; Coordinate and facilitate training programmes for SMME's including the Gauteng Enterprise Propeller (GEP), Department of Labour, Tourism Enterprise Project (TEP) and relevant Sector Education and Training Authorities (SETA's). Implement the outcomes of a BBBEE Summit to be held on 1 April 2008; Development of a process plan together with the Local Municipalities, on the involvement of local businesses (especially SMMEs and the informal sector) during the 2010 World Cup Event; and Conclude on the future of Sedichem (either via a turnaround strategy or through a migration to GEP) as a part of SMME support. Ensure that the SDM supply chain policies, procedures and practices facilitate procurement to SMMEs and BBBEE.
Ensure integrated economic development and investment through the Vaal 21 initiative	<ul style="list-style-type: none"> Review Second Generation GDS and IDP to integrate and align with the Vaal 21 initiative.
Consolidate, review and monitor the SGDS	<ul style="list-style-type: none"> Complete the second Generation GDS and identify projects aligned to Vaal 21 projects Market and promote the SGDS with stakeholders, communities and investors locally, nationally and globally; Establishing an appropriate forum and programmes to conduct a skills profile for the region, and the development of a plan to ensure a better match between skills demand and supply; and Monitor and periodically review progress on the implementation of the SGDS.

6.3 Renewing our Communities

By provision of basic services, regeneration and property development to improve the quality of living for all.

STRATEGY	KEY DELIVERABLES
Ensure integrated spatial development planning and promote good land use management	<ul style="list-style-type: none"> Ensure the ongoing and updating implementation of a Spatial Development Framework for the Region in such a way that it guide and direct long-term development and inform Master Plans for services; Ensure that the urban edge proposals are accepted by GPG and included in future land use planning. Develop and manage a Geographical Information System for the SDM which can be integrated to and be supportive of Emfuleni, Midvaal and Lesedi Local Municipalities;



STRATEGY	KEY DELIVERABLES
	<ul style="list-style-type: none"> • Conduct workshops with all stakeholders on Land Use Management in conjunction with locals; and • Support local municipalities to implement consolidated Town Planning Schemes.
Promote residential development and urban renewal	<ul style="list-style-type: none"> • Complete the development of a Municipal Housing Development Plan to facilitate future housing development and ensure inclusionary housing provision and unblock problems at places like Mamello, River Glen, etc; • Facilitate the Evaton Regeneration Programme and implementation of projects together with Emfuleni and the Gauteng Department of Housing; • Facilitate the Top 20 Townships Programme especially with regards to spatial planning, infrastructure development and housing; • Facilitate the implementation of Shack Down Programme together with the Gauteng Department of Housing and the local municipalities; and • Work in partnership with the local municipalities to implement a number of precinct or residential development projects including: <ul style="list-style-type: none"> ○ A civic precinct in the CBD of Vereeniging; ○ Waterfront precincts along the Vaal River; ○ Heritage precincts at Sharpeville ○ Heritage precinct and urban renewal of Boipatong; ○ A local development plan for the area in the surrounds of the Fresh Produce Market; and ○ A local development plan for the Doornkuil area in Walkerville.
Plan for effective, efficient and sustainable infrastructure for water and sanitation services, and provision of electricity	<ul style="list-style-type: none"> • Facilitate the speedy implementation of the Sedibeng Regional Sewer Scheme to build a major new regional sewage plant that will serve the demand for sewer purification in the region, and to feed treated waste water into the Vaal River system; • Support the development of master plans for bulk services in conjunction with locals in order to plan for future demand for water, sewer, roads, storm water and electricity and consolidate into an integrated regional plan ; • Bring together the different authorities to improve the management of the Vaal River system. • Ensure improved sanitation in worst affected areas and eradication of bucket system within national target timeframes. • Ensure regional coordination and liaison in respect of basic services through inter-governmental relation forum.

6.4 Reviving a Sustainable Environment

By increasing the focus on improving air, water and soil quality and moving from a producer and receiver of waste to a green city.

STRATEGY	KEY DELIVERABLES
Ensure the minimisation of waste and the maximize recycling of waste	<ul style="list-style-type: none"> • Update our Integrated Waste Management Plan (IWMP) and develop a Waste Information System • Implement the Industrial Waste Exchange Programme (IWEX) together with the locals municipalities; • Facilitate waste recycling with the locals municipalities; • Facilitate tyre recycling and reuse activities in the Sedibeng Region. • Ensure that landfill space in the region are permitted and managed effectively and that recycling is prioritized above the development of new land fills. • Ensure the development and implementation of a waste recycling strategy.
Create healthy environment through effective environmental health management	<ul style="list-style-type: none"> • Ensure the delivery of an effective and sustainable municipal health services • Ensure compliance to and the effective implementation of the SLA through good inter-governmental relations. • Improve air quality in residential areas through the implementation of DEAT's "Clean Fires"



STRATEGY	KEY DELIVERABLES
	<p>Programme in the Sedibeng Region.</p> <ul style="list-style-type: none"> • Ensure the development and adoption of MHS bylaws. • Ensure the development and adoption of the MHS Strategy. • Ensure the effective implementation of the Vaal Priority Area Air Quality Management Plan. • Support the development of the Highveld Priority Area Air Quality Management Plans • Establish an effective Air Quality Licensing Authority in terms of the National Environment Management: Air Quality Act. • Develop and begin implementation of an Energy Strategy for the Sedibeng region (including approaches to Energy Efficiency). • Ensure the development and establishment of an appropriate MHS system through good inter-governmental relations.
Build partnerships to ensure integrated environmental awareness, planning and management	<ul style="list-style-type: none"> • Develop an updated database on environmental policy and legislative requirements of local government; • Continue to develop the Environmental Management Framework and Plan for the region in partnership with GDACE, DEAT that will facilitate the speedy processing of EIA applications; • Ensure effective implementation of the Environmental Action Plan (i.e. EPoA) through effective management and oversight; • Facilitate a cleaner production support programme for industry in Sedibeng to assist the private sector in implementing environmental best practice • Ensure proper environmental planning and compliance through good inter-governmental relations. • Run awareness programmes particularly around key events and days. • Ensure the development and implementation of an outreach strategy.
Promote conservation of environmental resources and biodiversity	<ul style="list-style-type: none"> • Implement Sedibeng Tree Planting Initiative to assist local Municipalities with greening initiatives especially along pedestrian routes and in recreational areas; • Develop a plan for wetlands and grasslands including conservation, rehabilitation and support for job creation projects to achieve their conservation and rehabilitation with focus areas on the urban wetlands of Sharpeville and Boipatong. • Facilitate greening projects, Working for Wetlands, Working for Water and other EPWP projects in the area of conservation; and • Facilitate the development of a bio-sphere conservation area in and around Suikerbosrand.

6.5 Reintegrating our Region

With the rest of Gauteng, South and Southern Africa through improving connectivity and transport links

STRATEGY	KEY DELIVERABLES
Plan and provide for effective efficient and sustainable road infrastructure	<ul style="list-style-type: none"> • Work with provincial government and local municipalities to align road planning to develop a Sedibeng Strategic Roads Framework which includes a prioritized list of regional roads for urgent development in line with our Spatial Development Framework. This list of roads should include R82, R59, K11 and R42 • Work with provincial government and the local municipalities to ensure that outdated signs are removed, new signs are installed and tourism signage is installed and maintained for all tourist attractions in our region • Ensure regional coordination and liaison in respect of road master planning through inter-governmental relation forum. • Work with all relevant stakeholders on a "Signage Plan for 2010" for erection of permanent signs and temporary signs such as directions to parking areas, fan parks, advertisements and billboards • Coordinate between Province and Locals for the upgrade and tarring of township roads, particularly the 20 Townships Programme, the Siyakha Programme, and Evaton Renewal Programme, in compliance with government policies, e.g. EPWP.
Plan and develop	<ul style="list-style-type: none"> • Develop a new Sedibeng Integrated Transport Plan which should include sections on public



STRATEGY	KEY DELIVERABLES
accessible, safe and affordable public transport systems and facilities	<p>transport, road and rail infrastructure freight, waterways and the appropriate role of our local airports, and logistics hub</p> <ul style="list-style-type: none"> • Ensure the development of a proper transport planning methodology through good inter-governmental relations. • Work with the SARCC/Metrorail on the upgrading of rail infrastructure • Develop and implement a 2010 transport plan to ensure that visitors and sport spectators can move around our region and to matches easily and safely • Develop and implement a turn around strategy for our taxi ranks which should include: Improved maintenance; Certainty on ownership and management; Improved revenue generation through outdoor advertising and rental to local entrepreneurs and advertising; Linking taxi ranks to our programmes of urban regeneration • Identification of key intermodal facilities for upgrading and development as precincts/economic hubs including bus stops, Taxido Junction, Bophelong Rank and Mpumelelo Rank
Promote efficient movement of freight	<ul style="list-style-type: none"> • Develop and implement a feasible and appropriate freight facility including in possible partnership with the North West University and its partners; • Implement turn around strategy proposals for Vereeniging and Heidelberg Airports • Work with Spoornet to increase the use of rail for the movement of freight; and • Work with various stakeholders to ensure the safety of freight, pedestrians and private cars along the R59 industrial corridor.
Render an efficient and corruption free vehicle registration and licensing service	<ul style="list-style-type: none"> • Improve the best practice model so that clients are better served and staff are more productive; • Undertake a change management process and increase training and capacity building to improve the staff morale, capacity and productivity; • Install measures such as CCTV cameras to improve monitoring of staff and clients in all sections of the four License Service Centres; • Construct of a learner license examination hall and office accommodation at the Vereeniging License Service Centre; • Build undercover waiting areas for clients at all License Service Centres; and • Support the establishment of a License Service Centre offering all the services in the northern area of Sedibeng. • Ensure compliance to and the effective implementation of the SLA through good inter-governmental relations.
Improve ICT connectivity in Sedibeng	<ul style="list-style-type: none"> • Develop an ICT connectivity master plan drawing on experiences of other cities in South Africa and elsewhere; • Review the implementation of CCTV cameras in Emfuleni to establish how it improve the service as well as how to leverage the provision of other services from the fiber optic cable already installed; and • Explore providing a centralised call centre service for all municipal services.

6.6 Releasing Human Potential

Through accelerated investment in people and increased focus on the development of social capital.

STRATEGY	KEY DELIVERABLES
Nurture the development of people's potential through sport, recreation, arts and culture	<ul style="list-style-type: none"> • Facilitate the establishment of district councils in identified sporting codes; • Work with province and local municipalities on a sport mass participation programme to include establishment of multi – coded hubs: Ratanda, Devon, Sicelo, Sharpeville, Bophelong, Boipatong and at Saul Tsotetsi Sport Centre in Sebokeng. Including: <ul style="list-style-type: none"> ○ A regional sports council; and ○ A regional colours programme. • Establish and support a Regional Colours program as part of Mass Participation program for all communities in SDM. • Develop a comprehensive water based sports program in partnership with the private sector, province and the local municipalities • Implement a plan to nurture development and interest in soccer in the run up to 2010 FIFA Soccer

Sedibeng District Municipality

Integrated Development Plan 2008/09



STRATEGY	KEY DELIVERABLES
	<p>World Cup Plan, including a possible soccer academy hosting 2010 Soccer Teams and a dedicated school programme in partnership with GPG GDE.</p> <ul style="list-style-type: none"> Develop and implement the "Arts to the People" programme including the establishment of a School for the Arts and audience development in partnership with the GDE. Implement a programme to support artists and crafters including support to ensure sustainability, identifying events and sites for markets and upgrading certain identified sites; Develop and implement a turn around for Vereeniging and Maphatlalatsane Theatres.
	<ul style="list-style-type: none"> Develop a set of annual identified events and programmes e.g. choral festival, soccer festivals The above series of events should culminate in an annual Human Rights Festival for March of each year Begin to plan for an International Human Rights Festival to be held in March 2010 to commemorate the 50th anniversary of the Sharpeville massacre including a national permanent human rights exhibition ; and Begin to plan for a multi cultural and focused 2010 Festival to happen during the 2010 Fifa Soccer World Cup.
Promote and develop the heritage of our region	<ul style="list-style-type: none"> Develop a comprehensive heritage strategy should be aligned to National and Provincial plan which should include: <ul style="list-style-type: none"> Database of anti-apartheid activists, victims and survivors; Approach towards heritage monuments, interpretation centres and museums; and a Focus on Evaton, home of Duma Nokwe and Gert Sibande and the upgrading of the Roman Catholic Church in Small Farms. Co-ordinate a district and local process in respect of changing certain geographical names and identifying public places and roads for name change, including the commemoration of the life of Adelaide Tambo. Arrange a programme of appreciation for veterans and survivors in SDM region. Develop an iconic Sharpeville interpretation centre as an integrated part of the Sharpeville Heritage Precinct and a Boipatong interpretation centre as part of the urban renewal programme; and Develop and implement a turnaround management plan of the museums and archiving system for: <ul style="list-style-type: none"> Vaal Teknorama; Sharpeville and Heidelberg Develop and implement a marketing strategy to increase the number of local residents, school students and tourists visiting our heritage sites and museums.
Promote a safe and secure environment	<ul style="list-style-type: none"> Support and facilitate provincial victim empowerment centres including through measuring their impact and monitoring their progress; Co-ordinate and monitor social crime prevention programmes including community awareness and school based programmes; Support and co-ordination of volunteers to improve visible policing and enhance crime prevention; Manage, improve and upgrade the CCTV street surveillance system in Vereeniging, Sharpeville, Sebokeng and Evaton and consider integration with other local municipal systems and improved management in partnership with the private sector. Implement the SDM approved community safety strategy and monitor progress quarterly, six monthly and annually; Develop and update district wide integrated disaster management and business continuity plans according to risk profiles. Perform the disaster management function efficiently; Co-ordinate fire fighting and rescue, run awareness programmes on fire and rescue and ensure training of local fire fighting officials; and Develop, implement and monitor an integrated 2010 safety and security plan, involving all stakeholders including disaster management, emergency medical services and health services.
Promote HIV and AIDS understanding, treatment, care and support	<ul style="list-style-type: none"> Strengthen and support internal HIV and AIDS workplace programmes; Facilitating and supporting the functioning of the District Aids Council chaired by the Mayor and support the Local Aids Forums. Implement and monitor a Council approved HIV and AIDS Strategy and Programme of Action; Co-ordinate and support the implementation of ward based HIV and AIDS plans including monitoring the funding of community based organizations, community capacity building and training of



STRATEGY	KEY DELIVERABLES
	<p>community development workers on HIV and AIDS issues in partnership with Gauteng AIDS Unit;</p> <ul style="list-style-type: none"> • Strengthen community based social mobilisation and education initiatives; and • Support the expansion of Care and Treatment including ARV sites; and • Facilitate the development of programmes for orphans in consultation with Gauteng Social Development Department.
Promote efficient delivery of primary health care and emergency medical services	<ul style="list-style-type: none"> • Ensure there are improved response time and enhanced quality of care by Emergency Medical Services; • Ensure high level of oversight role to ensure adequate provision of services in the content of potential PHC and EMS provincialisation; • Ensure adequate EMS Services in Evaton and Devon;
Promote social development of our communities	<ul style="list-style-type: none"> • Development of a comprehensive social policy to guide how we can maximize our contribution to social development, especially in relation to vulnerable groups. • Protect and ensure the dignity of elderly people through: <ul style="list-style-type: none"> ○ supporting the establishment of a senior citizens forum ○ ensure that appropriate community based facilities are built for the elderly; • To ensure gender empowerment, there should be an appropriate division of responsibilities between Community Services Cluster, Office of Mayor, Office of Speaker and overseen by the Section 79 Committee to: <ul style="list-style-type: none"> ○ Ensure that we continue to have dedicated programmes for women support and empowerment including for councilors; ○ Address issues of gender equality and sensitizing men to women issues ○ Appropriately celebrate Women's Month, ○ Support women employees and Councilors. • Support children through: <ul style="list-style-type: none"> ○ Initiating and supporting a local inter-sectoral forum to prevent, intervene and rehabilitate children in need of care. ○ Ensure the effective implementation of the Bana-Pele single window programme. ○ Ensure the effective roll out of the provincial early childhood development strategy • Develop an integrated programme for ex combatants and monitor implementation. • Develop a programme to implement Mayoral Golf Day Funds for Sedibeng District Municipality Survivors and • Ensure implementation of Donations Policy
Promote skills development and training	<ul style="list-style-type: none"> • Develop a comprehensive youth programme guided by a youth development policy and strategy including reviewing and expanding YAC, other youth pro-active programmes and ensuring and monitoring mainstreaming. The policy and strategy must determine appropriate institutionalization and division of responsibilities between Community Services cluster, Offices of Mayor and Speaker and with due regard to changes in the national youth environment and approaches. • Increase opportunities for young matriculants to further their studies through the provision of bursaries;

6.7 Good and Financial Sustainable Governance

Through sound administration, knowledge sharing, caring and growing employees and performance management

STRATEGY	KEY DELIVERABLES
Ensure financial sustainable local government including of revenue collection, management and	<p>For enhanced revenue collection, management and financial mobilisation:</p> <ul style="list-style-type: none"> • Develop of comprehensive fixed asset register and better manage rental agreements with Locals • Ensure completeness of revenue; • Explore additional revenue generating avenues for Council; and • Improve revenue management.



STRATEGY	KEY DELIVERABLES
financial mobilisation	<p>For governance of municipal finance</p> <ul style="list-style-type: none"> • 100% MFMA compliance • Introduce improved policies and procedures. <p>For capacity to manage municipal finance</p> <ul style="list-style-type: none"> • Put in place appropriate training and mentoring for all staff including financial staff in line with competency framework to develop and manage municipal finance. <p>For financial reporting</p> <ul style="list-style-type: none"> • Ensure Clean Audit Programme to continue to achieve an unqualified audit. • Ensure appropriate IT Systems to support Financial Management in place including maximum inter-operability with Locals. • Ensure successful review of GAMAP/GRAP implementation. <p>For budgeting and planning municipal finances</p> <ul style="list-style-type: none"> • Ongoing review of existing tariffs while mindful of the need to keep tariffs affordable to the poor. • Develop a medium term expenditure framework and/or regional fiscal guide in alignment with National, Provincial and Municipal Budget allocations. • Move towards zero-based budgeting and activity based costing • Ensure effective budget management including aligning budget to IDP. <p>For effective supply chain management</p> <ul style="list-style-type: none"> • Manage contract and supplier database effectively • Establish programme to support SMME's to tender for government tenders • Introduce improved policy and procedures
Effective management of council business	<ul style="list-style-type: none"> • Effective secretariat to service Council, Mayoral and related committee meetings; • Effective records management system • Legal support in preparations of and alignment of bylaws across municipalities and the province • Effective legal support and contract management to ensure legislative and legal compliance by all parts of Council and provide support to bye-law development; and • Effective internal communications through: <ul style="list-style-type: none"> • upgrading of telephone system to one which is cheaper and has more management controls; • improving internet connectivity; and • design and roll out of a communication protocol; • producing an internal staff newsletter. • Improved Section 80 Committees through the centralisation of the administration
Render effective IT services	<ul style="list-style-type: none"> • Enhance the current network to link remote offices, libraries, clinics and youth advice centres to the wide area network (WAN) through inter alia investment in hardware, security, masts etc.; • Develop a business continuity plan to ensure that there are back-ups are available in the situation of a disaster; and • Roll out specialized software enhancements and working with different internal departments to provide them with IT solutions to meet their respective IDP demands • Roll out IT enhancements including Phase 2 of Novell Netware and working with different internal departments to provide them with IT solutions to enhance their work; • Continuous investigation and Implementation of the latest information technology in line with national trends and standards; and • Review of relationship with locals to ensure interoperability and connectivity but for each to manage their own IT assets and systems.
Ensure effective, competent and motivated staff	<ul style="list-style-type: none"> • Ensure that SDM operates as an effective and caring municipality through inter alia ensuring: <ul style="list-style-type: none"> • effective training; • employee wellness and support; • harmonised labour relations; and



STRATEGY	KEY DELIVERABLES
	<ul style="list-style-type: none"> team building interventions; as well as ongoing review of the organisational structure to align with changes in strategy. Continuous implementation of performance management system for all employees to enhance productivity and deal constructively with poor performance; Skilling and building the capacity of officials and councillors through ensuring that each employee and councillor has a personal development plan cascaded up into a workplace skills plan. Particular attention needs to be given to women and young people in Council; in line with National Skills Development Strategy Implement our Employment Equity Plan to ensure the adequate representation of previously disadvantaged people, women, young people and people with disabilities at all levels of our staff; Implement an effective Employee Assistance Programme including an HIV and AIDS workplace programme and support to employees and councillors on financial planning; and Co-ordinate the implementation of the Batho Pele principles including providing name tags for all staff; and Ensure a healthy and safe working environment for all employees.
Develop and maintain high quality municipal facilities	<ul style="list-style-type: none"> Development of a well maintained connected civic precinct in Vereeniging to contribute to service delivery and the regeneration of the Vereeniging CBD; Accessible, attractive and safe facilities for clients at our service points including vehicle registration and licensing centres, public safety facilities, museums and youth advice centres; Effective fleet management so that safe vehicles are available to staff and councillors; Promotion of and support to local SMMEs and BEE businesses who are contracted to construct or maintain our facilities; Develop a long term plan and model for the efficient management and maintenance of our facilities including looking at how to partner with private sector; and Ensure reasonable accommodation for people with disabilities.
Facilitate access to relevant information and promote knowledge	<ul style="list-style-type: none"> Establish a 'research unit' at district level which will assist with research, gather information and disseminate information including statistics, new policies from other spheres of government, etc.; Support and participate in the District Learning Network to share experiences across districts; and Use and strengthen local websites as a form of information sharing.
Ensure measurable performance and transparent monitoring of the municipality	<ul style="list-style-type: none"> Establish Key Performance Indicators which will be measurable and measured on a regular basis. There will also be a strong link between the performance of the organization and the performance management system of officials. Ensure that there are quality quarterly, mid-year and annual reports which are conveyed to our stakeholders and constituencies.

6.8 Vibrant Democracy

Through good communication and stakeholder relations, marketing and branding, good intergovernmental relations and capacitation of councillors.

STRATEGY	KEY DELIVERABLES
Build high level of stakeholder relations and effective communication and branding	<ul style="list-style-type: none"> Revise communication strategy to ensure appropriate integration between internal and external communication, marketing and branding. Ensuring ongoing communication with our stakeholders including through holding regular stakeholder forums, sector based forums with relevant ward committees representatives, and the development and maintenance of a stakeholder database; Establish an integrated stakeholder database; Ensure the branding of Sedibeng District Council as part of the branding of Sedibeng; Develop and implement a number of key communication vehicles to the public including izimbizo, council meetings, taking council meetings to communities, newsletters, use of media adverts, etc.; Co-ordinate a district communication forum and strategy which includes ensuring that councillors are profiled on local radio; and



STRATEGY	KEY DELIVERABLES
	<ul style="list-style-type: none"> Support the effective functioning of the Mayor's Investment Council and the establishment of a united regional business forum.
Promote high level of intergovernmental co-operation and co-ordination	<ul style="list-style-type: none"> Ensure effective and efficient functioning of all IGR structures as contained in the Sedibeng IGR Protocol Framework; Ensure high level of interaction and information sharing with other spheres of government, municipalities and local government associations, e.g. Vaal 21 concept. Co-ordinate and facilitate international exchange programmes to achieve our strategic objectives, including the attendance of Vaal 21 related 44th ISOCARP International Congress in China, 'Urban Growth Without Sprawl', A Way Towards Sustainable Urbanization' Promote Inter-municipal learning and recreational programmes, e.g. District Learning Networks, SALGA OR Tambo games.
Ensure high level of corporate governance	<ul style="list-style-type: none"> Ensure effective and efficient functioning of Internal Audit Function; Develop and Implement Risk Management Framework in SDM; Develop and Implement Anti-Fraud and Corruption Plan including establishment of a Hotline; and Improved management of Disclosure of Interests by Council employees.
Ensure public participation	<ul style="list-style-type: none"> Strengthening ward committees and Ward sectoral forums through providing resources for training to local municipalities; Building the capacity of councillors to be effective public representatives; Implementing and co-coordinating a petition management system to effectively deal with petitions from members of the public; Holding public meetings and putting documents into public domain as required in terms of the Municipal Systems Act and Municipal Finance Management Act; and Arranging GDS and sectoral izimbizo and dialogues with designated groups including women, youth, the elderly, people with disability, etc.
Mainstreaming of issues relating to designated groups	<ul style="list-style-type: none"> Ensure that programmes exist to empower and promote designated groups (see earlier) Ensure all our programmes they promote the rights and empowerment of these groups and take corrective action if necessary; Facilitate development of appropriate policies and mechanisms to enhance participation of the designated groups Develop the capacity and understanding of officials on how to mainstream.

6.9 Flagship Projects for 2008/9

From the above deliverables and in line with the approach spelt out in the previous chapter, the following projects have been identified as key for the 2008/9 financial year

STRATEGY	PROJECT
Growth and development	<ul style="list-style-type: none"> Vaal 21 initiative Manufacturing beneficiation programme focusing on steel and petro-chemical sectors Connectivity Plan
Ensure urban renewal	<ul style="list-style-type: none"> Sharpeville precinct projects Boipatong urban renewal Vereeniging and Vanderbijlpark urban management and renewal programmes Waterfront precinct development
Promote youth development	<ul style="list-style-type: none"> Review and expansion of Youth Advisory Centre (YAC) into a fully fledged youth development programme
Promote HIV and AIDS understanding, treatment, care and support.	<ul style="list-style-type: none"> 2008-2013 Comprehensive HIV / AIDS Implementation Action Plan.



STRATEGY	PROJECT
Promote a safe and secure environment	<ul style="list-style-type: none"> • CCTV expansion and improvement project integrated into an urban management framework and also contributing to improved connectivity
Promote social development of our communities.	<ul style="list-style-type: none"> • Programmes for all vulnerable groups guided by a holistic social development policy • Integrated ex-combatants programme
Promote and develop the heritage of our region	<ul style="list-style-type: none"> • International Human Rights Festival to coincide with 50th anniversary of Sharpeville massacre and 2010 Fifa Soccer World Cup. • Sharpeville and Boipatong heritage precinct
Nurture the development of people's potential through sport, recreation, arts and culture.	<ul style="list-style-type: none"> • Multi Coded Hub (mass participation) programme • Soccer academy and development programme • George Thabe sport and recreational precinct
Develop and maintain high quality municipal facilities	<ul style="list-style-type: none"> • Effective fleet management system with a renewed fleet; • Civic Precinct Project • Turn around strategy implemented for Fresh Produce Market, Vereeniging and Heidelberg Airports • Efficient Energy Use Plan • Public Works (Facilities) Management Plan
Render effective IT services	<ul style="list-style-type: none"> • New IT model with the locals
Plan and provide for effective efficient and sustainable road infrastructure	<ul style="list-style-type: none"> • Regional Roads Development Plan • Regional Roads Signage Project • R82 Development Project
Plan and develop accessible, safe and affordable public transport systems and facilities	<ul style="list-style-type: none"> • Taxi Rank Turnaround Strategy • Integrated Transport Plan
Plan for effective, efficient and sustainable infrastructure for water and sanitation services, and provision of electricity	<ul style="list-style-type: none"> • Sedibeng Regional Sewer Works
Create healthy environment through effective environmental health management	<ul style="list-style-type: none"> • Vaal Air Quality Management Plan • Renewable Energy Generation Plan • Clean Fires Campaign/Programme. • Second Generation EPoA • Municipal Health Services Strategy/Programme • Air Quality Management Strategy/Programme
Promote conservation of environmental resources and biodiversity	<ul style="list-style-type: none"> • Greening and Wetland Regeneration Programme • Kliprivier Regeneration Plan. • Working for Water Programme.
Ensure the minimization of waste and the maximize recycling of waste	Recycling Programme
Ensure effective competent and motivated staff	<ul style="list-style-type: none"> • Training and Team Building Programme • Employees' Personal Development Plans • Occupational Health and Safety Plan for Council Facilities (including leased buildings)
Ensuring a corruption free municipality	<ul style="list-style-type: none"> • Anti Fraud and Corruption Strategy • Change Management Strategy/Programme for LSCs



7 SPATIAL DEVELOPMENT FRAMEWORK – REVISED URBAN EDGE

7.1 Introduction

The 2007 – 11 Five Year IDP included a five year Spatial Development Framework. In this review, we focus on the revised Urban Edge.

The objective of the Urban Edge was to contain urban sprawl and focus on infill and densification, thereby maximizing the use of existing engineering infrastructure and the optimization of the existing transportation network.

However growth and developmental pressure over the last 7 (seven) years has resulted in a large number of applications outside the existing urban edge being approved by the respective local municipalities. This excludes illegal activities presently being exercised on the periphery of the urban environment.

Thus when the Gauteng Provincial Government requested the SDM and its local Municipalities of Emfuleni, Lesedi and Midvaal to make amendments to the urban edge this was welcomed and a joint proposal was submitted based upon the approved Sedibeng District Municipality Spatial Development Framework.

7.2 Approach

The approach towards making amendments to the Urban Edge is informed on the one hand by the Sedibeng Growth and Development Strategy and on the other hand by the Sedibeng Spatial Development Framework.

To recap, the SDF principles are:

ONE: Spatial development must facilitate managed economic growth and developments, taking into account the availability of infrastructure and our natural resources;

TWO: Spatial development must seek to overcome the legacy of apartheid settlement patterns and promote compaction of urban areas and residential development on well located land close to economic opportunities. This should lead to a more sustainable rates base;

THREE: Polluting industries should not be mixed with or adjacent residential land use;

FOUR: Residential developments with a diversity of housing typologies, mixed income and mixed land use must be promoted;

FIVE: Development must be concentrated around identified nodes and corridors to promote an efficient urban form and improved accessibility and mobility of people and goods. There should be an improved relationship between land use and transport planning;

SIX: Spatial development must seek to maximise the responsible use of the region's natural resources, promote and conserve the region's natural features and cultural heritage and ensure a district wide open space network;

SEVEN: Spatial development must seek to promote increased safety and security through avoiding development on potentially dangerous areas e.g. close to the flood line or on dolomitic land on other hand through design principles such as well lit open spaces in urban areas;



7.3 Considerations that guided amendments to the Urban Edge

The proposed urban edge amendments were based on the following criteria:

7.3.1 Conservation of the Environment

Sedibeng has environmental resources which can contribute to the promotion of tourism and related activities. The promotion of tourism should not be viewed to be in conflict with conservation, but rather as an asset to enhance the regional economy.

It is therefore proposed that certain areas identified for tourism and leisure should be included in the urban edge. While this sounds like a contradiction, one should acknowledge that the key areas of tourism along the Vaal River are in Vanderbijl Park and Vereeniging, already included in the urban edge.

Environmental concerns will continue to be managed in terms of the relevant legislation and the EIA processes can suggest or ensure the relevant mitigation and conservation measures.

7.3.2 Optimal Utilisation of Engineering Services

With the segregation of racially based townships during the apartheid era, substantial bulk infrastructural networks were installed between the respective areas, with the implication that large tracts of land were left undeveloped between the areas with access to bulk infrastructure.

Our development approach is to:

- Identify and earmark vacant infill areas with the intention to promote and develop an inclusionary compact urban structure; and
- Maximise development where existing infrastructure exists.

Within this context however, a number of areas where no/ limited bulk infrastructure exists have been identified for inclusion into the Urban Edge owing to the following reasons:

- To maximise the tourism potential along natural attributes;
- To acknowledge areas which have been subject to development pressure where a number of applications have been approved by the respective Local Municipalities; and
- To minimise the effect of fragmented localised engineering solutions on developments at the periphery of the existing urban areas. These localised engineering solutions have resulted in poor management, pollution of the underground water sources and the establishment of ad-hoc higher order developments.

7.3.3 Optimisation of Public Transport

The Sedibeng SDF focuses development along the major transportation corridors of the N1, N3, and nodal areas along the N17, R59 and R82 as well as inter-urban corridors (R54, R23, R28, R57, R103 and the R42) along which future integrated developments is proposed. With the inclusion of these



corridors within the Urban Edge, it will facilitate and promote the optimisation of public transport and densification along the corridors.

It is proposed that developments adjacent to corridors outside the Urban Edge be supported for tourism, commercial and densified residential development. Residential areas such as De Deur and Walkerville are proclaimed Townships along the R82 corridor, and need to be considered positively for future development (infill, densification and future extension).

7.3.4 Prevention of Urban Decay and Promotion of Urban Integration

With the racially based structuring of the urban environment in the past, a large number of townships were marginalised from adequate engineering, social and economic opportunities.

All of the historically disadvantaged communities are included in the urban edge and forms part of the Top 20 Township Programme with the purpose to address the imbalances of the past. The Evaton Urban Renewal Programme was also initiated by the Department of Housing to address the residential, social, economic and engineering backlogs.

In addition to the above, the respective Central Business Districts of Vereeniging, Vanderbijlpark, Meyerton and Heidelberg have been identified to be revitalized.

By extending the urban edge to certain areas, one is able to integrate previously disadvantaged areas with previously advantaged. This can halt urban decay and promote regeneration.

7.3.5 Promotion of Opportunities for Redevelopment, Infill and Densification

The proposed urban structure within the Sedibeng District is primarily structured to address infill, densification and re-development, thereby addressing the optimal use of existing transportation corridors and accessibility to higher order community and economic facilities.

In addition to the above, a hierarchy of activities nodes have been identified throughout the District to address the establishment of higher order retail and social facilities in close proximity to historically disadvantaged areas.

Not only is the focus to consolidate previously fragmented areas into a consolidated single city but to establish an environment that will facilitate investment.

7.3.6 Creating new well Located Urban Hubs

Although the identified infill and densification areas plays a significant role in the establishment of a compact urban structure with the maximisation of infrastructure and the development of transportation corridors, these areas are viewed as natural extension areas to existing townships.

Within the parameters of the existing urban structure, the establishment of new well located urban hubs on greenfield land is limited. In view of the policy direction of the Department of Housing (Gauteng) to establish (ten) new cities in Gauteng, the Sedibeng DM has identified the Doornkuil areas as a possible site. It borders the Stretford Station and thus is accessible to public transport.



It is intended that this new hub should provide inclusionary affordable housing options linked to adequate social and economic facilities and link to the urban renewal area of Evaton. This hub can provide job opportunities for the very poor and marginalised communities of Orange Farm, Sebokeng and Evaton.

The above approach will also contribute to the restructuring of the apartheid city by creating a balanced and integrated urban environment.

7.3.7 Upliftment of Rural Areas

With the large rural environment within the Sedibeng District Municipality, a number of existing rural settlement areas was ignored in the delineation of the previous urban edge. These rural settlements (Devon/ Impumelelo, Vischkuil, Jameson Park and Kaydale) play an important function in the provision of housing opportunities for the rural dwellers, social facilities and economic opportunities. These are existing townships and housing projects are under way in Impumelelo Ext 2 with a housing project being planned for Kaydale.

The above areas have been included into the new proposed urban edge.

7.4 Proposals to Amend the Urban Edge and Motivation

The respective areas proposed for inclusion within an amended urban edge linked to above the policy consideration and criteria is indicated in the Table below and the attached map.

Map Ref No	Area	Policy Consideration
Midvaal LM		
1	Vaal Dam Development (Stryfontein, Viking Bay, Harbour Town, Vaal Marina, Mamello)	Sustainable tourism and leisure development
2	Doornkuil	New development node and affordable city
3	Area between Risiville and Rothdene along the K205 Road (Kookfontein and McKay areas)	Urban integration between Meyerton and Risiville
4	North and east of Risiville (Uitvlucht and Risi AH)	Development pressure and urban expansion
5	Riversdale and Kookrus	Densification and infill
6	Area between Meyerton and Henley-on-Klip, and Glen Donald Industrial area	Urban integration, infill and densification
7	Area north and west of Sicelo township (Ophir)	Urban expansion
8	'Eye of Africa' development	Southern expansion of Alberton new sustainable node.
Emfuleni LM		



Map Ref No	Area	Policy Consideration
9	Area between the K54 Road and proposed K11 Road (linkage between Tshepong and Sonland Park)	Infill and densification
10	Area to the west of the R57 Road and the proposed K188 (west of Bophelong, Bonnane) to include areas such as Mantevrede, Staalrus AH, Lochvaal. This area extends to the N1 Freeway.	Maximisation of infrastructure
11	Area to the west of Mittal Steel between the N1 Road, R553 (Golden Highway) and to the north of R5. These areas include Steelvalley, Drakeville and Linkholm AH	Promotion of compact urban structure along strategic corridors
12	Inclusion of Tshepong Proper, Ext.'s 1 and 2	Compact urban structure
13	Northern extension of Dadaville	Infill and integration (approved township)
14	Areas to the west (Johandeo), east (Quaggasfontein) and south of Sebokeng	Infill and integration
15	Areas between Sebokeng and Vereeniging along the R28 and R54 Roads (Sonland Park, Homer AH and Unitas Park)	Infill and integration
Lesedi LM		
16	Area to the west of Jordaan Park	Urban expansion (approved township)
17	Area to the north of Heidelberg Ext. 9 (Eendraght)	Maximisation of infrastructure
18	Area between Heidelberg and Ratanda (Obed Nkosi)	Infill and densification
19	Area between Heidelberg Ext. 9 (Bergsig) and Jameson Park	Infill and densification
20	Agrivillage and Ratanda Ext. 8 (south of Ratanda)	Urban expansion (approved township)
21	Houtpoort (Government-owned properties)	Compact urban structure (existing township)
22	Devon/ Impumelelo	Rural development areas (approved township)
23	Vischkuil	Rural development area – infill and densification
24	Jameson Park and Kaydale	Rural development area – infill and densification



7.4.1 Sedibeng District Municipality's Proposed Urban Edge

The following map depicts the proposed urban edge:

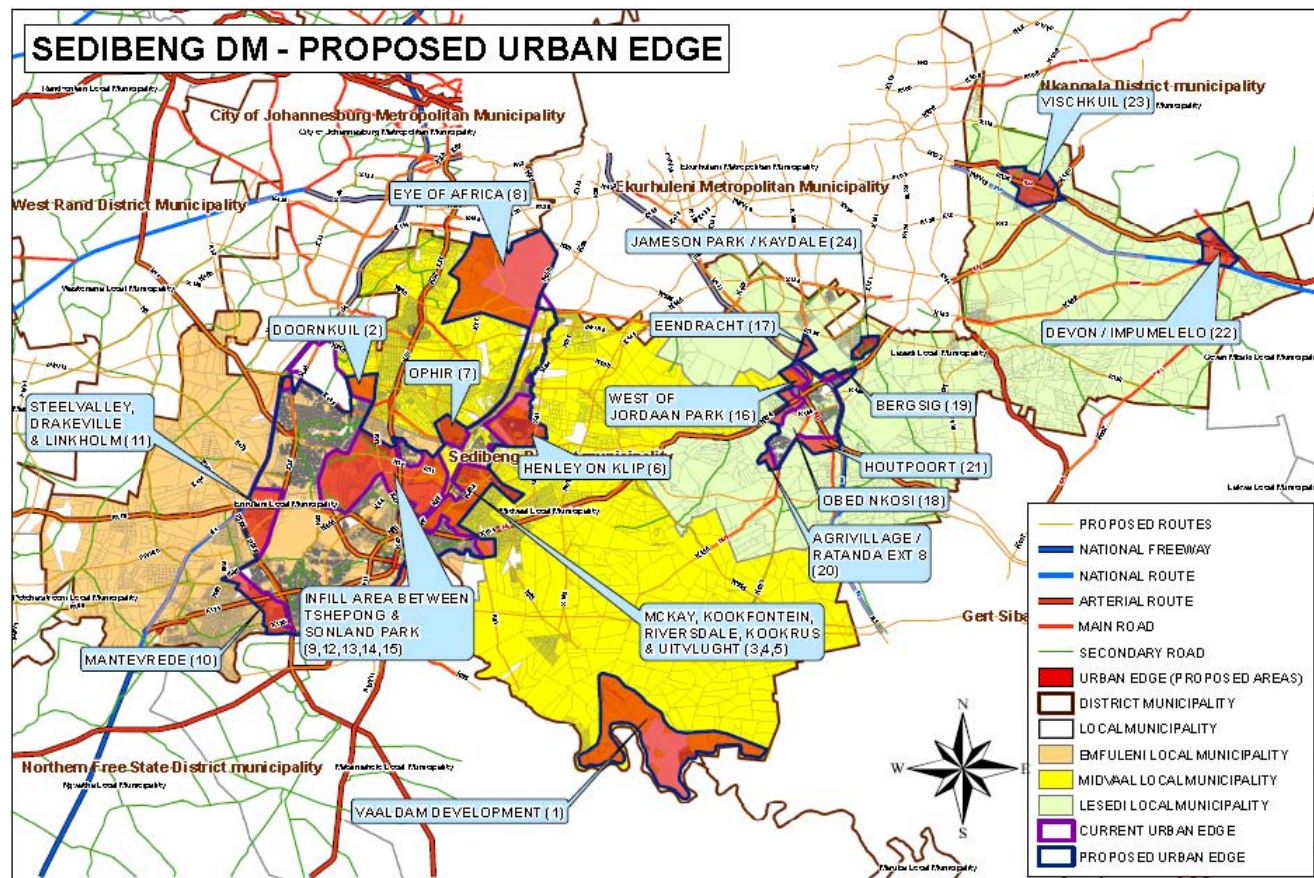


Figure 9: Proposed Urban Edge



8 IDP BUDGET 2008/9

8.1 Introduction

In order to deliver a budget which conforms to the key objectives and strategies of the Sedibeng District Municipality, the Treasury Cluster had various meetings with all the Clusters who held consultations with relevant MMC's. As a result of the fact that we are 'grant dependent' on the equitable share allocation, the budget had to be drawn up within limited constraints.

The Budget Process and IDP Review process was combined into a single process. After the approval of the IDP and Budget, the Service Delivery and Budget Implementation Plan will be developed where Clusters will set out the action steps required to implement the agreed IDP deliverables.

The budget was developed using a combination of incremental and zero based budgeting. Zero base budgeting was used for all capital expenses and for votes exceeding the growth parameter as specified by National Treasury.

The budget reflects the strategic focus areas of the draft IDP (February/March 2008), as well as core economic, financial and technical data obtained at local and national level which has been translated into a financial framework for our municipality.

8.2 Budget Considerations

8.2.1 Government Spending Priorities

The spending priorities as reflected in the annually updated Medium Term Strategic Framework (MTSF) and reiterated in the Medium Term Budget Policy Statement are as follows:

- Investing in human and physical capital to ensure long-term growth;
- Improving the quality of health and other social services and targeted anti-poverty programmes;
- Support initiatives aimed at strengthening the capacity of the municipality; and
- Supporting targeted interventions in the economy that raise productivity and efficiency, and fostering international partnerships for development.

These priorities have been combined with the local IDP priorities and budgeting has been done mindful of these priorities. A focus has been on key projects where 20% can make the 80% of difference.

8.2.2 Indicative Macro-Economic Forecasts

A CPIX rate of 6.2% was used for both the current as well as outer years based on their year to date expenditure for the 2008/2009, 4.8% for 2009/2010 and 4.7% for 2010/2011 financial years. The same assumptions were used on an incremental basis for the proposed tariff increases as outlined in 3.3.



8.2.3 Transfers to Municipalities

Section 216 of the Constitution provides for National Government to transfer resources to municipalities in terms of the Division of Revenue Act (DORA) to assist them in exercising their powers and performing their functions. Transfers to municipalities from national government are supplemented with transfers from provincial government. The two spheres of government must gazette these allocations as part of the budget implementation process. The Division of Revenue Act and Section 37 of the MFMA further requires transfers between district and local municipalities to be made transparent and reflected in the budgets of both transferring and receiving municipalities.

8.2.4 MFMA Compliance

The following will be more closely monitored and strictly enforced in the next financial year:

- The inclusion of all grants (national, provincial and local) in the 2008/09 budget of the municipality as reflected under both the revenue and expenditure budget components;
- The preparation of three-year capital and operating budgets for 2008/09 and the MTREF (Medium Term Revenue Expenditure Framework);
- All funds transferred from national and provincial government must be deposited in the municipal primary bank account; and
- Reporting requirements for conditional grants must be satisfied including the monthly reports to be submitted by the municipal manager to the relevant national or provincial transferring officer.

8.3 Discussion on the Budget

As discussed earlier in the IDP, the budget has moved away from the funding of capital and focuses on fulfilling its role as a primarily planning and co-ordinating body.

7.3.1. Operating Revenue and Expenditure Figures

The budget on financial performance (previously income and expenditure statement) has been drawn up on the GAMAP/GRAP principles of accounting where provision for depreciation has been taken into account. The investment in operating activities has been set within the operating budget as follow:

Sedibeng District Municipality

Integrated Development Plan 2008/09



DESCRIPTION	BUDGET AMOUNT 08/09
<u>OPERATING REVENUE</u>	
Service Charges	5,300,000
Rental of facilities and equipment	517,562
Interest earned - external investments	6,000,000
Licences and permits	35,500,000
Revenue from agency services	3,793,598
Government grants and subsidies - Operating	216,831,880
Government grants and subsidies - Capital	
Other revenue	2,368,600
Total operating Revenue	270,311,640
<u>OPERATING EXPENDITURE</u>	
Employee/Councillor related cost	157,302,782
Bad or doubtful debts	318,300
Depreciation	6,345,269
Repair and maintenance	6,203,000
Finance charges	53,239
Contracted services	21,086,953
Grants and subsidies	0
General expenses	78,999,174
Total operating Expenditure	270,308,717
Operating Surplus / (Deficit)	2,923

Table 2: Operating Revenue and Expenditure Figures

8.3.1 Salaries

Salaries was projected at R157 302 782 (25% increase) for the 2008/2009 financial year from the 2007/2008 adjustment budget. A general increase based on the labour negotiations has been determined at 7.6% while provision for vacancies based on the organisational redesign to the value of R25 460 720 was taken into account for all Clusters.

The salary budget is significantly higher than last year due to the restructuring process which has led to the identification of 124 number of new posts.

Provision of R1.6 million has been made for performance bonuses in terms of the Performance Management Policy.

8.3.2 Depreciation

In accordance with the GAMAP/GRAP standards and principles, depreciation on all assets needs to be provided for within the statement of financial performance. This will allow Council to charge consumers during the useful life of the asset on a proportionate basis and not at the date of acquiring the asset.



The amount provided for the 2008/2009 financial year amounts to R6 345 269 taken into account the acquiring of new assets during the year.

8.3.3 Repair and Maintenance

This portion of the budget is lower due to the fact that Council has no major infrastructure assets and the only repair and maintenance will be for current buildings occupied by Sedibeng District Council as well as the movable assets on the asset register.

The buildings involved will be the following:

- Fresh Produce Market;
- Vereeniging Main Building (Inclusive of Town halls and Theatre);
- Vereeniging and Heidelberg Airport / Aerodrome;
- Sharpeville Exhibition Centre /Heritage;
- Maphatlalatsane Theatre;
- Taxi ranks at Vereeniging, Heidelberg, Midvaal and Sebokeng;
- Sharpeville Police Station;
- Teknorama;
- Licensing Offices at Emfuleni, Midvaal and Lesedi; and
- Youth Advice Centres at Emfuleni, Midvaal and Lesedi.

The repairs and maintenance budgetary component increase must be provided at 2% above CPIX according to National Treasury in order to incorporate increased growth to the District Municipality's asset base.

Buildings which do not belong to us will only be maintained or improved after the signing of a service level agreement with the owners of the assets. In most cases, these assets are owned by the local municipality.

8.3.4 Contracted Services

Contracted services have been determined by the need for services to be rendered by external service providers taken the current obligations into account. The major services rendered will be:

- Security services;
- Internal audit services;
- Fleet maintenance;
- CCTV maintenance; and
- Auditor-General.

The total increase in comparison with the 2007/08 financial year amounts to R3 430 790 were previously limited or no provision was made for the CCTV.



8.3.5 General Expenses

The general expenditure budget has been drawn up in order to assist the employees of Council to provide them with the necessary tools to achieve the deliverables as set in the IDP. The budget has also been drawn up taking into consideration that the main purpose of the District is to plan and co-ordinate, whereas the execution process will be performed at a Local Municipality level.

8.3.6 Capital Budget

The total Capital Budget for 2008/2009 will be R4 540 000 funded from the CRR (Capital Replace Reserve Fund). We envisage that no capital projects will be carried over to the next financial year.

SECTION	DESCRIPTION	AMOUNT	SOURCE OF FUNDING
SAFETY & LIASON	CCTV	1,400,000.00	INCOME
COMMUNITY SERVICES TOTAL		1,400,000.00	
TREASURY	E - Venus & E - Procurement	2,840,000.00	INCOME
TREASURY CLUSTER TOTAL		2,840,000.00	
CORPORATE SERVICES	Langerand Construction - Construction of alternative WAN repeater site as per SDBIP project sheet	300,000.00	INCOME
CORPORATE SERVICES TOTAL		300,000.00	
GRAND TOTAL		4,540,000.00	

Table 3: Capital Expenditure 2008/09

Funds to the value of R18 035 227 have been provided for, where the source of funding needs to be the CRR, which will be created from the accumulated surplus funds generated from the previous years.

The total breakdown of asset related items is as follows:

ASSET	VALUE
FURNITURE AND EQUIPMENT	7,481,227
COMPUTERS AND PRINTERS	3,514,000
VEHICLES	2,000,000
CAPITAL PROJECTS	4,540,000



NETWORKS	500,000
	18,035,227

8.3.7 Equitable Share Allocation

The equitable share allocation receivable based on the Division of Revenue Act for the three financial years amount to the following:

2008/2009	-	R186 955 000
2009/2010	-	R202 955 000
2010/2011	-	R213 850 000

8.3.8 Tariff Process

Municipalities are expected to levy their tariffs taking into account their local economic conditions, affordability levels and remain broadly in line with macro-economic policy. The Sedibeng District Municipality's Tariff Policy identified that to change tariffs we need to take the following into account:

-
- Priorities of a municipality reflected in its Integrated Development Plan;
- The revenue needs of the municipality; and
- Affordability of tariffs to tariff payers.

By-Laws must be formulated, promulgated and implemented to give effect to the policy and tariffs.

The income sources of the Sedibeng District Municipality consist on the following areas as indicated in the table below where the detail of the tariff increases are shown in Annexure "H":

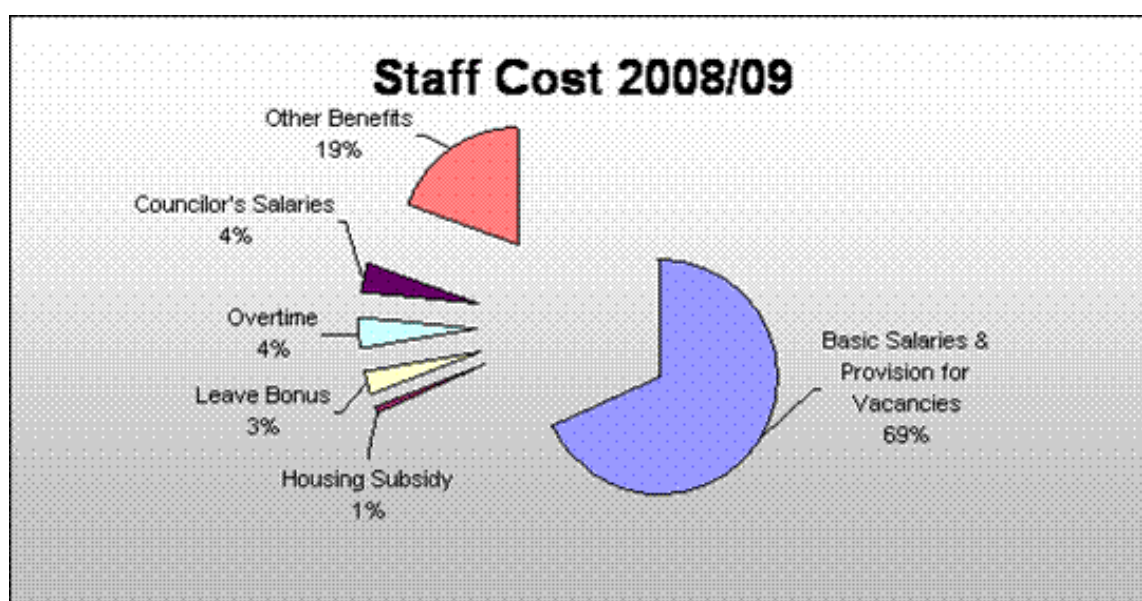
AREA OF TARIFF	SERVICES RENDERED TO:	MOTIVATION FOR TARIFF INCREASES
City Hall and Banquet Hall	Public and Businesses	Incremental increase based on inflation, however refundable deposit increase higher due to replacement cost.
Maphatlalatsane Theatre	Public and Businesses	Incremental increase based on inflation.
Fresh Produce Market	Market agents, Businesses and Public	Incremental increase based on inflation. Commission is limited to 5% based on Agricultural Legislation.
Vereeniging Civic Theatre	Public and Businesses	Incremental increase based on inflation.
Teknorama	Public and Businesses	Incremental increase based on inflation.
Vereeniging Airport	Public and Businesses	Tariffs increased based on aviation authority and increased in January every year.
Weighbridge Fees	Public and Businesses	Incremental increase based on inflation.
Car Parking on Municipal Facilities	Public	Incremental increase based on inflation.



8.4 Financial Tables

8.4.1 Table 1: Staff Cost Details 2008/09

Description	Budget 2008/09	Revised 2007/08	Decr/- Incr
Basic Salaries & Provision for Vacancies	107,064,500	77,120,212	-29,944,288
Housing Subsidy	1,271,828	1,227,882	-43,946
Leave Bonus	5,316,896	4,993,619	-323,277
Overtime	6,579,064	5,805,071	-773,993
Councillor's Salaries	6,659,078	6,427,335	-231,743
Other Benefits	30,411,416	30,300,123	-111,293
Total	157,302,782	125,874,242	-31,428,540



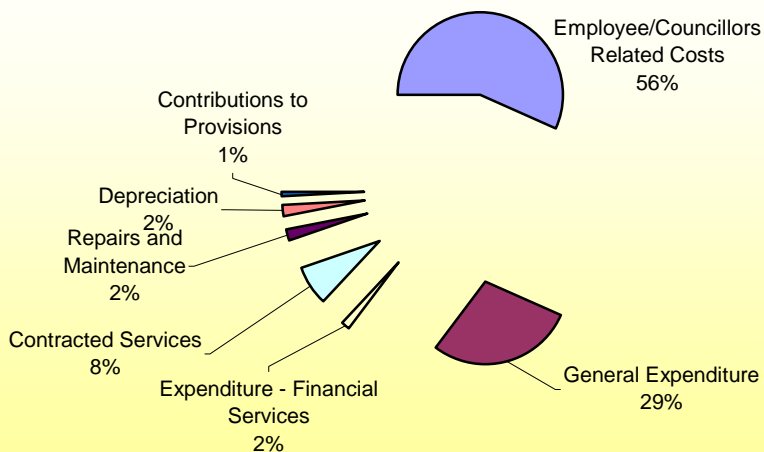
Graph 3: Staff Costs Details 2008/09

8.4.2 Table 2: Expenditure 2008/09

Description	Revised 2008/09	Budget 2007/08	Decr/- Incr
Employee/Councillors Related Costs	157 302 782	125 874 242	-31 428 540
General Expenditure	79 426 584	71 180 437	-8 246 147
Expenditure - Financial Services	4 832 929	24 235 185	19 402 256
Contracted Services	21 086 953	17 656 163	-3 430 790
Repairs and Maintenance	6 203 000	4 343 671	-1 859 329
Depreciation	6 345 269	5 980 460	-364 809
Contributions to Provisions	2 334 200	2 350 000	15 800
Total: Expenditure	277 531 717	251 620 158	-25 911 559



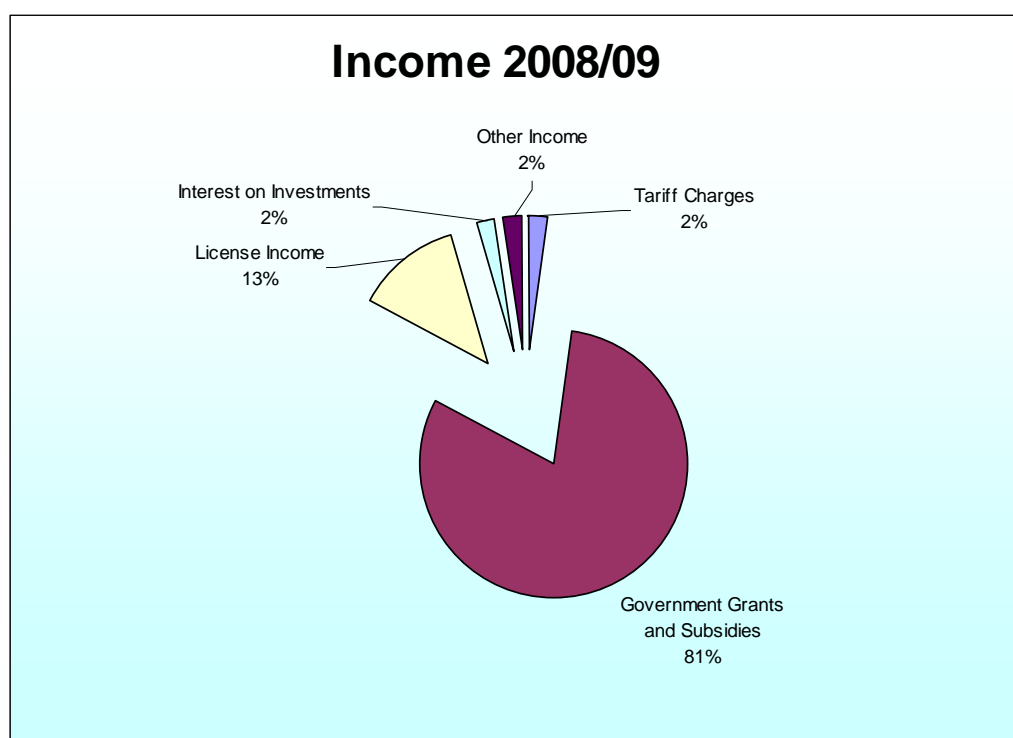
Expenditure 2008/09



Graph 4: Expenditure 2008/09

8.4.3 Table 3: Income 2008/09

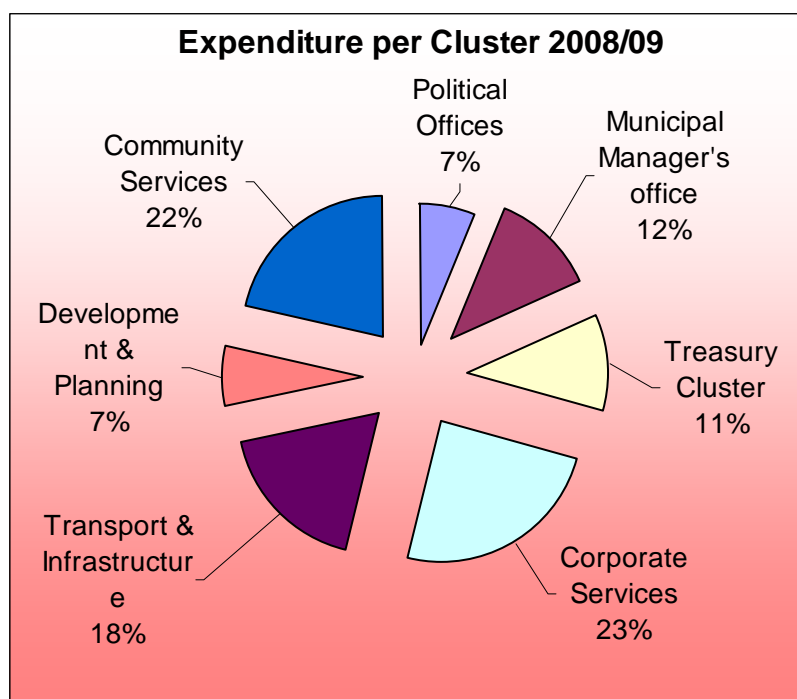
Description	Revised 2008/09	Budget 2007/08	Decr/- Incr
Tariff Charges	5 817 562	5 770 150	47 412
Government Grants and Subsidies	224 054 880	212 262 997	11 791 883
License Income	35 500 000	34 500 000	1 000 000
Interest on Investments	6 000 000	6 454 000	-454 000
Other Income	6 162 198	4 815 702	1 346 496
Total: Operating Income Generated	277 534 640	263 802 849	13 731 791
Closing Inappropriate Surplus/ (Deficit)	2 923	12 182 691	39 643 350



Graph 5: Income 2008/09

8.4.4 Table 4: Expenditure per Cluster 2008/09

Department	Amount
Political Offices	18 080 461
Municipal Manager's office	32 702 522
Treasury Cluster	31 136 162
Corporate Services	67 073 449
Transport & Infrastructure	49 636 566
Development & Planning	18 710 793
Community Services	60 191 764
Total expenditure	277 531 717



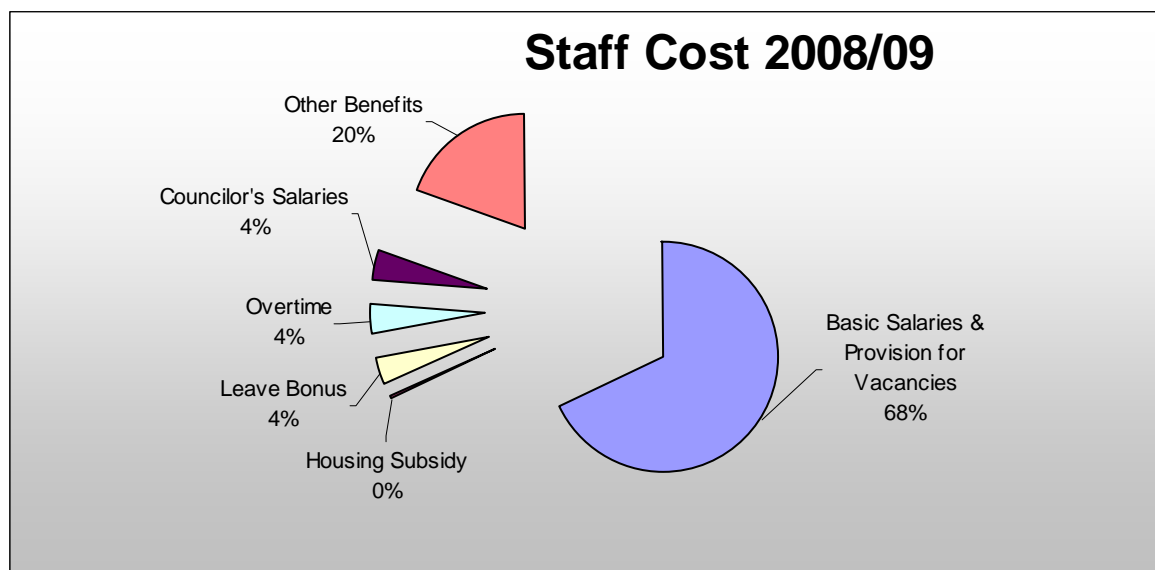
Graph 6: Expenditure per Cluster 2008/09

8.5 Locals and District Consolidated Budget

The consolidated budget which comprise of the local and the district budget give a broader perspective of the income and expenditure of local government in the region. Below are tables and graphs showing the consolidated perspective of the budget.

8.5.1 Table 5: Consolidated Staff Cost Details 2008/09

Description	Budget 2008/09	Revised 2007/08	Decr/- Incr
Basic Salaries & Provision for Vacancies	572 555 116	497 225 462	-75 329 654
Housing Subsidy	2 576 228	2 218 210	-358 018
Leave Bonus	31 211 201	29 373 653	-1 837 548
Overtime	35 790 891	32 451 793	-3 339 098
Councillor's Salaries	35 224 957	33 673 801	-1 551 156
Other Benefits	166 361 766	153 491 680	-12 870 087
Total	843 720 159	748 434 598	-95 285 561



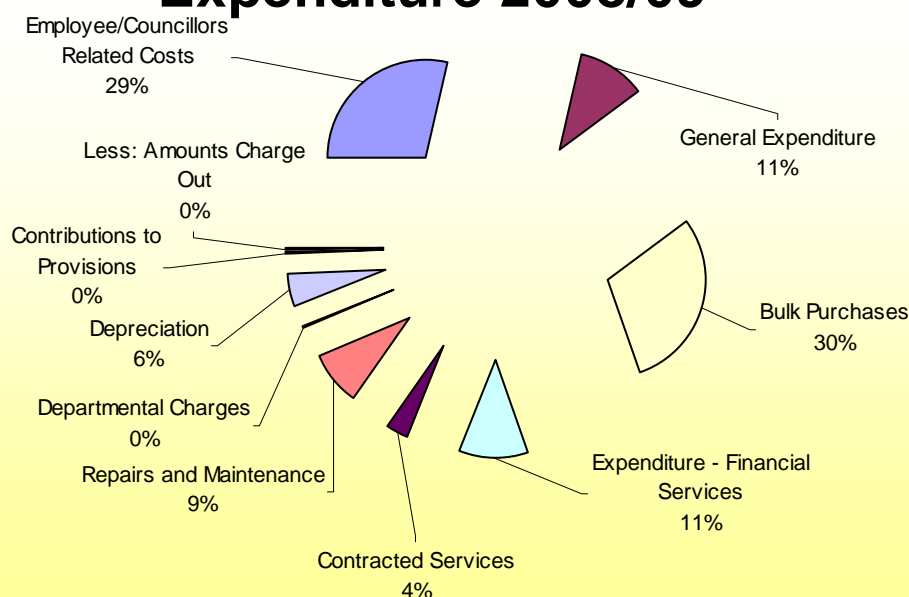
Graph 7: Consolidated Staff Costs Details 2008/09

8.5.2 Table 6 Consolidated Expenditure 2008/09

Description	Revised 2008/09	Budget 2007/08	Decr/- Incr
Employee/Councillors Related Costs	843 720 159	742 931 207	-100 788 952
General Expenditure	331 854 929	648 886 707	317 031 778
Bulk Purchases	886 781 000	757 425 000	-129 356 000
Expenditure - Financial Services	336 532 295	125 844 007	-210 688 288
Contracted Services	107 775 716	86 777 934	-20 997 782
Repairs and Maintenance	261 277 782	172 961 363	-88 316 419
Departmental Charges	6 091 745	5 036 649	-1 055 096
Depreciation	171 445 895	127 078 531	-44 367 364
Contributions to Provisions	7 158 598	3 542 776	-3 615 822
Less: Amounts Charge Out	-5 281 185	-4 283 606	997 579
Total: Expenditure	2 947 356 933	2 666 200 568	-281 156 365



Expenditure 2008/09



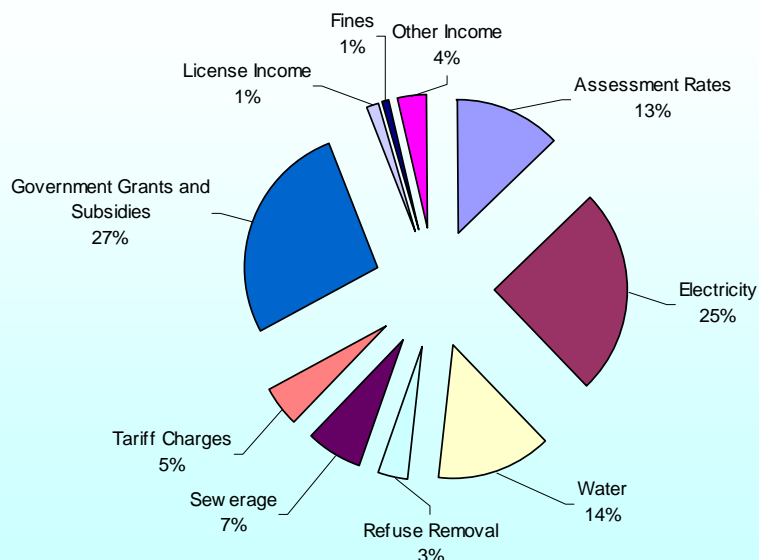
Graph 8: Consolidated Expenditure 2008/09

8.5.3 Table 7: Consolidated Income 2008/09

Description	Revised 2008/09	Budget 2007/08	Decr/- Incr
Assessment Rates	370 021 821	325 029 763	44 992 058
Electricity	703 362 583	618 099 950	85 262 633
Water	391 347 519	313 395 776	77 951 743
Refuse Removal	99 023 215	89 457 681	9 565 534
Sewerage	189 886 124	178 340 563	11 545 561
Tariff Charges	144 569 822	143 905 679	664 143
Government Grants and Subsidies	771 234 083	776 343 523	-5 109 440
License Income	35 500 000	34 500 000	1 000 000
Fines	24 987 622	21 231 105	3 756 517
Other Income	103 288 020	143 876 546	-40 588 526
Total: Operating Income Generated	2 833 220 808	2 644 180 586	189 040 222
Closing Inappropriate Surplus/ (Deficit)	-114 136 125	-22 019 982	470 196 588



Income 2008/09



Graph 9: Consolidated Income 2008/09

8.6 Off Budget Amounts

Below is a table showing off budget amounts from various sources.

Source	Purpose	Amount	Status
Neighbourhood Partnership Development Fund	Sharpeville Precinct Sebokeng and others, (R20M for technical assistance and R250M for project Implementation)	R270,000,000.00	Letter of allocation received. Business Plans to be developed and approved
World Bank	Technical Support	R500,000.00	Confirmed
Development Bank of South Africa (DBSA)	Football Feasibility Study	R200,000.00	Confirmed
Office of the Presidency (National Spatial Development Perspective - NSDP)	Completion of NSDP study, study on mineral and energy complex, additional studies on NSDP e.g. Agriculture, Tourism Leisure, Breweries etc. (Consolidated Funding)	R300,000.00	Confirmed (MOU's signed)
Gauteng Enterprise Development Agency (GEDA)	Completion of NSDP study, Study on mineral and energy complex, additional studies on NSDP e.g. Agriculture, Tourism Leisure, Breweries etc. (Consolidated Funding)	R340,000.00	Confirmed (MOU's signed)
Department of public Works (Gauteng)	Contribution to Sharpeville Hall	R10,800,000.00	Confirmed (Being aligned to Precinct Plan)
Gauteng DPTRW	Boipatong Renewal and Heritage	TBC	

Sedibeng District Municipality

Integrated Development Plan 2008/09



Source	Purpose	Amount	Status
DANIDA (Danish UEP)	Air quality management, MHS Strategy, Technical Advice	R3,500,000.00	Confirmed
Roads (20 PTP Programme)	Road Construction	R40,000,000.00	Provincial Budget
Evaton Renewal Programme		R58,000,000.00	Provincial Budget



9 DELIVERABLES FOR DESIGNATED GROUPS AND MAINSTREAMING

9.1 Introduction

The SDM is committed, in line with national and provincial policy, to ensure that the following designated groups are protected, promoted and empowered as the case maybe:

- Women;
- People with disability;
- Youth;
- Children;
- People infected and affected by HIV and AIDS;
- Elderly; and
- Ex-combatants.

We are further committed to focus our resources and programmes on those that are particularly vulnerable such as young girls who may be particularly vulnerable to abuse, orphans, young people who are susceptible to drugs abuse and those that are most poor and disadvantaged.

We protect and promote designated groups in two ways. Firstly we ensure that in all relevant programmes, the needs of these designated groups are 'mainstreamed'. This means for example that there must be targets for the employment of youth and women in EPWP projects or that we know that programmes to address air pollution will have an impact on the health of children with asthma.

Secondly, we have specific programmes targeted at one or more of our designated groups. This includes the Youth Advise Centres targeting youth or the Victim Support Centres that target women.

Below we have set out what are our key programmes that will promote and empower all designated groups followed by key programmes per designated groups. In the following section, we repeat all our key deliverables and set out how they can benefit different designated groups.

9.2 Deliverables for all 'designated groups'

The following deliverables we believe will benefit all designated groups:

WHAT	DETAIL
Training and job opportunities	<p>We will ensure that training and job opportunities that may arise from the following will target designated groups:</p> <ul style="list-style-type: none"> • LED projects including steel beneficiation and agricultural co-operatives • Urban regeneration projects • Regional Sewer Works • EPWP including in respect of waste management • Tourism (e.g. young people as tour guides, women as entrepreneurs for B & Bs) • Research required for new Integrated Transport Plan
Ownership	<p>We will facilitate ownership options for designated groups in:</p> <ul style="list-style-type: none"> • Urban renewal projects • Industrial Waste Exchange Programme



	<ul style="list-style-type: none"> • Land release • Concrete targets and mechanisms will be set at BBBEE Summit planned for second half of this year
Poverty alleviation and social development	We will ensure that alternative options are provided as part of "shack down programme" for vulnerable groups.
Volunteers	<p>We will involve volunteers from all designated groups in:</p> <ul style="list-style-type: none"> • HIV and Aids programmes • Fire prevention (PIER) and Clean Fires Programme • Crime prevention • Greening and cleaning
Within the SDM	<p>We will:</p> <ul style="list-style-type: none"> • Meet Employment Equity targets including in respect of people with disability, women in higher positions and introduce targets for ex-combatants • Target designated groups for interns and learnerships • Ensure that all designated groups have access to procurement opportunities • HIV and AIDS workplace plan • Hold regular sectoral imbizos and dialogues for designated groups

9.3 Deliverables for different designated groups

Women	<p>We will:</p> <ul style="list-style-type: none"> • Train women in greening and rehabilitation measures • Accelerate development of women in craft industry through the Creative Industries initiative with Gauteng province • Train and capacitate women Councillors • Monitor and support victim empowerment centres • Improve crime prevention and CCTV cameras will be more beneficial to women who are more vulnerable to crime • Address issues of gender equality and sensitising men to women's issues • Celebrate Women's Month including through recognising achievements of women in leadership and raising awareness of issues facing women.
Youth	<p>We will:</p> <ul style="list-style-type: none"> • Develop a comprehensive youth strategy guided by SALGA youth policy with due regard to changes in the national youth environment and approaches • Review and expand Youth Advice Centres into a comprehensive programme including: <ul style="list-style-type: none"> • Expanding the number of centres • Finalising the institutional arrangements including staff and volunteers • Introducing more youth programmes and activities • Connectivity to all youth centres • Expand arts and cultural activities including: <ul style="list-style-type: none"> • Increased training and support for emerging artists and crafters • Turn around strategies for theatres • Ongoing human rights festival in March and an international festival in March 2010 • Build a Boipatong Youth and Memorial Centre • Continue with Bursary Fund for tertiary students • Continue SDM Internships for youth including in respect of IT and heritage.
People with disability	<p>We will:</p> <ul style="list-style-type: none"> • Support disability forum • Hold a "Take a "Person with Disabilities to work day" annually • Put sub-titles on all marketing material • Ensure reasonable accommodation in all SDM buildings and facilities for members of the public and staff
Children	We will:



	<ul style="list-style-type: none"> • Ensure improved air quality and reduction of dangerous emissions which impacts on the health of young children (e.g. asthma) • Ensure that child headed households are accommodated in urban renewal projects • Continue environmental awareness programmes aimed at school children • Expand mass participation programme for sports including through: • Work with province on constructing multi-coded sporting hubs • Set up district council and introducing district colours • Develop a dedicated soccer programme and possible soccer academy • Improve heritage programmes focused on school children • Set up a local inter-sectoral forum to focus on vulnerable children • Ensure effective implementation of provincial programmes such as the Bana Pele single window and ECD centres.
Elderly	<p>We will:</p> <ul style="list-style-type: none"> • Ensure that elderly people with skills are able to share their experiences for the benefit of: local government and industry. • Encourage elderly to be change agents/volunteers for programmes such as Clean Fires, fire prevention etc. • Involve elderly in telling their stories as part of programme to record history of Vaal area • Arrange annual programmes of appreciation for veterans and survivors • Support the establishment of an elderly forum • Ensure that appropriate community based facilities are built for the elderly
People infected and affected by HIV and AIDS	<p>We will:</p> <ul style="list-style-type: none"> • Implement the Five Year HIV and AIDS POA including support for: • Community and ward based HIV and AIDS plans and projects • Expansion of Care and Treatment including ARV sites • Programmes for orphans in consultation with Gauteng Social Development • Support for families infected and affected • Increase HIV and AIDS awareness at all sport, recreation and cultural activities • Have HIV and AIDS logo on all communication material
Ex-combatants	<p>We will:</p> <ul style="list-style-type: none"> • Develop an integrated programme for ex-combatants including in relation to: <ul style="list-style-type: none"> • Social support • Job and training opportunities • Recording of their history • Include ex-combatants as an EE target for SDM.

9.4 Deliverables for designated groups per IDP pillar

9.4.1 Reinventing our Economy

IDP KEY PRIORITY AREA	IDP STRATEGY	MAINSTREAMING
Key Priority Area 1: Reinvent our Economy LED Tourism Agriculture 2010 Accommodation SMME BBBEE Land Reform	Support the consolidation and expansion of the metal, energy and construction sectors	<ul style="list-style-type: none"> • Ensure protection of vulnerable groups, especially children from the ill-effects of steel industry. • Encourage participation of youth and women in downstream steel manufacturing and construction programmes. • Capitalising on skills that exists with elderly people that were formerly employed in the steel industry.



IDP KEY PRIORITY AREA	IDP STRATEGY	MAINSTREAMING
GDS	Promote and develop the tourism and leisure sectors	<ul style="list-style-type: none"> Accelerate the involvement of women in craft industry. Ensure greater representation of vulnerable groups in tourism forums.
	Promote and develop the agriculture sector	<ul style="list-style-type: none"> Encourage participation of women and youth in agricultural cooperatives such as food gardens etc.
	Promote opportunities for increased inclusivity in the economy	<ul style="list-style-type: none"> Focus on opportunities for vulnerable groups in SMME / BBBEE Summit. Identify specific opportunities for women, youth, elderly and ex-combatants in 2010 Strategy.
	Ensure integrated economic development and investment through the Vaal 21 initiative and Growth and Development Strategy	<ul style="list-style-type: none"> Ensure inclusivity of vulnerable groups in projects to be confirmed for Vaal 21. Include subtitles wherever possible in marketing material for those that are hard of hearing.

9.4.2 Renewing our Communities

IDP KEY PRIORITY AREA	IDP STRATEGY	DELIVERABLES FOR DESIGNATED GROUPS AND MAINSTREAMING
Key Priority Area 2: Renew our Communities Development Planning Land Use Management GIS Housing Infrastructure Water and Sanitation Electricity Urban Renewal	Ensure integrated spatial development planning and promote good land use management	<ul style="list-style-type: none"> (not mainstreaming specific)
	Promote residential development and urban renewal	<ul style="list-style-type: none"> Protection of children in 'Child Headed Families' Support for families affected by HIV & Aids. Ensure inclusivity of vulnerable groups in projects within Evaton Renewal Programme. Ensure that Shack Down Programme does not impact on vulnerable groups.
	Plan for effective, efficient and sustainable infrastructure for water and sanitation services, and provision of electricity	<ul style="list-style-type: none"> Training and Employment of designated during the construction of the regional sewer project, in line with EPWP principles There is opportunity to also employ designated groups in secondary spin-off projects recycling of water and re-use of sludge (composting). Guided by the actual business plan of the by-products of the treated sewer. In the deliverables where a large part of the work is planning and co-ordination, the cluster will use the employment equity policy to ensure that designated groups are employed as part of the operational tools of the organization (refer to in later text as planning deliverable)
	Ensure integrated spatial development planning and promote good land use management	<ul style="list-style-type: none"> (not mainstreaming specific)
	Promote residential development and urban renewal	<ul style="list-style-type: none"> Protection of children in 'Child Headed Families' Support for families affected by HIV & Aids. Ensure inclusivity of vulnerable groups in projects within Evaton Renewal Programme. Ensure that Shack Down Programme does not impact on vulnerable groups.



IDP KEY PRIORITY AREA	IDP STRATEGY	DELIVERABLES FOR DESIGNATED GROUPS AND MAINSTREAMING
	Plan for effective, efficient and sustainable infrastructure for water and sanitation services, and provision of electricity	<ul style="list-style-type: none"> (not mainstreaming specific)

9.4.3 Reviving a Sustainable Environment

IDP KEY PRIORITY AREA	IDP STRATEGY	MAINSTREAMING
Key Priority Area 3: Revive our Environment Environmental Management Waste Management Environmental Awareness Environmental Health Air Quality Management Cemeteries	Ensure the minimisation of waste and the maximize recycling of waste	<ul style="list-style-type: none"> Employ women, disabled and youth at the by-back centres /temporary station for waste and tyre recycling Facilitate designated group owned business to benefit from project identified through the IWEX programme
	Create healthy environment through effective environmental health management	<ul style="list-style-type: none"> During the appointment of staff take consideration of the Employment Equity policy Try to influence the intern policy to assist in the facilitation of the in-service training of students in Environmental Health field Use women and elderly as demonstrators in the Clean-fires project implementation
	Build partnerships to ensure integrated environmental awareness, planning and management	<ul style="list-style-type: none">
	Promote conservation of environmental resources and biodiversity	<ul style="list-style-type: none"> Training of youth and women in greening and rehabilitation initiatives, funding the training from a percentage of the donor funds
	Plan and provide for effective and sustainable road infrastructure	<ul style="list-style-type: none"> Planning deliverables Employment of youth, women and ex-combatants in the erection of road signage Deliverables that are construction related, we will institute the mainstreaming as indicated in previous construction related deliverables e.g. road construction deliverables
	Plan and develop accessible, safe and affordable public transport systems and facilities	<ul style="list-style-type: none"> Planning deliverable Use youth, women, disabled and ex-combatants in conducting the CPTR surveys
	Promote efficient movement of freight	<ul style="list-style-type: none"> Planning deliverable
	Render an efficient and corruption free vehicle registration and licensing service	<ul style="list-style-type: none"> Deliverables that are construction related, we will institute the mainstreaming as indicated in previous construction related deliverables e.g. road construction deliverables
	Promote residential development and urban renewal	<ul style="list-style-type: none">



IDP KEY PRIORITY AREA	IDP STRATEGY	MAINSTREAMING
	Plan for effective, efficient and sustainable infrastructure for water and sanitation services and provision of	<ul style="list-style-type: none"> • Training and Employment of designated groups during the construction of the regional sewer project, in line with EPWP principles • There is opportunity to also employ designated groups in secondary spin-off projects e.g. recycling of water and re-use of sludge (composting. Guided by the actual business plan of the by-products of the treated sewer • In the deliverables where a large part of the work is planning and co-ordination, the cluster will use the employment equity policy to ensure that designated groups are employed as part of the operational tools of the organization (refer to in later text as planning deliverable)

9.4.4 Reintegrating our Region

IDP KEY PRIORITY AREA	IDP STRATEGY	MAINSTREAMING
Key Priority Area 4: Reintegrate our Region Roads and Stormwater Transport Public Transport 2010 Public Transport Airports Vehicle Licensing and Registration Traffic	Plan and provide effective efficient and sustainable road infrastructure	<ul style="list-style-type: none"> • Planning Deliverable • Employment of youth, women and ex-combatants in the erection of road signage. • Deliverables that are construction related, we will institute the mainstreaming as indicated in previous construction related deliverables e.g. road construction deliverables
	Plan and develop accessible, safe and affordable public transport systems and facilities	<ul style="list-style-type: none"> • Planning deliverable • Use youth, women, disabled and ex-combatants in conducting the CPTR surveys.
	Promote efficient movement of freight	<ul style="list-style-type: none"> • Planning deliverable
	Render an efficient and corruption free vehicle registration and licensing service	<ul style="list-style-type: none"> • On deliverables that are construction related, we will institute the mainstreaming as indicated in previous construction related deliverables e.g. road construction deliverables.
	Improve ICT connectivity in Sedibeng	<ul style="list-style-type: none"> • Youth Centre to have connectivity for access to information. • Minimize abuse of connectivity by blocking servers to access prohibited sites. • ICT internships for youth. • Empowerment of elderly via youth access to connectivity.

9.4.5 Releasing Human Potential

IDP KEY PRIORITY AREA	IDP STRATEGY	MAINSTREAMING
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IDP KEY PRIORITY AREA	IDP STRATEGY	MAINSTREAMING
Key Priority Area 5: Release Human Potential Sport Recreation Arts Culture Heritage Public Safety and Security Disaster Management Fire Services Emergency Medical Services Primary Health Care HIV & AIDS Social Welfare Education	Nurture the development of people's potential through sport, recreation, arts and culture	<ul style="list-style-type: none"> • Include the HIV and AIDS public information and educations • Include women and people with disabilities in the SRAC & H activities • Include the elderly in cultural and heritage programmes
	Promote and develop the heritage of our region	<ul style="list-style-type: none"> • Include the HIV and AIDS public information and educations • Include youth, women and people with disabilities in Heritage activities • Include the elderly in cultural and heritage programmes
	Promote a safe and secure environment	<ul style="list-style-type: none"> • Include the HIV and AIDS public information and educations • Include youth, women, elderly and people with disabilities in safety and disaster activities
	Promote HIV and AIDS understanding, treatment, care and support	<ul style="list-style-type: none"> • Setting targets and monitoring
	Promote efficient delivery of primary health care and emergency medical services	<ul style="list-style-type: none"> • Include the HIV public information and educations • Include youth, women, elderly, and people with disabilities in the PIER
	Promote social development of our communities	<ul style="list-style-type: none"> • Include the HIV public information and educations • Setting targets and monitoring
	Promote skills development and training	<ul style="list-style-type: none"> •

9.4.6 Good and Financial Sustainable Governance

IDP KEY PRIORITY AREA	IDP STRATEGY	MAINSTREAMING
		<ul style="list-style-type: none"> •
Key Priority Area 6: Good and Financial Sustainable Treasury	Ensure financial sustainable local government including of revenue collection, management and financial mobilisation	<ul style="list-style-type: none"> • Review affordability/sustainability of tariffs for all community and businesses • Additional points allocated in terms of the PPPFA to the mainstreaming groups • Research a methodology to award points to HIV/AIDS and ex combatants groups
	Effective management of council business	<ul style="list-style-type: none"> • Internal focus
	Render effective IT services	<ul style="list-style-type: none"> • Internal focus in alignment with Community services • Internal focus with the office of the MM
	Ensure effective, competent and motivated staff	<ul style="list-style-type: none"> • Ensure that the recruitment and selection process to be in alignment with National EE demographics
	Develop and maintain high quality municipal facilities	<ul style="list-style-type: none"> • Accessibility to all vulnerable groups – Adhering to Batho-Pele principles



IDP KEY PRIORITY AREA	IDP STRATEGY	MAINSTREAMING
	Facilitate access to relevant information and promote knowledge	<ul style="list-style-type: none"> Communities of Practice to encourage documenting oral histories of the elderly. Young females trained in Gender Issue Projects. (Workplace Learning Initiative Programme)
	Ensure measurable performance and transparent monitoring of the municipality	<ul style="list-style-type: none">
	Facilitate access to relevant information and promote knowledge	<ul style="list-style-type: none"> Communities of Practice to encourage documenting oral histories of the elderly. Young females trained in Gender Issue Projects. (Workplace Learning Initiative Programme)

9.4.7 Vibrant Democracy

IDP KEY PRIORITY AREA	IDP STRATEGY	MAINSTREAMING
Key Priority Area 7: Vibrant Democracy Public Participation IGR Political Offices	Build high level of stakeholder relations and effective communication and branding	<ul style="list-style-type: none"> All video material to include subtitles for the hard of hearing. Include HIV & Aids logo on all material where possible. Need to develop a clear database of stakeholders Communication strategy benefits communities, women, youth, business but it does not cover people with disabilities such as the blind, the deaf and the minority groups We need a district wide communication structure, representing various stakeholders in the district, such as youth, women, business, people with disabilities, traditional healers, etc.
	Promote high level of inter-governmental co-operation and co-ordination	<ul style="list-style-type: none"> Delegation to include youth and women The programme to benefit youth and women
	Ensure high level of corporate governance	<ul style="list-style-type: none">
	Ensure public participation	<ul style="list-style-type: none"> The provisioning of resources to local municipalities will be for those ward committees and ward sectoral forums that reflect a fair representing of designated groups Providing a mentorship programme for Councillors particularly women Councillors Ensuring that all designated groups, including blind people have a way to relate to our communications strategy Develop a road show programme of all sectoral groups
	Mainstreaming issues relating to designated groups	<ul style="list-style-type: none">
	Build high level of stakeholder relations and effective communication and branding	<ul style="list-style-type: none"> All video material to include subtitles for the hard of hearing. Include HIV & Aids logo on all material where possible



10 ALIGNMENT WITH NATIONAL, PROVINCIAL AND LOCAL POLICIES, PROGRAMMES AND PROJECTS

10.1 Introduction

In this section, we identify for each of the IDP strategies and deliverables, what is the existing alignment including identifying the joint projects that we are doing with both local municipalities as well as other spheres of government. These tables demonstrate the extent of IGR co-operation that does exist.

We had also planned a Joint IDP Lekotla where it was envisaged that key areas where further alignment, co-ordination or joint action is required especially between the local and district municipality would be identified to ensure that we deliver on our collective mandate.

Unfortunately due to circumstances outside of the control of Council this Lekgotla could not take place. It is hoped that this process can still happen and key regional actions will be identified and included in the various Service Delivery and Budget Implementation Plans as well as their implementation being monitored by the relevant IGR forums.

10.2 Areas of Alignment with National, Provincial and Local Policies, Programmes and Projects

10.2.1 Reinventing our Economy

IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
Key Priority Area 1: Reinvent our Economy LED Tourism Agriculture 2010 Accommodation SMME	Support the consolidation and expansion of the metal, energy and construction sectors	<ul style="list-style-type: none"> Alignment needed between incentive policies. Ensure participation of Locals in Steel Forum to be established. 	<ul style="list-style-type: none"> GAMSKAP programme with DED. Binding Constraints study & Sector Strategy with Presidency and GEDA Skills development programmes needed with DME & Dept of Labour



IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
BBBEE Land Reform GDS	Promote and develop the tourism and leisure sectors	<ul style="list-style-type: none"> • Lesedi • Tourism Strategy was initiated jointly with DBSA but could not be completed. This will be addressed by the Economic Development Strategy • Emfuleni • Develop a Tourism development strategy 	<ul style="list-style-type: none"> • Food Security Programme with GDACE. • LRAD Programme with Land Affairs and GPLRO & LRCC. • Land usage identification with DLA (Area Based Planning Programme) • GTA – cooperation on various projects. • Training of Tour operators with DEAT. • Training programmes with TEP and THETA and GEP • Water Sports Programme with SRAC (Gauteng) • Grading of establishments with Tourism Grading Council
	Promote and develop the agriculture sector	<ul style="list-style-type: none"> • Lesedi • 520 hectares has been acquired for agriculture and working arrangement forged with AFGRI – SA to draw social partners. A trust is in place to manage development • Poverty alleviation in the form of food security and homestead gardens projects are initiated with the assistance of GDACE and ARC 	
	Promote opportunities for increased inclusivity in the economy	<ul style="list-style-type: none"> • Lesedi • Regulation of informal trading is facilitated through the development of infrastructure in Ratanda an Heidelberg CBDs • Emfuleni • Develop a Local Economic Development Strategy • Promote BBBEE • Revitalise the CBD • Enhance relations with Local Business Sector • Develop an Industrial Development Strategy • Promote and develop a strategy for SMME • Develop policy on informal vendors/traders • Revive hydroponics projects 	<ul style="list-style-type: none"> • Build sustainable communities • Enhance employment • Various skills development programmes with DOL, SEDA, TEP, GEP and SETA. • Sedichem turnaround strategy with DED and GEP



IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
	Ensure integrated economic development and investment through the Vaal 21 initiative and Growth and Development Strategy	<ul style="list-style-type: none"> • Lesedi • To give effect to the SGDS, LLM through the assistance of Gauteng Economic Development Agency and Sedibeng District is developing the Economic Development Strategy 	<ul style="list-style-type: none"> • Office of the President (NSDP Project) & DED & GEDA

10.2.2 Renewing our Communities

IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NATIONAL AND PROVINCIAL PROJECTS
<p>Key Priority Area 2: Renew our Communities</p> <p>Development Planning Land Use Management GIS Housing Infrastructure Water and Sanitation Electricity Urban Renewal</p>	Ensure integrated spatial development planning and promote good land use management	<ul style="list-style-type: none"> • Lesedi • IDP mandates exploratory moves to acquire land for development in the area North and South of Bergsig • Development of Heidelberg extension 25 also known as the Zone of Opportunity • Development of a comprehensive SDF as part of the review of the Urban Edge • Emfuleni • Review SDF for the entire area of Emfuleni • Develop a new Emfuleni town planning scheme • Develop an Urban Development Zone for Emfuleni • Assistance to ELM on application backlogs. • Capture of Data needed at locals including addressing under usage. • Ongoing cooperation needed on Spatial Development Framework and Urban Edge 	<ul style="list-style-type: none"> • Stimulate sustainable economic activities and create long employment • DED Programme alignment: • GSDF • SDF • LUMS • GDT/GAT • National Programme: • NIMAC (Land Affairs) • CSDM (National Spatial Information Framework) • Area Based Planning • RLCC (Land Affairs) • Housing: • MHDP



IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NATIONAL AND PROVINCIAL PROJECTS
	Promote residential development and urban renewal	<ul style="list-style-type: none"> • Lesedi • In conjunction with the Department of Housing, the Council is developing a Cosmo – type concept for Ratanda and Heidelberg • Development of a Township in the area (30ha) of Heidelberg Showground to be finalized in June 2008 • Emfuleni • Develop an integrated housing plan • Rural housing strategy and development plan • Develop policy to regulate plots that are neglected • Midvaal • Blue Rose City – local position to be clarified. • Doornkuil – to be clarified 	<ul style="list-style-type: none"> • Office of the Premier (Evaton Renewal Programme) Multi-Sectoral Programme. (R50m per annum) • National Treasury SARS on CBD tax Incentive for Vereeniging. • NPDP grant (R250m + R20m) for urban renewal. • MIG funding under 20PTP projects & new housing developments.



IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NATIONAL AND PROVINCIAL PROJECTS
	Plan for effective, efficient and sustainable infrastructure for water and sanitation services, and provision of electricity	<ul style="list-style-type: none"> • Emfuleni • Provide sufficient and efficient pothole patching teams • Tarring of all township roads by 2010/11 • Tarring of five prioritized townships – Top 20 Townships • Achieve 100% traffic signals functionality by 2010/11 • Development of Infrastructure Master Plans • Development of a Stormwater management plans • Development of a road safety plan • Develop a regional master plan in conjunction with SDM, taking into consideration the GCR concept • Eradication of all sewer spillages and control pollution • Review special agreements with industries • Improve quality of water released into the environment • Provide 50 Kwh per month • Provide Free Basic Services to all registered indigents and households • Capital re-investment into electricity network to meet NERSA requirements • Bulk electricity service level agreements 	<ul style="list-style-type: none"> • Support economic growth and investments through the provision of appropriate transport systems and socio – economic infrastructure



IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NATIONAL AND PROVINCIAL PROJECTS
		<ul style="list-style-type: none"> The cluster is participating in the planning and development of the Regional Sewer project wherein Emfuleni and Midvaal are also participating The locals are invited in the IGR: Basic Services Meetings for the development of the Master Plans for bulk services (Refers to bullet 2, 3 and 5 under Key Deliverables). Undertaking site inspection with the locals of areas still being provided with bucket system. Emfuleni Eradication of all sewer spillages and control pollution Review special agreements with industries Improve quality of water released into the environment Provide 50 Kwh per month Provide Free Basic Services to all registered indigents and households Capital re-investment into electricity network to meet NERSA requirements Bulk electricity service level agreements 	<ul style="list-style-type: none"> DLG and DWAF are participating in the planning of the regional sewer work. DLG, DWAF are also invited to the IGR meetings Support economic growth and investments through the provision of appropriate transport systems and socio – economic infrastructure

10.2.3 Reviving a Sustainable Environment

IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
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IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
<p>Key Priority Area 3: Revive our Environment</p> <p>Environmental Management Waste Management Environmental Awareness Environmental Health Air Quality Management Cemeteries</p>	<p>Ensure the minimisation of waste and the maximize recycling of waste</p>	<ul style="list-style-type: none"> • Emfuleni • Implement an effective refuse collection system • Implement the Integrated Waste removal strategy • Develop a strategy to address underground pollution • Launch a campaign to educate communities importance of a clean environment • Launch a special programme to remove dumping in urban and rural areas • Develop Landfill/Mini Dumps transfer infrastructure • Install 4 air monitoring stations • Locals will be part of the steering committee for the development of a Waste Information System and IWEX. • Locals are invited to the sectoral Waste IGR as well as the Regional Environmental IGR • We are participating and support Emfuleni in the development of the Landfill gas to Energy project 	<ul style="list-style-type: none"> • Integrated Waste Information System • Promote sustainable development and quality of life by contributing to a safe and healthy living environment through waste minimisation and pollution abatement • Involve GDACE and DEAT in the IWEX Steering Committee • We are reporting to GDACE on the progress on the WIS project on a quarterly basis. • GDACE and DWAF are invited to the Regional Environmental IGR.
	<p>Create healthy environment through effective environmental health management</p>	<ul style="list-style-type: none"> • Emfuleni • Develop and implement an Environment Management Plan • Develop s uniform set of by – laws • Develop air quality management plans • Locals are involved in the sectoral MHS IGR • Steering committee with Locals to implement the By-law and MHS strategy development • Clean fire campaign will be rolled out through the AQM IGR where Local are participating. • Local Municipalities are members of the AQ Officers forum for both the Vaal and the Highveld AQ Plans. • Locals will be participating in the Steering Committee for the Development of the Section 77/78 AQ Study • Proposal to be developed and LM's to be part of the steering committee for strategic development 	<ul style="list-style-type: none"> • Promote sustainable development and quality of life by contributing to a safe and healthy environment • Alignment with GDACE through the Technical Committee on EHS as well as with the Provincial Health department and National Department of Health • Participating in the AQO forum • GDACE and DEAT will form part of the steering committee for the development of the Section 78 project on the AQ Authority. • Proposal to be developed and GDACE, DEAT and DWAF to be part of the steering committee for strategic development



IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
	Build partnerships to ensure integrated environmental awareness, planning and management	<ul style="list-style-type: none"> Locals are presented on the steering committee for Sedibeng District Municipality We participate in the steering committees of the Locals Locals will be involved in the development of the second generation EPoA Local Participate in the regional IGR where the EPoA is discussed Locals are involved in the implementation of the awareness programmes in their areas 	<ul style="list-style-type: none"> GDACE and DEAT will be involved in the development of the second generation EpOA GDACE and EPWP are involved in the preparation and launching and competition
	Promote conservation of environmental resources and biodiversity	<ul style="list-style-type: none"> Lesedi Completed the Environment Management Framework to be authorised by Gauteng Department of Agriculture, Conservation and Environment Locals are participating in the greening IGR Locals are participating in the Wetland forum Emfuleni Develop and implement an Environment Management Plan 	<ul style="list-style-type: none"> GDACE, DEAT and WFW are facilitating the wetland forum District Weed Invader Plants district 8 steering committee meetings.

10.2.4 Reintegrating our Region

IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
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IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
<p>Key Priority Area 4: Reintegrate our Region</p> <p>Roads and Stormwater Transport Public Transport 2010 Public Transport Airports Vehicle Licensing and Registration Traffic</p>	Plan and provide effective efficient and sustainable road infrastructure	<ul style="list-style-type: none"> Locals are part of the Project Steering Committees per projects Locals are part of the monthly progress meeting on the 20T Roads projects Locals will be part of the steering committees for the road signage project implementation Locals are part of the sector Roads Management IGR forum Locals are invited into the sector Transport Planning IGR forum Emfuleni Provide sufficient and efficient pothole patching teams Tarring of all township roads by 2010/11 Tarring of five prioritized townships – Top 20 Townships Achieve 100% traffic signals functionality by 2010/11 Development of Infrastructure Master Plans Development of a Stormwater management plans Development of a road safety plan Develop a regional master plan in conjunction with SDM, taking into consideration the GCR concept 	<ul style="list-style-type: none"> DPTRW is part of the progress meetings DPTRW are part of the steering committee for the road signage project DPTRW are part of the sectoral Roads management IGR forum DPTRW as well as DoT are invited to the sectoral Transport Planning IGR forum
	Plan and develop accessible, safe and affordable public transport systems and facilities	<ul style="list-style-type: none"> Local will be part of the ITP steering committee Locals participate in the sectoral Transport IGR forum 	<ul style="list-style-type: none"> DPTRW will be part of the ITP steering committee DPTRW participate in the sectoral Transport Planning IGR forum
	Promote efficient movement of freight	<ul style="list-style-type: none"> Locals participate in the sectoral Transport IGR forum 	<ul style="list-style-type: none"> DPTRW participate in the sectoral Transport Planning IGR forum
	Render an efficient and corruption free vehicle registration and licensing service		<ul style="list-style-type: none"> DPTRW is involved in the quarterly SLA meetings for the Licensing Service Centres.
	Improve ICT connectivity in Sedibeng	<ul style="list-style-type: none"> Local have not included connectivity in their IDP's Participation in Connectivity Forum not to be optional. Deliverable to be included in IDP. 	<ul style="list-style-type: none"> B-Linked Programme of Blue IQ



10.2.5 Releasing Human Potential

IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
Key Priority Area 5: Release Human Potential Sport Recreation Arts Culture Heritage Public Safety and Security Disaster Management Fire Services Emergency Medical Services Primary Health Care HIV & AIDS Social Welfare Education	Nurture the development of people's potential through sport, recreation, arts and culture	<ul style="list-style-type: none"> Establish and upgrade SRAC&H facilities in ELM Establish partnership with Community Based Organisations for promotion of arts and culture Establish arts and culture forum in ELM Collaborate with ELM on Human Rights, Youth, Woman and Heritage months Emfuleni Establish and upgrade sports facilities Finalise Zone 11 Stadium and other outstanding facility projects Establish partnership with Community Based Organisations for promotion of arts and culture Establish arts and culture forum 	<ul style="list-style-type: none"> Collaboration with the province in community based recreation and mass participation in sports, arts, culture and heritage programmes i.e. Hubs, 2010 Training and funding of the forums Collaborate with the province and National on Human Rights, Youth, Woman and Heritage months Promote safe, secure and sustainable communities and healthy lifestyles through the delivery of community base recreation programmes and mass participation in sports, arts and culture and by encouraging community involvement in heritage management
	Promote and develop the heritage of our region	<ul style="list-style-type: none"> Work in partnership with Lesedi and the City of Johannesburg on the effective utilization of the Heidelberg Transport Museum Collaborate with ELM in the establishment of the GNC committees 	<ul style="list-style-type: none"> Collaboration with National and province in Developing a comprehensive heritage strategy plan which should include: <ul style="list-style-type: none"> Database of anti-apartheid activists, victims and survivors; Approach towards heritage monuments, interpretation centres and museums; Projects to facilitate healing and history gathering; and a Focus on Evaton, home of Duma Nokwe and Gert Sibande and the upgrading of the Roman Catholic Church in Small Farms. Collaborate with the province in the GNC process



IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
	Promote a safe and secure environment	<ul style="list-style-type: none"> • Collaboration with ELM in • Crime Prevention Strategy • PIER programmes • Expand implementation of CCTV to all CBDs • Increase by- laws enforcement capacity • Build full functioning fire stations in Sebokeng and Evaton (Emfuleni) • Collaborate with ELM regarding the 2010 safety and security plan • Emfuleni • Develop Local Crime Prevention Strategy • Establish community police forum • Expand implementation of CCTV to all CBDs • Increase by – laws enforcement capacity • Build full functioning fire stations in Sebokeng and Evaton 	<ul style="list-style-type: none"> • Collaboration with National and provincial regarding the integration of emergency communication centre • Collaborate with the province regarding the 2010 safety and security plan • Provide information and research support
	Promote HIV and AIDS understanding, treatment, care and support	<ul style="list-style-type: none"> • Consolidate existing partnership with ELM AND PRIVATE SECTOR • Hands on project • P project WIN • Khomanani Project • Netherlands • Work place • Indigent burial projects • Establishment of local AIDS council • Emfuleni • Develop Local Crime Prevention Strategy • Establish community police forum • Expand implementation of CCTV to all CBDs • Increase by – laws enforcement capacity • Build full functioning fire stations in Sebokeng and Evaton 	<ul style="list-style-type: none"> • Collaborate with the Province in the EPWP and funding • Provide information and research support
	Promote efficient delivery of primary health care and emergency medical services	<ul style="list-style-type: none"> • Emfuleni • Develop HIV and AIDS strategy • Establish inter-sectoral HIV and AIDS forum • Coordinate NGO's and CBO's • Maintain local HIV and AIDS forum and chronic diseases • Provide a comprehensive primary health care service • Build 3 new clinics by 2010/11 	<ul style="list-style-type: none"> • GPG to establish facilities in the district according to need • Develop partnership to promote healthy lifestyles • Promote healthy lifestyles • Strengthen primary health care, EMS and hospital service



IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
	Promote social development of our communities	<ul style="list-style-type: none"> • Collaboration with ELM on gender development 	<ul style="list-style-type: none"> • Collaboration with the province regarding ECD centre((TPT) • Collaboration with the province on gender development
	Promote skills development and training	<ul style="list-style-type: none"> • Collaboration with ELM on youth advisory centre 	<ul style="list-style-type: none"> • Collaboration with national and provincial youth agencies

10.2.6 Good and Financial Sustainable Governance

IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
Key Priority Area 6: Good and Financial Sustainable Governance Treasury Supply Chain Management	Ensure financial sustainable local government including of revenue collection, management and financial mobilisation	<ul style="list-style-type: none"> • Emfuleni • Clean up consumer database • Verification of indigent register • Explore alternative sources of revenue • Increase account collection rates – credit control • Achieve unqualified AG report • Develop a 5 Year Financial Plan • Improve billing processes • Improve debt collection processes • Additional points allocated in terms of the PPPFA to the mainstreaming groups • Research a methodology to award points to HIV/AIDS and ex combatants groups 	<ul style="list-style-type: none"> • Promote transparency and enforce effective financial management • Alignment with Provincial Treasury and DLG Finance summit findings • Participating in the "Targeted procurement for small enterprises" project of GPG Treasury • Provide GAP analysis to Treasury for all groups
	Effective management of council business	<ul style="list-style-type: none"> • Adhere to National and Provincial program to develop and align by-laws 	<ul style="list-style-type: none"> • Adhere to National and Provincial program to develop and align by-laws
	Render effective IT services	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Alignment with Provincial BCP
	Ensure effective, competent and motivated staff	<ul style="list-style-type: none"> • Emfuleni • Implement effective performance management system • Implement Human Resources Development Strategy • Create benefit administration • Develop remuneration management capacity • Implement labour relation systems • Creation of Employee Assistance Programme (EAP) capability 	<ul style="list-style-type: none"> • Align recruitment and selection process with National EE demographics targets •



IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
	Develop and maintain high quality municipal facilities	<ul style="list-style-type: none"> • Emfuleni • Implement a fleet management strategy • Implement a new electronic workshop system to improve vehicle and equipment turn around time and asset management • Implement electronic fuel management system - fuel stock control • Implement fleet management control room • Upgrade mechanical workshop • Develop a protocol and policy between Emfuleni Local Municipality and Sedibeng District Municipality on assets transfer 	<ul style="list-style-type: none"> • OHS Act • EE Act • Batho-Pele principles
	Facilitate access to relevant information and promote knowledge	<ul style="list-style-type: none"> • Emfuleni • Implement an effective document retrieval & archive system • Midvaal & Lesedi to participate in Knowledge management forum 	<ul style="list-style-type: none"> • Stats SA, DPSA & DPLG programmes. • Tertiary Institutions & Dept of Education. • Cities Network & Cities Learning Network(DPLG) • SALGA – Policy Development for KM. • HSRC & CSIR for stats and studies.
	Ensure measurable performance and transparent monitoring of the municipality		
	Facilitate access to relevant information and promote knowledge	<ul style="list-style-type: none"> • Emfuleni • Implement an effective document retrieval & archive system • Midvaal & Lesedi to participate in Knowledge management forum. 	<ul style="list-style-type: none"> • Stats SA, DPSA & DPLG programmes. • Tertiary Institutions & Dept of Education. • Cities Network & Cities Learning Network(DPLG) • SALGA – Policy Development for KM. • HSRC & CSIR for stats and studies.

10.2.7 Vibrant Democracy

IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
Key Priority Area 7: Vibrant Democracy	Build high level of stakeholder relations and effective communication and branding	<ul style="list-style-type: none"> • Emfuleni • Create a communication & marketing capacity • Ensure constant contact with relevant provincial and national departments • Effective communication linkages 	<ul style="list-style-type: none"> • Partnership with DLG on enhancement of website. • GCIS programme on mainstream media houses. • Premiers Office – protocol programme



IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
		maintained with Executive Mayor, Councillors and Senior Managers • Midvaal & Lesedi to establish Communications Strategies.	• Premiers Office – Communications Lekgotla

10.2.8 Vibrant Democracy

IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
Key Priority Area 7: Vibrant Democracy Public Participation IGR Political Offices	Build high level of stakeholder relations and effective communication and branding	• Emfuleni • Create a communication & marketing capacity • Ensure constant contact with relevant provincial and national departments • Effective communication linkages maintained with Executive Mayor, Councillors and Senior Managers • Midvaal & Lesedi to establish Communications Strategies	• Notification of the community about anything through the media • Partnership with DLG on enhancement of website. • GCIS programme on mainstream media houses. • Premiers Office – protocol programme • Premiers Office – Communications Lekgotla.
	Promote high level of inter-governmental co-operation and co-ordination	• Emfuleni • Provide learning experiences and opportunities through study visits to other municipalities • Build capacity of the IGR • Delegation to include youth and women; • The programme to benefit youth and women	• The Council must establish the local intergovernmental forum to promote and facilitate intergovernmental relations between the district and locals
	Ensure high level of corporate governance	• Emfuleni • Develop Risk Management Strategy and Plan, Fraud Prevention Strategy and Plan, Anti Corruption Strategy and Plan	•



IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
	Ensure public participation	<ul style="list-style-type: none"> • Emfuleni • Establish cluster resource centre to provide administration support to Ward Councillors and Ward Committees • Commission a study to evaluate effective model of ward committee representation and relevance to other sectors • Lobby for the relocation of Pan African Parliament to Emfuleni • Develop a public participation policy framework • Develop of ward based IDPs • Peoples Assembly • Implement petition management policy • Supplement gender desk • Provide orientation and continuous training to members of ward committees and sub committees 	<ul style="list-style-type: none"> • A municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance • The planning undertaken by a municipality must be aligned with, and complement the development plans and strategies of other affected municipalities • The local municipality must establish the ward committees for each ward with the Councillor representing that ward as the chairperson of the committee, to enhance participatory democracy in local government
	Mainstreaming issues relating to designated groups	<ul style="list-style-type: none"> • Lesedi • The Youth Advisory Centre, GEP and satellite office for the Department of Land Affairs established • Emfuleni • Establish a youth and gender desk 	<ul style="list-style-type: none"> •



11 KEY PERFORMANCE INDICATORS

In this final section we identify the key performance indicators to measure the implementation of the IDP. These indicators will be reported on quarterly in the Service Delivery and Budget Implementation Plans and then annually in the Annual Report. A report will also be provided as part of the analysis of the next IDP.

11.1 Reinventing our Economy

IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE INDICATOR
Key Priority Area 1: Reinvent our Economy LED Tourism Agriculture 2010 Accommodation SMME BBBEE Land Reform GDS	Support the consolidation and expansion of the metal, energy and construction sectors	<ul style="list-style-type: none"> Establishment and number of meetings held by the Steel Forum Percentage completion of the binding constraints study Council approval of the Minerals and Energy Sector Strategy Percentage increase in employment in manufacturing sector.
	Promote and develop the tourism and leisure sectors	<ul style="list-style-type: none"> GDP growth in the tourism and leisure sectors; Number of tourists visiting Sedibeng Number of newly graded establishments registered in Sedibeng. Number of marketing initiatives initiated to promote and leisure events in Sedibeng.
	Promote and develop the agriculture sector	<ul style="list-style-type: none"> GDP growth in the agriculture sector Number of government supported agricultural projects Number of emerging farmers supported by government projects
	Promote opportunities for increased inclusivity in the economy	<ul style="list-style-type: none"> Percentage increase of SDM procurement spend going to: (Supply Chain) <ul style="list-style-type: none"> Black owned businesses Women owned business Youth owned business and Businesses owned by people with disability Number of SMMEs reached to promote opportunities and disseminate relevant information <ul style="list-style-type: none"> Black owned businesses Women owned business Youth owned business and Businesses owned by people with disability
	Consolidate, Review and monitor the SGDS	<ul style="list-style-type: none"> Number of stakeholders reached through GDS engagements. Completion of second Generation SGDS and launch.

11.2 Renewing our Communities

IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE INDICATOR
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IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE INDICATOR
Key Priority Area 2: Renew our Communities Development Planning Land Use Management GIS Housing Infrastructure Water and Sanitation Electricity Urban Renewal	Ensure integrated spatial development planning and promote good land use management	<ul style="list-style-type: none"> Number of updates to GIS with new information; and Number of land use management policies and instruments (e.g. town planning schemes) which promote well managed land use implemented by locals
	Promote residential development and urban renewal	<ul style="list-style-type: none"> Percentage completion of all projects and programmes associated with: Support provided to the following <ul style="list-style-type: none"> Evaton Regeneration Programme (Gauteng provincial project); Top 20 Townships Programmes (Gauteng provincial project); Precincts in Sharpeville and Vereeniging (Emfuleni project); and Boipatong Urban Renewal (Gauteng provincial project). Number of communities reached by Shack Down Campaigns
	Plan for effective, efficient and sustainable infrastructure for water and sanitation services, and provision of electricity	<ul style="list-style-type: none"> Percentage implementation of master/sectoral plans for water and sewage infrastructure developed; Percentage completion of Regional Sewer Scheme Percentage completion of projects which promote energy efficiency. Percentage improved management of the Vaal River system within the borders of Sedibeng. Percentage implementation of support for the improvement of sanitation through the eradication of the bucket and pit latrines systems

11.3 Reviving a Sustainable Environment

IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE INDICATOR
Key Priority Area 3: Revive our Environment Environmental Management Waste Management Environmental Awareness Environmental Health Air Quality Management Cemeteries	Ensure the minimisation of waste and the maximize recycling of waste	<ul style="list-style-type: none"> Percentage review and updating of the IWMP and the development of the WIS. Submission of the IWMP and the WIS for Council approval. Percentage implementation of the IWEX. Facilitate the recycling of waste and tyres in the Sedibeng region. Percentage development and implementation of the waste recycling strategy.



IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE INDICATOR
	Create healthy environment through effective environmental health management	<ul style="list-style-type: none"> • Delivery of an effective and sustainable MHS. • Percentage compliance to and the effective implementation of the SLA. • Percentage implementation of programmes to improve air quality in residential areas. • Percentage development and adoption of the MHS Bylaws. • Percentage development and adoption of the MHS Strategy. • Percentage effective implementation of the Vaal AQMP. • Percentage support to the development of the Highveld AQMP. • Percentage establishment of an effective AQ Licensing Authority. • Percentage development and implementation of the Energy Strategy. • Ensure the establishment of the IGR: MHS.
	Build partnerships to ensure integrated environmental awareness, planning and management	<ul style="list-style-type: none"> • Percentage development of the EM Framework and Plan. • Percentage effective implementation of the EPoA. • Percentage facilitation of the development of the cleaner production support programme for industry in Sedibeng. • Ensure proper environmental planning and compliance. • Ensure the establishment of the IGR: Environmental Planning. • Percentage development and implementation of the Outreach Strategy.
	Promote conservation of environmental resources and biodiversity	<ul style="list-style-type: none"> • Ensure support and assistance to LMs with the Ensure support and assistance to LMs with the greening initiatives. • Percentage development of the plan for wetlands and grasslands that includes conservation, rehabilitation, and support for job creation. • Facilitate greening projects, working for wetlands, working for water, and other EPWP projects. • Percentage facilitation of development of a biosphere conservation area in and around Suikerbosrand.

11.4 Reintegrating our Region

IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE INDICATOR
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IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE INDICATOR
Key Priority Area 4: Reintegrate our Region Roads and Stormwater Transport Public Transport 2010 Public Transport Airports Vehicle Licensing and Registration Traffic	Plan and provide effective efficient and sustainable road infrastructure	<ul style="list-style-type: none"> Ensure that the Sedibeng Strategic Roads Framework (SRF) includes a prioritised list of regional roads (R82, R59, K11, and R42) for urgent development in line with the Sedibeng Spatial Development Framework (SDF). Percentage removal of outdated road signs and the installation of new directional and tourism signs. Percentage completion of audit and construction of directional and tourism signs Ensure the establishment of the IGR: Roads Management. Percentage completion of upgrading and tarring of township roads including with regard to meeting the EPWP goals.
	Plan and develop accessible, safe and affordable public transport systems and facilities	<ul style="list-style-type: none"> Percentage reviewed ITP that includes sections on public transport, road and rail infrastructure freight, waterways, and role of local airports. Ensure the establishment of the IGR: Transport Planning. Ensure the funding by SARCC/Metrorail for the upgrading of rail infrastructure. Funding for upgrading of rail infrastructure secured and budgeted. Percentage completion of the development of the Turn-Around Strategy for Taxi Ranks that includes certainty on management, improved revenue generation, and linking to urban regeneration. Percentage upgrading of key intermodal facilities
	Promote efficient movement of freight	<ul style="list-style-type: none"> Percentage implementation of turn around strategy for Vereeniging and Heidelberg Airports Percentage improvement in road safety projects
	Render an efficient and corruption free vehicle registration and licensing service	<ul style="list-style-type: none"> Percentage improvement of the Best Practice Model Percentage implementation of change management process Percentage increase in training and capacity building. Percentage installation of CCTV cameras in LSCs

11.5 Releasing Human Potential

IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE INDICATOR
Key Priority Area 5: Release Human Potential Sport Recreation Arts Culture Heritage Public Safety and Security Disaster Management Fire Services	Nurture the development of people's potential through sport, recreation, arts and culture	<ul style="list-style-type: none"> Number of mass participation sport programmes supported Percentage implementation of multicoded hubs Percentage establishment of a soccer academy Successful Air Show
	Promote and develop the heritage of our region	<ul style="list-style-type: none"> Percentage completion of heritage strategy Number of geographical name changes initiated or supported Number of established and well maintained heritage routes, exhibitions, sites and precincts in the region; and



IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE INDICATOR
Emergency Medical Services Primary Health Care HIV & AIDS Social Welfare Education		<ul style="list-style-type: none"> Percentage completion of 'journeys of living history' taking survivors and veterans of struggles in the region to other places in the country
	Promote a safe and secure environment	<ul style="list-style-type: none"> Percentage reduction in identified types of crime in the region; Number of victim support centres supported and monitored; Number of and community participants in crime prevention programmes; Percentage reduction in disaster incidents; and Percentage improvement in service levels in Fire & Rescue and Disaster Management.
	Promote care and awareness of HIV and AIDS	<ul style="list-style-type: none"> Percentage reduction in new HIV infections; and Number of HIV and AIDS programmes and events conducted.
	Promote efficient delivery of primary health care and emergency medical services	<ul style="list-style-type: none"> Percentage compliance to service levels in the delivery of primary health care (PHC); and Percentage compliance to service levels in the delivery of emergency medical services (EMS)
	Promote social development of our communities	<ul style="list-style-type: none"> Numbers of women, youth, elderly, children, people with disability and ex - combatants participating in SDM social development programmes;
	Promote skills development and training	<ul style="list-style-type: none"> Number of young people assisted at Youth Advice Centres; and Number of students assisted through Sedibeng Bursary Fund.

11.6 Good and Financial Sustainable Governance

IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE INDICATOR
Key Priority Area 6: Good and Financial Sustainable Governance Treasury Knowledge Management Legal and Support Services IT HR Facilities Management	Revenue collection, management and finance mobilization	<ul style="list-style-type: none"> Percentage development of a comprehensive fixed asset register. Percentage completion of rental agreements with Locals. Percentage completeness of revenue Number of times investment has optimal returns. Completed research report to explore the consideration of additional revenue generating avenues for Council. Percentage improvement of revenue management through the collation and usage of existing Credit Control Policy. Percentage increase in cleared deposits and unallocated cash.
	Governance of municipal finance	<ul style="list-style-type: none"> Percentage compliance to MFMA statutory report Number of improved policies and procedures introduced. Percentage completion and implementation of Internal Control and Compliance procedure manual
	Building capacity to manage municipal finance	<ul style="list-style-type: none"> Percentage staff trained Number of reports on more effective use made of



IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE INDICATOR
		existing IGR structure to share good practices from municipalities and to share general information. <ul style="list-style-type: none"> • Number of customer surveys conducted
	Financial reporting	<ul style="list-style-type: none"> • Number of unqualified audits received through Unqualified audits received • Percentage compliance with 07/08 Auditor-General's report. • Number of Internal Audit queries addressed within timeframe. • Number of appropriate IT Systems to support Financial Management in place including maximum inter-operability with Locals. • Percentage review of GAMAP/GRAP implementation. • Percentage accuracy of payment to all officials and Councillors. • Percentage compliance of Financial Statements with GAMAP/GRAP for 2009/2009
	Budgeting and planning municipal finances	<ul style="list-style-type: none"> • Annual review of existing tariffs while mindful of the need to keep tariffs affordable to the poor • Development of a medium term expenditure framework and/or regional fiscal budget guide in alignment with National, Provincial and Municipal Budget allocations (OPEX, CAPEX and Tariffs). • Number of budget adjustments. • Compliance of budget adjustments to IDP process and MTEF process.
	Supply chain management	<ul style="list-style-type: none"> • Percentage tenders issued and awarded timeously • Percentage implementation of programme to support SMME's to tender for government tenders (Number of SMME's as outlined per report included in bidding processes). • Percentage implementation of improved Council approved Supply Chain Management Policy and procedures to all clusters
	Facilitate access to relevant information and promote knowledge	<ul style="list-style-type: none"> • Percentage of reliable statistics on key data sets • Number of information sessions held • Number of information and knowledge sharing articles published • Number of clients serviced with relevant information • Establishment and operation of an archival system • Percentage completion of the knowledge management policy
	Effective management of council business	<ul style="list-style-type: none"> • Percentage reduction in number of legal cases against the council administered; • Number of times council agenda are prepared and delivered on time; • Percentage implementation of new internal communication system and record management systems • Percentage compliance with audit and legislative requirements in respect of access to information, contract management etc



IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE INDICATOR
	Render effective IT services	<ul style="list-style-type: none"> All municipal offices linked to the municipal network; Percentage uptime of the current network; Percentage compliance with audit requirements; and Percentage implementation of the new IT model.
	Ensure effective, competent and motivated staff	<ul style="list-style-type: none"> Percentage completion of organizational restructuring; Time taken to fill personnel vacancies; Percentage of staff and Councillors who attend training; Numbers of training courses arranged for staff and Councillors Percentage compliance to Employment Equity targets of the Council; Percentage of staff who attend employee wellness programmes; Percentage implementation of performance management system (PMS); Percentage implementation of Occupational Health and Safety (OHS); and Number of Labour Relations cases administered
	Develop and maintain high quality municipal facilities	<ul style="list-style-type: none"> Percentage implementation of fleet management system; Percentage establishment of municipal facilities management system; Percentage compliance (user – friendliness) of municipal facilities to accommodate vulnerable groups; Percentage implementation of Fresh Produce Turn around Strategy; Percentage implementation of Vereeniging and Heidelberg Airport Turn around strategy

11.7 Vibrant Democracy

IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE INDICATOR
Key Priority Area 7: Vibrant Democracy External Communications Marketing and Branding	Build high level of stakeholder relations and effective communication and branding	<ul style="list-style-type: none"> Numbers of people participating in Council organized public functions including izimbizo, council meetings, etc. – Speaker's Office Number of events supported with branding Number of media articles and items produced; and Number of hits on the SDM websites Council approval of SDM 2010 marketing strategy
Public Participation IGR Political Offices	Build high level of stakeholder relations and effective communication and branding	<ul style="list-style-type: none"> Percentage increase in numbers of people participating in Council organized public functions including izimbizo, council meetings, etc Percentage increase in number of media articles and items produced; and Percentage utilization of SDM websites.



IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE INDICATOR
	Promote high level of inter-governmental co-operation and co-ordination	<ul style="list-style-type: none"> • Level of participation in the inter-governmental relations forums.
	Ensure public participation	<ul style="list-style-type: none"> • Number of ward committee members trained; • Number of policy documents in the public domain; • 100% compliance with legal requirements for public participation (budget, IDP, annual report etc) and • Number of SDM izimbizo and dialogues held.
	Mainstreaming issues relating to designated groups	<ul style="list-style-type: none"> • Number of youth, women, children, elderly and people with disabilities who participate in SDM programmes set out above.